June 2019

ADVANCING COORDINATED NEEDS ASSESSMENT AND ANALYSIS THROUGH THE GRAND BARGAIN

Progress on technical tools and normative guidance

CONTENTS

Introduction

The humanitarian community has made significant changes and progress over the past 10 years in its approach to needs assessment and analysis. While we all agree that expert opinion and judgement remain important, structured approaches to information collection is vital.

From 2008 - 2012 the IASC was instrumental in driving efforts to develop a collective vision and agreement on approaches and methodologies, along with roles and responsibilities to guide how we work together to coordinate needs assessments and analysis. The *IASC Operational Guidance on Coordinated Assessments in Humanitarian Crises* (Operational Guidance) and *Multi-Sector/Cluster Initial Rapid Assessment* (MIRA) were the culmination of these efforts.

Yet there is still further work to do. Our operating environments have continued to change, the data landscape – too – has evolved, and lessons have been learned. Thus, the Grand Bargain and its workstream on needs assessments has provided a welcome and timely opportunity to reignite discussions and intensify focus on this critical and core area of work.

Over the past two years, under the Grand Bargain on Needs Assessments Workstream, UN Agencies, NGOs, donors, and others, have come together to enhance existing guidance and tools, and develop new ones, drawing on lessons learned and evolutions in technologies and thinking. This document brings together the key achievements to date which are expected to be immediately operationalized. At the same time, they will be incorporated into and expanded upon as we look to update the 2012 IASC Operational Guidance.

What are we trying to achieve?

Humanitarian needs assessments have two primary objectives:

- to identify and prioritise who requires assistance, where, what and when, based on reliable, up-to-date and timely information and analysis; and
- to inform strategic planning to achieve improvements on the humanitarian situation (effectiveness) while making the best use possible of resources (efficiency).

To achieve these objectives, humanitarian needs assessments must provide, at the minimum:

- a comprehensive analysis based on impartial and credible data of crisis-affected people's situation and needs, disaggregated by diversity characteristics; and
- an understanding of the underlying causes of immediate and long term needs to identify linkages with development (and peace) interventions, as part of the 'humanitarian-development(-peace) nexus'.

Discussions on the humanitarian programme cycle and parallel work under the Grand Bargain have highlighted the criticality of stronger joint needs assessments and analysis as a pre-condition to credible and well-funded Humanitarian Response Plans (HRPs). While other factors come into play, methodologically sound and holistic needs assessments are essential for informed decision-making.

As part of the Grand Bargain, signatory agencies and donors collectively called for and committed to work towards a joint, comprehensive and methodologically sound inter-sectoral analysis of needs that is used to inform strategic decisions on how to both respond *and* fund.

Translating this concept into action required a revision of tools, guidance, norms and standards to reflect the realities of our current operating environments, evolution in learning and knowledge, and the dynamic data landscape. It requires shifts in thinking and action, particularly on data and information-sharing; how we analyze humanitarian crises; and how funds are allocated. And, it necessitates the political will to drive the systemic shifts that are essential for real change.

Over the past two years, UN Agencies, partners and donors have been working to make this vision a reality, building upon the strong foundation of work already in existence.

Emerging and Persistent Challenges

In May 2018, UN Agencies, partners and donors identified a core set of factors inhibiting further progress on coordinated needs assessments and joint analysis, and through the Grand Bargain on Needs Assessments have worked together on a set of tools and approaches with which they can be addressed. The following barriers to achieving this desired state inclusive of a people-centered, cross-sectoral understanding of needs, were articulated:

- **Motivation and Leadership.** At each level - organization, country team, cluster and individual - there must be resolve to move beyond competing mandates, with strength of leadership to make needs assessment and analysis a priority in crisis situations, and ensuring staff have the time and resources and are accountable for this work.
- **Trust and confidence** between organizations and in the data and information we present as a collective humanitarian community must be strengthened.
- **Knowledge and capacity** throughout the humanitarian sector, among leaders and decision-makers, staff (with the required time and skills) within donor entities, UN Agencies, NGOs, and local entities (both government and non-government) requires immediate attention.
- The **norms/standards, guidance, tools and methods**, must be developed or updated, agreed upon, and jointly utilized in crisis situations. This includes a code of conduct for how we operate, quality standards and criteria against which needs assessment and analysis will be evaluated, data quality and usability, and an agreed upon joint intersectoral needs analysis framework, among others.[1]
- **Availability of financial and human resources**, inclusive of donor contributions, for UN and NGO capacity to engage in coordination structures which mandate often substantive investments in staff time.

[1] Some of these normative tools and guidance already existing, including but not limited to the *IASC Operational Guidance on Coordinated Assessments in Crises*; and *Operational Guidance on Responsibilities of Cluster/Sector Leads & OCHA in Information Management.*

What has been achieved so far, and what is yet to come?

Fostering credibility and trust

Ensuring our needs and response analysis is credible and engenders confidence and trust is of paramount importance. So, too, are assurances that respect for those we seek to assist remains at the center of all needs assessment and analysis activities. With the aim of enhancing trust between organizations, and with populations of concern, humanitarian actors **have defined a set of core values and explicit guidelines on the values, principles and ethical behaviour within the work of coordinated needs assessments and analysis for humanitarian situations.** The *Grand Bargain Principles for Coordinated Needs Assessment Ethos* (p. 7) defines a common ethos at the institutional, as opposed to individual level, and principles by which we engage with those we seek to assist as well as each other.

A **methodology for evaluating the quality of multisectoral needs assessments and analyses** has been developed to support confidence in the data, information and needs analysis that serve as the evidence base in Humanitarian Needs Overviews to inform Humanitarian Response Plans and other appeals. Independent review teams, donors and operational agencies will be able to use the methodology to rate individual multisectoral needs assessments and analyses processes. The methodology can also serve as a quality benchmark for the design and implementation of multisectoral needs assessments and their use in response planning (p.13).

Methods and tools to make multi-stakeholder intersectoral analysis a reality

A **joint intersectoral analysis framework** is being elaborated to support a broader contextual and intersectoral analysis that affords a depth of understanding of how sectoral needs interact and evolve. The framework and approach will provide a common understanding of needs that is *people-centered* and intersectoral, inclusive of the *underlying vulnerabilities and causal factors* (p.21).

The evidence base to inform this analysis requires an ability to effectively compile, process store and share qualitative data and information. The **Data Entry and Exploration Platform (DEEP)** is an open-source inter-agency initiative offering a structured way to do so for use in humanitarian and development needs analysis, while encouraging collaboration and transparency (p.24).

Finally, the data and information collected with the aim of informing a response, is not always fully utilized. Instead, there is a disconnect between the information required by decision-makers and that which is being collected. Partners have developed a common practical **approach for enhancing usability and usefulness of data and analysis** through joint engagement of data users and producers, and a better connection between data providers and those who utilize the data to make decisions (p.26).

Ensuring the availability of the requisite knowledge and capacity

To support strengthened staff capacity and improve the quality, usefulness and use of humanitarian needs assessments and analysis, organizations have developed training packages and programmes. ACAPS, in collaboration with JIPS, OCHA DG ECHO, and other partners, has developed the Humanitarian Analysis Programme and other agencies are using modules within their own packages. Similar, OCHA, in collaboration with IFRC, piloted it's Advanced Training on Analysis in Humanitarian Settings (ATAHS) in 2018, which will continue in 2019 thanks to funding from the German Federal Foreign Office.

Grand Bargain signatories have been advocating within their organizations to ensure that this work is prioritized within country operations and incentivized by donors. The Emergency Relief Coordinator has also highlighted this with the IASC Principals.

How does this support better needs assessment and analysis and the overall humanitarian system?

The work of the Grand Bargain on Needs Assessments has not been done in isolation. The key achievements to date support other workstreams, notably those on localization, participation, quality of funding and funding modalities, and the humanitarian-development nexus. All elements have, further, been incorporated into the enhanced Humanitarian Programme Cycle approach for 2020.

The diagram below indicates at which stages of humanitarian needs assessments the various tools apply.

Figure 1: Coordinated Needs Assessment and Analysis Lifecycle

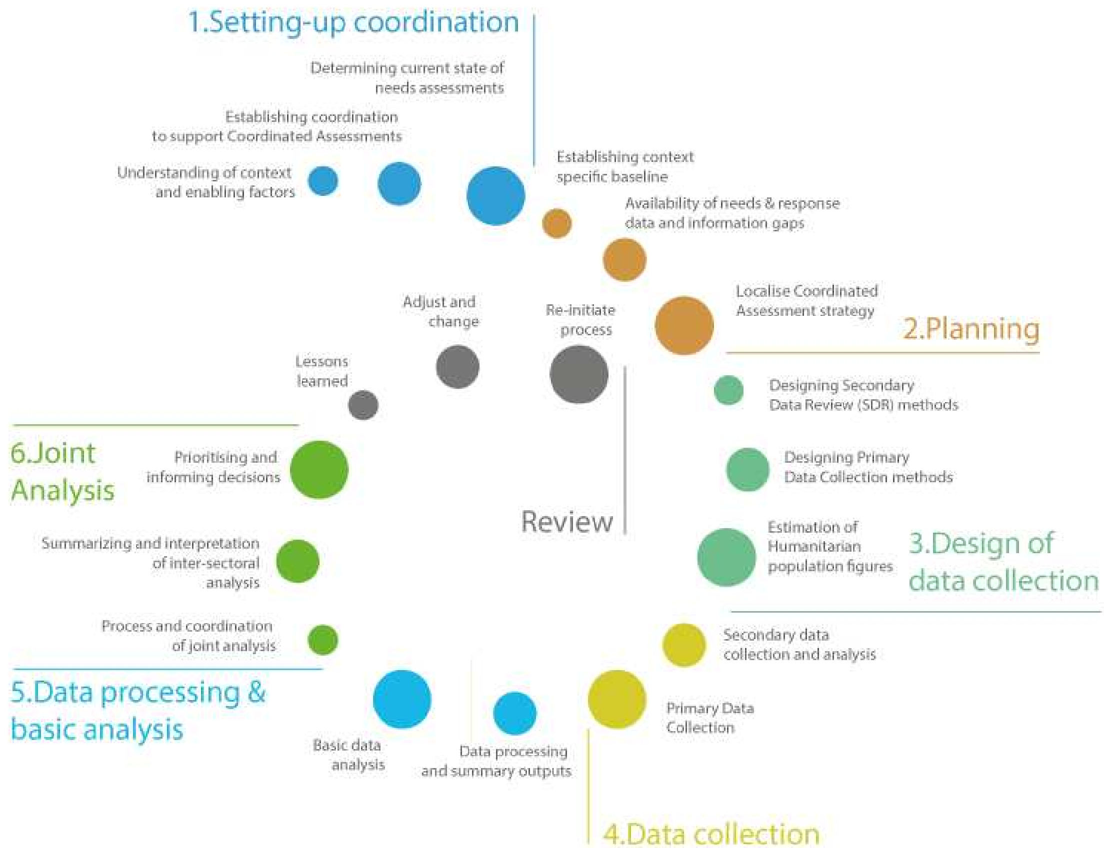

Figure 1: Relationship between Grand Bargain Outputs and Coordinated Needs Assessments Lifecycle

		Phases of the Assessment Lifecycle					
		Setting up coordination	Planning	Design of data collection	Data collection	Data processing and basic analysis	Joint analysis
Grand Bargain on Needs Assessment Tools and Guidance	Normative principals; Coordinated Neeeds Assesment Ethos						
	Ensuring quality: Methodolody to Assess Coordianted Multi-Sector Needs Assessments						
	Technical tools to facilitate data sharing: Data Entry and Exploration Platform						
	Data maximization: Enhancing Usability and Usefuness of data						
	Increasing the depth and breadth of humanitarian analysis: Joint Intersectoral Analysis Framework						

Annex 1: GRAND BARGAIN PRINCIPLES FOR COORDINATED NEEDS ASSESSMENT ETHOS

The collection and analysis of data and information on a crisis is critical to informing an effective and efficient humanitarian response. Ensuring the resulting analysis is credible and engenders confidence and trust is, thus, of paramount importance. So, too, are assurances that respect for those we seek to assist remains at the center of all needs assessments and analysis activities.

The purpose of this document is to outline the values, principles and ethical behavior within the work of coordinated needs assessment[2] and analysis for humanitarian situations. These principles represent core values that have been agreed to by organizations at the global level, in particular, the Code of Conduct and the Humanitarian Charter, and are implemented at global, regional and operational levels. They are consistent with existing interagency guidance and commitments, including the IASC Operational Guidance on the Coordination of Assessments in Humanitarian Emergencies, the IASC Commitments on Accountability to Affected Populations (AAP), the IASC Grand Bargain Participation Revolution Recommendations, the Core Humanitarian Standard, Protection Information Management Principles, Protection Mainstreaming principles, the Good Humanitarian Donorship initiative, and the UN Privacy Policy Group Personal Data Protection and Privacy Principles.

This document is intended to establish the ethos for coordinated needs assessment and analysis among humanitarian actors broadly, both international and national, including assistance and service providers, sector/cluster coordinators, government entities and donors. The principles establish a common ethos for sound and ethical organizational conduct and activities in coordinated needs assessments.

Organizations that adopt this document commit to the following principles:

1. People-centered and inclusive

Needs assessment activities are guided by the interests and well-being of the population, who, to the maximum extent feasible, are invited to participate and are included or represented in all relevant phases of the assessment from data collection to analysis. Assessments are designed and implemented with due respect for the population affected, considering their rights, security, dignity and self-worth, and recognition of the value of assessment respondents' time. Throughout, special attention should be given to people with special needs.

[2] Within this document, the phrase "needs assessment" refers to needs assessment and needs analysis. Coordinated assessments are divided into two types: during a joint, or common, assessment, data collection, processing and analysis form one single process among agencies within and between clusters/sectors, leading to a single report. Harmonized assessments refer to data collection processing and analysis activities which are undertaken separately, but the data is sufficiently comparable (because of the use of common operational datasets, key indicators, and geographical and temporal synchronization) to be compiled into a single database, and to serve as the subject of a shared analysis. (IASC, Operational Guidance for Coordinated Assessments in Humanitarian Crises 2012).

a. Assessments must be sensitive to age, sex, and all relevant aspects of **diversity**[3]**.** Wherever individuals or households are the unit of measurement in needs assessments, the data is disaggregated as a minimum by sex, age and disability, and, where possible, other relevant diversity factors. This should not pose a risk to protection or re-identification to assessed individuals or groups.

b. To be **inclusive**, assessments consider languages spoken, the time of the day data is collected, and the way questions are phrased. Efforts are made to include local organizations in the design and implementation, while taking their possible profile and affiliation into account as part of the risk assessment. Where possible, communities are notified that an assessment will take place and are consulted on the methodology, goals, approach to inclusivity, and how the findings will be communicated. Throughout the process, expectations of communities and individuals for humanitarian intervention must be managed.

c. Assessments should **reflect the vision and voice of the affected population** through the identification of their priority needs, information and modalities, coping mechanisms, local capacities and preferred solutions. Assessment results should be validated by and shared with community members to ensure the information has been interpreted correctly and to provide transparency into the evidence-base behind humanitarian decision-making. This information is shared with Humanitarian Country Teams and other relevant stakeholders by the assessment coordination team to inform the situation analysis and response planning. Appropriate referral and feedback mechanisms to facilitate access to immediate assistance where required, and feedback on the assessment and aid delivery, should be established in accordance with protocols on **accountability to affected people**.

2. Do no harm

A needs assessment does not result in harm to affected population, data collectors or any other staff or individual contributing to the exercise, nor does it constrict humanitarian space for actors participating in the assessment or in the entire response.

Needs assessment activities must include a **risk assessment** and take steps, if necessary, to mitigate identified risks. The risk assessment looks at foreseeable negative consequences that may result from data collection, processing, analysis, dissemination and subsequent actions or service delivery. This risk analysis takes into account the context-specific risks of not only collecting personally identifiable information (PII), but demographically identifiable information (DII) about groups, including their activity patterns.

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[3] **Diversity** refers to different values, attitudes, cultural perspectives, beliefs, ethnicities, nationalities, sexual orientation, gender identity, disability, health, social and economic status, skills, and other specific personal characteristics. Diversity characteristics vary from person to person and intersect, making each person unique. Respecting diversity means recognizing and valuing those differences and creating a protective, inclusive, and non-discriminatory environment where everyone's rights are upheld. (UNHCR Age, Gender and Diversity Policy, 2018).

3. Impartiality

All assessments are undertaken in an impartial manner while identifying and minimizing bias and avoiding pre-identified conclusions. The civilian character of humanitarian datasets is maintained so that they do not provide information useful to or biased towards actors in armed conflict.

4. Competency and capacity

Actors engaging in needs assessment activities are accountable for ensuring that these are guided and conducted by staff in a multi-functional team who are appropriately skilled in the requisite needs assessments and data management competencies and/or thematic areas at which they are looking.[4] Organizations commit to continuous learning and to improving competencies of staff engaging in needs assessment.

5. Clear objectives

Assessments are designed to inform specific response decisions that seek to meet the clearly identified humanitarian needs of crisis-affected populations, while enabling early recovery and preventing the creation of new risks. Only the data that is required for the specified decision-making task, and is not already available through other channels, is collected and analyzed.

a. **The purpose is clearly defined and be proportional to both the identified risk and costs vis-à-vis the expected response**. The design and subsequent analysis will be technically appropriate for the situation and purpose. This joint analysis will inform response planning, resource prioritization, protection analysis, advocacy, and other purposes.

b. Primary data is collected **only when the required data is not already available or cannot be collected by other means.** The intended assessment outcome justifies the time required from respondents, whether it will contribute to assessment fatigue and whether it will be used to inform responses to contribute to meaningful improvement in the lives of the affected population.

6. Coordination and data minimization

All actors implementing assessment activities commit to coordinate on assessments, promote a shared vision of needs and priorities, ensure compatibility, quality and comparability, and avoid over-assessment. This includes promoting joint and harmonized activities between humanitarian actors, development actors and among other stakeholders.

[4] This includes: collecting and safeguarding data on sensitive issues, such as sexual and gender-based Violence (SGBV) related data, information about unaccompanied minors, and other data collection that may affect particularly vulnerable populations.

a. To the extent possible, needs assessment activities avoid the duplication of other assessment efforts and instead build upon existing efforts and mechanisms and support interoperability. Actors initiate and participate in **regular collaborative analysis**, which includes, as far as appropriate, all relevant national and international actors.

b. Needs assessment plans strive for **data minimization**, i.e. the collection of the minimal amount of viable data necessary to effectively complete the assessment. Data minimization is critical for preventing assessment fatigue among populations, mitigating the risks of targeting and exploitation that data can create and magnify, and prevent "data deluge" or the collection of data beyond that which humanitarian actors can absorb and use. Coordination is essential at each stage of the assessment to achieve data minimization in an intentional and rules-based manner.

7. Minimum Technical Standards

All assessments adhere to minimum technical standards appropriate to the context and assessment objectives. A secondary data review must be undertaken prior to initiating a plan for primary data collection and analysis. Each assessment is based on an appropriate methodology which is documented and signed off with the assessment coordination team prior to initiating operations. Minimum standards for sampling methodologies, site selection, questionnaire design, data processing, analysis and reporting[5] throughout the assessment are met.

8. Informed consent, confidentiality and data security

Persons providing information in a needs assessment must grant permission in full knowledge of how the information they provide will be used, how it will be processed and who will have access to it. Needs assessment practices adhere to international standards of data protection and data security, including the General Data Protection Regulation (GDPR), where required, or other applicable regulations. In the case of collecting group/community-wide data, key stakeholders who are broadly representative within these communities are notified and consulted before an assessment is initiated to ensure the data agency[6] of populations.

9. Transparency

A clear explanation of the assessment methodology, tools and approaches should be available. This includes any assumptions, concerns over data quality/sources, and limitations. Similarly, methods and reasoning used to produce findings, interpretations,

[5] Minimum technical standards for reporting of findings include, for example, triangulating available data, not confusing correlation for causality, or avoiding non-significant disaggregations.

[6] "Data agency" is the concept that everyone has the right to agency over the collection, use, and disclosure of their personally identifiable information (PII) and aggregate data that includes their personal information, such as demographically identifiable information (DII). Populations have the right to be reasonably informed about information activities during all phases of information acquisition and use. The right to data agency encompasses the right to protection from non-consensual experimentation, and includes the concepts of informed consent, participation, and notification of data collection and uses. (see "Signal Code," Harvard Humanitarian Initiative https://hhi.harvard.edu/publications/signal-code-human-rights-approach-information-during-crisis).

conclusions and judgements are documented. Metadata[7] is shared between organizations undertaking joint analysis.

10. Enabling joint analysis

Actors implementing coordinated needs assessments (both multi-sectoral and sector-specific) commit to designing data collection instruments and coordinating the assessments to enable joint analysis. Data collection approaches (sampling, timing) and definitions of key terms and indicators will be harmonized where possible to enable data interoperability and the combination of various sources of data and information. Actors actively engage in the analysis of data and information resulting from different needs assessments with the view to obtain a holistic understanding of the situation, needs and causes of needs across multiple sectors.

11. Documenting and addressing alternative or dissenting interpretations

During the joint needs assessment and analysis process, alternative or dissenting interpretations of shared evidence are documented and addressed. The acknowledgement of alternative or different interpretations or dissenting opinions based on shared evidence during joint needs analysis processes should be viewed as a strength, and not a weakness. Participants in joint analysis should not feel silenced or coerced into agreement in the final analytical product due to the pressure to participate in joint needs assessment.[8]

12. Sharing results (open data and analysis)

Organizations commit to open data and transparency in balance with risks of reidentification of personal data or doing harm. Assessment results, analysis as well as microdata will be shared in a timely manner with other actors, national authorities, and the affected population within the constraints of purpose specification, do no harm principles, data privacy and agreed data-sharing protocols, legislation or agreements, as relevant. Assessment coordination bodies routinely maintain and update assessment registries.

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[7] Metadata is data about data or data that defines or describes other data. Metadata is additional information or documentation about your dataset that will make it easier for others to understand and put your data into context. https://centre.humdata.org/providing-metadata-for-your-datasets-on-hdx/.

[8] If these views cannot be reconciled in a transparent process such as new data collection or a review of analytical techniques, acknowledging alternative interpretations may require footnotes or highlighted comment boxes for smaller differences in analysis, or cross-referenced minority reports for more significant differences in interpretation.

Annex 2: METHODOLOGY TO ASSESS THE QUALITY OF MULTI-SECTOR NEEDS ASSESSMENTS

Why was the methodology created?

At the World Humanitarian Summit in 2016, the humanitarian aid providers and donors adopted the Grand Bargain. The Grand Bargain comprises a series of commitments aimed at making humanitarian action more efficient and collaborative. One of these commitments is to improve joint and impartial needs assessments and analysis, for which **increased confidence in the data and analysis emerging from joint, multi-sector needs assessments** was seen as a key element. To this end, Grand Bargain signatories committed to "commission independent reviews and evaluations of the quality of multi-sectoral needs assessment findings and their use in prioritisation".[9] Under the leadership of the Grand Bargain on Needs Assessments Co Conveners, ECHO [10] and OCHA, and the guidance of an inter-agency Advisory Board, the INSPIRE Consortium/GPPi developed this methodology to enable such reviews and evaluations.

The methodology identifies minimum and desired elements which, if part of the multi-sectoral needs assessment and analysis process, and present within the results, are indicative of a level of quality and corresponding level of confidence. It also offers some criteria against which to reflect upon the use of the multi-sectoral needs assessments and analysis.

What does the methodology assess?

For reviewing the **quality** of a multi-sectoral needs assessment, the methodology considers the following aspects:

- Relevance
- Comprehensiveness
- Analytical Value
- Timeliness
- Research Ethics
- Methodological Rigor
- Effecitve Communications

The Advisory Group

ACAPS, Care International, DFID, DG ECHO, FAO, German Federal Foreign Office, IOM, NGO Voice, OCHA, US OFDA, REACH/Impact Initiatives, World Bank, UNDP, UNHCR, UNICEF, USAID, UNWFP

For reviewing the **use** of a multi-sectoral needs assessment, the methodology explores two factors:

- whether different user groups perceive the assessment as useful and unbiased;
- whether the strategies and operational plans of different user groups reflect the key

[9] Australia et al. (2016*) The Grand Bargain – A Shared Commitment to Better Serve People in Need*. World Humanitarian Summit, Istanbul, p. 8.
[10] This work was made possible due to funding from ECHO.

findings and conclusions of the assessment.

To what types of needs assessments and analysis does the methodology apply?

The methodology was designed for coordinated, multi-sector needs assessments. The 2012 *IASC Operational Guidance for Coordinated Assessments in Humanitarian Crises* defines coordinated assessments as "*assessment[s] planned and carried out in partnership by humanitarian actors, in order to document the impact of a particular crisis and to identify the needs of affected populations*." Two versions of the methodology are available: One for assessments that involve a collection of primary data, such as Multi-Sector Initial Rapid Assessments (MIRA), and one for joint analysis exercises based on a review of existing data, such as Humanitarian Needs Overviews (HNO).

When can the methodology be applied?

The main purpose of the methodology is to rate multi-sectoral needs assessments once they are carried out. There are two options for this:

a) Assess the **quality** of a multi-sectoral needs assessment immediately upon release of the report or draft report.

b) Assess all components, including the **use** of the multi-sectoral needs assessment, from approximately three months after the release of the report.

Assessment teams can also use the methodology as part of their lessons learnt exercises and to guide their future assessments.

How does the methodology relate to the Principles for Coordinated Needs Assessment Ethos?

The Ethos standards for coordinated needs assessments were developed at the same time as this methodology. The Ethos standards are reflected in criteria spread across the various pillars of the methodology. The methodology's sections on ethics and participation in particular, strongly reflect the Ethos standards. The assessment tool includes a separate summary sheet reflecting performance relating to the Ethos standards.

Who can use the methodology and for what purpose?

Any group, organization or individual interested in a structured review of a particular joint and multi-sectoral needs assessment can use the methodology. The methodology can also be used as part of broader, inter-agency review processes, for example operational peer reviews, inter- agency real-time reviews or inter-agency humanitarian evaluations.

➔ We encourage anybody applying the methodology to share their results with other interested stakeholders.

What does it take to apply the methodology?

The methodology should be applied by an external reviewer or an external review team. The reviewer must have experience in the humanitarian sector and in conducting evaluations. The reviewer should also recently have completed a training in coordinated needs assessment.[11]

If the methodology is used to review the **quality** of a multi-sectoral needs assessment only (scenario a), it requires at a minimum:

1. A review of the assessment report or draft assessment report.
2. A review of relevant supporting documentation, including:
   - the terms of reference of the assessment;
   - data gathering and analysis tools;
   - methodological notes;
   - training materials and standard operating procedures for assessment teams;
   - a list of partners involved in the design and/or implementation of the assessment;
   - a list of organizations involved in data gathering and interpretation;
   - the assessment registry and/or secondary data sources used as part of the assessment;
   - the anonymized dataset.
3. Interviews with a minimum of three (ideally around seven) members of the assessment team.

   ➔ We recommend linking the external review to a learning exercise in which the assessment team uses the methodology to conduct a self-assessment and to compare its results with those of the external reviewer.

If the methodology is used for a full review, covering the **use** of the methodology in addition to its **quality** (scenario b), the reviewer should also interview a member of the country-level management team of at least five organizations for each of the stakeholders groups listed below. This can include organizations that contributed to the design and implementation of the needs assessment, as well as organizations who are potential users of the assessment, but have not participated in its design and implementation.

- Humanitarian coordination fora (e.g., clusters, an inter-cluster group, the Humanitarian Country Team);
- UN agencies;
- International NGOs;
- Local NGOs;
- Members of the Red Cross/Red Crescent Movement;

[11] [11] For example, OCHA's Coordinated Assessment and Information Management course, IFRC Needs Assessment Course, or JIPS' Profiling and Coordination Training.

- Donors;
- Government and local authority representatives; and
- Development and stabilization actors.

What are the minimum requirements?

The methodology distinguishes between two types of criteria:

a) Aspects necessary for assessment results to be relevant and reliable. These "minimum requirements" help to decide how trustworthy assessment results are and to what extent their use for strategic decisions is recommended. Only assessments fulfilling at least 85 percent of the minimum requirements are recommended for use without major caveat.

b) Other important elements of good needs assessment practice. Assessments scoring high on these criteria (as well as fulfilling the minimum requirements) are considered best practice (see more in the section on scoring below).

Minimum requirements for multi-sectoral needs assessments

Relevance	1. The assessment was triggered by one of the following: ▪ a significant change in the situation; ▪ the need to cover critical information gaps identified through a review of secondary data; ▪ the need to inform a major planning exercise; or ▪ a request by the affected government. 2. The report states the assessment's general and specific objectives in terms of geographic areas, sectors, thematic areas and population groups to be assessed. 3. Relevant decision makers, data, subject matter and context experts were involved in defining the objectives and the scope of the assessment to ensure it meets their information needs.
Comprehensiveness	4. The same of assessed areas includes all types of geographical areas relevant for the planning exercise the assessment aims to inform. 5. The assessment covers all the sectors (e.g. food security, shelter, education) and the sub-sectors (e.g. water supply, sanitation and hygiene for WASH) relevant for the planning exercise the assessment aims to inform. 6. The assessment covers all groups potentially affected by the crisis (depending on the context e.g. refugees, IDPs, host communities, affected residents, etc.) 7. The assessment identifies characteristics that increase the vulnerability of different groups in the given context (e.g. gender, age, disability, minority status, displacement, etc.).
Research Ethics	8. Data protection measures are in place to protect the identity of respondents, including safe storage, password protection and anonymization when sharing data. 9. Respondents are informed on how the data will be used and are formally asked if they are willing to participate through informed consent. 10. The assessment design is based on a "do no harm" analysis, identifies potential risks to affected populations and enumerators and provides relevant mitigation measures. 11. Strategies are in place to prevent and address sexual harassment, exploitation and abuse during the assessment process (this can include for example policies, guidance, briefings, training or complaints mechanisms).
Methodological Rigor	12. respondents interviewed. 13. The assessment indicates sources for secondary data, key findings and graphs. 14. The assessment is transparent about limitations and information gaps and their impact on key findings. 15. The assessment provides access to the instruments used for data collection. 16. The assessment triangulates information derived from different sources (such as secondary data, key informant interviews or household surveys). 17. The assessment triangulates information gathered through different methods. 18. The assessment uses an appropriate sampling strategy, which can involve random or non-random sampling. 19. The assessment reports which humanitarian needs affected people and/or their representatives consider priority. 20. Data collection tools are tested in the context before using them. 21. Enumerators are trained on assessment objectives, methodology, questionnaire and interview techniques.

Analytical Value	22. Data collection and analysis are guided by a jointly agreed analytical framework, including a theoretical framework, a data collection and an analysis plan. 23. The assessment identifies the most important ways in which the crisis affects people, including protection risks. 24. The assessment identifies factors that drive and explain humanitarian conditions. 25. The assessment estimates and compares the severity of humanitarian conditions and the number of people in need per sector or thematic area. 26. The assessment estimates and compares the severity of humanitarian conditions and the number of people in need by geographical area. 27. The assessment estimates and compares the severity of humanitarian conditions and the number of people in need by affected group. 28. The assessment is transparent on the methodology used to estimate the number of people in need and the severity of humanitarian conditions. 29. The assessment identifies certain and likely future events that might affect humanitarian conditions.
Timeliness	30. Preliminary or final results are shared with response planners in advance of the response analysis and the planning/decision-making process.
EC	31. Effective Communication: There are no minimum requirements in this category

Minimum requirements for Humanitarian Needs Overviews

Comprehensiveness	1. The HNO builds on a thorough mapping of existing needs assessments (assessment registry). 2. The HNO covers all areas affected by the crisis. 3. The HNO covers all relevant humanitarian sectors. 4. Within sectors/clusters, the HNO covers all relevant sub-sectors/areas of responsibility. 5. The HNO includes an inter-sectoral analysis. 6. The analysis for each sector considers gender and protection issues. 7. The HNO addresses other cross-cutting issues (e.g. age, disability, the environment, early recovery, and HIV/AIDS) where they are relevant. 8. The HNO covers all relevant affected groups (e.g. displaced and non-displaced affected people, casualties). 9. Within affected groups, HNO results are broken down at least at level 3 of the humanitarian profile.
Methodological Rigor	10. The HNO is transparent about the number, types, dates and locations of the needs assessments used for the analysis. 11. The HNO assess the comprehensiveness and reliability of the information used for the analysis and is transparent about limitations and information gaps and their impact on key conclusions. 12. The HNO indicates sources or references for key findings, data and graphs. 13. The HNO is transparent about the methods used for calculating key humanitarian population figures and the severity of needs. 14. The HNO reports which humanitarian needs affected people and/or their representatives consider priority.
Analytical Value	15. The HNO analysis is guided by a jointly agreed analytical framework, including a theoretical framework, a data collection and an analysis plan. 16. The HNO identifies key issues affecting people at sector and intersector level, including protection risks. 17. The HNO establishes the humanitarian profile of the crisis (types of affected groups and numbers). 18. The HNO identifies what coping mechanisms affected people use to deal with the key crisis-related issues affecting them for each sector. 19. The HNO identifies humanitarian access constraints, including obstacles for people in need in accessing assistance, constraints for humanitarian actors to access people in need and physical constraints. 20. The HNO identifies driver(s) and underlying factors of the main humanitarian issues at sector and intersector level. 21. The HNO estimates and compares the number of people in need per sector or thematic area and disaggregates results by severity class. 22. The HNO estimates and compares the number of people in need by geographical area and disaggregates results by severity class. 23. The HNO estimates and compares the number of people in need by affected group and disaggregates results by severity class. 24. The HNO estimates the overall number of people in need at inter-sector level and disaggregates results by severity class. 25. The HNO includes a projection of likely future humanitarian needs.
Time	**Time = Timeliness** 26. Preliminary or final results are shared with response planners in advance of the response analysis and the planning/decision-making process.
EC	**EC = Effective Communications** 27. The HNO report and the data are accessible on the most common humanitarian information platforms.

How is the score calculated?

The reviewer determines whether or not the needs assessment meets each of the requirements included in the methodology and rates them accordingly as "yes" or "no". Each "yes" counts for one point, with the exception of timeliness. For an assessment to be useful, its timeliness is of the essence. Yet, timeliness only includes a single requirement, whereas most other aspects include multiple requirements. Timeliness is therefore weighted more strongly to count for four points. The scores translate into the following overall assessment:

Needs assessment quality score	
Not recommended for use / Use only with caution	Less than 85% of points for minimum requirements
Recommended for use	More than 85% of points for minimum requirements
Best practice	More than 85% of points for minimum requirements **AND** more than 75% of points for all quality criteria
Needs assessment use score	
Limited use	Less than 30% of points for use criteria
Average use	30% - 60% of points for use criteria
Extensive use	More than 60% of points for use criteria

How should the scores be used?

How thorough a multi-sectoral needs assessment can be depends a lot on the situation - on how much information is already available, how fast the humanitarian response needs to be, how easy or difficult it is to access different areas affected by the crisis and what resources are available for conducting needs assessments. The interpretation of the scores generated by applying this methodology therefore needs to be **context-specific**.

The scores provide a guide on how trustworthy a multi-sectoral needs assessment's information and conclusions are based on how comprehensive, robust and rigorous the needs assessment process was. The score therefore indicates how much caution decision-makers need to take when using the information. The higher the score, the lower the risk of using the information. The lower the score, the greater the uncertainty. Especially during the early stages of sudden- onset emergencies and in situations in which humanitarian access is highly restricted, however, humanitarian action is about taking decisions under uncertainty.

Annex 3: JOINT INTERSECTORAL NEEDS ANALYSIS FOR EFFICIENT AND EFFECTIVE JOINT RESPONSE PLANNING

Joint Intersectoral Analysis Framework

The increasing scale and complexity of humanitarian crises require increasingly comprehensive and holistic responses if we are to ensure that the right type of assistance reaches the right people at the right time, and leaves no one behind.

Supporting the collective decision-making driving today's Humanitarian Response Plans requires analysis of the humanitarian situation and needs that go beyond the sector-by sector approach that has been the tradition in the past. The analysis must be intersectoral, comprehensive, and place the affected people at the center.

As co-conveners of the Grand Bargain on Needs Assessments with ECHO, OCHA together with the Global Cluster Coordination Group (GCCG) is leading an inter-agency initiative to develop a 'Joint Intersectoral Analysis Framework' which contributes to honoring this commitment.

Intersectoral analysis seeks to understand the extent to which the various sectoral needs coexist within the same population groups and/or areas, and how the sectoral needs and associate factors correlate, thereby aggravating (or mitigating) the problem. For example – a protection threat arising from insecurity can affect different population groups (based on things such as tribal/ethnic affiliations, livelihood strategies, age, disability, gender, and so on) differently in terms of their access to services and livelihoods, which then will have a differential effect, and for some of these groups it may lead to crisis-level outcomes depending on how these different factors converge. A better understanding of the interplay of these dimensions will lead the way to a better targeted and prioritized plan to respond.

The analysis framework will support and guide the holistic analysis of humanitarian consequences of crises, and main underlying factors. It will entail a systematic set of procedures undertaken to set priorities and make decisions about strategy, programmes, and allocation of resources.

Elements of the framework have already been incorporated in the enhanced Humanitarian Programme Cycle Package for 2020 while further development continues through an interagency body. More detailed guidance will be available by end-2109 and will be incorporated into the forthcoming revision of the IASC Operational Guidance.

What is an analysis framework?

An analysis framework is essentially a methodological ecosystem to guide and facilitate sense-making and understanding. Within this ecosystem are:

- Theoretical framework: What is the problem we want to address, and why?
- Conceptual framework: What information and data do we need to measure/analyze how to address the problem?

- Measurement model: How do we analyze the data?
- Analysis Frameworks help researches to approach a problem in a systematic way, and to set a clear driving force behind their lines of inquiries.
- Frameworks break down the issue into sub-components and present a model, often visually, that provides a foundation and a guide for data collection and analysis.

Why is a Joint Intersectoral Analysis Framework needed?

- There is no common structured method to gain insight into the relationship between humanitarian needs across sectors.
- Analysis capacity in and within the humanitarian sectors is asymmetrical.
- Opportunity to understand coexistence, correlation and causality of needs comprehensively are being underutilized.

What will the key outputs of the framework be?

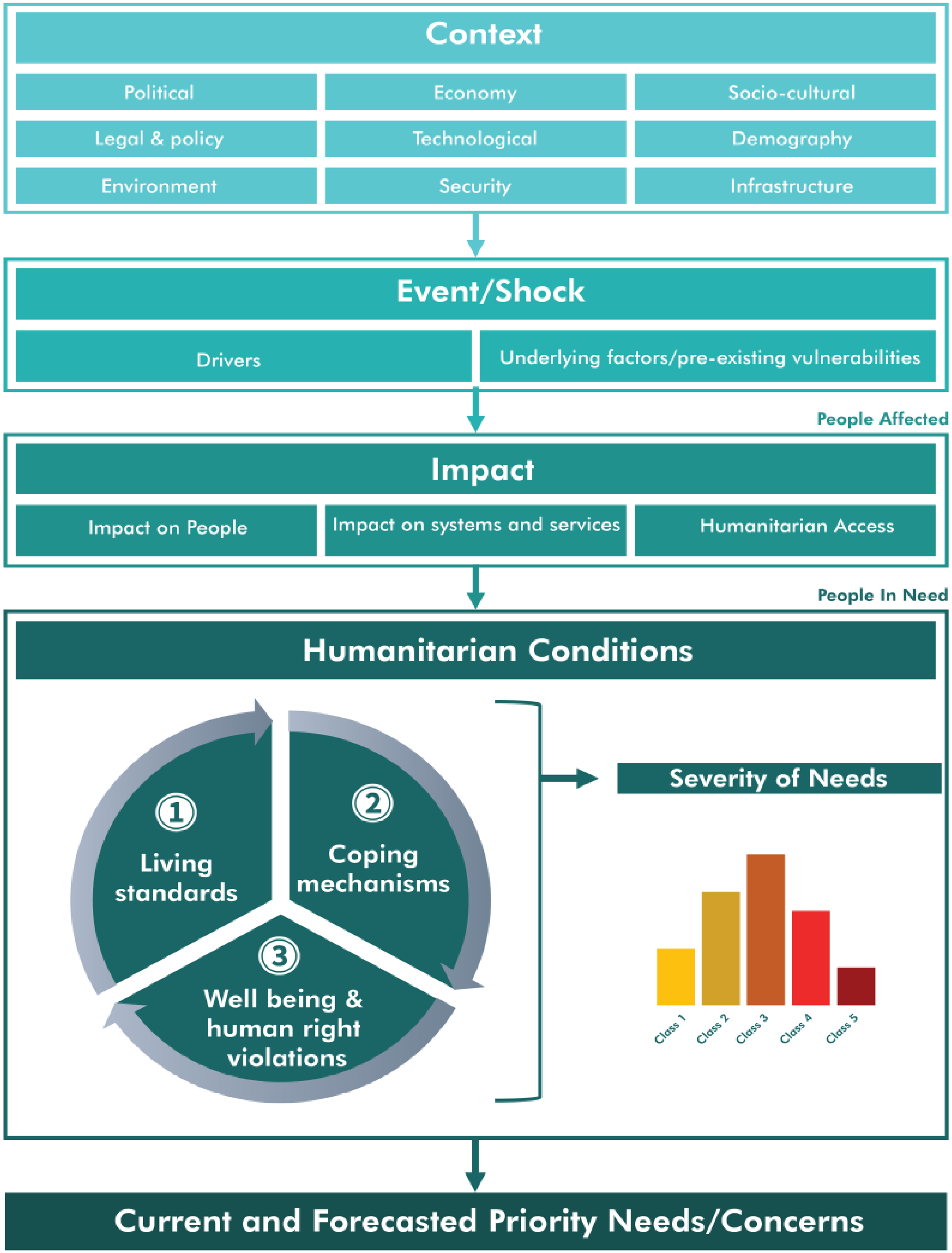
- Detailed accounting of people's combination of needs and associated factors by population and/or geographic area and seasonality of needs
- Survival and maintenance needs and their inter-relationship
- Identification of main factors or drivers of lives/livelihood needs
- Coping/response capacity
- Number of people in need
- Severity of needs
- Projection of needs

What decisions will it inform?

- What are the priority geographical areas and needs to be addressed in the first weeks and first month (what is needed, where, when, and for how many) and should international assistance be provided, and what kind (broadly), to help meet these needs?
- Which type of interventions should be undertaken to meet the combination of survival, emergency and livelihood needs that specific population groups are facing?
- How these programmes should be sequenced, layered or integrated (sectoral and intersectoral)

  During which timeframes would they be undertaken (time criticality)
- To which programming phase will it be applied?

Joint Inter-Sectoral Analysis Framework (JIAF)



Annex 4: DATA ENTRY AND EXPLORATION PLATFORM (DEEP)

Humanitarian organization share a common goal of providing quality information and analysis to decision-makers to allow for early action on identified risks, and maximise the impact of the collective humanitarian response. However, most humanitarian contexts lack a comprehensive, accurate, and up-to-date cross-sectoral situation analysis. Some of the reasons for this include the exponential increase in the volume of information available, in different formats and produced by a variety of actors, while there is no platform that enhances collaboration to use this data and information. Analyses are undertaken in isolation, based on unclear analysis frameworks. Analysis results are not shared and not stored for institutional memory.

The Data Entry & Exploration Platform (DEEP) is an attempt to address these challenges, by offering a structure that facilitates collaborative multi-stakeholders intersectoral analysis, and methodological rigour.

DEEP provides an environment that allows users to create data analysis 'projects' based on a specific geographical scope and standard or customised analytical framework. Within these projects, users follow a rigorous methodology to compile and organise data sources, tag and structure the information according to the analytical framework[12] and organize this information according to areas, population groups of interest, thematic dimensions, sectors, severity etc. Different tools and visualisation features provide opportunities for the exploration of data and sense-making of large amounts of information into structured analytical conclusions.

The Assessment & Capacities Project (ACAPS) initiated the DEEP project in 2016, based on the experience of a previous data capture and tagging platform successfully used in Nepal[13] by the UNDAC Assessment cell when responding to the April 2015 earthquake. Seeing the potential for DEEP to benefit the wider humanitarian community, OCHA signed a funding agreement with ACAPS in January 2017 with the view to making it open-source. DEEP subsequently became a multi-partner project currently comprising nine organisations[14].

While DEEP's primary functionality is to support secondary data analysis, it also provides a collaborative environment, rigorous analysis methodology, and the possibility for multiple stakeholders to share data, and to produce situation awareness in a systematic and transparent

[12] An analytical framework provides a set of definitions, categorisation and classifications of unstructured qualitative and quantitative data.

[13] Humanitarian Information Review and Analysis, (HIRA) in Nepal 2015: OSOCC Assessment Cell team every day collected assessment reports from responding agencies, media reports, social media entries, conversations with people in affected areas were entered into the HIRA. This information was used to inform the District Profiles, Situation Analysis and other documents produced by the cell.

[14] ACAPS, The Internal Displacement Monitoring Centre (IDMC), United Nations High Commissioner for Refugees (UNHCR), Office of the United Nations High Commissioner for Human Rights (OHCHR), Joint IDP Profiling Service (JIPS), International Federation of Red Cross and Red Crescent Societies (IFRC), Okular Analytics, The United Nations International Children's Emergency Fund (UNICEF) and OCHA's Need Assessment and Analysis Section, Assessment Planning and Monitoring Branch (OCHA NAAS/APMB).

manner. It can be used in conjunction with the Joint Intersectoral Analysis Frameworks and tools for enhancing the usability and usefulness of data and analysis.

Information relevant to situational analysis is currently scattered across more than 300 platforms and websites. DEEP ensures that all crisis information, both quantitative and qualitative, is available in one place, at the lowest possible level for timely/real-time analysis, and that information gaps are identified and guide further data collection efforts.

To date, preliminary versions of DEEP have generated around 493,000 cumulative information entries, including natural disaster and conflict situations in Iraq, Libya, Afghanistan, Nigeria, Papua New Guinea, Bangladesh, Myanmar, Burundi, Venezuela and many other countries. Some noteworthy examples of use in last two years include: comprehensive analysis of the situation in Libya covering a period of one year and directly feeding the 2019 HNO analysis; OHCHR global monitoring of human rights hot spots; IFRC's regional analysis of displacement in South America with a focus on Venezuela; UNHCR's protection analysis of reports from focus group discussions; and ACAPS global situation monitoring contributing to several weekly analytical products. In January 2018, the first comprehensive DEEP beta version (https://www.thedeep.io) was released. The official launch of DEEP is expected in 2019.

ANNEX 5: ENHANCING USABILITY AND USEFULNESS OF DATA AND ANALYSIS

Humanitarian response should be based on relevant, reliable data and a shared understanding of context and needs. However, even when data and analysis is produced with the aim of informing a response, it is not always fully utilized. One of these reasons is insufficient and unstructured engagement of data users in the data collection planning, analysis and dissemination phase, which results in resources being invested for data and analysis that do not fully correspond to the needs of data users.

This approach aims to strengthen engagement between data producers and data users before, during and after the data collection, analysis and dissemination process. This can help responders receive more useful and usable data and analysis, share ownership to a higher degree with data providers and see their information needs better reflected in the results.

Click and listen! A narrated briefing of this guide is available online: https://urlzs.com/vErm.

Needs Assessment Process: Common Steps among Organizations/ Clusters

When comparing Needs Assessment processes, it is evident that most steps are common among organizations/clusters that participated in this comparison[15].

Sometimes the order of implementation may vary among processes, and often organizations/clusters have different denomination for the same step.

Some organizations, for example, start with coordination and identification of information needs, others with defining the purpose, others conduct assessment of information landscape is done even before a new crisis, and included in "data preparedness".

In a few cases, some steps are implemented only by some organization/cluster. This is mostly due to the specific mandate of each organization/cluster: e.g., some do not do primary data collection, others collect data as a service for other responders.

Some organizations include "capacity strengthening with national/local actors on needs assessments", as part of their process, others look specifically at various modalities for dissemination to ensure they reach decision makers (e.g., presenting results to sectoral or inter-sectoral meetings, "elevator pitches", in addition to preparing reports, infographics and website content).

[15] An Excel sheet illustrating comparison, as filled by participating organizations and clusters, AoRs, is available at: https://docs.google.com/spreadsheets/d/1gDL8_MEtCS9tyRHgj1I1AwQI3UQGxbPTFL3htukF_fM/edit?ouid=115241835277620149295&usp=sheets_home&ths=true.

Figure 2: Main Steps Identified by Participating Organizations and Clusters

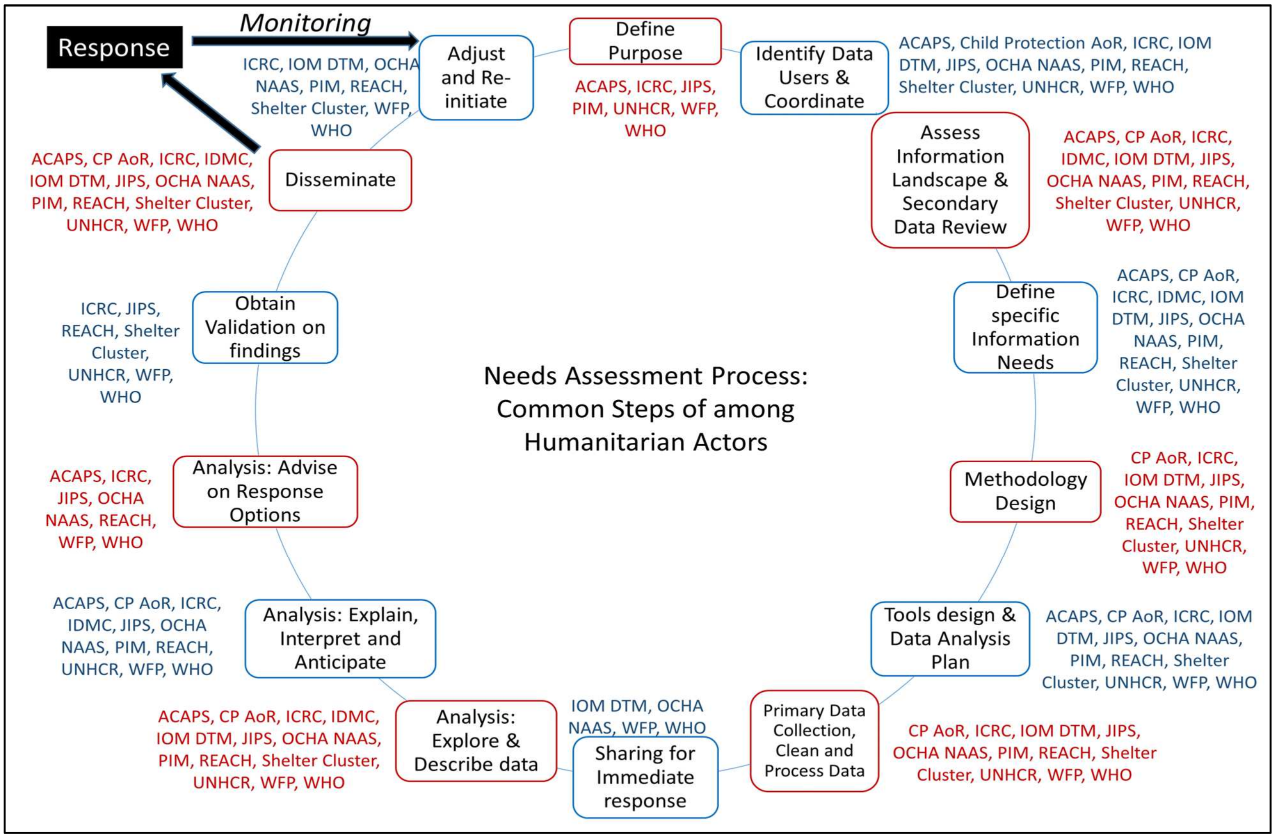


Figure 3: Minimum Skillsets Required for Evidence-Based Decision-Making

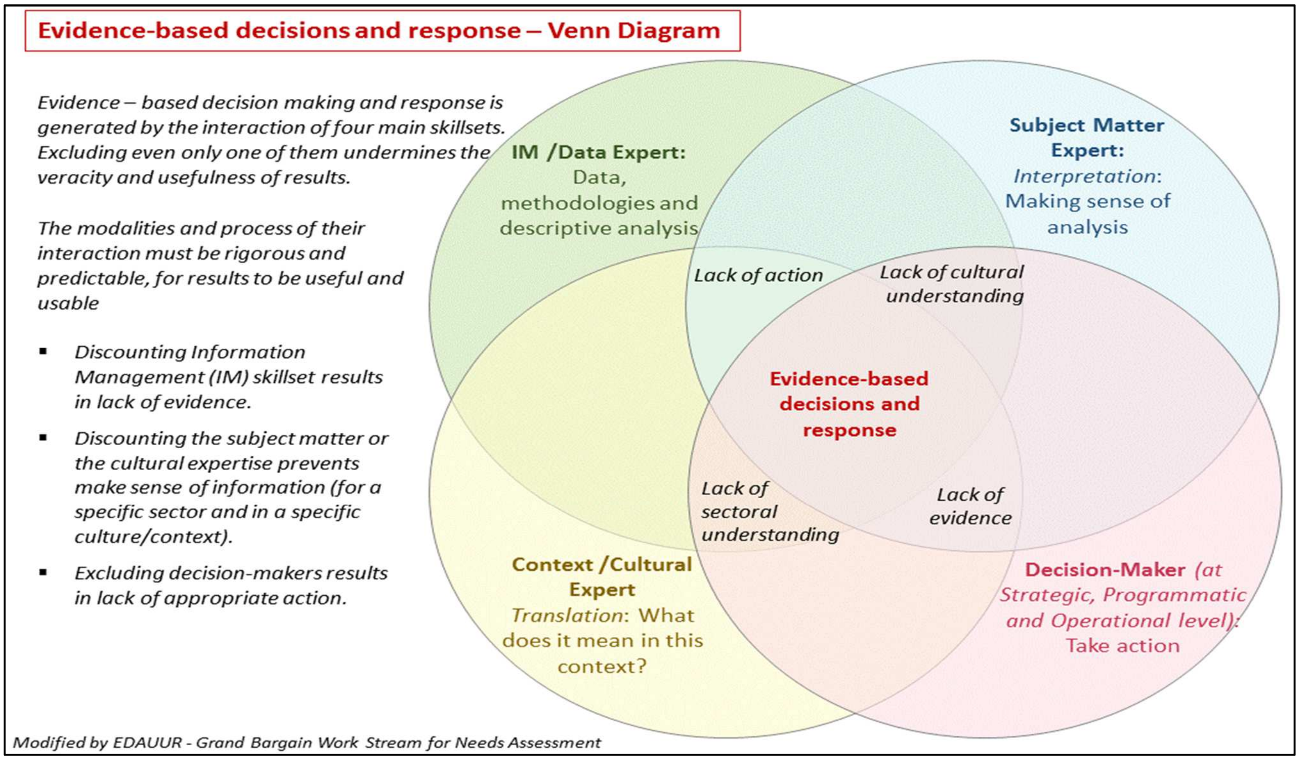
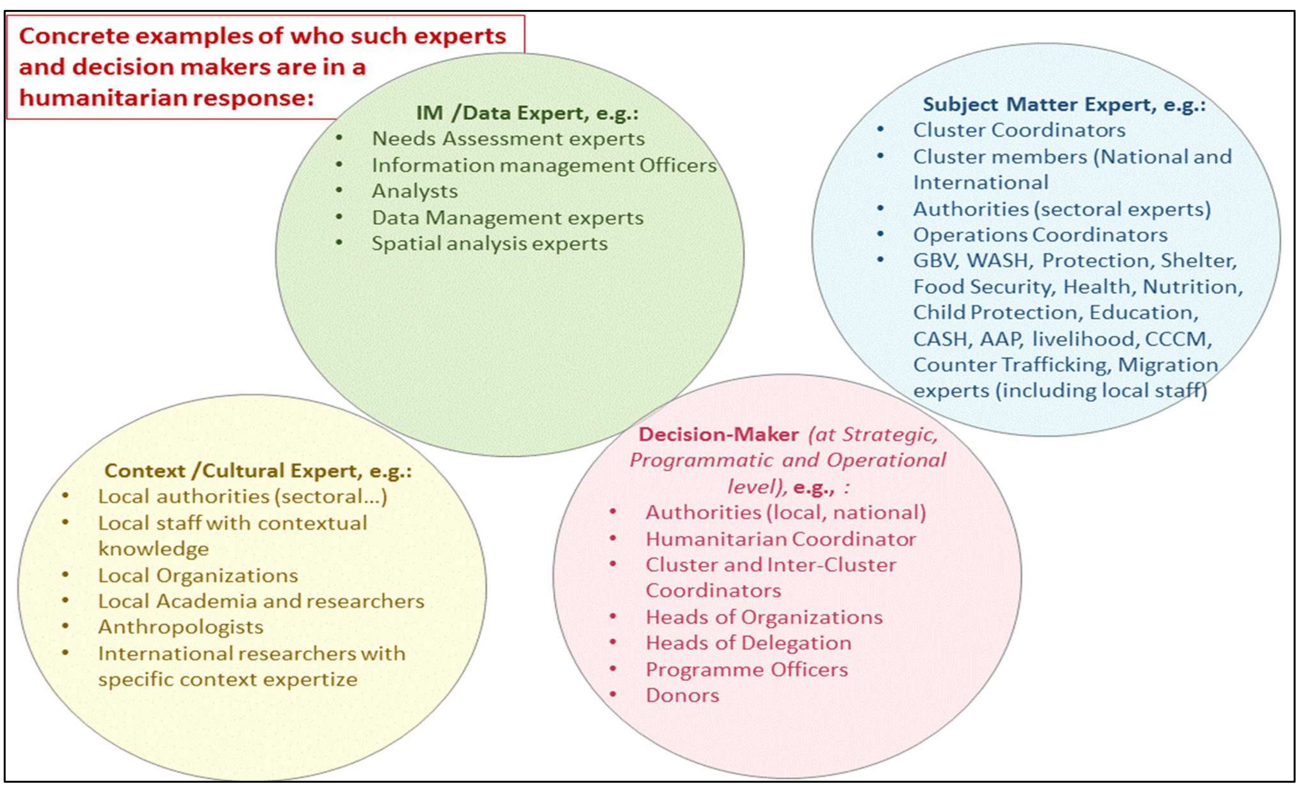


Figure 4: Experts and Decision Makers in a Humanitarian Response



Four key steps where the 4 skillsets have to work together

Close cooperation among the four skillsets is crucial at all steps of the Needs Assessment process. The group identified four key steps of the process where it is particularly important that the four skillsets work together, each according to their role:

1. Define Specific Information Needs,
2. Methodology Design,
3. Tools and Data Analysis Plan Design,
4. Analysis. Analysis is considered one 'composite' step.

Roles for each of the four 'skillsets, Guiding Questions and Checklists at each key step

As each skillset contributes to the process complementarily. It is essential that each actor understands the complementarities of the different roles and respects the different professional competences. Roles at the four identified steps are illustrated below, together with tools (guiding questions and/or checklists of actions to be taken) that help each actor clarify their own role and clearly identify the role of the others.

Step 1 – Identify information needs

Identifying information needs before developing questions is essential to get the needed results for response. Questions can thus be more targeted and obtain the right data.

Roles:

- **Decision-Makers** clearly identify the decisions they have to take, and, with others support, the information they need in order to take such decisions.
- **Subject-Matter Experts** identify what information is available and accessible, and where gaps are. They identify the essential building blocks of sectoral information. They help IM experts identify most appropriate sources of sectoral information and, with IM support, unit of analysis and modality of data collection. They provide the sectoral perspective to the conversation.
- **Cultural/Context Experts** help turn abstract information needs into specific local 'meaning'. They identify the most appropriate way of translating information needs into questions that will be correctly understood in that specific context/culture.
- **IM Experts** contribute their technical know-how on data analysis, questionnaire development and data collection methods. They translate information needs of decision makers as well as sectoral and cultural perspectives into questions that can be analysed to inform decision-making.

Questions and Respondents

1. What is it that we have to do? (Decision Makers)
2. What are the decisions we need to make? (Decision Makers)
3. What information do you miss in order to make that decision? (Decision Makers, supported by Sectoral experts, Context experts and IM expert)
4. How often should that information be updated, at a minimum, to be still usable? (Decision Makers, supported by Sectoral experts, Context experts and IM expert)
5. Is that information already available/ accessible? (Sectoral Experts, Context Experts and IM experts)
6. Can we integrate this information need into already existing or planned data collection exercises? (Decision Makers, supported by Sectoral Experts, Context experts and IM experts)
7. How will this information help in the decision-making (What are logical flow & benchmarks)? (Decision Makers, supported by Sectoral Experts, Context experts and IM experts)
8. What are the components of the information (e.g., data that can be analysed to obtain the needed information)? (Sectoral Experts, Context Experts and IM experts)
9. Are any of these data already available/accessible (review secondary data[16])? (Sectoral Experts, Context Experts and IM experts).
10. What are the missing data we need to collect? (Sectoral Experts, Context Experts and IM experts)

Step 2: identification of Methodology

Roles

- **IM experts** is responsible to facilitate the process towards the identification of an appropriate and sound methodology for the specific context and purposes. Decisions on the methodology will be often taken jointly with sectoral, cultural experts and ultimately decision-makers. The choice will be based on type of needed information, the level of details, the time frame, access and available resources. IM experts also help others understand how and why different data collection methods and unit of analysis impact results. *Note that in some organizations Needs Assessment experts are tasked with designing the methodology (included under IM experts for the purpose of this document).*
- **Sectoral Experts** are fully involved in the process to define the methodology, as their expertise is needed to identify, among others, appropriate unit of measurement, method

[16] Reviewing secondary data includes quantitative and qualitative information, like "stories" that sectoral or cultural experts have previously been told by members of the community. These guide the identification of info needs.

of data collection, typology of respondents, resolution of data[17] and affected groups to focus on.

- **Cultural/Context Experts** are crucial part of the conversation, as they provide insight on information that lead to the choice of methodology: for example, on most appropriate respondents, affected groups, geographic boundaries (e.g., groups living across admin boundaries, control of territory), accessing gatekeepers, respondents' likely reaction to a type of interview.
- **Decision Makers** are crucial to the identification of the methodology, and their involvement in deciding on methodology greatly increases their understanding of meaning and reliability of final results. It also increases their level of trust in the results. If Decision-Makers cannot participate, they take necessary time to understand the limitations and strengths of results and reasons for agreed methodology. The limitations and strengths of results as well as the reasons for choosing such methodology should be presented to decision-makers in a format they can easily absorb and communicate to others.

Guiding Questions:

IM Experts use these questions to facilitate the identification of a sound and appropriate methodology. Identification is done jointly with Sectoral Experts, Cultural Experts and Decision-Makers; however IM skillset is crucial to choose a methodology that can give quality results, in line with what Decision-Makers need for their response.

WHERE:

- What are the geographic boundaries?

WHEN:

- What is the timeframe for the assessment?
- Should this be a 'one off' or an 'on-going' exercise?

HOW MUCH:

- How much will it cost?
- Who /how many will need to work on it?

HOW - Data collection methods:

- Is the needed information better collected through qualitative or quantitative methods?

[17] Resolution of the data may be villages, sub-districts, districts, etc.). See: Aldo Benini, *Documenting methods and data in rapid needs assessments*, ACAPS, 2012.

- What is the most appropriate unit of analysis[18] (e.g., individual, household, community or facility), or a structured phased approach is to be used over time, starting with community-level information, then household /individual- level?
- Do we need the results to be generalizable or can we use some type of convenience sampling?
- What method of data collection is most appropriate? [19] (e.g., KII, FGD, surveys, administrative data)
- Do results need to be reproducible and comparable over time?
- Do we/others need to re-use the data for other purposes?
- Is the information better captured through structured or semi-structured interviews?

WHO

- Who do we ask? (e.g., selection of KI, composition of groups…)
- Can we access the relevant gatekeepers?
- Define the universe, the set of units (affected groups, communities, areas)[20] about which the assessment was conducted
- Define the resolution of the data (villages, sub-districts, districts, etc.)

AND VERIFYING:

- Would Decision-Makers be able to make identified decisions based on data from these sources, methodologies/modalities and unit of analysis?
- How will the selected method, timeframe, geographic boundaries, and respondents impact on the results and ability to accurately inform decision-making?
- Would decision makers trust results obtained with this methodology?
- What are the possible negative consequences that may result from data collection/analysis done with this methodology and how can these be mitigated? (this must be include all actors Sectoral experts, Context/Cultural experts, IM, Decision-Makers, in addition to Protection experts)

[18] Unit of Analysis can be individual, household, community or facility (e.g., health center or school). Methods of data collection can be used for various unites of analysis, e.g., surveys (representative or non-representative) can be used for individual and household level, Key Informants Interviews and Focus Group Discussions are used for community level, and administrative records and KII are used for facility level.

[19] Useful tools to jointly identify most appropriate system for data collection include: PIM matrix, that can be adapted to other sectors (http://pim.guide/wp-content/uploads/2018/04/Quick-Reference-Flyer_Principles_Matrix_Process_2018-1.pdf); ACAPS "*Direct Observation and Key Informant Interview Techniques for primary data collection during rapid assessments*": https://www.acaps.org/direct-observation-and-key-informant-interview-techniques; UNHCR overview of data collection methods and their use in UNHCR Needs Assessment Handbook, p 81: http://needsassessment.unhcr.org/

[20] Aldo Benini, Documenting methods and data in rapid needs assessments, 2012.

Step 3: Data Analysis Plan and Assessment Tool Design

The purpose of developing and sharing a data analysis plan is to visualize the final descriptive analysis and verify whether it provides the information originally identified as needed by decision makers.

Roles:

IM experts develop draft questions with support of sectoral and cultural experts, in coordination with decision-makers, to ensure the link between NA objectives and draft questions is clear and correct. IM experts then visualize potential results using fake data. Results are discussed with decision makers, cultural and sectoral experts to verify the questions can provide needed information. IM experts make necessary changes to the questions, finalize and share the data plan. IM also designs the tool, according to best practices[21].

Guiding Questions, Tasks and Responsibilities

11. In this context, using this methodology/modality at this level of analysis, what question/questions we should ask in order to obtain the data we need? (Sectoral Experts, Context Experts and IM experts)

12. In this context, using this methodology/modality at this level of analysis, what options for answers we should give to obtain the data we need? (Sectoral Experts, Context Experts and IM experts)

13. In this context, using this methodology/modality at this level of analysis, can this question and its analysis do harm? (Protection experts, Decision-Makers, Sectoral Experts, Context Experts and IM experts)

4. Questions and answers are included in a data plan, which may also include dissemination modality, source of data and more[22]. (IM Expert)

5. Fake values are attributed to each question and mock-up visuals (e.g., charts, maps and tables) are created for each question, and combination of questions, as deemed appropriate. (IM Expert)

6. Mock-up visuals are discussed with Decision- Makers to verify whether the analysis of the questions would provide the information identified as needed by decision makers. (Decision Makers, Sectoral Experts, Context/Cultural Experts and IM Experts)

7. Changes to questions, options for answers and visualizations are made according to outcome of previous discussion, and final version is shared with other actors. (IM Expert)

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[21] For example, see ACAPS brief on questionnaire design: https://www.acaps.org/sites/acaps/files/resources/files/acaps_technical_brief_questionnaire_design_july_2016_0.pdf

[22] For an example of Analysis Plan, see page 14 of ACAPS Questionnaire Design, How to design a questionnaire for needs assessments in humanitarian emergencies, July 2016, available at: https://www.acaps.org/sites/acaps/files/resources/files/acaps_technical_brief_questionnaire_design_july_2016_0.pdf

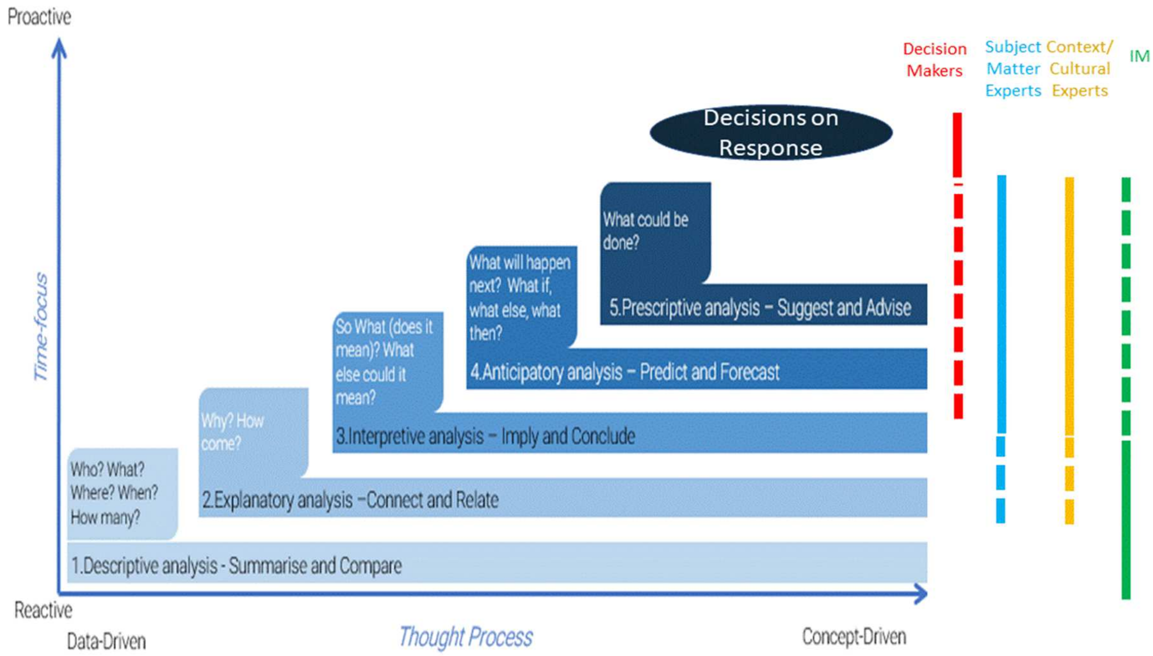
8. Assessment tool is designed, according to best practices (IM Expert).

Step 4: Analysis

As analysis is done at various levels, those levels should be clear to all actors. In each level of analysis different actors/ skillsets answer different questions. Each level relies on the preceding ones.

- **Descriptive analysis**: Describing data means to summarize and reduce large amount of data to a representation where it is easier to compare between them and identify the main points, important stories and relevant messages, e.g. a percentage, average, mean, mode, etc.
- **Explanatory analysis** looks for associations, correlations and more generally for connections between observations and measurements. It allows for formulation of better hypothesis or theories, based on careful investigation of relationships, underlying processes or causal mechanisms.
- **Interpretive analysis** aims at moving beyond findings to identify key messages and drawing well-supported conclusions, through careful argumentation, evaluation of the strength of evidence available and attention to plausibility in context.
- **Anticipatory analysis** identifies the likelihood of future events and outcomes at a specific time, based on current and historical data. It combines predictions (a one-off estimate of a specific event in the future – What will happen?) and forecast (a set of possible futures that include probability estimates of occurring – What else might happen?)
- **Prescriptive analysis** entails both response analysis and planning. This process is generally conducted in a workshop setting and uses results from both secondary and primary data collection.

Figure 5: Levels, guiding questions and roles



The analysis spectrum, adapted from Pherson and ACAPS by Okular Analytics Ltd

Figure 6: Data Collection Planning