Learning objectives

- Explain why and how to develop a strategy
- Assess your IM environment
- What you need to know to get the resources
- How to ensure transition and sustainability
Why a strategy during an emergency?

Moot Court:

• Judge (Representative)
• Defendant (IMOs)
• Plaintiff (Protection Staff)
• Jury (Cluster/Sector members)
Key Learning Points: 1 Min.

- Why a strategy?
- How to develop a strategy?
- Budget considerations
- Sustainability and Transition
How to develop your IM strategy?

- Goals
- Strategic objectives
- Key steps to follow
2 Major Goals

- **strategically think** through four main IM service delivery areas and align IM strategy with response planning

- **communicate** IM focus and delivery to senior management, colleagues and partners during implementation and for purposes of handover
A. IM COORDINATION

- The Information Management Cycle is strategically coordinated for an efficient, harmonized response within UNHCR and through partnerships for action.

B. POPULATION AND DATA MANAGEMENT

- Maximum efficiencies are achieved in the collection, processing, analysis and dissemination of population data for prioritized action.

C. PROGRAMME & PROTECTION MONITORING AND ASSESSMENT

- Needs Assessment and Monitoring activities are technically supported by the IM cycle for a coordinated and targeted output, based on a response to the affected population.

D. DISSEMINATION

- Products, messages, information and data are discoverable and available in a timely manner through appropriate media to target audiences for humanitarian action.

E. TECHNICAL SUPPORT AND SPECILIZED SERVICE DELIVERY

- Appropriate technology, methods and analytical support is provided to support operational priorities.
A • Key decisions to make
• Time available: collection & analysis

B • Information needed for decision making

C • Analysis required to generate information

D • Assess the IM environment

E • Design 'good enough' tools

F • Resources, processes, responsibilities

G • Progressive development of IM systems
'Virtuous' Cycle of IM

- Compile, clean and analyse information
- Share analysis
- Partners see the added value of sharing information
- Partners encouraged to share better quality data
<table>
<thead>
<tr>
<th>SWOT ANALYSIS</th>
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<tr>
<td><strong>Positive</strong></td>
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<tr>
<td><strong>Internal</strong></td>
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<tr>
<td><strong>External</strong></td>
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SWOT exercise

Over to you: assess your IM environment.....
## Some questions to assess the IM Environment using the SWOT analysis

<table>
<thead>
<tr>
<th>Internal factors</th>
<th>Cluster/Sector capacities/preparedness</th>
<th>Complexity of Cluster/Sector coordination mechanisms</th>
<th>Cluster/Sector IM characteristics</th>
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<tr>
<td></td>
<td>* Does the Cluster/Sector Coordination Unit have good IM human and financial resources and IM skills at central and local level?<em>&lt;br&gt;</em> In particular, does the Cluster/Sector have a dedicated IMO?<em>&lt;br&gt;</em> How good is national IM system and IM preparedness?<em>&lt;br&gt;</em> Do partners have good IM human and financial resources, and IM skills at central and local level?*</td>
<td>* How many sub-national Cluster/Coordination groups are active?<em>&lt;br&gt;</em> How are communication and information sharing among central and local cluster/groups working?*</td>
<td>* How many partners integrate the Cluster/Sector?<em>&lt;br&gt;</em> How is partners’ engagement with Cluster/Sector IM? (Is there a collaborative environment among partners on IM issues? Do partners trust each other? Is there any resistance in sharing information?).*</td>
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<tr>
<th>External factors</th>
<th>Crisis Characteristics</th>
<th>Complexity of the inter-cluster/sector coordination mechanisms</th>
<th>Other clusters/sectors IM capacities</th>
</tr>
</thead>
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<td></td>
<td>* What is the type/s, scale, complexity and phase of the emergency?<em>&lt;br&gt;</em> Is the affected population concentrated or scattered? Are they accessible?<em>&lt;br&gt;</em> How is security in the affected area?*</td>
<td>* How many clusters/sectors are active?<em>&lt;br&gt;</em> What are the reporting requirements and reporting mechanisms established by the inter-cluster coordination group and HC?*</td>
<td>* IM from other clusters or OCHA can help?<em>&lt;br&gt;</em> Do other clusters/sectors have capacities to provide critical information for Cluster/Sector analyses?*</td>
</tr>
</tbody>
</table>
Key Learning Points: 1 Min.

- Why a strategy?
- How to develop a strategy?
- Budget considerations
- Sustainability and Transition
Budget

- Who to work with?
- What is required from others?
- What do others need from you?
UNHCR’s budget structure

Budget

- Budget
  - OL: 30
  - AoL: 70

Budget plus SB

- Budget plus SB
  - OL: 45
  - AoL: 55

SB
Key Learning Points: 1 Min.

- Why a strategy?
- How to develop a strategy?
- Budget considerations
- Sustainability and Transition
Let’s play..... It’s quiz time!
Key Learning Points: 1 Min.

- Why a strategy?
- How to develop a strategy?
- Budget considerations
- Sustainability and Transition
Key messages

- Success only, if
  - agreed with a variety of stakeholders
  - adheres to IM principles
- Achieve strategic objectives while considering IM environment
- Make sure you have the budget for what you propose
- Ensure transition and sustainability
Develop your IM strategy

Over to you....
Key documents

- IM Strategy Template
- Key messages on IM in UNHCR
- UNHCR’s Results Framework