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## Draft Terms of Reference (ToR)

### Review of current Inter-Agency IM and implementation of the IASC endorsed Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management (Operational Guidance Note on IM)

21 April 2009

1. The purpose of these Terms of Reference [ToR] is to outline the objectives, activities, and timeframe of the review of Inter-Agency IM and implementation of the Operational Guidance Note on IM.
2. The main framework for conducting Information Management within a Cluster/Sector system is the IASC endorsed Operational Guidance Note on IM. This guidance is key to facilitating sharing of critical and timely information to improve analysis and enable informed decision-making. In order to understand whether the Cluster/Sector Leads IM responsibilities for *intra*-cluster coordination, as well as OCHA's IM responsibilities for *inter*-cluster coordination are being met, the Task Force will undertake an inter-agency review of IM efforts at the global and the field levels.
3. The review will evaluate current IM practices; relevant guidelines developed by Cluster/Sectors, as well as seek to gauge the level of implementation of the Operational Guidance Note on IM. Building upon this, the review will try to understand what impediments exist in making the Guidance Note work better in the field and what steps are needed in order to change this. Moreover, the review will work to guide the clarification of the linkages between information management and needs assessments.
4. The review will prepare a report including findings and recommendations which can serve as a benchmark for measuring improvements over the 18 month mandate of the Task Force, including a possible update of the Operational Guidance Note.
5. The report will be submitted to the IASC TF on IM for endorsement on the implementation.
6. The review will be coordinated with Cluster/Sector Leads, IM practitioners with experience from the cluster environment, and OCHA. The review will serve as a basis for activities and issues to be addressed by the IASC TF on IM.
7. The stakeholders identified for this review are:

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At the *Global level* - OCHA, Global Cluster Leads, Agency counterparts at the desk level and the IASC TF on IM membership. The IASC TF on IM sub-group on the review will act as the technical counterpart.

At the *Field level* – HC/RC, Humanitarian Country Team, OCHA, Agency Heads/Cluster Leads and members, Operational decision makers within agencies, clusters, and OCHA, National entities and counterparts. Moreover, the OCHA IMU, Cluster IM focal points and National entities and counterparts identified for cooperation, capacity building, and hand-over will be the technical stakeholders.

8. These draft ToR were developed by the IASC TF on IM sub-group on the review, consisting of WFP, UNICEF, BCPR, UNHCR, and OCHA.

### **Objectives**

9. Understand the level of implementation of the Guidance Note on IM. The main framework for meeting Cluster/Sector IM requirements is the IASC endorsed Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management (Operational Guidance Note on IM). This part of the review will look at utilization of the guidelines, impediments for implementation, available resources, as well as identify needed elements for successful implementation. This will be done both at the Field and the Global levels and encompass best practices in the Field as well as an evaluation of Global Cluster lead roles, including strategies to meet responsibilities outlined in the Guidance Note as well as best practices to enhance its utilization. The above will feed into an update of the IM guidance note as appropriate.
10. Determine whether the Operational Guidance Note on IM is meeting its objective of contributing to informed decision-making. Intended for use at the country level, the Operational Guidance on IM was developed to help Cluster/Sector Leads and OCHA, as well as other humanitarian partners, to ensure that relevant information is provided to the right person, at the right time, in a usable format that facilitates situational understanding and decision-making at the intra and inter-cluster levels.
11. Describe impediments for a well functioning inter-agency/cluster/sector IM and provide suggestions for improvements. Based upon the level of implementation and its effectiveness in contributing / enabling informed decision-making, this objective of the review will try to identify issues left out in the latest version of the Guidance Note on IM, such as transition and sustainability. It will also look at human and financial resources needed to implement the guidance at both the Field and Global level.

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## Methodology

12. The review will organize its approach to the above objectives through a multiple approach including desk reviews, field visits, and key informant interviews. The Field and Global levels will have to be separate at the start and brought together at the analysis stage. The evaluation will be carried out through analyses of various data coming from cluster/sectors and OCHA as well as other sources of information and by using various approaches including desk reviews; field visits; interviews with key stakeholders; on-line surveys (including both producers and users of information).
13. Both quantitative and qualitative methods will be applied to build and to further develop as necessary the established indicators as specified under “indicators.”
14. Desk review of relevant documentation on IM, cluster specific, as well as inter-cluster guidance. This may be complemented by on-line surveys.
15. Data collection and analysis at field level will be used to assess the level of implementation and the effectiveness of the Guidance Note on IM. It is suggested to limit the review to those countries/territories included in the 2<sup>nd</sup> Cluster Evaluation (see box below), although the on-line survey will seek to have feedback from all countries in which the cluster system was deployed.

New Emergency:	<b>Gaza</b>
Sudden Onset:	<b>Haiti</b>
“New” rollout complex emergency:	<b>Chad, Myanmar</b>
“Old” rollout complex emergency:	<b>Uganda, DRC</b>

16. Key informant interviews are to be conducted in each selected country as needed. Interviewees will be selected based on their knowledge and experience of the cluster approach, and will include: decision-makers at different levels, IM focal points within each cluster, OCHA IMUs, representatives of UN agencies, funds and programs with an emphasis on the Cluster Lead Agencies; recipient state representatives; representatives of UN peace support operations where relevant; donor governments; representatives from IOs and NGOs; and local NGOs.

## Participation

17. The IASC TF on IM - sub-group on the review, consists of WFP, UNICEF, BCPR, UNHCR, and OCHA. For stakeholders, please see point 7.

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18. Linkages will be made with the 2<sup>nd</sup> Cluster Evaluation as appropriate, although the two processes have separate time frames.

**Timeframe**

19. The timeframe for the review is May – July 2009.

**Expected costs**

20. The below is developed to illustrate options for executing the review. They include, principal activities, timing, a rough cost estimate, and involvement/resources required from the IASC TF on IM. The standard cost of a P5 Consultant is USD 340 per day or USD 9140 per month. To this, travel costs and DSA will have to be added. *These options are very much in a draft format and will be modified according to subgroup inputs.*

**Option a)** Hire a consultant to implement the TOR from beginning to end. Principal activities would include the full development of a strategy to conduct the review based on the ToRs, development of instruments for data collection and processing, identification of target groups, analysis of data/information and reporting. More specifically the following activities and time allocations would be needed.

- 3 weeks- strategy, instrument development for the review with the subgroup (DSA Gva)
- 3 weeks- 3 field visits with key informant interviews (DSA and Travel)
- 1 week- key informant interviews at Geneva level (DSA Gva)
- 3 weeks- Data/information collation and analysis (DSA Gva)
- 2 weeks- Report writing and vetting (DSA Gva)

Total for costing: 12 weeks of consultancy at the P5 level or equivalent (USD 42,000), travel and DSA for 3 field visits (USD 20,000 for French-speaking countries and USD 13,500 for English-speaking countries) and the rest of the time spent in Gva (USD 20,000): **Roughly USD 75,500-82,000.**

This approach would require Cluster/Sectors and OCHA to make staff available for interviews, which would have additional resource implications.

**Option b)** *Sub-group for the IM review* to develop a framework and instruments for the review and partially undertake the implementation of the ToR with resources identified within the IM Task Force with the support of a hired consultant. This approach would include all the activities elaborated on in option a), but would divide the work between the consultant and the subgroup identified resources.

- (Subgroup) 3 weeks- Strategy, instrument development
- (Consultant) 3 days- Hand-over (DSA Gva)
- (Consultant) 3 weeks- 3 field visits with key informant interviews (DSA and Travel)
- (Consultant) 1 week- key informant interviews at Geneva level (DSA Gva)
- (Subgroup) 2 weeks- Data/information collation and analysis
- (Consultant) 1 week- Data/information collation and analysis (DSA Gva)
- (Subgroup) 1 week - Report writing and vetting
- (Consultant) 1 week- Report writing and vetting (DSA Gva)

Total for costing: 6.5 weeks of consultancy at the P5 level or equivalent (USD 22,750), travel and DSA for 3 field visits (USD 20,000 for French-speaking countries and USD 13,500 for English-speaking countries) and the rest of the time spent in Gva (USD 15,000): **Roughly USD 51,250-57,750.**

Sub-group 6 weeks of dedicated resources to the exercise

**Option c)** *Sub-group for the IM review* to undertake the execution of the entire ToRs in collaboration with identified resources in the IM Task Force. Essentially this is an option that looks for all of the resources and skills from within the subgroup and IM Task Force. More specifically the following activities and time allocations would be needed.

- 3 weeks- strategy, instrument development for the review with the subgroup
- 3 weeks- 3 field visits with key informant interviews
- 1 week- key informant interviews at Geneva level
- 3 weeks - Data/information collation and analysis
- 2 weeks - Report writing and vetting

Total for costing: Subgroup 12 weeks of dedicated resources to the exercise with allocations for travel and DSA

Basis for costing:

Country	Travel fares in \$ estima	DSA rate p/day in \$	Total of 5 working days + travel days	Comments
Haiti *	5,600.00	260.00	1,820.00	
DRC *	4,500.00	172.00	1,204.00	Instead of paying 2 different tickets we can save some money if one round trip ticket is organised instead
Chad *	4,500.00	337.00	2,359.00	Gva-DRC-Chad-Gva \$ 4500 + \$ 700 = \$ 5200
Uganda *	3,800.00	193.00	1,351.00	
Tel Aviv	1,600.00	172.00	1,204.00	
Myanmar *	4,800.00	90.00	630.00	
<b>Total</b>	<b>24,800.00</b>		<b>8,568.00</b>	
* costs in business (more than 9 hours flight)				
<b>other costs</b>				
DSA Gva rate p/day		330.00		
Consultant fees at L-5 Level		500.00		or \$ 3500 weekly