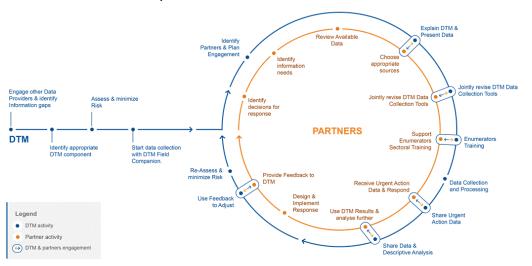


Approach, Roles & Guiding Questions for Data you can use

DTM & Partners Cooperation Guide



Main steps of jointly working with DTM to obtain useful and usable data.

In this document, "partner" is intended as any organization, group or institution that uses DTM data for humanitarian response (including Clusters, Sectors, Working Groups, AoRs, National, Regional and Local authorities, individual NGOs, UN agencies, IOM programmes and others).

1. The approach in brief and how it came to be

Why Work Together?

- DTM data are aimed at informing humanitarian response
- DTM data are shared with all humanitarian actors
- By working together you can make DTM data more useful for response

An analysis¹ of the main reasons for partial use of DTM data highlighted the need for DTM and Partners² to work together in order to obtain data and analysis that support humanitarian response.

Modalities for this engagement, as well as roles and tasks have to be jointly agreed and predictable, so that DTM and Partners have a road map for cooperation, that is consistently applied in the field.

How do we work together?

- We use a predictable and consistent approach: DTM and Partners use and expect to use the same approach in all responses
- Proposed approach is built on **best practices** and **shared agreement**
- Agreement on this approach was reached through **Grand Bargain Needs Assessment** Work stream and global level cooperation between **DTM**and most **Global Clusters**, **WG**, **AoRs**.

How was the approach developed?

The approach and tools described here are based on best practices in the humanitarian sector and developed through consultations with DTM, Global Cluster /AoR/WGs and other partners. They are also adapted from work by the Working Group on Useful and Usable Data and Analysis (EDAUUR) under the Grand Bargain work stream on Needs Assessment. The EDAUUR working group is composed by:

Global Clusters and AoRs (including Global CCCM Cluster, Global Child Protection AoR, Global Education Cluster, Global Food Security Cluster, Global GBV AoR, Global Health Cluster, Global Protection Cluster,

¹Common Reasons for partial use of DTM data are summarized in the document by the same name and included in the DTM & Partners Toolkit: http://dtm.iom.int/dtm-toolkit/dtm-partners-toolkit

²The approach and toolkit material can be used to work with all humanitarian data users.

- Global Shelter Cluster, Global UNICEF Cluster Coordination Team, Global WASH Cluster)
- UN Offices and Agencies (including UNHCR FICS, WFP VAM, OCHA FIS, OCHA NAAS)
- ❖ Donors (including DIFD, ECHO, OFDA)
- NGOs (including MapAction, REACH Impact, DRC, Geneva Centre for Humanitarian Demining, Terre Des Hommes Lausanne) and
- ❖ Other organizations and initiatives, including ACAPS, JIPS, PIM, ICRC.

What are the principles of this approach?

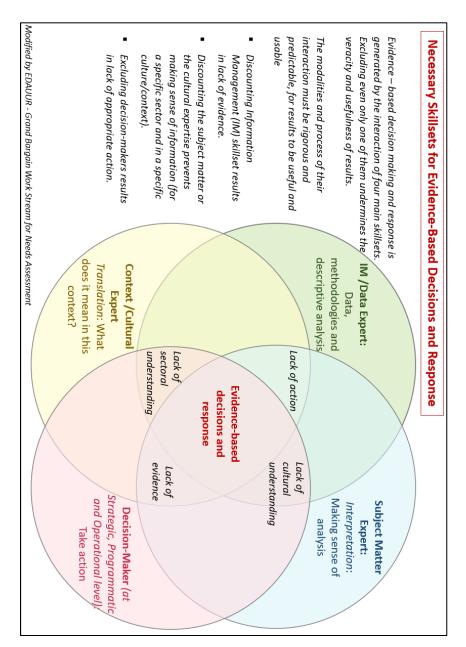
- The main steps of the Assessment Process are common to most humanitarian organizations and groups/clusters³.
- Cooperation is especially needed at specific steps of Assessment Process.
- Cooperation must value, respect and make use of different but complementary skillsets:
 - ✓ Decision-Makers
 - ✓ Subject-Matter Experts
 - ✓ Context/Cultural Experts
 - ✓ Information Management/Data Experts
- DTM and Partners will engage at crucial steps of the assessment process according to their skillsets.

In some cases the same actor may have more than one skillset. Cluster Coordinators and members for example, are often both Decision-Makers (for strategic and operational response) as well as Subject-Matter Experts. Local staff may be at the same time Subject-Matter and Context/Cultural Experts.

Details of the approach, guiding questions, visual explanations and checklists to help implementation are included in this document. More tools are available on **the DTM & Partners Toolkit**

**DAUUR /Grand Bargain Visual representation of these findings is available in the DTM & Partners Toolkit (https://dtm.iom.int/dtm-partners-toolkit/predictable-approach) and https://interagencystandingcommittee.org/system/files/ensuring data and an alysis is useful and usable for response - tools.pdf

2. The theory behind: Skillsets needed for Evidence-based Decision Making and Response

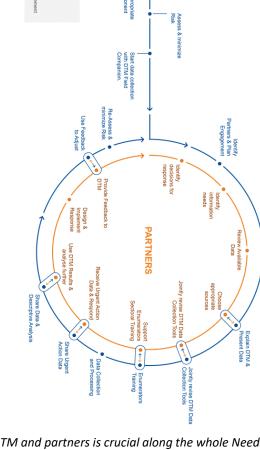


humanitarian response: and decision makers are in Concrete examples of who such experts Local Organizations knowledge Local staff with contextual Local authorities (sectoral specific context expertize Anthropologists Local Academia and researchers Context /Cultural Expert, e.g.: Information management Office Needs Assessment experts Spatial analysis experts Data Management experts IM /Data Expert, e.g.: Programmatic and Operational Decision-Maker (at Strategic, Programme Officers Heads of Organizations Cluster and Inter-Cluster Humanitarian Coordinator Authorities (local, national) level), e.g., Counter Trafficking, Migration CASH, AAP, livelihood, CCCM Child Protection, Education, Food Security, Health, Nutrition, GBV, WASH, Protection, Shelter, Delegates Authorities (sectoral experts) International Cluster members (National and Cluster Coordinators Subject Matter Expert, e.g.:

3. When & How should DTM & Partners cooperate?

DTM refers to the "DTM Common Process" for their exercises. The process is similar to those used by most other organizations and clusters, sectors, AoRs...

Data Analysis Plan; Agree on **Feedback mechanism**. will be **shared;** Agree on **Roles in analysis** for DTM and Partners; Share/receive fina **Agreements** for sensitive **phrasing of questions and reply options** by verifying simulated description of expected **harm** to population, enumerators, key informants and organizations; Ensure **effective** Ensure that asking each question, analysing, sharing and using results **does not cause** identify questions that provide needed information. **Add /Modify** according to context, results; Jointly identify **dissemination modality for each dataset** & sign **Data Sharing** *Jointly revise DTM Data data; Be aware of when, Collection Tools include: where & how DTM data & reports Jointly use Field Companion to



Close cooperation between DTM and partners is crucial along the whole Needs Assessment process, and particularly at these 5 key steps:

- ✓ Define Specific Information Needs
- ✓ Identify **Questions** and design **Data Analysis Plan**
- ✓ Planning **sharing** of Data and Products
- ✓ Analyzing
- Providing Feedback and adjust

DTM and Partners ROLES and

RESPONSIBILITIES

Let us see how DTM and Partners cooperate during specific steps of the assessment process

- a) Identify Users of DTM data
- Reality Check from the field: Time Limitation for engagement
- c) DTM data in Partners' analysis & decision-making
- d) Identify Information Needs
 - DTM and Partners roles when identifying information needs
- e) Is DTM Location Assessment the appropriate Source?
- f) Identify Questions and use the Data Analysis Plan
 - DTM and Partners Roles when Developing Questions and Data Analysis Plan
- g) DTM & Partners Cooperation on Enumerators Training
- h) Sharing Data
- i) Analysis
 - DTM and Partners roles in analysis
- j) Reporting
- k) Feedback and Adjust

a. Identify Users of DTM data

DTM provides data to the humanitarian community, mostly through public dissemination, and when data are sensitive through modalities identified in MoUs and data sharing agreements⁴ at country level.

DTM data is used by **large number** of **partners**, including *Disaster Management Authorities, Ministries, Inter-Cluster, CCCM Cluster, other Clusters, AoRs, Sectors and Working Groups as well as individual organizations.*

Coordination with other data producers (e.g., IMWG, Needs Assessment working group) and data at the start of the process helps DTM define the overall purpose and specific Information Needs in the context. Check the DTM&Partners Cooperation in Comics (https://dtm.iom.int/dtm-toolkit/dtm-partners-toolkit)

Each response will have its specific partners⁵: **DTM** should endeavour to engage them from the start, as much as **Partners** should do the same.

Cooperation only works when it is a shared responsibility

⁴Formats for such agreements are available in the DTM & Partners Toolkit (https://dtm.iom.int/dtm-partners-toolkit/dtm-data-sharing-forms)

⁵ Use the "Identify partners in your context or potential data users" for help https://dtm.iom.int/dtm-partners-toolkit/information-needs-and-data-users)

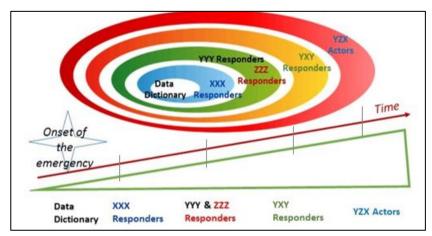
b. Reality Check from the field: Time limitation for engagement

Collecting useful data without engaging with data users greatly limits data and analysis use. Lack of early engagement may also result to additional time spent clearing misunderstanding and correcting mistakes.

However, on the field time and human resources for engaging with all data users are limited. Clusters, IOM programmes and other partners are numerous while data are needed ASAP.

A phased approach is a practical suggestion to manage such competing priorities:

- Coordinate with other data producers (e.g., in IMWG, Needs Assessment WG...) to understand plans & main information gaps
- Start by using questions, answers and analysis suggested in the Field Companion. (These were developed together by Global DTM Support, Global Clusters, AoRs and Sectoral Experts).
- Prioritize responders⁶ to engage with, based on a) largest impact;
 evolving information needs.
- 4. Plan to reach all relevant stakeholders: Communicate the plan and articulate reasons for prioritization

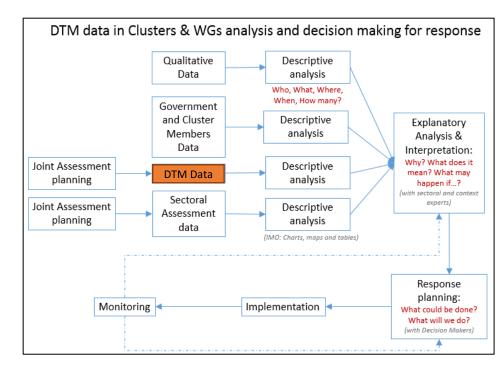


 $^6 \mbox{Inter-Cluster/Sector}$ Working group & CCCM cluster are an advised starting point

c. DTM data in Partners' analysis & decision-making

DTM is one of the source used by partners for their evidence-based decision making. Partners use all the data and information at their disposal, including DTM, for **analysis and response planning.**

The added benefit to DTM is that Partners **can engage** in the planning phase of a DTM Assessment, and shape DTM to fill their specific information gaps.



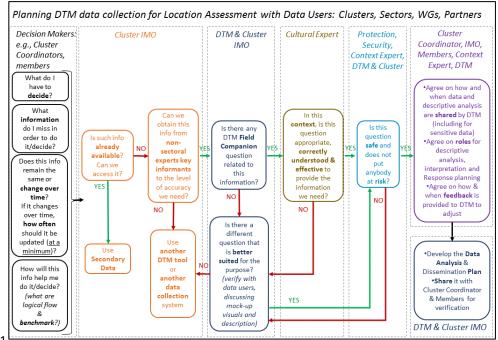
Identify Information Needs

Contributing questions without a clear link to the information gap may not provide useful information back to partners. It wastes resources and time.

Start from the decisions you have to make and identify the information you do not have to make such decisions. Only at that point, draft and validate questions, create the analysis plan and questionnaire.

Identifying detailed information needs before developing questions is essential: Questions can thus be more targeted and obtain the right data for your use.

Start from the planned use, not from the questions



DTM and Partners roles when identifying information needs:

- Partners' Decision-Makers (e.g., Sector/Cluster Coordinator/Members) clearly identify the decisions they have to take, and the information they need but do not have
- Partners' Subject-Matter Experts (e.g., Sector/Cluster Coordinator/Members) identify what information is available and accessible, and where gaps are. They also identify the essential building blocks of sectoral information and the most appropriate sources of sectoral information
- Partners' Cultural/Context Experts (e.g., local NGOs, Local staff, anthropologists and specialists of the context/culture) help turn abstract information needs into specific local 'meaning'. They help "translate" information needs into questions that will be correctly understood in that specific context/culture.
- DTM & Partners' IM Experts listen to and understand identified needs so to translate them into questions.

Partners will answer the following questions:

Secondary Data Review)

What is it that we have to decide? What information do we miss in order to make that decision? How often should that information be updated, at a minimum, to be still usable? Is that information already available/accessible? How will this information help in the decision-making (What are *logical flow & benchmarks)?* What are the components of the information (e.g., data that can be analysed to obtain the needed information)? Are any of these data already available/accessible? (conduct a

For a list of common information needs that DTM MSLA can help meet, see: "Type of Information commonly used by partners MSLA", in: https://dtm.iom.int/dtm-partners-toolkit/information-needs-and-datausers

Is DTM Location Assessment the appropriate Source?

Partners will have to evaluate if DTM Location Assessment is the appropriate source to fill their information gaps, considering method of data collection, level of analysis & measurement, feasibility, **resources**, **time** and **access** of DTM and alternative approaches.

DTM Locations Assessments mostly use Interviews with Non-Sectoral-**Expert Key informants** as a method of data collection, at **community** level. Data collection is carried out at regular time intervals (e.g., one, two or three months) enabling the monitoring of changes over time.

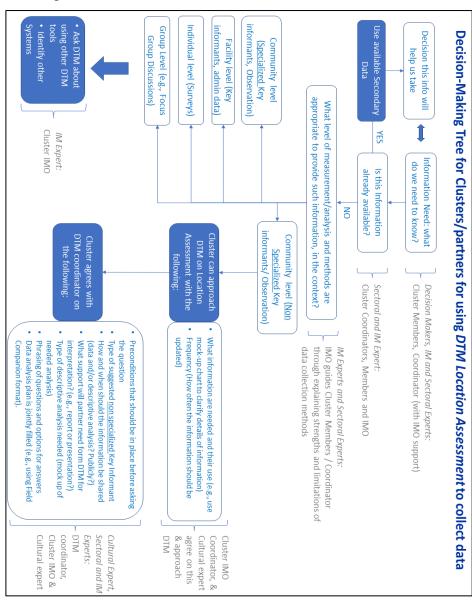
Partners' IM experts will be able to explain strengths and weaknesses of the possible data collection methods⁷ and help partner select the appropriate data collection method for their information needs.

If a different method is necessary, partners can discuss alternative **DTM tools** /components (e.g., ad hoc surveys, registration...), and/or look for a different system (e.g., Cluster own assessment).

> If you have a better data source, please use it. Otherwise, let DTM know: They will gladly help.

⁷Useful tools to jointly identify most appropriate system for data collection include:

The steps described are summarized in the visual below, a *Decision*-Making Tree



https://dtm.iom.int/dtm-partners-toolkit/information-needs-and-data-users

⁻ Handout Methods and Information (in: https://dtm.iom.int/dtm-partners- toolkit/other-tools-0)

⁻ PIM matrix, that can be adapted to other sectors (http://pim.guide/wpcontent/uploads/2018/04/Quick-Reference-Flyer Principles Matrix Process 2018-1.pdf)

⁻ ACAPS "Direct Observation and Key Informant Interview Techniques for primary data collection during rapid assessments": https://www.acaps.org/direct-observation-andkey-informant-interview-techniques and other ACAPS tools are in the DTM & Partners Toolkit (https://dtm.iom.int/dtm-partners-toolkit/tips-questionnaire-design)

UNHCR overview of data collection methods and their use in UNHCR Needs 13 Assessment Handbook, p81, table 10: http://needsassessment.unhcr.org/

f. Identify Questions and use the Data Analysis Plan

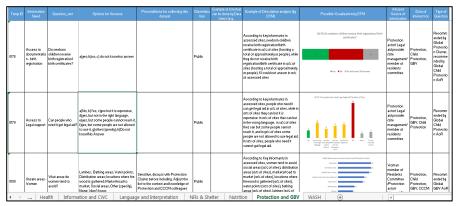
Questions developed without a Data Analysis Plan may not support response.

A Data Analysis Plan links **Use, Analysis, Information Need, Questions** and **Options for Answer.** It helps DTM and Partners reach a **shared understanding** on what **questions** provides what **results**, & how results fill information **gaps**. Questions developed without a Data Analysis Plan will likely be **de-linked from their analysis & use**: DTM will still collect data but may not support partners' response.

The Field Companion Sectoral Questions for Site Assessment, available in the DTM & Partners Toolkit (https://dtm.iom.int/dtm-partners-toolkit/field-companion-sectoral-questions-location-assessment), is formatted as a Data Analysis Plan. It can be easily adapted to the specific DTM exercise in country, thus speeding up the work for field colleagues when they use the listed questions.

Field Companion was jointly developed by Global DTM Support, Global Clusters, AoRs and other subject matter experts.

Additional formats of Data Plan are also available⁸.



DTM Field Companion is formatted as a Data Analysis Plan

⁸For another example of Data Analysis Plan, see page 14 of ACAPS Questionnaire Design, How to design a questionnaire for needs assessments in humanitarian emergencies, July 2016, available at:

https://www.acaps.org/sites/acaps/files/resources/files/acaps technical brief questionnaire design july 2016 0.pdf

DTM and Partners Roles when Developing Questions and Data Analysis Plan:

• DTM and Partner IM experts develop draft questions and options for answers with support of sectoral and cultural experts (e.g., Cluster Coordinator and members, local staff and local NGOs).

They answer the following:

- ✓ In this context, using this methodology and this level of measurement, what questions should we ask in order to obtain the data we need?
- ✓ In this context, using this methodology and this level of measurement, what options for answers we should give in order to obtain the data we need?
- ✓ Is this question safe and does not put anybody at risk? (see **Do No**Harm Checklist in: https://dtm.iom.int/dtm-partners-toolkit/field-companion-sectoral-questions-location-assessment
- DTM & Partner IM experts visualize and describe results using fake data (mock-up charts).
- Partner decision-makers, sectoral & cultural experts use the description and visualization to <u>verify</u> that the drafted <u>questions</u> can indeed provide needed <u>information</u> and <u>link questions</u> to expected <u>use</u>.
- DTM & Partner IM experts make necessary changes to the questions, finalize and <u>share</u> the data plan.

g. DTM & Partners Cooperation on Enumerators Training

Specific partners can provide specialized training for DTM enumerators. This will ensure, for example, that definition are commonly agreed, and questioning modalities are appropriate. Examples include the Child Protection and GBV training provided to DTM by Child Protection AoR colleagues (https://dtm.iom.int/dtm-partners-toolkit/trainings).

Time investment by partners in training enumerators will result in increased reliability of results.

Sharing Data

DTM shares data and reports mostly through public dissemination (e.g., DTM global website: https://dtm.iom.int/ or country websites) and through mailing lists.

It is important that Partners know where to find DTM data on the Internet, and how to add their address to the mailing list.

Partners' colleagues should communicate such information to their replacement when they leave, and ensure the new colleagues are on the mailing list.

DTM does not share sensitive data publically. When DTM & Partners identify specific datasets as sensitive in the Data Analysis Plan, they also agree on data - sharing modalities and sign agreements/MoUs9 to enable sharing.

DTM & Partners agree on modalities for <u>URGENT ACTION data-sharing</u>. This will ensure that DTM:

- Recognize data needed by partners for immediate action
- Know how and with whom to share such data in real time, even before data is processed.

Good examples of this are the agreements between DTM and Child Protection networks in the field, for immediate alerts when urgent needs of Unaccompanied and Separated Children are identified.

Some of the data for Urgent Action will be sensitive, so it is important to identify and include them in the Data Sharing Agreements/MoUs in the planning phase.

> Partners & DTM should agree in the planning phase on modalities, times & frequency of data sharing

⁹Formats/examples for such agreements and guidance for Urgent Action data are available in the DTM & Partners Toolkit (Formats:

https://displacement.iom.int/dtm-partners-toolkit/data-access-forms Guidance: https://displacement.iom.int/dtm-partners-toolkit/data-sharing-

guidelines)

All public data Publically Shared (https://displacement.iom.int website, mailing lists, HDX, ReliefWeb, Country processing and

of Data Sharing and Sign Acces encryption, Agree on frequenc Establish sharing mechanisms data sharing mechanisms and sign Access to Data Request

with Unexploded Ordnance

number of UAC,

Remaining CONFIDENTIA

datasets (do not include

personally Identifiable

response, advocacy, &

analysis. E.g.,

actors/groups for

Protection Cluster,

Shared with specific

dentifiable info). *E.g., large*

URGENT ACTION (do not ONFIDENTIAL datasets fo

Shared with specific

Protection to establish quick

Data for Urgent Action - Alerts

include personally

cleaning & processing After data

After data

cleaning

analysis

to Data Request form with

information) E.g., Protection, CP, CTiE & GBV

collection / As data come in **During data**

and CTiE to train enumerators disclosures & equip them with on safely managing incidents up-to-date referral pathways

> During data collection

DTM Data-sharing Modalities With Whom & for What

disclosure - consent with specific service given- and shared Triggered by a

provider (include personally

Identifiable data)

immediate support

providers for

Referrals to a service

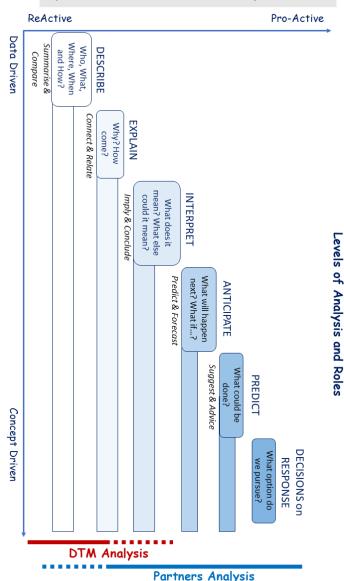
Work with Protection, GBV, CP

TIME

Analysis

Analysis is done at various levels, and those levels should be clear to all actors. Each level relies on the preceding ones.

DTM and Partners must agree in the planning phase on their roles at each analytical level.



DTM usually conduct explanatory and descriptive analysis of results. In some cases, some explanatory analysis can also be done (e.g., for movements of population).

Explanatory, Interpretative, Prescriptive Analysis and Response Planning are responsibility of the Partners, as per their mandate and skillsets.

DTM & Partners agree from the planning phase on whether DTM will only share data or also some type of descriptive analysis, depending on time and human resources available. They also agree on the type of descriptive analysis that will be done, through the Data Analysis Plan.

Field experience consistently highlights the effectiveness of targeted presentations of results by DTM. They spark & support accurate interpretation by Partners' subject-matter experts, context experts and decision-makers.

Presentations can be done at clusters, inter-cluster and IMWG meetings, as well as at specific DTM events (DTM & Partners meetings, workshops...) where DTM products, activities and results are shared and feedback is captured. In some cases, a briefing on DTM results & planed activities can be included as a standing agenda point in regular coordination meetings.

DTM and Partners roles in analysis:

Exploratory Analysis:

 DTM and/or partner IM experts identify what is in the data & how usable it is.

Descriptive Analysis:

- DTM and/or partner IM experts develop visuals, charts &tables, according to data analysis plan.
- Partner Subject-Matter and Cultural experts (e.g., Cluster Coordinator, Members, local NGOs, external specialists) have previously agreed with DTM on types of descriptive analysis that will be useful for interpretation and include it in the Data Plan. Partner Subject-Matter and cultural experts can discuss with their IM experts initial findings and propose additional ways to compare and link data, if they have IM resources. If unplanned analysis is requested from DTM, this needs to be negotiated with DTM coordinator, and depends on resources.

Modified from Pherson, ACAPS and Okular

• **Decision Makers** (e.g., Cluster Coordinator, Members) have also previously provided their information needs and those were used to design the data analysis plan.

Explanatory Analysis, Interpretation and Anticipatory Analysis:

- Partner Subject-Matter Experts and Context/Cultural Experts use
 descriptive analytical products to connect, relate, make sense of data
 and interpret information, for their specific sector and in the specific
 context and culture. This could happen in cluster meetings.
- DTM and partner IM experts support by providing guidance on correct interpretation of descriptive analysis products, and information on question phrasing and data collection modalities. Their involvement will also contribute to their increased understanding of sectoral information needs and likely lead to more effective IM support in coming assessments/data collection exercises. Involvement of DTM in supporting this phase (e.g., presentation of results to Partner) has to be agreed in advance, and it is contingent time and resources.
- Decision Makers involvement in the increases the likelihood that their questions are accurately answered in the analysis. It also increases their ownership of results and likelihood that decisions are based on provided evidence. In most cases, for example when partner is a cluster, decision makers like cluster coordinator and members are also subject-matter experts and will be naturally participating in the analysis. If Decision-Makers cannot participate, they take necessary time to understand the analytical results. These results should be presented to decision-makers in a format they easily absorb.

Prescriptive Analysis:

• Subject-Matter Experts, Context/Cultural Experts (e.g., Cluster Coordinator, Members, experts of local context) develop Response Options on the basis of previous analysis and present them to Decision Makers.

Response Planning/Decision Making:

Decision Makers (e.g., Sector/ Cluster Coordinator, Members) identify most feasible options for response and have them implemented.

j. Reporting

Most users receive DTM findings through DTM reports. **Standard information** on how the data was collected and analysed should be available **in all reports and datasets**, so to guide any analysis done by Partners.

In DTM Reports

- Questionnaire or Link to questionnaire
- · Link to Public Datasets
- Contact details for feedback
- Contact details for non public datasets
- Link to methodology (including how data reliability was calculated)
- Date of collection (start and end dates)
- Key informant type (if "key informant" is the methodology)— e.g. tribal leader, community health worker, etc.;
- Table of Content (to allow reader to find the topic they are interested in)
- Highlight the <u>geographical boundaries of assessment</u>, and identify what part/s of the country was not assessed
- Include <u>definitions</u>, for example what is a "site", the minimum number of HH that form a "site"
- Clearly identify the number of IDPs assessed, noting if <u>assessed areas</u>
 <u>varied compared to previous or other round</u> (to avoid wrong comparisons
 of totals), and <u>referring to previous or other round</u> for non-assessed areas
 through a link.
- Link to DTM Global and Country websites
- Data source (for any information from non-DTM sources) e.g. organization or project name if other than DTM or DTM IP, name government department if applicable

In DTM Datasets

- <u>Dates</u> when data were collected: start & end date per dataset/ location
- Link to <u>Methodology</u> used to collect those specific datasets/location (e.g., key informant, head count, dwelling count, remote sensing, registration, community list, survey, etc.)
- Specific methodology used for <u>population figures and groups</u>, per location if not all have been obtained through the same methodology (calculator, head count, KI, list). *Data Dictionary includes questions on this, e.g. M398, M399 and M481*.
- <u>Key informant type</u> (only for those where "key informant" is the methodology)— e.g. tribal leader, community health worker per dataset
- Contact details for feedback and questions

k. Feedback and Adjust

Providing / Obtaining feedback is vital to keep DTM results relevant over time and it is a shared responsibility of DTM and Partners.

Feedback can be provided /obtained in various ways, for example:

- ✓ Bilateral discussions or small meetings can provide specific input and enable in-depth understanding of challenges and solutions
- ✓ Presenting DTM results to Partners and listening to their correlations, interpretation and planning will clarify information needs and greatly contribute to identifying necessary changes to DTM exercise
- Email (contact details for feedback should be shared in reports and presentations)
- Online surveys can help to capture feedback on analytical products

Feedback is then tracked and evaluated by DTM and adjustments are made as appropriate. After acting on feedback, DTM communicate to Partners how feedback was addressed or reasons for not addressing it¹⁰.

Partners and DTM should agree on feedback modalities in the planning phase.

¹⁰A template in excel to track feedback and actions taken is included in the DTM & Partners Toolkit (https://dtm.iom.int/dtm-partners-toolkit/capturing-feedback-and-adjusting)

DTM & Partners Toolkit contains tools to help DTM teams and Partners in the field (Clusters, Sectors, WGs, NGOs, International Organizations, Authorities, UN agencies, IOM Programmes...) jointly obtain usable and useful data and analysis.

Toolkit is available online at this link: http://dtm.iom.int/dtm-toolkit/dtm-partners-toolkit

The proposed approach and tools were not developed in isolation, but rather based on best practices in the humanitarian sector and developed through consultations with DTM, Global Cluster /AoR/WGs and other partners.

In addition, approach and tools are adapted from work done by the Working Group on Useful and Usable Data and Analysis (EDAUUR) under the Grand Bargain work stream on Needs Assessment. The EDAUUR working group is composed by:

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- NGOs (including DRC, Geneva Centre for Humanitarian Demining, MapAction, REACH - Impact, Terre Des Hommes Lausanne) and
- Other organizations and initiatives (including ACAPS, JIPS, PIM, IDMC, ICRC)

EDAUUR Tools are on the IASC site for the Grand Bargain:
https://interagencystandingcommittee.org/system/files/ensuring_data_and_analysis_is_useful_and_usable_for_response_-tools.pdf

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