

FROM MANAGING DATA TO CREATING A DATA CULTURE: IM REVIEW



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

01. INTRODUCTION & METHODOLOGY



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Objectives

1. Inform IM
strategic priorities
and work streams
in the new
upcoming GSC
Strategy

2. Identify IM
challenges that can
be addressed in the
short-term (through
2022)

Qualitative data collection

1. IM session at the
GSC coordination
workshop

2. FGDs with IMO
and Cluster
coordinators (IFRC &
UNHCR)

3. Interviews with GSC
support team members

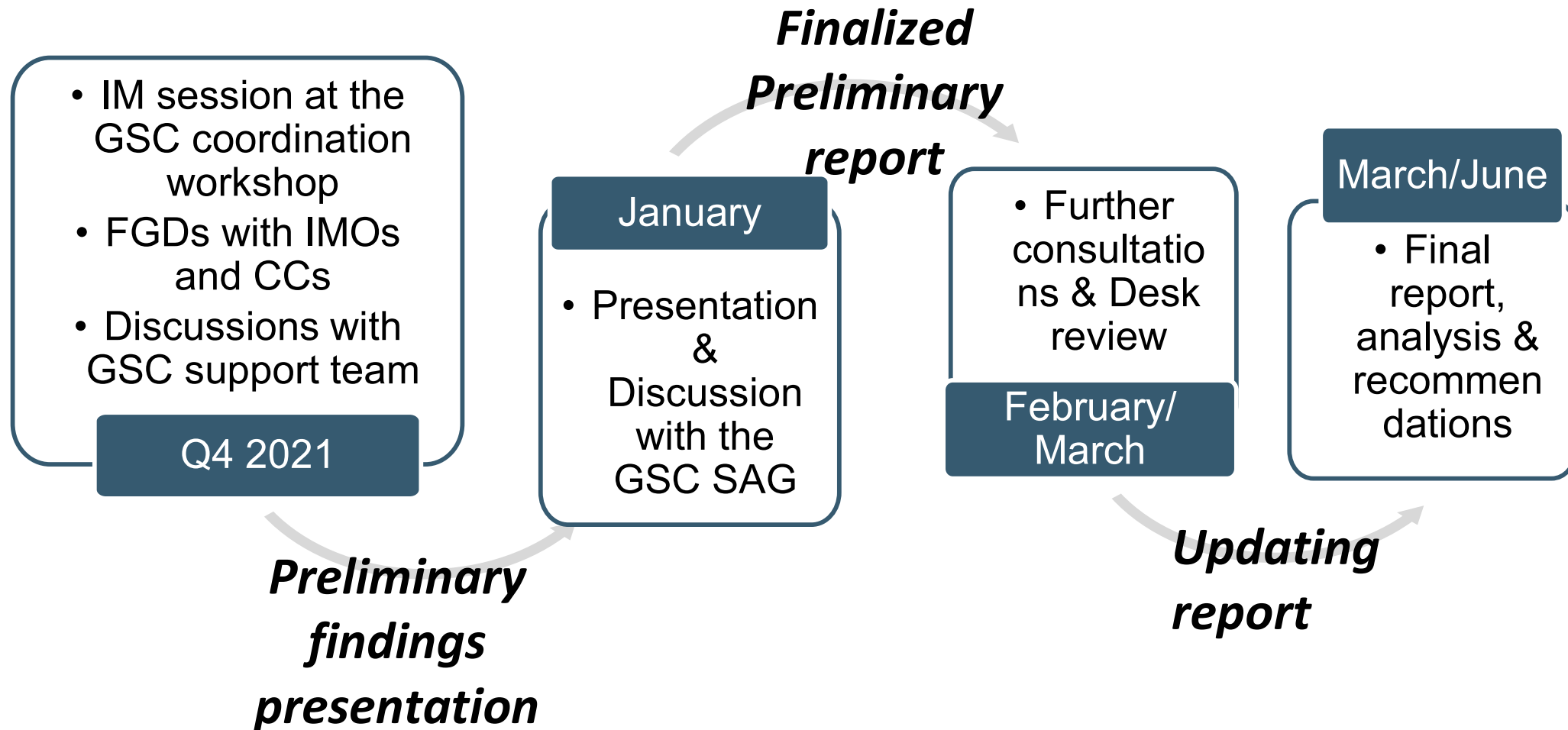
4. Discussion with
GSC SAG

5. Interviews with IM
specialists and
stakeholders outside of
the Shelter Cluster

6. Desk review other
Global clusters IM and
assessment tools



Timeline



Topics covered



Initial situation analysis
& Reporting



Needs assessments



HNO, JIAF, HRP



Activity reporting,
Response monitoring &
Gap analysis



IM strategies



IMO role, responsibilities &
IM Capacity building



GSC Website



IMAS toolkit

*+ Cross-cutting long-term vision and ideas for
the IM function...*



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

02. KEY FINDINGS



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Practical challenges

- ✓ **IM Capacity:** gaps in terms of knowledge beyond technical IM skills (coordination, management, HPC); different levels of capacity among partners
- ✓ **IM Strategy:** Lack of IM strategy leads to improvisation in how the IM function rolls-out and how it links to the broader Cluster strategy
- ✓ **Data availability:** not enough quality data to properly inform the response due to resources, capacity or access constraints, or too much data with pressure to process it quickly
- ✓ **Data analysis:** too much time spent on the collection of data, rather than on the analysis (both for needs assessments and activity reporting); perceived bias
- ✓ **Data sharing:** Poor data sharing due to (1) fear of being judged for quality, (2) competition for funding, (3) and data protection issues
- ✓ **Activity reporting:** Activity reporting time-draining; Issues with data (accuracy, reliability, and sometimes veracity); outdated data on GSC dashboards

Conceptual challenges

- ✓ **Activities standards:** what is “good enough” given any context (incl. data poor, little access) vs. “nice to have” for core IM activities?
- ✓ **Methodological standards:** High standards within the sector that don’t align with realities on the ground; paradoxically, descriptive analysis shouldn’t be sufficient evidence (does not allow to understand correlation, let alone cause)
- ✓ **Inter-sector analysis:** Shelter needs often not considered, usually to avoid double-counting, which conceptually doesn’t always make sense
- ✓ **Measuring Shelter severity:** No agreed upon way to measure the severity of Shelter needs; leads to improvisation based on available information and individual preferences, esp. for the HNO
- ✓ **Outcome vs. output:** decisions and reporting are often based on output, problematic and compounded because different measures are used

Good practices

- ✓ **Working with partners:** 2-way stream communication, conducting trainings on activity reporting and assessments, IM capacity mapping of partners
- ✓ **Coordination:** Strong collaboration between IMO and coordinator
- ✓ **Activity reporting & response monitoring:** using Activity Info, including information in 5Ws on donors to support advocacy, including qualitative response monitoring, using proxies and expert judgment
- ✓ **Data collection:** Inputting multi/inter sector initiatives, relying also on qualitative data / key informants, ensuring enumerators are well trained on key shelter concepts
- ✓ **Data analysis:** Engaging with MSNA findings, focusing on qualitative data, “person-centered approach,” and ensuring enumerators are well trained on the different concepts, involving Shelter practitioners
- ✓ **AAP:** debrief sessions with affected populations and local authorities

How the GSC can better support

- ✓ **Toolkits:** Develop ready-to-use toolkits for different assessments and contexts, with guidance on what is “good enough” in terms of methodology
- ✓ **Existing tools:** Revamp the IMAS toolkit, leverage IM COP
- ✓ **Standards:** Clarify “good enough” vs. “nice to have” and terminology
- ✓ **Training:** Provide IM training, focused on technical IM skills and coordination, understanding of the wider Cluster system, and coordinated assessments
- ✓ **HNO:** Provide surge support during HNO season and develop/update guidelines for Shelter PiN and Shelter contribution to the JIAF
- ✓ **Measuring / Understanding severity:** Develop a “Shelter index”
- ✓ **Activity reporting:** revise output/outcome indicators; revise the content of 5Ws, quarterly factsheets and dashboards; automate updates from country-level partners’ activity reporting to the global dashboards
- ✓ **Real-time monitoring:** explore ways to do real-time monitoring

03. RECOMMENDATIONS

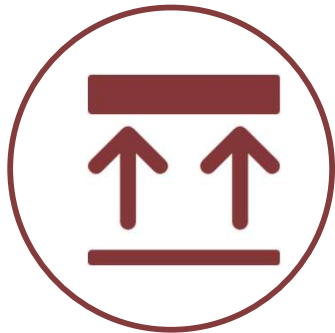


Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Existing channels of support



Reinforce channels of support and capacity building from global level to the field (toolkit, Community of practice/coffee break, surge support...)



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Guidance and tools

Develop/revise guidance and tools at the global level to facilitate core IM processes, clarify standards, including **“good enough” vs. “nice to have”** ones, and terminology.



Training and localization



Build a large pool of skilled and trained IM staff, including through localization, to **improve continuity in the IM function across missions and reinforce awareness of the IM function** among key stakeholders.

Standardized analytical systems

Develop standardized analytical systems to provide an **agreed-upon approach to measuring the severity of shelter needs**, then build capacity to mainstream its use to improve **common understanding and analysis of shelter needs and reinforce the shelter “voice”** when advocating for funding.



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

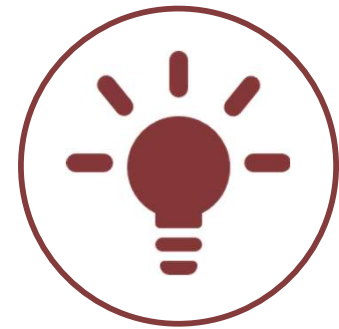
Cross-cutting themes

Through all IM processes, guidance, templates, and tools, ensure that **data protection, GBV, disability and greening the response** are explicitly included, while clarifying what it entails.



Real-time monitoring of needs

Develop an approach to **real-time monitoring of needs, factoring in vulnerabilities and risk**, through better engagement with data collected by government or development actors.



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Digitalization, Knowledge management



Make use of improvements in technology whenever relevant and appropriate to **improve data collection, processing and sharing, within broader knowledge management systems of the cluster**, without losing sight of the importance of the human factor in analysing a response in a highly unpredictable environment.



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter