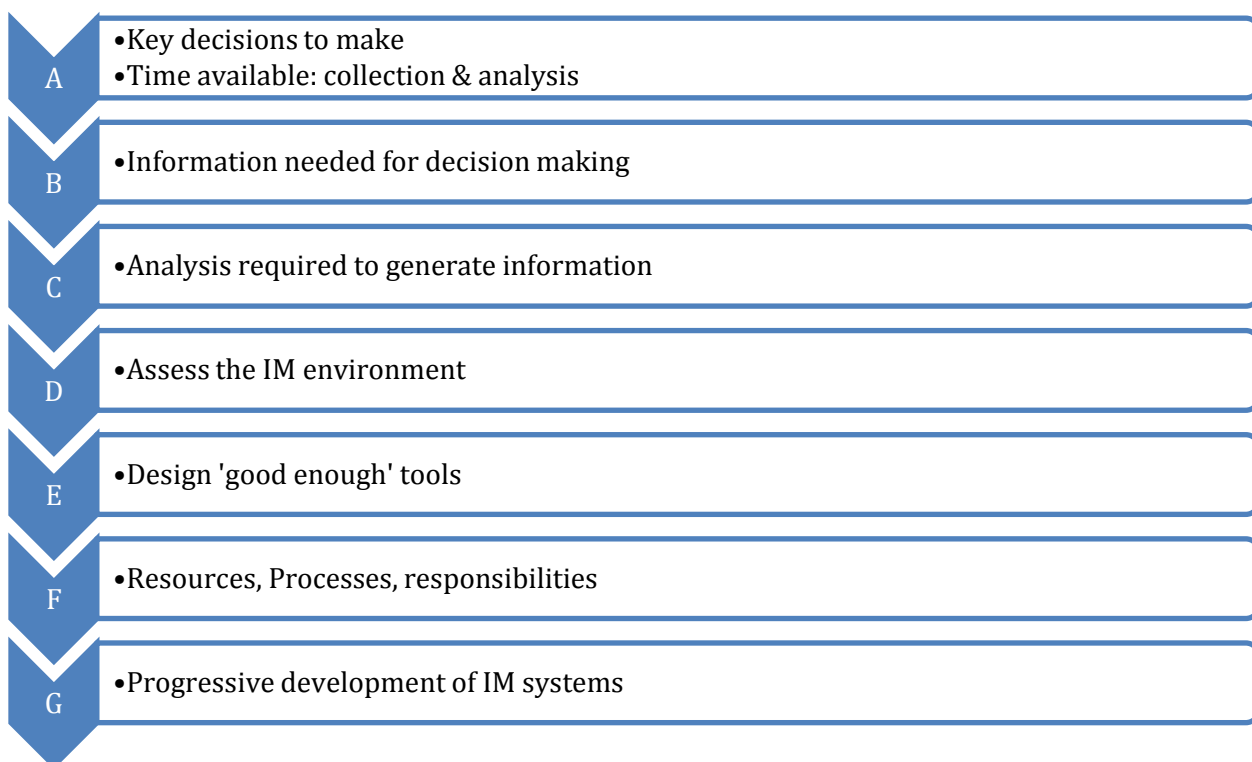


STEP-BY-STEP PROCESS TO AN IM STRATEGY

In order to design and develop an IM strategy the operation should carry out the step-by-step process described below for each of the strategic objectives. Partners' participation in all steps is key for success. You might go through the steps very quickly depending on which strategic objective you are dealing with, e.g. the coordination objective in your strategy might require less in-depth analysis of the IM environment than setting up a protection monitoring.

Summary graph:



Step A:

Define key decisions that Cluster¹ needs to make and time available for collection & analysis

Key questions

- What kind of decisions does the cluster have to make at this specific moment in time and in the following few days/weeks?
- What are current and expected reporting requirements?
- How much time does the cluster have for data collection, processing and analysis?

Step B:

Identify information needed for decision-making

Key questions

¹ The term cluster is used in the following to include also sectors and/or agency/NGO

- What information/evidence is required in order to make decisions and meet reporting requirements identified in Step A (*'what do we need to know'*)?
- Is this information useful to all cluster partners?

Step C:

Define types of analyses required to generate the information

Key question

- What types of data analysis² are required to generate the information/evidence identified in Step B?

Step D

Assess the IM Environment

Key questions

- How challenging/enabling is the environment in which the cluster is performing IM?
- What are the positive and negative factors affecting the IM environment?

Step E

Design 'Good Enough' Tools

E1 – Select indicators and data

Key questions

- What are the key indicators/data needed for the type of analysis defined in Step C?
- What are the available data sources and how complex is data collection and analysis?
- Given the IM environment assessed in Step D, can selected data be collected and analyzed in the time available?

E2 – Select tools and tool features

Key questions

- Is data collection already happening and does any IM tool exist that has been agreed upon or is in use (by Government or other partners)?
- What are the IM tools that better assist collection, processing and analysis of selected data?
- Does the IM environment allows use of a 'comprehensive' tool or is starting with a 'basic' one better?
- Which tool features are suitable for collecting/storing selected data and facilitating analysis?

E4 – Define methods for data collection and analysis

Key questions

- What are realistic methods and frequency for data collection and analysis?
- Who will report and who will collect, clean, analyze and disseminate information at the local/central level?
- Will tools and methods generate unsustainable workloads on partners and Cluster Coordination Unit?

² Types of analyses: Needs, Capacities, Activities, Outputs/Outcomes.

E5 – Review if the tool is ‘good enough’

Key questions

- Is the designed tool ‘good enough’ (i.e. does it represent the best compromise among information needs, existing resources and time available to generate information in the given IM environment)?

Step F

Agree on resources, processes, and responsibilities for IM

Key questions

- Which resources, roles, responsibilities and operating procedures are needed to collect data using tools and methods designed in Step E?
- What are the procedures needed to be put in place to ensure the sustainability of the IM systems?
- Are partners committed to sharing information, contributing to the IM system and dedicating resources; in other words, has a win-win and give-give process been established?

Step G

Plan progressive development of the IM strategy

Key questions

- When is a change in cluster decisions and information needs (identified in Step A and Step B) expected? How often do you need to review/update your strategy?
- When is a significant change in IM environment (assessed in Step D) expected?
- What can be done to (positively) influence internal and external factors affecting the IM environment (identified in Step D)?
- According to expected changes, how can IM system and tools be adapted and improved?