OCHA Information Management Guidance
Sudden Onset Emergencies
Original draft by Andrej Verity, Kristina Mackinnon & Yaelle Link, February 2014

Background

In the early phases of a sudden onset or rapidly changing complex emergency, performing the basic information management (IM) functions can be a challenge. Yet, these core services are imperative to an effective emergency response. Despite given its importance, OCHA has never completed draft guidance on information management for this early phase[1]. At least one past attempt[2] was made in conjunction with the UNDAC system, but it was made to vast, complicated and relied on volunteer contributions of on-UN staff. Given the history of such attempts and the authors' experiences responding to Typhoon Haiyan[3], this guidance will be written as a practical "To Do" guidance and will remain a living document that can be continually updated by OCHA staff.

Importance of Information Management

During Haiyan, IM was described to one of the authors, by a senior OCHA official, as the part of the engine that makes the engine function and the car drive. This analogy means that IM drives coordination, must lead us to where are going and needs to tell us when we have reached our destination. When IM is not functioning well in an emergency, everyone knows. When it is functioning well, no one will know that "IM" is there. In the car analogy, everyone knows when the engine is not functioning well, but is complacent when everything is running well. In order to ensure that things proceed smoothly, it is highly recommended to develop an Information Management Strategy as early as possible. See the Typhoon Haiyan IM Strategy.

For IM Responders

The remainder of this document is intended for OCHA information management professionals responding to a crisis. It will not replace the experience, intuition, or logic of a strong IM professional. It is not written for nice evening read. It is intended to give concrete suggestions on actionable tasks and guidance on behaviour to our responders. It is not written in a style to be put into a fancy organizational guidance structure. It is written and structured to be practical.

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[1] OCHA did produce general IM Guidance in 2004 and started, but never completed, IM in Sudden OnSet Emergencies in 2009

[2] Materials started for IM Guidance in Sudden Onset Emergencies:
https://drive.google.com/folderview?id=0B90Y9gPUymOmM2Y0MGVhMzItYmE5ZC00NTAzLThjNTAtZDQ1ZTJiNzU4MmZl&usp=sharing

[3] Typhoon Haiyan: struck the Philippines on 8-Nov-2013. Known as Yolanda locally. Glide Number: TC-2013-000139-PHL

The Checklist

You still don't have enough? See the annex…

1. You & Your Behaviour

Beyond the regular personal preparedness[4] you should have in place for any given mission, below are a few points that you need to consider during your work.

1. *Be proactive*. You need to have regular discussions with your Head-of-Office (HoO), Inter-Cluster Coordination, cluster IMOs, government focal points and so on. You need to determine the crucial meetings for the emergency and attend with the purpose of looking for the problems that IM can solve.

2. *Build Personal Relationships*. With a degree of certainty, it will be the personal relationships that result in increased collaboration, data sharing, and a better understanding of the IM needs in an emergency.

3. *Share what you have*. Be willing to share your data, knowledge and products as widely and freely as possible. When you visit partners, make sure you go with data on a memory stick (or at least a list of data that you do have) and the latest maps/products. Simply offering can change a relationship drastically. And, people may surprise you with what data or information they want.

2. IM Team & Staffing
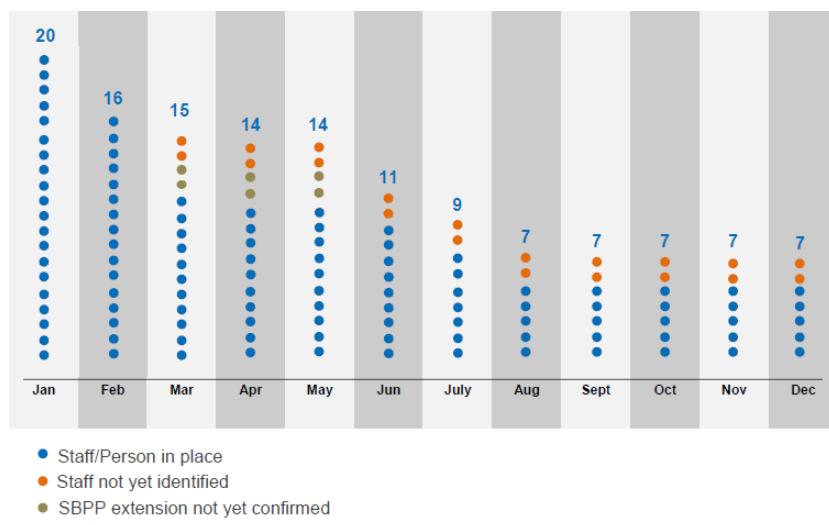
Although general staff tracking should occur by administration or human resources, through several major IM responses, the authors have found that senior IM staff should be tracking IM staff (arrival, departure, R&R) to both ensure proper coverage, staff well-being, and support to senior management.

1. **Staff tracking**: track staff in terms of their arrival, movement within country, R&R periods, and final departure. [Google Doc template]

2. **Staffing Levels** (general):
    a. Determining the appropriate number of IM staff to include in an emergency (and thus cost plan) is not a simple formula. However, it is suggested that one reviewed the typical IM Team Roles and adjust according to overall office side. If the emergency encompasses multiple geographical hub locations, IM capacity should be added in each. Depending on the scale of the area this level could range from one person (e.g. Cebu) to several (e.g. Tacloban).

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[4] This guidance is not in place to explain what medical precautions (eg vaccinations) you should take or what material you should carry with you.
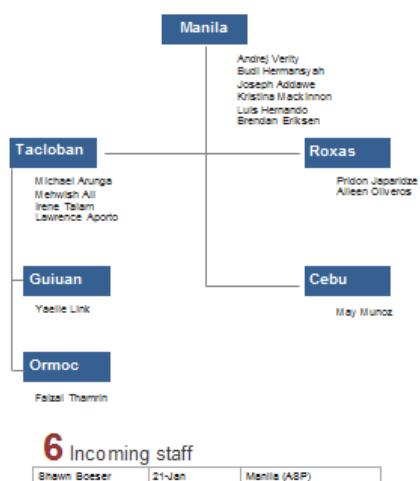
b. Being able to outline the level of IM staff in an emergency can be of critical importance. Below is a simple graphing over time that was used in the Philippines to show the slow, planned decreasing of IM staff over time. Such graphics are quick to produce and help to show that senior IM staff are planning forward.

- Staff/Person in place
- Staff not yet identified
- SBPP extension not yet confirmed

[DOC | PDF]

3. **Organigramme**: although many organigrammes will be created for the office, senior IM officers should consider drafting an IM organigramme especially if the emergency covers multiple locations. The Philippines we found it quite invaluable to help track the recruitment of so many staff. When the staffing transition phase approaches, a transition organigramme should be considered to help management understand that IM capacity will be maintained or will suffer a gap.

Now → Retreat

Manila
Andrej Verity
Budi Hermansyah
Joseph Addawe
Kristina MacKinnon
Luis Hernando
Brendan Eriksen

Tacloban
Michael Arunga
Mehwish Ali
Irene Talam
Lawrence Aporto

Roxas
Pridon Japaridze
Aileen Oliveros

Guiuan
Yaelle Link

Cebu
May Munoz

Ormoc
Faizal Thamrin

Retreat → 6-Feb

Manila
Shawn Boeser
Budi Hermansyah
Joseph Addawe
Brenda Eriksen
Kristina MacKinnon*
P3 IMO (Vacant)

Tacloban
Michael Arunga
Mehwish Ali
Irene Talam
Lawrence Aporto
P3 IMO (Vacant)

Roxas
Pridon Japaridze
Aileen Oliveros

Guiuan
Albert Abou Hamra
May Munoz (mid Feb)

Cebu
May Munoz*

Ormoc
Abu Bakar Waqar
Noel Victorino

6 Incoming staff

Name	Date	Location
Shawn Boeser	21-Jan	Manila (ASP)
Albert Abou Hamra	20-Jan	Guiuan (ASP)
Abu Bakar Waqar	16-Jan	Ormoc (ASP)
Noel Victorino	Not set	Ormoc/Guiuan (National)
P3 IMO	Not selected	Tacloban
P3 IMO	Not selected	Manila

5 Outgoing staff

Name	Date	Location
Andrej Verity	31-Jan	Manila (Senior Surge)
Yaelle Link	30-31-Jan	Guiuan (ERR)
Faizal Thamrin	31-Jan	Ormoc (ERR)
Luis Hernando	30-31-Jan	Manila (ERR)
*Kristina MacKinnon	5-Feb	Manila (ERR)

[DOC | PDF]

4. **Team roles**: when putting together an IM team, the below roles should be considered. In major emergencies, you may have one or more for each role. In smaller emergencies, you will have one person taking on many (if not all) of these roles.
   a. Team Leader / IMWG Chair
   b. Data Coordinator
   c. GIS specialist/Cartographer
   d. Cluster Liaison
   e. Volunteers & Technical Communities (V&TCs) liaison[5]
   f. Field Support focal point
   g. Visualization / Products
   h. Assessment & Monitoring Support
   i. HR.info & H.Kiosk management
   j. Government IM Liaison (should work/collaborate with OCHA government liaison focal point)
   k. Data Entry / Cleaning

5. **IMO Terms of Reference (TOR)**: the work that an IMO is expected to take on during an emergency will largely depend on the scale of the emergency, the number of IM staff deployed, and the capacity of other members in the office. As an IMO, you should consider that your work will cover some element(s) within the team roles. In large scale emergencies, some of these roles will generally be filled with specialized skill sets - e.g. V&TC liaison, data coordinator, visualization, etc.

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[5] For an introductory understanding of the V&TCs, see the Digital Humanitarian Network

Although we encourage IMOs to be team players within the office, **you should not expect** to take on work outside the roles above. For example, an IMO should not be leading the assessment and/or monitoring work. Rather, the IMO should be supporting their efforts with his/her technical skills.

During the early phases of an emergency, you will receive what feels like countless **demands from internal and external** audiences. Supporting the office for donor meetings, HQ requests, government meetings and so on will be continual. Demands from the clusters on data standards, new tools and reporting cycles will be recurrent. It would be ideal to have focal points for internal demands and for external product requests, but in reality this setup will not be feasible. The best approach would be to try to track the various requests and quickly establish a relevant procedure (e.g. reporting cycle, product development plan, product catalogue, etc).

Example TORs are available in the IM Toolbox.

6. **Expand your IM Team virtually:** in today's world, technology can enable many people, remote to the emergency, to help your work. The OCHA IMO Community of Practice (Skype group) has proved invaluable countless times. In the Philippines we had OCHA IMOs from offices like Myanmar, Pakistan, ROWCA, and Mali helping us on a variety of tasks. Do not be afraid to ask for help, examples, or simple guidance.

You should also consider activating the Digital Humanitarian Network as they can provide support on a wide range of topics. Filtering useful information from social media, crowdsourcing, crisismapping, GIS production, statistical analysis, translation, website/Drupal expertise, and data analysis are just a few of their services. The DHNetwork is made up a range of Volunteer & Technical Communities who all have a proven track record. In the Philippines, we activated them to scour the internet to look for data that we used to augment our standard products and services (3W, assessments, events for the calendar, key documents/maps, in-country contacts, etc). They provided approximately 40% of the data for our first 3W product. By augmenting an existing product, we could easily give structured guidance and the product consumers did not need to interpret something new.

3. The 3C's: Coordination, Communication & Collaboration

Coordination and Communication both internally & with IM partners is critical to ensure an effective response during an emergency. With the increased use of modern collaboration tools, especially their regular use within OCHA on a day-to-day basis, the suggestions below include

tools to improve collaboration and data flow within the emergency.

a. In-person

    a. **Bilateral meetings**: having dedicated meetings with individuals can greatly help build up relationships and thus make data/information flow much easier during emergencies. Getting to know people is critical.

        i. **In-person visits by Senior IM**: Regardless of the tools used, it will be imperative for senior IM visits to all hubs early (within first month) in the emergency to help understand the responders' needs, set direction, and show commitment to our partners.

        ii. **IM Reporting**: when multiple locations are involved in an emergency, it will be critical to setup light internal IM reporting. Depending on the internet and phone connectivity, this could start in the form of a regular phone call and eventually progress into everyone reporting on a Google Doc [example]. Moving to something like a Google Doc also help with sharing between the various hubs as everyone can see what is being reported.

        iii. **Dedicated meetings with the IM focal points of the clusters**: it can greatly improve the working relationship with the respective cluster and thus make future collaboration much better.

    b. **Information Management Working Group**: bringing together the IM focals from a variety of organizations is an extremely valuable activity in an emergency. To help move the conversation topics quickly into substantive matters, it is recommended that you quickly draft a IMWG TOR [example] and connect the frequency with the data reporting cycle.

    Members: Although the initial focus should be to ensure that the clusters and government are invited, participation should also include: volunteer groups, private industry, world bank, NGO consortiums, UNDSS, and academia.

    IM WG Meeting Minutes: After an IMWG meeting, the minutes should be uploaded to HR.info and shared with all IMOs in all of the hubs, highlighting key points in the email body, to ensure everyone is aware of happenings within the emergency. You should consider creating a IMWG meeting minute template (for all locations) that includes standing agenda items, clear "follow-up action" point area, participant list and topics discussed.

        ● Example: 03-Dec-2013 IMWG Manila Meeting Minutes
        ● Draft Template

    c. **OCHA Internal Team Meetings**: although many meetings will happen, the two key internal meetings are:

i.   General OCHA team meetings: the attending IM focal point should capture notes relevant to the IMOs. These notes should then be shared with all OCHA IMOs.
    ii. IM Team meetings: when possible and appropriate, brief team should occur every morning to cover key topics of the day.

d. **Inter-Cluster Coordination (ICC) Meetings**: when possible, an IM focal point should attend the ICC meetings in order to better understand the emergency overall and gather an understanding of the information needs of the group and responders.

b. Virtual Collaboration

i. Skype Groups

a. **OCHA IM Internal Skype group**: set up a private Skype group for all OCHA IM Officers responding to the emergency. This group gives you the secure space to talk about the emergency, the challenges you are facing, and any plan to move forward.

b. **Community IM Responders Skype group**: set up Skype group composed of for all IM Officers responding to the emergency. Although the focus should be to ensure that all of the cluster IMOs are present in the group, it should not exclusive to just clusters.

This group will help to build a "community" atmosphere within the IMOs and will complement the in-person IMWG meetings. It can help to bring a *team* attitude to much of the group. With proper fostering of the group, you should find that IMOs from different clusters and different locations start to help each other.

Depending on how the group is being used, you may want to consider outlining general Skype etiquette to help people feel more comfortable with its use.

ii. Community Data Collection

a. **OCHA IM Internal Dropbox (or cloud storage tool)**: if appropriate, the IM team can setup a private dropbox space to share internal files. As well, cloud storage should be considered for general office collaboration and business continuity planning. Thought should be given early in the emergency to procuring a cloud solution for the office over the longer term. (See annex 2 for example of folder structure)

b. **Community IM Responders Dropbox**: without a corporate solution in place (e.g. Egnyte) a well structured dropbox folder should be set up where all cluster IMOs were invited. Careful structuring ensures that partners know where they

can place and/or edit content. You should not attempt to have shared working files.

Do not fear the occasional case of people deleting files. In the Philippines Haiyan response, we had shared our folder with nearly 100 people and only encountered two deletions. Both cases were rectified within minutes using the Dropbox.com interface [all deleted files are retained for 30 days].

iii. OCHA IM Internal Google Docs and/or Sky Drive: making use of these platforms can increase collaboration and sharing of information significantly. A couple examples from the Philippines Haiyan Response 2013/14.
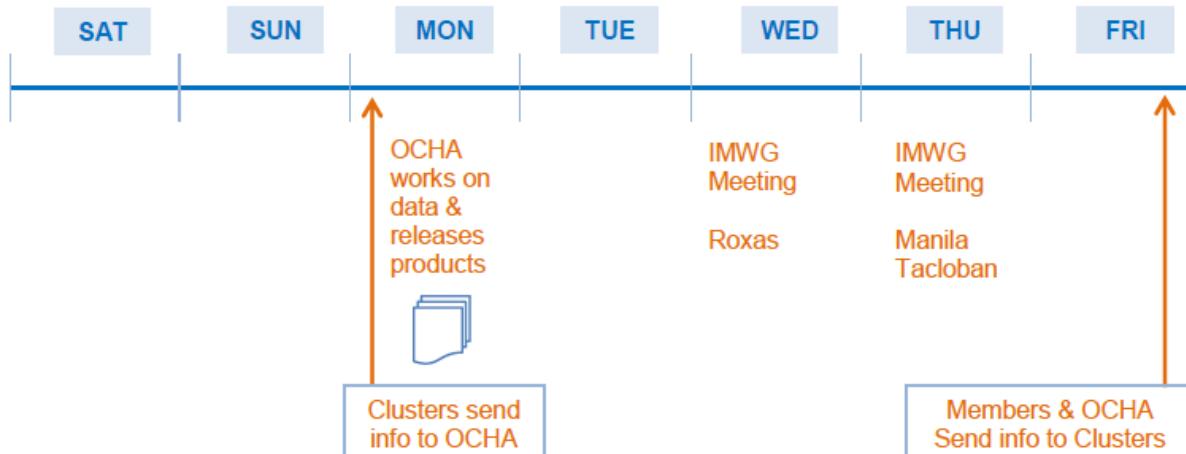
  i. Google Docs for 3W raw data: although we did 3W heavy-lifting in Excel, we then made the data openly available by uploading it to Google documents. Without a tool to upload and share such data, Google Docs provided a quick and easy solution. This open data was then used by external groups (e.g. British Red Cross) to create products.
  ii. Google Docs for OCHA IM staff tracking: by putting the spreadsheet online, all staff could update the information ensuring that it was always accurate and everyone could be aware of planned movements.
  iii. SkyDrive for Emergency Figures: a SkyDrive based Excel file was created by Christian Cricboom (ROWCA) and later managed locally. Being able to massage and clean data an Excel file and then have it embedded into the HR.info (through SkyDrive) made providing authoritiative figures much easier.

c. Coordination

i. Reporting Cycle

In order to make OCHA's Information Management activities predictable to our partners and clients as well as significantly reduce the ad-hoc craziness that often ensues in the IM world. OCHA IM should setup a standard IM reporting and product cycle in the form of by using this approach, we give the clusters space to do their work between reporting periods and allow them to be predictable with their cluster members (as they define a reporting cycle for their members). Having predictable output will also calms management's demand for products as they always know when the next will be released.
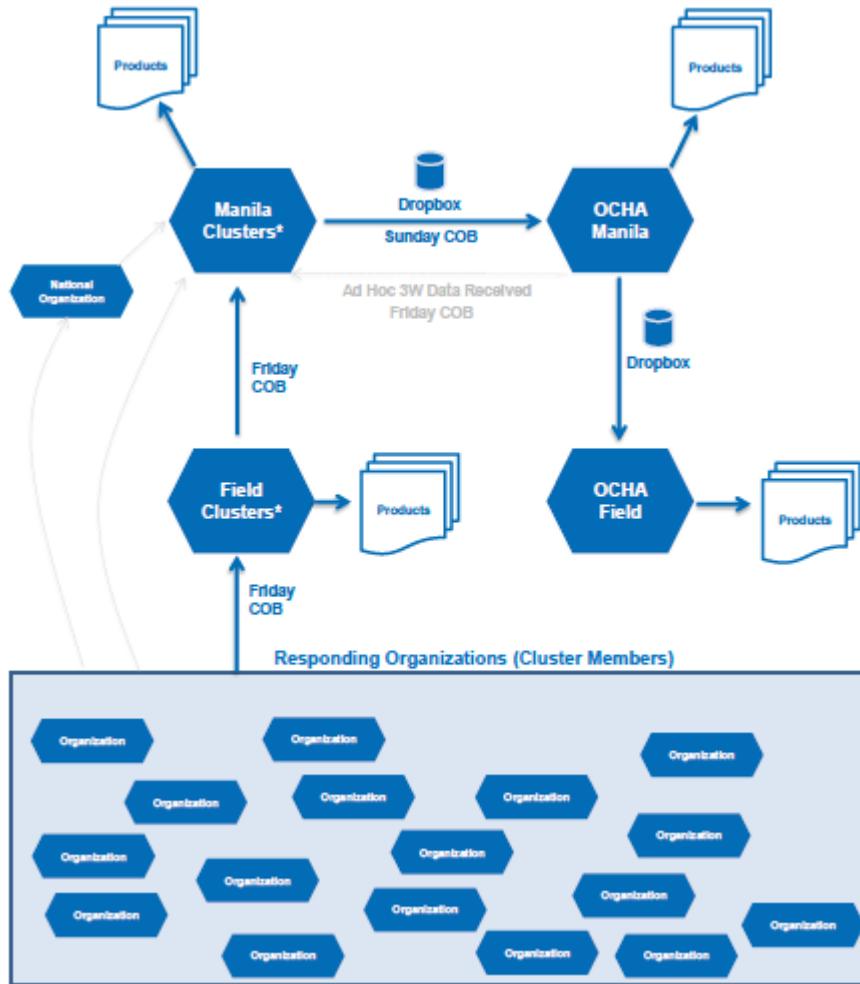
The image below shows the 3W reporting cycle used in the Philippines Haiyan Response 2013/14 after about one month into the emergency. [Earlier in the emergency, the frequency was twice per week]

SAT	SUN	MON	TUE	WED	THU	FRI

OCHA works on data & releases products

IMWG Meeting

Roxas

IMWG Meeting

Manila Tacloban

Clusters send info to OCHA

Members & OCHA Send info to Clusters

Information Management Reporting Cycle
[Week 1: DOC | PDF   and End of Month 1: DOC | PDF]

Given that there may be a geographical spread of the emergency and thus multiple coordination hubs, an IM data flow should be agreed upon early in the emergency. In order to provide clarity, it should be proactively decided (with the clusters) that the field clusters are responsible for collecting their own local data, sharing it with their clusters at national level who compile it, and then share the data with OCHA. With this approach, products can be generated anywhere along the chain of data movement. See the figure below for a visual depiction of the setup in the Philippines Haiyan Response 2013/14.

Of course, we know that OCHA will continue to receive data from partners who visit our offices (see OCHA Registration Card from Guiuan), people who attend meetings, and by email. The agreed approach with the clusters should be that OCHA would happily accept this data with clear messaging that we will pass it along to the cluster (at the respective level) for incorporation into their 3W data. In this arrangement, OCHA becomes an extra conduit of information for the clusters.

Information Management Data Flow [DOC | PDF]

ii. Standardization

Over time and as cycles become more predictable OCHA IM should setup a standard IM reporting and product cycle in the form of a product catalogue and calendar. A product catalogue outlines the standard products, their data sources, their frequencies, their target audiences, etc will help to structure, streamline and prioritize your work. See the template Product Catalogue.

- Examples from Typhoon Haiyan: catalogue | calendar
- Template Product Catalogue: to be drafted

Example from Philippines catalogue | calendar

4. Data Coordination

Data coordination is critical to IM in all phases of an emergency to ensure that data is being shared as broadly as possible so all have a common understanding of the situation; to reduce duplicated efforts, to identify gaps in data, and to prioritize datasets that the humanitarian community needs. OCHA's role is to coordinate data and the IMWG is a mechanism to 1) identify/improve CODs; 2) identify datasets (FODs) and data sources that are available; 3) create list of terms and provide definitions; 4) identify data gaps and develop strategy to collect these. For more tips and tricks see here

1. **Review the Common Operational Datasets (CODs)**
   The CODs should already be available on the COD FOD Registry and adhere to the quality guidance, promote the use of these as partners' baseline data
   a. Promote use/adoption of Pcodes (enables standardization and harmonization of data)
      i. Check to make sure that Pcodes are in place and are usable
      ii. Review locations on hr.info to make sure
      iii. Prepare and promote the use of the pcode tool among partners so their data can be pcoded (place it on the COD FOD Registry and in dropbox

b. Discuss with IMWG if the population statistics COD is acceptable, if it does not have age/sex disaggregation, discuss if a national statistics can be applied? (See example on how SADD was calculated in the Philippines by using population growth rates. Also see Other Distribution on how to share datasets in environments with poor connectivity.)

c. Decide how the Humanitarian Profile COD will be developed, include detailed metadata, (data source(s), methodology caveats) This should be discussed in the IMWG in country and shared with the IMWG at HQ and CRD.

2. **Review the Fundamental Operational Datasets (FODs)**

Some Fundamental Operational Datasets (FODs) may already be available on the registry (e.g. education facilities, health facilities, etc) but others may become available only once an emergency has occurred (e.g. storm path, storm surge height, population density in affected areas). Ask partners, especially government what they have available.

3. **Identify datasets and sources:**

Initial review of baseline and operational data available is required immediately to develop a data strategy and to coordinate data sharing. By identifying data that is available then gaps and data sources can be identified. On-going identification of operational data is required, so improvements to datasets can be made, missing datasets can be identified and found/created (data needs change over the course of an emergency). The IMWG (including Clusters/ Sectors/ NGOs/ Government/ V&TC etc)

The following are suggested steps:

l. Share the metadata dump from the COD FOD Registry:

   i. log in (I am administrator role)

   ii. in the address bar of your browser type the following: http://cod.humanitarianresponse.info/admin-list.csv

   iii. a window pops up for you to save the CSV file

COD/FOD Category	Summary	Data Source(s)	Abstract	Data Type	Terms of Use	Dataset Lan	Dataset Date	Most Recen	Dataset File	Instructions	Updated dat	Path
Admin Level 1 Boundaries	Administrative Level 1 (Regional) boundaries with long Regional names	GADM and other	Administrative Areas (polyg	Open		English	2011	Added pcode	phl_admin1_i	Web service	21-Dec-13	https:/
Admin Level 2 Boundaries	Administrative Level 2 (Provincial) boundaries	GADM and other	Provincial bo	Areas (polyg	Open	English	Unknown	added long a	phl_admin2_	Web service	20-Dec-13	https:/
Admin Level 3 Boundaries	Administrative level 3 Â (Municipality/City)Â boundaries	GADM and others	Municipal bo	Areas (polyg	open	English	2013	Added a field	phl_admin3_	Web service	20-Dec-13	https:/
Admin Level 4 Boundaries	Administrative level 4 (Banrangay) Boundaries	GADM and others	Barangay bo	Areas (polyg	open	English	2011	Dataset has	Admin4_PHL	Web service	20-Dec-13	https:/
Administrative Boundaries	Administration Levels with pcodes	GADM and other	Pcode table t	Table	open	English	Nov-13		PHL_pcodes_2013_gov.zi		20-Dec-13	https:/
Aerodromes (airports, airfields, HLZs, etc.)	Airports	ISCGM	Philippines A	Points	See Terms of Use	English	Unknown		phl_airdrmp_	phl_airdrmp_	10-Nov-13	https:/
Affected Persons Locations (Refugee/IDP Camp	Priority municipalities: Within Yolanda'S 50Km Radius	Department of Social We	Haiyan (Yola	Table	See the site's Ter	English	30-Nov-13		Priority Municipalities within		3-Dec-13	https:/
Affected Persons Locations (Refugee/IDP Camps, etc.)	Population from NSO, Li	The dataset	Table	See the site's Ter	English	28-Nov-13		Typhoon Hai	List of barang	28-Nov-13	https:/
Contour Lines	Contour lines		Contour lines	Lines		English	Unknown		phl_contourl_	phl_contourl_	22-May-13	https:/
Damage Assessments	Damage Assessments: Bridges, Roads, Communication Networks	National Geospatial -Int	he National G	Lines, Points	https://community.	English	current		To access da		15-Nov-13	https:/
Education	Coordinates of schools in affected areas	DRRMO of the Dept of E	Coordinates	Table	See the site's Ter	English	17-Nov-13		Schools_In_Haiyan_Affect		21-Nov-13	https:/
Education	Educational StatisticsÂ	National Statistics Coordination Board	Table	See the site's Ter	English	2012		education_NSCB.xls		21-Nov-13	https:/
Education	School locations	Philippines Department	Location of sc	Points	Â See the site'sÂ	English	2009	The dataset	phl_schp_deped.zip		12-Dec-13	https:/
Education, Health	Schools and Health Facilities	Open Street Map (crow	Open Street	Points	See the site's Ter	English	current		OSM data continually bein	OSM: http://s	12-Dec-13	https:/

m. Ask IMWG members to share data they have/have used

   i. data and metadata can be shared in Dropbox (ideally new data/metadata can be placed in the COD FOD Registry)

   ii. Compile the new datasets metatdata with the COD FODs to the review

what data is available and to identify gaps
- n. Review data in the IMWG (this should be a standing item in the meeting agenda).
    - i. Wanted/Missing datasets can listed
- o. IMWG should prioritize the datasets that are needed.
2. identify data sources (using the relationships that are already present)

4. UNOSAT - Satellite Imagery Request
Email request To: emergencymapping@unosat.org, Lars.Bromley@unitar.org
CC: mackinnonk@un.org, williamscv@un.org
Telephone hotline: +41 76 487 4998 (email with details should be sent first)

Details to provide in a request:
1. Geographic Bounds:
2. Temporal Bounds:
3. Operation it will support:
4. How will the data be used?
5. What do you need to see? What Questions are you trying to answer?
6. Which organization is requesting the data?
7. List partners that will use the data? What are their licenses for derived works? (e.g. OSM has creative commons license this can be disucsed)
8.   Who will benefit? (e.g. HCT, affected population, UN agencies, NGOs, government etc)

Best practice: include partners in the request such as Open Street Map (OSM) , MapAction, REACH etc in the request so they can use the data and images

Space Charter | Charter Sequence of Events

5. List of Terms and Definitions
Create a list of common terms and definitions so there is a common understanding of the terms being used in the disaster and may come from different sources (e.g.government/clusters/etc). The list should be made in Google docs so all can access/update it. It should be publically available (somewhere on HR.info) and updated as needed (these terms would be used in publications). If the terms are part of a dataset, the definition should be included in the metadata. Example from Protection Cluster. Example of terms that should be described:
Glide number
Affected
Targeted
Evacuee
Displaced
Partially destroyed home
number of people in a family/household

6. Identify Data Flow

Identify how data flows in the different systems and focal points for data exchange/metadata/sharing/meetings. This is important to reduce redundant requests, optimize resources, understand different data that is available and when.

- Government
- Within a cluster
- Among clusters and with OCHA

7. Sharing data

i. CODs to GO - Zip all CODs into one zip file regularly to share with people going into the field (make it part of their briefing pack)
ii. Prepare product outlining the data available [good to take to meetings, share with Govt/partners, print & post, etc]
iii. Matrix listing the data that we do have so that we can share the entire matrix (COD FOD Registry Metadata dump)
iv. Illustrate the complexity and what can be done with a dataset (print it out so others can see it)
v. Send links to the COD FOD registry/Dropbox location rather than zip files.
vi. Create a "data wanted" list that can be posted so people can easily see what data is needed
vii. Compile all satellite imagery links into a single FOD record
viii. Promote the use of Data Notification in the COD FOD Registry so people receive an email notification of
ix. Promote the sharing of data even it is incomplete, include information about the status in the metadata

8. Storage locations

b. Data stored on laptops/desktops does not promote data sharing, can be a security risk and there is an increased risk of data loss if there is no back-up elsewhere (preferably online)
c. Data is best placed on the COD FOD Registry so all can access it and it is safe from deletion or corruption. to place it there all metadata is required.
d. Create a dropbox folder [see suggested structure in the Annex] specifically for temporary data sharing among clusters (this allows for easy sharing and to "semi-private" data to be shared among the known people with access to dropbox. Metadata should be included and data that can be shared publically should be registered on the COD FOD Registry
e. Announce new datasets in: the skype groups, the IMWG and in the IMWG minutes, general coordination meetings in the hubs
f. In cases where internet connectivity is very poor, single files can temporarily be shared through the HR.info production server, downloadable through tools like FlashGet.
g. Data security concerns.

i.   if data should not be made public but can be shared within the humanitarian community you could put in a generic office email address for requests. If this is not possible, place in a safe location (on-line if possible) inform the IMWG (partners) of the availability of data (email notification, skype group include metadata in the matrix of available data)

ii. consider on-line storage (or back-up online) in case something happens to the office/server/computer)

iii. Examine data elements prior to distribution to ensure there is no sensitive information (especially with IDP and Refugee data and in conflict situations)

5. Humanitarian Programme Cycle Support

Assessment Support

OCHA IM support to the MIRA process should start with ensuring core data (e.g. CODs, and other identified data) is available in order to enable analysis, other IM support may be required such as: making maps, compiling/processing data, formatting reports, responding to questions about baseline data, provide feedback on questionnaire design, development of a database.

The IM team should support the assessment by uploading available assessments in the Assessment Registry on HR.info (for secondary analysis) and ensure that it is kept up-to-date. Assessments added to Assessment Registry on HR.info rely on the pcodes in administrative boundaries and populated places CODs. Assessments with many locations (e.g. MIRA) can be uploaded from the back end by providing an excel spreadsheet with the names/pcodes in their appropriate hierarchy.

Strategic Response Plan (SRP) Support

The OCHA IM team should provide support to the SRP process in the following areas:

1. The Indicator Registry provide a set of cluster specific indicators approved by the global clusters. Make sure the IMWG and ICC are aware of this resource.
2. The logframe created for the strategic level objectives for Typhoon Haiyan illustrates how the indicators are related to the outcomes and objectives
3. Work on trying to develop some form of data-verifiable "in-need" number for the SRP. While official guidance is being developed by the Programme Support Branch, you can read through *Examples on Ways to Calculate In-Need Numbers* to help give you some direction.
4. Mapping of planned projects and a simple infographic on funding requirements by cluster.
5. Monitoring through the Strategic Response Plan (SRP) may prove to be too high level for responders especially in the sub-office. Therefore, it is strongly encouraged that you make use of the Most Affected Areas concept to ensure that the local offices can monitor

changes on a more operational basis.

In a later stage efforts related to the SRP are going to be related to monitoring of the indicators defined by the clusters. This will affect the 3W product and needs to be taken into account.

Monitoring Support
Although the standard process and products are still be standardized for monitoring, a couple key things to keep in mind that as IMOs may be asked to : participate in the inter-cluster meetings (IMOs in all clusters should be encouraged to attend through the IMWG); advise/develop data collection template, processing the data and infographic creation for products. Consider that the template should be an effective tool for collecting and processing data.

Some based on experience in Typhoon Haiyan
- Involve IM as soon as possible in the process
  o ICCM should involve IMOs when discussing data collection (Cluster coordinators should bring their IMO counterpart). Do not suggest holding separate meeting about this with only IM.
- Send out the data collection template ASAP to get input from IMOs
  o Joseph and Jay are working on a better template. This should be discussed with IMOs first
- Introduce Monitoring Focal Point to IMWG
- Data collection process
  o The data should be finalized before narrative is provided to avoid misalignment
  o The infographics for the report should be created and then shared with the cluster IMOs to get input and ensure they are accurate
  o The infographics should then be provided to the cluster coordinators for them to use to write the narrative

Examples from Typhoon Haiyan: Concept note | Monitoring Collection Tool | Infographic

6. Products

a. Product standardization, localization & the discrepancy between operational and advocacy products

In any emergency there will be a huge demand for a wide variety of products and you will have a relatively high degree of freedom on many products that you create. Obviously, you should model as many products as you can in accordance with the OCHA Visual Style Guide while

customizing to meet the local, operational needs. If multiple hubs exist within the emergency, IMOs will need to proactively share what they are working on and the *field focal point* will need to provide regular, structured feedback on products.

You will need to distinguish the purpose of any product you plan to create thereby helping to define the amount of "polishing" time you need to spend on the given product. Operational products that are intended for in-country responders to make rapid decisions will not require the finesse that HQ, PI or Advocacy colleagues will demand in products like the snapshot or funding status.

Making sure that you understand the difference and noting it in the Product Catalogue will help the IM team function and management better understand the different visual quality/style of products.

Standardized tools
Humanitarian Icons for ArcGIS | Humanitarian Icons other formats
Templates: power points, maps

b. Standard / Common Products

Below is a set of products that you are expected to deliver or support.

a. **Contact List / Meeting Schedule**: these are core products that will take a lot of time to management. Going forward, we recommend that you make use of HR.info for the contact list (self managed profiles update the contact list which is automatically generated) and meeting schedule (online, mobile/computer syncs, and printable version)

   Template for Contact Lists to import in HR.info I Standard Fields for Meeting Schedule

b. **3W**: As a very initial starting point, you need to read *OCHA's 3W - It's Purpose, Target Audience, Scope and Products*. A few points about the 3W, beyond that document, relevant during an emergency:
   iv. Set the standard fields that OCHA needs to collect complete with an explanation of what is needed/expected for each field. Fight your urge to add a lot of fields at the beginning. You can add more as time goes on.
   v. Align the 3W with a standard schedule and data flow process.
   vi. Define a data cleaning and product creation process and review said process (and any assumptions made about the data) with clusters in the IMWG.
   vii. Define the standard 3W products you are expecting to create in the emergency. This effort will become part of the product catalogue.
      1. Interesting Facts product: you should strongly consider creating
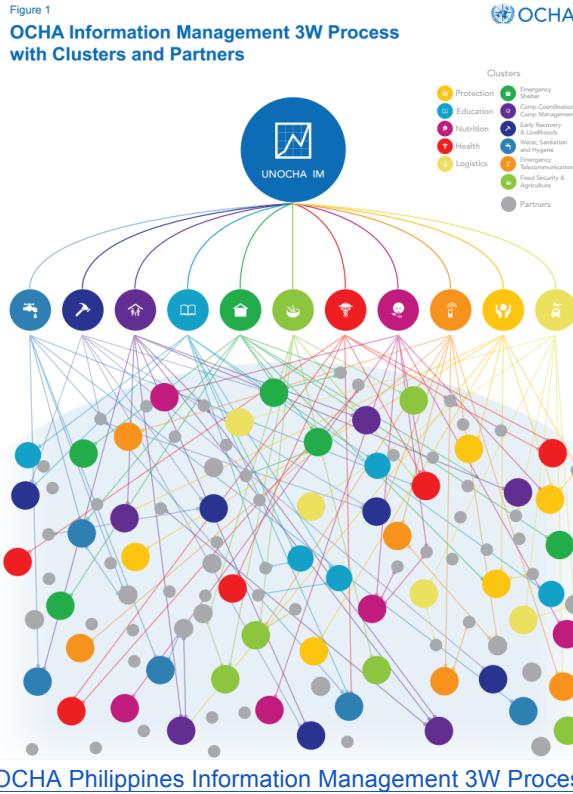
an "Interesting Facts" product from the 3W data to help show the potential of such data. [Example of Interesting Facts Product]

viii. After each round of the 3W, make sure to share the cleaned data back to the community and provide one-on-one feedback to clusters about cleaning process to reduce redundant cleaning.

ix. *Pain Point*: how do I submit my 3W data? OCHA needs to facilitate the submission process of an individual or organization. Think about how we we facilitate the organization's submission of 3W data to the clusters. A couple considerations:

1. Consider using a simple one page form that can be entered and shared with the clusters (see OCHA Registration Card from Guiuan)

2. Provide a simple document that outlines *how* and *when* they can provide their 3W input to the various clusters cluster [template].

OCHA Registration Card from Guiuan
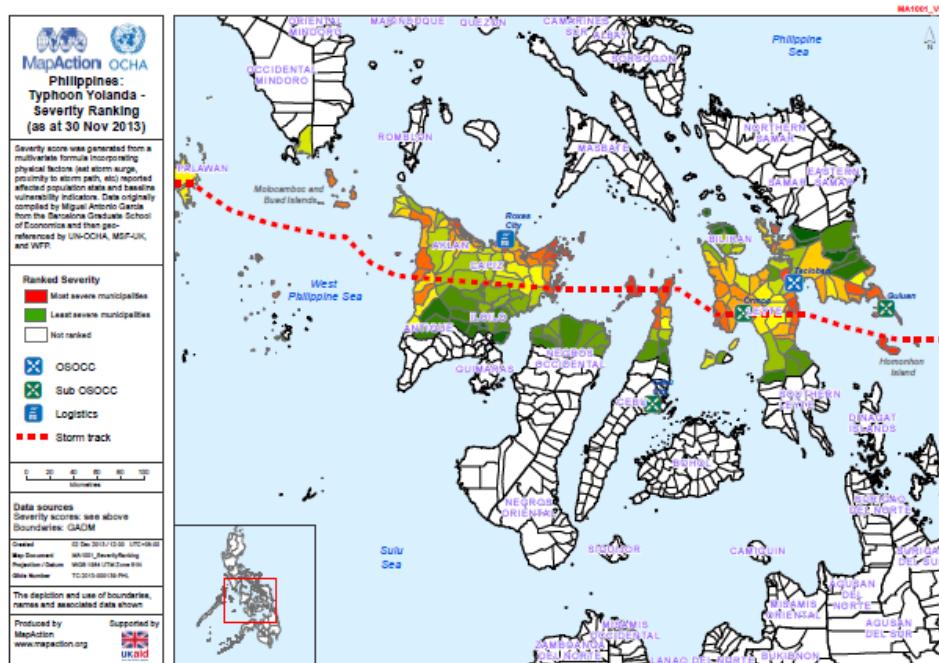
x. Explanation of the 3W data process in a simple graphic can be of great help when trying to explain where and how 3W data arrives at OCHA. Combing something like the graphic below with the Reporting Cycle graphics, responders can quickly understand how 3W data flows in an emergency.

Figure 1
OCHA Information Management 3W Process with Clusters and Partners

OCHA

Clusters

- Protection
- Education
- Nutrition
- Health
- Logistics
- Emergency Shelter
- Camp Coordination & Camp Management
- Early Recovery & Livelihoods
- Water, Sanitation and Hygiene
- Emergency Telecommunications
- Food Security & Agriculture
- Partners

OCHA Philippines Information Management 3W Process

c. **Maps**: One of the biggest demands during an emergency will be maps. The demands will range from reference maps to standard 3W maps to completely custom maps. A few considerations:

    i. Create a printed Map Catalogue that can be shown to visitors when they enter the office. More often than not, they will find a map to fit their needs and you will simply have to print it. This approach is standard practice for MapAction.

    ii. When creating the electronic version of a product, consider the resulting file size. Often maps can be too big to download over low bandwidth. Consider creating normal and low-bandwidth versions.

    iii. If you need to activate the space charter, it is recommended that you contact UNOSAT.

d. **Severity Estimate Ranking**: trying to determine where the emergency may have had the most severe impact can be an extremely valuable exercise (and resulting product) if done immediately after the emergency happens. Such an estimate is only going to be good for the first few days when little "ground truth" information is available. It should be replaced by a Prioritization Ranking. The resulting products should be used to guide responders questions, investigations, and targeted assessments in the first days. Steps:

    i. Determine appropriate datasets for the composite indicator (population

density, poverty incidence, population affected, distance to typhoon, storm surge height, etc). See the Severity Estimates from Typhoon Haiyan 2013.

ii. Determine appropriate graphics, matrixes and maps to create from the data. The below map was created by MapAction. Later, we overlayed the number of organizations responding in each area to get an idea if a proportionate number were responding.

[PDF]

e. **Most Affected Areas matrix and graphs**: One of the most posed question is 'what is the most affected area?'. Yet often we try to develop sophisticated tools, undertake details assessments, implement burdensome processes, and weight different clusters aspects in order to answer this question. However, if we create a less sophisticated product simply trying to understand the severity of the situation, we can usually answer the common questions that responders have without causing major headaches and political conflict. Providing raw data in a simple matrix with the worst location per category highlighted, we provided a summarised picture while leaving the detailed analysis to each person
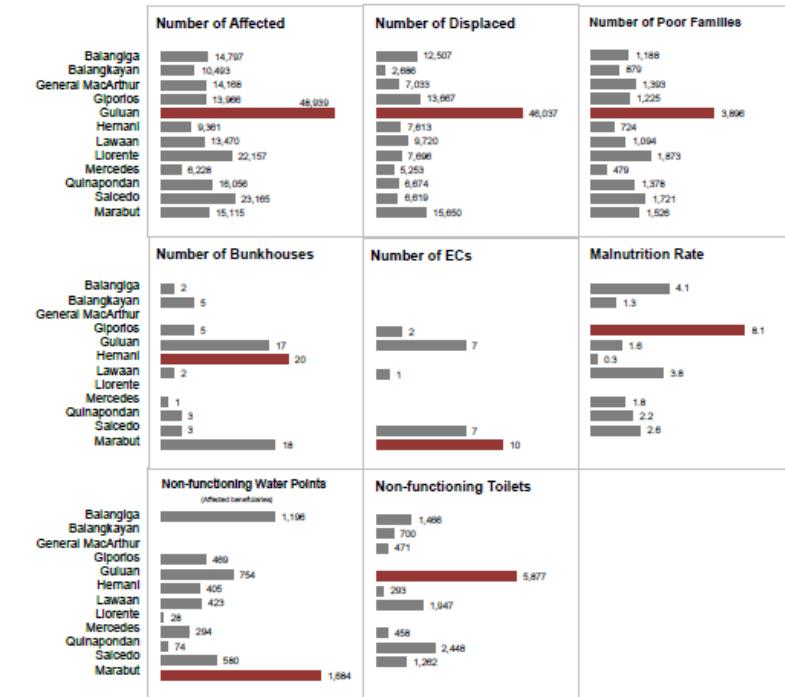
Ranking of Affected Provinces (Raw Numbers)
Eastern Samar - 13-Jan-2014

	# of Affected	# of Poor Families	# of Displaced	# of ECs	# of Bunkhouses	Malnutrition Rates	Water Points	Toilets NF
Guiuan	54,563	3,896	46,037	7	17	1.6	754	5,877
Salcedo	23,165	1,721	6,619	7	3	2.6	580	1,262
Llorente	22,157	1,873	7,696	0	0		28	
Quinapondan	16,056	1,378	6,674	0	3	2.2	74	2,448
Marabut	15,115	1,526	15,650	10	18		1,684	
Balangiga	14,797	1,188	12,507	0	2	4.1	1,196	1,466
General MacArthur	14,168	1,393	7,033	0	0		0	471
Giporlos	13,966	1,225	13,667	2	5	8.1	469	0
Lawaan	13,470	1,094	9,720	1	2	3.8	423	1,947
Balangkayan	10,493	879	2,686	0	5	1.3	0	700
Hernani	9,361	724	7,613	0	20	0.3	405	293
Mercedes	6,228	479	5,253	0	1	1.8	294	458

Affected Population and Damages

Number of Affected

Balangiga	14,797
Balangkayan	10,493
General MacArthur	14,168
Giporlos	13,966
Guiuan	48,939
Hernani	9,361
Lawaan	13,470
Llorente	22,157
Mercedes	6,228
Quinapondan	16,056
Salcedo	23,165
Marabut	15,115

Number of Displaced

Balangiga	12,507
Balangkayan	2,686
General MacArthur	7,033
Giporlos	13,667
Guiuan	46,037
Hernani	7,613
Lawaan	9,720
Llorente	7,696
Mercedes	5,253
Quinapondan	6,674
Salcedo	6,619
Marabut	15,650

Number of Poor Families

Balangiga	1,188
Balangkayan	879
General MacArthur	1,393
Giporlos	1,225
Guiuan	3,896
Hernani	724
Lawaan	1,094
Llorente	1,873
Mercedes	479
Quinapondan	1,378
Salcedo	1,721
Marabut	1,526

Number of Bunkhouses

Balangiga	2
Balangkayan	5
Giporlos	5
Guiuan	17
Hernani	20
Lawaan	2
Mercedes	1
Quinapondan	3
Salcedo	3
Marabut	18

Number of ECs

Giporlos	2
Guiuan	7
Lawaan	1
Salcedo	7
Marabut	10

Malnutrition Rate

Balangiga	4.1
Balangkayan	1.3
Giporlos	8.1
Guiuan	1.6
Hernani	0.3
Lawaan	3.8
Mercedes	1.8
Quinapondan	2.2
Salcedo	2.6

Non-functioning Water Points (Affected beneficiaries)

Balangiga	1,196
Giporlos	469
Guiuan	754
Hernani	405
Lawaan	423
Llorente	28
Mercedes	294
Quinapondan	74
Salcedo	580
Marabut	1,684

Non-functioning Toilets

Balangiga	1,466
Balangkayan	700
General MacArthur	471
Guiuan	5,877
Hernani	293
Lawaan	1,947
Mercedes	458
Quinapondan	2,448
Salcedo	1,262

[Matrix and Charts: XLS; Full Product: DOC | PDF]

f. **Prioritization Ranking**: after a few days, datasets should start to become available to develop an initial prioritization ranking composite indicator. Such ranking would be a replacement for the Severity Estimate ranking. The prioritization ranking should be valid for approximately the first month, but should align with assessment efforts. Read about how it was done in the Philippines in response to Typhoon Haiyan 2013. Note that in large, geographically dispersed emergencies, zooming in to specific regions [vs the general overall picture] may be of great benefit for decision makers

PHILIPPINES: Yolanda Prioritization Matrix

[PDF | XLS of Data]

g. **GAP Analysis**: generally you will hear people ask "*What are the gaps?*". Although they generally mean gaps by cluster, you should know that there are many different types of gap analysis that can be performed in an emergency. It is not OCHA's business to conduct cluster specific gap analysis (unless asked by the cluster). Rather our focus should be on inter-cluster, overall, and summary gap analysis. For a better understanding of the purpose of and different type of gap analysis, kindly read *Humanitarian Gap Analysis - Its purpose, Definition, and Products*. It is strongly encouraged that you share this document with the IMWG.

h. **Geographical profiles**: a common, value added product that you should create is geographical (or admin-level) profiles. At what geographical level and the detail of data will be context specific. Over time, these profiles may help to guide discussions with and request to the government for core datasets.

i. **Briefing Packs**: See Briefing Packages under Operational Advocacy.

j. **Snapshop**:

k. **Funding Status graphic**:

7. Services

Below are set of services that you are expected to deliver or support.

a. **HR.info**: managing your HumanitarianResponse.info site is a crutial aspect to OCHA Information Management response. Keep in mind that HR.info is aimed at operational repsonders in-country and we want people to get on and off the site as quickly as possible. It is not intended for a global audience. A few common questions:
  i. *Setup*: if you meet the activation criteria, kindly see the checklist for setting up a site.
  ii. *Tools*: an HR.info site has several tools including contact management, meeting schedule, assessment registry, document/map repository, automatic FTS charting, incident logging, information request tool, and humanitarian access. Some of these tools are not enabled by default and must be requested.
    1. When setting up features such as automatic FTS charting, it is strongly encouraged that you check with respective HQ sections to do a quick review. For example, by contacting the FTS team (team manager or fts@un.org), they can advise if there's anything "special" about the data for your emergency that could impact the charts or graphs.
  iii. *Advocacy*: make all efforts to ensure that your HR.info site is known. Email signatures, link on all products, posters, etc.
  iv. *Roles*: the site is designed to have the following roles:
    1. Trusted: a person who can see content that is marked as "private".
    2. Contributors: can upload content which needs to be approved before becoming visible to anyone.
    3. Editors: can add content and edit their content.
    4. Managers: can add/edit/delete content and manage the site (users, taxonomies, etc.).
  v. *Training*: since an HR.info site can have many editors (especially cluster IMOs), consider putting together a simple training package for responders not familiar with site's management.
  vi. *Notifications*: with user profile on the site, people can now subscribe to notifications (by email) of new content being added to the site (e.g. send me the new visuals added today)

b. **Assessment Registry**: In the response to Typhoon Haiyan in the Philippines, we did not want yet another emergency to pass where very few assessments were
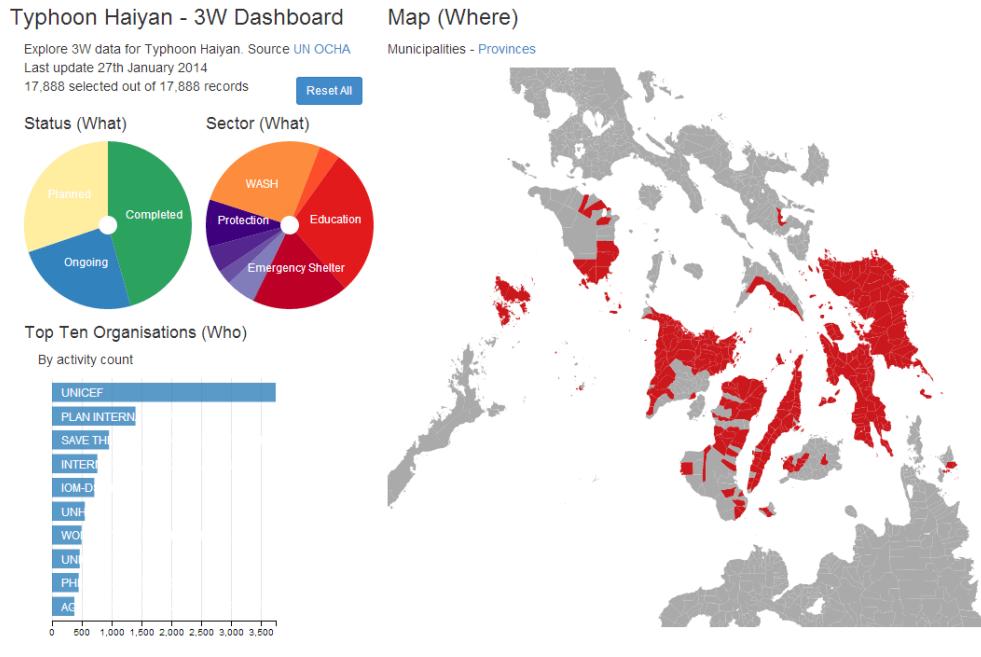
captured. By leveraging the Assessment Registry on HR.info and collecting as many assessments as possible, including efforts by remote volunteers, we put together the most comprehensive list of assessments ever seen in emergency of this size[6].

    i.   The assessment registry has an interactive map online and can be downloaded in CSV for offline mapping.

c. **Virtual OSOCC** (link): the VO is a password protected space where early responders can register their potential response and can share operational information in semi-private discussions (e.g. procedures on how to clear customs, how to get approval to get a USAR team into the country). The VO is generally activated at the onset of major disasters that trigger international interest, in particular after orange or red GDACS alerts. A VO disaster discussion typically remains active until other coordination tools have been activated, or when the international (bilateral) response scales down. During the early phase of a disaster, IMOs are encouraged to access the site, monitor content, and contribute input where possible. User accounts can be requested on-line;

d. **Dynamic online charts:** consider displaying your data (e.g. 3W data, displaced persons, damages houses, etc.).

Below an example of a dynamic 3W dashboard, kindly developed by Simon Johnson (Red Cross UK) with the 3W data shared by OCHA:

---
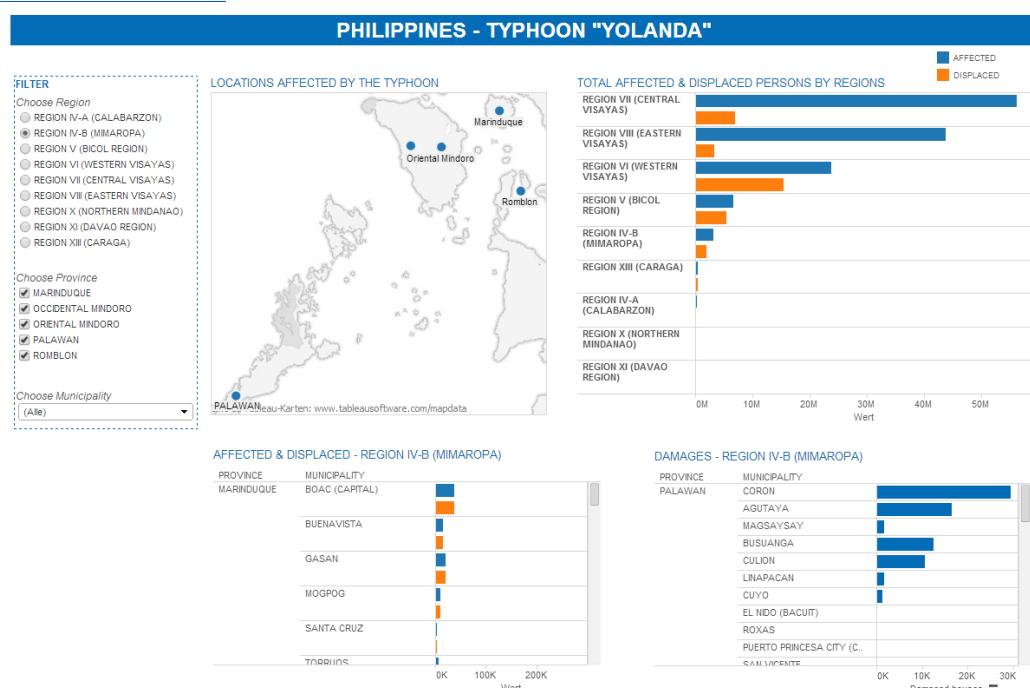
[6] Statement made by DFID locally after about 3 weeks of the emergency.

Typhoon Haiyan - 3W Dashboard

Explore 3W data for Typhoon Haiyan. Source UN OCHA
Last update 27th January 2014
17,888 selected out of 17,888 records

Map (Where)

Municipalities - Provinces

Created by Simon Johnson - SJohnson(at)redcross(dot)org(dot)uk - Twitter: @simon_b_johnson

JPG screenshot of dashboard

Another example of displaying data, contributed by OCHA ROWCA using
Tableau Software:
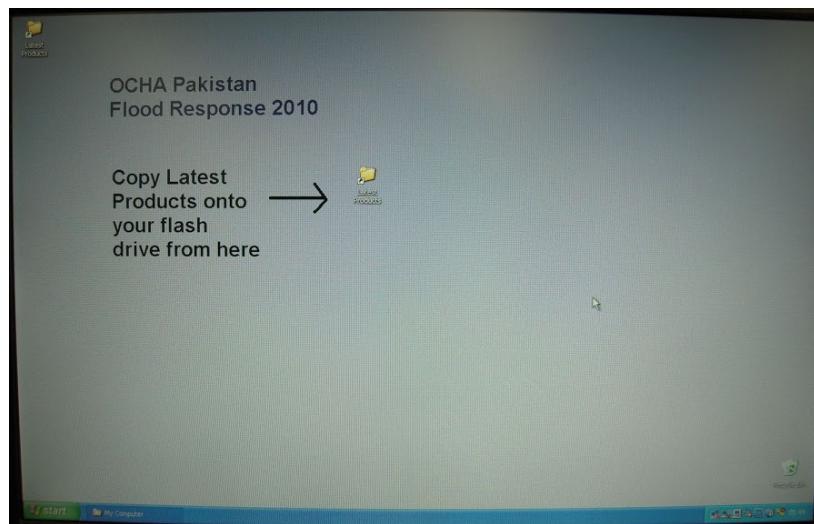
JPG screenshot of tableau

e. **Humanitarian Kiosk (H.Kiosk)**: as a way to share publicly available OCHA

products on mobile devices, you should manage a small amount of advocacy and key fact content on an H.Kiosk for your emergency. If you need a new kiosk created, kindly request the Field Information Service (FIS) team to create one. Managing a kiosk is very simple as it is Dropbox based. See H.Kiosk Management Guidance.

f. **Physical Kiosks**: you should consider setting up two different types of kiosks in an OCHA office.

    i.   *Electronic kiosk*: set up a public laptop where you place the latest electronic files in a desktop folder. Visitors can then insert a flash drive and copy the files to their drive. You can include the latest sit rep, contact list, meeting schedule, list of data available, maps/visuals, SRP, etc.

    ii.   *Paper kiosk*: making products available on paper copy is critical in emergencies. Setting up a kiosk-like space where visitors can take copies for themselves. You may need to make these paper copies available in multiple location (even if not for visitors to take in each place). Putting copies at the Reception-Departure Center, the OSOCC/OCHA office, the central meeting rooms, and other commons areas will be valuable to responders (see checklist for 'situation / crisis rooms' from Redhum in EN I SP).

Pakistan 2010 Floods - Map Wall, Map Catalogue & IM Reception
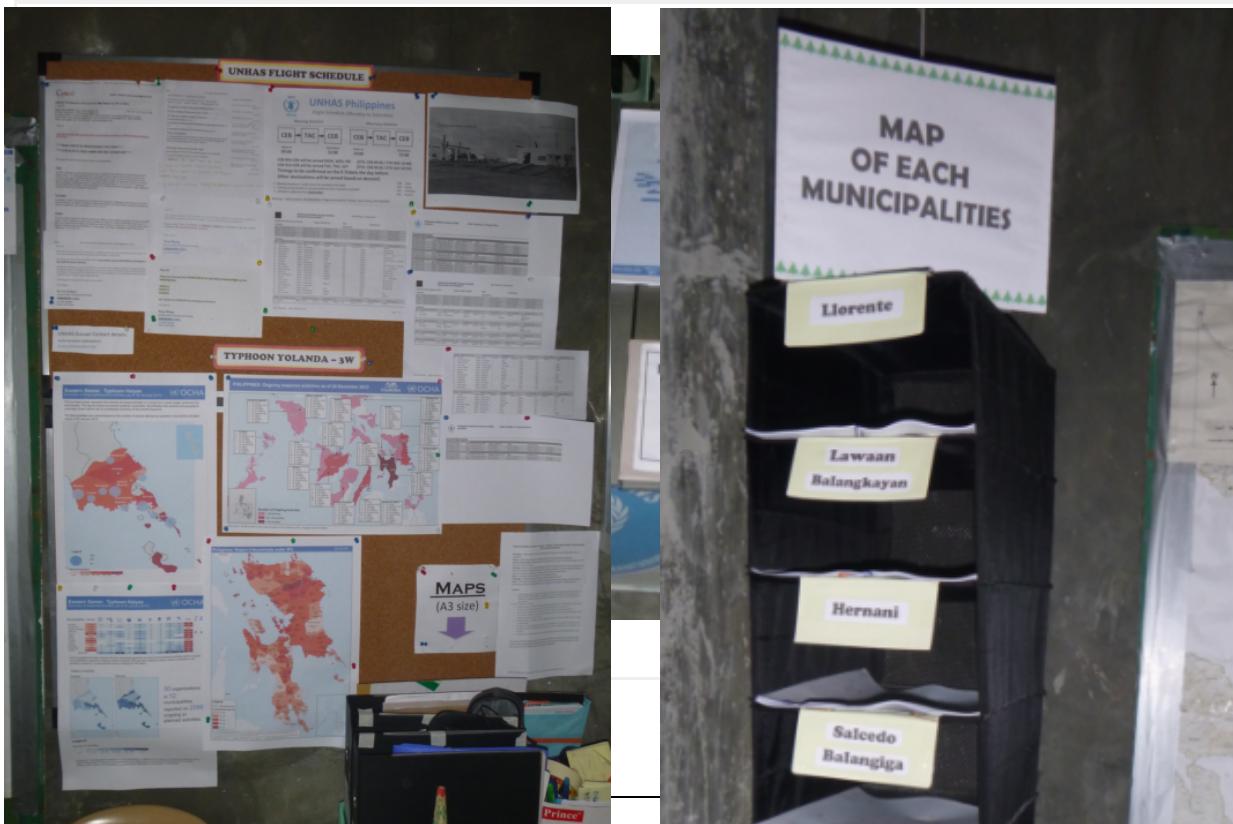
Haiti Earthquake 2010 - Reception Tent (Managed by IM) & Common Space (products posted on wall)

Philippines Typhoon Haiyan/Yolanda 2013 - OCHA Sub-Office Reception, Blackboard, Municipality Maps

For all kiosks, you should develop a process to follow each day in order to ensure that you have the latest content available. For example, you may want to print all materials at 6AM and distribute to all kiosks before 7AM.

g. Social Media Monitoring

Depending on the emergency, your capacity and the capacity of the PI/Reporting team, you may be asked to help set-up media monitoring for the emergency. In this context, we are referring to basic monitoring using tools like TweekDeck and HootSuite to look for major events or changes. You will want to monitor standard hash tags, official social media accounts of the government or local news, etc.

h. Other Services

Given that many clusters and organizations have their own websites and post content exclusively on these sites, a big value added for OCHA IMOs is to regularly review a core set of sites and print new products for distribution

    i.   **Printing:** See Printing Products under Operational Advocacy.
    ii.   **OCHA's Humanitarian Symbol Set**: Download Symbolset
    iii.   **PPT Mapping**: Provide .emf of shape files for non-GIS IMOs to use in PPT

8. Operational Advocacy

In order to ensure that a wide audience is exposed to the content being produced by OCHA's IM Unit or cluster members, it is recommended to undertake strategic "operational advocacy" efforts through powerful tools as MailChimp as well as conventional methods such as printing or briefing packages.

1. MailChimp

a. Tools, data and materials shared on HR.info (e.g. maps, assessment registry, check-in/out, meeting schedule, etc) can be highlighted though a daily MailChimp blast. By including all people operationally relevant to the emergency, you can ensure that many in-country responders, local and global donors and OCHA HQ will receive the latest updates on IM tools, services and products. Such advocacy helps to make everyone aware what is being done by IM in the emergency.

b. Offering this distribution channel, it is likely that humanitarian partners would like to share their products through MailChimp as well. It is the perfect ground for collaboration and highlighting other organizations' work while at the same time encouraging them to use HR.info.

c. Each MailChimp distribution is crafted using engaging language and includes a clever sign-off. It should be noted that several people have noted on the refreshing writing style and reading to the end to see what the sign-off would be.

d. See Annex 3 for the MailChimp blasts from the first three months after Typhoon Haiyan in the Philippines.

What is Operational Advocacy important? Often after an emergency, criticism of IM (especially from HQ) is experienced. However, by actively sharing the IM tools, services, and products, everyone will know what type of work the IM team is busy working on. Awareness is key. As well, if such information is being actively shared, others cannot attempt to blame IM for their shortcomings.

Shortened example of a MailChimp newsletter used for operational advocacy in the Philippines.

2. **Printing products**
    a. At first sight, printing products might seem redundant when everybody can access them on HR.info or has them in their mailbox through the MailChimp. However, printing remains the best word-to-mouth method and should not be underestimated.
    b. Print the latest products for every meeting you attend and distribute the material

widely. Make sure that the products have a footer with a reference to their digital homes.

c. Be it at the country office or in a field hub, the OSOCC and later on the OCHA office will remain the first point of contact for many responders entering the country. Therefore it is of crucial importance to always update a physical kiosk (table, blackboard, etc.) each morning with new products and a stack of basic reference maps.

3. **Briefing Packages**

a. In addition to the physical kiosk it is helpful to always have an up-to-date briefing package on hand for incoming delegations/donors who will only stop by shortly.

b. The briefing package should include:

    i.   Latest 3W products
    ii.   Security map (if applicable)
    iii. Meeting schedule and contact list of cluster coordinators
    iv.   Latest OCHA situation report
    v.   Reference maps of the area and specific maps
    vi.   Prioritization ranking / Most Affected Area

c. The briefing package should be ready in hard-copy but, if possible, also on USB keys.

4. **Other Distribution**

a. With an increased IM capacity within the clusters, more great products are coming from the clusters themselves. OCHA's role should also be to track down the clusters' information and to distribute this information widely.

b. In locations with poor connectivity, it is helpful to share datasets through orthodox methods (flash drive), while of course always promoting the COD/FOD registry. This can happen through announcing the existence of datasets during general coordination meetings or putting up posters in the OSOCC/OCHA Office highlighting the availability of data sets, such as sex and age disaggregated data.

5. **Wikipedia**

a. Review the Wikipedia entry of the emergency for details (esp numbers) and update to reflect accurate numbers and information. Ensure that you cite various official sources when you add/update information. Wikipedia is source that Google (and others) crawl and search regularly so we can have a great value add by making sure the details are correct and updated.

9. Transition
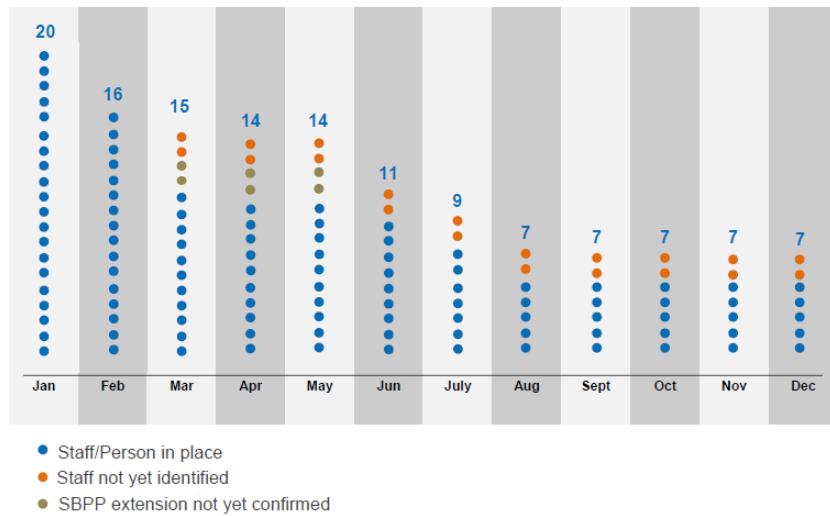
From an IM perspective, there are three elements of transition that you need to take into consideration: transition of shorter-term surge staff (both OCHA and partner), frequency of product, and the longer term transition of OCHA from the emergency.

1. **Staff Transition**
    a. In major emergencies, there will be two major IM staff transitions that you need to consider: from UNDAC to OCHA short-term surge and from OCHA short-term surge to OCHA long term staff (international and national)
    b. As highlighted in the Staffing Level section, preparing a staff tracking matrix early will greatly aid in the transition planning of staff and help to reduce any staffing gaps. Being able to share this matrix with management and HQ can really make it clear where you need staff or why you are outlining a certain staffing-related point.
    c. *International*: make sure that you request replacement IM staff very early. It will be much early than you think is required. Trust us, recruitment procedures will take longer than you expect.
    d. *National*: getting national staff on-board as quickly as possible will really help interaction with local counterparts (e.g. government) and with transitioning out of high number of international. Make sure that you identify the appropriate skill sets for national IMOs. Some UNDP offices may only advertise a generic IM vacancy or a very technical GIS vacancy. Make sure you find the right balance and possibly advertise multiple different TORs to find the right candidates.

2. **Frequency of Products**
    When developing your product catalogue and related calendar, you need to consider the staffing levels (both OCHA and partner) that will be present in the emergency over time. Try to balance the frequency of your products between their demand, their usefulness, and the capacity that both you and the clusters have. As seen in the staffing level graphic below, clearly understanding how many staff you will have is imperative. You may also want to break it down by roll and or location to get a more detailed understanding.

- Staff/Person in place
- Staff not yet identified
- SBPP extension not yet confirmed

[DOC | PDF]

3. OCHA Transition

OCHA does have a general package related to transition and the office will begin planning as a whole. However, transition may happen at different times and in different locations within the same emergency. As an IMO, you need to start thinking early about who might be able to take over your IM activities - the government, UNDP, NGO, etc. A working and sustainable IMWG is essential to ensure the transition and continuation of IM activities into the recovery and development phases. If you do not expect that you will find an entity to take over the work, you should plan to wrap-up your work, according to the transition date, and package all the work (including data) for hand-over to in-country entities, your respective regional office, and OCHA's record management / archiving focal points.

Table 2. Information flow impediments and action/interaction strategies

Information flow impediment	Source	Action/interaction strategy
Inaccessibility	Inability to obtain data or information that is known or assumed to exist. Often caused by physical access constraints or when information systems are unprepared.	Revert to physical (non-technical) means of data collection.
Inconsistent information and data formats	Occurs when multiple sources of similar data or information cannot be compared or aggregated because of inconsistent classification, coding or definitions.	Collate dissimilar information, average or take the highest number in data range to ensure over- rather than under-compensation, and/or accept incongruent information.
Inadequate stream of information (shortage/overload)	Too much or too little information is available. Large or clearinghouse relief organisations have demonstrated capacity and need to absorb vast quantities of data and information to serve others; smaller, client-based organisations tend to need less but more highly specialised information.	Rely on best assumptions if data or information is in short supply; if a data overload exists, expedite information processing.
Low information priority	Occurs when information flow processes are not taken into consideration by organisations collecting and processing data and information.	Separate and clarify roles and expectations specifically for HIME versus other response duties.
Source identification difficulty	Occurs when organisations lack knowledge about what information is needed and where to find it (unlike inaccessibility, which is related to an absence of information channels).	Deploy extra resources and clarify roles and responsibilities. Distribute policy guidelines widely and convey where mutual obligations exist, including which actors should gather what data and how to disseminate it.
Storage media misalignment	Involves organisational decisions regarding data storage and management formats. Affects levels of interoperability and cross-platform information retrieval. May be related to 'low information priority'.	Advance planning to ensure IT can be used reliably and adds value; Take decisions about storage well before data is aggregated and analysed electronically. Revert to traditional data collection if it saves time or if data is inaccessible, but improve the use of IT to expedite information processing and sharing, if possible.
Unreliability	Occurs when confidence levels about incoming and outgoing data reliability, as well as perceptions of data value, are low. In many cases, information is self-reported and unverifiable (for example, regarding shelter registration).	Leverage meaningful information only, try to correlate it with reliable data and, in some cases, simply accept that the quality of information (such as self-reported or crowd-sourced data) is going to be difficult to verify.
Unwillingness	Related to inaccessibility, but results mainly from lack of cooperation by other actors rather than the crisis operational environment itself. Information classified or restricted by an organisation can involve legal constraints (for example, data confidentiality for special populations such as minors, developmentally disabled persons or prisoners), or may simply be based on the preferences of a particular organisation.	Cultivate personal relationships and high levels of trust and liking in order to facilitate information sharing.

Source: Day, Junglas and Silva (2009).

Source: http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8782.pdf

Annex 2: Dropbox Folder Structure

<Disaster Name>_IM
- Assessment
  - MIRA-1
    - …
- 3W
  - § CASH
  - § CCCM
  - § Early Recovery
  - § Education
  - § Emergency Shelter
  - § Emergency Telecoms
  - § Food
  - § Health
  - § Nutrition
  - § Protection
  - § Other Sources
  - § OCHA_Working Files
  - § Templates
  - § …
- Datasets
  - New Data To Review
    - § Agriculture
    - § CCCM
    - § Civil Military
    - § Damage Assessments
    - § Demographics
    - § Early Recovery
    - § Education
    - § ETC
    - § Food
    - § Government
    - § Health
    - § Humanitarian Profile
    - § Logistics
    - § Nutrition
    - § Protection
    - § Shelter
    - § WASH
  - CODs and FODs to Go (possibly place zip file here)
- Pictures
- Maps_ Infographics
- Monitoring
  - § Data submitted by Clusters
  - § Compiled and Working Docs

- § Templates
- · Tools
  - § PPT Mapping
  - § AgeSex Data_Template
  - § AgeSex Affecetd Template
  - § Pcode Tool
  - § Training Material
  - § Resources_Templates
    - § Icons (Humanitarian Icons in various formats: ARCGIS (v9.3 and v10))
  - § Prioritization Model
  - § Vulnerability Index

Annex 3: Operational Advocay - MailChimp HR.info Blast (Phils)

Listed in reverse chronological order..

1. Quantifying a website - 29 January 2014 - http://eepurl.com/Ni-yH

2. Radyo Bakdaw – Helping you to help each other - 15 January 2014 - http://eepurl.com/MkRAX

3. Cash Transfer Programming and Market Assessments - 3 January 2014 - http://eepurl.com/LL3w1

4. A Field Perspective of Information (Guiuan) - 31 December 2013 - http://eepurl.com/LzH3v

5. Where do Infographs come from - 24 December 2013 - http://eepurl.com/LmGzX

6. The Magic of Maps - 20 December 2013 - http://eepurl.com/K_iSf

7. What do 200 elephants, 230 balls and 40,000 football fields have to do with humanitarian response? - 18 December 2013 - http://eepurl.com/KYZXL

8. The IM grease - 16-Dec-2013 - http://eepurl.com/KOrwr

9. Staying and leaving - 13-Dec-2013 - http://eepurl.com/KHgA5

10. Meeting minutes - 12-Dec-2013 - http://eepurl.com/KBujL

11. Be in the right place at the right time - 11-Dec-2013 - http://eepurl.com/KwMnL

12. Strategic Response Plan - 10-Dec-2013 - http://eepurl.com/KrHMj

13. Humanitarian Kiosk (Information in your pocket) - 9-Dec-2013 - http://eepurl.com/Kl-CD

14. Connecting Digital Humanitarians to in-country operations - 7-Dec-2013 - http://eepurl.com/Kh0KT

15. From All Angles - 6-Dec-2013 - http://eepurl.com/Kdi8b

16. Opening Assessment Data - 5-Dec-2013 - http://eepurl.com/J_83D

17. Harmonization with a press of a button - 4-Dec-2013 - http://eepurl.com/J5Lf1

18. Severity Ranking - 2-Dec-2013 - http://eepurl.com/JUt_L

19. Get Custom Content from HR.info - 1-Dec-2013 - http://eepurl.com/JRtjv

20. Gender Marker - 30-Nov-2013 - http://eepurl.com/JPSoD

21. MIRA Report Released - 29-Nov-2013 - http://eepurl.com/JMb2v

22. Who is doing What Where? - 28-Nov-2013

23. Where Have Assessments Happened? - 27-Nov-2013 - http://eepurl.com/JDuWj

24. Localized Content - 26-Nov-2013 - http://eepurl.com/Jxp19

25. OCHA 3W - 25-Nov-2013 - http://eepurl.com/JsBXf

26. Disaggregated Population Stats - 24-Nov-2013 - http://eepurl.com/JpCx5

27. Make Your Own Maps - in PPT - 23-Nov-2013 - http://eepurl.com/JnQFH

28. Humanitarian Community Capacity - 22-Nov-2013 - http://eepurl.com/JkIfL

29. More Infographics - 21-Nov-2013 - http://eepurl.com/JfCmj

30. Cool Infographics - 20-Nov-2013 - http://eepurl.com/I_xnz

31. Figures and Charts (19-Nov) - 19-Nov-2013 - http://eepurl.com/I7Voz

32. Philippines HR.info - 18-Nov Update - 18-Nov-2014 - http://eepurl.com/I1qK1

33. Philippines HR.info - 17-Nov Update - 17-Nov-2014 - http://eepurl.com/IZVe1

34. Philippines HR.info - 16-Nov Update - 16-Nov-2014 - http://eepurl.com/IX9or

35. Philippines HR.info site available - 14-Nov-2014 - http://eepurl.com/IRKQT