THE IMPACT OF INFORMATION MANAGEMENT SUPPORT IN RESPONSE TO THE HUMANITARIAN CRISIS IN NORTH EAST NIGERIA
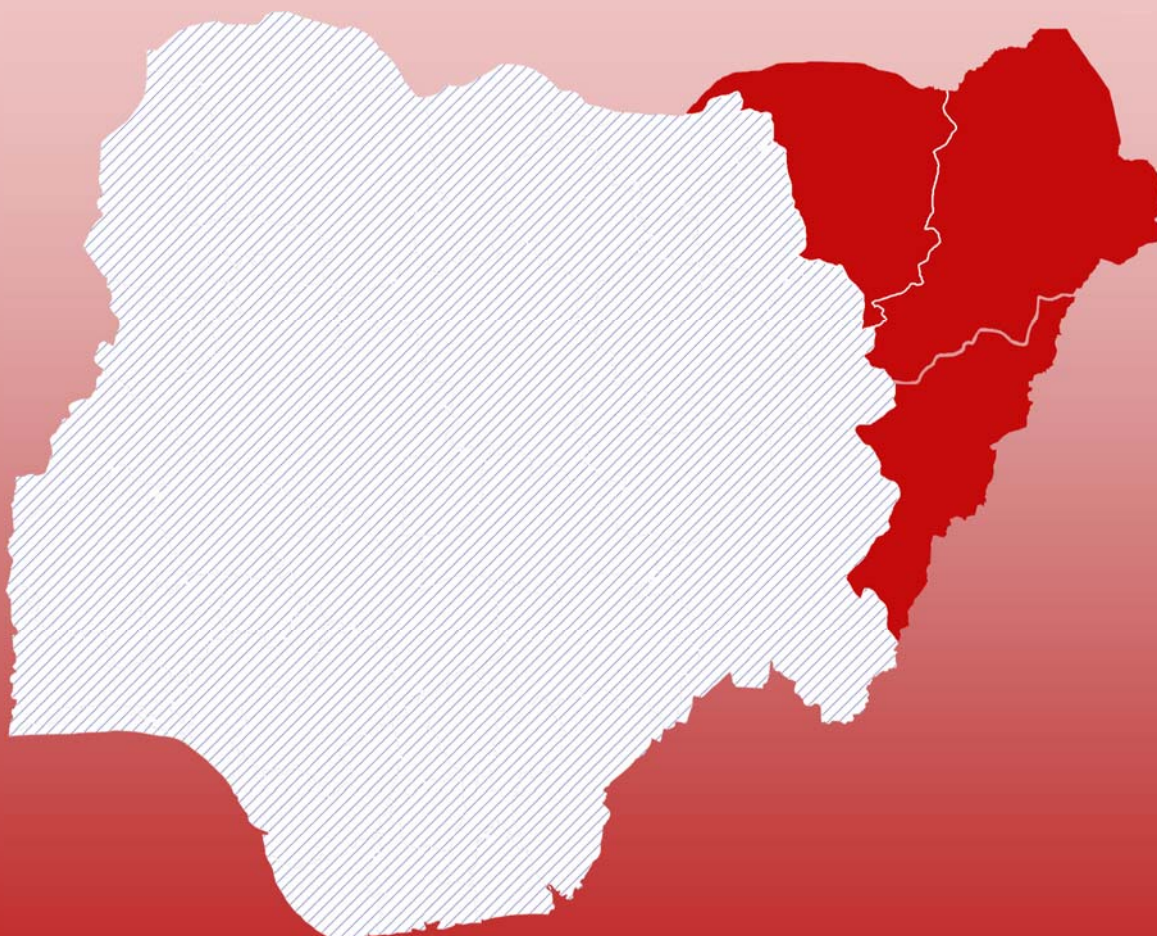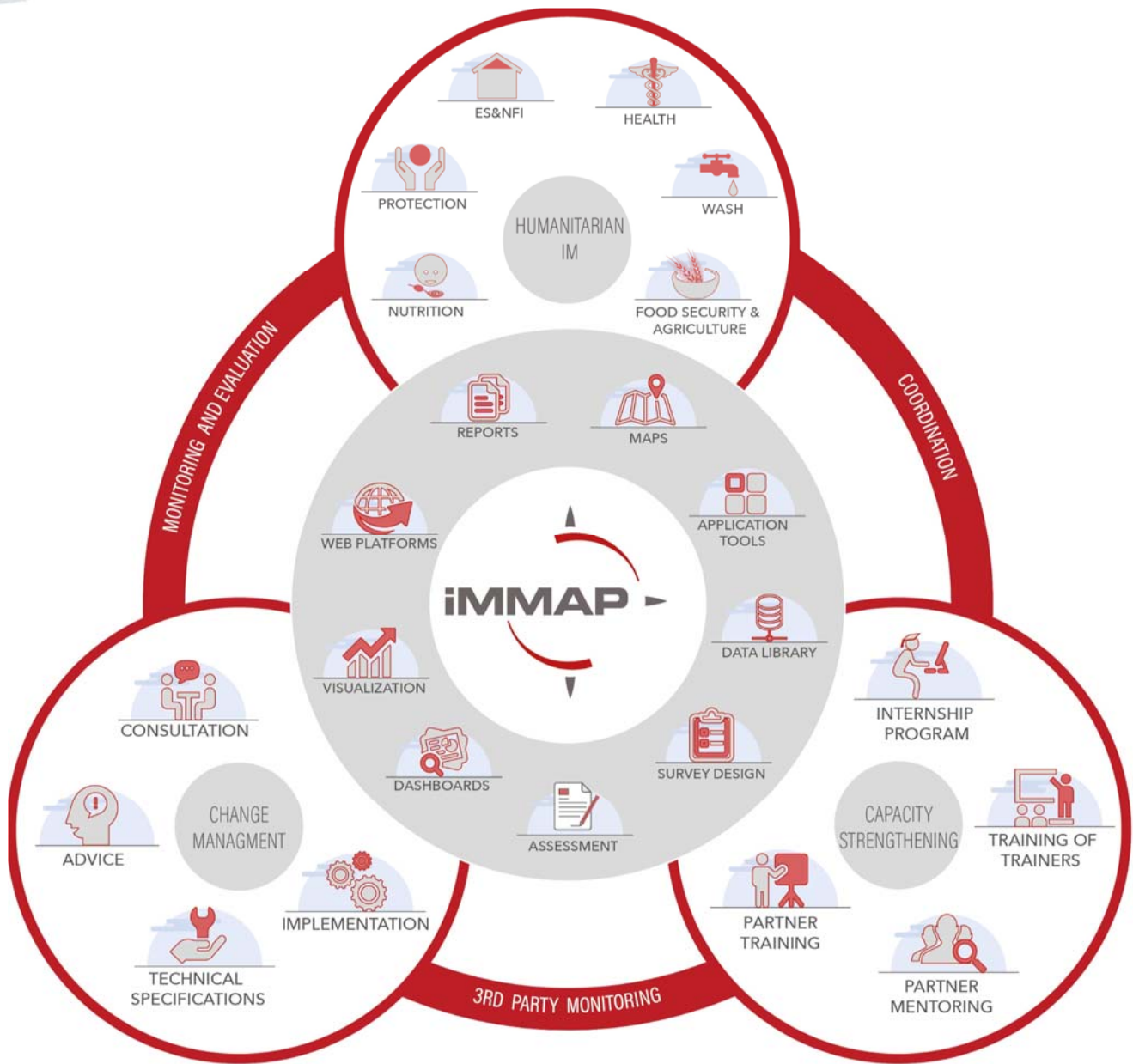
ABOUT IMMAP

iMMAP is an international not-for-profit non-governmental organization that provides targeted information management support to partners to respond to complex humanitarian, recovery, transition to development and development challenges. iMMAP's mission is to harness the power of information to facilitate evidence-based decisions to improve people's lives.

Our purpose is to take data, turn it into information and create knowledge for decision-makers operating in humanitarian and development contexts, situations of violence, post disaster, and conflict recovery. We envision a world where no one suffers due to lack of access to timely, relevant, and reliable information that has the power to transform lives.

Background

Since November 2016 to date, iMMAP has been providing information management support to all the nine humanitarian sectors responding to the crisis in north east Nigeria, with a grant from USAID/OFDA. This support has made it possible for iMMAP to identify, deploy and maintain a dedicated team of Information Management Officers (IMOs) through the iMMAP Standby Partnership Program (SBPP). Additionally, in January 2018, iMMAP started a the information management training and capacity building program for humanitarian partners responding to the crisis in north east Nigeria. The purpose of is to facilitate capacity building, capacity strengthening and to empower humanitarian partners to leverage and optimize information management tools, technologies, platforms and best practices to effectively respond to the humanitarian crisis, with the humanitarian principles in perspective. Impact monitoring of iMMAP's information management support enables the collection of essential feedback from stakeholders within the humanitarian community, understand areas where improvements are required, and take appropriate action.

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Sections

Section I — General Impact of the Information Management Support

Section II—The Standby Partnership Program in Nigeria

Section III—Impact of the IM Training and Capacity Building Program

Executive Summary

Humanitarian information management support remains an essential component in augmenting the capacity of the humanitarian partners responding to the crisis in north eastern Nigeria. This is specifically true because many of the partners do not only have multiple responsibilities, but also lack information management expertise. This has on many occasions proved to be an impediment to informed, coordinated and effective response. Effective, targeted information management support plays a central role and is necessary for informed, evidence-based decision-making necessary to respond to the needs of over 7.7 million people in need of life-saving assistance in the north east of the country. It does not only form the basis for coordination and decision-making, but also has a positive impact on how national and international resources are mobilized and utilized.

Since November 2016, iMMAP has been, and continues to provide information management support to ten humanitarian sectors responding to the north-east Nigeria crisis. This has been possible with support from US Agency for International Development Office of Foreign Disaster Assistance. The support has made it possible for iMMAP to identify, second, deploy and maintain a dedicated team of Information Management Officers (IMOs) who support the humanitarian clusters/sectors and their partners. The main objective of the support was to strengthen the information management capacity of the sectors in their response; to advance the mechanisms for regularly identifying the needs of the people affected by the crisis; and to facilitate availability and access to quality, timely data to support the humanitarian coordination mechanism led by UN-OCHA. Additionally, in January 2018, a humanitarian information management training and capacity building program was started. A series of four training workshops conducted, focusing on the humanitarian principles, information management theory, the cluster/sector approach, tools, platforms and techniques. As of July 2018, and in close collaboration with UN OCHA, four rounds of training and capacity building had been conducted, benefiting close to 200 participants in all the three-affected north-east Nigeria states.

Methodologically, the impact of the information management support is hereby presented based on three impact monitoring surveys that were conducted in August 2018. The first survey aimed to establish the impact and level of satisfaction with the IM support from among the members of the humanitarian community. The second survey sought to monitor the stakeholder satisfaction with iMMAP's Standby Partnership Program. The participants to this survey were exclusively representatives of the Sector Lead UN Agencies to whom the standby personnel are deployed. The third survey was directed to the 194 training and capacity building participants.

The findings point to positive short-term and medium-term outcomes including better gap analysis and understanding of the extent of the response to the crisis on a regular basis. The findings also indicate that the support enabled the humanitarian responders to work with quality, analytical and timely information to make evidence-based, life-saving humanitarian response decisions.

Most importantly was the realization that there was an overall improvement in the capacity of partners to identify needs, plan the response, monitor their interventions, cross-compare and report on cross-sector performance progress in a timely manner. New tools, new platforms, new methods of data capture, processing and availability have been a core part of the information management support services extended to the sectors. This has had a significant impact on response and performance improvement at an intra-sectoral and inter-sectoral level. It has also seen an overall improvement on humanitarian action through measurable, comparative improvement in effectiveness, response quality and efficiency. The support also enabled the provision of training and capacity building to humanitarian partners from all three states, working Federal and State government authorities, UN Agencies, national and international NGOs, the academia, private sector and civil society.

The report is organized in three sections. Section one presents and discusses the findings of the survey on overall IM support (administered and directed to all humanitarian partners). Section two presents and discusses the findings of the survey on the standby partnership program (administered and directed to the Sector Lead Agencies) and Section three presents and discusses the findings from the survey on information management training and capacity building (administered and directed to the different participants who attended the different training and capacity building rounds).

Impact of the Information Management Support Provided to the Humanitarian Partners .

Since November 2016 to date, iMMAP has been providing information management support to all the nine humanitarian sectors responding to the crisis in north east Nigeria, with a grant from USAID/OFDA. This support has made it possible for iMMAP to identify, deploy and maintain a dedicated team of Information Management Officers (IMOs) through the iMMAP Standby Partnership Program (SBPP). The IMOs support the humanitarian sectors and sub-sectors and their partners with information management. The objective of the support is to strengthen the information management capacity of humanitarian sectors to effectively respond to the crisis, save lives and minimize suffering of people affected by the crisis. The program also supports the overarching need to maintain a mechanism for regular analysis identifying the needs of vulnerable populations; monitoring the response and analyzing the response gaps providing better data in support of the inter-sector coordination mechanism led by the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA). It is upon this background that impact monitoring of this support was conducted to collect essential feedback from the stakeholders, data that would inform future improvements.

Purpose of monitoring

The purpose of the impact monitoring was to establish the impact of iMMAP's information management support to the humanitarian sectors and to collect essential data that would help to enhance program effectiveness, efficiency, and to ensure better results.

Monitoring methodology

The target population comprised humanitarian partners responding to the north east Nigeria crisis under the eleven humanitarian sectors. Data was collected online, using a survey questionnaire designed using Kobo Toolbox https://ee.humanitarianresponse.info/single/::VQpIxoWB.

The questionnaire was disseminated through the sector coordination mechanism, with the aim of reaching and obtaining input from as many actors as possible.

After a two-weeks timeline, **68** participants had responded to the survey. In addition to analysis with Kobo Toolbox, data was cleaned and further analyzed using Microsoft Excel. Through out the presentation of the findings, it will be noted that some of the percentages will not add up to **100%**. This is typical of questions for which a response was not mandatory. This means that not all the respondents provided responses to all the questions.

Respondents by Gender	Count	Percent
Female	16	23.53%
Male	52	76.47%
Total	68	100.00%

By State(s) of Operation	Count	Percent
Borno	55	80.88%
Yobe	26	38.24%
Adamawa	18	26.47%
Abuja FCT	13	19.12%
Gombe	6	8.82%
Bauchi	2	2.94%
Taraba	1	1.47%

By Organization Type	Count	Percent
International NGO	24	35.29%
National NGO	19	27.94%
UN Agency	14	20.59%
Government	5	7.35%
Civil Society	2	2.94%
Red Cross/Red Crescent	2	2.94%
Private Sector	1	1.47%
Academia	1	1.47%

Respondents by Sector	Count	Percent
Education	26	38.24%
Gender-Based Violence	23	33.82%
Child Protection	21	30.88%
Health	20	29.41%
Protection	19	27.94%
Food Security	19	27.94%
Nutrition	18	26.47%
Water, Sanitation and Hygiene	17	25.00%
CCCM, Shelter/NFI	8	11.76%
Early Recovery	8	11.76%
Multi Sector	4	5.88%
Logistics	3	4.41%

Contact and outreach to sector humanitarian partners, knowledge and awareness about the information support services

Constant contact and communication with humanitarian partners is an important part of outreach. It does not only help to enhance relationships, but also enables the partners to know about the existence of the range of information management support services at their disposal, the terms of access to these services and who to contact to receive such support services. It is the responsibility of the IMOs to map the partners responding under their respective sectors, profile them and maintain regular contact with them. On this aspect of the survey, **84%** of the responding partners indicated that the IMOs proactively reached out to them and maintained constant contact on issues of data and information management.

From the survey, it was also established that **16%** of the responding partners were not contacted. While 84% provides an impressive picture, outreach and constant contact with the **16%** (who could be new actors in the response, among other reasons), will need to be prioritized during the next implementation cycle.

Provision of information management support services to facilitate effective, informed and evidence-based humanitarian planning and decision making
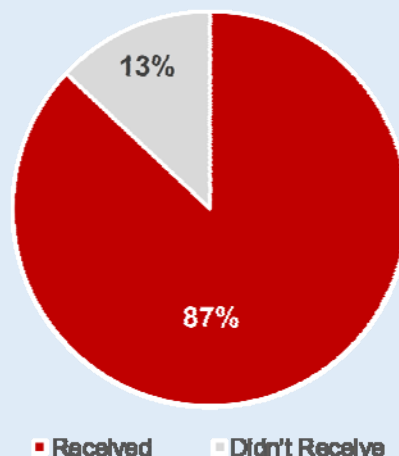
Humanitarian information management support is the primary responsibility of the IMOs. The role entails the provision of technical support to the humanitarian sector partners to elaborate requirements and ensure that these are reflected in their reporting activities. This includes contributing to partner knowledge and understanding of initiatives and best practice in the wider humanitarian system. From the survey, **87%** of the responding partners indicated having received some information management support from the sector Information Management Officers. At least **13%** reported that they had not.

Additionally, 88% agreed to receiving support to coordinate response activities, including the use of the 5W template. On the same aspect, **6%** indicated that they were not sure, while **3%** disagreed. Although this is statistically insignificant, tactical means are required to provide support to all. On top of that, 69% of the respondents agree on regularly receiving the support of the IMOs on issues of data processing and data analysis. At least **17%** were not sure, while **10%** disagree. All together **27%** calls for proactive action on the need for proactive and targeted information management support, leaving no one humanitarian actors behind.

CONTACT AND OUTREACH TO PARTNERS

16%

84%

■ Contacted   ■ Not contacted
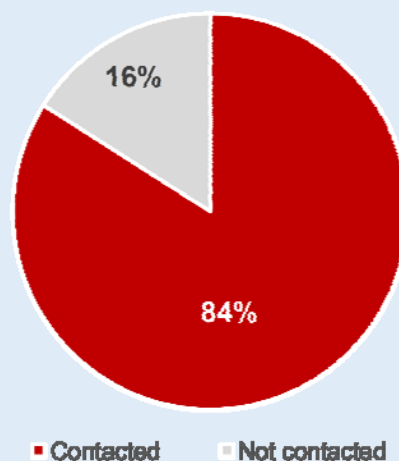
PARTNERS IN RECEIPT OF IM SUPPORT

13%

87%

■ Received   ■ Didn't Receive

Provision of one-on-one information management support tailored to specific technical needs of humanitarian partners

One-on-one technical support constitutes one of the most important productivity tools on humanitarian data and information management during crisis contexts. This is because individualized encounters allow the partners to openly and confidently identify the specific challenges where they need support. This provides the IMOs the opportunity to focus and/or tailor the support to the aspects for which specific partners are technically challenged.

One-on-one technical support is an approach with which the IMOs proactively reach out to partners that they believe are technically challenged, based on such indicators as inability to submit data on progress reached during specific reporting periods or submission of data in formats that make it unusable or difficult to access and use.

On the question of provision of one-on-one support, **65%** of the partners agreed that the IMOs provided them with one-on-one support for effective use of the information tools and technologies essential for their response activities. At least **18%** indicated that they were not sure whether one-on-one support was provided, while **15%** disagreed on any one-on-one support extended to them during the monitoring period.

Provision of information management training, capacity building and capacity strengthening on access to, and use of humanitarian information management platforms, tools and techniques

The main reason for the provision of humanitarian information management capacity building is to provide the humanitarian responders with the confidence and skills required to save and protect lives and minimize suffering in humanitarian emergencies. In addition, building and developing national capacity of actors responding to the north east Ni-

geria crisis does not only empower them, but helps to build strong bonds and partnerships that are essential for an effective and sustainable capacity for humanitarian response and emergency preparedness. It is one of the responsibilities of the information management officers to provide capacity building support, especially on aspects of humanitarian data and information management for an effective response. On this aspect, **66%** of the partners agreed that they received information management capacity building services through training on a range of humanitarian information management issues. At least **16%** were not sure, while **15%** disagreed.

ONE-ON-ONE TECHNICAL SUPPORT PROVIDED

- Agree - Disagree - Not sure
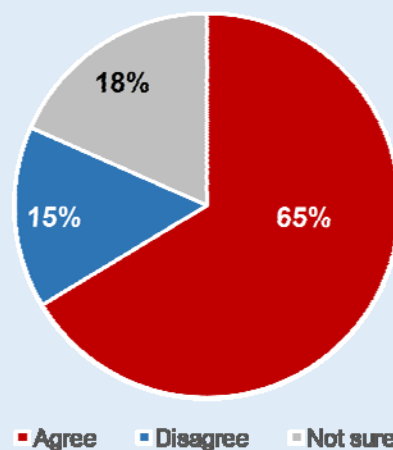
TRAINING AND CAPACITY BUILDING PROVIDED

- Agree - Disagree - Not sure
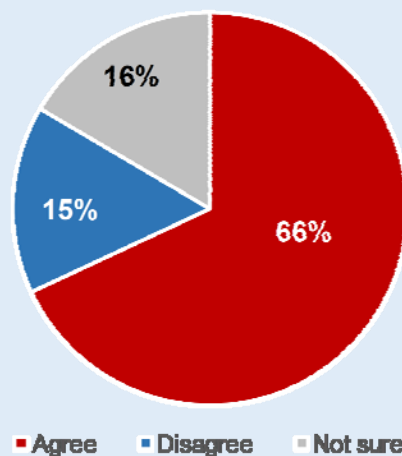
Provision of information management support to facilitate humanitarian performance monitoring within the sectors

In on-going humanitarian situations, strong performance monitoring is essential to support effective response. Performance monitoring in humanitarian situations aims to provide the humanitarian community with an overview of performance for effective decision making. It helps the humanitarian community to answer such important questions as to establish whether the humanitarian community is making the necessary progress against targets; whether the quality of the response on the ground is as in line with established standards; whether the needed resources are available for an effective response; and whether the Sector Lead Agencies are meeting their accountabilities. The IMOs deployed to the different Sector Lead Agencies to support the humanitarian actors in responding under the different sectors have a role to support sector performance monitoring activities. For this aspect, **66%** of the responding partners agreed that their sectors met its performance goals due to the IM support provided. On the same aspect, **28%** were not sure, while **4%** disagreed. The feedback could indicate other factors responsible for the sectors' performance.
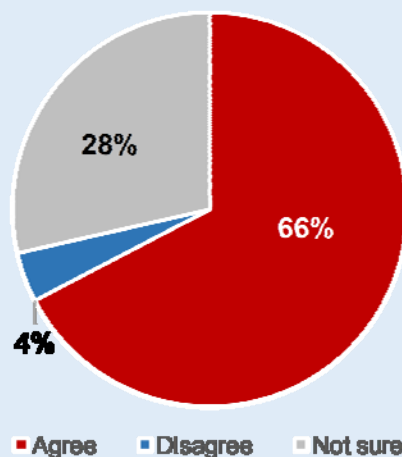
Provision of support in information search, access and retrieval using web-based humanitarian portals and platforms

Websites and other online platforms are known to provide an essential platform to support efficient, effective, and coordinated humanitarian response through the sharing of operational information. The web-based tools and platforms, when optimally managed and utilized do serve as one-stop-centers where the disaster response community can share, find, and collaborate on information to inform strategic decisions. The main web platforms facilitating humanitarian data and information sharing in Nigeria include ReliefWeb (https://reliefweb.int/country/nga), the Humanitarian Reponses (https://www.humanitarianresponse.info/en/operations/

nigeria/), Humanitarian Data Exchange (https://data.humdata.org/group/nga), UNOCHA Nigeria (http://www.unocha.org/nigeria), Financial Tracking System (https://fts.unocha.org/countries/163/summary/2018), the OCHA Country-based Pooled Funding Grants Management Systems (https://gms.unocha.org/ or https://cbpf.unocha.org/) and the Online Projects System (https://ops.unocha.org/Home.aspx), among others.

The information management officers have the responsibility to help the humanitarian responders to know about the existence of these online tools and platforms, how they work, and how the partners can make use of them to strengthen the humanitarian response activities through their respective sectors. Measuring the impact of the support of the IMOs on this aspect, **74%** of the responding partners agreed that the support enabled them to learn about the tools and platforms. They also agreed that the IMOs kept the sector web pages updated, providing guidance on how to access the information. Also, to note is that **15%** of the responding partners were not sure whether the IMOs provided this support or not, while **9%** disagree.

IM SUPPORT FOR PERFORMANCE MONITORING

28%

66%

4%

■ Agree   ■ Disagree   ▪ Not sure

Support of the information management officers in humanitarian data processing, data analysis, data visualization and information dissemination

Data processing, analysis and sharing of information among partners propels a healthy humanitarian eco-system and without it, coordination and effective action is impossible. During crisis contexts, information is more quickly understood when presented in a summarized manner, and visualized. All IMOs play a central role in making this possible.

From the survey—and in respect to this aspect of support, **88%** agree of the responding partners agree that the IMOs process and analyze data, visualize it by producing and disseminating thematic maps, info-graphics and other data visualization products that are helpful in sector response work. **7%** are not sure, while a statistically insignificant **3%** do not agree.
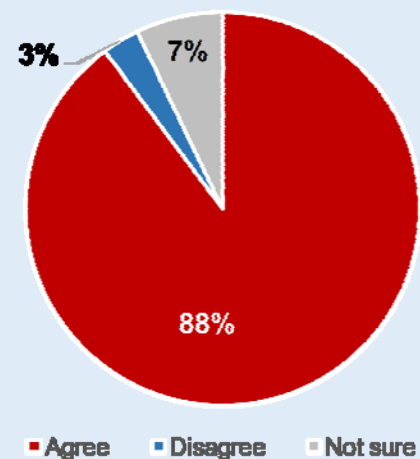
In addition, **84%** of the responding partners agreed that the IMOs produced and disseminated maps indicating partner operational presence for planning, harmonizing operations and minimize operational frictions and duplication of efforts. At least **7%** disagreed to the proposition, while **6%** are not sure. This key support service must be known and utilized by all partners. Lastly, but most importantly, 74% agree that the IMOs regularly share or disseminate information relevant to sector activities in a timely manner. For this measure, **19%** are not sure whether this happen, while only **3%** disagree.

Provision of support with the preparation and management of sector contact lists, keeping them up-to-date, and availing or disseminating them for access and use.
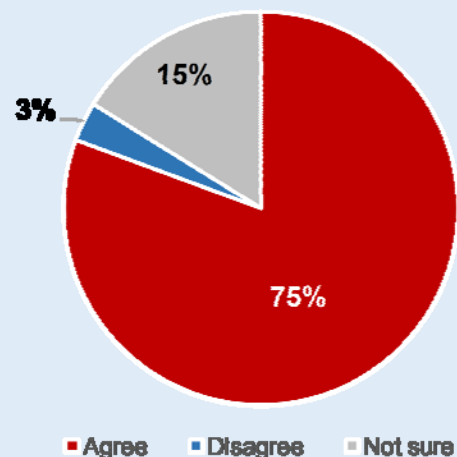
Contact lists help the humanitarian responders by enabling them to effectively coordinate during disasters and crises. Contact lists are specifically useful when they are kept up-to-date, providing an accurate, up-to-date record of the actors. They are most helpful in facilitating networking, partner-to-

partner outreach and in coordination of humanitarian response activities. Contact lists also enables other actors to obtain access to responding entities on aspects of funding and resource mobilization, creation synergies and partnerships in response as well as share information relevant to the response. It is the responsibility of the deployed IMOs to support the sector coordinators with the management of contact lists. From the survey, **75%** of the participating partners agreed that the IMOs supported their sectors to update, maintain and disseminate partner contact lists to support linkages and better networking. This notwithstanding, **15%** were not sure while **3%** disagreed.

DATA PROCESSING, ANALYSIS & VISUALIZATION

3% 7%

88%

■ Agree ■ Disagree ■ Not sure

PREPARATION AND UPDATE OF CONTACT LISTS

3% 15%

75%

■ Agree ■ Disagree ■ Not sure

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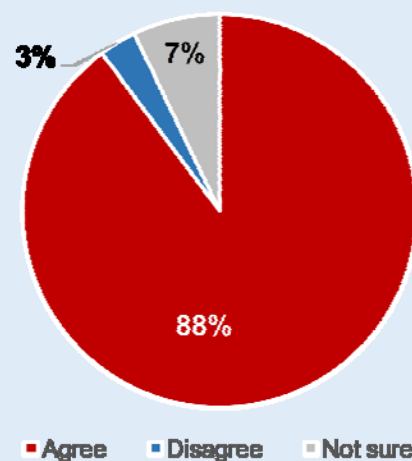
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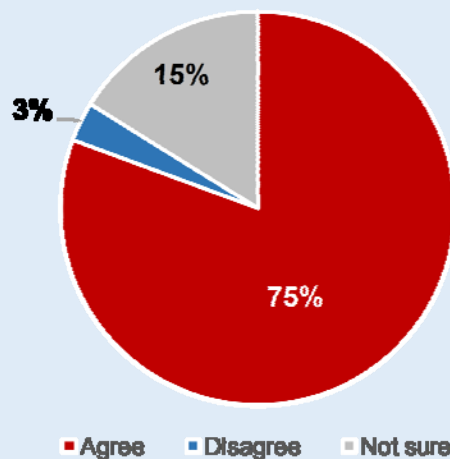
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DATA PROCESSING, ANALYSIS & VISUALIZATION

Agree · Disagree · Not sure

PREPARATION AND UPDATE OF CONTACT LISTS

Agree · Disagree · Not sure

Provision of information management support and facilitation of humanitarian needs analysis, response analysis and gap analysis

Humanitarian needs analysis constitutes a coordinated approach to the assessment of an emergency and to the prioritization of the needs of the affected people, laying the foundation for a coherent and efficient humanitarian response. Gap analysis helps to show the difference between the expected or needed response and that that currently occurs. Gap analysis concepts apply to multiple aspects in humanitarian response: operational capacity, activity or response, strategic and funding.

It is a primary responsibility of the information management officers to support the sectors with this kind of analysis, to facilitate informed, evidence-based decision making. In measuring the relative support of the IMOs on this aspect, **65%** of the responding partners agreed that the IMOs played important roles in supporting the sectors with needs, response and gap analysis whenever required. At least **19%** were not sure while **12%** disagreed. The IMOs will proactively take firm action on partner support with respect to needs, response and gap analysis, and take proactive measure to help the partners better understand how the support contributes to humanitarian analysis.

Facilitation on cross-sectoral humanitarian understanding through enhancement of data flow on inter-sectoral issues of concern.

The Inter-Agency Standing Committee (IASC) Generic Terms of Reference for Cluster and Sector Leads require Cluster and/or Sector leads at country level ensure effective information sharing. This is a role about which the deployed information management personnel support the sector coordinators, working hand in hand with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). With this in context, at least **76%** of the responding partners agreed that the IMOs kept them regularly informed about what is going on within the sector and in other sectors during the evaluation period. Some

16% of the partners were not sure if the IMOs facilitated inter-sectoral understanding through information management, while **4%** disagreed.

Liaison with relevant Government ministries, departments and agencies to facilitate limitless two-way flow of information

The IASC Operational Guidance Note on the Responsibilities of Sector Leads and UN OCHA in Information Management underscores the need to ensure that IM activities support national information systems, standards, build local capacities and maintain appropriate links with relevant Government,

ADVOCACY DURING COORDINATION MEETINGS

12%
6%
78%

■ Agree   ■ Disagree   ▪ Not sure
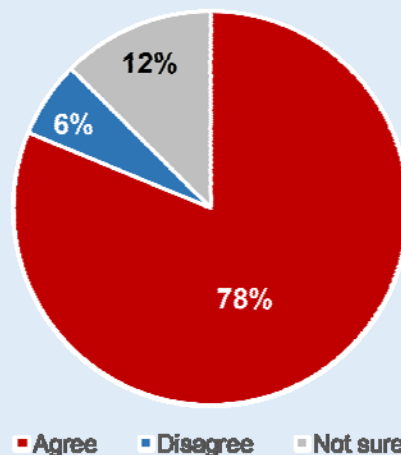
OVERALL RATING OF THE SUPPORT

7%
4%
84%

■ Excellent/Good   ■ Fair   ▪ Lacking
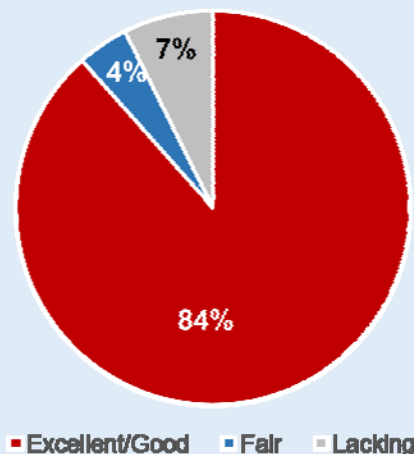
63% *Agreed they benefited from the IM support in specific ways*

62% *Provided suggestions to improve/make the best out of the IM support*

- Provision of information for strategic response interventions and better coordination based on sector priorities...

- Guidance on how to use data collection tools, specifically the new, online Who's doing What Where (5W) tool …

- Personalized support, sometimes via phone calls and provision of capacity building, enabling better reporting...

- By sharing analyzed data in a timely way. This has helped us to use it to write proposals using secondary data that is well processed...

- Sharing analyzed, tailored information that is essential and helpful in internal planning within my organization...

- Making required information on need and partners mapping for both health and nutrition sectors...

- Sending personalized reminders to submit 5W data ahead of deadlines and technical support on how to work with the Integrated Reporting System...

- Ensuring sector partners are involved at all stages of information management and receiving feedback from partners...

- Scaling up support for analysis around planned and achieved targets

- Capacity building on information management, especially in data analysis and data management training. Periodic trainings will enable us be more conversant with tools and techniques. This is a leading theme, by more than 80% of participants.

- Focus on improved, targeted engagement with field locations outside Maiduguri.

- Feed the partners with regular updates on coordination meetings. Provide one-on-one training on qualitative reporting, updates on protection sector meetings and monitoring and evaluation training.

- Regular outreach by field visits to partner organizations within/outside of Maiduguri.

- Work with other actors in dissemination of information at the sector level and also prioritize on capacity building of staffs within their respective organizations.

- Build the capacity of sector partners on data management and analysis including dashboard developments, templates that will aid reporting within individual organizations.

- Information managers should regularly attend coordination meetings to explain some data that partners may not be clear about. Interpret the information management tools in local languages.

- Improvement in data processing, and good reporting practice and access to updated information. Also enhanced my capacity for better gap analysis

- The support has made my coordination and information sharing more professional

- The information products have been useful in feeding the decision making process for program implementation.

- Location-based information assisted in proper planning and coordination for humanitarian interventions. With good data we eliminate or at least minimize double counting of cases

- The support has assisted in directing food supplies to the most vulnerable populations.

- Access to updated information has helped in avoiding overlaps and concentration of support to affected people in just a few locations while others are not supported.

- Improved networking between partners, coordination support, timely data for decision making, seamless monitoring and evaluation of activities

- Better and improved decision making for the allocation of resources and targeting and coordination. Enabled up to reach our targets for partners and donors in time

- It has broadened our knowledge of other key players in the sector and enhanced our ability to disseminate evidence regarding progress on indicators and targets to be met

- Positively impacted by providing processed data and harmonized that enable me to do my response planning.

- Capacity building has improved our information management literacy. It has resulted in a better understanding of partnership dynamics, data comprehension when data is visualized

iMMAP's Standby Partnership (SBP) Program in Nigeria—Perspectives from the Receiving Agencies

Since 2016, iMMAP has been provides surge capacity support to United Nations Agencies (Receiving Agencies) responding to humanitarian crisis in north east Nigeria. The support has been provided by way of identification, secondment and deployment of gratis information management expertise through the Standby Partnership Program (SBPP). This has been through the support of the United States Agency for International Development (USAID) Office of Foreign Disaster Assistance (OFDA) and Disaster Assistance Response Team (DART). The SBPP functions through a series of bilateral Memorandum of Understanding between UN agencies

Purpose impact monitoring

The purpose of monitoring the impact of iMMAP's Standby Partnership (SBP) Program was to collect essential data on perspectives of representatives from the receiving agencies, collect and utilize feedback to enhance effectiveness, efficiency and impact, and to consolidate data to track the collective performance of the partnerships.

Monitoring methodology

The target population comprised stakeholders within the Sector Lead Agencies with a stake in requesting and deployment of standby personnel. These included Heads and Deputy Heads of Sector Lead Agencies, Chiefs of Sections, Heads of Functional or Operational Units, agency Information Management Officers, Sector Coordinators and Deputy Sector Coordinators. To collect the needed data, an online questionnaire designed using SurveyMonkey https://www.surveymonkey.com/r/iMMAP-SBPP.

The link to the online questionnaire was widely distributed by email to actors who iMMAP believed had a stake in the process of deployment of standby personnel. Following a two-weeks timeline, responses had been received from 13 participants representing 9 humanitarian sectors. The resultant data was cleaned and analyzed using Microsoft Excel. Some of the analyses were extracted from SurveyMonkey.

Findings and actor perspectives

Different respondents representing the requesting/receiving agencies (essentially the United Nations Sector Lead Agencies in Nigeria) provide different views, opinions and perspectives about iMMAP's standby partnership program in Nigeria.

The details of the findings on the different monitoring aspects are presented and discussed in the respective sections through out this report.

Respondents by Gender	Count	Percent
Female	2	15.38%
Male	11	84.62%
Total	13	100.00%

Role in Agency	Count	Percent
Chief of Section	2	15.38%
Deputy Head of Sector Lead Agency	1	7.69%
Head of Functional or Operational Unit	1	7.69%
Information Management Officer	2	15.38%
Sector Coordinator	7	53.85%
Grand Total	13	100.00%

Respondents by Primary Sector	Count	Percent
Education	3	23.08%
CCCM, Shelter/NFI	2	15.38%
Food Security	2	15.38%
Multi Sector	2	15.38%
Gender-Based Violence	1	7.69%
Health	1	7.69%
Water, Sanitation and Hygiene	1	7.69%
Child Protection	1	7.69%
Nutrition	1	7.69%
Protection	0	0.00%
Logistics	0	0.00%
Early Recovery	0	0.00%

Respondents' familiarity with iMMAP's Standby Partnership Program

Familiarity with the standby partnership program was essential if the right feedback was to be collect to inform future interventions and improvements. Although the survey introduced iMMAP's Standby Partnership Program through which IM standby personnel are identified and deployed to Sector Lead Agencies, additional information was essential to establish relative familiarity with the program amongst the respondents. The following table presents a summary on the level of familiarity as reported by the respondents:

Familiarity with SBP Program	Count	Percent
Highly familiar	11	84.62%
Moderately familiar	2	15.38%
Grand Total	13	100.00%

Length of time working with iMMAP's standby partnership program in Nigeria

Relative familiarity with the iMMAP standby partnership program in Nigeria was also assessed in terms of time during which the survey participants have been involved with it, playing different roles. The following table indicates the duration of involved with iMMAP's standby partnership program:

Span of Involvement	Count	Percent
For 1-6 months	1	7.69%
For 6 months - 1 year	4	30.77%
For more than 1 year	8	61.54%
Grand Total	13	100.00%

Support with onboarding and orientation of the deployed information management standby personnel

Onboarding, also known as organizational socialization constitutes the mechanism through which the newly deployed standby personnel acquire the necessary knowledge, skills, and behaviors to become effective team members and insiders to the receiving agencies to which they are deployed.

Full board onboarding and orientation for standby personnel is important right from the time they deploy to the successful completion of the (usually) short-term deployments. The survey sought to establish if the receiving Sector Leading Agencies provided the deployed standby personnel with the necessary briefing, support and information at the start, and throughout the deployment. At least **92%** of the responding actors agreed that their agencies provided onboarding and orientation to the deployed personnel. **8%** indicated that they were not sure.

Alongside the provision of orientation is the expectation for the administrative teams of the receiving agencies to clarify the administrative, operational and work relationships for the standby personnel. On this matter, **85%** of the respondents agreed that this was done, **8%** disagreed while **8%** were not sure.

Similarly, it is an additional expectation that the supervisors of the deployed standby personnel, ordinarily the sector coordinators make time to meet and brief the new personnel about the sector coordination dynamics, and jointly agree on up appropriate key performance indicators. This is one of the most important aspects of personnel orientation. **85%** of the actors indicated agreement on this procedure while **16%**, in equal measure disagreed or were not sure. It has ordinarily been upon this background that the deployed personnel develop the work culture and relationships within the receiving agency, develop the necessary skills, knowledge and behaviors to become effective contributors to ongoing humanitarian response activities. On this aspect, **100%** of the responding actors indicated that indeed,

standby personnel deployed by iMMAP were able to seamlessly integrate with their respective agency staff.

Deployment of the right people, with the appropriate profiles matching humanitarian information management roles

The humanitarian context in north east Nigeria continues to change, leading to an increased demand for new skills and profiles that are equally diverse in terms of culture, language and gender and most importantly technical ability. To respond to requests of the receiving agencies reliably, quickly and appropriately, iMMAP maintains and retains a pool resources on the roster to meet these changing needs. Assessing this aspect,

RECEIVING AGENCY PROVIDES FULL-BOARDING AND ORIENTATION FOR DEPLOYED STANDBY-PERSONNEL

SUPERVISORS (SECTOR COORDINATORS) BRIEF PERSONNEL ON SECTOR COORDNIATION DYNAMICS, IM ROLES, AND SET KPIs

92%

8%

85%

8%   **8%**

■ Agree   ■ Disagree   ■ Not sure

77% of the responding actors agreed that the deployed standby personnel had the appropriate skills and background to the expectation of the needs of their respective agencies. **15%** disagreed while **8%** were not sure.

Satisfaction with duration of deployment with the receiving agencies

The high rate of turnover of humanitarian personnel constitutes one of the main challenges facing effective response to the north east Nigeria crisis. This has also been reflected in meetings and dialogs with sector coordinators and OCHA where continued training and capacity building has been recommended, due to the fact that trained partners leave as new ones arrive, and in need of targeted training and capacity building support.

While change is inevitable, high turnover of humanitarian personnel leaves grossly affect response activities, especially when experienced cadre leave, having to be replaced by inexperienced ones (which is usually the case when there is insufficient time to go through lengthy vetting processes in the wake of life-threatening crises.

For this reason, the survey also sought to establish the perspectives of the actors representing the receiving agencies on the matter. The outcome indicated **92%** agreed that the deployed personnel worked with their agencies for an appropriate or adequate duration. **8%** disagreed.

Perspectives on diversity in deployed standby personnel

Diversity in personnel refers to the differences between individual members of a team that can exist on various dimensions like language, nationality, religious background, functional background or task skills, sexual orientation, among others.

Diversity in personnel can have positive as well as negative effects on the accomplishment of humanitarian outcomes. Greater diversity in terms of culture and language within the United Nations environment has become increasingly important. iMMAP has been responsive to the need to match the diversity of its rosters to demand. From the responses, **77%** of the actors representing the re-

ceiving agencies agreed that there was sufficient diversity in deployed personnel in terms of language, culture and skills to meet demand iMMAP. **15%** disagreed while **8%** were not sure.

Reasons for requesting for deployment of information management standby personnel

To improve the efficiency and predictability of humanitarian response, especially during emergencies, sector lead agencies (in and out of Nigeria) contact iMMAP, requesting for the identification and rapid deployment of standby personnel that help to close existing human resource gaps or complement existing response teams. Standby personnel, with the appropriate profiles are made available quickly for short periods, (at no cost to the receiving agencies). When

THE DEPLOYED STANDBY PERSONNEL HAVE THE RIGHT SKILLS FOR THE INFORMATION MANAGEMENT ROLES

THERE'S DIVERSITY IN DEPLOYED PERSONNEL IN TERMS OF CULTURE, SKILLS AND TECHNICAL CAPACITY

77%   15%   8%   77%   15%   8%

■ Agree   ■ Disagree   ■ Not sure
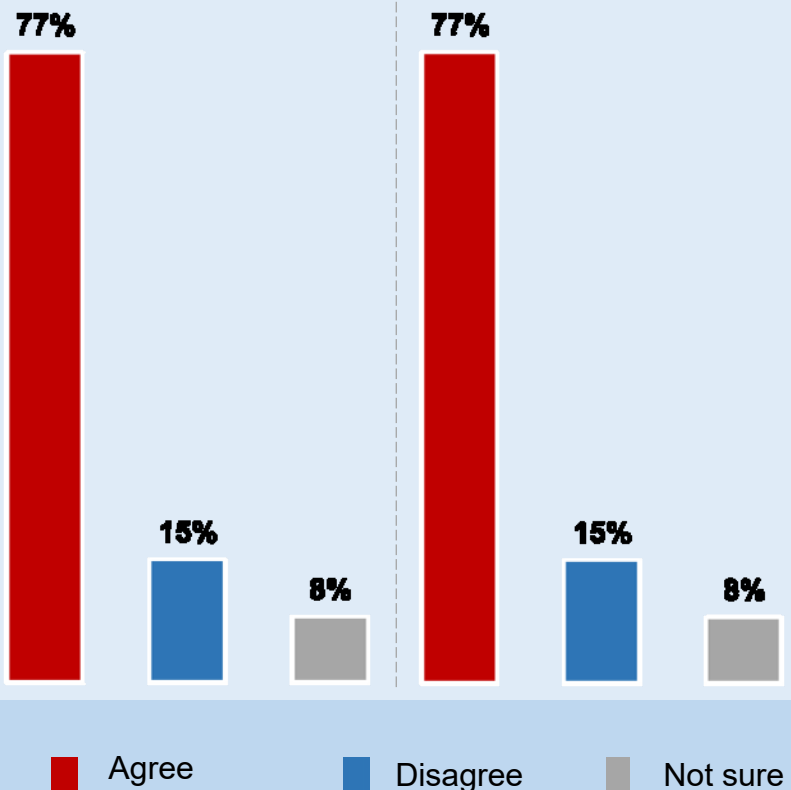
they deploy, they join the existing teams in emergency operations and work within the office and operational structures of the receiving agencies within the respective countries of deployment. This notwithstanding, the actors representing the Sector Lead Agencies provided the following as the reasons for requesting for the secondment of standby personnel in the capacity of information management officers:

- To provide technical support to the Gender-based Violence (GBV) sub sector and to support GBV Information Management System (GBVIMS) coordination;

- To fill the gap in knowledge and information management in the Section that is already overstretched and overwhelmed;

- The request for support wasn't specifically for my office, but was to provide support to the humanitarian partners within the sectors;

- To bring more quality and standards in the information management system of the health sector. Also, to ensure timely reporting on indicators set in the Humanitarian Response Plan (HRP) to provide more evidence-based information to donors and other stakeholders;

- To support in Humanitarian Needs Overview (HNO/HRP), steer information management functions, and other arising information management needs in the sector;

- The request for support was due to both programmatic and funding challenges;

- To increase section capacity in the response to the crisis, and build national capacity;

- Under the global partnership between UNICEF and SBP, Country Offices request for the support of standby personnel, especially when the affected positions are not budgeted for;

- There was no full-time information management officer for the Sector Lead Agency;

- To support the development of sector products and data analysis;

- Lack of specialized technical capacity and sufficient manpower support.

The efficacy of humanitarian response without the support of the information management standby personnel

Strengthening humanitarian information management is essential to the effective coordination of humanitarian response within and across humanitarian clusters and/or sectors. In the context of the north east Nigeria crisis, the need for accurate and timely information is as crucial as is a rapid and coherent coordination with the humanitarian community.

Effective humanitarian information management approaches that provide timely access to comprehensive, relevant and reliable information are critical to humanitarian operations. On these premises, the survey also sought to establish what would have happened without the deployments. The issues below are a presentation of the responses, indicative of what the representatives of the receiving agencies believe the situation would look like:

- The GBV sub-sector information management products would not have been possible. Support to the partners (one-on-one, as well as joint support) to complete and submit monthly and quarterly reports would not have been well managed.

- The Humanitarian Program Cycle (HPC) process - developing the HNO and guiding the development of the HRP sections for the sub-sector would also not be possible;

- There would be a burden on the Specialist who would take on the role. This would affect his productivity and efficiency;

- The current level of humanitarian coordination and information management would be negatively affected;

- Poor quality of data, information, and delayed reporting. There would be no information management products, no evidence-based information, and weak assessment data analysis;

- The sector would not be able to meet its core functions of supporting the partners in the throughout the humanitarian program cycle;

- The program implementation would have suffered some delays and faced challenges;

- There would be gaps in the capacity of the agency (as a sector lead) to respond

- Information management for sector coordination would have had lots of gap if not supported by iMMAP or another standby partnership agency;

- Most of the information management functions would not have been achieved;

- Poor quality of analysis of humanitarian needs specific to the sector;

- Our products would not be of the same quality as they are right now without the information management deployment. It has significantly improved the quality of work and brought in professionalism and standardization into our daily information management work.

The extent to which the deployed information management standby personnel filled specific capacity gaps

On the same note, the survey also sought to establish the extent to which the seconded information management personnel filled specific gaps in skills capacity. the options available included 'to a large extent', and 'to a limited extent'.

All responding actors, constituting **100%** indicated that the deployed information management standby personnel filled specific gaps in skills and overall profile for the roles for which they were deployed.

They also indicated a number of reasons as to why the skills and/or person profiles of the deployed personnel lacked in their respective organizations. The following is a presentation of the reasons as to why the specific person profiles or skillsets lacked:

- The UNFPA humanitarian hub is still in the process of being established as a full business case, therefore the necessary posts are not yet dully approved and filled.

- For the GBVIMS, it's not a full-time position but there was a lack of capacity essential to set up

the system and support the partners that are using the IMS as part of their programming;

- Initially, there was a funding gap but this year the recruitment process takes a long time till onboarding completed;

- There was need for improvement in the quality of information. Even we are still looking at the improvements, the normal process of IM, accessing sector's data and information products has been improved by 70%, and the HNO data quality, and the overall process has been greatly improved in terms of quality;

- There was no information management capacity with the health sector. There was one IMO deployed by SBP but faced a lot of challenges and lacked the required information management skills to adequately support the health sector response to the crisis. Same lack of GIS knowledge mapping capacity;

- A national IMO was deployed and has put optimal effort in his role. However, the needs in the sector are so huge and would have suitably been shadowed by a co-IMO internationally recruited to be able to meet the demands and produce quality outputs;

- It's more relevant to say that the person profiles were not in sufficient number due to the huge volume of activities and emergency demands;

- Skills for sector coordination, both sector coordinators and IMOs are limited globally. With respect to information management, IMMAP standby personnel come with a specific advantage, given iMMAP's specialty not only in IM, but mapping too;

- There was an overall deficiency in information management networking at the intra-sector and inter-sector level. Also notable was a general lack of key interpersonal skills and communication;

- The fact that the deployment was done quickly and smoothly made the difference;

- Experience with cluster approach and someone who could think outside of the box and think strategically above the technical analysis.

Satisfaction with the time taken to deploy the information management standby personnel, from request through to deployment

Deploying standby personnel swiftly and effectively is a fundamental challenge for many receiving or requesting agencies. Lags in the deployment of the needed standby personnel pose serious consequences, often reducing the agency's response capacity and operational effectiveness, not only affecting their ability to meet their commitments to timely and informed response, but also constraining their ability to save lives and minimize the suffering of people affected by the crisis.

Upon request for deployment of standby personnel, and based on agreed terms of reference, iMMAP identifies and shares curriculum vita or personnel profiles to the requesting agency focal person(s), communicate and agree on the deployment time lines. The actors participating in the survey had differing views, but also highlighted several options that could be explored to reduce the time between requests and deployments.

- For the international positions, it took a longer time to deploy the standby personnel. Discussions with the key staff in the organization need to be held upfront with clear indications of the roles expected;

- The response time was adequate. It was handled in a timely manner;

- Even though I answered yes to the question of whether deployments were done in a timely manner or not, reducing the current time in the deployment would be most helpful. By the time a request is made, often a gap already exists and needs to be filled urgently;

- Timely support was provided in the deployment of the standby personnel, from requesting to actual deployment.

- iMMAP has been supportive but organizational procedures of the receiving agencies have not always been up to speed to support the partnership;

- We could anticipate more to ensure more timely replacement of departing international standby personnel. We would also suggest longer contracts for the standby personnel, of at least one year.

Integration of the standby personnel with the agencies' longer-term personnel planning

There is a notable variation in the length of time for which iMMAP deploys standby personnel. This varies from nature of deployment--national versus international deployments, nature of emergency, and most importantly, funding available for the position at hand, but typically, standby personnel have been deployed for periods of three to nine months. This depends on several factors, such as policy, (to provide

SATISFIED WITH THE TIME TAKEN TO DEPLOY THE STANDBY PERSONNEL (FROM REQUEST TO DEPLOYMENT)

THERE WAS ADDITIONAL NOTABLE IMPACT/ADDED VALUE BROUGHT ABOUT BY THE DEPLOYED STANDBY PERSONNEL

91%

9%

100%

0%

■ Agree   ■ Disagree   ■ Not sure

temporary coverage and ample time for the receiving agency to recruit); the fact that longer deployments invite misuse (where the receiving agencies retain staff because they are free); and fears of reducing the mobility of the roster by tying up staff). The respondents presented varying perspectives on how the deployed information management standby personnel integrated with their agencies' longer-term personnel planning:

- As long as there is still need for the GBV sub sector, the role of the sector information management standby personnel will still remain relevant because there is not any visible internal plan to fill these positions yet.

- The existing information management standby personnel can be integrated in the World Health Organization Human Resource work plan in case no further funding is available.

- The deployment of the information management standby personnel enabled our agency to get time to better reconsider how long the emergency could last and determine what short-term posts could be converted into long-term positions.

Notable differences in competencies, attitude and behavior of deployed personnel, relative to the receiving agencies' staff

Matching the capacity of the deployed standby personnel to the mandate and structure of the requesting agencies has significant implications for the quality of an organization's humanitarian programming, response and accountability to affected populations.

The kind of competencies that the standby personnel bring on table can play a major role in enabling the agencies to fulfil their mandates or otherwise. For this reason, the respondents highlighted a range of notable differences in competence, attitude and behavior observed in the deployed standby personnel with relation to the staff of their respective agencies:

- The sub-sector international information management standby personnel is very profession-

al and understands his work priorities. This is not entirely the same with the nationally-recruited standby personnel.

- The GBV information management system coordinator has the potential to gain a more solid grasp of the inter-agency nature of GBV-IMS coordination and the need to align this coordination function with the sub-sector priorities.

- The deployed personnel adapted well to the teams with positive feedback on his competence, behavior and attitude from in working with the rest of the team.

- Technical skill, analysis and creativity

- More dedicated, more professional and result-oriented staff with very clear mandate.

- The information management officer seconded to the sector was adequately skilled. On another note, however, an international staff would have handled more tasks, and would better withstand operational pressure in an emergency context;

- Deployed personnel are more inclined to quickly adhere and comply to some policy and security regulations;

- Technical skills on humanitarian information management, which were not widely available within UNICEF;

- The deployed personnel seemed more inclined to achieving the objectives of iMMAP as opposed to the sector core functions;

- There wasn't a major or significant difference, especially in attitudes and behavior as compared with the rest of the agency staff;

- Professionally trained with vast information management skills, attentive to detail, especially with numbers.

Additional, notable impact or added value brought about by the seconded personnel

In addition, all **(100%)** of the survey respondents identified several additional, notable impacts or added

value (for instance in skills transfer, capacity building, among others) that was brought to their respective agencies because of the deployed standby personnel. Specifically, the following were identified:

• Given that the set of skills is unique, there's capacity building that benefits other programs within the organization;

• The deployed personnel supported the UNICEF Education Section on several occasions;

• Information management analysis and problem solving on issues of data management;

• More quality and innovative products were produced by the deployed information management officer;

• The standby personnel improved the Who's doing What Where, When and for Whom (5Ws) reporting template, making it more user friendly for the sector partners;

• Program sections being the ones who host deployed personnel, are in a better position to provide more detailed feedback on the added value of standby personnel;

• Strengthening of local partner capacity in monitoring and evaluation

• Capacity building of sector partners for information management, including UNICEF WASH section personnel;

• Partners ability to understand the reporting requirements and use of the reporting tools;

• Support on issues which are not necessarily related to information management.

Unintended impacts resulting from the deployment of standby personnel.

A majority of the respondents (**73%**) indicated that there were no unintended impacts resulting from the deployment of information management standby personnel to support their agencies. Only **27%** indicated unintended impacts.

These, inter alia, included the fact that the standby personnel supported the other programs within the receiving agency's structures, even when they were not specifically deployed for such support. In other cases, it was indicated that the respective agency sections (departments) made demands to get the help of the deployed standby personnel on many occasions, even without seeking the consent and approval of the sector coordinators, who serve as the supervisors.

Salient features of iMMAP's standby partnership program relative to alternative surge mechanisms

There are notable differences between iMMAP's standby partnership program with relation to alternative surge mechanisms, as indicated by **75%** of the respondents. Contrary, **25%** did not see any noticea-

THERE WERE UNINTENDED IMPACTS RESULTING FROM THE DEPLOYMENT OF STANDBY PERSONNEL

THERE ARE DIFFERENCES IN IMMAP'S SBP PROGRAM RELATIVE TO OTHER SURGE MECHANISMS IN MY AGENCY

73%   27%   75%   25%
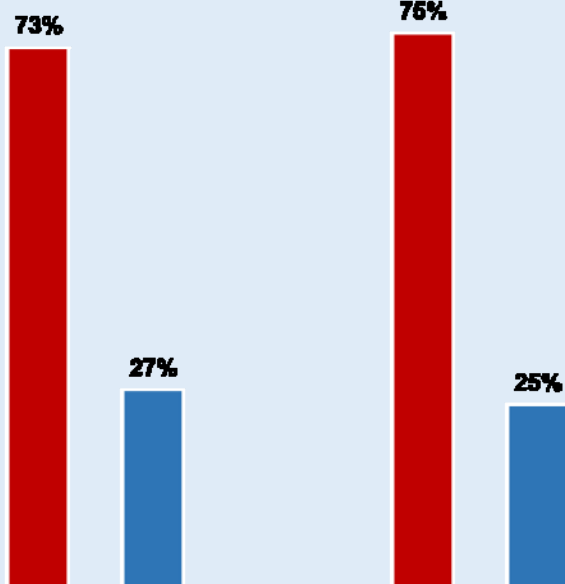
█ Agree   █ Disagree   ▒ Not sure

ble differences. The respondents highlighted the following salient, distinguishing features

- iMMAP's SBPP deployments are well organized, follow up with agency is sufficient and the staff are well taken care of;

- Implementation of the deployment faster that surge mechanisms;

- Much quicker and effective in terms of identification and deployment of highly-skilled and professional personnel;

- iMMAP prepares its staff adequately to handle the tasks assigned. The seconded personnel easily blend in with other staff;

- The key feature of iMMAP's standby partnership program is in speed of response

- Presence in-country, with an office and a Country Director

- The duration of the deployments. It is longer than most other surge mechanisms.

Efficiency of iMMAP's standby partnership mechanism

A key feature of iMMAP's standby partnership program is the way in which its bilateral mechanisms with the different requesting/receiving UN agencies contribute to overall efficiency and effectiveness. More so, agency-specific constraints notwithstanding, it is iMMAP's priority is to make the request and deployment experience as seamless as possible.

The survey sought to establish the level of agreement of representatives of the requesting/receiving agencies with respect to effort required of them to get iMMAP to deploy the requested information management standby personnel.

At least **64%** agreed that a minimum of effort was required for their agencies to receive deployment of the requested personnel. Contrary, **9%** disagreed, while **27%** were not sure. Efficiency is, many a time influenced by the quality of communications between iMMAP and the requesting agen-

cies. To this effect, **91%** of the representatives of the requesting agencies agreed that the quality of communications between iMMAP and their respective agencies was appropriate throughout the process. None of them disagreed to the proposition, while **9%** indicated that they were not sure.

Procedural bottlenecks impacting the timely deployment of information management standby personnel

In an effort to collect the most objective feedback, the survey also sought to establish if there were known procedural bottlenecks resulting in delays, both on the side of iMMAP and the requesting agency prior to the deployment of the information management standby personnel. At least **45%** agreed that there were procedural bottlenecks while **36%** disagreed. Up to **18%** indicated that that they were not sure or opted to maintain a neutral position on the subject.

A MINIMUM OF EFFORT IS REQUIRED OF MY AGENCY FOR IMMAP TO DEPLOY THE REQUESTED STANDBY PERSONNEL

THE QUALITY OF COMMUNICATIONS AND ENGAGEMENT BETWEEN IMMAP AND MY AGENCY IS APPROPRIATE

64%   9%   27%   91%   0%   9%

Agree   Disagree   Not sure
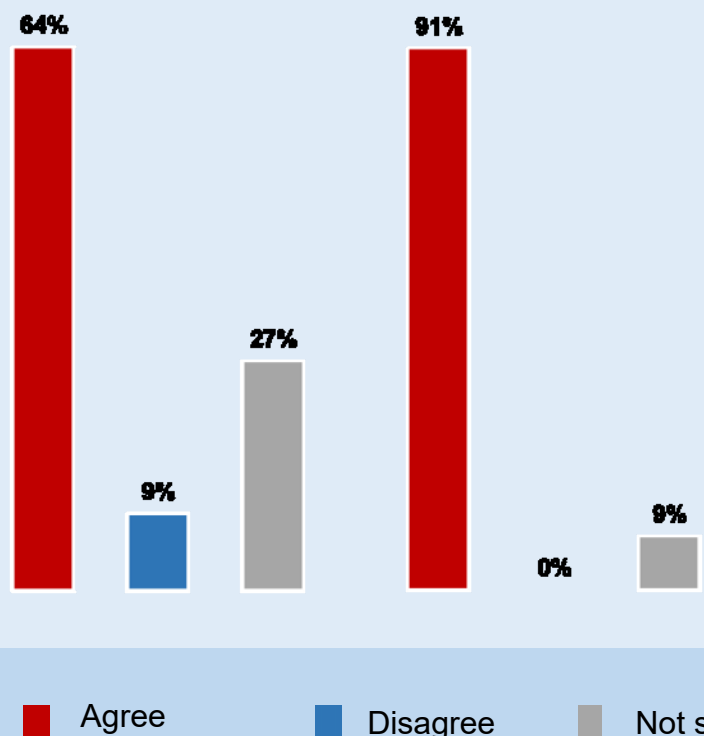
Additionally, it is iMMAP's practice to maintain contact with focal persons within the receiving agencies, especially with the sector coordinators.

Constant contact enables iMMAP to do regular monitoring and follow up on issues related to the performance of the deployed information management officers. All (**100%**) of the responders agreed that iMMAP remained in touch regularly monitored and followed up on the performance of the deployed personnel.

Flexibility and responsiveness of the standby partnership program to changes in humanitarian context

For an emergency response effort to be sustainable beyond the initial surge, counter-parting between internationally and nationally-recruited personnel constitutes a vital consideration. At the beginning of an emergency, international expertise comes in handy to expeditiously help to put in place the necessary systems to make response possible. Over time, and in line with the changing humanitarian context, building the capacity of national personnel helps to ensure sustainability of the support when support for international expertise is scaled down.

iMMAP is proactively investing in the building of rosters and registers--tools that do not only enable matching of expertise with the staffing needs of the requesting agencies, but also remain open, attracting resources with the relevant skills to meet changing humanitarian contexts. All the respondents (**100%**) agreed that iMMAP's standby partnership program was flexible and responsive to changes in the humanitarian context, emerging trends and new challenges.

Contribution of the deployed personnel to intra-sector and inter-sectoral coordination mechanisms

The single most important challenge associated with humanitarian information management is that of double-counting. It is a common fact that humanitarian cases or phenomena can be counted or considered more than once at a specific instance when aggregating across multidimensional variables and hierarchical categorizations. This ordinarily happens where one individual could belong to several categories at the same time. For instance, one individual can be in need in the shelter and the health services and would hence appear in both sectors' estimates of people in need of assistance.

This calls for specific disambiguation methods when aggregating figures available at geographical and sector level. All respondents (**100%**) attest to the fact that the deployed information management standby personnel effectively demonstrated a commitment toward avoidance or minimization of double-counting. Relatedly, this contributes to the receiving agency's optimization of their mandate, as further indicated by **100%** of the respondents. In the end, the deployments, as indicated by **91%** result in noticeable, overall improvements in data collection, data processing and analysis, visualization and dissemination—a general positive noticed in virtually all sectors, besides the 9% response from surveyed actors who were not sure.

THE STANDBY PARTNERSHIP APPROACH IS FLEXIBLE AND RESPONSIVE TO CHANGES TO THE HUMANITATIAN CONTEXT

THE STANDBY PERSONNEL CONTRIBUTE WELL TO INTRA-SECTOR AND INTER-SECTOR COORDINATION MECHANISMS
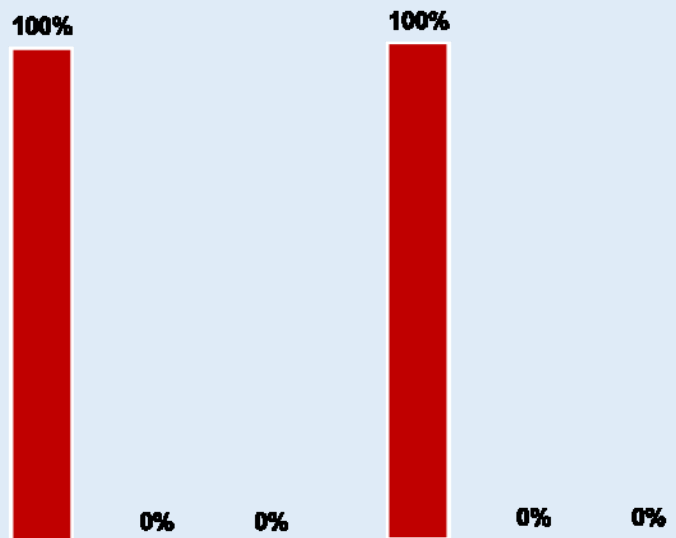
- Agree
- Disagree
- Not sure

Perspectives on appropriateness of the separation process—advance notice, handover, performance evaluations and replacements

It has earlier been discussed that standby personnel are ordinarily deployed for shorter periods to allow the receiving agencies more time to plan for longer-term human resources interventions, while at the same time helping to enable them save lives and minimize the suffering of people affected by humanitarian crises.

Not all receiving agencies have been willing to let the deployed personnel go when their deployment terms come to an end. Nevertheless, iMMAP works hand in hand with the agencies to ensure a coherent and streamlined handover of roles before the personnel leave. From the findings of the survey, **60%** agree that on separation, there is a coherent, streamlined mechanism for notice, handover, and performance evaluation for standby personnel. **40%** were not sure, while none disagreed.

There have been cases when the deployed personnel have to leave during the course of an ongoing crisis, leaving behind critical personnel gaps that could hinder effective humanitarian response. Under such circumstances, iMMAP provides options for finding and deploying appropriate replacements to fill the gaps. This is confirmed by **70%** of the respondents, agreeing that iMMAP proactively provided options for a replacement to fill the gap left by the separating personnel. At least **10%** disagreed, while **20%** indicated that they were not sure.

## Overall rating of iMMAP's standby partnership program in Nigeria

Overall, **91%** of the respondents representing the requesting/receiving agencies strongly agree that iMMAP's information management support through the standby partnership program aligns well with their agencies' definition of surge capacity. Similarly, **9%** agree and none disagrees. It was also established that most of the agencies' expectations out of the information management personnel deployments were met. This was justified by **82%** who strongly agreed to the proposition, **18%** who agreed, and none in disa-

greement. On top of that, **82%** indicated that their agencies realized value out of the investment in time and resources with iMMAP's deployment(s) under the standby partnership arrangement, with **9%** in agreement. The survey also noted the 9% that disagreed.

SEPARATION IS HANDLED APPROPRIATELY
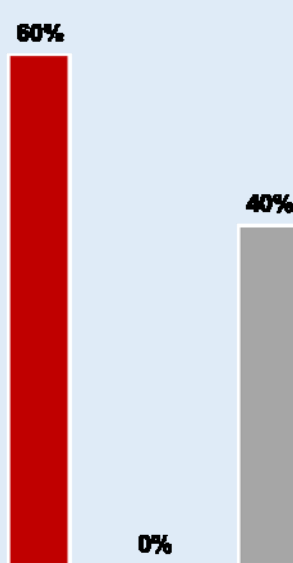
IMMAP PROVIDES SUPPORT TO FILL GAPS LEFT
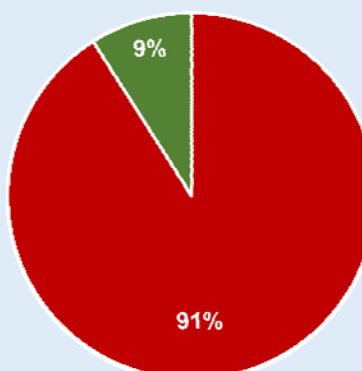
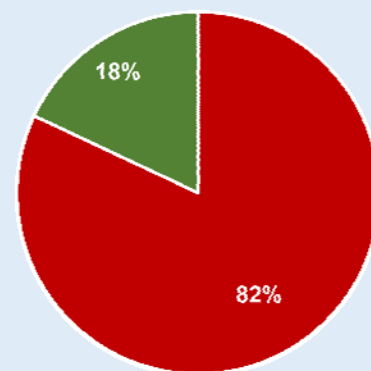60%   0%   40%

70%   10%   20%
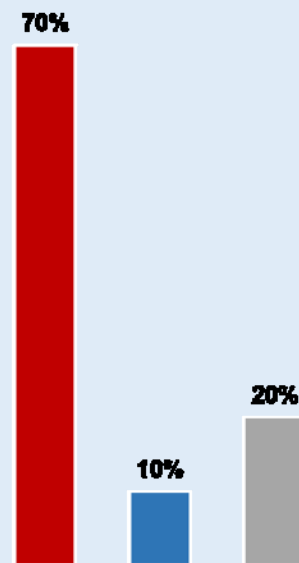
■ Agree   ■ Disagree   ■ Not sure

THE SUPPORT ALIGNS WELL WITH AGENCY STAFFING NEEDS

MY AGENCY EXPECTATIONS OUT OF THE DEPLOYMENT WERE MET

9%   91%

18%   82%

■ Strongly Agree   ■ Agree

Humanitarian Information Management Training and Capacity Building

iMMAP rolled out its maiden humanitarian information management training and capacity building program Nigeria, in January 2018. The purpose of the program is to facilitate capacity building, capacity strengthening and to empower humanitarian partners to leverage and optimize information management tools, technologies, platforms and best practices to effectively respond to the humanitarian crisis in the north east.

Starting with a participatory capacity building needs assessment, iMMAP designed training programs responding to the priority needs of the humanitarian partners. iMMAP worked hand in hand with UNOCHA to deliver and facilitate capacity building activities. Four training and capacity building rounds were conducted between February and July 2018. The first and second training rounds were held in Maiduguri, Borno State in February and March, attended by 32 and 39 participants respectively. The third round was held in April in Yola, Adamawa State attended by 70 participants. Round 4 was held in Damaturu, Yobe State, with 53 participants.

Purpose of monitoring

The rationale for monitoring the impact of the training and capacity building activities was not only to measure, evaluate and assess the usefulness of the skills and knowledge imparted, but also of the relative value of the exposure to tools, techniques and in-training networks created. The data and feedback obtained from the impact monitoring exercise was essential in informing and guiding future improvements, and for helping in considering additional areas of information management training and capacity building focus.

Monitoring methodology

The target population was primarily the 194 participants who attended the training. It was guided by the information needs of the survey. Data was collected online, using a survey questionnaire designed using Kobo Toolbox https://ee.humanitarianresponse.info/single/::3RN6iipL. It was pilot tested before deployment. Following a two-weeks timeline, 121 participants had responded, accounting for a 62.4% response rate. In addition to analysis with Kobo Toolbox, data was cleaned and further analyzed using Microsoft Excel.

Respondents by Gender	Count	Percent
Female	32	26.45%
Male	89	73.55%
Grand Total	121	100.00%

By State(s) of Operation	Count	Percent
Borno	51	42.15%
Adamawa	50	41.32%
Yobe	41	33.88%
Gombe	9	7.44%
Abuja FCT	6	4.96%
Bauchi	2	1.65%
Taraba	1	0.83%

Sector	Count	Percent
Food Security	33	27.27%
Protection	28	23.14%
Health	28	23.14%
Child Protection	24	19.83%
Gender-Based Violence	24	19.83%
CCCM, Shelter/NFI	20	16.53%
Education	17	14.05%
Water, Sanitation and Hygiene	16	13.22%
Multi Sector	16	13.22%
Nutrition	16	13.22%
Logistics	4	3.31%

Training Round/Gender/Location	Male	Female	Total
Round I - Maiduguri, Borno State	24	8	32
Round II - Maiduguri, Borno State	32	7	39
Round III - Yola, Adamawa State	53	17	70
Round IV - Damaturu, Yobe State	42	11	53
Total Participants	151	43	194

Organization Type	Count	Percent
International NGO	44	36.4%
National NGO	43	35.5%
UN Agency	19	15.7%
Government	10	8.3%
Red Cross/Red Crescent	3	2.5%
Civil Society	1	0.8%
Academia	1	0.8%

GENDER PRIORITIZATION

Consistent with the IASC Gender Marker, gender mainstreaming was prioritized in this training and capacity building activity. Female participation was encouraged and facilitated in all training rounds. See Also: https://bit.ly/2wtEUR3

Overview of survey findings

At least 99.2% of the responding participants found the training very useful (85%) or useful (14%). Up to 63% have been able to utilize the knowledge and skills obtained. 84% agree that they work more efficiently and effectively, while 86% agree that they perform their roles better. Notably, 73% attest to an improved flow of information within their organizations. Most importantly, 88% agree that the training increased their confidence and competence.

Over 86% agree that the training resulted in an overall improvement in their work. Also to note is the organizational recognition of the information management knowledge and skills obtained as indicated by over 73% of the participants surveyed.

One-on-one support is underscored as an essential, post-training intervention to facilitate masterly. Given the opportunity for one on one support, 73.38% responded that there are issues for which they would need support under the arrangement. Capacity building was not be extended to all of the partners in the four training rounds. Up to 89.99% of the surveyed participants agree that there are responders within their organizations that would benefit from this training.

Further engagement with UNOCHA pointed to the need for outreach to crucial partners at the LGA level that can hardly afford travel to state capitals for training given the costs and logistics involved. These are the actors that directly provide assistance to the beneficiaries, and also responsible for recording and data collection that is essential for tracking the delivery of humanitarian assistance.

Participant nomination process was handled satisfactorily

Value	Count	Percent
Strongly agree	82	67.8%
Agree	35	28.9%
Disagree	2	1.7%

iMMAP conducts the nomination of the participants is done in coordination with sector coordinators and OCHA. As per the rating, the process is satisfactory and will be maintained.

The pre-training communications were satisfactory

Value	Count	Percent
Strongly agree	84.0	69.4%
Agree	33.0	27.3%
Disagree	2.0	1.7%

Communication involved confirming participant nomination, clarifying technical and logistical issues and providing answers to frequently asked questions.

The training expectations were captured and addressed

Value	Count	Percent
Strongly agree	78.0	64.5%
Agree	41.0	38.9%
Disagree	0.0	0.0%

Expectations are captured, documented at every beginning of the training day, and acted upon throughout the training. The practice will be maintained.

In-training feedback captured and acted upon during

Value	Count	Percent
Strongly agree	76	62.81%
Agree	43	35.54%

As part of the daily evaluation process, iMMAP collects in-training feedback every day of the training. The feedback is duly acted upon to enhance the learning experience.

Handouts, presentations, and reference materials shared

Value	Count	Percent
Strongly agree	99	81.82%
Agree	19	15.7%

Presentations, training handouts and reference materials, including links to essential resources are shared with the participants to facilitate self-paced reference.

The post-training engagement with trainers was satisfactory

Value	Count	Percent
Strongly agree	78.0	64.5%
Agree	41.0	38.9%

iMMAP maintains post-training contact with the participants. This enables report sharing, sharing of IM products and response to requests for one-on-one support.

SUGGESTIONS FOR IMPROVEMENT

- One-on-one support should be prioritized after the training to enable the participants to better understand the process and improve performance and efficiency.

- Where topic coverage is broad, more time should be allocated. Action should be taken and followed up to ensure knowledge gained is not lost or left unutilized.

- Practical training should not be limited to specific software tools (Kobo Toolbox and QGIS), but other relevant software applications too.

- Repeat the practical training on completed tools such as electronic form design and mobile data collection with Kobo Toolbox and Kobo Collect, as well as mapping with QGIS to facilitate mastery and effective use.

- Restrict the number of participants per training round to minimize the facilitator-participant ratio. In cases where the training facilities (such as training halls) are not adequate in some locations, fewer participants would help mitigate the effects of resource inadequacy.

- Expand the scope of reach to enable participation of partners at the Local Government Authority (LGA). Partners at the LGA level are the key stakeholders in delivery of humanitarian assistance and field data collection.

- There is need for consistent, post-training follow up with the participants to make sure they are utilizing the skills they gained during the training. If possible organize one or two days refresher training from time to time so as to liven up what was not exhaustively captured during the training.

Empowerment and confidence building of humanitarian responders

One of the main reasons for providing capacity building to humanitarian partners is to empower and build the confidence of the partners to do further quest on alternative information management approaches and practices that enhance their response activities.

To this effect, 66% of the respondents strongly agreed that the training motivated them to research further into information management while 33% agreed. None of the survey participants disagreed. In addition, it was also established that the training was indeed an eye-opener and providing the trained participants with to research further. This is an aspect about which 61% strongly agreed, 36% agreed, and with only 2% in disagreement.

Confidence-building constitutes one of the primary reasons for building the capacity of humanitarian responders. Confidence describes how partners feel about their ability or inability to perform roles, functions and tasks.

By introducing new knowledge, skills, information management practices and approaches, the intent was to ensure that the partners can do essential information management tasks, or at least have sufficient information about referral options where support is required. On this aspect, 67% of the responding participants strongly agreed that the training gave them the confidence to pursue other methods, tools and techniques on their one. Similarly, 32% agreed, and none disagreed.
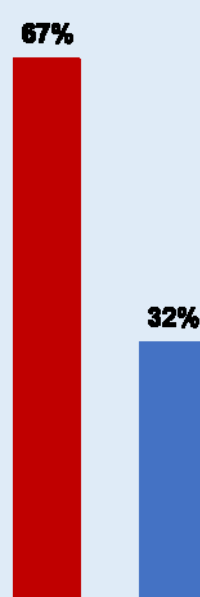
Knowledge of humanitarian principles and humanitarian information management

Accordingly, it was also established that the training increased the participants' knowledge of humanitarian information management. This was strongly agreed upon by 83% of the responding participants, also in view of the need to mainstream the humanitarian principles of humanity, impartiality, independence, and neutrality. At least 16% of the respondents also agreed, with none in disagreement. Indeed, 66% strongly indicated that they understood the humanitarian principles better, with 31% in agreement. None of the responding participants disagreed.

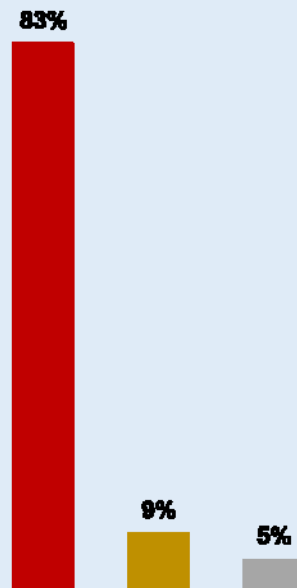### THE TRAINING MOTIVATED FURTHER RESEARCH INTO THE SUBJECT

66%

33%
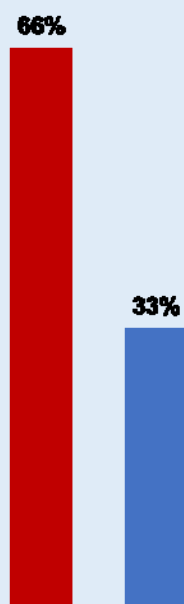
THE TRAINING BUILT CONFIDENCE TO PURSUE OTHER APPROACHES

67%

32%

STRENGTHENED MY KNOWLEDGE OF HUMANITARIAN PRINCIPLES

83%

16%

I WAS ABLE TO APPLY THE NEW KNOWLEDGE, SKILLS TO MY WORK

83%

9%

5%

■ Strongly agree   ■ Agree   ■ Disagree   ■ Maybe later

Enabling application of new knowledge, skills and techniques in response activities

Other measures included ability of the partners to apply the knowledge and skills from the training to their work (to which 83% agreed, 9% disagreed, while 5% believed that perhaps these knowledge and skills could be better put to work later.

In addition, 81% agreed that they continue to use the knowledge and skills obtained from the training in the work they currently did. This was confirmed by 9% who disagreed, as compared to 7% who believe that this would be possible in the future.

Also, to note is that a majority (80%) agreed to learning new, improved ways to communicate with networks within their field. This was in contrast with 12% who disagreed, and 6% who suggest that this would perhaps be possible later.

Ability to transfer, share knowledge, skills and techniques learnt—with others

Knowledge transfer is the practice of passing on or transferring knowledge from individuals that are endowed with suck knowledge and know-how, to those who lack such knowledge. The practice entails an ability to organize, create, capture or distribute knowledge and ensure its availability for others.

One of the main objectives of iMMAP's training and capacity building activities is to ensure that the partners who receive the knowledge have the capacity and confidence to pass it on to other humanitarian actors—considering an inability to reach out and share such with everyone, individually.

From the survey, 55% of the respondents agreed that they were able to pass on the knowledge; 31% disagreed about having been able to pass on the

HOW THE SKILLS HAVE BEEN PUT TO USE

At least 63% of the participants been able to utilize the knowledge and skills obtained. Up to 84% agree that they work more efficiently and effectively, while 86% agree that they perform their roles better. Notably, 73% attest to an improved flow of information within their organizations. Most importantly, 88% agree that the training increased their confidence and competence .

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- I was able to use the Microsoft Excel Pivot Table tool to analyze my assessment data. I prepared assessment reports afterwards.

- I have done a needs assessment and produced a needs assessment report. I have done observatory research where GPS coordinates of field locations were captured and used in map preparation.

- Conducted a baseline survey of pastoralist communities in need of Permanent Voters Cards (PVCs) using GPS to map the locations.

- Designed a Child Protection Information Management System Factsheet.

- Prepared the Mental Health and Psychosocial Support Partners and Services profile. The profile comprises organizational details, service locations, beneficiary type, project type and status, MHPSS interventions and activities, and contact persons.

- Prepared a Post-distribution Monitoring Report Showing the map of Adamawa State and three Local Government Authorities

- A map showing Severe Acute Malnutrition (SAM) cases in IDP Camps.

- I generated GPS coordinates of my health facilities and produced the health facility location maps.

knowledge at the time, while 12% indicated that it would be possible to pass on the knowledge later. The training also inspired the supervisors of the training participants, who, as indicated by 55% assigned them additional tasks which required the new skills acquired during the training. Contrary, 25% disagreed to the proposition, while 19% indicated that this was a likely possibility later.

Contribution to improved data and information flow within organizations and the within sectors

There are known impediments to the flow of information between partners within sectors and across multiple sectors. Data and information flow enables humanitarian partners to work with complimentary information, and to avoid pursuing expensive, time-consuming data and information quests where such needed data already exists. A key constraint impeding information flow relates to organizational data

sharing protocols and confidentiality obligations with which actors are required to oblige. Taking these, and other related factors into account, the training introduced different options, including unveiling of tools and platforms for open availability of humanitarian data. As a result, 73% of the responding participants agreed that there was an overall improvement in the flow of information within their organizations, and their sectors. Contrary, 14% disagreed, while 12% indicated that this was foreseeable in future.

Other noticeable impact includes increased occupational mobility where 49.56% of participants indicated having move to new roles; incidents in which 77% of the participants were motivated to participate in other humanitarian training activities; and testimonies where at least 73% of the participants indicated that their newly-acquired information management knowledge and skills had been recognized by their employers.

TRAINING ASPECTS FOR WHICH A REPEAT IS SUGGESTED

More than 86% agree that the training resulted in an overall improvement in their work. Also worth noting is the organizational recognition of the information management knowledge and skills obtained as indicated by over 73% of the participants surveyed. Below are some of the training aspects for which 83% of the participants suggest a repeat in future—

- Mapping and map formatting with Quantum Geographical Information System (QGIS) is a training aspect for which a repeat is suggested by more than 94% of the participants surveyed.

- A repeat of online data collection with Kobo Toolbox and Kobo Collect is suggested by more than 82% of participants surveyed.

- Detailed understanding of OCHA, its workings and Pool Funding as well as how to be eligible and be able to access funds

- Refresher on global humanitarian coordination

- Microsoft Excel graphs, infographics design and assessment report preparation.

- More on pre-analysis data cleaning and data processing using Microsoft Excel tools

- Understanding the kinds and sources of humanitarian data and information

- Planning and design of data collection; and data analysis and writing of situation reports, use of GIS in surveys to determine needs by location

- Design of interactive dashboards and linking of a local database with my interactive online charts

- Designing online data collection forms, especially using the XLS Forms

- Qualitative and quantitative data analysis and data presentation.

Facilitating subscription to humanitarian information resources and membership to relevant information management networks

Membership to in-country information management networks that support emergency coordination is a value-adding aspect that both UNOCHA and iMMAP found essential that the partners embrace. Such membership was seen to provide the actors with the opportunity to get exposed to essential approaches and processes in humanitarian data collection, analysis and information sharing, and to ensure the humanitarian coordination system runs efficiently. In this respect, subscription to the UN OCHA mailing

lists was found to be one of the essentials interventions for the partners to receive information on humanitarian updates. By close of survey, at least 73% of the respondents had been subscribed and were receiving updates from OCHA through the mailing lists. Contacts have been submitted for the additional 27% not yet subscribed.

Lastly, but most importantly, In addition to the training aspects covered in the training and capacity building so far conducted, 66% of the surveyed participants agreed to new/additional areas of capacity building for future consideration. Some of the notable areas emphasized are provided in the box below.

ADDITIONAL TRAINING AREAS SUGGESTED

Over 66% of the surveyed participants agree that there are new additional training and capacity building areas from which they would benefit during future training. Data visualization, using infographics, GIS tools and dashboards feature as a key area of training need. This is followed by analysis, access to humanitarian funding, project monitoring and evaluation.

- Creating infographics using interactive dashboards with tools like Tableau and Power Bi
- Advanced Microsoft Excel for more complex humanitarian data analysis
- Other GIS mapping tools besides QGIS
- Use of statistical tools in data analysis, including EPI INFO, SPSS and Stata
- Report writing, project management, monitoring and evaluation tools.
- Practical session on quantitative analysis
- Humanitarian project monitoring and evaluation
- Proposal writing and reporting writing, Access to humanitarian funding.
- Advanced GIS (Analysis and Geodatabases) using ArcGIS and GIS Web Mapping
- Functions, formulas and logical operators in Microsoft Excel.
- Policies governing information sharing at the national and global levels.

- Qualitative data analysis and formulation of questions using indicators
- How to know when a group of people, a state or a particular place does not need help again
- Inter-agency networking and data sharing.
- Advanced, detailed training on QGIS
- Cadre Harmonisé and information management in monitoring and evaluation
- Step by step guidance/best practices in setting up humanitarian information management systems
- Integrating project development and information management
- Developing beneficiary database to improve accuracy and reporting
- Humanitarian financing; Peer exchange on realities of humanitarian response
- Issues in GBV case management and essential ICT in humanitarian response.