INFORMATION MANAGEMENT

This section covers:

- IM and the cluster core functions
- Data responsibility
- Knowledge management
- Common IM tools and outputs
- IM Strategy
- IM Officer competencies

OVERVIEW

Information Management (IM) within the CCCM Cluster is a critical function that enhances coordination and enables relevant stakeholders to work with shared information, promoting informed decision-making. The proper collection and management of data facilitates humanitarian responses for CCCM and supports other sectoral humanitarian response as well as work towards durable solutions and recovery and disaster preparedness efforts. IM ensures that cluster decisions are based on timely and evidence-driven insights, fulfilling the accountability framework outlined in the IASC Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management (2008).

For a CCCM Cluster, IM contributes not only to the fulfilment of the '6+1' core functions of a cluster, but also to the fulfilment of the 'Camp Coordination' function that the CCCM Cluster performs. See Toolkit Section 1.2 Core Functions of a CCCM Cluster.

The IM Officer (IMO) (or IM team if this exists) must work closely with the Cluster Coordinator and other members of the coordination team at national and sub-national level to deliver on the Cluster's IM functions.

IM & THE CLUSTER CORE FUNCTIONS

IM is a vital part of the 6+1 core functions of a cluster encompassing various core tasks in line with the IASC guidelines while maintaining adaptability to the specific context and the needs of cluster partners and stakeholders. See Toolkit Section 1.2 Core Functions of a CCCM Cluster for more information.

Cluster Core Functions (IASC, 2015)[1]		CCCM Cluster IM role
1. To support **service delivery**	• Providing a platform that ensures service delivery is driven by the Humanitarian Response Plan and strategic priorities. • Developing mechanisms to eliminate duplication of service delivery.	IM function supports service delivery by ensuring information systems are in place to understand where CCCM partners and activities are conducted, where there are gaps or overlaps and how those activities are meeting the overall objectives and targets decided upon by the cluster.

[1] IASC (2015) Reference Module for Cluster Coordination at the Country Level

2. To **inform** the HC/HCT's **strategic decision-making**	• Preparing needs assessments and analysis of gaps (across and within clusters, using information management tools as needed) to inform setting of priorities. • Identifying and finding solutions for (emerging) gaps, obstacles, duplication, and cross-cutting issues.	CCCM IM collects and analyses CCCM needs to inform; an understanding of gaps; barriers for the response; where and whom requires prioritization
	• Formulating priorities on the basis of analysis.	
3. To plan and implement **cluster strategies**	• Developing sectoral plans, objectives and indicators that directly support realization of the overall response's strategic objectives. • Applying and adhering to common standards and guidelines. • Clarifying funding requirements, helping to set priorities, and agreeing cluster contributions to the HC's overall humanitarian funding proposals	To support the setting of measurable objectives and indicators, the categorization of activities and cost estimations for these activities or projects.
4. To **monitor and evaluate performance**	• Monitoring and reporting on activities and needs. • Measuring progress against the cluster strategy and agreed results. • Recommending corrective action where necessary.	The IM responsibilities are to oversee data collection, ensure the timely reporting of activities and needs, and track progress against the cluster strategy and agreed-upon results. Accurate and up-to-date information systems should be maintained, to tenable the cluster to make informed decisions, identify gaps and challenges, and measure the impact of interventions. Actions should be recommended to address any discrepancies or issues arising. This function ensures that the CCCM response remains on track, adapts to changing circumstances, and continually improves its effectiveness in meeting the needs of displaced populations.

5. To build national capacity in preparedness and contingency planning		Collaborative work with national and local partners should be conducted, building IM skills and sharing best practices, which are essential for effective preparedness and contingency planning. The Cluster should support the sharing of expertise on data collection, analysis, and information dissemination, allowing local stakeholders to develop their capacity to collect and interpret data for decision-making. Training and guidance can be conducted to empower national and local actors to independently manage information during emergencies, ensuring that they can respond efficiently and effectively in the face of crises.
6. To support robust **advocacy** by:	• Identifying concerns and contributing key information and messages to HC and HCT messaging and action. • Undertaking advocacy on behalf of the cluster, cluster members, and affected people	By providing evidence-based data and insights, the IM function supports the cluster to advocate for the needs and rights of affected populations. This is achieved through the publication and promotion of data on the CCCM page and other distribution means. The regular presentation of data and adaptation of products to suit the specific needs of different audiences can help support advocacy on behalf of the cluster, cluster members, and the displaced communities themselves.
And, to promote and strengthen **accountability to affected people**.		

DATA RESPONSIBILITY

"Data responsibility in humanitarian action is the safe, ethical and effective management of personal and nonpersonal data for operational response, in accordance with established frameworks for personal data protection."

The primary reference on data responsibility for Clusters is the IASC Operational Guidance on Data Responsibility in Humanitarian Action (2023) which provides 12 principles for guiding data management practices for clusters, and six Cluster-level actions for data responsibility.

1. Conduct a cluster/sector level data responsibility diagnostic.
2. Create and maintain a cluster/sector data management registry.
3. Develop and maintain a cluster/sector-specific Information Sharing Protocol.
4. Offer technical and advisory support to cluster/sector members on data responsibility.
5. Design for data responsibility in cluster/sector-led data management activities.
6. Track and communicate about data incidents within the cluster/sector.

Data responsibility plays a crucial role in IM responsibilities within the CCCM Cluster. IMOs are responsible for ensuring the safe, ethical, and effective management of personal and non-personal data, aligning with established frameworks for personal data protection. To fulfil this role effectively, the principles outlined in the IASC Operational Guidance on Data Responsibility in Humanitarian Action must be adhered to throughout all of

the Cluster's IM work. This includes conducting data responsibility diagnostics, creating data management registries, and developing information sharing protocols specific to the CCCM Cluster.

The Cluster coordination team must be discerning in determining when and what data to share, and with who. While data like household (HH) and key informant interviews (KII) are essential for various purposes such as site profiling and surveys, certain details like precise GPS locations may pose risks. Therefore, IMOs must establish clear protocols in collaboration with Cluster partners and other clusters to ensure the responsible and secure handling of data. This includes identifying which infographics and data can be shared safely and ethically, taking into account data sensitivity and potential risks, and promoting the principles of data responsibility throughout the CCCM Cluster's IM activities.

DATA SHARING IN THE UKRAINE RESPONSE

During the Ukraine response, data sharing was approached with high sensitivity by the CCCM Cluster. Information such as Collective Centre monitoring data aggregated to the hromada (municipality) level or lower, as well as collective site data containing specific locations (e.g., GPS coordinates), was deemed sensitive due to associated protection risks. The CCCM Cluster exercised caution by disclosing data and information strictly within an organization or a close community of humanitarian organizations directly engaged in delivering humanitarian assistance. This approach adhered to well-defined purposes and met established standards for data responsibility, including data protection measures.

COMMON IM TOOLS & OUTPUTS

This section outlines the core IM tools employed by CCCM Cluster Coordinators, Information Management Officers (IMOs), and practitioners. The exact tools and outputs will vary according to the requirements of the context.

The objective is to enhance the efficacy of responses, making it essential to distinguish between IM tools and the outputs they generate.

DIFFERENTIATING CCCM IM TOOLS & OUTPUTS:

CCCM IM Tools: These are the instruments, procedures, or mechanisms used to collect, manage, and disseminate data and information. IM tools are how information is processed, and they include data collection forms, databases, communication platforms, assessment methodologies, and visualization techniques.

IM Outputs: In contrast, IM outputs are the tangible results, documents, or products generated through the use of IM tools. They represent the overall information management processes and serve as valuable resources for decision-making. These outputs are the final products that can be shared with stakeholders and partners.

DESIGNING IM TOOLS & OUTPUTS

Appropriate IM tools and outputs for a CCCM Cluster will vary between contexts, and usually will vary over time within contexts as humanitarian needs and CCCM response change. IM tools and outputs should be designed according to the needs for data and information in the response.

The CCCM Cluster IMO should work in collaboration with the rest of the Cluster coordination team to identify appropriate IM tools and outputs, drawing input from Cluster partners. They should engage and collaborate with other stakeholders including specialist IM actors, other clusters, and inter-cluster IM efforts as relevant.

IM tools and outputs might be produced just by the CCCM Cluster or might be collaborative efforts. For example, between the CCCM Cluster and REACH or IOM-DTM, or with one or more other clusters.

Feedback should be sought from users of CCCM Cluster analysis and products to ensure the content and the ways information is shared and presented remains appropriate for users' needs. Ways to get feedback include

direct engagement with Cluster partners in Cluster meetings, through Cluster Coordination Performance Monitoring (see Toolkit Section 1.10 CCPM), and the use of dedicated surveys.

COMMON CCCM IM TOOLS:

Site master list (Tool): This serves as the backbone of CCCM information management. It's a structured data containing details about displacement sites, including names, locations, GPS coordinates, demographics, capacities, and "Site IDs." Site Master Lists can take various forms, from Excel spreadsheets to complex databases, depending on the context. Data can be collected through rapid needs assessment sweeps or partners feeding data into a common tool on a regular basis. The responsibility of maintaining an updated list of all sites falls on the CCCM Cluster IMO.

Contact list (Tool): This is a fundamental communication tool that lists contact information for CCCM partners, humanitarian actors, and other sectors. It facilitates effective collaboration and information exchange. The IMO can collect contact lists through subscription forms and appropriate subscriber questions, with a focus on maintaining an up-to-date and easily accessible list.

CCCM response monitoring / monthly reporting (Tool): Collection of regular data from Cluster partners on planned and implemented CCCM activities and locations. Usually incorporates indicators to monitor CCCM response. See Toolkit Section 6. Response Monitoring and Reporting.

Site-level data collection (Tool): These tools capture site-specific demographic data, service provision, needs of the population and details on response gaps. The CCCM Cluster IMO ensures the harmonization of data collection tools among partners, establishing standard frequencies and objectives for site-level data collection. Site monitoring methods may vary, ranging from Key Informant Interviews (KII) to Household-level surveys, sometimes necessitating triangulation.

Site mapping (Tool): Especially in sudden-onset emergencies, a spatial map of the site is a key tool for coordination service placement and delivery in sites and for planning for expansion of sites. A guidance for the creation of Site Maps can be found on SiteMapping.Guide.

Other examples of tools used by CCCM Clusters include: Referrals and escalation (Tool): These tools collect information from CCCM partners on overall referrals from all displacement sites and provide an overview of referrals across all sites and their respective statuses, with issues escalated by the cluster to other clusters for resolution if needed. **Civilian character of camps tracking (Tool):** This tool generates outputs that track incidents and rights violations, providing the basis for advocacy efforts aimed at preserving the civilian and humanitarian character of camps. **Exit survey and phone follow-up (Tool):** This tool is used by site management agencies to record basic information on families departing displacement sites, with this information used to monitor departures, destinations, reasons for leaving, experiences after departure, and shared for the planning of assistance in arrival areas.

An example from the CCCM Cluster in Iraq, in collaboration with the Protection Cluster, involves the release of an "Incident Matrix" to better track incidents, identify trends, and support higher-level advocacy through the cluster mechanism. Initially, the matrix focused on actions of armed actors and later expanded to include rights violations related to individuals with perceived affiliations in camps. It's essential to note that this system complements proper referral pathways and case management tools of the Protection Cluster, focusing on quantifying incidents per site/camp anonymously and ensuring effective advocacy.

COMMON IM OUTPUTS

Site Master List (Output): This is a “‘live”” document that evolves with each update. The output can be shared with partners in various formats such as Excel files or interactive PowerBi dashboards, depending on the context.

Population and demographics analysis (Output): The Population and Demographics IM output showcases site demographic status, the number of arrivals and departures, and fluctuations in population flow. This information is important for response planning and resource allocation.

Operational presence and response overview (2W/3W/4W) (Output): These outputs showcase partner distribution, funding sources, the number of people reached, and primary activities, providing a comprehensive overview of the CCCM Cluster's presence and response.

Contact list (Output): As an output, the Contact List enhances communication and collaboration within the CCCM Cluster. It acts as a directory of contact information for the cluster's partner agencies, ensuring smooth and efficient interaction. The CCCM Cluster IMO is responsible for ensuring that the contact list is not sensitive among partner agencies and remains easily accessible.

Factsheets (Output): These are documents with clear objectives and audiences and usually summarize CCCM context, needs, responses, and challenges. Factsheets can be created as **static documents** or **interactive dashboards**, employing visualization tools to convey key information. As outputs, factsheets should be concise and visually appealing to provide snapshot for stakeholders.

Site Profiles (Output): Once generated, site profiles become critical resources that present a comprehensive view of individual sites. These outputs highlight demographic data, service provision, and response gaps, aiding in decision-making and response planning. The analysis of site profiles can be aggregated on an Admin 2 level or per site, facilitating a more detailed understanding.

Traffic light matrix for monitoring (Output): This output highlights gaps and the fulfilment of services and standards on a site level. The CCCM Cluster IMO typically shares the results with other sectors, allowing for coordinated responses.

Contact the Global CCCM Cluster IM Officers for further support or examples.

COMMUNICATION & DISSEMINATION

All CCCM Cluster products at the initial design phase should clearly define their target audience(s), their key messages and choose a medium (print or online) and components (combination of text, graphics, charts, photos, maps, interactive media) that best convey the message.

The CCCM Cluster should have multiple distribution channels to ensure that the products reach the required users and decision-makers. Typical channels include dissemination through the CCCM Cluster mailing list (using email services such as MailChimp or Mailman), CCCM Cluster website, Reliefweb, and social media.

See Toolkit Section 7.2 Communication for more guidance on communication methods.

KNOWLEDGE MANAGEMENT

Within the broader framework of data responsibility, the role of a CCCM Cluster coordination team encompasses not only the careful management of sensitive data but also extends to the vital task of knowledge management. Specific responsibilities for an IMO are outlined below, which should be supported by the Cluster Coordinator and other members of the coordination team.

As an IMO, your responsibilities involve safeguarding personal and non-personal data while ensuring effective knowledge collection, organization, and storage. This role runs throughout the Cluster's lifecycle, extending from active phase to transition and phase-out. As a dedicated IMO, plays a central part in making CCCM knowledge easily accessible, thereby fostering efficient collaboration and data-driven decision-making. Here, we outline specific actions and responsibilities you should undertake to fulfil this role:

- **Facilitate Knowledge Collection:** Ensure the systematic collection of knowledge, including best practices, evaluations, and guidance produced by the CCCM Cluster and its collaborating partners.
- **Transition and Archive:** Manage knowledge not only during the active phase but also during transitions and phase-out stages, guaranteeing the efficient organization and transfer of Cluster knowledge to the Global CCCM Cluster or relevant post-cluster mechanisms within the country.

- **Effective File Management:** Implement practical file management practices, utilizing online platforms like SharePoint, to expedite sharing and collaboration among stakeholders.
- **Logical Structure and Naming:** Maintain a well-organized and logical folder structure, following consistent file naming conventions, which include SOPs for file structures and naming.
- **Utilize Cluster Website:** Leverage the Cluster website, https://cccmcluster.org, as a central hub for storing and disseminating essential Cluster products and knowledge resources.
- **Training and Protocol Adherence:** Conduct training for CCCM Cluster staff and partners to ensure efficient use of shared spaces and strict adherence to file naming protocols.
- **Version Control:** Keep files up to date with the latest versions to prevent duplication and maintain a unified source of information.

These actions reinforce your role as an effective CCCM Cluster IMO, supporting the responsible management of data and the facilitation of knowledge sharing and retention, all while upholding the principles outlined in the IASC Guidelines for Data Responsibility.

IM STRATEGY

A CCCM Cluster should have a Cluster IM strategy in place. This complements the main CCCM Cluster Response Strategy and may be added to this as an annex. See Toolkit Section 4. Strategic Planning.

The IM strategy should provide a structured approach for aligning IM activities with CCCM Cluster objectives and the overall response strategy. The IM Strategy should include:

- Mapping of all current data sources, centralized datasets, and cluster outputs – and a mapping of the desired system showing the same.
- A description of data collection processes showing purpose, frequency and stakeholders involved.
- A catalogue of products, describing their purpose, audience and contents.
- An explanation of existing information flows, information gaps and proposed solutions to address or mitigate these information gaps, outlining the process or focal points.
- According to the context, the IM strategy should include how the CCCM Cluster's IM approach contributes to planning towards durable solutions, and how it contributes towards collective outcomes planning across the humanitarian-development-peace nexus.

IM OFFICER COMPETENCIES

The role of the CCCM Cluster Information Management Officer (IMO) is a key within the Cluster coordination team. As per IASC guidance, the Cluster Lead Agency should provide an IM Officer along with a Cluster Coordinator[2]. The size of the IM team will depend on the scale and IM needs in the response, and IM staff may also be provided by co-lead entities, Cluster Co-Coordinating Partners, Cluster members, or sometimes a Standby Roster. See Toolkit Section 1.6 Coordination Staffing for more information on coordination team staffing, and for an example ToR for an IM Officer

The CCCM Cluster IMO serves a crucial role in emergency response coordination, requiring a diverse set of skills and, most notably, a range of essential soft skills. The IMO should work closely with the Cluster Coordinators and sub-national coordination staff and focal points. The role demands adaptability and versatility to effectively manage and coordinate information across complex and ever-changing contexts. The IMO must possess core competencies, including data analysis and content management, to provide invaluable insights for evidencebased decision-making. Furthermore, the role involves collaborating with various stakeholders,

[2] IOM Emergency Manual, Camp Coordination and Camp Management, available online at: https://emergencymanual.iom.int/camp-coordination-and-camp-management-cccm and UNHCR Emergency Handbook, , Camp Coordination and Camp Management Cluster (IASC), available online at: https://emergency.unhcr.org/entry/47946/camp-coordination-and-camp-management-cccm-cluster-iasc

enforcing data confidentiality guidelines, and contributing to effective monitoring and reporting mechanisms. Ultimately, soft

skills like leadership, communication, and negotiation, combined with technical proficiency, enable CCCM IMOs to meet the need of the partners.

CORE COMPETENCIES	
Coordination: Proficiency in engaging with Cluster partners for effective reporting, follow-up, and shared analysis.	CCCM Cluster IMO needs to have strong coordination skills, in order to work closely with partners, lead data collection efforts, and chair any technical working groups. The role involves harmonizing site level assessments and indicators, encouraging collaboration among stakeholders, and promoting data-driven decisions. Proficiency in partner engagement, data organization, and facilitating discussions on assessments and key indicators is vital for IMOs.
Content Management: Ensuring information is readily accessible and well-organized for partners.	IMOs are responsible for ensuring that information is readily accessible and well-organized for CCCM Cluster partners. They work to maintain a comprehensive and efficiently structured information system that allows partners to easily access the data and resources they need in a timely and clear manner. This involves updating CCCM websites, creating repositories for sharing critical information, disseminating findings and important update with stakeholders.
Data Analysis: Analysing data to enhance situational awareness, support evidence-based planning, and collaborate with decisionmakers.	IMOs are tasked with analysing CCCM data to enhance situational awareness. By processing and interpreting data from site assessments, and other survey, they support evidence-based planning and collaborate closely other cluster/sectors. The IMO needs to provide insights into the impact, severity, needs, response strategies, and gaps, empowering the CCCM Cluster to make informed decisions and respond more efficiently.
Mapping: Utilizing geographical information systems (GIS) and other tools for spatial data analysis and presentation.	Mapping, an integral component of IMO role within the CCCM Cluster, involves the proficient use of geographical information systems (GIS) and other tools to analyse and present spatial data. IMOs are expected to map out site locations, highlight partners presences and perform spatial analyses focused on factors like flood exposure.
Visualization: Transforming complex data into understandable formats tailored to specific audiences.	The IMOs need to transform complex data into easily digestible formats tailored to specific audiences. This could be down through PowerBI, GIS or any other platform or format. It allows IMO to create compelling visual products, such as response snapshots, site profiling dashboards, and infographics. By presenting data in a clear and engaging manner, IMOs ensure that stakeholders can readily grasp key insights, enhancing the effectiveness of communication within the CCCM Cluster and facilitate data-driven decision-making.

RESOURCES

Related Resources

Title	Type	Language	Date
Example – 5W form, Myanmar CCCM Cluster	Example	English	2022
Example – 5W form, NW Syria CCCM Cluster	Example	English	2022
Example – Cluster factsheet situation report, Ethiopia CCCM Cluster	Example	English	2022

Example – Cluster factsheet situation report, Somalia CCCM Cluster	Example	English	2022
Example – Exit survey and departure follow-up process, Iraq CCCM Cluster	Example	English	2021
Example – Exit survey tool, Iraq CCCM Cluster	Example	English	2021
Example – IM strategy, Iraq CCCM Cluster	Example	English	2018
Example – IM strategy, South Sudan CCCM Cluster	Example	English	2021
Example – Partner presence map, Somalia CCCM Cluster	Example	English	2018
Example – Site profile, Myanmar CCCM Cluster	Example	English	2021
Example – Site profile, South Sudan CCCM Cluster	Example	English	2021
Exemple – Site profile 'Ops Map', Burkina Faso CCCM/GSAT Cluster	Example	French	2023
Example – Site service monitoring profile, Myanmar CCCM Cluster	Example	English	2021
Example – Site service monitoring tool, Ethiopia CCCM Cluster	Example	English	2022
Exemple – Factsheet, Tchad CCCM Cluster	Example	French	2022
Exemple – Infographie, Burkina Faso CCCM Cluster	Example	French	2021
Exemple – Stratégie IM, Burkina Faso CCCM Cluster	Example	French	2022

References and further reading

- IASC (2008) Operational Guidance on Responsibilities of Cluster/Sector Leads in OCHA in Information
  Management, available at: Operational Guidance on Responsibilities of Cluster-Sector Leads and OCHA in Information Management.pdf (interagencystandingcommittee.org)
- IASC (2023) Operational Guidance on Data Responsibility in Humanitarian Action available online in English, French, and Spanish at: https://interagencystandingcommittee.org/operational-response/iascoperational-guidance-data-responsibility-humanitarian-action