

# **Emergency Shelter Cluster Information Management Training**

## **Participants Workbook**

**Pilot Workshop held in  
Geneva, Switzerland  
9 – 11 July 2008**



# Table of Contents

<b>Agenda .....</b>	<b>4</b>
<b>Participants List .....</b>	<b>5</b>
<b>1.1 Welcome, Introductions, Workshop Objectives and Overview.....</b>	<b>7</b>
<b>1.2 Setting the Framework .....</b>	<b>9</b>
Terms of Reference: Emergency Shelter Cluster Field Cluster Coordinator .....	12
Terms of reference: Emergency Shelter Cluster Information Manager.....	15
Terms of Reference: Emergency Shelter Cluster Shelter Recovery Adviser .....	17
<b>1.3 Overview of Information Management .....</b>	<b>19</b>
<b>1.4 Information Types and Needs within the ESC.....</b>	<b>21</b>
<b>2.1 Data Collection .....</b>	<b>23</b>
Assessment Tools.....	24
Sphere: Shelter, Settlement and Non-Food Items Initial Needs Assessment Checklist ...	25
Rapid Village Assessment .....	29
<b>2.2 Data Processing and Collation.....</b>	<b>31</b>
File Naming Conventions.....	32
<b>2.3 Data Analysis.....</b>	<b>33</b>
<b>2.4 Information Dissemination .....</b>	<b>35</b>
Emergency Shelter Cluster Situation Report .....	36
<b>2.5 Simulation Briefing.....</b>	<b>40</b>
<b>3.1 Simulation.....</b>	<b>41</b>
<b>3.2 Simulation Debriefing.....</b>	<b>42</b>
<b>3.3 Workshop Evaluation .....</b>	<b>43</b>
<b>Workshop Evaluation.....</b>	<b>43</b>
<b>Annexes .....</b>	<b>47</b>
Annex A. Emergency Shelter Cluster Field Coordination Toolkit.....	48
1.1 Global Cluster Guidance Note – key points .....	48
6.1 Guide to Effective Information Management .....	52
6.2 Software Guide .....	54
6.3 Guideline to collection of baseline data.....	55
6.4 Indicators.....	58
6.5 Useful Websites .....	60
6.6 Definitions.....	61
Annex B. Information Management and Analysis: A discussion paper prepared by OCHA .....	66
Annex C. Best Practices in Information Management.....	68
Annex D. 3W .....	70
Annex E. P-Codes.....	71
Annex F. Lessons Learned about Cluster Information Management: .....	72
Annex G. Operational Guidance in Information Management.....	80
Annex H. ESC Communications Kit .....	85
Annex I. Information management tools and services.....	86

# Agenda

## 9 July Introduction and overview

			Resource person
0830 – 1015	1.1	Welcome, Introductions, Workshop Objectives and Overview	Saunders Thompson
1015 – 1045		<i>Break</i>	
1045 – 1230	1.2	Setting the Framework, the cluster approach, the IM role in it	McGoldrick, Shepherd- Barron, Bauman, Thompson
1230 – 1330		<i>Lunch</i>	
1330 – 1500	1.3	Overview of information management, principles, tools and methods	Turner
1500 – 1530		<i>Break</i>	
1530 – 1715	1.4	Information types and needs within the Emergency Shelter Cluster, introduction to datasets	Johnstone Thompson
1715 – 1730		Daily workshop review	Thompson

## 10 July Setting up and running an IM system

0830 – 1000	2.1	Data collection	Turner, Alspach
1000 – 1030		<i>Break</i>	
1030 – 1130	2.1	Data collection continued	
1130 – 1230	2.2	Data processing	Turner, Bauman
1230 – 1330		<i>Lunch</i>	
1330 – 1500	2.3	Analytical processes	Bjorgo, Alspach, Turner
1500 – 1530		<i>Break</i>	
1530 – 1430	2.3	Analytical processes continued	
1430 – 1715	2.4	Reporting/information dissemination basics	Turner
1715 – 1730	2.5	Simulation briefing	Thompson
		<i>Dinner</i>	
		Simulation preparation in small groups	
		Q&A session about the role of IM managers in the ESC	
		Johnstone	

## 11 July Practicing the skills

0830 – 1330	3.1	Simulation, including break and lunch	All trainers
1330 – 1500	3.2	Simulation debriefing	All trainers
1500 – 1530		<i>Break</i>	
1530 – 1645	3.3	Personal action plan, workshop evaluation and closing	Johnstone Thompson

## Participants List

No	NAME	ORGANIZATION	Email	Phone
1	Bilal Ashraf	UNHCR	ashrafb@unhcr.org	+923005018694
2	Anna Bendall	UNHCR	BENDALL@unhcr.org	+962 7 96 03 67 80
3	Merkur Beqiri	UNHCR	BEQIRIM@unhcr.org	+962799390636
4	Jorge de Tenorio	UNHCR	TENORIO@unhcr.org	+41(079)8216636
5	John Marinos	UNHCR	MARINOS@unhcr.org	+254 (0) 710 944 394
6	Udeesha Perera	UNHCR	pererau@unhcr.org	+94-77-3116783
7	Stephane Savarimuthu	UNHCR	STEPHANENAVEEN@gmail.com	+573122309266
8	Ayubu Sizya	UNHCR	thesizyas@hotmail.com	+255 752 225013
9	Sardarwali Wardak	UNHCR	WARDAK@unhcr.org	+93 20 220 0381
10	Phyo Wai Kyaw	UNHCR	KYAW@unhcr.org	+95 1 524 022
11	Anno Müller	Netherlands RC	Anno_muller@yahoo.com	+51 1991 343 918
12	Jan Willem Wegdam	Netherlands RC	wegdam@xs4all.nl	+31 725712003
13	Clare Sayce	British RC	CSayce@redcross.org.uk	
14	Marian Spivey-Estrada	American Red Cross	spiveyestradam@usa.redcross.org	011-202-303-5045
15	Cristina S. Hammond	American Red Cross	cristina.hammond@dartmouth.edu	+1603653858
16	Ben Knudsen	Danish Red Cross	bek@drk.dk	
17	Manuel Rodriguez	Padru RC	manuel.rodriguez@ifrc.org	
18	Jennifer Salmon	Jamaica RC	reenealsalmon@hotmail.com	
19	Trevesa Da Silva	Jamaica RC	tdasilva@jamaicaredcross.org	
20	Oscar Vispo	IFRC Secretariat	Oscar.Vispo@ifrc.org	+41227304570
21	Yann Rebois	CartONG	y_rebois@CartONG.org	+ 256 774 248 152
22	Neil Brighton	CARE	neilbrighton@gmail.com	+41792501361
	Graham Saunders	IFRC	graham.saunders@ifrc.org	+41227304241
	Jamie McGoldrick	HRSU	mcgoldrickj@un.org	+41 22 917 1712
	Andrew Alspach	OCHA	alspach@un.org	+41-22-9174139
	Einar Bjorgo	UNOSAT	Einar.Bjorgo@cern.ch	+41 22 767 4020
	James Shepherd-Barron	Independent	jamshepbarron@yahoo.com	
	Lucien Lefcourt	Independent	lucien.lefcourt@gmail.com	+1-203-434-0238
	Malcolm Johnstone	IFRC	malcolm.johnstone@ifrc.org	+41227304504
	Neil Bauman	IFRC	nbauman@rocketmail.com	
	Paul Thompson	InterWorks	thompson@interworksmadison.com	
	Bob Turner	InterWorks	turnerbob@gmail.com	



# 1.1 Welcome, Introductions, Workshop Objectives and Overview

## **Learning objectives**

At the end of this session, you should be able to:

- ✓ Describe their personal and the overall objectives for the workshop
- ✓ Explain the rationale, focus and goals of the ESC
- ✓ Identify their personal responsibilities for participation in the workshop

Notes:

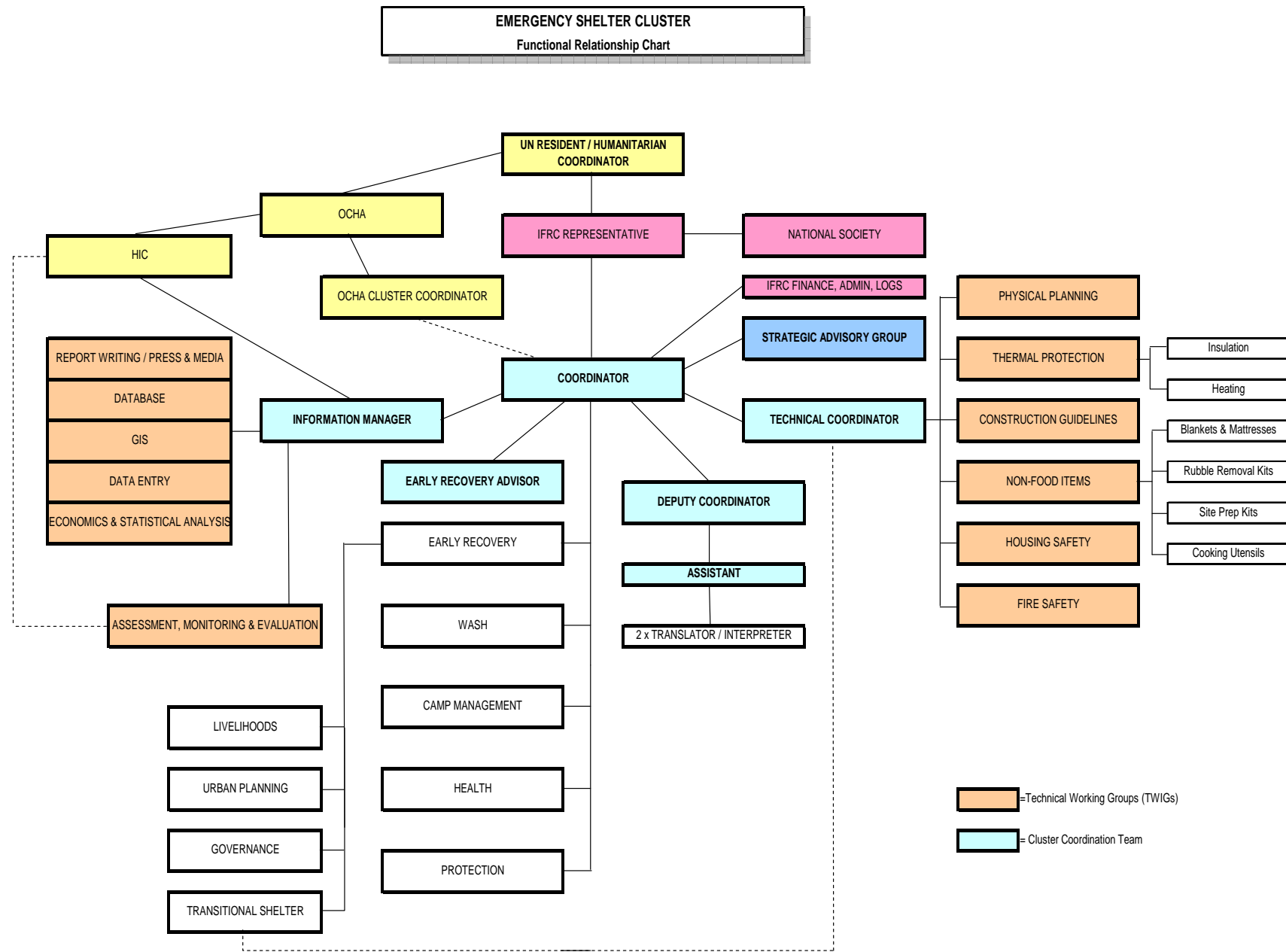


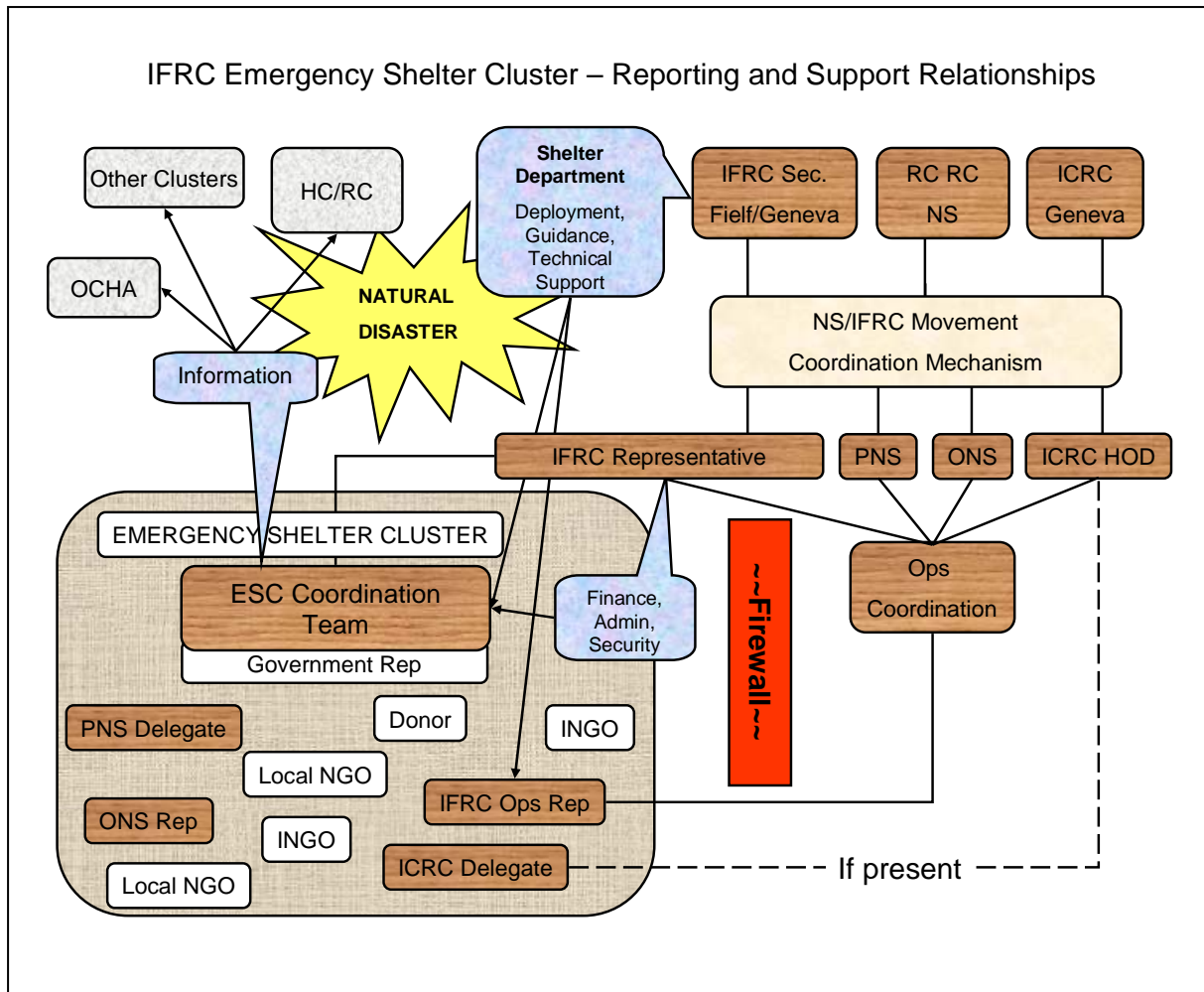
# 1.2 Setting the Framework

## Learning Objectives

By the end of the session, you will be able to:

- Describe the humanitarian reform and cluster approach context for the Emergency Shelter Cluster (ESC)
- Describe the role, responsibilities, opportunities and challenges of the information manager in the ESC
- Describe how the information manager in the ESC relates to the cluster lead, other clusters, the Humanitarian Coordinator and OCHA
- Illustrate how the information manager supports strategic planning and inter- and intra-cluster coordination





## **Terms of Reference: Emergency Shelter Cluster Field Cluster Coordinator**

### **Profile**

#### Education

- Professional qualification in shelter-related activities preferred (e.g. architecture, structural engineering, construction project management etc.) but NOT a requirement.

#### Experience

- At least ten year's combined field and headquarters experience in different international organizations (e.g. UN agencies, INGOs, IOs, Donors, IFRC or ICRC)
- Excellent leadership, coordination, and information management skills
- Detailed knowledge of the Red Cross Movement, UN System, and NGO humanitarian community
- Extensive knowledge of current humanitarian issues
- Knowledge of shelter-related technical guidelines and standards

#### Core Competencies

- Demonstrated ability for leadership in context of consensual decision-making
- Demonstrated management skills
- Excellent written and oral presentation skills
- Strong negotiation and interpersonal skills
- Willingness and ability to work in hardship environments
- Readily available for deployment
- Cultural and Gender sensitivity
- Experience in building partnerships
- Fluency in English, with working-level proficiency in another official UN language

### **Terms of Reference**

The Emergency Shelter Cluster Field Coordinator must aim to fulfill the Emergency Shelter Cluster mission to:

- provide leadership in emergency and crisis preparedness, response and recovery;
- work in partnership to prevent and reduce shelter-related morbidity and mortality;
- ensure evidence-based actions, gap-filling and sound coordination; and
- enhance accountability, predictability and effectiveness of emergency shelter actions.

In achieving this, the Emergency Shelter Cluster Field Coordinator will undertake the following activities:

#### Identify Partners

- Identify and build relationships with key humanitarian organizations for the Emergency Shelter Cluster, respecting their respective mandates and programme priorities
- Identify and build relationships with other key partners, including national authorities, peacekeeping forces, national academic institutions (planning, statistics, engineering, architecture), and International Financial Institutions
- Identify and build cooperative relationships with OCHA and relevant Clusters, particularly Health, WASH, Protection, and Early Recovery Clusters

#### Assessment

- Promote and adopt standardized methods, tools and formats for common use in shelter needs assessments to ensure predictable action within a common strategy
- Maintain an overview of market prices, quantity, and quality of building materials and other shelter-related non-food items available in the country
- *Ensure predictable action and a common strategy within the Emergency Shelter Cluster for the identification of gaps in the shelter sector and in the overall humanitarian response*

#### Coordination of programme implementation

- Ensure the establishment and maintenance of appropriate coordination mechanisms, including working groups at the national and, if necessary, local level

- Chair or, whenever applicable, co-chair Emergency Shelter Cluster coordination meetings, and ensure same at sub-national level if applicable
- Ensure proper establishment and working of ad-hoc working groups established by the Cluster, *including a 'strategic planning and advocacy group' representing all stakeholder groups*
- Actively promote inclusion of all stakeholders in the Emergency Shelter Cluster by creating an enabling environment for their participation
- Ensure full integration of the IASC's agreed priority cross-cutting issues, namely human rights, HIV/AIDS, age, gender and environment, utilizing participatory and community based approaches. In line with this, promote gender equality by ensuring that the needs, contributions and capacities of women and girls as well as men and boys are addressed
- Secure commitments from cluster members in responding to needs and filling gaps, ensuring an appropriate distribution of responsibilities within the cluster, with clearly defined focal points for specific issues as required
- *Ensure that Emergency Shelter Cluster members work collectively in a spirit of mutual cooperation and through consensual decision-making, ensuring complementarity of various stakeholders' actions as far as possible*
- Promote emergency response actions while at the same time considering the need for early recovery planning as well as prevention and risk reduction concerns
- Act as focal point and, where requested by the Cluster Lead or the Humanitarian Coordinator, as spokesperson, for inquiries on the Emergency Shelter Cluster's response plans and operations.
- Ensure timely, effective and coordinated shelter responses based on participatory and community based approaches
- Secure commitments from participants in responding to needs and filling gaps, ensuring an appropriate distribution of responsibilities, with clearly defined focal points for specific issues where necessary;
- Act as focal point for inquiries on emergency shelter response plans and operations.

#### Planning and strategy development

- Develop preparedness and response strategies and action plans for the Cluster and ensure that these are adequately reflected in overall country strategies, such as the Emergency Response Plan or Common Humanitarian Action Plan (CHAP)
- Draw lessons learned from past activities and revise strategies and action plans accordingly in the light of these and needs as they evolve
- As soon as appropriate, initiate preparatory work and a strategy for the recovery phase and the handover to national and local authorities

#### Application of standards

- Ensure that Emergency Shelter Cluster members are aware of relevant policy guidelines, technical standards and commitments that the Government has undertaken under international humanitarian and human rights law
- Ensure that shelter responses are in line with existing (IASC) policy guidelines, technical standards, and relevant Government human rights legal obligations

#### Monitoring

- Ensure common monitoring mechanisms are in place to review impact of the cluster and progress against implementation plans
- Promote and adopt standardized methods, tools and formats for common use in monitoring trends, activities and outcomes in support of strategic decision-making
- Promote use of participatory mechanisms for monitoring of shelter programmes and outcomes
- Ensure the tracking of performance and humanitarian outcomes using agreed benchmarks, indicators, and data (disaggregated by age and gender) *so as to provide a systematic accountable arrangement to assess the timeliness, coverage, and appropriateness of shelter-related humanitarian action, as well as wider humanitarian assistance, in relation to the targeted populations*

#### Information management and reporting

- Develop information management strategy for effective integration and sharing of data and information for planning, monitoring, and reporting
- Work with OCHA Information Management Units and/or Humanitarian Information Centres (HICs) and relevant Clusters in developing common information management architecture for data collection, collation, dissemination, and analysis, including archiving, and application of common tools, standards, and indicators
- Effectively communicate cluster activities through regular production of Situation Reports, Bulletins, and other relevant information to partners and stakeholders

Evaluation

- Promote a common and joint system of reviews, assessments, and evaluations conducted with due transparency, accountability and objectivity

Advocacy and resource mobilization

- Represent the interests of the Emergency Shelter Cluster in discussions with the Humanitarian Coordinator on prioritization, resource mobilization and advocacy
- Identify common strategies for communicating with public, media, and policy makers, including for the marketing and advocacy of appeals to donors
- Identify core advocacy concerns, including resource requirements, and contribute key messages to broader advocacy initiatives of the Humanitarian Coordinator and other actors
- Establish mechanisms for accountable financial resource allocation at cluster level for projects funded through the cluster lead

Training and capacity building of national authorities and civil society

- Promote and support training of humanitarian personnel and capacity building of humanitarian partners
- Support efforts to strengthen the capacity of the national authorities and civil society
- Develop and implement a common strategy within the Emergency Shelter Cluster for capacity building and training

Acting as provider of last resort

- Demonstrate that all possible efforts and initiatives have been undertaken to fill gaps and agreed priority needs, call on additional local and international partners, and advocate for additional donor commitment.

## **Terms of reference: Emergency Shelter Cluster Information Manager**

### **Introduction**

Timely and accurate information is integral to successful coordination of humanitarian action. The ability to collect, collate, analyse, disseminate and act on key humanitarian information is fundamental to effective response. For information to support analysis for operational and strategic decision-making, shared standards and common approaches are required to facilitate delivery and monitoring of assistance within and across Clusters, and to undertake gap analysis in determining priorities.

### **Profile**

#### Education

- Professional qualification in the library or geographic sciences, including information technology and statistics

#### Experience

- At least five year's combined field and headquarters experience in different international organizations (e.g. Red Cross Red Crescent Movement, UN agencies, INGOs, IOs, Donors)
- Detailed knowledge of the Red Cross Movement, UN System, and NGO humanitarian community
- Knowledge of shelter-related technical guidelines, standards, and indicators
- Proven statistical analytic skills
- Experience in web design and programming
- Knowledge of multi-variate mapping techniques
- Ability to translate planning specifications to technical briefs for data capture and analysis, and vice versa

#### Core Competencies

- Demonstrated ability for leadership in context of partnership-building and consensual decision-making
- Demonstrated team-building and information management skills
- Excellent written and oral presentation skills
- Strong negotiation and interpersonal skills
- Willingness and ability to work in hardship environments
- Readily available for deployment
- Cultural and Gender sensitivity
- Fluency in English, with working-level proficiency in another official UN language

#### Technical Competencies

- Software Skills
  - Data capture and analysis
    - MS Excel (Essential)
      - ability to create macros
      - strong knowledge of statistical, conditional, and text-based functions
      - integration with Access or other database applications (SQL, MySQL, Oracle)
    - MS Access (Highly recommended)
      - Basic table relationship skills
      - Report generation
  - Mapping
    - ArcGIS, Mapinfo
      - Basic understanding of map making process (Essential)
      - Ability to guide technical staff
  - Statistical Analysis
    - SPSS, EpiInfo
      - Basic understanding of statistics and the software tools used to create various analyses
  - Web-based application and design
    - HTML, PHP, ASP

- Basic understanding of how web-based applications are constructed and the various technologies required

## Terms of Reference

The Emergency Shelter Cluster Information Manager is to support the Cluster Coordinator in fulfillment of his/her coordination mission to:

- provide leadership in emergency and crisis preparedness, response and recovery;
- work in partnership to prevent and reduce shelter-related morbidity and mortality;
- ensure evidence-based actions, gap-filling and sound coordination; and
- enhance accountability, predictability and effectiveness of emergency shelter actions.

In achieving this, the Emergency Shelter Cluster Information Manager will undertake the following activities:

- Ensure Cluster partners provide timely, consistent and compatible data and information on remaining shelter needs and assistance provided for operational analysis and decision-making
- Support OCHA (and/or HIC) in cross-Cluster information management and analysis at the strategic level
- Ensure the dissemination and adaptation as necessary of information management tools that meet Cluster needs
- Ensure linkages with all Cluster stakeholders, particularly national actors, for enhanced sectoral risk mapping and gap identification
- Provide sector-specific maps and graphics on a regular basis that aid forward planning as well as impact analysis
- Develop simple, user-friendly emergency shelter assistance reporting formats in consultation with the local authorities, providers of shelter assistance and other key stakeholders; these reporting formats should include provision for gender and age disaggregation of data and reporting on more vulnerable groups
- Promote use of and training on the use of these reporting tools among shelter assistance providers and other stakeholders.
- Ensure application of appropriate information technology for maintenance of Cluster partner lists (e.g. through GoogleGroups) and archiving of information (e.g. through OCHA/HIC or other website) recognising limitations in connectivity
- Promote the use of inter-operable technologies among Cluster partners
- Provide information outputs in the local language wherever feasible



## **Terms of Reference: Emergency Shelter Cluster Shelter Recovery Adviser**

### **Profile**

#### Experience

- Knowledge of the Humanitarian Cluster Approach System including inter-agency and inter-cluster work and modus operandi;
- Relevant experience, HQ and field, with international organizations on shelter and disaster management (disaster risk reduction and disaster response);
- Relevant experience working with local organisations, local and national authorities and entities;
- Solid experience in networking specifically with International organisations, governmental bodies, and civil society organisations.
- Knowledge of the Red Cross Movement, UN System, and NGO humanitarian community;
- Knowledge of sheltering issues in emergency, post-disaster and transitional settings;
- Knowledge of current best practices, technical guidelines, and standards in provision of emergency and transitional shelter.

#### Core Competencies

- Demonstrated ability for leadership in context of consensual decision-making;
- Demonstrated management and facilitation skills;
- Local construction associations and capacities liaison skills;
- Excellent written and oral presentation skills;
- Strong negotiation and interpersonal skills;
- Willingness and ability to work in hardship environments;
- Readily available for deployment;
- Cultural and Gender sensitivity;
- Experience in building partnerships;
- Fluency in English, with working-level proficiency in another language;
- Efficient and effective meeting commitments, accomplishing deadlines and achieving results.

### **Tasks and duties**

The Emergency Shelter Cluster Recovery Adviser must support the Cluster Coordinator in fulfilling the Emergency Shelter Cluster mission to:

- provide leadership in emergency and crisis preparedness, response and recovery;
- work in partnership to prevent and reduce shelter-related morbidity and mortality;
- ensure evidence-based actions, gap-filling and sound coordination;
- enhance accountability, predictability and effectiveness of emergency shelter actions; and
- ensure handing over responsibilities after emergency/crisis period is over.

In achieving this, the Emergency Shelter Cluster Recovery Adviser will undertake the following activities:

#### Identify Partners

- Identify and build relationships with key technical advisers and programme staff within the Emergency Shelter Cluster partners, respecting their respective mandates and programme priorities;
- Identify and build relationships with other key partners, including relevant national authorities, and national academic institutions (planning, statistics, engineering, architecture);
- Identify and build cooperative relationships with relevant Clusters, particularly Health, WASH, and Early Recovery Clusters.

#### Assessment

- Provide oversight of compliance of Cluster partner programmes with agreed technical guidelines, and advise the Cluster Coordinator accordingly;
- Work with Governmental authorities and other partners to ensure application of consistent damage assessment methodologies;
- Maintain an overview of market prices, quantity, and quality of building materials and other shelter-related non-food items available in the country;

- Assess local capacities and available materials for subsequent phases. Ensuring this is reflected in initial fundraising mechanisms.

#### Coordination of programme implementation

- Assist the Emergency Shelter Cluster with the coordination of cluster members inputs into the Shelter Sector – ensuring coherence and in view of creating links from emergency shelter to recovery;
- Assist in the establishment and proper working of ad-hoc Technical Working Group coordination mechanisms, including Sub-Working Groups, at the national level as requested by the Cluster Coordinator. Likely Working Groups and Sub-Working Groups would include:
  - Site Selection and Physical Planning
  - Rubble Removal
    - Mechanical vs Manual Options
    - Stone-crushing
    - Land-fill site selection & preparation
  - Urban Planning
  - Legal
    - Land Tenure
    - Compensation
    - Use of Sustainable Hardwoods
  - Housing Safety
  - Transitional / Temporary Shelter construction guidelines
  - Fire Safety Promotion
  - Education, Awareness, and Outreach
  - Protection and Rights-Based-Approaches
  - Community participation
  - Environment
  - Gender
- Promote inclusion of all stakeholders in the Emergency Shelter Cluster by creating an enabling environment for their participation in Technical Working Groups;
- Assist in ensuring an appropriate distribution of responsibilities within the Technical Working Groups, with clearly defined focal points for specific issues as required
- Ensure that Technical Working Group partners work collectively in a spirit of mutual cooperation and through consensual decision-making, ensuring complementarity of various stakeholders' actions as far as possible

#### Planning and strategy development

- As soon as appropriate, initiate preparatory work for the recovery phase and the handover of technical competencies to the Early Recovery Cluster and national authorities

#### Application of standards

- Ensure that Emergency Shelter Cluster partner responses are in line with existing international, national and IASC policy guidelines, technical standards, and relevant Government obligations in terms of urban zoning, building code compliance, and the environment

#### Monitoring

- Promote use of participatory mechanisms for monitoring of shelter programmes and outcomes
- Assist in ensuring the tracking of performance and humanitarian outcomes using benchmarks, indicators, and data (disaggregated by age and gender) as agreed through Cluster mechanisms

#### Training and capacity building of national authorities and civil society

- Promote and support training of humanitarian personnel and capacity building of humanitarian partners;
- Support efforts to strengthen the capacity of the national authorities and civil society;
- Support the development and implementation of a common strategy within the Emergency Shelter Cluster for capacity building and training.

#### Reporting

The Shelter Recovery Advisor will report directly to the Shelter Coordinator. The Shelter Recovery Advisor will ensure that the Shelter Coordinator is regularly kept informed on the coordination activities and issues that have or may potentially have an impact on coordination resources.

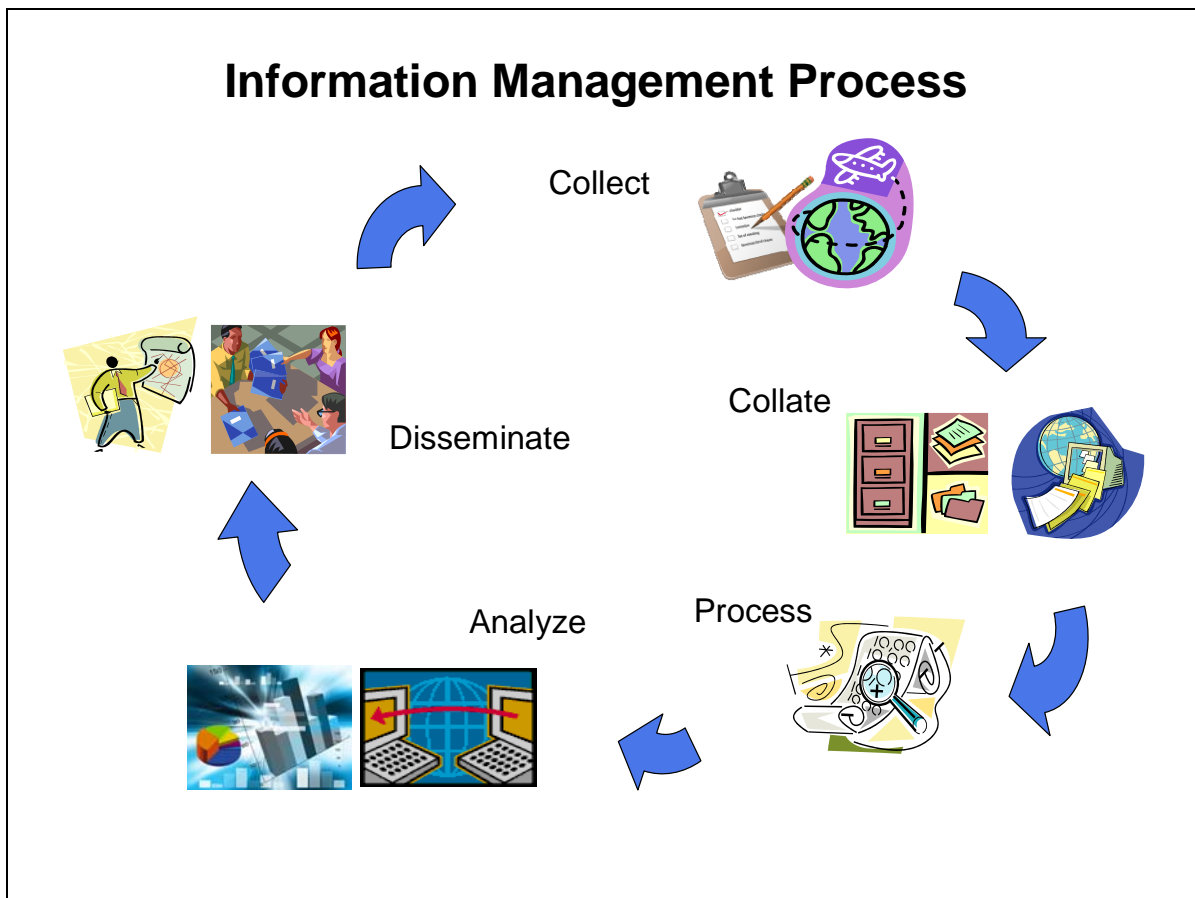
# 1.3 Overview of Information Management

## Learning objectives

By the end of the session, participants should be familiar with various IM concepts and principles and have a shared understanding of what IM is, including:

- ✓ Definitions and terms
- ✓ The IM chain: collect, collate, process, analyze, disseminate
- ✓ General priorities in IM
- ✓ The 80/20 paradigm: used extensively in collection and dissemination particularly e.g. you get 80% of your data from 20% of your potential sources
- ✓ The 'virtuous circle' of IM: if you collect information from a source, add value to it and return it, you will increase participation in your IM process
- ✓ Principles of information sharing: data diplomacy, push/pull, passive/active.

## The information management process



# 1.4 Information Types and Needs within the ESC

## Learning objectives

At the end of this session, you should be able to:

- ✓ Identify the stakeholders in the ESC, what information needs they have and what information assets they have to contribute to the ESC
- ✓ Describe how the information manager should interact with stakeholders and for what purpose
- ✓ Develop a communication strategy for the information manager with cluster stakeholders

## Mapping stakeholder information needs and assets exercise

Stakeholder name	
Info Stakeholder needs	From Who?
Info Stakeholder will share	With who?

## **Developing a communications strategy exercise**

Participants should use the following structure:

- Stakeholder personas
- Aim/s of information sharing
- Method and rationale for communication
- Frequency of communication
- Content of information

# 2.1 Data Collection

## Learning objectives

By the end of the session, participants should be familiar with all relevant issues related to data collection for IM in the ESC:

- ✓ What to collect: walk through the process of deciding what should be collected, based on the priority decisions to be made;
- ✓ Assessments: examples, LL, ESC requirements, linkages with decision-makers;
- ✓ Standards: even though few exist, discuss how important they are;
- ✓ Reporting templates and compliance;
- ✓ Methodology: look at how the data/information should best be collected;
- ✓ Sources: to which sources should an IM person look for what kinds of data;
- ✓ Role of government in data collection;
- ✓ Pre-deployment: background data, existing sources.

## Assessment Tools

This short listing is a generic sorting of some of the tools that been found useful in conducting field assessments of different types. The focus here is on those tools that generalists can use either immediately, or with minimal training and familiarization. The tools are arranged by their various uses: tools that measure/collect specific data, tools that help organize or analyze collected data and tools that give you better access to information. Although the typical sectors identified in the table below are not exhaustive, there is considerable overlap in several of the tools used for assessment across these sectors. The "General" heading below therefore includes those tools which are of value for all sectors as well as generalists. The tools shown in this row are also ones that anyone can learn and use (with practice).

	<b>Tools for measurement / collection</b>	<b>Tools for analysis / communicating results</b>	<b>Tools for increasing access/general awareness</b>
<b>General Situation</b>	<ul style="list-style-type: none"> <li>• Camera</li> <li>• Laptop</li> <li>• Notebook</li> <li>• Map</li> <li>• GPS</li> <li>• Tape measure</li> <li>• Pre-set assessment templates</li> </ul>	<ul style="list-style-type: none"> <li>• Spreadsheets (XCEL)</li> <li>• Database (MSACCESS)</li> <li>• Maps</li> <li>• Standards/Indicators (FOG, Sphere, CDC, UNHCR, others)</li> <li>• Basic statistical applications</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Maps</li> <li>• Cell phone (network)</li> <li>• Car</li> <li>• Internet (HICs)</li> </ul>
<b>Settlements and Shelters</b>	<ul style="list-style-type: none"> <li>• Fly-overs</li> <li>• GPS</li> <li>• Tape measure</li> <li>• Damage reporting standard template</li> </ul>	<ul style="list-style-type: none"> <li>• GPS/GIS/mapping software</li> </ul>	<ul style="list-style-type: none"> <li>• Sectoral Task Force/Working group</li> <li>• Municipal Office/Building Permits Section</li> </ul>



## ***Sphere: Shelter, Settlement and Non-Food Items Initial Needs Assessment Checklist<sup>1</sup>***

This list of questions serves as a guide and checklist to ensure that appropriate information is obtained that should influence post-disaster shelter response. The list of questions is not mandatory, and should be used and adapted as appropriate. It is assumed that information on the underlying causes of the disaster, the security situation, the basic demographics of the displaced and any host population and the key people to consult and contact, is separately obtained.

### **1 Shelter and Settlement**

#### ***Demographics***

- How many people comprise a typical household?
- Does the affected community comprise groups of individuals who do not form typical households, such as unaccompanied children, or particular minority groups with household sizes that are not typical?
- How many households are without any or with inadequate shelter and where are they?
- How many people who are not members of individual households are without any or with inadequate shelter and where are they?

#### ***Risks***

- What is the immediate risk to life of the lack of shelter and inadequate shelter, and how many people are at risk?
- What are the potential risks to the lives, health and security of the affected population through the need for shelter?
- What are the potential risks to and impact on any host populations due to the presence of displaced households?
- What are the potential further risks to lives, health and security of the affected population as a result of the ongoing effects of the disaster on the provision of shelter?
- Who are the vulnerable people in the population, also considering those affected by HIV/AIDS?
- What are the particular risks for the vulnerable people and why?

#### ***Household activities***

- What household and livelihood support activities typically take place in the shelters of the affected population, and how does the resulting space provision and design reflect these activities?
- What household and livelihood support activities typically take place in the external areas around the shelters of the affected population, and how does the resulting space provision and design reflect these activities?

---

<sup>1</sup> Sphere Handbook

**Materials and design**

- What initial shelter solutions or materials have been provided to date by the affected households or other actors?
- What existing materials can be salvaged from the damaged site (if applicable) for use in the reconstruction of shelters?
- What are the typical building practices of the displaced and host populations, and what are the different materials that are used to provide the structural frame and roof and external wall enclosures?
- What alternative design or materials solutions are potentially available and familiar or acceptable to the affected population?
- How can the potential shelter solutions identified accommodate appropriate single and multiple disaster prevention and mitigation concerns?
- How are shelters typically built and by whom?
- How are construction materials typically obtained and by whom?
- How can women, youths and older people be trained or assisted to participate in the building of their own shelters, and what are the constraints?

**Local resources and constraints**

- What are the current material, financial and human resources of the affected households and the community, and the constraints to meeting some or all of their urgent shelter needs?
- What are the opportunities and constraints of current patterns of land ownership, land usage and the availability of vacant land, in helping to meet urgent shelter needs?
- What are the opportunities and constraints of the host population in accommodating displaced households within their own dwellings or on adjacent land?
- What are the opportunities and constraints of utilising existing, available and unaffected buildings or structures to temporarily accommodate displaced households?
- What is the topographical and environmental suitability of using accessible vacant land to accommodate temporary settlements?
- What are the requirements and constraints of local authority regulations in developing shelter solutions?

**Essential services and facilities**

- What is the current availability of water for drinking and personal hygiene, and what are the possibilities and constraints in meeting the anticipated sanitation needs?
- What is the current provision of social facilities (health clinics, schools, places of worship, etc.) and what are the constraints and opportunities of accessing these facilities?

**Host community and environmental impact**

- What are the issues of concern for the host community?
- What are the organisational and planning issues of accommodating the displaced households within the host community or within temporary settlements?
- What are the environmental concerns in providing the necessary shelter assistance (construction materials and access) and in supporting the displaced households (fuel, sanitation, waste disposal, grazing for animals if appropriate)?

- What opportunities are present for building local shelter and settlement provision and management capacities?
- What livelihood support opportunities can be provided through the sourcing of materials and the construction of shelter and settlement solutions?

## **2 Non-Food Items: Clothing, Bedding and Household Items**

### ***Clothing and bedding***

- What is the customary provision of clothing, blankets and bedding for women, men, children and infants, pregnant and lactating women and older people, and what are the particular social and cultural considerations?
- How many women and men of all ages, children and infants have inadequate or insufficient clothing, blankets or bedding to provide protection from the adverse effects of the climate and to maintain their health, dignity and well-being, and why?
- What is the immediate risk to life of the lack of adequate clothing, blankets or bedding, and how many people are at risk?
- What are the potential risks to the lives, health and personal safety of the affected population through the need for adequate clothing, blankets or bedding?
- Which social groups are most at risk, and why? How can these groups be best supported to empower themselves?

### ***Personal hygiene***

- What essential items to address personal hygiene issues did a typical household have access to before the disaster?
- What essential items do affected households no longer have access to?
- What are the particular needs of women, girls, children and infants?
- What additional items are considered socially or culturally important to maintain the health and dignity of the affected people?

### ***Cooking and eating stoves and fuel***

- What cooking and eating utensils did a typical household have access to before the disaster?
- How many households do not have access to sufficient cooking and eating utensils, and why?
- What form of stove for cooking and heating did a typical household have access to, where did the cooking take place in relation to the existing shelter and the surrounding area, and what fuel was typically used?
- How many households do not have access to a stove for cooking and heating, and why?
- How many households do not have access to adequate supplies of fuel for cooking and heating, and why?
- What are the opportunities and constraints, in particular the environmental concerns, of sourcing adequate supplies of fuel for the displaced households and the host community as appropriate?
- What is the impact on the women in the displaced community of sourcing adequate supplies of fuel?

- What cultural and customary use and safe practice considerations should be taken into account?

***Tools and equipment***

- What basic tools to construct, maintain or repair a shelter do the households have access to?
- What livelihood support activities can also utilise the basic tools for shelter construction, maintenance and repair?
- Does the climate or natural environment require a ground covering to maintain appropriate standards of health and dignity, and what appropriate material solutions can be provided?
- What vector control measures, particularly the provision of mosquito nets, are required to ensure the health and well-being of households?

## Rapid Village Assessment

This Rapid Village Assessment is intended to provide all humanitarian actors with an immediate, multi-sectoral overview of conditions and needs in the disaster-affected areas of an affect area.

1. Surveying agency information			
Organization doing the assessment			Date of assessment (dd/mm/yyyy)
Name of the surveyor		Contact	

2. Geographic information		
Province	District	Teshil
Village	Latitude (Y)	Longitude (X)

3. Population data				
Affected population (count)				
Families	Female	Male	Children under 5	Total population
Are IDPs* present? <input type="checkbox"/> Yes <input type="checkbox"/> No (IDPs = individuals outside their village of residence)				
If yes, what is their origin?	Province	District	Teshil	Village

3.1 Vulnerable groups					
Count of persons	Unaccompanied elders	Unaccompanied minors	Severe disability	Chronically ill	Female headed households

4. Main needs of the affected population - Please prioritize needs for each cluster.			
Shelter <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	Nutrition <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	Health <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	WATSAN <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low
Protection <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	Education <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	Non food items* <input type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	

\* Non-food items include: stoves, clothing.

5. Access				
Accessible by road? <input type="checkbox"/> No	By: <input type="checkbox"/> Car	<input type="checkbox"/> 4WD	<input type="checkbox"/> 5 MT Truck	<input type="checkbox"/> 25 MT Truck
Travel time to Teshil administrative center:				
Accessibility: <input type="checkbox"/> Until November 1 <input type="checkbox"/> Until December 1 <input type="checkbox"/> Year-round				

6. Electricity			
<input type="checkbox"/> Fully functional	<input type="checkbox"/> Intermittent	<input type="checkbox"/> Not functional	
How many hours per day? <input type="checkbox"/> 0-6 hr	<input type="checkbox"/> 6-12 hr	<input type="checkbox"/> 12-18 hr	<input type="checkbox"/> 18-24 hr

7. Shelter, accommodation					
Housing damage (percentage of total village)					
No damage	<input type="checkbox"/> 0%	<input type="checkbox"/> 25%	<input type="checkbox"/> 50%	<input type="checkbox"/> 75%	<input type="checkbox"/> 100%
Moderately damaged	<input type="checkbox"/> 0%	<input type="checkbox"/> 25%	<input type="checkbox"/> 50%	<input type="checkbox"/> 75%	<input type="checkbox"/> 100%
Severely damaged	<input type="checkbox"/> 0%	<input type="checkbox"/> 25%	<input type="checkbox"/> 50%	<input type="checkbox"/> 75%	<input type="checkbox"/> 100%
Completely destroyed	<input type="checkbox"/> 0%	<input type="checkbox"/> 25%	<input type="checkbox"/> 50%	<input type="checkbox"/> 75%	<input type="checkbox"/> 100%
Total number of families					
In the open	In tents		Camps/Communal buildings	With host families	

8. Food					
Degree of household food stocks destroyed: <input type="checkbox"/> 0% <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%					
Expected duration of household food stocks					
<input type="checkbox"/> 0		<input type="checkbox"/> 1 week		<input type="checkbox"/> 1 month	
Sources of food available in village					
<input type="checkbox"/> Humanitarian distribution		<input type="checkbox"/> Household garden/farm		<input type="checkbox"/> Shops or market	
<input type="checkbox"/> Household stocks					

9. Water supply					
Availability to population: <input type="checkbox"/> 0% <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%					
Primary village water source:			Condition:		
<input type="checkbox"/> Well <input type="checkbox"/> Stream/river <input type="checkbox"/> Storage container <input type="checkbox"/> Piped water system <input type="checkbox"/> Humanitarian Supplies <input type="checkbox"/> Other			<input type="checkbox"/> Working <input type="checkbox"/> Damaged <input type="checkbox"/> Contaminated <input type="checkbox"/> Destroyed		

10. Sanitary facilities					
Pop. with access to functioning sanitary facilities: <input type="checkbox"/> 0% <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%					
Functioning sanitary facilities:			Access to facilities:		
<input type="checkbox"/> Inside toilets <input type="checkbox"/> Latrines <input type="checkbox"/> None			<input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate		

11. Health					
Main health concerns:			Availability of medicines/medical supplies:		
<input type="checkbox"/> Diarrhea <input type="checkbox"/> Vomiting <input type="checkbox"/> Respiratory <input type="checkbox"/> Trauma			<input type="checkbox"/> Adequate <input type="checkbox"/> Basic <input type="checkbox"/> Inadequate		
<input type="checkbox"/> Infections <input type="checkbox"/> Dehydration					
Functioning health facilities:					
<input type="checkbox"/> Primary Health Care without Doctor <input type="checkbox"/> Primary Health Care with Doctor			<input type="checkbox"/> Hospital <input type="checkbox"/> None		

12. Education					
School building:					
<input type="checkbox"/> Fully usable/alternative available <input type="checkbox"/> Repairable/partly useable <input type="checkbox"/> Destroyed					

## 2.2 Data Processing and Collation

### Learning objectives

By the end of the session, participants should be familiar the principles of data storage and collation and any specific ESC requirements:

- ✓ ESC standards: formats, naming conventions etc.;
- ✓ Best practice: LL during field deployments;
- ✓ Data verification/ cleaning
- ✓ Metadata;
- ✓ Archiving and backup.

## **File Naming Conventions....**

- Give a unique and meaningful title to each document / record;
- Express elements of the title in a structured and logical order;
- Place most specific information at the beginning of the title;
- Give the version number at the very end (e.g. “DRC CAP 2004\_v0.8”);
- Give similar titles to related documents (such as an earlier version);
- Avoid non-standard abbreviations and words that add no value;
- Be very specific and meaningful (avoid generic names or personal context);
- Be free of the space character (“ ”) when being used on any website. Simply replace the space with an underscore character (“\_”);
- Be 50 characters or less in length, including any spaces;
- Note that the computer will date-stamp the document when created and whenever edited so including the date is discouraged.
- When using dates, show it as year/month/day but as two digits only without dividers, e.g., 28 May 2008 would be: 080528. Example of file name with date: Shelter Assistance Package 080528.exl. This system allows the updating of the file name by only changing the last one or two digits (usually) and allows for easier tracking in file folders.

### **Examples:**

“WASH Gulu Meeting Agenda 20 July 2007” rather than “WASHGULOJUL.doc“

- Making your filenames intuitive to the people who will be seeing them will help make your information easy to search for and find
- There is no requirement to abbreviate or shorten the file name
- Use long file names if they are required to properly describe the file contents

Assuming that the title of a document is “Protection Cluster Rapid Assessment Kitgum Uganda March 2009”:

- We could name the file “Protection Cluster Rapid Assessment Kitgum Uganda March 2009.doc”
- On the other hand, if we had chosen a name that used the first letter from every word in the title we would have ended up with “PCRAKUM2009doc”. Who will understand this name next week?
- Intuitive (Plain-English) filenames are generally best
- Placing the most specific information first will aid in the documents discovery



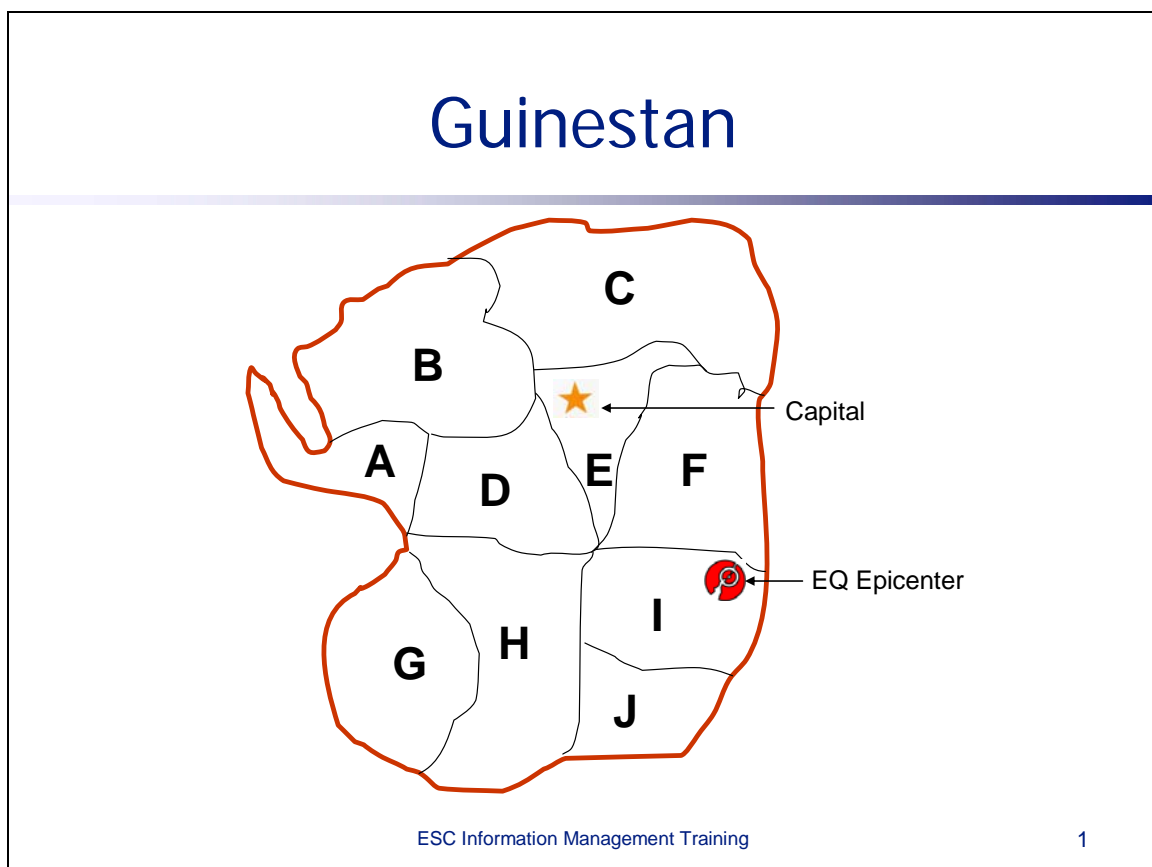
## 2.3 Data Analysis

### Learning objectives

By the end of the session participants will be aware of all the processing and analytical tools available and the role of IM managers and decision-makers:

- ✓ Processing tools available
  - GIS
  - Remote sensing
  - Databases;
- ✓ Analysis
  - Spatial
  - Statistical
  - Contextual

### Guinestan exercise





## 2.4 Information Dissemination

### **Learning objectives**

By the end of the session participants will be able to develop and implement an ESC communication strategy. Specific areas covered:

- ✓ Understanding stakeholders information requirements;
- ✓ Formats;
- ✓ Dissemination tools: web, email, meetings;
- ✓ Things to consider: language, appropriate technology, acknowledging sources, audience.

## **Emergency Shelter Cluster Situation Report**

**4 June, 2008**

### **HIGHLIGHTS**

*Approximately 204,000 plastic sheets have been distributed to an assumed 102,000 households<sup>1</sup> representing coverage to about 21% of affected households.*

*There is agreement on a common kit distribution strategy and minimum standards for shelter and NFI.*

*Possible gap in the supply line has been identified for the coming weeks, and efforts are being made to address this issue.*

*As a result of the gap analysis of the ESC cluster, at least one of the operational agency has re-evaluated their targeting.*

*Parallel to the Emergency relief activities, the process to develop a recovery strategy is put in place.*

### **SITUATION UPDATE**

The cluster is now being convened in Yangon by IFRC, though it continues to operate with the support of UNHCR both technically and logistically.

Like all clusters, the ESC is operating in an information poor environment and, due to constraints in access and capacity, the number of shelter specific needs assessments are still limited. However, using best estimates and available secondary information, the cluster is attempting to address the shelter needs of some 486,000 households<sup>2</sup> across 40+ townships in the affected area. Some of the more remote areas are starting to be reached and distributions are taking place in those areas, however still limited in quantities. At the moment, we are reporting distributions from 21 operational agencies working with the cluster. Approximately 204,000 plastic sheets have been distributed to an assumed 102,000 households<sup>3</sup> representing coverage to about 21% of affected households.

The cluster has established a database of needs assessment, agency planning, and cluster output information and has shared an overview of the resulting summaries disaggregated to township level. The resulting gap analysis has resulted in at least two agencies considering reallocation or revision to its planned targeting of shelter related NFIs to areas that are

---

<sup>2</sup> Best estimates of affected households resulting from the meta analysis of at least five unique general assessments conducted by cluster partners and the official figures reported by the UN. This analysis give little indication of affected population resiliency. This data is to be revised by the planned Village Tract Assessment (VTA) being conducted by the Tri Partite Core Group (ASEAN, Government of Myanmar, and the United Nations).

<sup>3</sup> Assumes that each household receives two plastic sheets according to the shelter strategy.

projected to be underserved. This database will be continually refined, and updated with the objective of disaggregating to the Village Tract level (grouping of villages).

The shelter cluster is involved in the development of a Village Tract Assessment (VTA – see below) as part of the Tri-Partite Core Group resulting from the ASEAN Pledging conference. It is anticipated that with the current government and ASEAN participation in this assessment that the cluster will greatly benefit from a surge of low level information that will inform the operations of cluster members. Therefore, we have invested a great deal of energy in participating in its methodology and tool creation. Several cluster member agencies have also offered enumeration resources. The expected report on the assessment has the 24<sup>th</sup> of June as a current deadline.

## EMERGENCY SHELTER CLUSTER RESPONSE

### 1. Funding

As the needs are still unclear it is not realistic to comment on the coverage of the operation yet however funding resources are being acquired according to the table below. The main challenges in getting shelter materials to beneficiaries remains related to material availabilities (see Supplies), transport, and access to affected areas. Funding requirements for recovery shelter projects are being determined now, and, following the published results of the upcoming Tri-Partite Core Group (TPCG) Village Tract Assessment (VTA) it is expected that organizations will be revising their appeals.

Appeal status

Appeal Name	Total of appeal	Amount Funded	Percent funded
UN Flash Appeal	\$20,300,000 USD	\$8,750,000 USD	43%
IFRC Appeal	\$12,000,000 USD	\$6,000,000 USD	50%
Total	\$32,300,000 USD	\$14,750,000 USD	45%

### 2. Action

Until now the Agencies have been distributing according to availability of relief goods and the possibility to access. Prioritisation according to needs remains difficult due to lack of an overall view of the existing needs (this should be clarified by the upcoming VTA).

Kit Type	Number Planned	Number Distributed	Current Coverage	Projected Coverage
Household Tarp Kit	324,000	102,000	21%	66%
Community Tool Kit	109,000	13,000	13%	112.9%
Household Relief Kit	260,000	6300*	2%*	53%

\*Note – general NFI coverage (blankets, mosquito nets, etc) is greater as there were many items distributed that were not packaged as kits. The ESC team is looking at how to best determine households covered.

### 3. Supplies

Key agencies have reported a possible shortage of shelter and relief goods in the coming weeks as the overall distribution capacity exceeds the pipeline for incoming goods. This is likely due, in part, to the increased global demand for items such as plastic sheeting resulting from the recent China Earthquake. The time span between arrival in country and distribution is as short as three days, and no stocks in Yangon are existent to cover a possible lull in the supply line. With the increase of the in country logistical capacity, this will become the biggest bottleneck in the near future.

To address this issue, a cluster has established a task force to look at linking out of country resources (Bangkok) with in-country distribution capacity. A focal point for each location has been established and will report back to each respective cluster on supply and material availability as well as in-country consignee capacity and distribution resources. The procurement, kit assembly packaging, and transportation of family relief kits from Bangkok could partly address the possible gap in the supply line. The initial proposal is to begin with 50,000 kits and revise based upon its success.

## EMERGENCY SHELTER COORDINATION

A focal point of the Ministry of Social Welfare, Relief and Resettlement was introduced to the emergency shelter cluster. Mr Myo Set Aung, Deputy Director of the department of social welfare expressed his willingness to share information and urged coordination.

The Resource center at Burnet Institute has agreed to establish proper communication lines with the National NGO group.

A strategy<sup>4</sup> for the coming three months has been agreed by the Strategic Advisory Group. Originally the strategy was based on the analysis of the capacities of key agencies. This has to be adjusted towards a needs driven approach, which will be possible when more data on the needs are available. An integral part of this strategy is the usage of three kit types for distribution: a household distributed Tarp Kit, a community level Tool kit (1 per 5 households), and a household level family relief kit. Minimum standards<sup>5</sup> for these kits have been established and agreed upon. The development of these kits has been coordinated with the WASH cluster and the Health Cluster to avoid overlap particularly regarding the usage of mosquito netting.

Five hubs have been identified where sub clusters will be developed. The ESC has identified a focal point organisation that is operational in each of these hub areas and that will be able to convene hub level coordination activities. The hubs and focal points are as follows:

Labutta: UNHCR  
Bogale: IDE/UNHCR

---

<sup>4</sup> See ESC Strategic Framework 080604 – available on the Myanmar HIC website (<http://myanmar.humanitarianinfo.org/Shelter/Situation%20Reports/ESC%20Strategic%20Framework%20080604.doc>)

<sup>5</sup> See ESC Standard Kit Definitions 080527 – available on the Myanmar HIC website (<http://myanmar.humanitarianinfo.org/Shelter/Technical%20Guidance/ESC%20Standard%20Kit%20definitions%20-%20080527.doc>)

Pyapone: World Vision  
Malamyinegyung: IOM  
Pathein: Save the Children

The ESC coordination team in Yangon (led by IFRC) has been enhanced by seconded staff from CARE. We welcome Wan Sophonpanich as information manager, and Seki Hirano as Technical Coordinator in support of the Yangon ESC.

### **Tri-Partite Core Group (TPCG) Village Tract Assessment (VTA)**

Following the recent ASEAN Pledging Conference the formation of a Tri-Partite Core Group (TPCG) has been formed representing ASEAN, the Myanmar Government, and the United Nations. The TPCG has begun undertaking two assessment procedures run in parallel – the Village Tract Assessment (VTA) and the Damage and Loss Assessment (DALA). Both assessments have participation and involvement by all three organizations to ensure common required outcomes are delivered.

The VTA has the most relevance to the ESC as it attempts to acquire vital information regarding housing damage, vulnerability, community resilience, and other rebuilding issues. Fundamental to the design of this assessment is the decision to ensure an even geographical spread over the entire affected area – this will ensure that all areas including areas that have so far been difficult or impossible to reach with assistance or assessment is covered. Also, enumeration teams will all include a government representative, UN representative, and other support through clusters, private sector, Myanmar Red Cross, etc.

### **NEXT STEPS**

A Strategic Advisory Group meeting met on Monday 2<sup>nd</sup> June to begin preliminary steps in developing a strategy for the recovery phase. The IFRC shelter delegate has taken on coordinating this group and will report to the Emergency Shelter cluster meeting. Attempts to engage Early Recovery representation within this SAG are ongoing, however, the Mingalar foundation, a local NGO has agreed to participate in this SAG.

With the arrival of the ESC Technical advisor, a more proactive approach towards cross cutting clusters can begin. This individual will participate in both the Early Recovery Cluster and the Transitional Settlements Working Group to ensure that shelter issues are appropriately mainstreamed into their strategies.

## 2.5 Simulation Briefing

### **Learning objectives**

By the end of the session participants will be able to:

- ✓ Describe their responsibilities to preparation for the simulation exercise

**N.B.** Participants will receive documents **THAT MUST BE READ** prior to beginning the simulation on Friday.



# 3.1 Simulation

## Learning Objectives

At the end of the simulation, participants should be able to demonstrate their ability to apply practical application of IM concepts covered in the preceding sessions in the course, including:

- ✓ Set up an information management system
- ✓ Collect, collate, and archive datasets regarding emergency shelter response
- ✓ Report results of analysis appropriately to the right target audiences
- ✓ Address the "core" types of analytical requirements for coordination: Needs, Capacity, Who-What-Where-when, and Gap analyses
- ✓ Demonstrate the function of information management as a coordination service

## 3.2 Simulation Debriefing

### **Learning Objectives**

At the end of the simulation debriefing, participants should be able to:

- ✓ Analyze their team's performance in the simulation
- ✓ Identify the lessons they learned from the exercise

# 3.3 Workshop Evaluation

## Workshop Evaluation

**Information about you**

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Duty Station or Office Location: \_\_\_\_\_

Workshop dates

Venue:

**Overall Programme Organization / Administration**

(Please fill out the following at the end of the workshop)

PLEASE CIRCLE TO WHAT EXTENT YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. Pre-workshop administrative and logistics aspects of the program were well-organized and communicated	5	4	3	2	1
2. Subject matter (content) was adequately covered in the workshop	5	4	3	2	1
3. Overall programme content was suitable for my background and experience	5	4	3	2	1
4. Workshop was well-paced	5	4	3	2	1
5. Workshop book/handouts were well organized and useful	5	4	3	2	1
6. Participants were encouraged to take an active part in the programme	5	4	3	2	1
7. The programme met my individual objectives	5	4	3	2	1
8. Programme was relevant to my job	5	4	3	2	1
9. I am satisfied that the time I spent at the workshop was worthwhile	5	4	3	2	1
10. I would recommend this programme to my colleagues	5	4	3	2	1

PLEASE RATE THE FOLLOWING, AS APPLICABLE

Aspect or Area of the Workshop	Excellent	Good	Average	Poor	Unsatisfactory
11. Lecture method	5	4	3	2	1
12. Small group sessions	5	4	3	2	1
13. Visuals – PowerPoint/film/video	5	4	3	2	1
14. Meeting space	5	4	3	2	1
15. Meals/refreshments	5	4	3	2	1
16. Overall logistics/organization	5	4	3	2	1

17. Was the workshop length: correct?  too short?  too long?

18. Were there: just enough participants?  too few?  too many?

19. Do you feel that any subjects received too much time in this workshop? Please explain.

---



---



---



---



---



---

20. Do you feel that any subjects received too little time in this workshop? Please explain.

---



---



---



---



---



---

21. Do you have any suggestions that you feel could improve this workshop?

---



---



---



---



---



---

22. How will you be able to apply anything learned in the workshop (practical application) in your own office?

---

---

---

---

---

23. Any other comments on this training event?

---

---

---

---

---

24. What is your overall rating of this workshop?

Excellent       Good       Average       Bad       Terrible

**Please rate the individual workshop sessions**

5 = Excellent 4 = Good 3 = Average 2 = Poor 1 = Unacceptable NA = Does not apply

	<b>Session No. &amp; Title</b>	<b>Quality</b>	<b>Value to my Work</b>
1.1	Welcome, Introductions, Workshop Objectives	5 4 3 2 1 NA	5 4 3 2 1 NA
1.2	Setting the Framework	5 4 3 2 1 NA	5 4 3 2 1 NA
1.3	Overview of information management, principles, tools and methods	5 4 3 2 1 NA	5 4 3 2 1 NA
1.4	Information types and needs within the Emergency Shelter Cluster	5 4 3 2 1 NA	5 4 3 2 1 NA
2.1	Data Collection	5 4 3 2 1 NA	5 4 3 2 1 NA
2.2	Data Processing and Collation	5 4 3 2 1 NA	5 4 3 2 1 NA
2.3	Data Analysis	5 4 3 2 1 NA	5 4 3 2 1 NA
2.4	Information Dissemination	5 4 3 2 1 NA	5 4 3 2 1 NA
2.5	Simulation Briefing	5 4 3 2 1 NA	5 4 3 2 1 NA
3.1	Simulation	5 4 3 2 1 NA	5 4 3 2 1 NA
3.2	Simulation Debriefing	5 4 3 2 1 NA	5 4 3 2 1 NA
3.3	Closing	5 4 3 2 1 NA	5 4 3 2 1 NA

Please return this evaluation to the workshop facilitator

Thank you very much for completing the evaluation.

# Annexes

## **Annex A. Emergency Shelter Cluster Field Coordination Toolkit**

The following section are excerpts from the Emergency Shelter Cluster Field Coordination Toolkit. This is found online at: <http://www.humanitarianreform.org/Default.aspx?tabid=301>

### **1.1 Global Cluster Guidance Note – key points**

*The text in Section 1.1 and 1.2 has been reduced from the IASC Global Cluster Guidance Note of 24 November 2006 and IASC Operational Guidance on Designating Sector/Cluster Leads in New/Ongoing Emergencies (draft) and which can be found in its entirety in the Guidelines Annex.*

#### **Introduction**

- The "cluster approach" is intended as a mechanism that can help to address identified gaps in response and enhance the quality of humanitarian action. It is part of a wider reform process aimed at improving the effectiveness of humanitarian response by ensuring greater predictability and accountability, while at the same time strengthening partnerships.
- The success of the cluster approach will be judged in terms of the impact it has on improving the humanitarian response to those affected by crises.

#### **Aim and Scope**

- At the global level, the aim of the cluster approach is to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring that there is predictable leadership and accountability in all the main sectors or areas of humanitarian response.
- Similarly, in countries with Humanitarian Coordinators, the aim is to strengthen humanitarian response by demanding high standards of predictability, accountability and partnership in all sectors or areas of activity.
- It is about achieving more strategic responses and better prioritization of available resources by clarifying the division of labour among organizations, better defining the roles and responsibilities of humanitarian organizations within the sectors, and providing the Humanitarian Coordinator with both a first point of call and a provider of last resort in all the key sectors or areas of activity.

#### **Leadership – Emergency Shelter Cluster**

- Global level
  - UNHCR and IFRC co-chair the Emergency Shelter Cluster at the Global level.
- Country level
  - UNHCR is the lead for the Emergency Shelter Cluster for IDPs from conflict.
  - IFRC has made a commitment to provide leadership to the broader humanitarian community in Emergency Shelter in disaster situations, to consolidate best practice, map capacity and gaps, and lead coordinated response. IFRC has committed to being a 'convener' rather than a 'cluster lead'. In an MOU between IFRC and OCHA it was agreed that IFRC would not accept accountability obligations beyond those defined in its Constitutions and own policies and that its responsibilities would leave no room for open-ended or unlimited obligations. It has therefore not committed to being 'provider of last resort' nor is it accountable to any part of the UN system. IFRC will do its utmost to ensure that the responsibilities listed in the next Section are carried out and that the Humanitarian Coordinator is fully aware of all aspects of the emergency shelter activities.
  - Other agencies might be designated cluster leads on the national level based on agreement within the IASC country team.
- Funding
  - UNHCR coordinates the 2007 Cluster Appeal for the Emergency Shelter Cluster.
  - IFRC does not participate in Consolidated Appeals launched by the UN and will appeal separately for support in providing leadership and strengthening capacity for the provision of emergency shelter in disasters resulting from natural hazards.
- ICRC
 

The International Committee of the Red Cross (ICRC) has stated that its position on the cluster approach is the following: "Among the components of the Movement, the ICRC is not taking part in the cluster approach. Nevertheless, coordination between the ICRC and the UN will continue to the extent necessary to achieve efficient operational complementarity and a strengthened response for people affected by armed conflict and other situations of violence."

#### **Sector leadership at the country level**



- Definitions
  - A "cluster" is essentially a "sectoral group" and there should be no differentiation between the two in terms of their objectives and activities; the aim of filling gaps and ensuring adequate preparedness and response should be the same.
  - A "cluster lead" is an agency/organization that formally commits to take on a leadership role within the international humanitarian community in a particular sector/area of activity, to ensure adequate response and high standards of predictability, accountability and partnership.
  - A "sector/cluster coordinator" is an individual with the necessary seniority, facilitation skills and expertise appointed by the cluster lead to coordinate the sector/cluster, full or part time.
- It should be left to Humanitarian Country Teams to decide on a case-by-case basis on appropriate terminology for the country in question. To ensure coherence, standard terminology should be used within each country and similar standards should be applied to all the key sectors or areas of humanitarian activity.
- In some cases it may be appropriate for NGOs or other humanitarian partners to act as sector focal points in parts of the country where they have a comparative advantage or where the cluster lead has no presence.
- Sectoral groups at the country level should treat the global level clusters as a resource that can be called upon for advice on global standards, policies and 'best practice', as well as for general guidance and training programmes. There is no direct reporting line, however, between sectoral groups at the country level and global level clusters.
- The role of sector leads at the country level is to facilitate a process aimed at ensuring well-coordinated and effective humanitarian responses in the sector or area of activity concerned. Sector leads themselves are not expected to carry out all the necessary activities within the sector or area of activity concerned. They are required, however, to commit to being the 'provider of last resort' where this is necessary and where access, security and availability of resources make this possible.
- Specific responsibilities of sector leads at the country level include ensuring the following:
  - Inclusion of key humanitarian partners
  - Establishment and maintenance of appropriate humanitarian coordination mechanisms
  - Coordination with national/local authorities, State institutions, local civil society and other relevant actors
  - Participatory and community-based approaches
  - Attention to priority cross-cutting issues (e.g. age, diversity, environment, gender, HIV/AIDS and human rights)
  - Needs assessment and analysis
  - Emergency preparedness
  - Planning and strategy development
  - Application of standards
  - Monitoring and reporting
  - Advocacy and resource mobilization
  - Training and capacity building
  - Provision of assistance or services as a last resort
- Sector leads have a particular responsibility for ensuring that humanitarian actors working in their sectors remain actively engaged in addressing cross cutting concerns such as age, diversity, environment, gender, HIV/AIDS and human rights.
- All sectoral groups should include early recovery strategies and procedures for phasing out or handing over activities. In addition, networks of early recovery focal points should be established at the country level to ensure joint planning and integrated response.

### **Strengthening partnerships and complementarity**

- All humanitarian actors should work as equal partners in all aspects of the humanitarian response: from assessment, analysis and planning to implementation, resource mobilization and evaluation.
- Humanitarian partnerships may take different forms, from close coordination and joint programming to looser associations based on the need to avoid duplication and enhance complementarity. To be successful, therefore, sectoral groups must function in ways that respect the roles, responsibilities and mandates of different humanitarian organizations. There must be recognition of the diversity of approaches and methodologies that exist amongst the different actors. All humanitarian actors are to be given the opportunity to fully and equally participate in setting the direction, strategies, and activities of the sectoral group.

### **Ensuring appropriate links with Government/local authorities**

- Humanitarian actors should build on local capacities and develop and maintain appropriate links with Government and local authorities.

**Accountability**

- It is up to individual agencies to determine levels of participation in the work of the different sectoral groups. The cluster approach itself does not require that humanitarian actors be held accountable to sector leads. Likewise, it does not demand accountability of non-UN actors to UN agencies. Individual humanitarian organizations can only be held accountable to sector leads in cases where they have made specific commitments to this effect.

**Predictability**

- The 'provider of last resort' concept is critical to the cluster approach, and without it the element of predictability is lost. It represents a commitment of sector leads to do their utmost to ensure an adequate and appropriate response.

**1.1 THE ROLE OF OCHA**

The Humanitarian Coordinator – with OCHA support – is responsible for establishing and maintaining comprehensive coordination mechanisms based on facilitation and consensus building. These mechanisms should be inclusive of all the actors involved at the country level. There will continue to be significant demand for common systems and services, such as information management tools, advocacy and resource mobilization. At the country level, OCHA continues to provide support to the Humanitarian Coordinator in four main areas: coordination; information management; advocacy and resource mobilization; and policy development

**1.2 ADDING VALUE THROUGH COORDINATION**

- Coordination is a service function that creates an enabling environment for organizations working in the sector.
- It does this through facilitation of a consensus management process, the aim of which is to maximise the efficiency and effectiveness of resource allocation on behalf of all stakeholders.
- The planning, management, and information infrastructures are facilitated by a single 'Cluster Lead' focal point in the form of the 'Cluster Coordinator', through whom subsequent decision-making is channelled.
- Its legitimacy is derived through inclusiveness and participation, where the voice of the smallest is heard and represented
- Coordination management is a proactive and action oriented process which must balance the need for robust 'leadership' within an operational framework of diversity and competition
- Rapid progression from passive sharing of information to cooperation and collaboration is implicit throughout the process as the programme planning of individual organizations will eventually shift to accommodate evolving needs and the requirements of other agencies.
- The coordination function works most *effectively* when appropriate 'best practice' technical advice and the analysis generated from reliable evidence-bases is applied within a strategic framework that guides collective action such that needs are prioritized and gaps are filled.
- The coordination function works most *efficiently* when duplication of effort is avoided, and economies-of-scale through application of common services (and the potential synergies of co-location) are harnessed. Such common services include mapping (and establishment of common denominators within a harmonized information management architecture), and analysis (trends, gaps, stakeholders),
- Apart from the benefits derived from systematized use of common services, the collective Cluster 'leadership' approach adds value within and across Clusters by enhancing:
  - Transfer of knowledge
  - Legitimacy through wider engagement and inclusivity
  - Coherence of standards
  - Leverage at national, local authority, and community level
  - Sharing of values
  - Strategic Planning
  - Advocacy, with the Cluster speaking with one voice
  - Predictability
  - Accountability

**1.3 CROSS-CUTTING ISSUES**

- There is a difference between integrating the policies, strategies, and activities of inter-dependent sectoral needs and the integration of issues which affect all sectors equally, such as human rights and gender. The Cluster approach as currently devised seems to merge the two.
- For the Emergency Shelter sector, integration of Camp Management, Water-Sanitation & Hygiene, and Protection sectoral approaches with the housing and livelihoods approaches of the Early Recovery sector from as early on as

possible in the planning phase is critical not just to good emergency response but to disaster reduction and sustainable development efforts overall.

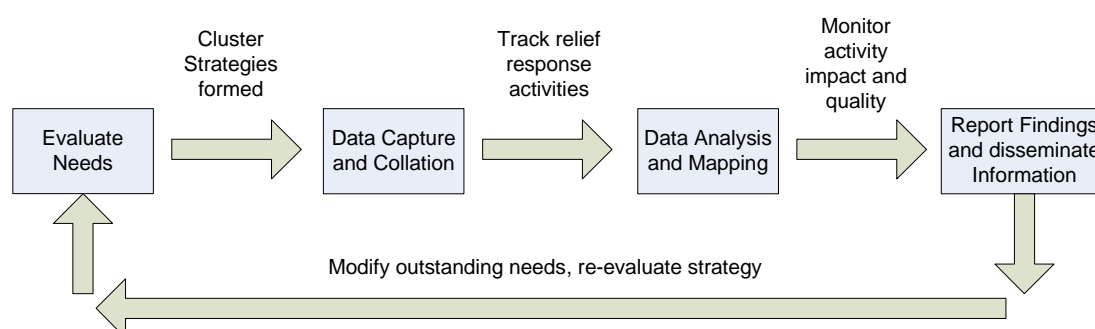
- Cross-cutting issues consist of
  - Age
  - Diversity
  - Environment
  - Gender
  - Sexual & Gender-Based Violence
  - HIV/AIDS
  - Human Rights
  - Psycho-Social
  - Protection

## 6.1 Guide to Effective Information Management

Effective coordination of shelter cluster activities requires access to the most reliable and accurate information available. Information management in an emergency situation like an earthquake or hurricane is a challenging but fundamental component of the coordination process. IM staff will be expected to provide much of the basic information that will guide the cluster to develop appropriate response strategies and then track the activities and impact of the cluster to inform where strategies need to be modified. Data that becomes available needs to be stored, strategically used in subsequent analyses, and made available to all stakeholders. IM tasks, therefore, become very complex very quickly. This guideline intends to provide some of the basic strategies that IM staff can implement to gain control over obtaining data and generating useful information and knowledge from that data.

The basic tasks of IM can be simplified to a 4-step recursive process:

1. **Establish Needs** – the quantification of relief efforts that are required to satisfy the objectives of the cluster. This information is generally a derivation from damage and displacement figures reconciled with target responses from the cluster strategic framework and internationally accepted quality standards.
2. **Data Capture and Collation** – the process of collecting data relating to the output of cluster members, survey and assessments, and other related clusters for the purpose of providing the base data required to effectively generate analysis of indicators established by the cluster.
3. **Data Analysis and Mapping** – the strategic analysis of captured data to synthesize meaningful information relating to the progress indicators sought by the cluster, the impact and quality of those activities, and identifying potential gaps in activity.
4. **Report Findings and Disseminate Information** – the generation and distribution of hard and soft-copy outputs from analysis to inform stakeholders of progress and impact of cluster activities for the purpose of re-evaluation of strategy and modification of need quantification.



### *Cluster Inclusivity, Standards Harmonization and Field Realities*

In order to ensure easy compatibility and ensure inclusivity with the majority of cluster members with varying levels of computer software expertise it is best advised to conform to the common software denominator. Currently, most organizations that the cluster IM staff will be dealing with have access to and ability to operate the Microsoft Office suite of products and, in particular, most digital data transfer will occur using Excel Spreadsheets (\*.xls) or Microsoft Word (\*.doc) for text based information. Whatever strategies IM staff develop for data storage and transfer it is important that the common cluster capabilities be recognized and accommodated as far as what file formats data gets distributed in.

Internet access is never guaranteed in disaster areas and IM strategies need to have some flexibility and recognition that email and website data transfer may not be available to all users all the time. Field internet access is sometimes limited for many cluster members due to restricted regional connectivity or limited financial and technical resources available to small agencies with expensive shelter programs. Therefore, be prepared to be collecting digital data in person through portable flash drive memory sticks. A face-to-face discussion can also be an excellent opportunity to acquire some very useful information on agencies activities and field observations.

Finally, language barriers are important hurdles to clear early. Red Cross National Societies and NGOs are extremely important members of the cluster and it is central to the cluster principles of inclusivity and transparency that all members (and government) feel engaged and included in the process. This means that IM resources include national staff that can

communicate effectively with local members that are unfamiliar with procedures from previous emergencies. Data and information that is distributed should also be made available in the local language in addition to English.

## 6.2 Software Guide

The task of storing, analyzing and distributing digital data and information requires the broad understanding of several software types and when it is most efficient and useful to use them. Also, every emergency situation will have its own circumstances to react to which will also affect the types of data collected and how it can be stored and analyzed. The following will attempt to outline the different software titles that are generally available for information management and possible strategies and situations that make them most effectively used.

### Data Capture Software and Tools

MS Excel – the basic data transfer standard. Using multiple worksheet spaces, multiple datasets can be strategically stored, collated and analyzed but requires a sophisticated understanding of advanced functions of Excel. Also limits the number of users accessing data at one time to a single user.

MS Access – A robust relational database utility that allows multiple users (under good networked conditions). As most electronic data is collected in spreadsheet format it would be required to have a good technical understanding of how to import excel data and collate it properly for subsequent analysis.

MySQL, SQL, Oracle – Server based database applications that could be considered as alternatives to MS Access in later phases of emergency.

### Data Analysis Software and Tools

ESRI ArcGIS – The industry standard GIS mapping software and the dominant application used by the FIS unit of OCHA/HIC. <http://www.esri.com>

MapInfo – An alternative mapping/GIS application that is frequently used in emergency situations by a number of member agencies and national societies. <http://www.mapinfo.com>

Epi-Info – Free questionnaire and statistical analysis software available from the Center for Disease Control. Useful guide for survey and assessment creation and output generation. <http://www.cdc.gov/EpiInfo/>

SPSS – Software for conducting analysis on many dataset types. Good for data mining, predictive analysis, and statistical analysis. Frequently used on field level assessment data. <http://www.spss.com>

### Information Dissemination and Communications Software and Tools

ReliefWeb – UN OCHA website for humanitarian information on Complex Emergencies and Natural Disasters. Often this site is used as a repository for digitally transferred data and information.

HIC Website – Should an HIC be deployed there would likely be a file repository and coordination website established. <http://www.humanitarianinfo.org>

GoogleGroups/YahooGroups – Web-based group emailing and discussion bulletin boards that can be subscribed to by cluster members. A somewhat effective way of digitally sharing data and communicating with other members.

<http://groups.google.com/>  
<http://groups.yahoo.com/>

Google Documents and Spreadsheets – A web-based document and spreadsheet sharing application being developed by Google Labs that has some potential for allowing cluster members update their agency activity data online in a common format. Currently in beta test.

<http://docs.google.com/>

### 6.3 Guideline to collection of baseline data

The process of establishing the outstanding needs of a particular region involves reconciling several different sets of data and at least 2 involved groups:

1. Damage data typically gives an indication of the number of beneficiaries that need to be provided for. This is usually evaluated by the household unit but it is possible that information to the individual level may be necessary for some indicators. This data is usually provided by the regional government based upon recognized official data.<sup>6</sup>
2. The Strategic Advisory Group (SAG) of the Emergency Shelter Cluster will establish the targets that relief efforts can realistically attain under the circumstances of the emergency. This strategy is prone to morph as information and impacts become clear so it is important to provide flexibility to the calculation of need.
3. The Technical Working Group (TWiG) of the cluster also influences need by establishing a technical criteria that a shelter must conform to. Often the guiding principles for these criteria are derived from internationally accepted standards (Sphere standards are the most common) but the TWG will likely adapt the most useful standards and guidelines to the availability of materials, climatic concerns, transportation issues, and costs in the current environment.

The inputs from all of these sources need to be considered to calculate the baseline need of required shelter items. As more information becomes available over time any or all of the above factors may change which requires a constant review of the baseline needs with figure frequently requiring revision due to modified strategies, availability of materials, or updated damage data.

Generally speaking, baseline *Demographic, Damage and Vulnerability* data would be obtained from local government authorities in Excel Spreadsheet format when available; usually preliminary draft data can be available in the first few days of an emergency. Likewise, *Member Agency Activity* data is almost entirely distributed in Excel format throughout the emergency. Due to the prominence of Excel as the data sharing format standard it is fairly straight forward to copy and store this data in master Excel Spreadsheet 'databases'<sup>7</sup> maintained by the cluster IM staff. Microsoft Access is another good option as a widely available database software option that Excel data can be easily imported into. Access is particularly good (compared to Excel) when the amount of data collected gets very large and there are more than one person accessing the data at one time<sup>8</sup>.

Because every emergency will have very unique IM requirements it is very difficult or impossible to create a template Access Database, however the Excel equivalent is much more straight forward (Demographic-Damage-Vulnerability Matrix.xls).

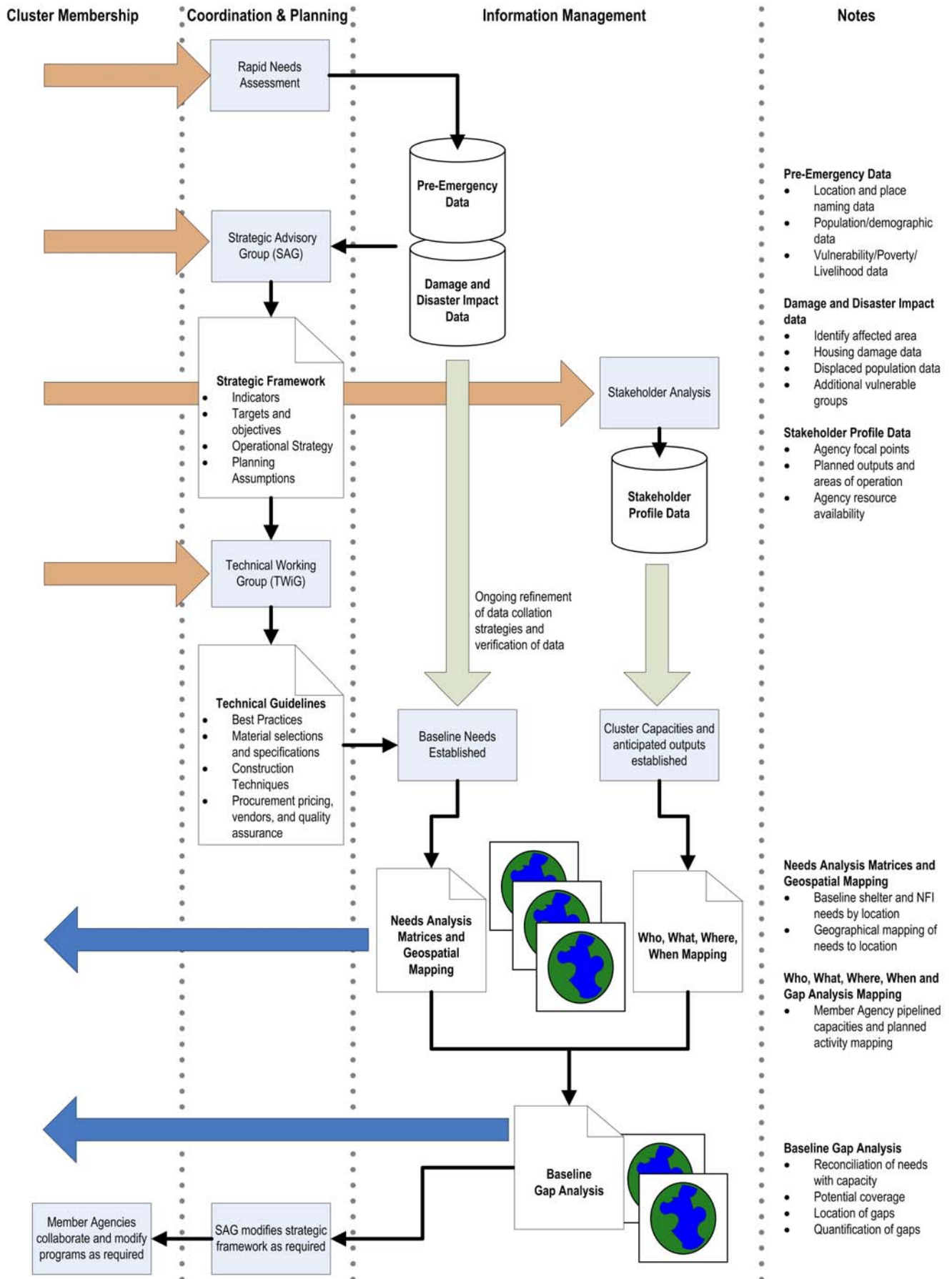
---

<sup>6</sup> It should be noted that damage data is very prone to change and discrepancies. There is often a political sensitivity to damage data as it is often a determining factor in any government compensation relief funds that may be made available to affectees of an emergency. Therefore, there is both a need to collect multiple sets of damage data which may have variable basis in reality and a need to be careful with how that data that is reported by the cluster if it differs from official data local government reports.

<sup>7</sup> Technically Excel is not generally considered a database application as it doesn't have relational table functions like Microsoft Access, SQL, MySQL, etc. however with some creative Excel Function programming many of the relational functions can be simulated giving 'real-time' analysis. Included with this document is a simplified copy of the Excel 'database' that was used in the Yogyakarta, Indonesia earthquake emergency (May-September '06) that can be mined for strategies and cell formulas.

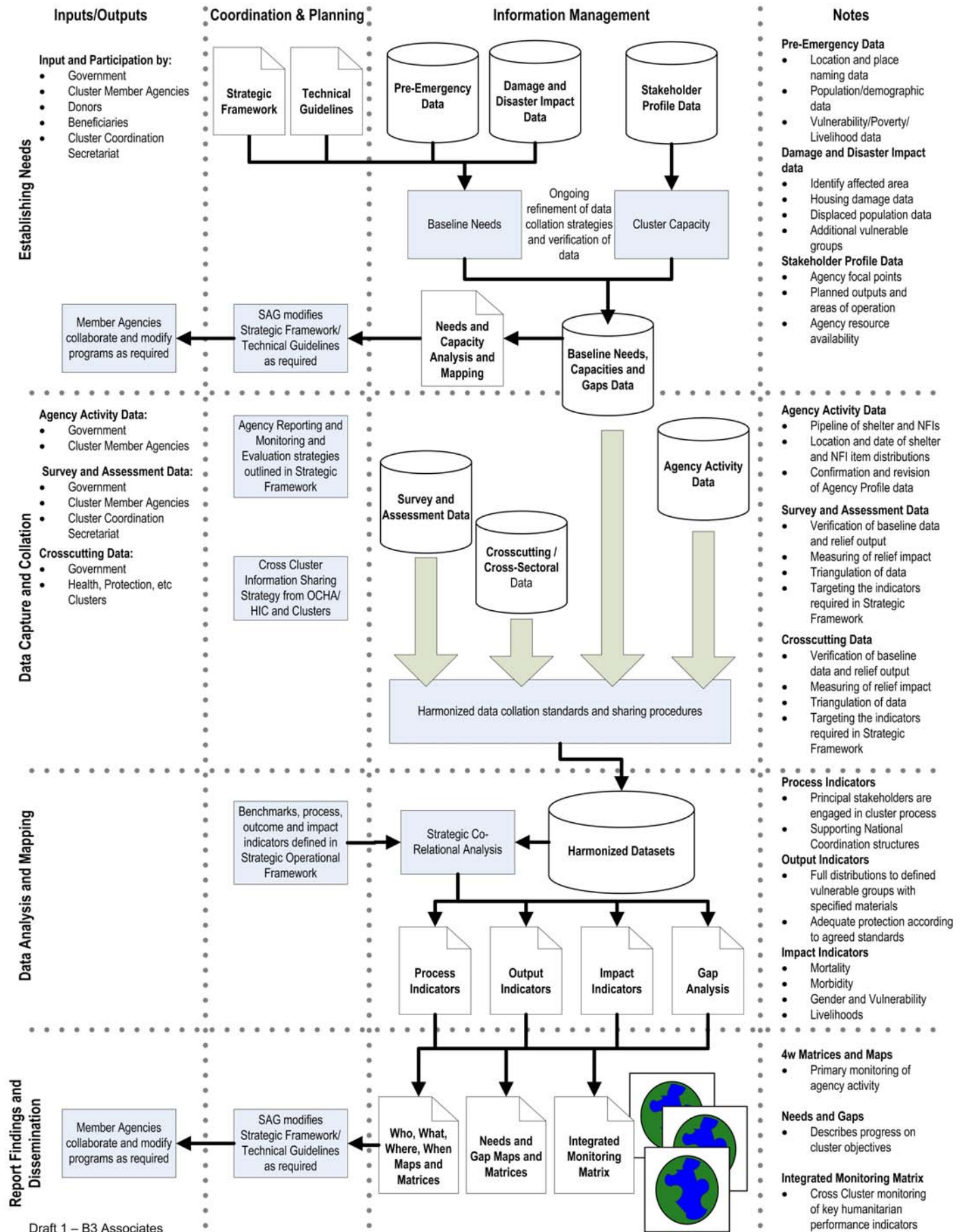
<sup>8</sup> Of course, multiple users of the database poses other technical challenges as computers will then need to be networked and a server designated – something that is useful in large emergencies anyway. There is some time overhead to such a system and some technical know-how as to how it is best managed.

6.3.1 Establishing Baseline Needs Process Workflow





6.3.2 IM Baseline to Reporting Process Workflow



Draft 1 – B3 Associates  
November 2006

## 6.4 Indicators

### Preamble:

Clusters are to identify process, output, and outcome indicators in order to:

- facilitate coordination through identification of key areas for which regular reporting is required (including linkage with the field, formats, frequency etc.)
- track achievements on a regular basis
- identify trends in particular areas over time
- assist in gap analysis, and
- inform on-going strategic planning processes.

The indicators themselves can be quantitative and/or qualitative, while the choice of key indicators should, as far as possible, reflect the different areas of response that are covered by the Emergency Shelter Cluster.

**Suggested Performance Indicators:**

OBJECTIVE / TASK	PERFORMANCE INDICATOR	COMMENT
<b>PROCESS: Comprehensive coordination mechanisms established and functioning</b>		
Principal stakeholders are engaged in the Cluster process	All principal stakeholders attend coordination meetings regularly	Meeting attendance tracked by stakeholder group
	All stakeholder groups are represented when drafting the Cluster strategic framework	
Cluster Coordination Team is functioning	Comprehensive, action-oriented meeting notes distributed within 24 hrs	Action points followed-up under oversight of Cluster Coordinator
	Availability of regular SitReps	All main issues captured
	Up-dated, multi-variate map overlays available on Cluster website	
	Technical guidelines available to all Cluster participants	Produced by Technical Working Groups
Supporting National Coordination Structures	Gov't chairs or co-chairs Cluster coordination meetings	
	Bi-lateral briefings held weekly in Gov't premises	Between Cluster Coordinator and counterpart
	Relevant Gov't ministry formally agrees Cluster strategic framework	
Agreement on basic division of responsibilities achieved and implemented	Coverage of Clusteral responsibilities delineated by geographic area	Who What Where When
Effective coordination with military established and maintained	MOU signed with military counterparts	
<b>OUTPUT: Distribution of shelter materials, related non-food items, and support services</b>		
Full distributions to defined vulnerable groups with specified materials	% of defined 'at risk' populations to whom distributions have been made	Proxy indicator
	Numbers and % of 'at risk' population reached with designated NFIs	Rubble removal kits, Cooking Utensils, Blankets & Mattresses
Shelter assistance provides adequate protection according to agreed standards	% per capita coverage with 3.5 sq.m covered floor area	
	% of households with access to one safe room with dignity	
Physical Planning	All members of the affected population have safe access to water, sanitary facilities, health care, solid-waste disposal, and social facilities including schools, places of worship, meeting points, and recreational areas	
	Temporary planned or self-settled camps are based on minimum surface area of 45 s.m/pers	
<b>OUTCOME &amp; IMPACT: Safe and appropriate shelter in dignity afforded to prioritized vulnerable groups</b>		
Strategic Planning	Extent to which anticipated population movements don't materialise	
	Proportion of total affected population living in self-settlements outside their area of origin	
Gender and vulnerability equity assured	% of female-headed households sheltered	
Mortality	Crude Mortality Rate	Proxy indicators
	Infant Mortality Rate	
Morbidity	Incidence of Acute Respiratory Infection	
Livelihoods supported	Appropriate livestock shelter provided	
Access to water supply sources and sanitation	% of households with water storage capacity	
	% of households with adequate drainage	
Environmental Impact	% of households with adequate solid waste disposal facilities	

## 6.5 Useful Websites

### Data Management

Using Excel or Access to manage your data

<http://office.microsoft.com/en-ca/help/HA010429181033.aspx>

OCHA IM Toolbox

<http://www.humanitarianinfo.org/IMToolbox/>

### Mapping and GIS

GoogleEarth

<http://earth.google.com/>

Microsoft Virtual Earth

<http://www.microsoft.com/virtualearth/default.mspx>

Second Administrative Level Boundaries Database

[http://www3.who.int/whosis/gis/salb/salb\\_home.htm](http://www3.who.int/whosis/gis/salb/salb_home.htm)

### Data Sharing and Dissemination

Humanitarian Information Centers

<http://www.humanitarianinfo.org/>

<http://www.humanitarianinfo.org/iasc>

ReliefWeb

<http://www.reliefweb.int>

UN OCHA online

<http://ochaonline.un.org/humanitarianappeal>

Aidworkers Website

<http://www.aidworkers.net>

### Standards and Indicators

SphereProject

<http://www.sphereproject.org>

## 6.6 Definitions

---

**NOTE:** Although the words below are defined in a conventional manner, precise definitions for use in assessment work are often country-specific. Even within a given country, there are often multiple definitions of a given term. Therefore, check and reference sources accordingly when on assignment.

---

### Shelter Definitions

**Shelter** – A structure that provides occupants with safety, security, and protection from the elements. In disaster situations, the term can also refer to a grouping of structures (e.g., a camp). Term is used more expansively in a development context to refer to a combination of both housing and support services.

**House** – A structure that serves as the primary living quarters for one or more people. In the U.S., the structure is often referred to (anachronistically) as a single-family house, but is more accurately characterized as a free-standing structure occupied on a regular basis by one or more people.

**Dwelling Unit** – A physical space with a private entrance that is occupied by one or more households. It may be a part of a larger structure or dwelling. Also referred to as a unit.

**Housing Stock** - The total supply of housing in a given area.

**Authorized Housing** – That portion of a housing market that is in compliance with prevailing building and planning codes, and has clear title to land. If the percentage of authorized housing in a given market/administration is low, it is typically reflective of the degree of government control over the development process. Either the government is tolerant of illegalities, or is unable/unwilling to compel conformance/prevent transgressions, or both. Also known as FORMAL SECTOR, and feature large-scale operations, formal contractual relations, and access to formal credit. Can be provided by both the public sector, in the form of public housing or related projects, and the formal private sector.

**Unauthorized Housing** – That portion of a housing market wherein occupants have unclear or no title to the land, have not obtained approved building and planning permits, or both. This form of housing typically ranges from 15-60 percent of stock in the cities of developing countries, and is often not recorded in official records. Also known as INFORMAL SECTOR, and features small-scale, limited production, personal/kinship/casual labor relations, and limited or no access to bank credit. This unclear status presents larger problems; with no legal address, there is often no right to vote, no chance of sending children to public school, and no access to the local public health clinic.

**Slum** – An area occupied by housing of low-quality construction, with limited access to public services. Slums are a dominant form of unauthorized/informal housing in the cities of developing countries, and are known by many names in those countries (e.g., kampung, colonia, favela, bustee, chum chon ae at, sa-lum, etc.). Typically, but not exclusively, occupied by lower-income households. May be squatters, i.e., households with no legal claim to land ownership and/or housing occupancy, but may also rent the land and own the house, own the land and house, or have some other arrangement.

**Settlement** – Places where human activities take place; range in size from small hamlets, to towns, to "micropolitan" areas, to cities, to very large megacities.

**Camp** – A settlement of housing that is generally as a result of migration caused by a crisis.

**Formal Camp** – A camp that is recognized and supported through government or humanitarian actors. There is usually a management structure that oversees and monitors the health and safety of its occupants. Within the cluster approach the Camp Coordination and Camp Management Cluster (CCCM) bears responsibility for these situations should that cluster be deployed. In cases where this cluster is not triggered and camps exist it is essential that the shelter cluster engage with other relevant clusters (WASH, Logistics, Health, etc) to ensure this sector is responsibly managed.

**Informal Camp** – A camp that is not formally supported through government or other humanitarian actors. Often these are camps that evolve 'spontaneously' through local channels and are generally not managed. Humanitarian responses to these camps are also coordinated through the CCCM cluster but often have overlap with other clusters including shelter.

**Urban** – human settlements with a relatively high population density like in a city.

**Rural** – human settlement areas with a relatively low population density such as farmland and agrarian communities.

## Demographics

**Beneficiary** – an individual, family, or household that is in receipt of a commodity distribution or a service such as training or vaccination

**Family** – a demographic unit defined as a married couple and their associated offspring

**Household** – a demographic unit defined as the collection of individuals that are housed in the same sheltering space under normal conditions. It is usually a collection of one or more families who make common provision for food or other essentials of living, and often share a common budget. A group that eats together at least one time per day may be considered a household. Domestic servants are typically included part of the main household. A family would be considered one type of household.

## Information Management Terminology

**Analysis** – The resolution or breaking up of anything complex into its various simple elements, the opposite process to synthesis; the exact determination of the elements or components of anything complex (with or without their physical separation). *Oxford English Dictionary*

**Assessment** – The process of collecting, analyzing, and interpreting information about a set of characteristics, conditions, or phenomena, typically for the purpose of informing policy-making and programming. Assessments SHOULD include the collection and analysis of time-series data so that trends and patterns can be detected. As such, they are not "snapshots" of conditions in a given area. *USAID/OFDA*

**Survey** – an assessment technique that usually collects its data through interview of key community members or households directly.

**Baseline** – The "starting point" of existing information about a geographic area or situation prior to an emergency. This data is used to compare conditions after the onset of an emergency and determine the impact of the emergency. *USAID/OFDA*

**Coverage** – an analysis metric that compares the cumulative quantity supply of an item with its baseline requirement or need and is usually expressed as a percentage of need supplied.

**Data Collection** – Those technical and non-technical activities that lead to the establishment of a body of data or information. *OCHA*

**Data Capture** – the systematic collection of data from multiple sources, converting it to compatible digital formats, and storing it in a safe and retrievable database

**Data Collation** – the strategic compilation of data from multiple sources using harmonized formats, standards and compatibilities with all stakeholders and partners

**Data Processing** – Primarily technical processes that transform raw data (i.e. numbers) into a format that can be easily manipulated or combined with other data in preparation for further analysis. This includes activities such as "cleaning", compiling from various sources, and using established storage and archiving structures. *OCHA*

**Information Dissemination** – The last step of the IM chain, putting information products into the hands of policymakers and planners at various levels. Dissemination may be to a general audience or a targeted group of key decision makers, in a variety of formats and through a range of mechanisms. *OCHA*

**Information Management** – The sum of all activities, collection, processing, organization, and dissemination of information in order to help humanitarian actors achieve their goals in an effective and timely manner. Goals can include improved coordination, early warning, advocacy or transition. *OCHA*

**Information Technology** – The study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware. IT deals with the

use of electronic computers and computer software to convert, store, protect, process, transmit and retrieve information, securely. Recently the term has been broadened to explicitly include the field of electronic communication so that people tend to use the abbreviation ICT (Information and Communications Technology).

**Geographic Information Systems (GIS)** – An organized collection of computer hardware, software and geographic data designed for capturing, storing, updating, manipulating, analyzing and displaying all forms of geographically referenced information. *WebGIS.net Glossary*

**Monitoring Matrix** – a data matrix that summarizes the current status of the key indicators strategically tracked and defined by the Strategic Advisory Group (typically disaggregated by geographic region). This matrix is reported to OCHA/HIC and informs the Integrated Monitoring Matrix (IMM) that summarizes the top line key indicators for each cluster in a common format and further informs the humanitarian strategy.

**Metadata** – Data about data; information that characterizes data for documentation purposes. In essence, metadata answer who, what, when, where, why, and how about every facet of the data that are being documented.

**P-Coding** – a method of giving geographical locations a unique numerical identifier code to aid in data compilation and analysis strategies

**Scale of Analysis** – the regional level to which an analysis is based upon. For example, an analysis may have a scale to the district or village level based upon the degree of location specific information is required or limitations in data availability.

**Standard** – Standards are yardsticks for measuring, among others, quality, performance and duration. Standards, in the context of humanitarian information, refer to a common framework for collaboration, performance, interoperability and coherence in the collection, processing, and dissemination of humanitarian information tools, products and analyses. They are, in addition, non-prescriptive, voluntary as to usage, derive from agreed best practice and are recognized as a mark of excellence amongst a community of practice. *OCHA*

**Primary Data** – Data that is collected directly through the cluster. This data is more or less limited to data collected through cluster initiated assessments.

**Secondary Data** – Data that is generated, collected or processed by a source other than the cluster. In this case it could be data collected from the member agencies, census or other government related data, or data from other clusters.

## Indicators

**Process Indicator** – a metric used to measure the performance of the key processes coordinated by the cluster. An example is the number of meetings held by the cluster.

**Output Indicator** – a metric used to measure the production of the cluster. An example is the total number of tents distributed.

**Outcome Indicator** – a metric used to measure the resulting effects of the outputs of the cluster.

**Impact Indicator** – a metric used to measure how an affected area has been affected or influence by the outputs. An example is the change in school attendance as a result of adequate shelter.

**Quantitative Indicator** – a metric that refers to a range of magnitudes. An example is the absolute number of plastic sheets distributed to a location.

**Qualitative Indicator** – a metric that refers to an observed quality. An example would be the number of 'totally destroyed' houses. In this case, the standards of 'totally destroyed' can be 'quantified' by comparing the observation to measurable criteria such as the technical standards developed by the cluster.

## GUIDELINES

### Team-building

The aim of coordination is:

- To realise maximum impact (effectiveness) through allocation of the minimum human, financial, and material resources required to achieve the objective (efficiency)

Coordination is about:

- Teamwork
- Harnessing complementary comparative advantages
- Sparking dialogue and interaction between individuals
- De-centralisation
- Delegation of responsibility
- Facilitation
- Trust

In the context of Humanitarian Reform and the Cluster Approach, coordination is also about:

- Leadership
- Partnership
- Accountability
- Predictability

In the humanitarian world, where the idealised concepts of 'charity' and the 'humanitarian imperative' collide with the harsh realities of competition, coordination becomes a management process that requires Coordinators to be seen as independent and trusted 'honest brokers' in the collective effort to efficiently and effectively meet the needs of those who suffer.

At the same time, coordination is predicated on 'consensus management' techniques. Often, this means undue delay, obfuscation, and eventual agreement on the least contentious course of action .... this being otherwise known as, "a slow race to the bottom of the barrel". In time of chaos and great need, this is unacceptable. Realising this, an element of 'robust leadership' is required. The secret to such leadership lies in:

- 1) Having a collectively-agreed strategic framework which outlines the overall approach, while at the same time allowing for diversity in programme orientation by individual agencies;
- 2) Having a timely, reliable, and relevant evidence-base that points out the need for mutual cooperation in adapting on-going programmes to meet evolving needs and the priorities of others; and
- 3) A spirit of partnership fostered through team-building.

There are four phases in the effort to foster team spirit:

**As a start, have partners share their information.** They will do this if they see such information not disappearing into a 'black hole', but re-emerging as collective evidence useful for forward planning. Such information would include:

- On their mandates and objectives, as well as on their perceived roles and responsibilities (in Clusters)
- On their resources, capabilities, and capacities
- On the type, quantity, and quality of assistance they can provide
- On their areas of operation (actual and intended)
- On the priorities they want to address
- On the status of their projects
- On the sources of their data
- On their perception of the general context

**As a next step, have partners working together:**

- At jointly assessing needs
- At setting standards for assistance
- At mobilising external resources
- At formulating advocacy positions
- At ensuring access to the beneficiaries
- At building local and national capacities
- At training their own staff and those of their national counterparts



As things get more advanced (and rational), the team may be able to share plans and resources, and engage in:

- Joint contingency planning
- Joint strategic planning
- Joint assessment and operational planning
- And by sharing their technical expertise (people as well as ideas)
- By sharing their logistics capacities

And then, as a sort of feedback loop, measure success at how well coordination is working through:

- The frequency of contact with all partners and stakeholders at multiple levels
- The relative levels of engagement by each stakeholder group as measured by regularity with which useful information is shared and constructive contribution at coordination meetings
- The frequency of joint field missions
- The clarity of objectives and responsibilities of different partners
- The existence of a workplan, that activities are carried out according to the workplan, and that the resources are available to implement the agreed activities in the timescale foreseen
- The extent to which the activities of all partners within the Cluster workplan are complementary

## **Annex B. Information Management and Analysis: A discussion paper prepared by OCHA**

### **Background**

1. Lessons learned studies from OCHA's response to complex emergencies and natural disasters shows that the investments being made through ECHO thematic funding for development and enhancement of OCHA's information management<sup>9</sup> capacity and ongoing development of the Humanitarian Information Centre concept are not being effectively used. Whilst there is consensus that OCHA is good at reporting on the situation, it is less effective at analyzing the situation and identifying possible courses of action for consideration by decision makers. This paper is not attempting to address the entirety of reasons for this, but rather to look at the information analysis issue as it relates to the relationship between OCHA and the HIC as a Humanitarian Common Service, for which OCHA is the steward.
2. The term "information management," as currently used in the context of humanitarian response, includes the following activities:

**Collection:** *The quality and rigor associated with the collection of information has a direct effect on its ultimate utility. In order to be comparable, assessments should apply basic information management standards such as agreed upon place names.*

**Processing and Storage:** *Raw data is of little use to humanitarian decision makers. In order to add value, information managers must transform both numerical and narrative data into useful products such as Situation Reports, Thematic Maps, Who's Doing What Where matrices etc. Information systems must be based on a user-centred approach in order to make information retrieval efficient and intuitive.*

**Analysis:** *Given the wealth of disparate information available in a response operation, analysis is necessary to ensure that key information is utilized in such a way as to effectively inform and support the decision-making process. The analytical process may include either disaggregating or combining data or information to, for example, establish a comprehensive view of the situation, to determine trends or to identify gaps.*

**Dissemination:** *Effective information management involves the distribution of information through various channels, such as Email, Web, RSS, Print and Meetings. In order to avoid either an information drought, or an information overload, information managers must make effective use of appropriate distribution channels.*

3. The "operational gap" that has become increasingly apparent to decision-makers relates to the analysis of data and information. While innovations in technology and working practices have led to improvements in other aspects of the information management process and have improved both the quantity and quality of information products available, there still remains a critical need to go a step beyond generating basic products to finding meaningful ways to combine evidence and non-evidence based information into more sophisticated decision-support tools.
4. When HICs were first established, the position was taken that the HIC did not "do analysis" for two primary reasons. Firstly, it was recognized that HIC staff, while being technical experts in information management, did not have the humanitarian affairs or sectoral

---

<sup>9</sup> **Information Management (IM)** is comprised of all activities associated with the collection, processing, organisation and dissemination of information in order to help humanitarian actors achieve their goals in an efficient, effective and timely manner. **Information Technology (IT)** -- the hardware and software necessary to support IM processes and activities -- is an essential component of efficient Information Management systems, but the challenges to effective Information Management are generally not of a technical nature.

expertise necessary to undertake informed analysis. Secondly, given that the nature of analysis often requires subjective assessments of a situation or the actions of other humanitarian actors, it was argued that, in order to maintain its position as a neutral information-broker (and thereby ensure continued buy-in from all actors), the HIC should refrain from activities where value judgments may be implied.

5. Regardless of the validity of the arguments, the perceived 'refusal' of the HIC to engage in analysis formed the basis of a contentious relationship in the field between OCHA offices and HICs over who would, or would not, "do analysis". The reality of the issue is actually more complex and a re-framing of the discussion may serve to move the discussion beyond the either/or dynamic to a more realistic division of labor between various parties.

### **Analysis: Who Can, Does and Should do What Where**

6. The current usage of term 'analysis' often masks the reality that there are several different types of analysis that are needed in the humanitarian response context including:

- ✓ Geo-Spatial
- ✓ Statistical
- ✓ Political
- ✓ Contextual
- ✓ Technical

Each type of analysis requires different data or information inputs and different skills and expertise on the part of the analyst. An updated and more realistic statement of the historical HIC position outlined above would acknowledge that the HIC currently engages in the first two types of analysis but does not engage in others.

7. If it is understood that there are different types of analysis, it follows suit that there are different actors engaged in the process of analysis. In fact, given the complexity of the task, in order for analysis to be as accurate and comprehensive as possible, it is often desirable that various levels of expertise are represented.

***To illustrate:** in determining a return strategy for IDPs, the HIC may be best placed to produce an analytical map of the current locations of IDPs, their intended communities of return and potential migration patterns. However, in order to determine a return strategy that will best support what can be a complex and prolonged process, analysis of the factors that will determine when, why (and potentially why not) and how IDPs may return may (and should) be undertaken by humanitarian affairs officers with knowledge of the intentions of the local population, the political situation and conditions in areas of return.*

### **Possible Ways Forward**

8. Rather than focus on the "who" of analysis, FIS recommends that the way forward for discussion is to start with the 'what' of analysis, i.e. developing a common understanding of what types of analysis OCHA needs to engage in and what the outputs of the analytical process should be. From there, a more clear division of labor based on relevant expertise can be determined.
9. To begin this process, FIS recommends the creation of an intra-OCHA working group with representatives from AIMB, CRD, IDD and PDSB. The group will be tasked with developing a common agency-wide approach to analysis etc.

## **Annex C. Best Practices in Information Management**

**(Excerpt, see <http://www.reliefweb.int/symposium/> for complete document)**

From 5 to 8 February 2002, interested practitioners in the field of information management, including government representatives and institutions, UN agencies, non-governmental organizations (NGOs), academia and the private sector, met in Geneva to take stock of achievements in the humanitarian information management field, to identify future challenges and to agree on next steps.

Based on their collective experience, the participants identified a number of the principles for humanitarian information management and exchange. The following is a set of best practices derived from the principles, and identified as integral to the future success of humanitarian information management and exchange. In complex emergencies and natural disasters, the humanitarian community should:

**Define user needs** and emphasize data sets and formats that directly support decision-making at the field level. Identify user groups, conduct user requirement analysis, inventory information resources inventory and define core information products based on user input. Develop and implement information products on operationally relevant themes, such as the location and condition of the affected population, "who is doing what, where?" and factors affecting access to affected populations. Use templates such as the Rapid Village Assessment (RVA) tool to speed data collection. Create maps to effectively communicate information to decision-makers.

**Collect and analyze base data** and information before and throughout an emergency. Gather, organize and archive data and information on operationally relevant themes for high-risk areas in preparation for emergencies. Maintain and enhance data sets during emergency responses. Document and archive data so that it is easily accessible for future use.

**Maintain and promote data and information standards.** Follow generally accepted standards for information exchange, such as the Structured Humanitarian Assistance Reporting (SHARE) standard to promote data sourcing, dating and geo-referencing. The SHARE standard facilitates integration of data from multiple sources and enhances verifiability, assessment, analysis and accountability. Geo-referencing data during collection allows cartographic presentation and geographic information system (GIS) analysis. Create metadata catalogs as part of a standard documentation process with handover procedures.

**Maximize resources by expanding partnerships.** Recognize that data and information are collected and managed by a variety of actors including national governments, UN agencies, NGOs, the private sector and research institutions and that the contributions of these providers are crucial. Pre-establish inter-agency agreements and relationships at the national and local levels. Establish an ongoing process of personal interaction to create partnerships for information management and exchange. Use distributed networks and neutral portal repositories to assist with information sharing and promote linkages to avoid duplication of effort.

**Engage local and national actors in information projects.** Develop networks of local communities and national NGOs, civil society groups and the private sector and address the issue of local participation as part of overall emergency planning, monitoring and evaluation. Build and strengthen the national/local capacity in information management and exchange and promote the transfer and use of local knowledge.

**Maintain preparedness "toolboxes" for online and offline distribution.** These toolboxes provide guidelines and reference tools for the rapid-deployment of HICs or the establishment of Web sites and databases under a variety of field conditions. Toolboxes should include data standards, operating procedures, training materials, database templates and manuals.

**Define an exit strategy.** Develop a clear phase-out strategy, including transitioning to development activities and creating archiving systems to maintain access by current and future stakeholders after the project is closed.

**Preserve institutional operational memory.** Define and adhere to sound data and information management policies and techniques for handling large volumes of information. Document datasets with metadata. Maintain quality control and organizational learning to avoid the need to start from scratch with each emergency and to maintain quality of information services during emergencies.

**Establish field-based HICs** according to identified operational and decision-making demand. Design them as open-access physical locations, incorporate existing capacities, systems and information management activities. Serve as a neutral broker of humanitarian information, providing value-added products and beneficial services to the field-based humanitarian community. Encourage broad participation from local, national and international actors to facilitate and support humanitarian response activities. Form partnerships with specialized agencies and sector experts to conduct sectoral surveys and analyses.

**Use appropriate technology.** Ensure that field information systems reach the broadest possible audience. Be aware of the limitations of technology (both inherent and as related to availability). For example, keep in mind that the Internet, while powerful, is not a panacea and can be ineffective as a distribution channel to and from remote areas. Consider making data products, particularly databases, available via e-mail, CD-ROM and for local download. Recognize that local staff's ability to work with the technology is an important determinant of success. Technology should be easy to use and be accompanied by training for local staff.

**Use open data formats and inter-operable technologies.** Use commercial, off-the-shelf technology and create all information products using open data formats and inter-operable technologies.

**Promote awareness and training.** Conduct technology training sessions for non-technical humanitarian staff, particularly national staff. Educate senior decision-makers in humanitarian organizations about the purpose, strengths and weaknesses of information management and exchange. Broaden participation in information projects among affected and at-risk populations.

**Involve the private sector.** Consider the efficiencies of contracting information management and exchange functions to the private sector, especially local private interests, when cost-effective and appropriate. Encourage a constructive role for the private sector by incorporating private-sector expertise into preparedness and planning activities.

**Mobilize adequate resources.** Include funding for field-level information management and exchange systems and projects in the overall resourcing of assistance programs.

# Annex D. 3W



## Who does What Where and Contact database

3w.unocha.org

How the 3W supports coordination...

### 1 Humanitarian crisis

Floods, Tsunamis, Cyclones, Tornadoes, Earthquakes, Landslides, Volcanic Eruptions, Conflicts...



### 2 Field response



### 3 Information collection



Paper forms

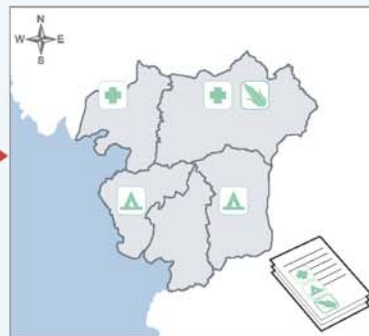
Word and Excel forms

3W website



### 4 Information products

The 3W tool can produce a range of reports as well as tabular output for map production



### 5 Coordinated response

The information is analysed with partners, gaps are filled, and duplication avoided leading to a more efficient response



Accurate and timely information is crucial to the effective provision of humanitarian assistance. It is generally agreed that the key data sets to assess and ensure humanitarian needs are being met is to know which organizations (Who) are carrying out what activities (What) in which locations (Where) – which is also universally referred to as the 3W (Who does What Where). During the initial stages of any emergency the information available is limited, but increases rapidly as situation reports are disseminated, agencies begin their projects and new actors arrive. Therefore, it is imperative, at the outset of an emergency, to establish a method to collect that information.



Developed with assistance of the Thematic Funding from the Humanitarian Aid Department of the European Commission



3w.unocha.org

v. 1.0 19-JUN-07

## Annex E. P-Codes<sup>10</sup>

### What are P-codes?

Pcode is an abbreviated term for 'Place Code'. P-codes are similar to zip codes and postal codes and are part of a data management system that provides unique reference codes to over a thousand locations in the Darfur region. These codes provide a systematic means of linking and exchanging data and analysing relationships between them. Any information that is linked to one location with a pcode can be linked and analysed with any other.

### Why are P-codes useful?

P-codes resolve the basic issue of what we all call a place. Using place-names as identifiers can easily lead to confusion over spelling, different languages or scripts as well as duplication. If agencies develop individual systems for naming or coding places this makes data sharing extremely difficult and huge amounts of potentially useful information go unshared, are manually re-typed or filed and forgotten. Spatial data standards agreed by all agencies provide a single, unified system for referring to locations, allowing the free exchange of data between participating agencies.

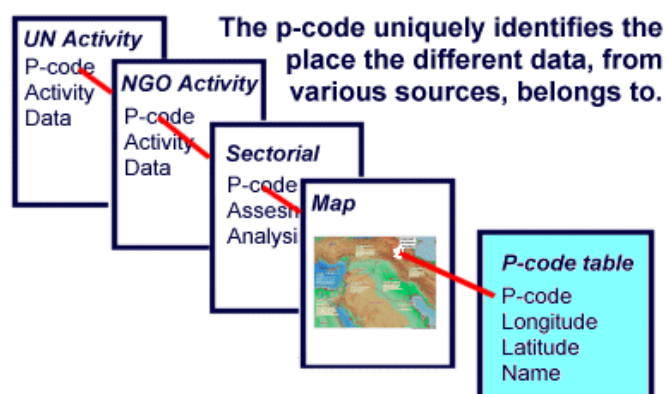
### Why should my agency use P-codes?

To promote cooperation and information sharing and gain full access to the huge range of information already available in Pcode format, on such issues as population, housing damage, landmines, agriculture and assistance distribution. This information can help you to plan your own programmes and avoid repeating surveys already done by others. Agencies using the P-codes for their own data management will be able to combine this information with datasets from other participating organisations.

Spatial data standards include full GIS capability, allowing data linked to towns, villages and administrative units to be mapped and geographically analysed. Data collected with Global Positioning System (GPS) equipment can also be used.

### How can P-codes be used in my existing databases?

In most cases, adoption of P-codes requires only the addition of an extra column to your existing databases and spreadsheets. Over time it is recommended that any other naming or coding systems be phased out and that all new data collection use the P-codes.



By including the pcode into separate spreadsheets, data on different issues from different agencies can be linked and cross-analysed.

<sup>10</sup> <http://www.humanitarianinfo.org/darfur/infocentre/pcodes/index.asp>

## **Annex F. Lessons Learned about Cluster Information Management: Cyclone Sidr Response, Bangladesh December 2007**

(important Note: The views expressed here are only that only those of the authors and do not necessarily reflect the views of the cluster leads)

### **Contributors:**

Paul Currion (UNICEF – WASH Cluster)  
Neil Bauman (IFRC – Shelter Cluster)  
John McHarris (WFP – Food Cluster)  
Malik Kabir (WFP – Food Cluster)  
Tasdiq Ahmed (CDMP/DMIC)  
Carly Sheehan (Care International)  
Lalit Patra (UNICEF – WASH Cluster)  
Steven Goldfinch (UNDP – Early Recovery Cluster)

### **Introduction**

In his Lessons Learned document, Richard Luff (the WASH Cluster Co-ordinator during the Cyclone Sidr response) stated in his conclusion that

“much will be conditional upon having the right capacity and expertise to collect, process and re-package information.... This is the first time that the WASH cluster has had such significant investments in IM in the form of a dedicated specialist for 3 weeks and a non specialist member of staff working on this full time. This was further supplemented by having other UNICEF staff collecting information in the first five weeks after the response... There is no doubt therefore that having dedicated, disaster experienced personnel who are used to handling information is a key support to a coordination role.”

The experience of the Cyclone Sidr response demonstrates that deploying experienced personnel with a dedicated role in information management will deliver added value to the Cluster. It is also worth bearing in mind that Bangladesh was a generally supportive working environment for agencies, and a number of factors should be borne in mind:

- Bangladesh is extremely prone to regular flooding on an annual basis, and is a high risk country for other emergency types such as cyclones and earthquakes. It also suffers from chronic poverty-related issues, including political unrest and food shortages.
- The government of Bangladesh is highly functional and responsive in disaster situations. There is a well-established network of national and local NGOs that are involved in emergency response, and a large number of international and UN agencies that are already in-country. The NGO/IO/UN community therefore has a great knowledge of the country, including working relationships with government.
- In technical terms, there is reasonably high availability of internet access in Dhaka and other larger cities, with access available in more rural areas through mobile telecom companies. There is a large number of technically well-educated (IT, GIS, database, internet, software programming, etc.) individuals that are available through local universities and internet job postings.
- The affected areas were generally secure and stable, with transport links not seriously



damaged by the cyclone; the exception was access to more remote affected areas where ferry services had been damaged.

However it is possible to improve both service delivery to cluster members and the operating environment in which those personnel operate, and these Lessons Learned specifically target those issues which can be addressed in this regard, based on the experiences of the Clusters operating in Bangladesh during the response to Cyclone Sidr. It is worth noting that all of these lessons have been previously and repeatedly reported by previous information management projects, particularly the HICs.

## Lessons Learned

**1. LEVERAGE INFORMATION TO ACHIEVE CREDIBILITY AND TARGET INFORMATION PRODUCTS EFFECTIVELY.** In an emergency, nobody has the time or capacity to track the overall situation – apart from those working specifically on co-ordination. This is our Unique Selling Point, and it is based entirely on our capacity to gather and utilise information resources. However information is not a tangible asset in the way that staff and funding are, so the only way that we can demonstrate our value is to make it visible through products and services that are useful to those we wish to co-ordinate. This can be done by making sure that they serve clear and specific purposes, rooted in the requirements of the Cluster (or, failing that, the Cluster Co-ordinator). A variety of different products serving a variety of purposes is more likely to be received favourably since organisations will be able to select the products that are useful to them – a more personalised service. None of this is possible without investment prior to the emergency, most obviously in the capacity of existing staff, providing them with basic training in data and information management, and ensuring that they have access to systems that will enable them to implement what they have learnt.

5. Recommendations:

6. 1a. Cluster members should pre-identify the specific information products that they find most useful in an emergency response. This catalogue can then be adapted in each emergency (with the understanding that it is a wish list and not a shopping list).
7. 1b. Training courses on co-ordination and management should involve information management not as a separate module but as a cross-cutting theme that runs throughout the training.

**2. ENSURE THAT THE PRECONDITIONS ARE IN PLACE.** Certain conditions make information management activities more likely to succeed in the field, of which the most important are:

- a. A Cluster Co-ordinator who is aware of the value of information and engaged in developing that information for specific usage, as well as being prepared to go directly to Cluster members themselves to gather information;
- b. Senior management in the cluster lead agency who are supportive of the cluster team without imposing organisational constraints on its activity, making sure that agency staff are available to support the cluster.
- c. General awareness amongst the cluster members of the types of information required is desirable in order to leverage the resources of the entire cluster for co-ordination.

Recommendations:

2a. Cluster lead agencies should ensure that all Cluster Coordinators and lead agency senior managers are aware of the value of information management, that their training includes significant coverage of information management and that their TORs specifically include information management.

**3. PAY ATTENTION TO INFORMATION MANAGEMENT AT SUBNATIONAL LEVELS.** Although most attention is given to national level requirements, the biggest potential resource for information are organisations and staff in the field, who are closer to the situation and often have information resources that are inaccessible to their headquarters. Visits to the Barisal office and surrounding area were invaluable for informing our work, providing a better understanding of field information needs, better contact with staff in the field and more commitment to developing better information for local-level co-ordination.

Recommendations:

3a. IM staff should be supported by senior management to visit the field as frequently as possible as long as it does not interfere with the ongoing requirements of their work.

3b. Field staff should be encouraged by senior management to be more involved in information management activities, which will provide them with more credibility with partners.

**4. MAPS ARE MORE EFFECTIVE THAN ANY OTHER PRODUCT, BUT GIS COSTS MONEY.** GIS and mapping capacity was limited within the clusters, although some agencies had more capacity in-house (for example, WFP-VAM). Where limited time is available, time will be better spent developing more basic maps; secondly, there is little chance that a full GIS would be sustainable without substantial investment. It has been shown that it is possible to produce useful maps to support co-ordination using very basic techniques.

Recommendations:

4a. Always present information visually as well as in tabular forms; when possible, present information in map formats, no matter how basic.

4b. Focus on developing basic maps and build from there, rather than aiming to set up a high-quality GIS from day one.

4c. Ensure that all data is correctly geocoded (where possible) to ensure forward compatibility with any future GIS.

4d. The clusters should take a more strategic approach to these three issues, building a clear and coherent framework for their use in responding to emergencies. There are a

range of options available, including ensuring (where possible) a GIS expert in every cluster, agreeing agency responsibilities for geospatial activities in more than one cluster, pooling existing GIS resources in specific emergencies, and subcontracting mapping activities to a third party. At present, none of these technologies are used effectively to support response across the humanitarian community except in particular instances in particular clusters:

- **Remote sensing:** agencies should either invest in their own capacity or work with existing external capacity (such as UNOSAT) to provide analysis from the immediate aftermath of a disaster onwards. This can begin by providing early estimates of the extent and scale of damage, with further analysis made possible by provision of key data by agencies as the response progresses.
- **GIS:** agencies should establish precisely what they want from GIS in terms of analysis (rather than mapping) in order to ensure that investment in GIS is not wasted. Full-scale GIS should be reserved for times when the resources are available to do it properly;
- **Mapping:** improvised (or 'scrappy') mapping can provide useful products more quickly than full-scale GIS and requires less time and technical expertise, but it is worth noting that even this approach takes time to develop.

**5. TAKE A PROACTIVE APPROACH TO INFORMATION GATHERING AND AVOID TAKING A FORM-BASED APPROACH.** The old approach to information-gathering has been to develop forms to distribute at meetings and request cluster members to fill them out. This approach has had mixed success at best, with familiar problems of e.g. place names not matching "standardized" naming, program details not matching with cluster divisions, etc, appearing. As usual, some agencies complained of 'reporting fatigue', having to report similar information to multiple clusters on different templates; this led to situations where agencies ignored Who, What, Where requests from different clusters and just submitted all their cluster information on a single form, or simply submitted information on their own spreadsheets. A more proactive and personal approach will yield better results, as well as building trust, avoiding all the problems associated with form-filling.

Recommendations:

5a. Avoid relying on paper forms as the only means of cluster member reporting and adopt phone-based information-gathering as a complementary strategy in order to get rapid responses.

5b. Develop systems of data collection/collation that are flexible in the way that information is entered from different non-standardized sources, underpinned by standardized formats for data sharing in digital formats.

**6. INVEST IN DATA PREPAREDNESS AND CLUSTER KNOWLEDGE BASES.** Availability and dissemination of common baseline data such as administrative boundary names and associated GIS files, demographic data and populations at risk/vulnerability data was low early in the emergency. Centrally, clusters attempted to track agency activity to the Union level, however much baseline data was either unavailable, available late, not compiled, or residing in district or lower level offices and not collated centrally. Anecdotal evidence suggests that much of this data would also have been useful in the preceding flood emergency, yet was either not gathered or retained for future

emergencies. In addition there is a large amount of knowledge about dealing with key issues in each cluster (e.g. in WASH, arsenic contamination, pond sand filter design, etc) which is not easily accessible to cluster members (including the government) because it is siloed within an agency (and sometimes this silo effect prevents agencies from knowing what they know!). These resources could be made more widely available prior to emergencies through better information management, including setting up web-hosted knowledge bases.

#### Recommendations:

- 6a. Data preparedness should be linked to in-country contingency planning where possible by agencies that have a long term presence (UNDP, WFP, IFRC, UNICEF, etc) in partnership with relevant government agencies.
- 6b. OCHA should prioritise countries at risk to develop their data preparedness - pre-planning is as important as deployment of information management capacity after the event, since it will enable clusters to work more effectively earlier in the response cycle.
- 6c. Cluster lead agencies should work with cluster members to identify, acquire and maintain core baseline datasets as part of their ongoing work, using available resources such as Geonetwork. This should be done on an inter-agency basis to ensure that data is shared across clusters from the outset.
- 6d. Cluster lead agencies should make pre-agreements with key government counterparts who are likely to be responding to emergencies, covering access to data and information sharing protocols, and lobbying for government to fill “information gaps” where they exist.
- 6e. Cluster lead agencies should take responsibility for setting up knowledge bases, enabling cluster members to make the results of their research more widely available for the common good; starting with organizing their own information resources effectively, integrating them horizontally within the organisation.
- 6f. A central map repository, preferably maintained by a government body (such as the DMIC in Bangladesh), should be created for maps produced by all clusters and other actors as a general access resource.

#### **7. ESTABLISH A MECHANISM FOR SHARING INFORMATION BETWEEN CLUSTERS AND CREATE SOME CAPACITY FOR CROSS-CLUSTER ANALYSIS.**

A Working Group on Information Management was established early with active participation by most clusters and the Disaster Management Information Center (DMIC, a function of the Comprehensive Disaster Management Programme, endorsed by GoB). NGOs were not well-represented at the meeting, although CARE was able to attend regularly. The Group met on a weekly basis at the offices of the Government's Disaster Management Bureau, and was able to reach agreement on a number of key issues – for example, the geocode set and the 4W's template. Although the group did agree that clusters would share their raw assessment and survey data, cross-clusteral/inter-sectoral analysis was not attempted or addressed. This would normally be a function of OCHA; they were not present in the Cyclone Sidr response and no other agency filled the gap. Inter-cluster meetings were convened by the UN RC's office, but there was little discussion of inter-cluster

information management beyond the request for all clusters to have some information management capacity.

Recommendations:

7a. Cluster lead agencies should agree protocols for information sharing at the global level, including agreed steps to establish information management working group immediately following an emergency

7b. A similar mechanism should be convened and supported in any emergency, co-chaired by the appropriate government department where possible, and attended by information focal points from all clusters.

7c. Any such mechanism should have the authority to make commitments on behalf of the clusters regarding the sharing of data and information, including committing to data standards (such as geocodes) and protocols for sharing information.

**8. PLAN AROUND EXISTING GOVERNMENT CAPACITY IN THE EMERGENCY WHILE PREPARING TO BUILD THAT CAPACITY AFTER.** There is frequently insufficient government capacity to respond effectively to emergencies, an issue which cannot itself be addressed in an emergency. In particular there are frequently a technology differential between international and national organisations – in Bangladesh, for example, the standard form of communication for government offices is fax rather than email, potentially cutting subnational offices in particular out of the information loop. We must ensure that our own communications do not cut out these vital actors, both in terms of collecting and disseminating information, as part of the process of helping government to achieve better communications. A similar effect applies in the opposite direction; data collected by government offices at union and upazila levels was not collected digitally and collated centrally, with the result that agencies operating at a national level did not have access to detailed information about damage levels which could have informed the response.

Recommendations:

8a. As part of preparedness measures, cluster leads should ensure that they are fully aware of the structures and capacities of their counterparts, and be able to make this information available to cluster members.

8b. Where they exist, national information standards and protocols should be clearly communicated to cluster members and used as a basis for building relations with government.

8c. We must ensure that all our information products can be disseminated not just by email but by fax and hard copy as well, and enlist the support of our field staff to distribute this material at sub-national levels.

8d. We must work with governments to digitise their existing information resources and ensure they have access to the technology to collect and maintain information in digital formats.

**9. CO-ORDINATE ASSESSMENTS MORE EFFECTIVELY.** The usual problems were encountered in Bangladesh regarding thematic assessments; assessments were not carried out systematically (because of a lack of pre-planning between clusters both at the global and country level), were not substantively co-ordinated (because no mechanism for co-ordination or enforcement exists), were not staged quickly enough to inform the emergency phase (because of the time it takes to design and implement assessments from scratch) and were not shared widely by agencies (because there are no obvious channels for sharing the results securely). We also found that the draft version of the Initial Rapid Assessment (a tri-cluster assessment format) that was available in November 2007 was not a viable option; it was too unwieldy and complicated to stage without significant investment (which was not available) and did not adequately address the information requirements of any of the clusters. We should not push for cluster assessments if the right conditions are not in place, but we need to establish what alternatives are available to us in such situations. For example, the WASH and Shelter Clusters did not attempt independent assessments, but accepted offers by other clusters to insert sector-related questions in to their assessments.

Recommendations:

9a. Cluster lead agencies at the global level should agree protocols for coordinating assessments; such protocols should then be incorporated into contingency planning at the national level.

9b. Cluster lead agencies should invest in human resources to support data collection through the following four avenues:

- Ensuring that key staff are trained in basic data collection, particularly building relationships with cluster members.
- Recruiting dedicated information management staff as necessary to support cluster data collection.
- Re-assigning existing staff to data collection on a temporary basis as part of surge capacity.
- Maintaining a database of potential assessment staff drawn from cluster members to create assessment teams as needed.

**10. REINFORCE MONITORING AND EVALUATION OF CLUSTER**

**ACTIVITIES.** While some cluster members may have their own M&E capacity, many do not or are unable to establish M&E in the emergency phase. There is great potential for the clusters to create a “collective monitoring” approach that might complement existing monitoring activities of cluster members and fill in the gaps where such monitoring is not taking place. Such monitoring would necessarily be constrained in scope, but would be a valuable contribution to the accountability of the cluster to itself, to other clusters, to the national government and to the beneficiaries.

Recommendations:

10a. Individual clusters should agree a process for establishing a collective monitoring mechanism through which they can monitor the impact of their activities.

## **11. IMPROVE INFORMATION MANAGEMENT CAPACITY IN CLUSTER LEAD AGENCIES AND CLUSTER MEMBERS.**

UN agencies, NGOs and government partners possess limited information capacity, particularly in the field, which severely constrains the effectiveness of information management activities across the clusters. While it is not possible for cluster lead agencies to take responsibility for the capacity of all their cluster partners, they should adopt a more strategic approach - particularly to training activities - to encourage those partners to invest in their capacity.

### Recommendations:

11a. Develop a coordinated approach to delivering information management training to staff working in the field, preferably on a cross-cluster basis, including orientation on how to use different tools and techniques.

11b. Support capacity in cluster members by providing guidance materials on IM good practice and providing support with the global tools.

11c. Develop training materials that can be designed for government staff, taking into account the likely capacity gaps between international and national organizations.

## **Annex G. Operational Guidance in Information Management**

### OPERATIONAL GUIDANCE ON RESPONSIBILITIES OF CLUSTER/SECTOR LEADS & OCHA IN INFORMATION MANAGEMENT

Detailed guidance on the cluster approach is provided in the IASC *Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response*, 24 November 2006. The *IASC Generic Terms of Reference for Cluster/Sector Leads at the Country Level* includes a requirement that Cluster/Sector leads at country level ensure “effective information sharing (with OCHA support)”. The following Operational Guidance is intended for use at the country level to help Cluster/Sector leads, OCHA and humanitarian partners ensure that relevant information related to a humanitarian emergency is provided to the right person at the right time in a usable form to facilitate situational understanding and decision-making.

Cluster/Sector leads and OCHA at the country level should aim to ensure that information management (IM) activities support national information systems, standards, build local capacities and maintain appropriate links with relevant Government, State and local authorities. Cluster/Sector leads and OCHA should thus seek to strengthen, not replace or diminish national efforts including those of institutions not part of the Cluster or Government.

#### **Who is responsible for information management in emergencies?**

- The responsibility for ensuring appropriate IM needed for an effective and coordinated *intra*-cluster response rests with the Cluster Lead Agency.<sup>11</sup>
- The responsibility for ensuring appropriate IM needed for an effective and coordinated *inter*-cluster response rests with OCHA.

#### **How does information management support effective humanitarian response in emergencies?**

- IM improves the capacity of stakeholders for analysis and decision making through strengthened collection, processing, interpretation and dissemination of information at the *intra* and *inter*-cluster level. **Information is in this sense the foundation on which decision-making for a coordinated and effective response is based.**
- Strong IM, carried out in support of coordination processes in a given emergency, will ensure that the relevant actors are working with the same or complementary information and baseline data, and that this information is as relevant, accurate and timely as possible. Properly collected and managed data during emergencies, are furthermore, to the benefit of early recovery, recovery and later development and disaster preparedness activities.

#### **What are the information management responsibilities of Cluster/Sector leads at the country level?**

- Cluster/Sector lead agencies shall allocate the necessary human and financial resources for IM. Each cluster shall appoint an IM focal point, who should have sufficient expertise and an ability to work with different partners and clusters.
- While it is important that there is one IM focal point per Cluster/Sector, humanitarian partners are encouraged to share IM resources and capacities within and across clusters at the country level where appropriate to promote harmonization and economies of scale.
- Cluster/Sector IM focal points should contribute to inter-cluster IM coordination led by OCHA, and support efforts to ensure coherence and coordination between *intra* and *inter* cluster information management initiatives.
- Cluster/Sector IM focal points are responsible for ensuring adherence to global—and taking into account national—IM norms, policies and standards. Global level clusters and OCHA can

<sup>11</sup> The term ‘information management’ covers ‘the various stages of information processing from production to storage and retrieval to dissemination towards the better working of an organization; information can be from internal and external sources and in any format.’ Association for Information Management 2005, <http://www.aslib.co.uk> [accessed 16 July 2007]



be called upon for IM expertise, operational support, general guidance, training materials and funds as appropriate.

- Cluster/Sector IM focal points will work with OCHA to establish the systems and processes needed for effective information sharing with cluster partners related to inter-cluster coordination and cross-cluster programming.
- Cluster/Sector leads are responsible for generating up-to-date cluster specific information (e.g. contact lists, meeting minutes, standard forms, policy or technical guidance, datasets, needs/gap analysis, etc.) and sharing it with OCHA in order to support inter-cluster data sharing.
- If needed, Cluster/Sector leads are responsible for establishing a data confidentiality and privacy policy within their cluster, which ensures that sensitive, personally identifiable datasets are suitably anonymized.
- Cluster/Sector leads should ensure all information is age and sex disaggregated where appropriate.

### What are the information management responsibilities of OCHA at the country level?

- Providing information products and services to the humanitarian community is an important part of OCHA's coordination role in both new and ongoing emergencies. OCHA will allocate appropriate IM resources, according to the nature and scope of the emergency.
- OCHA will suggest standards that allow for datasets and databases to be compatible in order to support inter-operability of data.
- The minimum set of predictable standardized information products to be produced in collaboration with clusters/sectors and made available to all are:
  - Contact directories of humanitarian partners and IM focal points;
  - Meeting schedules, agendas and minutes of coordination meetings chaired by the Humanitarian Coordinator or OCHA;
  - Who does What Where (3W) database and derivative products, such as maps;
  - Inventory of relevant documents on the humanitarian situation, i.e. mission reports, assessments, evaluations, etc;
  - Inventory of relevant common Cluster/Sector data sets, including population data disaggregated by age and sex;<sup>12</sup>
  - Data on the humanitarian requirements and contributions (through FTS);<sup>13</sup>
  - A country-specific or disaster specific humanitarian web-portal;
  - Situation Reports; and
  - Mapping products.
- The minimum services to be provided or made available to clusters/sectors are:
  - A space where the humanitarian community can access information resources;
  - Maintenance of common datasets that are used by the majority of sectors/clusters;
  - Geospatial data and analysis relevant to inter-cluster/sector decision making;
  - Management of the collection and dissemination of all *inter*-cluster information;
  - Advocacy for data and information sharing within the humanitarian community as well as the adoption of global data standards;
  - Provision of technical IM advice to clusters/sectors on survey design for needs assessments and/or other significant external data collection exercises; and

<sup>12</sup> **Minimum Common Operational Datasets.** Political/Administrative boundaries (Country boundaries, Admin level 1, Admin level 2, Admin level 3, Admin level 4, 1:250K); Populated places (with attributes including: latitude/longitude, alternative names, population figures, classification) Settlements 1:100K – 1:250K: Transportation network Roads; Railways 1:250K: Transportation infrastructure; Airports/Helipads Seaports, 1:250K: Hydrology; Rivers, Lakes, 1:250K: City maps, Scanned city maps, 1:10K..

<sup>13</sup> United Nations Financial Tracking Services. For more information visit: <http://ocha.unog.ch/fts2/>

- Access to schedules, agendas and minutes of cluster/sector coordination meetings.
- OCHA will also aim to provide standardized cross-cluster needs/gap analysis based on information provided by the clusters.
- OCHA is responsible for establishing an Information Management Working Group at the country level in order to coordinate IM activities and support sectors/clusters in their IM activities, including the promotion of best practices.
- In determining OCHA's IM response, OCHA will be cognisant of those organizations with in-country IM operational capacities willing to support *inter*-cluster humanitarian response throughout the emergency.

#### **What is the role of the Information Management Working Group at the country level?**

- The role of the Information Management Working Group (WG) at the country level is to build on existing relevant information systems in place in-country and support the Government's efforts to coordinate and harmonize IM activities of all humanitarian partners.
- Through the Humanitarian Country Team the WG will support efforts to achieve consensus on authoritative common data sets disaggregated by sex and age. All partners will be informed accordingly concerning numbers and definitions of beneficiaries, administrative boundaries and operational areas.
- The WG should aim to be representative of all clusters/sectors, including national authorities.

#### **What is expected of Cluster/Sector partners at the country level?**

- Government representatives will play an important role in ensuring that IM carried out in support of the humanitarian response is based on existing, national datasets and IM systems in a sustainable manner.
- Humanitarian actors who participate in the Cluster/Sector are expected to be proactive partners in exchanging information relevant to situational understanding and the response
- Cluster/Sector partners are to adhere to commonly agreed definitions and indicators for "sector" needs and activities, as well as the use of common baseline or reference data, which are disaggregated by age and sex and consider diversity issues where appropriate.
- Humanitarian actors who participate in the Cluster/Sector as observers should be encouraged to share information with the wider humanitarian community.

#### **What is the role of the Humanitarian Information Centre (HIC)?**

- The mission of the Humanitarian Information Centre (HIC) is to support the humanitarian community in the systematic and standardized collection, processing and dissemination of information with the aim of improving coordination, situational understanding and decision making. In undertaking this mission, the HIC will complement the information management capabilities of the national authorities, as well as in-country development and humanitarian actors, in order to optimize the response and meet the needs of the affected population. The HIC will only be deployed in new complex emergencies or a disaster that exceeds the capacity of the Member State(s) and the IASC to respond. In fulfilling its mission, the HIC will be guided by the principles of humanitarian information management and exchange in emergencies: accessibility, inclusiveness, inter-operability, accountability, verifiability, relevance, objectivity, neutrality, humanity, timeliness, sustainability, and confidentiality.<sup>14,15</sup>

#### **How can information management support needs assessment activities?**

- Information on humanitarian needs is collected through assessments and their subsequent analysis. Undertaking assessments is primarily the responsibility of clusters/sectors and individual operational organizations. However, clusters/sectors are encouraged to seek the

<sup>14</sup>OCHA, *Best Practices in Humanitarian IM and Exchange*, Symposium on Best Practices in Humanitarian Information Exchange, Palais des Nations Geneva, Switzerland, 5 – 8 February 2002, Note: principles were abridged and adapted from the original 2002 version available at [www.reliefweb.int/symposium/2002\\_symposium/final\\_statement.doc](http://www.reliefweb.int/symposium/2002_symposium/final_statement.doc)

<sup>15</sup> For further information regarding the Humanitarian Information Centre refer to Humanitarian Information Centre terms of reference as at September version 0.3 Draft (to be presented to the IASC WG November 2007)

support of an IM specialist (from within the Cluster/Sector or OCHA) who may support the process in a number of ways:

- Provide guidance on survey design and implementation including sampling, instrument development/adaptation, data collection, cleaning, storing, transformation, analysis and reporting (to ensure the quality, type and format of data collected meets the user's output needs and advise on relevant existing data);
- Provide technical advice on data ownership, processing, management and outputs for distribution;
- Where they do not already exist, Clusters/Sectors should develop appropriate strategies and tools for data collection, interpretation and verification, with support from the Cluster lead.
- Where possible, common, complementary or distributed assessment arrangements should be put in place by OCHA and the Cluster/Sector leads to avoid over-assessment by multiple agencies.
- Cluster/Sector leads are to coordinate and share data collection efforts with the Information Management Working Group at the country level to ensure harmonization on data standards and avoid duplication of data collection.

### How can information management support monitoring of the humanitarian response?

- Each Cluster/Sector lead should identify common standards and indicators for monitoring the progress and the effectiveness of humanitarian response within their Cluster/Sector.
- Standards and indicators should take into account existing globally-agreed standards such as SPHERE, ISO, IASC or other Cluster/Sector-specific norms as well as national standards or guidelines.
- Once indicators have been agreed to by each Cluster/Sector, mechanisms for ongoing data collection and reporting should be harmonized with the Humanitarian Country Team and OCHA. Mechanisms should clearly indicate a.) **What** data are needed?; b.) **Who** will collect the data?; c.) **Where** will data be aggregated and processed? d.) **How often** will data be updated? e.) **To whom** is information disseminated?

### What are the principles of humanitarian information management and exchange in emergencies?

The following operational principles should be used to guide IM and information exchange activities in emergencies:<sup>16</sup>

- Accessibility.** Humanitarian information should be made accessible by applying easy-to-use formats and tools and by translating information into common or local languages when necessary.
- Inclusiveness.** Information exchange should be based on a system of partnership with a high degree of ownership by multiple stakeholders, especially representatives of the affected population and Government.
- Inter-operability.** All sharable data and information should be made available in formats that can be easily retrieved, shared and used by humanitarian organizations.
- Accountability.** Users must be able to evaluate the reliability and credibility of information by knowing its source and having access to methods of collection, transformation and analysis.
- Verifiability.** Information should be relevant, accurate, consistent and based on sound methodologies, validated by external sources, and analyzed within the proper contextual framework.
- Relevance.** Information should be practical, flexible, responsive, and driven by operational needs in support of decision-making throughout all phases of a crisis.

<sup>16</sup> OCHA, *Best Practices in Humanitarian IM and Exchange*, Symposium on Best Practices in Humanitarian Information

Exchange, Palais des Nations Geneva, Switzerland, 5 – 8 February 2002, Note: principles were abridged and adapted from the original 2002 version available at [www.reliefweb.int/symposium/2002\\_symposium/final\\_statement.doc](http://www.reliefweb.int/symposium/2002_symposium/final_statement.doc)

- Objectivity.** A variety of sources should be used when collecting and analyzing information so as to provide varied and balanced perspectives for addressing problems and recommending solutions.
- Neutral.** Information should be free of political interference that distorts a situation or the response.
- Humanity.** Information should never be used to distort, to mislead or to cause harm to affected or at-risk populations and should respect the dignity of those affected.
- Timeliness.** Humanitarian information must be kept current and made available in a timely manner.
- Sustainability.** Humanitarian information should be open sourced, preserved, cataloged and archived, so that it can be retrieved for future use, such as for preparedness, analysis, lessons learned and evaluation.
- Confidentiality.** Sensitive data and information that are not to be shared publicly should be managed accordingly and clearly marked as such.

*Endorsed by the IASC Task Team on the Cluster Approach  
Geneva, 17 October 2007*

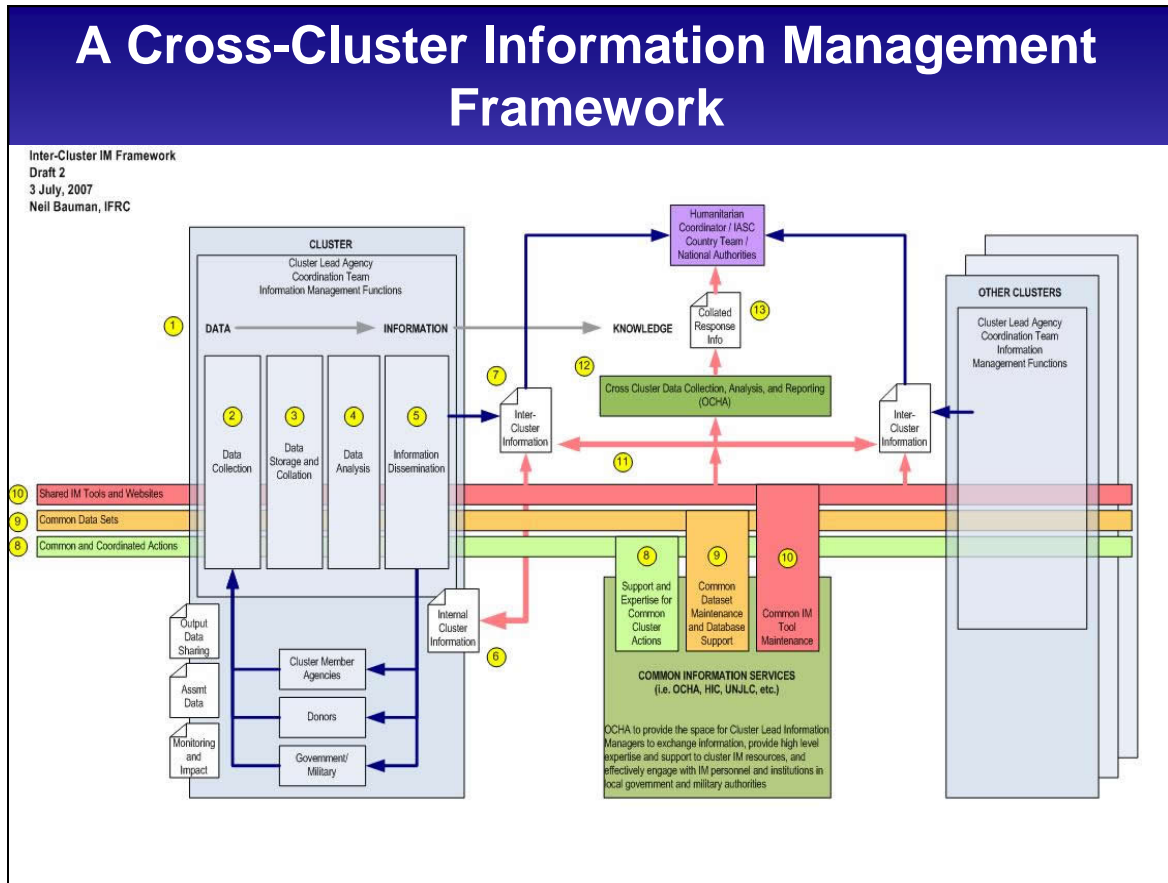
**Annex H. ESC Communications Kit**

<b>No.</b>	<b>Item</b>	<b>Brand</b>	<b>Quantity</b>
1	portable projector	IBM	1
2	spare bulb for projector	IBM	3
3	multi card reader	Vantec	2
4	satellite phones	Thuraya	2
5	portable hard drive	LaCie	2
6	battery powered printer	HP	1
7	Universal electric adaptors with USB port	Swiss travel products	6
8	Universal multiplug with cable		4
9	USB memory stick 2GB		3
10	Digital camera	Sony	1
11	Headtorch LED		3
12	BGAN	Thrane & Thrane	1
13	GPS	Garmin	1
14	wifi access point and router	Linksys	1
15	all in one printer scanner copier	HP	1
16	Laptop with 1GB Memory	IBM	1
17	Laptop	IBM	2
18	LED flashlight -crank	Freeplay	3
19	radio - crank	Freeplay	1

## ***Annex I. Information management tools and services***

The following information management tools and services are referenced below, mainly of screen shots of representative webpages:

- GDACS
- vOSOCC & OSOCC
- UNDAC
- Humanitarian Information Centre (HIC)
- Meeting Management: Schedules, Agendas and Minutes
- 3W: Who does What Where/Contact Management Directory
- GEONetwork
- Financial Tracking Service
- IRIN
- ReliefWeb
- GIS: Mapping support
- P-codes
- Information Management Toolkit



## OSOCC

OCHA On-Line: Field Coordination Support Section - INSARAG - OSOCC - Windows Internet Explorer

http://ochaonline.un.org/webpage.asp?ParentID=12092&MenuID=12107&Page=571

UN Home | OCHA Home | Search | Contact Us | Print | Log In

**OCHA** United Nations Office for the Coordination of Humanitarian Affairs

English

About OCHA | News | Humanitarian Issues | Funding & Finance | Tools & Services | Geographic | Coordination

Basic Facts | Organigramme | The Under-Secretary-General | Humanitarian Resolutions | Gender Equality

About OCHA > Field Coordination Support Section > INSARAG - OSOCC

FCSS  
 UNDAC SYSTEM  
 INSARAG  
 Structure  
 Membership  
 Achievements  
 OSOCC  
 USAR Directory  
 USAR Training  
 Inventory  
 Reports  
 Contacts  
 IHP  
 STAND-BY  
 ARRANGEMENTS  
 Virtual OSOCC  
 EVENTS  
 CONTACTS  
 FCSS Homepage

### INSARAG - OSOCC

The OSOCC is an On-Site Operations Coordination Centre with the purpose of assisting the local authorities of the affected country with the management of the disaster, in particular the coordination of international Search And Rescue teams. The OSOCC can be established by the first international SAR teams arriving in the affected country in cooperation with national authorities, or by resources mobilized by the INSARAG Secretariat in OCHA-Geneva and the United Nations Disaster Assessment and Coordination (UNDAC) team. The OSOCC will assess the need for and use of international resources, and provide support to the affected country in managing operations and logistical support for international SAR teams and registering their operational capabilities.

The OSOCC provides a platform for national and international relief actors to exchange information and to coordinate their activities.

# Humanitarian Information Center (HIC)


The HIC is a common service to the humanitarian community working in Complex Emergencies. The HIC is managed by the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA), and operates in coordination with a number of partners.

**HumanitarianInfo.org**

## Humanitarian Information Centres and Partners


**Humanitarian Information Centre for Lebanon**  
August 2006 - October 2006

In consideration of the deteriorating humanitarian situation in Lebanon and in the interests of providing immediate information management (IM) products and services, OCHA established a Humanitarian Information Centre to respond to immediate information needs. [Click here to access the Lebanon HIC website](#)




**Humanitarian Information Centre for Sumatra**  
January 2005 - September 2005

HIC Sumatra was deployed to Banda Aceh in January 2005 immediately following the tsunami as a common service to the humanitarian community working in Sumatra and the surrounding countries. As the relief efforts transitioned into recovery and development, the focus of the HIC shifted as well. In September 2005 the HIC was re-named the United Nations Information Management System (UNIMS), concurrent with the establishment of the Office of the United Nations Recovery Coordinator for Aceh and Nias (UNORC) to support the Government of Indonesia in its reconstruction efforts. In June 2006 UNIMS merged with UNORC and became an internal unit (IAS) within the UNORC office. [Click here to access the HIC-Sumatra website](#)




**Humanitarian Information Centre for Sri Lanka**  
January 2005 - March 2006

HIC Sri Lanka was established in early January 2005 in response to the Indian Ocean earthquake and tsunami. As the initial emergency phase subsided and additional HIC staff were in place on the ground, the HIC expanded its available products



# GeoNetwork

 <p><b>Paolo Palmero/OCHA/NY</b> 02/07/2007 03:27 PM</p>	To	"Nigel Woolf" <nwoof@mapaction.org>
	cc	"David Spackman" <dspackman@mapaction.org>, "Darren Connaghan" <darren.connaghan@virgin.net>, Heidi Kuttub/OCHA/NY@OCHA, Jesper Lund/OCHA/GE
	bcc	
	Subject	Pakistan GIS data

The following links might be of particular interest to you:

**[Pakistan - Administrative Boundaries \[PFRC\]](#)**

Administrative boundaries to the third administrative level provided by the Punjab Flood Relief Committee.  
<http://geonetwork.unocha.org/mapsondemand/srv/en/metadata.show?id=5863&currTab=simple>

**[Pakistan cities - World Gazetteer](#)**

<http://geonetwork.unocha.org/mapsondemand/srv/en/metadata.show?id=5807&currTab=simple>

**[Pakistan - Health facilities](#)**

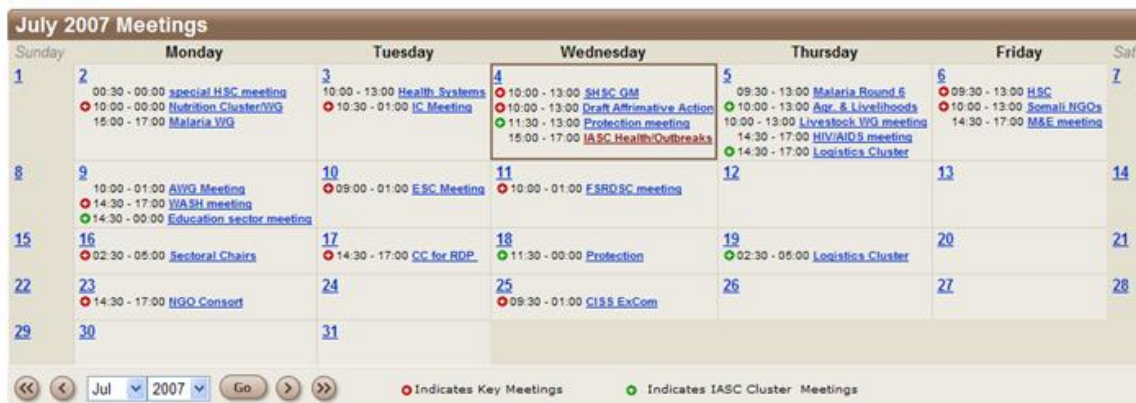
<http://geonetwork.unocha.org/mapsondemand/srv/en/metadata.show?id=5839&currTab=simple>

Paolo Palmero  
Associate Expert in Information Management  
Field Information Services Unit (AIMB)  
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)  
DC1-1394, One UN Plaza, New York, NY 10017  
Tel: +1 917 367-5424  
Mobile: +1 917 349 4506  
Skype: palmerop  
Email: palmero@un.org



# Meeting Management – Schedules, Agendas and Minutes

## Calendar



KEY : (SHSC)Somalia Health Sector Coordination, (WSISC)Water Sanitation & Infrastructure Sector Committee, (HSC)Health Sector Committee, (FSRDSC)Food Security & Rural Development Sector Committee, (ESC)Education Sector Committee, (GSC)Governance Sector Committee, (AWG) Agriculture Working Group, (LWG)Livestock Working Group(EPI) Expanded Programme on Immunization, (IMCI)Integrated Management of Childhood Illness, (HIV)Human Immunodeficiency Virus, (AIDS)Acquired Immune Deficiency Syndrome,(FGM)Female Genital Mutilation, (HS) Health Information System, (TB)Tuberculosis

- [View Month Calendar](#)
- [Reserve a Key Meeting](#)
- [Post Information about an upcoming mission](#)
- [Comments/Suggestions/Feedback](#)

Somali Support Secretariat,  
Kalon Towers 3th Floor,  
Crescent Street off Parklands Road.

28

# Financial Tracking Service

Donor:	[All]
Destination Country:	[All]
<input type="button" value="Search"/>	

Appeal Name	Funding requirements
Madagascar Floods Flash Appeal 2007	US\$ 19 million
Zambia Floods Flash Appeal 2007	US\$ 8.8 million
Mozambique Floods and Cyclone Flash Appeal 2007	US\$ 37 million
Bolivia Flash Appeal 2007	US\$ 12 million

# IRIN The Integrated Regional Information Networks



- Aims to improve access to humanitarian news and analysis
- Primary audience: humanitarian workers, Governmental decision makers, advocacy groups and the media covers 65 countries in Africa, Asia and the Middle East (L. America as of mid-2007)
- multilingual - editorially independent
- 1 million visitors/month - 42,000 subscribers
- 6,000 websites linked to IRIN
- **NEW:** Arabic service as of June 2007
- **simultaneous**
- **www.irinnews.org/www.plusnews.org**



## What ReliefWeb can do for you

log in | [my reliefweb](#) | [help](#) | [contact](#)

**ReliefWeb**

HOME | LATEST UPDATES | COUNTRIES & EMERGENCIES | APPEALS & FUNDING | POLICY & ISSUES | PROFESSIONAL RESOURCES | MAPS

**Email services from ReliefWeb:**

ReliefWeb users can receive daily or weekly updates via Email, and also retrieve documents and maps via Email without ever accessing the WWW.  
 Login for Registered Users:

Email Address

Password

[I forgot my password](#)

[I already have a profile, but no password](#)

[I am a new user and want to register](#)

RELIEFWEB VIA **EMAIL** Receive daily or weekly updates

RELIEFWEB VIA **RSS** Really Simple Syndication

Home | [Search](#) | [Site Map](#) | [About ReliefWeb](#) | [Contact](#) | [Privacy](#)

© 2007 ReliefWeb

# What to share with ReliefWeb

- Reports on humanitarian response
- Report on political, social and economic issues that may affect delivery of humanitarian assistance
- Vacancies
- Contact updates
- Trainings
- Global policy documents/lessons learned
- Early Warning information

36

Address <http://www.reliefweb.int/rw/lib.nsf/doc422?OpenForm>

seb.naidoo | [log out](#) (2 documents) | [My ReliefWeb](#) | [help](#) | [Contact](#)

**ReliefWeb**

[this section](#) [entire site](#) [Advanced Search](#)

[HOME](#) [LATEST UPDATES](#) [COUNTRIES & EMERGENCIES](#) [APPEALS & FUNDING](#) [POLICY & ISSUES](#) [PROFESSIONAL RESOURCES](#) [MAPS](#)

## Submitting Policy and Issues documents to the ReliefWeb site

Please note the following policies which pertain to posting Policy and Issues documents on the ReliefWeb site.

View the ReliefWeb [Privacy Policy](#).

[Continue to the Policy and Issues submission form](#) [Return to the Policy and Issues Home Page](#)

### ReliefWeb Policy and Issues Section Policy, Procedures and Disclaimer

Publication of Policy and Issues documents is a free service to the international humanitarian community.

These documents are posted according to the ReliefWeb mandate, which is to serve the information needs of the humanitarian relief community. Due to resource constraints, listings are accepted and published according to the following priority system:

1. Documents pertaining to the humanitarian sector, that are submitted by regular ReliefWeb information exchange partners, which include over 2000 humanitarian organizations that regularly submit reports, maps, or vacancies for posting on the ReliefWeb site.
2. Documents pertaining to the transition from relief to development in countries which are currently covered or have been recently covered by ReliefWeb.

ReliefWeb reserves the right to refuse publication of information that does not meet the criteria mentioned above, or is deemed to discriminate on the basis of race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

Documents that are accepted for publication will generally be posted on the ReliefWeb site within five working days of submission.

The opinions expressed in the sites linked from the ReliefWeb site are those of the authors and are not necessarily shared by UN OCHA or the ReliefWeb secretariat. Inclusion of links to sites outside the United Nations does not imply endorsement of the contents of those sites.

© 2005 ReliefWeb All rights reserved. No part of the structure of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, recording or otherwise without prior written permission of the publisher, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA).

ReliefWeb is not responsible for the potential re-posting of information on other sites, and encourages advertisers to monitor this activity, and report unauthorised cross-posting.

[Home](#) | [Search](#) | [Site Map](#) | [About ReliefWeb](#) | [Contact](#) | [Privacy Statement](#) | [Legal](#) | [Donor Support](#) | [Comments](#)

© 2007 ReliefWeb

Address <http://www.reliefweb.int/rw/res.nsf/doc4117?OpenForm>

seb.naidoo | log out (2 documents) | My ReliefWeb | help | Contact

Search

this section | entire site | Advanced Search

**HOME | LATEST UPDATES | COUNTRIES & EMERGENCIES | APPEALS & FUNDING | POLICY & ISSUES | PROFESSIONAL RESOURCES | MAPS**

### Submitting vacancies to the ReliefWeb site

Please note the following policies which pertain to posting job and volunteer opportunities on the ReliefWeb site.

**NOTE:** This following submission form does NOT permit applicants to apply for positions online.

Applicants should apply directly to the organisation that posts the vacancy using the contact information provided on the vacancy notice, not to ReliefWeb.

Organisations wishing to modify a previously posted vacancy should not use this form, but send the request via Email to: [vacancies@reliefweb.int](mailto:vacancies@reliefweb.int)

[Continue to the ReliefWeb Vacancies submission form](#) | [Return to the Vacancies Home Page](#)

#### ReliefWeb Vacancies Section Policy, Procedures and Disclaimer

Publication of Vacancies is a free service to the international humanitarian community.

These vacancies are posted according to the ReliefWeb mandate, which is to serve the information needs of the humanitarian relief community. Due to resource constraints, vacancies are accepted and published according to the following priority system:

1. Vacancies and volunteer opportunities in the humanitarian sector, including positions at both headquarters and field locations that are submitted by regular ReliefWeb information exchange partners, which include over 1000 humanitarian organizations that regularly submit reports, maps, or training materials for posting on the ReliefWeb site.
2. Vacancies and volunteer opportunities posted by development actors working on the transition from relief to development in countries which are currently covered or have been recently covered by RVV.

ReliefWeb reserves the right to refuse publication of vacancies and volunteer opportunities that do not meet the criteria mentioned above, or are deemed to discriminate on the basis of race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

Vacancies that are accepted for publication will generally be posted on the ReliefWeb site within two working days of submission. Upon publication, an Email is automatically sent to notify the submitting organization.

ReliefWeb vacancies are also distributed by Email each Friday to over 60,000 subscribers.

ReliefWeb automatically archives vacancy announcements after the closing date, upon which the listing is retained, but all contact details for applicants are removed.

© 2005 ReliefWeb All rights reserved. No part of the structure of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, recording or otherwise without prior written permission of the publisher, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

ReliefWeb is not responsible for the potential re-posting of vacancy announcements on other sites, and encourages advertisers to monitor this activity, and report unauthorised cross-posting.

# GIS – Mapping Support

