



International Organization for Migration (IOM)

The UN Migration Agency

**A THEMATIC EVALUATION OF
THE DISPLACEMENT TRACKING MATRIX (DTM)**

ANNEXES

OFFICE OF THE INSPECTOR GENERAL

April 2018

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ANNEX 1: Evaluation Terms of Reference

IOM DISPLACEMENT TRACKING MATRIX (DTM)

A THEMATIC EVALUATION

1. Background

Humanitarian crises are often characterized by high mobility, which can pose significant problems to governments and humanitarian actors who need to accurately locate displaced populations to provide them with timely and appropriate assistance. Enhanced information management systems and methodologies can help better target assistance, improve multi-sectoral coordination, and prepare humanitarian and development stakeholders to track human mobility caused by crises.

To address the challenges of providing timely and targeted assistance, and of the lack of preparedness to understand and frame mobility, the IOM's Department of Operations and Emergencies (DOE) has developed the Displacement Tracking Matrix (DTM), a system to track and monitor displacement and population mobility. It is designed to regularly and systematically capture, process, and disseminate information to provide a better understanding of the movements and evolving needs of displaced populations and migrants, whether on site or *en route*. The concept of the DTM originated in 2004 during the response to large displacements in Iraq. Since then, the DTM has been deployed and refined in multiple countries and crises, expanding not only in its implementation but also the scope of displacement tracking and monitoring activities. The concept aimed to provide a comprehensive understanding of the full cycle of displacement from the start of a crisis up to the return or relocation of the displaced populations, looking at the location, demographics, vulnerabilities, needs, risks, intentions, and movements.

The IOM also intends to transfer the knowledge, experience, and the enabling technologies of the DTM to governments in disaster-prone countries, supporting them in managing ongoing displacement and enhancing preparedness measures for future displacement crises.

The DTM integrates well-tested information management systems and comprehensive approaches to generate and manage information to:

1. Provide timely and targeted assistance to crisis-affected populations through improved information management and mapping of population needs and locations;
2. Enhance preparedness measures to mitigate the effect of future crises through better planning of resources and development, and integrate early warning systems;
3. Facilitate quicker transitions to recovery following a crisis through improved data management systems, enabling stakeholders to provide critical support and identify sustainable solutions for the displaced populations (including housing, livelihoods, or other needs related to recovery and transition).

Information outputs from the DTM can vary from raw data sharing to comprehensive DTM analysis reports, tailored to regularly provide reliable, timely, and accurate information during humanitarian responses and recovery operations. In the humanitarian/emergency response architecture and as the global cluster lead for the Camp Coordination Camp Management (CCCM) cluster for Natural Disaster, IOM has been using the DTM as the main tool for tracking and monitoring sites hosting internally displaced populations and has included the DTM as a component of its CCCM Training programme.

Partnerships with global clusters and operational agencies, including OCHA, UNICEF, and the WFP, have also been substantially strengthened, with the IOM data being used in their operations. Aside from informing the immediate response to crises, the DTM data also feeds into flagship publications, such as the Internal Displacement Monitoring Centre's (IDMC) annual *Global Report on Internal Displacement*, and into emergency updates by inter-sector and inter-cluster coordination groups.

The DTM evolved from simple databases to a comprehensive information management system. It is designed to be flexible and has been implemented using a variety of technological solutions that range from a collection of standalone tools and software to a comprehensive and integrated web-based application system. This has been a major advantage in coping with complex operating environments in the field, where the applicability of certain tools and approaches is limited by security concerns, and connectivity and accessibility challenges. As a modular system, the DTM is very flexible and can be implemented in a variety of ways depending on the requirements of a given context. It is composed of four components:

1. Mobility Tracking: systematically tracks mobility and cross-sectoral needs in locations of interest to target assistance;
2. Flow Monitoring: tracks movement flows and the overall situation at key points of origin, transit locations, and points of destination;
3. Registration: registers individuals and households for beneficiary selection, vulnerability targeting, and programming; and,
4. Surveys: gathers specific information using sampling from the population of interest.

Providing partners with relevant and regularly updated information through the DTM also constitutes a key component of the IOM's effort to institutionalize its Accountability to Affected Population approaches in programme implementation, monitoring, and evaluation, holding humanitarian actors accountable for responding to identified needs and gaps in a timely manner. The DTM is indeed considered an important accountability tool, offering a channel to bring displaced populations' needs to the attention of humanitarian actors, donors, and national authorities.

Looking back at its experience with the DTM, the IOM has identified three main strengths with an impact in the countries where the DTM has been deployed: i) *Better preparedness*, ii) *Targeted response*, and, iii) *Quicker transitions to sustainable return and recovery*, noting also:

- The IOM's technical capacity and experience with displacement tracking and monitoring systems, methodologies, and tools;
- A surge in the global capacity to set up, implement, and update the DTM during emergencies, as well as in the technical capacities of Country Offices;
- Relationships and a history of collaboration with national and local government authorities;
- An effective response to increasing awareness and demand for the implementation of displacement tracking at the global and national level; and,
- The global capacity to strengthen and ensure system interoperability and standardization at Headquarters.

The IOM, with the financial support of donors, intends to continue building the DTM's potential and operational capacity at the regional and inter-regional level to contribute to a better understanding of migration trends and patterns, for instance, by expanding primary data collection capacities and regularly gathering, analysing, and disseminating information on human mobility along key migratory routes (e.g. in East, Central, West, and North Africa, and the Middle East, as well as towards Europe). This information can in turn be used to inform targeted policies and humanitarian interventions.

Scaled up approaches that integrate context-appropriate indicators and other mainstreaming activities related to Gender-based Violence (GBV), Child Protection (CP), and Counter Trafficking (CT) into DTM assessments to provide a more holistic understanding of protection, risks, and vulnerabilities in a given situation, are also part of those innovative efforts.

2. Objective of the Evaluation

The thematic evaluation¹ of the IOM's DTM is part of the Office of the Inspector General's (OIG) biennial evaluation plan 2017-2018 and is intended to provide a comprehensive thematic analysis of the IOM's strategic and operational use of the DTM, as well as its institutional and managerial set-up. The overall objective of the evaluation is:

To analyze the IOM's overall performance in the set-up of the DTM, examining the development of IOM's technical expertise and implementation of the DTM best practices, to evaluate the relevance of the DTM to the IOM's mandate and operational responses, and to analyze the internal synergies and institutional requirements for an effective and sustained use of the DTM as a key decision-making tool for migration flows.

More specifically, the evaluation aims at identifying:

- If, when, and why the DTM has played a critical role in data collection and management in line with the IOM's mandate, informing the effective and timely

¹ As per IOM Evaluation Guidelines, thematic evaluations examine selected aspects or crosscutting issues in different types of assistance (poverty, environment, gender, etc.). UNDP defines it as an assessment of UNDP performance in areas that are critical to ensuring sustained contribution to development results in the context of emerging development issues and changing priorities at the global and regional levels.

delivery of assistance in crises, and, when applicable, its effective use by governments and humanitarian and development stakeholders;

- Best practices and constraints in the administration of the DTM, including its institutionalisation, and a factual presentation of the various DTM methodological tools developed for covering a wide range of interventions, considering the level of complexity and sensitivity of various situations;
- The strategic outcome of the DTM's use in IOM interventions, including as a reference for the management of migration flows and population mobility, and regarding accountability to displaced populations.

When relevant, the evaluation will provide recommendations on the strategic use of the DTM, the IOM's policy and institutional approaches related to the DTM, as well as the institutional setting, management, and instruments, to better support and promote the DTM-wide experience and comparative advantages.

3. Scope of the Evaluation

As underlined in the background section, the DTM is a multi-purpose tool with a high potential for collecting and managing data on migration flows and movements of populations that is also used by governments and humanitarian and development stakeholders. The DTM also requires an important number of staff at a central level and in the field, as well as a comprehensive understanding of the system. The evaluation will attempt to cover the complexity and technicality of the DTM, and provide a realistic picture of its potential and use. To do so, the evaluation will also undertake an analysis of selected case studies, which will be decided in close collaboration with the DOE and the DTM team at Headquarters.

More specifically, the evaluation will answer the following questions:

Relevance:

- Is the IOM's use of the DTM strategically relevant to meet the requirements of its emergency operations and other related activities in line with the IOM's mandate?
- Do specific IOM policies, strategies, standard procedures, programmes, and fundraising efforts facilitate a relevant use of the DTM and properly address its institutionalisation?
- Are the strategies for promoting and/or publicizing the DTM with external partners, such as UN agencies, national governments, and the private sector, properly consider administrative and financial capacities, data sensitivity issues, and statistical and other technical requirements?

Effectiveness:

- Are the DTM management and monitoring mechanisms effective to report on its specific and overall performance, and on recommendations for future strategic moves, including for the development and coordination of DTM activities in the field and donor fundraising?

- What are the institutional set-up and roles of the IOM's Country Offices, Regional Offices, and Headquarters in deciding on the activation and management of the DTM?
- Is the IOM developing DTM interventions in collaboration with donors, UN agencies, NGO partners, and governments? If so, how do these partners use the DTM?
- How timely and effective is the decision-making process for implementing and sustaining DTM activities for the envisioned period?
- How globally effective has the IOM been in reaching the objectives of the DTM and in achieving the expected results of DTM-funded activities? Has the coverage of and assistance to displaced populations been adequately informed by the DTM mechanisms?
- How effective is the current operating modality of the DTM and should alternative mechanisms be explored to render the DTM a more predictable tool for IOM operations?

Efficiency:

- Is the DTM organisational architecture effective in its ability to obtain funding and in its use of the human and financial resources allocated for implementing the DTM?
- How efficient is the internal collaboration and support to DOE for building the DTM's reputation as a relevant tool for the management of migration flows and mobility of populations, including for regional and inter-regional related movements?

Outcome and impact

- What is the outcome and/or strategic impact of the DTM on the IOM as a lead agency on displacement and migration and as catalyst for resource mobilization for IOM operations?
- How has donors' and partners' perception about the usefulness of the DTM as a reference tool evolved over time?
- What can be concluded about the use of the DTM regarding the short- and medium-term impact on beneficiaries and the overall humanitarian response?

4. Methodology and timeframe

Using a process and thematic evaluation approach, the methodology will mainly consist of an extensive documentation review and analysis, using also technical assessments by the DTM team at Headquarters and evaluations that have already been conducted on specific IOM operations that included a DTM component. The DOE will be providing the necessary documentation related to the management of the DTM, as well as any documentation that can be considered relevant to the evaluation exercise.

The documentation review will mainly cover:

- Official documentation prepared for internal and external use, including for the promotion of the DTM;
- Internal DTM technical papers and guidelines;
- DTM programme and project documents, and related activity reports;
- External documentation from UN agencies, and, if available, from donors, referring to the use of the DTM;
- Any other documentation on the DTM, as well as documents covering design, collection, and analysis of data pertaining to the management of migration flows and the movement of populations used in that framework.

Selected case studies with field visits by the evaluator will complement the documentation review, to have an informed view of the DTM implementation standards, challenges, and successes. The case studies will be selected in consultation with the DOE.

Interviews will also be conducted with key IOM staff who have: a) managed and implemented DTM activities, b) been tasked to provide technical support, and c) participated in discussions related to the institutionalization and expansion of the use of the DTM. Interviews with IOM Senior Staff at Headquarters and in Regional Offices and with staff in Field Offices will also be organized. The list of interviews will be established in close coordination with the DOE/DTM team.

The OIG will be responsible for the overall implementation of the evaluation exercise. The budget will be covered by the OIG. The evaluation is expected to start in August 2017 and a draft report should be made available in December 2017, with a finalisation planned for the first quarter of 2018.

ANNEX 2: List of Documents Reviewed

- Bilak, Alexandra, et al. *Global Report on Internal Displacement GRID 2017*. Geneva: IDMC, 2017.
- Courbage, Youssef, Fortunat, Frantz, Guedj, Pierre, and Thibault Jaulin. *Quelles solutions après le séisme en Haïti ? Une enquête auprès des déplacés internes (avril 2012)*. Port-au-Prince: ACP, 2012.
- IOM. *Constitution of the International Organization for Migration*. Geneva: IOM, 2013.
- IOM. *Data Protection Principles 2009*. IN/00138. Geneva: IOM, 2009.
- IOM. *DTM Annual Survey 2016*. 2nd Edition. Geneva: IOM, 2017.
- IOM. *DTM Annual Survey 2017*. Geneva: IOM, 2017.
- IOM. *DTM Briefing Package*. Geneva: IOM, 2014.
- IOM. *DTM Information Sheet*. Geneva: IOM, 2014.
- IOM. *DTM Information Sheet*. Geneva: IOM, 2016.
- IOM. *DTM Information Sheet*. Geneva: IOM, 2017.
- IOM. *DTM Strategic Priorities*. Internal Document. Geneva: IOM, 2017.
- IOM. *DTM Utilization Baseline Survey Results, October 19, 2016*. Somalia: IOM, 2016.
- IOM. *Gender Equality Policy 2015-2019*. C/106/INF/8/Rev.1. Geneva: IOM, 2015.
- IOM. *Global Activities 2016: Shelter/NFI, WASH, Cash, Coordination, CCCM, DTM*. Geneva: IOM, 2017.
- IOM. *IOM Framework for Addressing Internal Displacement*. Geneva: IOM, 2017.
- IOM. *IOM Operations on Internal Displacement March 2017*. Geneva: IOM, 2017.
- IOM. *IOM'S Humanitarian Policy – Principles for Humanitarian Action*. C/106/CRP/20. Geneva: IOM, 2015.
- IOM. *IT Policies and Guidelines*. IN/00123. Geneva: IOM, 2012
- IOM. *Methodological Framework used in Displacement Tracking Matrix Operations for Quantifying Displacement and Mobility*. Geneva: IOM, 2017.
- IOM. *Migration Crisis Operational Framework*. MC/2355. Geneva: IOM, 2012.
- IOM. *Migration Governance Framework*. C/106/40. Geneva: IOM, 2015.
- IOM. *Strategy*. MC/INF/287. Geneva: IOM, 2007.
- IOM. *Use of DTM information for humanitarian response 2017*. Geneva: IOM, 2017.
- IOM. "IOM Emergency Manual." <https://emergencymanual.iom.int/>

- “Displacement Tracking Matrix (DTM).” Version 1.8, August 15, 2017
- “02 DTM Components.” Version 1.5, August 15, 2017.
- “Flow Monitoring.” Version 1.3, August 15, 2017.
 - Sample Form Flow Monitoring Point Update
- “Mobility Tracking.” Version 1.1, August 15, 2017.
 - Sample Form B1F Area assessment
 - Sample form B2F Location assessment
 - Sample form Site Assessment
 - XLS form Site assessment
- “Registration.” Version 1.2, August 15, 2017.
 - Sample Registration Form South Sudan
 - Sample Registration Form Haiti
 - SOP Population Count
- “Surveys.” Version 1.3, August 15, 2017.
 - Sample form Flow Monitoring Survey
 - Sample form Return Intention survey
 - Sample XLS form Return Intention Survey
- “03 Information Management Tools.” Version 1.3, August 15, 2017.
 - Annotated DTM Data Dictionary
 - Data Warehousing Concepts
 - Kobo Use Instructions
 - Sample Analysis Excel Flow Monitoring
- “04 Operations - Preparation Stage.” Version 1.4, August 15, 2017.
 - DTM Project Review Checklist
 - Sample Project Iraq
 - Sample Budget Iraq
 - Sample Project Malawi
 - Sample Budget Malawi
 - Sample Project Overview Libya

- Sample Strategy Northern Triangle of Central America
- Sample Strategy Malawi
- Budget template
- Project Development Illustrations
- Assessments in Emergencies
- Monitoring and Evaluation (M&E) in Emergencies
- “05 Operations - Implementation Stage.” Version 1.5, August 15, 2017.
 - Enumerator Training
 - Sample Organigrams and Team structure
- “06 Data Analysis and Dissemination.” Version 1.4, August 15, 2017.

Case Study #1: Afghanistan

IOM DTM project proposals, budgets, and agreements

IOM Afghanistan. *DTM Annual Strategy 2017-2018*. Kabul: IOM, 2017.

-- . *IOM Undocumented Afghan Returnee Response Framework 2017-2019*. Kabul: IOM, 2017.

--. *DTM, Baseline Mobility Assessment Summary Results Afghanistan, March 2017*. Report and presentation. Kabul: IOM, 2017.

--. *DTM, Baseline Mobility Assessment Summary Results Afghanistan, June 2017*. Report and presentation. Kabul: IOM, 2017.

--. *Baseline Displacement AREA – District Profile Form [B1F] V.3.0*. Kabul: IOM, 2017.

--. *Baseline Displacement AREA – Village Profile Form [B2F] V.3.0*. Kabul: IOM, 2017.

--. *Baseline Mobility Tracking Sheet for Kandahar and Logar, October 2017*. Kabul: IOM, 2017.

--. *Baseline Mobility Activity Timeline, October 2017*. Kabul: IOM, 2017.

-- . *DTM Weekly Report for District Focal Points (Template)*. Kabul: IOM, 2017.

-- . *DTM Biweekly Narrative Reporting Form for Provincial Team Leaders (Template)*. Kabul: IOM, 2017.

--. *Information Management Division Organigram*. Kabul: IOM, 2017.

OCHA. *Afghanistan Humanitarian Assistance Plan January-December 2017*. Kabul: IOM, 2016.

Case Study #2: Haiti

IASC Haiti E-Shelter/CCCM Cluster. *Helping Families, Closing Camps. Using Rental Support Cash Grants and Other Housing Solutions to End Displacement in Camps: A Tool Kit of*

Best Practice and Lessons Learned Haiti 2010 – 2012. Port-au-Prince: IASC Haiti E-Shelter/CCCM Cluster, 2012.

IOM DTM project proposals, budgets, and agreements

IOM Haiti. "Lessons from Haiti: Innovation in Tracking and Housing Internally Displaced Persons." *Presented at Brookings Institute Washington on 13th December 2012*.

--. "Tools and Technologies for Tracking Internally Displaced People Affected by Natural Disasters (May 2013)." *PPT*. Port-au-Prince: IOM, 2013.

--. *Data Management Unit Organigram*. Port-au-Prince: IOM, 2012.

--. *Data Management Unit*. Brochure. Port-au-Prince: IOM, 2013.

--. *Haiti: From Emergency to Sustainable Recovery IOM Haiti Two-Year Report (2010-2011)*. Port-au-Prince, Haiti: IOM, 2012.

--. *Registration Q & A*. Port-au-Prince: IOM, 2010.

Trevino, Monica, Stewart, Robert, Daku, Mark, and Andrea Lawlor. *Second External Evaluation of The Rental Support Cash Grant Applied to Return and Relocation Programs in Haiti*. Final Report. Port-au-Prince: Large-N Analysis, Inc. 2014.

Case Study #3: Ethiopia

IOM DTM project proposals, budgets, and agreements

IOM Ethiopia. *Baseline Displacement AREA – Woreda Profile Form [B2F] V2.0*. Addis Ababa: IOM, 2017.

--. *Baseline Displacement AREA – Zone Profile Form [B1F] V2.0*. Addis Ababa: IOM, 2017.

--. *Displacement Tracking Matrix (DTM) - Form: Site Assessment V4.0*. Addis Ababa: IOM, 2017.

--. *Displacement Tracking Matrix (DTM) Ethiopia Capacity and Funding Statement, March 2017*. Addis Ababa: IOM, 2017.

--. *DTM Guidelines*. Internal document. Addis Ababa: IOM, 2017.

--. *Emergency Tracking Tool – ETT Form*. Addis Ababa: IOM, 2017.

--. *Overview of DTM Data, Somali Region – Protection perspective*. Addis Ababa: IOM, 2017.

--. *Preliminary Analysis on DTM 7 for Somali Region Preliminary Analysis on DTM 7 for Somali Region*. Addis Ababa: IOM, 2017.

--. *Protection Analysis-DTM 7-Somali Region, 13 November 2017*. Addis Ababa: IOM, 2017.

--. *Somali Region Inter Somali Region Inter-Cluster Coordination, 13 November 2017*. *PPT*. Addis Ababa: IOM, 2017.

OCHA. *Comparison IOM DTM 5 and WFP/DPPB Round 4 Plans in Somali Region*. Addis Ababa: OCHA, 2017.

--. *IDP access to food Somali Region (DTM5 & WFP4)*. Addis Ababa: OCHA, 2017.

ANNEX 3: Data Collection Tools

a) Global DTM Support Team Interview Guide

IOM THEMATIC EVALUATION OF THE DTM - INTERVIEW GUIDE

- IOM HEADQUARTERS DTM TEAM –

1. About the respondent

1.1 What are your main roles and responsibilities?

- Are these roles and responsibilities well-defined? Yes No

1.2 How long have you been in your current position? _____

1.3 Have you participated in any staff trainings and learning opportunities related to DTM activities? Yes No

- If so, which ones and how satisfied were you with the level of training received?

- If not, what staff trainings and learning opportunities would you like to participate in?

1.4 What do you consider to be the main strengths and weakness of the DTM? What measures could be taken address the weaknesses?

2. Relevance

2.1 To what extent do IOM policies and strategies that guide humanitarian action, such as the MCOF, support the use of the DTM in emergency operations?

2.2 To what extent do IOM structures and operational procedures facilitate the use of the DTM in planning and responding to displacement crises?

2.3 What measures could be taken to facilitate the use of DTM in planning and responding to displacement crises?

2.4 To what extent does the DOE budget support DTM global support activities? (optional for staff knowledgeable)

2.5 What strategies are used to promote/advertise DTM among external partners?

- How were these strategies developed?

- Do the strategies take into account existing human and financial capacities, including data sensitivity issues and statistical requirements?

2.6 What is the process by which new methodologies and technological developments are adopted?

3. Effectiveness

3.1 Do you consider the existing DTM tools user-friendly?

3.2 What, if any, alternative tools could be explored to supplement the DTM as an information management system for tracking and monitoring the locations, vulnerabilities such as Gender-Based Violence, and needs of affected populations in emergencies?

3.3 Which DTM activities are you familiar with?

- What outputs, outcomes, and/or impacts have these activities produced?
- Are these results aligned with and supportive of the IOM's humanitarian mandate such as the MCOF objectives? Why or why not?

3.4 Are you familiar with the decision-making process for planning and implementing DTM activities? If so, how would you describe this process?

- What are the measures that can guarantee effective planning and implementation of DTM activities?

3.5 Upon deciding to implement the DTM, are there measures taken to sustain activities for the envisioned period? If so, what are these measures?

3.6 What can you tell me about monitoring and evaluation and the DTM?

- Does the DTM team at HQ conduct internal assessments to improve the performance of the DTM?

3.7 How would you describe the IOM's collaboration with external partners for DTM interventions?

4. Efficiency

4.1 Are the DTM procedures and processes sufficiently clear? Why or why not? Please provide specific examples.

4.2 When implementing the DTM activities, have you encountered any challenges in meeting proposed deadlines? If so, what were they and for which activities?

4.3 How are DTM activities funded? Is there a standard budget for the DTM?

4.4 Are DTM activities implemented within established cost estimates? Why or why not? Please provide specific examples.

4.5 To your knowledge, how well does the DMT use its human and financial resources to maintain global support capacities?

4.6 What types of reporting are required? Is reporting conducted on a regular basis? Why or why not?

4.7 What are the existing internal collaboration channels and support that is provided by other IOM departments/divisions to the DOE for the DTM?

- Are such efforts adequate and appropriate? Why or why not?

- What, if any, measures could be taken to strengthen internal collaboration and support?

4.8 To what extent are the following considered in the DTM organizational decision-making processes?

- Lessons learned?

- Best practices?

- Staff feedback?

4.9 Do you have any final comments or suggestions?

b) Questionnaire for Regional Thematic Specialists

IOM THEMATIC EVALUATION OF THE DTM

– IOM REGIONAL THEMATIC SPECIALIST QUESTIONNAIRE –

1. What are your roles and responsibilities for the DTM?

Click here to enter text.

2. Please describe the use of the DTM in your region over the last two years (e.g., locations, planning, implementation, and updating processes, staffing, etc.).

Click here to enter text.

3. Does the regional office have the capacity to support country offices in:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Planning DTM activities?	<input type="checkbox"/>				
Implementing DTM activities?	<input type="checkbox"/>				
Updating DTM tools and approaches to reflect changes in context?	<input type="checkbox"/>				
Ensuring high quality data?	<input type="checkbox"/>				

Comments:

4. Do the country offices in your region have the capacity to:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Plan DTM activities?	<input type="checkbox"/>				
Implement DTM activities?	<input type="checkbox"/>				
Update the DTM tools and approaches?	<input type="checkbox"/>				
Ensure high quality data?	<input type="checkbox"/>				

Comments:

5. What is the level of collaboration between the IOM regional office and the following external partners for planning, implementing, and updating the DTM:

	Very Poor	Poor	Average	Good	Excellent
Donors	<input type="checkbox"/>				
UN agencies	<input type="checkbox"/>				
NGOs	<input type="checkbox"/>				
National governments	<input type="checkbox"/>				

Local governments	<input type="checkbox"/>				
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Comments:

6. Have you received any feedback from external partners about the usefulness of DTM?
Yes No

If yes, please explain.

[Click here to enter text.](#)

7. Have the DTM data collected in your region helped provide timely and targeted assistance to crisis-affected populations? Yes No If yes, please explain.

[Click here to enter text.](#)

If no, what measures could be taken to ensure timely and well-targeted assistance to affected populations through the DTM?

[Click here to enter text.](#)

8. Have the DTM data collected in your region helped enhance preparedness measures to mitigate future crises? Yes No If yes, please explain.

[Click here to enter text.](#)

If no, what measures could be taken to ensure better preparedness through the DTM?

[Click here to enter text.](#)

9. Have the DTM data collected in your region helped facilitate quick transitions to recovery? Yes No

If yes, please explain.

[Click here to enter text.](#)

If no, what measures could be taken to support rapid transitions to sustainable return and recovery through the DTM?

[Click here to enter text.](#)

10. What do you consider to be the main strengths and weakness of the DTM? What measures could be taken to address the weaknesses?

[Click here to enter text.](#)

11. Do you have any final comments or suggestions?

[Click here to enter text.](#)

c) Questionnaire for Chiefs of Mission

IOM THEMATIC EVALUATION OF THE DTM

– IOM CHIEF OF MISSION QUESTIONNAIRE –

1. What are your roles and responsibilities for the DTM?

Click here to enter text.

2. Have the data collected through the DTM helped provide timely and targeted assistance to crisis-affected populations in your country? Yes No If yes, please explain.

Click here to enter text.

If no, what measures could be taken to ensure timely and well-targeted assistance to affected populations through the DTM?

Click here to enter text.

3. Have the data collected through the DTM helped enhance preparedness measures to mitigate future crises in your country? Yes No If yes, please explain.

Click here to enter text.

If no, what measures could be taken to ensure better preparedness through the DTM?

Click here to enter text.

4. Have the data collected through the DTM helped facilitate a quick transition to recovery in your country? Yes No If yes, please explain.

Click here to enter text.

If no, what measures could be taken to support a rapid transition to sustainable return and recovery through the DTM?

Click here to enter text.

5. What strategies are used to promote/advertise the DTM among external partners in your country?

Click here to enter text.

How were these strategies developed?

Click here to enter text.

6. How relevant do you consider the data gathered via the DTM for the following clusters/sectors:

	Extremely relevant	Moderately relevant	Somewhat relevant	Slightly relevant	Not at all relevant
WASH	<input type="checkbox"/>				
Early Recovery	<input type="checkbox"/>				
Education	<input type="checkbox"/>				
Protection	<input type="checkbox"/>				
Logistics	<input type="checkbox"/>				
Health	<input type="checkbox"/>				
Food Security	<input type="checkbox"/>				
Shelter	<input type="checkbox"/>				
Nutrition	<input type="checkbox"/>				
Housing, Land, Property Rights	<input type="checkbox"/>				
Gender-based Violence	<input type="checkbox"/>				
Coordination	<input type="checkbox"/>				
Rule of Law and Justice	<input type="checkbox"/>				
Mental health and psychosocial support	<input type="checkbox"/>				
Safety and security	<input type="checkbox"/>				
Environment	<input type="checkbox"/>				
Child Protection	<input type="checkbox"/>				
Agriculture	<input type="checkbox"/>				

Comments:

7. How are the DTM activities funded in your country? Are funds received on time? Why or why not? Please provide specific examples.

[Click here to enter text.](#)

8. To what extent have DTM activities drawn on the following for planning, implementing, and updating the DTM:

- a) Lessons learned?

[Click here to enter text.](#)

- b) Best practices?

[Click here to enter text.](#)

- c) Staff feedback?

[Click here to enter text.](#)

9. What do you consider to be the main strengths and weakness of the DTM? What measures could be taken to address the weaknesses?

[Click here to enter text.](#)

10. Do you have any final comments or suggestions?

[Click here to enter text.](#)

d) Questionnaire for DTM Program Coordinators

IOM THEMATIC EVALUATION OF THE DTM

– IOM COUNTRY OFFICE DTM PROGRAM COORDINATOR QUESTIONNAIRE –

1. What are your roles and responsibilities for the DTM?

Click here to enter text.

2. Which DTM activities have been implemented in your country?

Click here to enter text.

3. What outputs, outcomes, and/or impacts have these activities produced?

Click here to enter text.

Are these results aligned with and supportive of the IOM's humanitarian mandate, such as the Migration Crisis Operational Framework objectives? Why or why not?

Click here to enter text.

4. How would you describe the procedures and processes for planning and implementing the DTM activities in your country? Are they sufficiently clear? Please provide specific examples.

Click here to enter text.

5. To what extent have the DTM activities been implemented as scheduled?

Click here to enter text.

6. Were there any barriers or challenges to implementing the DTM activities? If yes, what were these challenges/barriers and for which activities?

Click here to enter text.

7. Upon deciding to implement DTM, were there measures taken to sustain activities for the envisioned period? If so, what are these measures?

Click here to enter text.

8. What strategies are used to promote/advertise the DTM among external partners in your country?

Click here to enter text.

- a) How were these strategies developed?

Click here to enter text.

- b) Do the strategies take into account existing human and financial capacities, including data sensitivity issues, as well as statistical and other technical requirements?

[Click here to enter text.](#)

9. How relevant do you consider the data gathered via the DTM for the following clusters / sectors:

	Extremely relevant	Moderately relevant	Somewhat relevant	Slightly relevant	Not at all relevant
Water, Sanitation, and Hygiene	<input type="checkbox"/>				
Early Recovery	<input type="checkbox"/>				
Education	<input type="checkbox"/>				
Protection	<input type="checkbox"/>				
Logistics	<input type="checkbox"/>				
Health	<input type="checkbox"/>				
Food Security	<input type="checkbox"/>				
Shelter	<input type="checkbox"/>				
Nutrition	<input type="checkbox"/>				
Housing, Land, and Property Rights	<input type="checkbox"/>				
Gender-based Violence	<input type="checkbox"/>				
Coordination	<input type="checkbox"/>				
Rule of Law and Justice	<input type="checkbox"/>				
Mental Health and Psychosocial Support	<input type="checkbox"/>				
Safety and Security	<input type="checkbox"/>				
Environment	<input type="checkbox"/>				
Child Protection	<input type="checkbox"/>				
Agriculture	<input type="checkbox"/>				

Comments:

10. How are the DTM activities funded in your country? Are funds received on time? Why or why not? Please provide specific examples.

[Click here to enter text.](#)

11. To your knowledge, how well are DTM human and financial resources used? Please provide specific examples.

[Click here to enter text.](#)

12. Are DTM activities implemented within established cost estimates? Why or why not? Please provide specific examples.

Click here to enter text.

13. How did the DTM activities apply IOM's Data Protection Principles to ensure beneficiary confidentiality throughout the process?

Click here to enter text.

14. What types of reporting are required? Is reporting conducted on a regular basis?

Click here to enter text.

15. To what extent have the DTM activities drawn on the following for planning, implementing, and updating the DTM:

- a) Lessons learned?

Click here to enter text.

- b) Best practices?

Click here to enter text.

- c) Staff feedback?

Click here to enter text.

16. What do you consider to be the main strengths and weakness of the DTM? What measures could be taken to address the weaknesses?

Click here to enter text.

17. Do you have any final comments or suggestions?

Click here to enter text.

ANNEX 4: List of Countries DTM Implemented in the Past Two Years

<ul style="list-style-type: none">▪ Afghanistan▪ Antigua and Barbuda▪ Bangladesh▪ Brazil▪ Burundi▪ Cameroon▪ Central African Republic▪ Chad▪ Colombia▪ Costa Rica▪ Democratic Republic of the Congo▪ Dominica▪ Ecuador▪ El Salvador, Guatemala, and Honduras▪ Ethiopia▪ The Federated States of Micronesia and the Republic of the Marshall Islands▪ Haiti▪ Indonesia▪ Iraq▪ Libya▪ Madagascar▪ Malawi▪ Mali	<ul style="list-style-type: none">▪ Mozambique▪ Myanmar▪ Nepal▪ Nigeria▪ Pakistan▪ Papua New Guinea▪ Peru▪ Philippines▪ Sin Maarten▪ Somalia▪ South Sudan▪ Sri Lanka▪ Sudan▪ Syrian Arab Republic▪ Ukraine▪ Vanuatu▪ Yemen
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ANNEX 5: List of Interviewees

Name	Role/Position/Organization
Global DTM Support Team (HQ Geneva)	
Stephanie Daviot	DTM Operations
Katherine Smalley	DTM Projects
Raul Andres Soto	DTM Data and Systems
Mohammad Riski	DTM Data and Systems
Helen Seeger	DTM Reporting
Daunia Pavone	DTM Inter-agency
Nuno Nunes	DTM Global Coordination
Case Study # 1: Afghanistan (Kabul)	
Michael Speir	DTM Coordinator
Dina Afzali	DTM Senior Information Management Assistant
Saboor Sultani	DTM Information Management Database
Shoiab Almas	DTM GIS Assistant
Sultani Zainullah	DTM National Officer
Sadaf Sadat	DTM Administrative/Logistics Clerk
Mansoor Adel	DTM Team Leader (Balkh, Baghlan)
Bashir Ahmad Khalid	DTM Team Leader (Kandahar)
Sarferaz Sargand	DTM Team Leader (Kunar, Laghman, Nangarhar)
Rahim Yaqin	DTM Team Leader (Takhar)
Qudratullah Mubariz	DTM District Focal Point (Kandahar)
Mirwais Qayumi	DTM District Focal Point (Takhar)
Ulfatullah Azimi	DTM Data Entry Clerk (Nangarhar)
Ilona Urbanovich-Sauka	IOM Accountant
Laurence Hart	IOM Chief of Mission
Sarah Craggs	IOM Senior Regional Migrant Assistance Specialist, PSU
Nicholas Bishop	IOM Emergency Response Officer
Nicholas Brown	IOM Community Response Map Manager
Farid Andish	IOM Monitoring and Evaluation Senior Assistant
Gul Mohammad Ahmadi	IOM National Program Officer, Humanitarian Assistance Program
Mohammad Majeedi	IOM National Program Officer, Cross-border Return and Reintegration

Sandeep Bashyal	Information Management Officer, OCHA
Christina Wieser	Economist, World Bank
Case Study #2: Haiti (Port-Au-Prince)	
Jean-Sebastien Jerome	Senior Registration and Operation Assistant, DMU
Marguerite Jean	National Project Officer (CCCM)
Abraham Depas and Jean-Daniel Guirand	Database Management Assistants, DMU
Emannuelle Deryce	Operations Officer, DMU
Juma Augustin	Operations Assistant/Support Team Leader, DMU
Sauvelin Pierre	Deputy Team Leader, DMU
Alfred Fenelus	Cartographer, GIS, Registration, DMU
Amalia Torres	Project Officer (CCCM)
Ernesto Bafile and Norra Makaka Mubelo	Working Group Coordinator (Shelter and NFI) and GIS and IM Officer (NFI), respectively.
Fabien Sambussy	Chief of Mission (2016-Present)
Gregoire Goodstein	Former Chief of Mission (2012-2016)
Serge Semerzier	DPC
Jean-Marie Zephirin	HelpAge (previously)/ Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO, present)
Junior Remy Mauvais	Office for the Coordination of Humanitarian Affairs (OCHA)
Joelle Fontilus	Unité de construction de logement et de bâtiments public (UCLBP)
01	Relocated Household
02	Relocated Household
Case Study #3: Ethiopia (Addis Ababa)	
Robert Trigwell	DTM Coordinator
Nikki Herwanger	DTM IM Officer
Desselegn Gurmessa	DTM National Project Officer/IM (Emergency and Post-Crisis)
Martin Wyndham	Programme Coordinator (Emergency and Post Crisis)
David Mavengere	Resource Management Officer
David Zimmerman	Project Manager (Shelter and NFI, Emergency and Post Crisis)
Paolo Caputo	Head of Programs, IOM
Jorge Alvarez-Sala	WASH Specialist (United Nations Children's Fund, UNICEF)
Semhal Belay	IDP Programme WASH Officer (Danish Refugee Council, DRC)
Branko Golubovik	ECHO
Michal Ullmann and Cedric	OCHA

Petit	
Sintayehu Manaye	Office of U.S. Foreign Disaster Assistance (OFDA)
Yemisrach Benalfew	Swiss Development Cooperation (SDC)

ANNEX 6: Global DTM Support Team Organigram



ANNEX 7: Case Study #1 - Afghanistan

The Use of the Displacement Tracking Matrix in Addressing Internal Displacement: The Case of Afghanistan

February 2018

Evaluation Rationale & Objectives

This case study of Afghanistan is part of the Displacement Tracking Matrix (DTM) thematic evaluation carried out by the Office of the Inspector General (OIG) to analyze the International Organization for Migration's (IOM) overall performance in the set-up of the DTM, evaluate the relevance of the DTM to the IOM's mandate and operational responses, and analyze the internal synergies and institutional requirements for an effective and sustained use of the DTM as a key decision-making tool for displacement and migration flows. In collaboration with the DTM global support team based at the IOM Headquarters (HQ) in Geneva, OIG identified Afghanistan as a relevant case of how DTM was employed to:

1. Provide timely and targeted assistance to crisis-affected populations through improved information management and mapping of population needs and locations;
2. Enhance preparedness measures to mitigate the effect of future crises through better planning of resources and development, and integrate early warning systems; and,
3. Facilitate a quicker transition to recovery following a crisis through improved data management systems, enabling stakeholders to provide critical support and identify sustainable solutions for the displaced populations (including housing, livelihoods, or other needs related to recovery and transition).

The other reason for which Afghanistan was selected as a case study is the Project Performance Review (PPR) of the DTM project in Afghanistan, which was carried out by OIG at the same time as the thematic evaluation of the DTM. Given the overlap, as well as cost-effectiveness and time-management considerations, Afghanistan was selected as one of the three case studies for the evaluation.

Evaluation Methodology & Timeframe

The following methodology was used:

- A documentation review, covering official documentation prepared for internal/external use and promotion of the DTM, internal technical papers and guidelines, DTM project documents and related activity reports, and external documentation referring to DTM's use by stakeholders; and,
- Face-to-face interviews were conducted in Kabul (14-19 October 2017) with DTM staff (13), senior management (2), IOM program and support staff (6), and partners (2) (see Annex 5 for a list of interviewees).

The Context & Project

In Afghanistan, the IOM is the leading agency providing humanitarian post-arrival assistance to vulnerable returnees. In 2016, over 620,000 refugees and undocumented Afghans returned from Pakistan and more than 440,000 from Iran. A historical high of 660,000 people were also displaced by conflict in 2016. In December 2016, the DTM was set-up in Afghanistan to enable the IOM and humanitarian partners to understand the mobility patterns of internally displaced persons (IDPs) and returnees, and their vulnerabilities, needs, and gaps, thereby strengthening the provision of targeted humanitarian assistance. In January 2017, the DTM activities were launched with the implementation of the baseline mobility assessment at the district and village levels in three priority provinces of high return in Eastern Afghanistan: Nangarhar, Kunar, and Laghman. Following, the DTM operations were rapidly scaled up to include an additional eight provinces of high return and displacement: Baghlan, Bakhli, Kabul, Kunduz, Paktya, and Takhar in Northeast Afghanistan (April 2017), and Kandahar and Logar in southward Afghanistan (July 2017), and Western provinces of Herat, Farah, and Nimroz, and the Eastern province of Khost (December 2017).

Lessons Learned & Best Practices

The DTM team members and field staff have identified several lessons learned and best practices:

- 1) **Carrying out the baseline mobility assessments in difficult areas first** ensures that these areas get completed, in case of any delays;
- 2) **Publishing information in three languages** such as the stories included in the Baseline Mobility Assessment Summary Results reports increases the visibility of the DTM by making the information accessible to a larger audience;
- 3) The **full automation of the database** using Structured Query Language (SQL) and the **connectivity to the geographic information system (GIS) software and reporting templates** facilitates the data analysis and reporting processes;
- 4) Conducting a **mapping exercise** alongside the baseline mobility assessment at the district level can help identify villages not on the master list;
- 5) Establishing an **implementation schedule for each province at the district and village levels** help ensure that activities are completed on time;
- 6) Developing/maintaining **good relations and coordination at all levels of government** (national, provincial, district, and village) can facilitate the data collection process and in certain cases the organization of focus group discussions (FGDs) with both male and female community development council members;
- 7) **Cross-checking data through direct observations** helps ensure that the information gathered from the key informants (KIs) during the FGDs is correct;
- 8) **Kobo** is a user-friendly tool for conducting the baseline mobility assessments and data entry; and,
- 9) Obtaining a **letter from the Ministry of Refugees and Repatriation (MoRR)** and passing it on to the provincial and district level authorities prior to commencing the DTM activities facilitates the data collection process.

Recommendations

Stakeholders

The two partners interviewed made the following key recommendations:

1. **Provide the DTM data in a usable format** to (potential) partners in different sectors for instance by providing more disaggregated data online.
2. **Conduct more public outreach to maintaining stakeholder engagement and interest in the DTM**, including for obtaining independent funding. For instance, the DTM Program Coordinator could attend World Bank country team meetings to explain what the DTM is, how to download it, and how to use in different sectors, using practical examples.

IOM/DTM Staff

The DTM and IOM program and support staff interviewed made the following key recommendations:

1. Review the existing results matrices and **develop SMART indicators** to be used for monitoring DTM activities in future rounds.
2. **Allocate more time for the data collection** to reduce the amount of errors that arise from conducting it too quickly, as well as for properly informing the KIs about the purpose of the DTM and the data collection process.
3. **Conduct more cross-checks and transit walks** in villages to increase the reliability of the data gathered.
4. **Establish a separate environment for testing the DTM tools** in Kobo in order to fix any problems before being employed in the field.
5. **Conduct a mapping exercise of all stakeholders** to know who they are and how these may use the DTM data in the provision of assistance across various sectors.
6. **Organize internal lessons learned meetings** at the end of each round to improve processes and procedures for future rounds.
7. **Explore what other IOM missions have done** to ensure the sustainability of DTM activities.
8. Produce **regular updates** with key figures to keep DTM constantly in the public eye.
9. In terms of **gender mainstreaming**, increase, to the extent possible, the number of women KIs by organizing meetings with district level authorities and village leaders to explain the DTM, as well as explore additional avenues for including gender-related issues in the narrative reports submitted by the District Focal Points (DFPs) and team leaders.

Relevance

Overall, the DTM activities and expected outcomes are aligned with and supportive of the IOM's humanitarian mandate. DTM Afghanistan is also in line with the main aims of humanitarian assistance projects for the country, as there is always a data and information gathering component under which the DTM falls. At the outset, several coordination

meetings were organized with the government counterparts at the national level, as well as UN partners (December 2016). The DTM activities are in alignment with the 2017 Afghanistan Humanitarian Response Plan and the IOM Undocumented Returnee Response Framework 2017-2019, which seeks to ensure a cohesive and evidence-based, strategic approach to the provision of assistance for the return and reintegration of undocumented Afghan returnees from Pakistan and Iran. The Framework is informed by the MIGOF, particularly principle 15 and objectives 26 and 37.

While certain partners such as United Nations (UN) Office for the Coordination of Humanitarian Affairs (OCHA) were not interested at first in the DTM, this has since changed due to follow-up discussions and clarifications about the objective of the DTM. Following the commencement of the DTM activities, the findings from each round were presented to the MoRR and partners. In the provinces, when there are no sub-offices, the team leaders attend coordination meetings with UN organizations and international NGOs, providing information about the DTM. When there is a sub-office, the DTM team leaders attend the humanitarian regional team meetings.

In terms of the promotion/advertisement of the DTM among external partners, the DTM team has produced a number of communication materials to increase awareness about the DTM and the results obtained for the previous rounds, including:

- 1) Social media posts (Facebook and Twitter);
- 2) Baseline Mobility Assessment Summary Results reports;
- 3) Presentations with results for each round for different working groups;
- 4) Interactive maps and dashboards;
- 5) District and village level datasets for each round;
- 6) Thematic maps at the district level; and,
- 7) Overview maps at the provincial level.

Some of these communication materials have been extremely successful. Of notable importance are the stories from the baseline mobility assessment summary results reports that were shared on Facebook and Twitter in 3 different languages (English, Dari, and Pashto), which increased readership several 100%. Looking ahead, the DTM team is intending to have a one or two-pager that provides an overview of each intervention province, in addition to the general report that is produced for each round. This document can then be sent to sub-field offices, provincial and district authorities, and partners operating in these locations.

Nevertheless, interviews revealed that more needs to be done on the communication front to keep partners engaged and interested in the DTM. The following are suggestions received from both IOM staff and partners interviewed in Kabul:

- 1) Give presentations in various fora such as the country team meetings organized by the World Bank on what the DTM is, how to download the data, and how to use the data, using practical examples;
- 2) Identify which data is useful for different humanitarian partners and develop user-friendly information products to share with them;
- 3) Disaggregate data for instance by returnees from Pakistan and Iran; and,

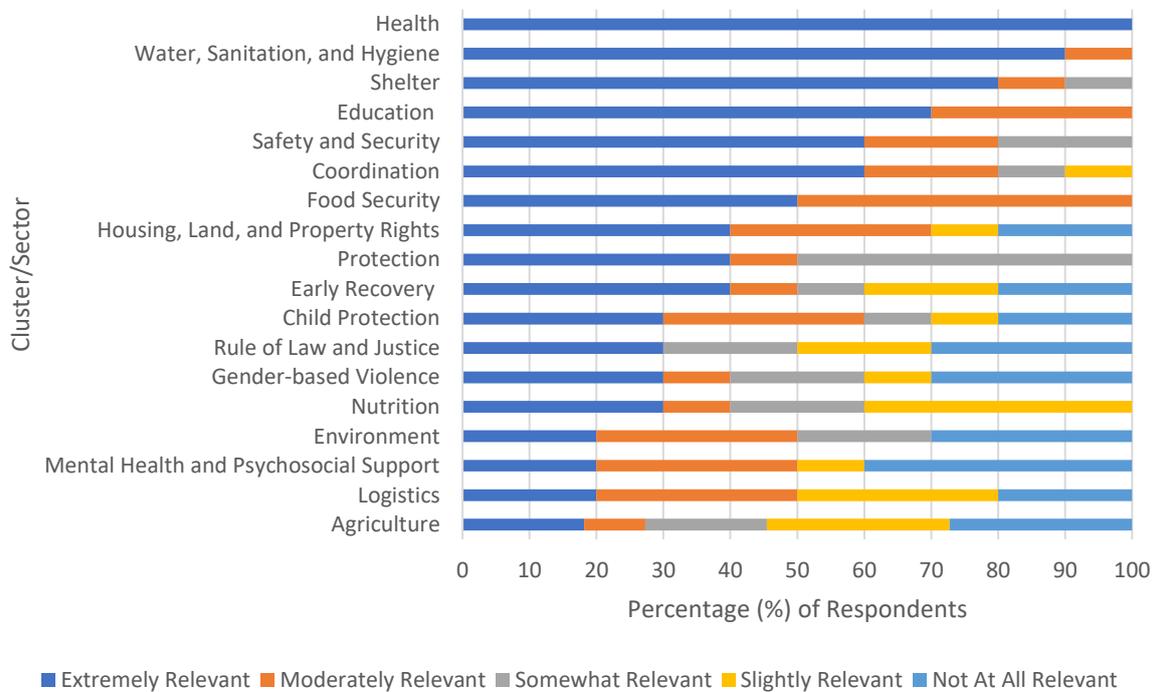
- 4) Produce regular fact sheets and monthly situation reports.

Of the two partners interviewed, the DTM data was reportedly used for:

- 1) background/briefing information;
- 2) operational response;
- 3) programming; and
- 4) advocacy.

When asked about which DTM aspects require improvements, participating partners mentioned, in order of priority, the type of information collected, the IDP definition, geographical coverage, the level at which the information is disseminated, data reliability/quality, and data analysis.

Figure 1.1. Relevance of DTM Data By Cluster/Sector



Looking at the relevance of the DTM data for the Migration Crisis Operational Framework (MCOF) clusters/sectors, 100% of the IOM staff interviewed viewed the data as being ‘extremely relevant’ for health, 90% for water, sanitation, and hygiene (WASH), 80% for shelter, 70% for education, 60% for safety & security and coordination. For more information and details on the relevancy of the DTM data for the various MCOF clusters and sectors, please refer to Figure 1.1.

Effectiveness

In general, the DTM project activities have and continue to be implemented within the established timeframe. However, in certain districts, security issues have rendered the target locations inaccessible to the DFPs for conducting the baseline mobility assessments. For

instance, during Round 2, the Taliban retook Tora Bora in Nangarhar province, rendering the area inaccessible for the assessment. In this case, the numbers from Round 1 were used, registering “no change” in the database for this area. In contrast, in other locations, the targets set for the number of villages to be covered by the baseline mobility assessment were exceeded. Security challenges were also reported as having delayed the data entry process in some locations, as the DFPs could not reach the center at the provincial level on time to submit the data to the data entry clerk. In such cases, the DTM team attempts to obtain the data via mobile phone. Once the data is received by the DTM team in Kabul, there are no delays in cleaning and analyzing the data. Other delays were reported with respect to the staff hiring process. However, these delays did not appear to have had a serious impact on the actual implementation of the project activities.

With the DTM being operational for less than a year, it is still too early to clearly establish the extent to which the data and information products produced have informed or been directly used by partners to plan and deliver assistance to IDPs and returnees (in addition to the use of the DTM for IOM operations). Available information indicates, however, that the DTM data and information products are already being used by several partners. For instance, the World Bank has used the DTM data to revise its priority districts for the Citizen’s Charter Afghanistan Project. The DTM data has also been used for demining purposes by the United Nations Assistance Mission in Afghanistan (UNAMA) and in the education sector. In the health sector, linkages between the DTM data and endemic outbreak areas have also been explored, with mobility patterns being mapped against epidemiological data.

While it was not feasible to conduct interviews with government officials, DTM and other IOM staff interviewed at the mission in Kabul mentioned that the government has shown a strong interest in and appreciation of the DTM data, which is filling crucial information gaps about the mobility of populations in Afghanistan. For instance, the MoRR wants to have the DTM data on IDPs, as part of the Afghan Returnee Information System (ARIS).

One important gap needs to be addressed to ensure the DTM objective and outcomes are achieved. Interviews with IOM staff and partners revealed the need for greater awareness-raising so that partners know where to locate the DTM data, how to download it, and how use it in their respective sectors. In response to this gap, the DTM team is preparing to send out a usage and satisfaction survey to their mailing list (regularly updated) to obtain feedback from potential users, what areas need improvement, etc. Once the DTM portal is in place, the DTM team will also be able to measure usage using the standard web metrics. With this information, the DTM team will be better positioned to target the DTM data and information products.

The project has remained flexible during the implementation of Round 1 and Round 2, and presently Round 3. Adjustments have been made between these rounds based on feedback received from the team leaders, DFPs, and cluster points, as well as lessons learnt and findings. For example, the layout of the village level baseline mobility assessment form was changed, making it more user-friendly for the DFPs and, in turn, reducing the amount of errors made in filling out the form. There were also some additions made to the form, such as whether a new village was identified and if so, what its population size was. In Round 3, new

questions were added concerning who arrived/left/did not leave the target villages. In Round 4, questions will be added to explore health and shelter/non-food items (NFI) problems.

Data Protection

The IOM data protection principles were respected throughout the planning and implementation of the DTM activities. Specifically, the DTM staff were briefed on these principles during the trainings conducted prior to each DTM round. Staff also mentioned strictly adhering to the data protection principles when sharing any data with partners and publishing information products (in print and online). For the beneficiaries, informed consent was carried out, explaining the purpose of and the steps entailed in the data collection, thereby ensuring the DTM staff remained accountable to them. Nevertheless, a prevailing challenge is not creating false expectations among the key informants and their communities that the needs and issues raised during the FGDs will be addressed, which cannot be guaranteed, as the DTM is a reporting tool. Therefore, for future rounds, greater awareness raising about the purpose of the DTM is necessary to keep expectations in check and to ensure the continued support and participation of the KIs and communities in future assessments. The DTM field staff suggested that trainings can be organized, for instance, with women on WASH, during which the assessments can also be conducted, which would give something back to the target communities.

Efficiency

The human and financial resources dedicated to the DTM activities are effectively and efficiently used. The DTM team tries to make as much as possible available funds operational and to maximize coverage. For the sub-offices, no expenses were reported as the DTM field staff can use the available office space. In those locations where the IOM does not have a sub-office, the DTM team tries to contact partners to obtain access to a working space free of charge. A no-cost extension was also not required. On the procurement side, the IOM rules and regulations, which require procurement to be done in a transparent way and to always choose the best value for money, have been respected.

In terms of reporting, the intervals for submitting financial reports (quarterly or annually) are agreed upon with donors. As the DTM activities are funded through other projects, namely those part of the Cross-Border Return and Reintegration (CBRR) programme, the reporting is done at the project level, not that of the DTM. There have been no problems in submitting on time the financial reports that cover the DTM activities. As for reporting on the DTM results, the DTM Program Coordinator shares narrative summary reports, as well as posts the reports, maps, data sets, and interactive dashboards and maps, with donors, partners, and government counterparts on a quarterly basis. Narrative reports are also submitted by the DFPs and the team leaders on a weekly and bi-weekly basis, respectively, to the DTM team in Kabul. These narrative reports cover, among other things, the difficulties experienced in implementing the assessments at the district and village levels. To date, no reporting challenges or delays have been encountered.

Outcome & Impact

It is still too early to establish the extent to which the DTM data and information products have informed or been directly used by partners to plan and provide assistance to IDPs and returnees. Nevertheless, the existing information indicates that the DTM data will be very useful in the provision of more effective and targeted assistance to IDPs and returnees across the different clusters/sectors, particularly WASH, health, education, shelter, coordination, safety and security, and food security. Of the changes visible since Round 1, the DTM team reported that humanitarian partners (such as UN Habitat, UNMAS, UNICEF, and World Health Organization), as well as government partners (MoRR, Directorate of Refugees and Repatriations, and the Central Statistics Organization), have come to really appreciate the DTM data and information products. These actors have requested to access the DTM data and information products available for operational planning and response purposes. Now that the requested data and information products have been shared, many partners want to obtain access to the DTM maps. For instance, several meetings have already been organized with UNMAS to share with them the DTM data and maps, as well as to discuss their potential use for demining activities.

ANNEX 8: Case Study #2 - Haiti

The Use of the Displacement Tracking Matrix in Responding to Natural Disasters: The Case of the 2010 Earthquake in Haiti (2010-2017)

February 2018

Evaluation Rationale & Objectives

This case study of Haiti is part of the Displacement Tracking Matrix (DTM) thematic evaluation carried out by the Office of the Inspector General (OIG) to analyze the International Organization for Migration's (IOM) overall performance in the set-up of the DTM, evaluate the relevance of the DTM to the Organization's mandate and operational responses, and analyze the internal synergies and institutional requirements for an effective and sustained use of the DTM as a key decision-making tool for displacement and migration flows. In collaboration with the Global DTM Support Team based at the IOM Headquarters (HQ) in Geneva, OIG identified Haiti as a relevant case of how DTM was employed following the 2010 earthquake to:

4. Provide timely and targeted assistance to the earthquake-affected populations through improved information management and mapping of population needs and locations;
5. Enhance preparedness measures to mitigate the effect of future natural disasters through better planning of resources and development, and integrate early warning systems; and,
6. Facilitate a quicker transition to recovery following a natural disaster through improved data management systems, enabling stakeholders to provide critical support and identify sustainable solutions for the displaced populations (including housing, livelihoods, or other needs related to recovery and transition).

Evaluation Methodology & Timeframe

The following methodology was used:

- A documentation review, covering official documentation prepared for internal and external use and promotion of DTM, internal technical papers and guidelines, DTM project documents and related activity reports, and external documentation referring to DTM's use by stakeholders; and,
- A series of interviews conducted in IOM Geneva HQ Office, in Haiti, and remotely over Skype and the telephone.

In Haiti, meetings were organized in Port-au-Prince with IOM staff (13), partners (4), and one donor (see Annex 5 for a list of interviewees). Field visits to two open internally displaced person (IDP) camps and two families that were relocated using the DTM data were also

conducted. The field visit to Port-au-Prince took place between November 12th and November 17th, 2017.

The Context & Project

On January 12th, 2010, Haiti was struck by a devastating earthquake of a 7.3 magnitude, which destroyed more than 300,000 buildings and displaced over 1.5 million people.² Given the protracted nature of the displacement and the high mobility behaviour of the affected populations, the need for up-to-date information was crucial in planning, implementing, and achieving an efficient, targeted response by IOM, humanitarian partners, and the government during the emergency, early-recovery, risk reduction, and preparedness phases. As the lead Camp Coordination and Camp Management (CCCM) agency, the IOM took the initiative to develop a unified displacement data management system – the DTM. The key components of the DTM project included registration (Emergency and IDP), site assessments, and household surveys. The Emergency Registration (Phase 1) was completed in October 2010, followed by the IDP Registration (Phase 2), which updated the IDP Registry completed in Phase 1. During Phase 2, data on housing ownership and land status was also collected – information that was identified by the CCCM partners as a priority for planning return/relocation interventions such as for developing and validating the lists of beneficiaries.

The DTM data, which was shared with CCCM partners on a regular basis, provided a general overview of the situation in the IDP camps. This information was made readily available on the cluster website and was shared in a number of formats to enable maximum support to partners:

- 1) a comprehensive narrative report was released to provide detailed explanations of the results;
- 2) a DTM spreadsheet was provided to enable partners to filter information and compare specific information more targeted to their needs, and;
- 3) IDP site profiles providing detailed site-specific information was made available upon request.

In addition to this, Atlas GIS was used provide more detailed geographic information system (GIS) information to partners to further complement other existing reports and tools.

Key Findings

Overall, the DTM activities implemented in Haiti in response to the 2010 earthquake until December 2017 can be considered successful. The DTM data and information products used by multiple IOM clusters/sectors and partners helped provide timely and targeted assistance to the earthquake-affected populations, enhanced preparedness measures to mitigate the effect of future natural disasters, and, to a lesser degree, facilitated a quicker transition to recovery after the earthquake.

² IOM. 2016. “Displacement Tracking Matrix (DTM) Haiti Response to January 12th, 2010 Earthquake.” <http://www.globaldtm.info/haiti/>

Lessons Learned & Best Practices

- 1) Regular **debriefing and brainstorming sessions** are important for planning, implementing, and updating DTM in an effective and efficient manner. For example, based on feedback received from the DTM field teams, the DTM staff knew which camps they could not go back to without security or at all;
- 2) Conduct the **registration** late at night and register only those persons that had received a token the day prior to avoid double counting/having persons from outside the camp take part in the registration;
- 3) Develop a **Structured Query Language (SQL) server script** (database in Microsoft SQL) for data entry, data cleanup, and data searches for responding to information requests;
- 4) Use **satellite/drone images** and **photo interpretation**, especially for camps difficult to access, are useful for having an initial overview of the camps for planning and implementing activities in the field;
- 5) Integrate all data collected into **one database** (2010-2017) makes it possible to compare, for example, changes from one year to another;
- 6) **Information sharing and follow-up** on how DTM data is being used for relief efforts and provision of assistance to affected populations ensures data collected is relevant and utilized;
- 7) Ensure beneficiaries understand the purpose and use of the data being collected (**informed consent**); and,
- 8) Once familiar with the different camps, conduct **site assessments and household surveys in those areas that are easy to access and then go to the more difficult ones.**

Recommendations

Stakeholders

Relevant partners (n=4) made several recommendations pertaining to two main areas of work. The first area pertains to the **content of the questionnaire**:

- 1) Incorporate the age group for and categories of IDPs such as different vulnerable persons; and,
- 2) Collect information on the communities of relocation.

The second area pertains to **awareness raising and sustaining/transferring DTM knowledge and tools** to the relevant government counterparts. Specifically, partners recommended that:

- 1) Greater awareness raising be carried out among government authorities on DTM (what it is, how it works, who implements it, and where it is implemented); and,
- 2) Technical training and the necessary equipment be provided/transferred to the relevant government counterparts for managing the DTM database.

The other recommendations provided pertain to the **use of tablets for data entry and reporting**, and the **timely sharing of information and updates with partners.**

IOM/DTM Staff

Viewed as a modular tool, a principal recommendation on the part of the IOM/DTM staff interviewed is to **engage all relevant partners in developing the questionnaire** to ensure the relevancy of the data gathered and support/buy-in from these actors. Another prominent recommendation is to **create a light version of the DTM** (“DTM light”) that can be rapidly deployed, as well as be used to request funding from donors to conduct a full DTM. Taking this approach was also mentioned as useful for avoiding the creation of false expectations among donors in terms of the data being collected. Moreover, since implementing a full DTM takes time, doing a DTM light during the early stages of a response can help ensure that the data collected is readily available and does not become outdated. Other recommendations provided include the following:

- 1) Clarify the objectives of the DTM (Is it a data or a service provider?);
- 2) Have livelihoods projects or income generating activity trainings to support the integration of displaced persons in their communities;
- 3) Support the capacity of local government counterparts to develop and implement the DTM;
- 4) Identify a more efficient data entry system;
- 5) Conduct periodic reviews/evaluations during the different stages of the project;
- 6) Improve the way information is shared and that follow-up is conducted;
- 7) Always show the link between impact of activities and DTM to demonstrate to donors both effectiveness and efficiency;
- 8) Ensure informed consent is clear and done at the outset with the beneficiaries who are in a vulnerable position;
- 9) Increase transparency about the accuracy of the data being collected; and,
- 10) Integrate all the IOM data collection initiatives currently underway.

Relevance

In general, the DTM activities were aligned with and supportive of the IOM’s humanitarian mandate. As the lead of the CCCM cluster, the DTM was essential for providing a general overview of the overall situation in all the IDP camps identified, which was then used by IOM and partners to respond to the immediate needs of those in the camps (shelter, food, and non-food items, NFI) and to relocate them through the rental subsidy program. In terms of the promotion/advertisement of the DTM among external partners, the IOM staff regularly shared available information products, made presentations of the results to cluster/sector working groups, and conducted follow-ups with partners on the use of the DTM data. Such strategies were informally developed during internal Data Management Unit (DMU) meetings and as result did not account for administrative, financial, and technical capacities. However, data sensitivity issues were accounted for and respected in sharing data and information products with partners. Of the main partners interviewed (and still present in Haiti), the DTM data was reportedly used for:

- 1) background/briefing information;
- 2) operational response;
- 3) programming;
- 4) advocacy; and,
- 5) information products, including maps and humanitarian overviews.

Looking forward, timeliness, the level at which the information is disseminated, and data reliability/quality were the three key aspects of the DTM that partners mentioned as requiring further improvement, followed by the analysis of data, the type of information, and the use of tablets for data entry and reporting.

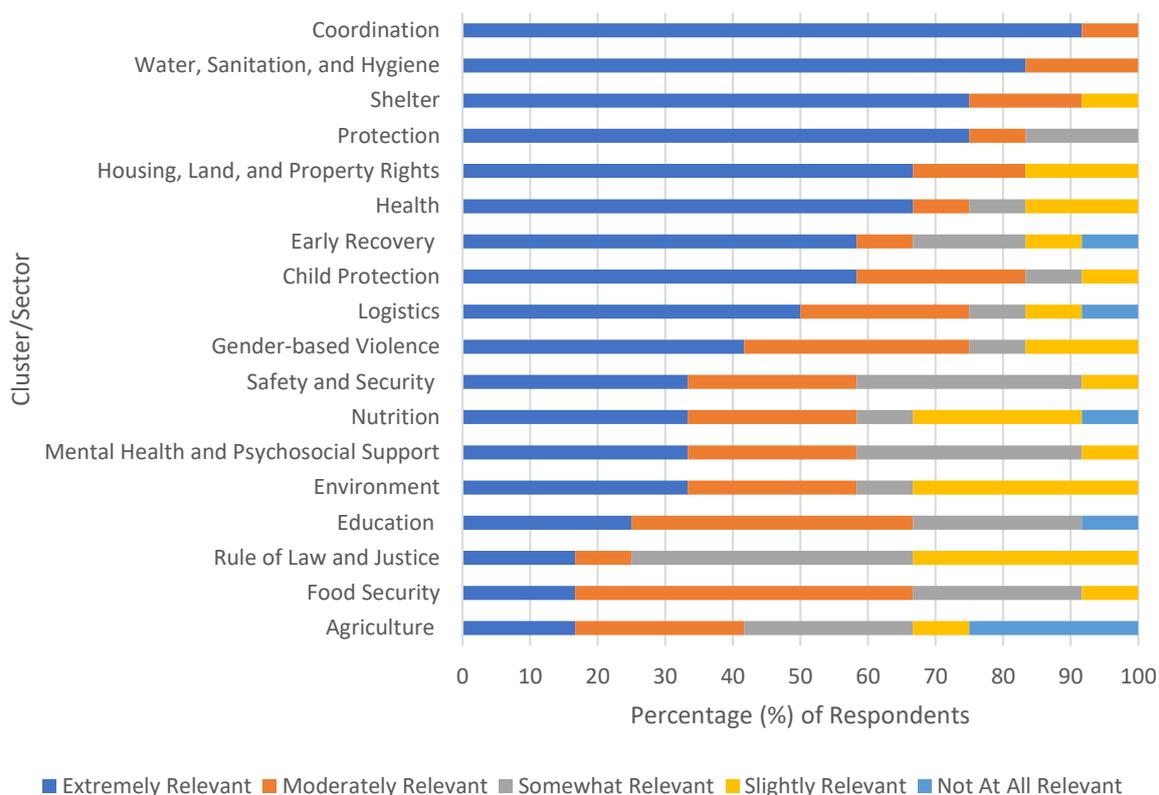
From a donor perspective (n=1), the DTM data was reportedly used for:

- 1) operational response;
- 2) programming; and,
- 3) advocacy.

In terms of the aspects requiring improvement are timeliness, data reliability/quality, analysis of data, and the level at which the information is collected and disseminated.

Looking at the relevance of the DTM data for the Migration Crisis Operational Framework (MCOF) clusters/sectors, over 90% of the IOM staff interviewed viewed the data as 'extremely relevant' for coordination efforts, 80% for WASH, 75% for protection and shelter, and 67% for health and housing, land, and property rights. For more information and details on the relevancy of the DTM data for the various MCOF clusters/sectors, see Figure 2.1 below.

Figure 2.1. Relevance of DTM Data By Cluster/Sector



Effectiveness

Apart from a few challenges in the immediate aftermath of the 2010 earthquake for planning (e.g., received too much information and requests from external partners) and implementing the DTM activities on time (e.g., a lack of familiarity with the locations and challenges accessing difficult areas), the DTM activities were reportedly implemented on schedule up to 80% of the time.³ The timely implementation of the DTM activities was explained by staff as being a result of the structured and systematic management approach and collaborative structures in place, as well as flexible funding that permitted DTM staff to adapt activities to the situation on the ground (especially in the beginning in terms of identifying the number of IDP camps), as well as to partners' requests.

With the DTM, the government was able to plan its response to assist the earthquake-affected populations such as that of relocation through the rental subsidy program. The IOM collaborated with the Directorate of Civil Protection (*Direction de la Protection Civile*; DPC) to create an integrated database, which other partners used as well in their response to the earthquake-affected populations. The use of drones for capturing images of the camps to produce maps permitted the teams to have an estimate of the number of tents, their distribution, etc., which facilitated the division of the DTM field teams to carry out the site assessments and household surveys.

³ Other challenging factors encountered that reportedly affected the timeliness of activities were security concerns in the camps and poor weather conditions.

The interviewees identified several key strengths and weaknesses of the DTM, including possible corrective measures (see Table 2.1 below).

Table 2.1. Mains Strengths and Weakness of DTM Haiti	
Strengths	
1.	Institutionalize rapid response using the data on the locations, needs, and vulnerabilities of displaced persons.
2.	Provide regular, micro-level, multi-sectoral data that can be used as a baseline for programming.
3.	Facilitate collaboration with external partners for a coordinated response.
4.	Combination of aerial photo interpretation and field observations.
5.	Strategic tool for highlighting IOM's work, tracking progress, and raising funds.
Weaknesses & Corrective Measures	
1.	No independent sources of funding to ensure continuity of activities. <u>Corrective measure:</u> Improve the marketing of DTM.
2.	Dependence on external operational support for implementing activities (such as the national military and police for security). <u>Corrective measure:</u> N/A
3.	Counter-trafficking not accounted for in the data collection tools as it was not considered an issue at the time. <u>Corrective measure:</u> Review the DTM forms and include counter-trafficking indicators.
4.	Satellite photo interpretation insufficient and not reliable alone. <u>Corrective measure:</u> Cross-check photos with field observations.
5.	Non-emergency related information such as that on the rule of law is missing. <u>Corrective measure:</u> Include DTM at every stage of an emergency, not just in immediate response, but also for medium- and long-term measures.
6.	Creates false expectations among affected populations that because information is being collected about their needs and vulnerabilities that these will be addressed. <u>Corrective measure:</u> Conduct greater awareness raising among the affected populations to avoid creating false expectations.
7.	Cannot immediately meet the expectation by donors and external partners to rapidly receive the data. <u>Corrective measure:</u> Start with a light version of DTM and then request funding to do a full DTM to avoid creating false expectations.
8.	Does not collect information about the host communities and the impact of IDPs on resilience. <u>Corrective measure:</u> Capture information about the host communities and the impact of displaced populations on their resilience.
9.	Does not include categories for age groups and vulnerable persons. <u>Corrective measure:</u> Incorporate data fields for age groups and categories of vulnerable persons in the DTM forms.
10.	Weak understanding of the DTM methodology. <u>Corrective measure:</u> Increase transparency about how the DTM data is collected.

In terms of DTM procedures and processes, the DTM staff interviewed found these sufficiently clear in terms of planning and implementing the DTM through regular site assessments and household surveys. To ensure the continued implementation of the DTM activities, several measures were taken:

1. By signing Memorandums of Understanding (MoUs) with the government and the DPC, as well as receiving support from the United Nations Stabilization Mission in Haiti (military) and the National Haitian Police, these facilitated the timely implementation of the site assessments and household surveys.

2. The site assessments allowed the DTM staff to make adjustments according to lessons learned and to identify next steps.
3. The staff responsible for implementing DTM were from DMU, which were also dedicated to other field activities.
4. Camp management operations had a regular presence in the field, thus any information or feedback regarding a specific camp made it possible to determine whether another activity, apart from the site assessment, was needed.
5. The importance of the DTM data for different clusters/sectors ensured that projects had a DTM component (site assessments), which guaranteed the continuation of the DTM over the period in question. Thus, as long as there were projects aimed at assisting displaced persons in the remaining IDPs sites, there was a line to cover DTM, avoiding any interruption in activities.

Data Protection

The IOM data protection principles were respected throughout the planning and implementation of the DTM activities. Specifically, the DTM staff and partners were briefed on these principles, with the latter being required to fill out data request forms for accessing the specific information required. Importantly, protection information was never shared with partners, apart from the Protection Unit. However, the process of filling out the data access forms reportedly delayed information sharing, something which in the future could be addressed, for example, through the signing of an MoU. For the beneficiaries, informed consent was carried out, explaining the purpose of and the steps entailed in the data collection, thereby ensuring the DTM staff remained accountable to them.

Efficiency

The human and financial resources dedicated to the DTM activities were effectively and efficiently used. Initially, the DTM had a lot of staff and as time went on the number of staff was adjusted to reflect the number of camps still open and the number of assessments and household surveys required. There was a finance officer who was responsible for managing the DTM financial resources that reported to the Resource Management Office. All the DTM activities were reportedly implemented within the established cost estimates. However, at times, certain donors were late in signing off on the funds, which delayed the implementation of activities. A prevailing challenge reported by the IOM staff interviewed is convincing donors about the importance of DTM and obtaining the necessary funding to continue activities – something which remains difficult to do not being a standalone project. In terms of human resources, cost-sharing among IOM projects, namely the use of DMU staff for implementing the DTM activities, made an optimal use of staff and resources available.

Outcome & Impact

In Haiti, the DTM activities carried out in response to the 2010 earthquake contributed towards the achievement of the three objectives of the DTM. First, the data helped enhance preparedness measures to mitigate the effect of future natural disasters in Haiti. Specifically, CCCM staff referenced the DTM data during contingency planning meetings held with the government. Second, the data collected through the DTM helped facilitate a quicker transition to recovery by helping identify, using the GIS information, the location and number of households damaged, the number of existing camps and the conditions in the camps, and the number of affected populations in these locations. Finally, the DTM data helped provide timely and targeted assistance to the 2010 earthquake-affected populations. In particular, the interpretation of the satellite/drone images provided staff with a general idea of the number of camps, the situation in the camps, and the number of displaced persons. Based on this information, DTM field teams were able to conduct field observations to gather more detailed multisectoral information about the needs of the affected populations. Such information was then used to help relocate the displaced persons in the camps. At its height, the DTM facilitated the management of more than 1,500 camps housing more than 1 million IDPs. Ongoing projects are primarily focused on return and relocation and the subsequent closing of the remaining camps (25). Interviews with two families relocated as a result of the DTM activities revealed that the data collection efforts were well implemented.

“There was a sense that government and the humanitarian community adopted DTM as one of the most important sources of information.”

ANNEX 9: Case Study #3 - Ethiopia

The Use of the Displacement Tracking Matrix in Addressing Mixed Migration Flows: The Case of Ethiopia

February 2018

Evaluation Rationale & Objectives

This case study of Ethiopia is part of the Displacement Tracking Matrix (DTM) thematic evaluation carried out by the Office of the Inspector General (OIG) to analyze the International Organization for Migration's (IOM) overall performance in the set-up of the DTM, evaluate the relevance of the DTM to the Organization's mandate and operational responses, and analyze the internal synergies and institutional requirements for an effective and sustained use of the DTM as a key decision-making tool for displacement and migration flows. In collaboration with the Global DTM Support Team based at the IOM Headquarters (HQ) in Geneva, OIG identified Ethiopia as a relevant case of how DTM has been employed in a context of mixed migration flows⁴ to:

7. Provide timely and targeted assistance to crisis-affected populations through improved information management and mapping of population needs and locations;
8. Enhance preparedness measures to mitigate the effect of future crises through better planning of resources and development, and integrate early warning systems; and,
9. Facilitate a quicker transition to recovery following a crisis through improved data management systems, enabling stakeholders to provide critical support and identify sustainable solutions for the displaced populations (including housing, livelihoods, or other needs related to recovery and transition).

Evaluation Methodology & Timeframe

The following methodology was used:

- A documentation review, covering official documentation prepared for internal and external use and for the promotion of DTM, internal technical papers and guidelines, DTM project documents and related activity reports, and external documentation referring to the DTM's use by stakeholders; and,

⁴ "The principal characteristics of mixed migration flows include the irregular nature of and the multiplicity of factors driving such movements, and the differentiated needs and profiles of the persons involved. Mixed flows have been defined as 'complex population movements including refugees, asylum seekers, economic migrants, and other migrants'. Unaccompanied minors, environmental migrants, smuggled persons, victims of trafficking and stranded migrants, among others, may also form part of a mixed flow." (IOM's Ninety-Sixth Session, Discussion Note: International Dialogue on Migration).

- Face-to-face interviews in Addis Ababa with IOM staff (7), partners (2), and donors (4) between November 27th and November 29th, 2017 (see Annex 5 for a list of interviewees).

The Context & Project

In various parts of Ethiopia, an increasing number of individuals are affected by recurrent man-made and natural disasters, including flooding, drought, and resource and clan-based conflicts that destroy lives, infrastructure, crops, and livestock, and forcibly displace people from their ordinary places of residence. In response to these recurrent disasters, the IOM has been assisting migrants and internally displaced persons (IDPs) in Ethiopia since 2007. In order to provide accurate and timely data on displaced populations, including their urgent humanitarian needs to support well-informed coordination, multisector rapid response, and the protection of IDPs in Ethiopia, the IOM launched the DTM in September 2016.

IOM's DTM provides insight into movement trends, vulnerabilities, demographic breakdown, response gaps, and detailed multisectoral information on the urgent humanitarian needs of IDPs. Since its launch, the DTM has grown into a fully integrated component of the national and sub-national humanitarian information management architecture, informing the Government of Ethiopia (GOE) and humanitarian response across the majority of sectors/clusters. DTM reports and statistics are regularly cited by the GOE, donors, and humanitarian agencies, and are utilized as a strategic tool in planning timely and responsiveness emergency interventions.

Key Findings

The DTM activities in Ethiopia have contributed, above all, to the provision of timely and targeted assistance to crisis-affected populations by improving information management and mapping of population needs and locations. By systematically capturing data on IDPs and sharing this with the GOE and humanitarian actors in Ethiopia, the concept of IDPs was recognized by the government, thereby legitimizing discussions on the issue. This was a crucial step towards identifying and responding in a timely and targeted manner to the needs of IDPs in the country.

Lessons Learned & Best Practices

- Organizing a **workshop for regional officials** at the start of each DTM round can facilitate the endorsement of the DTM report;
- Having a **team of two enumerators per site** can improve the timeliness and quality of the data collected. By working together, the enumerators motivate and support each other and share their experiences and divide the workload amongst themselves;
- **Provide enumerators with a stipend at the outset** and the remaining salary at the end to avoid a situation where the enumerators take their salary and do not return;
- **Work in close coordination with partners**, especially by providing work plans prior to the implementation of DTM activities:

- **Organize a planning and debriefing workshop for each DTM round** with staff to share successes, challenges, lessons learned, and best practices to inform future DTM rounds;
- **Sharing information between regional focal points** can highlight what worked well and what did not; and,
- **Use a spreadsheet to track and coordinate the activities** carried out by humanitarian actors across the various clusters/sectors.

Recommendations

Stakeholders

The partners (n=2) and donors (n=4) interviewed made a number of recommendations pertaining to the data collection, data analysis, and reporting stages. For data collection, a prominent recommendation received is to **use mobile technology** and to **provide more comprehensive trainings to both DTM staff and partners on implementing the DTM** to improve the timeliness and accuracy of the information being gathered. Furthermore, the **prevailing hiring practices need to be adjusted to improve** the performance of the enumerators.

For data analysis, stakeholders recommended to have **geo-disaggregated analyses at the woreda⁵ and zone level**. Similarly, **more contextualized analyses per cluster/sector** would increase its usability among partners. The DTM data and results can then be presented at inter-cluster meetings and bi-monthly workshops to **inform key stakeholders about the data being collected, the challenges and limitations of the methodology employed, and how the data can be used**, such as by overlaying it with other data.

In terms of reporting, it was suggested to **produce several shorter reports for the regions being covered** that highlight, for instance, in one page, the areas most affected by displacement in the last two months.

Other recommendations provided include the following:

- 1) **Expand the DTM in the country and make it more regular** either by hiring more people or increasing the number of partners to conduct the data collection.
- 2) **Conduct joint data analysis exercises**, for instance, during the inter-cluster meetings whereby everyone brings their laptops and practice using the DTM data with data from their respective clusters.
- 3) **Standardize names of IDP sites** to maintain consistency across the different DTM rounds.

IOM/DTM Staff

One of the principal recommendations received on the part of the IOM/DTM staff interviewed is to **ensure the DTM data is presented in a targeted, user-friendly way**. In particular, tailored

⁵ *Woredas* or districts are the third-level administrative divisions of Ethiopia.

sectoral analyses can help improve relationships with individual clusters/sectors. Another prominent recommendation is to **have greater consistency across the four pillars of the DTM in different contexts** to make the DTM brand more legitimate. This could be achieved by substantiating the structure, procedures, rules, and guidance pertaining to the four pillars of the DTM from Geneva down to the regional and country office levels. Another frequent recommendation mentioned is to **increase the number of implementing partners for data collection**. Other recommendations provided include the following:

- DTM has four components and should not be seen only as a monitoring tool, but also as a decision-making tool for planning and programming;
- Strengthen protection referrals when gender-based violence (GBV) cases are reported;
- Create greater consistency across the four components of the DTM in different contexts to make the DTM brand more reliable and usable, including the reporting templates;
- Conduct greater outreach and awareness-raising both for fundraising and maintaining GOE support for DTM activities, for instance, by conducting a biannual workshop to present the DTM outputs and outcomes;
- Increase the number of implementing partners for data collection and cross-check data between rounds; and,
- Begin to think about an exit strategy for handing over the DTM to the government when activities conclude.

Relevance

In Ethiopia, the overall objective of the DTM activities is to “contribute towards the provision of accurate and timely data on displaced populations and their urgent humanitarian needs and provide basic lifesaving emergency assistance to displaced households.” The interviews conducted with IOM staff reveal that in general, the results of the DTM activities thus far have made available data on the needs and trends of migrants and displaced persons, which have been/can be used to better inform humanitarian response across the various clusters/sectors. Accordingly, the DTM activities are viewed by DTM staff as being aligned with and supportive of the IOM's humanitarian mandate. Looking at the Migration Crisis Operational Framework (MCOF), the DTM data collected is cross-cutting, with colleagues referring to it for counter-trafficking and counter-smuggling responses.

For the partners interviewed (n=2), the DTM data was reportedly used for:

- 1) Operational response;
- 2) Programming;
- 3) Advocacy;
- 4) Background/briefing information; and,
- 5) Fundraising efforts.

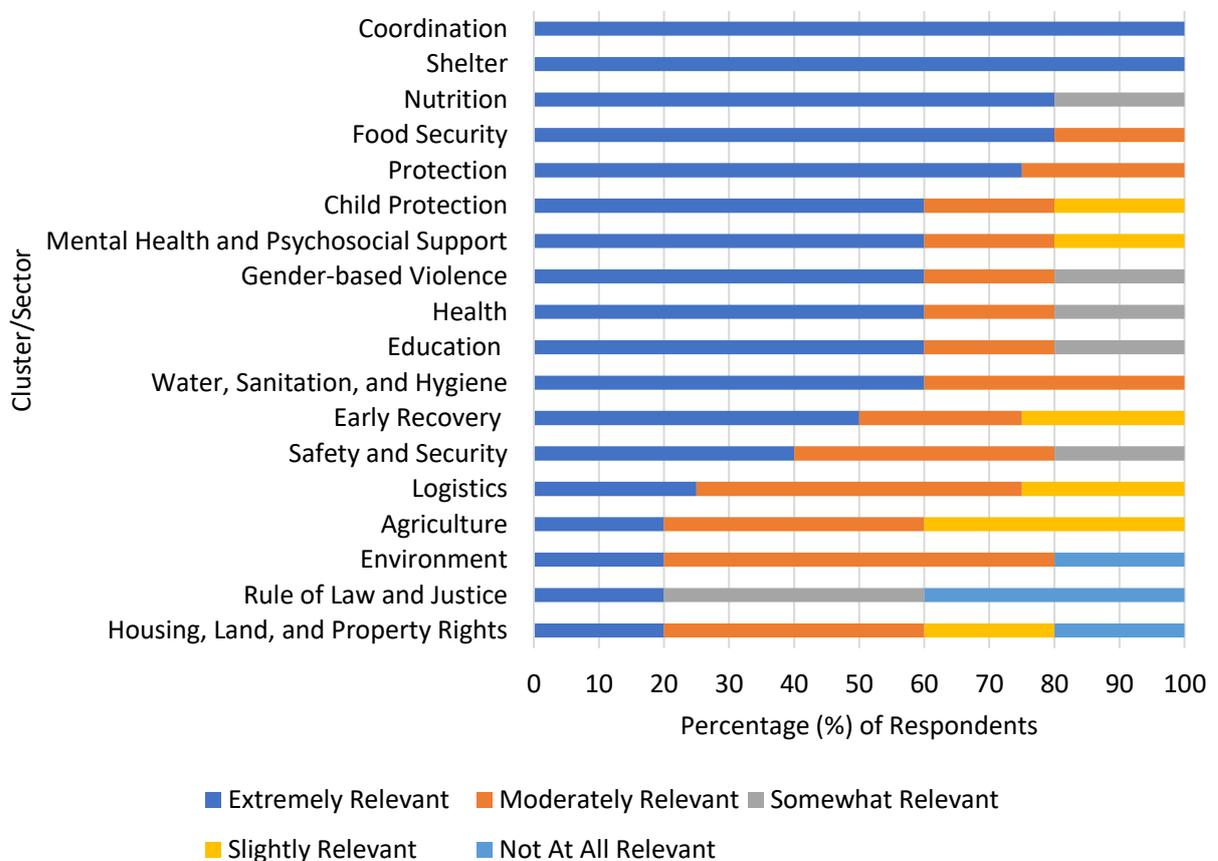
Looking forward, timeliness, the level at which information is disseminated, data reliability/quality, the analysis of data, type of information being collected, and creating an exit strategy were the six aspects of the DTM that partners mentioned as requiring improvement.

From a donor perspective (n=4), the DTM data was reportedly used for:

- 1) Background/briefing information;
- 2) Programming;
- 3) Advocacy; and,
- 4) Fundraising efforts and strategic decision-making.

In terms of the aspects requiring further improvement, donors interviewed mentioned timeliness, data reliability/quality, analysis of data, the level at which information is collected and disseminated, information products, building the capacity of partners, and the methodology.

Figure 3.1. Relevance of DTM Data By Cluster/Sector



Looking at the relevance of the DTM data for the MCOF clusters/sectors, 100% of the IOM staff interviewed viewed the data as being ‘extremely relevant’ for shelter and coordination efforts, 80% for nutrition and food security, and 60% for water, sanitation, and hygiene (WASH), education, health, GBV, mental health and psychosocial support, and child protection. For more information and details on the relevancy of the DTM data for the various MCOF clusters/sectors, please refer to Figure 3.1 above.

Effectiveness

Overall, while the planning and implementation of DTM activities are reportedly effective, the IOM staff interviewed did raise a number of prevailing challenges that need to be considered moving forward. The first challenge mentioned pertains to the timeframe for implementing DTM. As the validation and dissemination processes require government approval at the regional and national levels, recurrent delays are encountered on these two fronts. The second challenge pertains to the low retention of enumerators. This problem was reinforced with the recent disengagement of one of the two implementing partners, which reduced the number of available enumerators for conducting the data collection. Nonetheless, IOM staff interviewed reported that more than 75% of the DTM activities have been implemented as planned.

A prevailing gap in DTM activities is the collection of information to enhance preparedness measures for mitigating the effect of future crises in the affected areas in Ethiopia through better planning of resources and development. There are current efforts to try to add some additional components to questionnaires to learn more about the IDP sites that have been closed, what led to their closure, and where the people that moved are now located and their living conditions. Other reported areas requiring improvement include the accuracy of sectoral information and GPS coordinates, and specifying the cause of conflict for displacement.

As regards the actual procedures and processes in place for planning and implementing DTM activities, these are considered by the DTM staff interviewed as being clear, with the exception of procurement (inappropriate and expensive vehicle rentals and low enumerator retention) and the extent to which the existing reporting framework is amenable. Specifically, at the moment, the reports that are being produced were identified as being too time consuming, with the format not being the most useful for key stakeholders. Therefore, the DTM staff recommended that producing sectoral reports instead of the classic DTM round reports and publishing these in the format of a dashboard would not only make the products timelier, but the information shared with stakeholders would be tailored and more user-friendly. At the end of each DTM round, the DTM team organizes a debriefing and planning workshop, which brings together all regional DTM focal points to Addis Ababa to share lessons learned and best practices in planning subsequent rounds of data collection. Externally, the DTM reportedly helped support the development of collaborative relations with other humanitarian actors that are active in Ethiopia, facilitating the update of the DTM data and its use in responding in a timely and targeted fashion to the needs of the affected populations.

To ensure the continued implementation of the DTM activities, respondents recommended taking several measures, including:

- Work more closely with the government counterparts at different administrative levels in planning and implementing DTM activities;
- Increase the advertisement and promotion of the use of the DTM in the cluster system;
- Conduct continuous advocacy such as presenting the DTM at the Humanitarian Country Team and inter-cluster meetings, as well as ad-hoc, bilateral meetings with

- donors to increase the uptake of the data and to raise funds for future DTM activities; and,
- Incorporate feedback/input from cluster/sectoral partners, donors, and other key stakeholders.

The interviewees identified several key strengths and weaknesses of the DTM, including possible corrective measures (see Table 3.1 below).

Table 3.1. Main Strengths and Weaknesses of DTM Ethiopia
Strengths
1. Legitimate and unique source of data on displacement.
2. Sound and systematic implementation.
3. Effective outreach.
4. Widest coverage of any other existing data collection tool in the country.
5. Tool to help with humanitarian action planning and programming and further assessment by individual clusters and sectors.
6. Ability to corroborate other data and check for their accuracy.
7. Basis to begin further assessment for protection services.
8. Multi-sectoral data collection mechanisms that provides timely and regular updates on IDPs.
9. A globally recognized brand with a broad aim.
10. Well-defined methodology.
11. Facilitates a strong collaboration with clusters, being viewed as an independent source of data.
Weaknesses & Corrective Measures
1. Uneven use of the DTM data among clusters/sectors, namely in overlaying the DTM data with cluster/sectoral data, due to varying capacities in or a lack of capacities in information management. 2. A lack of understanding about what DTM is and how it can be used by various clusters/sectors. For instance, there is the expectation among key stakeholders that DTM can answer everything. <u>Corrective measure:</u> Continue outreach efforts with partners and donors such as by organizing bi-monthly workshops and presenting at meetings (e.g., Humanitarian Country Team meetings), to encourage and show what can be done with the DTM data, as well as to have it as the main reference point of information for their planning and programming efforts.
3. Too much information to digest. <u>Corrective measure:</u> Develop shorter and targeted information products such as sectoral analyses and national dashboards, for example, on protection.
4. Two months timeframe for data collection, analysis, and reporting is insufficient with data collection taking 25 days. <u>Corrective measure:</u> Using tablets for data collection will decrease the amount of time required to collect, analyse, and report on the data, keeping within the 2-month timeframe.
5. Creates misconception that the figures provided are absolute when they are in fact only estimates. <u>Corrective measure:</u> Clearer reporting on the methodology and continuous workshops with people using the information.
6. Government involvement in endorsing the DTM reports could impact which data is shared or not in the reports published. <u>Corrective measure:</u> Organize workshops for regional officials at the start of each DTM round to facilitate the endorsement of the DTM report.

Data Protection

Interviews conducted with IOM staff revealed that the IOM data protection principles have been respected during the planning and implementation stages of the various DTM activities. First, respondents mentioned that the protection data is shared only with the protection cluster once a Standard Operating Procedure (SOP) is in place and is not included in reports and datasets that are circulated widely to the other clusters/sectors. Second, the data protection principles are incorporated in the data sharing agreements that are signed with partners.

Efficiency

Overall, the human and financial resources dedicated to the DTM activities are effectively and efficiently used. The funds for the DTM, although short-term in nature, are received from multiple donors and on time. Thus far, there have been no cost extensions and any additional funding that was requested was obtained, as the donors see the value of the DTM. In terms of managing financial resources, funds are pooled from various projects, which makes it possible to reallocate resources to ensure a continuation of the DTM activities. The actual expenditures were reported as being fair, except for the car rental which is very costly. It was reported that between 100,000 USD and 150,000 USD is spent on car rental each round, bringing the total expenditures for car rental to close to one million USD. Another area that was reported as requiring better financial resource management is the budget for workshops, for which there are too many resources spent, notably on the venues where they are organized.

In managing expenditures, a control mechanism was put in place whereby the enumerators monitor and control the arrival of the data collected and the vehicles used, the number of days they were used for, etc., with the help of an internal log sheet. At the moment, the Resource Management Officer (RMO) is exploring the possibility of signing long-term agreements with the car rental companies to facilitate the process. Looking forward, funding was received for 2018 (mid-year), permitting the DTM team to move forward with expanding its human resources, as they are currently understaffed. Interviews revealed that local recruitment is carried out well and that there is an efficient use of the staff hired. Overall, the DTM team has a sound management structure in place and a good work flow and working relations.

Reporting-wise, this was mentioned as depending on the donor and the longevity of the project in which the DTM activities are incorporated. What appears to be less clear for IOM/DTM staff is the extent to which the existing reporting framework for DTM results can be modified. At the moment, different reports for the data collection rounds were mentioned as being too long and time consuming and not in the most useful format for presenting information.

Concerns regarding the relevance and usefulness of the DTM reports were echoed by donors and partners interviewed, according to whom the global standardized reporting templates are not answering questions that are being asked locally. Producing brief reports at the *woreda* and sectoral levels was highlighted by key donors and partners interviewed as important for planning and programming efforts. Accordingly, the IOM/DTM team

recommended that producing sectoral reports, instead of the classic DTM round reports, and having these in a dashboard format would reduce the reporting time from two weeks to one day and make the data more relevant. Recently, the DTM team started producing sectoral maps that have been included as annexes to the DTM reports, which are a good step towards doing sector-specific reporting.

Outcome & Impact

Given its recent set-up in the country, it is still too early to precisely establish the extent to which the DTM data and information products have informed or been directly used by partners to plan and provide timely and targeted assistance to IDPs. Nevertheless, interviews reveal that the DTM data has contributed to the provision of more effective and targeted assistance to IDPs across a number of clusters/sectors, including emergency shelter/non-food items (NFI), information, counselling, and legal assistance, education, WASH, livelihoods development, and food and nutrition, by informing partners about the prevailing needs and gaps, and therefore the potential responses to the situation.

A notable example is the World Food Programme (WFP), which used the DTM data to compare IDP sites with its existing food distribution points (FDPs) and food beneficiary numbers. The DTM data helped identify those individuals that were not receiving food and the IDP locations with no direct access to food distributions, helping create a number of new FDPs. Accordingly, DTM constitutes the baseline for cluster gap analysis and has the potential to be used as loose monitoring tools, as demonstrated by WFP. Interviews revealed that DTM data is also used by partners to inform the development of project proposals. However, the use of the DTM data among the various sectors and clusters remains a challenge. Both IOM/DTM staff and partners mentioned that the data would be used more if it were better contextualized per cluster/sector, something which could be achieved with the overlaying of datasets and stronger coordination among clusters/sectors and information management officers. For example, during inter-cluster meetings, time could be allocated to promote a greater use of the DTM data at the cluster/sectoral level by presenting what the DTM is, the methodology employed, and how the data collected could be overlaid with other cluster/sectoral datasets to inform planning and programming activities.

“DTM Ethiopia is something that I am most proud about. It is a privilege to be part of a team that went from operating a small and not well-known operation to being the only external source of data on displacement that is accepted by the Government as being the most reliable.”

At the moment, the Inter-Cluster Information Management Group is working to create a comprehensive dataset comprising of the most detailed geographic breakdown of the number of targeted beneficiaries, in line with the target numbers from the Humanitarian Requirements Document, and at which geographical level they collect response data from partners. Once completed, this dataset will be able to indicate who is doing what, where, and what are the prevailing needs and gaps that need to be addressed. This cluster data management system also has the potential to facilitate a quicker transition to recovery following a crisis (natural and/or manmade) by enabling stakeholders to provide critical

support and identify sustainable solutions for displaced population related to recovery and transition.

Despite its nascence, the DTM is now regarded as a legitimate source of information on IDPs in Ethiopia, with all agencies working on this issue relying on the DTM for such data. Collaboration with key donors and partners have also strengthened because of these positive developments. Likewise, by systematically capturing information on IDPs and highlighting these figures in reports at the regional level, the government has come to recognize the concept of IDPs and to support the DTM activities. In particular, the organization of familiarization workshops at the regional level were mentioned as having helped obtain the government's endorsement of the reports published based on the data collected. However, due to capacity issues, these workshops are not organized in each region. Recently, for the first time, the National Disaster Risk Management Commission endorsed the total combined numbers from the DTM and the Emergency Tracking Tool (ETT) on IDPs (1,327,000 - DTM figure + 288,000 - ETT figure).