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1.1 Intro to PIM  
Concepts

1.2 PIM Process

1.3 PIM Matrix

PIM Foundation

# Package 1:

## PIM Foundation

### **What this package offers:**

This package introduces protection information management as a discipline, and through the exploration of the components of the PIM conceptual framework, builds foundational attitudes, skills and knowledge for principled, systematized and collaborative PIM work.

### **Content:**

Module 1.1: Introduction to PIM concepts (1 hour and 25 minutes)

Module 1.2: The PIM Process (35 minutes)

Module 1.3: The PIM Matrix (1 hour and 40 minutes)

**Target group:** The target group for this package is participant groups of 10-28 persons. This training package is suitable both for participants with no or very little prior knowledge of PIM, as well as for participant-groups already familiar with PIM as a discipline and its components. This training package will enable participants with diverse experiences and functional expertise to arrive at a shared understanding of PIM fundamentals, which will serve as a basis for enhanced collaboration. It also provides the basics that allow for the further exploration of PIM through the other Packages of the PIM Training Resource Pack.

**Instructions for delivery:** While the 3 modules of this training package are designed to be delivered together in one learning event, they are also suitable for stand-alone delivery, depending on the context and the target group's prior level of PIM awareness.

Please note that the PIM Matrix module (1.3) is also part of PIM training package 4, where it serves as framework for the delivery of the PIM Matrix category modules (3.1 – 3.8). Of course, if a PIM learning event includes both package 1 and package 4, then the module on the PIM Matrix should only be delivered once.

**Time and preparation required:** The preparation required for each module is specified in the module descriptions. A common point for all three modules of this training package is that the facilitator should ensure that participants have been exposed to the PIM definition prior to the training event. This could be done through mention in the training event invitation sent to participants and/or through advance circulation of the 'PIM Quick Reference Flyer'<sup>1</sup>.

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<sup>1</sup> The PIM Quick Reference Flyer' is available at: <http://pim.guide/wp-content/uploads/2018/04/Quick-Reference-Flyer-Principles-Matrix-Process-2018-1.pdf>

## MODULE 1.1 - Introduction to PIM concepts

Core competencies –

**Attitude:** Support an inclusive and transparent approach to PIM.

**Skill:** Able to develop a principled PIM plan.

Module objectives	Module learning outcomes
<p><u>The session will:</u></p> <ul style="list-style-type: none"><li>• Introduce the PIM Initiative.</li><li>• Define PIM as a discipline.</li><li>• Recall PIM core competencies.</li><li>• Explain why PIM is important to the humanitarian community.</li><li>• Explain PIM Principles and relate them to current humanitarian work.</li></ul>	<p><u>After the session participants will be able to:</u></p> <ul style="list-style-type: none"><li>• Recall the background for the PIM Initiative.</li><li>• State the PIM definition.</li><li>• Recall inter-disciplinary nature of PIM core competencies required to do PIM work.</li><li>• Resonate why PIM is important.</li><li>• Provide a practical example of PIM Principle application.</li></ul>

### Key messages:

1. The PIM Initiative was started in 2015 as a multi-stakeholder initiative with the vision of working together to develop, consolidate, and disseminate a conceptual framework for protection information management, to be used to achieve better protection outcomes for affected people in displacement situations.
2. PIM is important (to the humanitarian community) because it serves as a basis for principled, systematized and collaborative processes to enable evidence-informed action for protection outcomes.
3. As a discipline, PIM supports and facilitates our ability to manage and provide protection data and information in a safe, responsible, and purposeful manner.
4. PIM competencies combine the key skills, attitudes and knowledge of protection and IM, and thereby serve as a basis for breaking down discipline siloes and fostering dialogue and collaboration.
5. The PIM Principles do not introduce new concepts and values. They reflect the consensus in the PIM community (in both protection and IM) about the key principles that should be followed by practitioners to ensure safe, responsible, and meaningful PIM work. These principles underlie and characterize all PIM work and systems, regardless of their specific purposes, methods, or outputs.

**Duration:** 1 hour + 25 min

**Reference:** PPT: Module 1.1 Intro to PIM Concepts, Module learning sheet content: PIM definition; List of PIM core competencies; List of PIM principles + collection of links for relevant further reading. See Annex 1.1.c for details.

### Facilitator preparation:

- Review of the recommended resources listed in Facilitator note 1.
- Participants should have been exposed to the PIM definition prior to the training (e.g. through mention in the training event invitation sent to participants ahead of the session, or distribution of the PIM Quick Reference Flyer).
- Plan for how to split participants into pair for the exercise “You and PIM principles”: print, cut and tape a business card (Annex 1.1.b) to the name stand/under the chair of each of the participants. Matches will be made based on principle heading and matching definition (if more than 16 participants have some of the principles given to more than one group).

### Room set-up:

- Tables of maximum 5 persons at each: no assigned seats.

- Open space – for a moving activity.
- Space in the room where two concentric circles of chairs (matching the number of participants) have been organized ahead of the session or can be organized during the session.

**Prints and handouts:**

- 1) 1 x “PIM definition”, 23 printed A4 sheets (Annex 1.1.a).
- 2) “Breakout cards” for splitting participants into groups for the activity “You and PIM principles” (Annex 1.1.b).
- 3) Module learning sheet (Annex 1.1.c). Print one for each participant.
- 4) Module feedback form (Annex 1.1.d). Print one for each participant.

Time	Activity	Resources
5 min	<b>Introduction.</b> Plenary (listening) @tables	
	<p>Introduce the module objectives and learning outcomes.</p> <p>Distribute the Module learning sheet to each participant, and explain that it can serve as a reference throughout this module.</p> <p>Explain the history and background of PIM Initiative (See Facilitator note 2).</p> <p>Answer any questions which participants may have about the PIM Initiative, and explain that the PIM learning events (such as the present) relates to the “capacity building and learning’ element of the PIM Initiative.</p>	PPT,p.1-4
15 min	<b>PIM definition.</b> Activity (all) @open space	
	<p>Ask participants to stand at the front of the room. Remind them that they familiarized themselves with the PIM definition ahead of the training.</p> <p>Hand out the printed A4 sheets of the PIM definition among the participants. Explain that when combined, the sheets make up the PIM definition. As a group, they need to line up the definition in the correct order, each holding a sheet – this should be done in silence (no use of words)!</p> <p>Check that participants correctly line up the definition (See Facilitator note 3), and ask them to reflect whether the definition is correct, or incorrect.</p> <p>Instruct participants to hang the sheets in the correct order on the wall in the main training room, so it is visible for the entire training event.</p> <p>Once participants have put up the PIM definition, ask someone to read it out loud.</p> <p>Give participants a moment to return to their seats and to write the definition in their Module Learning sheet.</p>	<p>PPT,p.5-6</p> <p>Space to stand in line</p> <p>PIM definition/ 23 A4 sheets (Annex 1.1.a)</p> <p>Sticky tack</p>
10 min	<b>Which competencies.</b> Plenary (discussions) @tables	
	<p>Ask participants to find the core competencies document in their Module learning sheet.</p> <p>Give participants one minute to circle the listed competencies that they think are especially key for PIM work.</p> <p>Explain that this list of 32 PIM competencies (defined as a set of skills, attributes and behaviours which are related to the successful performance for PIM) is an outcome of a review done (in a PIM Working Meeting) of required competencies in typical Information Management and Protection functional profiles. As a collaborative</p>	<p>Module learning sheet</p> <p>PPT,p.7</p>

	<p>process, PIM necessitates the recognition and mastery of cross-disciplinary competencies. Mastery of all 32 competencies is not a pre-requisite for PIM work. The PIM Training Resource Pack offers modules (such as this one) which set out to enhance capacity of participants on 15 of the core competencies.</p> <p>In plenary, ensure that the competencies that are covered in the present training event (this module as well as others which it may be delivered in conjunction with) are read aloud and understood by all.</p>	
25 min	<p><b>Why is PIM important?</b> Activity (all) @ concentric circles</p> <p><b>Ask</b> the participants to sit in the concentric circles of chairs (bringing pen and their Module learning sheet which contains space for taking notes during this activity).</p> <p><b>Explain</b> the exercise: You and the person in front of you constitute a conversation-pair and have 2 minutes to come up with as many reasons as possible for why PIM is important for the humanitarian community. After 2 minutes, the persons sitting in the outer circle must move one space to the left; the people on the inside remain seated. The new pairs continue the conversation trying to grow their lists.</p> <p><b>Announce</b> every time 2 minutes have passed, ensuring that the outer circle moves left. After 5 rotations, ask everyone to merge the two circles into one large centre-facing circle.</p> <p><b>Identify</b> a participant to start the debriefing (for suggestions as to how, see Facilitator note 3) by reading one reason from their conversation notes about why PIM is important. Continue around the circle, giving everyone at least one chance to name a reason (avoiding repetition).</p> <p>Encourage participants to write down all the reasons on their Module learning sheet.</p> <p>You may also probe as to whether the reasons listed by participants stem from an experience of situations where a lack of PIM awareness had a negative impact, to illustrate the importance of PIM.</p>	Set-up of chairs in two concentric circles
25 min	<p><b>You and PIM principles.</b> Activity (pairs) + debrief in plenary</p> <p>Give participants the opportunity to individually read the PIM principles (see Facilitator note 5) on their module learning sheet and ask questions as needed.</p> <p>Explain that the principles are not new to the humanitarian community as such, but were agreed to and endorsed at the first PIM Working Meeting (May 2015) – not with the intent of imposing new values or tools, but to establish a common understanding of the principles that are essential to guide all PIM work (see Facilitator note 6).</p> <p>Ask participants to locate the business-card sized note that is taped to their name stand/under their chair, and to find their match among the other participants (matching in pairs a principle heading and the corresponding principle definition). In their pair, they should discuss for 10 minutes about a challenge they have personally experienced (or know of) in relation to the specific PIM principle.</p> <p>Debrief by having a couple of pairs briefly explain the key challenge they discussed related to applying different PIM principles in practice (for possible examples of application of the principles in practice, please refer to the <a href="#">PIM Principles in Action document</a> (See Facilitator note 1).</p> <p>The facilitator should circulate in order to listen in on the discussions of the participants in order to be aware of the points of discussion.</p>	<p>PPT,p.9-12</p> <p>PIM Definition Breakout group cards (Annex 1.1.b)</p>

	<p>Point out that there is a hyperlink on the Module learning sheet to a guidance document (PIM Principles in Action) for applying PIM principles, which contains examples of practical actions to take at each of the 4 steps of the PIM Process in order to uphold the principles (if participants are not familiar with the 'PIM Process', proceed to explain that the 4 steps are: Assessing Information Landscape, Designing IM Systems, Implementing IM systems, and Evaluating Impact).</p> <p>Summarize by pointing to commonalities in the experiences, highlighting that PIM principles are not only about theory but about practice. Emphasize that the PIM principles guide, underlie, and characterize all PIM systems, regardless of their specific purposes, methods, or products.</p>	
5 min	<b>Closure.</b> Plenary	
	<p>Give participants a couple of minutes to note their thoughts on their Module learning sheet.</p> <p>Summarize the module's key messages in relation to the exchanges and examples shared by participants.</p> <p>NB: Participants often ask for tools to operationalize PIM. In this regard, it is important to emphasize that PIM is not an IM system with one set of tools, but rather a discipline with cross-cutting relevance (across systems). You may reference the discussions of participants concerning challenges implementing the PIM Principles, which should illustrate the context specific challenges call for context specific adaptations. As a further example, you may also explain that protection monitoring is a PIM activity (category of the PIM Matrix) which will be done differently in different contexts and depending on the defined purpose. Possessing PIM competencies by the responsible staff will ensure the quality of the activity's process and outcome, and PIM Principles provide the overarching credo that guide the work from start to finish. But protection monitoring would not be confined to a specific PIM protection monitoring tool, since there is no one-size-fits-all set of PIM tools.</p> <p>In case of interest in practical examples, the online GPC Community of Practice is a space in which one can ask questions and provide answers to others' questions about PIM in cluster contexts.</p> <p>Explain that we will close this module by watching a short video which illustrates one of the PIM Principles. Project video illustrating a PIM principle ("Tea Consent", duration 2:50min) <a href="http://www.youtube.com/watch?v=oQbei5JGiT8">www.youtube.com/watch?v=oQbei5JGiT8</a></p> <p>Distribute module feedback form (one per participant) and collect the filled in version from participants before module closure.</p>	<p>PPT,p.13-14</p> <p>Module learning sheet</p> <p>Projector, speakers and internet</p> <p>Module feedback form (Annex 1.1.d).</p>

## Facilitator note 1) Resources

### WEBSITES

Global Protection Cluster online 'Community of Practice': <http://www.globalprotectioncluster.org/en/tools-and-guidance/protection-cluster-coordination-toolbox/community-of-practice.html>

PIM Website: [www.pim.guide](http://www.pim.guide)

### RESOURCES

PIM Core Competencies, available at: [http://pim.guide/wp-content/uploads/2017/01/PIM-Core-Competencies-Framework\\_v4.pdf](http://pim.guide/wp-content/uploads/2017/01/PIM-Core-Competencies-Framework_v4.pdf)

[PIM Principles in Action](http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action_-2017.pdf) document, available at: [http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action\\_-2017.pdf](http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action_-2017.pdf)

PIM Working Group Meeting #1 (May 2015): [Meeting Outcome document available at: http://www.globalprotectioncluster.org/assets/files/tools\\_and\\_guidance/info\\_data\\_management/protection-information-management-working-meeting-outcome-document-may-2015.pdf](http://www.globalprotectioncluster.org/assets/files/tools_and_guidance/info_data_management/protection-information-management-working-meeting-outcome-document-may-2015.pdf)

PIM Working Group Meeting #2 (Dec 2015): Meeting Outcome document available at: <http://pim.guide/wp-content/uploads/2016/10/Protection-Information-Management-Working-Meeting-Outcome-Documents-Dec-2015.pdf>

PIM Working Group Meeting #3 (Sep 2016): Meeting Outcome document available at: <http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Documents-September-2016.pdf>

PIM Common Terminology (2018 ed.), available at: <http://pim.guide/wp-content/uploads/2018/04/Protection-Information-Management-Terminology-Revised-Edition-April-2018.pdf>

## **Facilitator note 2) Summary background of PIM Initiative**

### **Why:**

- *The vision is to work together to develop, consolidate, and disseminate a conceptual framework for protection information management, to be used to achieve better protection outcomes for affected people in displacement situations.*
- *The core objective of PIM is to provide quality information and data on the protection of displaced individuals and groups, in all types of situations and in all phases of a response, and to do so in a safe, reliable, and meaningful way.*

### **How:**

- *The PIM Initiative is a collaborative project, bringing together UN, NGO, and other protection and IM partners working to respond to protection needs in situations of displacement.*
- *It began in 2015 and is led by UNHCR and DRC.*
- *The PIM Initiative has been collectively developed by colleagues who participated PIM Working Meetings, and in the PIM Reference Group.*

### **What:** *PIM Stakeholders are working together to develop and advance:*

- *PIM conceptual framework: Principles, standards, and guidance are developed and shared.*
- *Capacity-building and learning: Materials for training and skills development on PIM are disseminated.*
- *Community of practice: A platform for regular exchanges and learning between PIM users is maintained.*
- *Tools and advice: Tools and advice on how to use the PIM framework and supporting concepts are developed and disseminated.*

## **Facilitator note 3) PIM definition**

Protection/information/ management/ refers to/ principled,/ systematized,/and collaborative/ processes/ to collect,/process,/analyse,/store,/share,/and use/data/ and information/ to enable/evidence-informed/action/ for quality/protection/ outcomes.

(Source: PIM Working Group Meeting #1 (May 2015), available at: <http://pim.guide/guidance-and-products/>)

**Facilitator note 4) Identifying someone to start the exercise:** Ask “Who has been to all seven continents?”. If someone has been to all seven continents, this individual will start. If no one has been to all seven, ask if someone has been to six, five, etc. Continue until you find someone to start. If multiple people have been to the same number of continents, the first person to raise her/his hand goes first.

## **Facilitator note 5) PIM principles**

Based on the agreed PIM definition, stakeholders in the first PIM Working Meeting (in Copenhagen, May 2015), agreed to and endorsed the following core guiding principles when engaging in PIM:

People-centred and inclusive: PIM activities will be guided by the interests and well-being of the population, which must participate and be included in all relevant phases of PIM. PIM activities must be sensitive to age, gender, and other issues of diversity.

Do no harm: PIM activities must include a risk assessment and take steps, if necessary, to mitigate identified risks. The risk assessment must look at negative consequences that may result from data collection and subsequent actions or service delivery as long as the PIM activity is being carried out.

Defined purpose: Given the sensitive and often personal nature of protection information, PIM must serve specific information needs and purposes. The purpose must be clearly defined, communicated, be proportional to both the identified risk and costs vis-à-vis the expected response, and be aimed at action for protection outcomes, including the sharing and coordination of protection data and information.

Informed consent and confidentiality: Personal information may be collected only after informed consent has been provided by the individual in question and that individual must be aware of the purpose of the collection. Further, confidentiality must be clearly explained to the individual before the information may be collected.

Data protection and security: PIM activities must adhere to international law and standards of data protection and data security. Persons of concern have a right to have their data protected according to international data protection standards.

Competency and capacity: Actors engaging in PIM activities are accountable for ensuring that PIM activities are carried out by information management and protection staff who have been equipped with PIM core competencies and have been trained appropriately.

Impartiality: All steps of the PIM cycle must be undertaken in an objective, impartial, and transparent manner while identifying and minimizing bias.

Coordination and collaboration: All actors implementing PIM activities must adhere to the principles noted above and promote the broadest collaboration and coordination of data and information internally – both between humanitarian actors and externally – with and among other stakeholders. To the extent possible, PIM activities must avoid the duplication of other PIM efforts and instead build upon existing efforts and mechanisms.

*(Source: PIM Working Group Meeting #1 (May 2015): [Meeting Outcome document, available at: http://pim.guide/guidance-and-products/](http://pim.guide/guidance-and-products/))*

## **Facilitator note 6) Summary background on PIM Principles**

The PIM Principles underlie and characterize all PIM systems and activities, regardless of their specific purposes, methods, or products. They are not new, but rather are built on or pulled from the existing principles of humanitarian action. Agreed to and endorsed by participants in the first PIM Working Meeting (Copenhagen, 26-29 May, 2015), the PIM Principles are aligned with the 'Principles of Humanitarian Information Management and Exchange', endorsed by the Global Symposium +5 in Geneva (2007) and the International Committee of the Red Cross's 'Professional Standards for Protection Work, Managing Sensitive Protection Data', Chapter 6 (2013).

*(Source: PIM Working Group Meeting #1 (May 2015): [Meeting Outcome document, available at: http://www.globalprotectioncluster.org/assets/files/tools\\_and\\_guidance/info\\_data\\_management/protection-information-management-working-meeting-outcome-document-may-2015.pdf](http://www.globalprotectioncluster.org/assets/files/tools_and_guidance/info_data_management/protection-information-management-working-meeting-outcome-document-may-2015.pdf))*

## ANNEXES TO MODULE 1.1

### **Annex 1.1.a) PIM definition**

Part of module: 1.1 Introduction to PIM concepts

Instructions for production and use: Print out the PIM definition with words split on different pages in order to hand them out a different part of the definition to different participants, who are then tasked with combining the parts into a whole definition in the correct order. The current layout includes 23 different sheets. If participants are more or less in number it is recommended to adjust the layout accordingly, so the number of sheets matches the number of participants.

Print out available: [https://drive.google.com/file/d/1VqX5gPSr4UV6EybsYY\\_jp\\_M1IFM64axt/view?usp=sharing](https://drive.google.com/file/d/1VqX5gPSr4UV6EybsYY_jp_M1IFM64axt/view?usp=sharing)

### **Annex 1.1.b) PIM principle “Breakout cards”**

Part of module: 1.1 Introduction to PIM concepts

Instructions for production and use: print, cut and tape a business card (Annex 1.1.b) to the name stand/under the chair of each of the participants. You may try to ensure that the pairs represent diverse experience (based on answers from participant’s profile). Matches will be made based on principle heading and matching definition. If more than 16 participants, have some of the principles given to more than one group).

Print out available:

[https://docs.google.com/document/d/1Ds7W9bQjJHMoUQF2UJKagtYo8ejnAXewhISQvM\\_cGBY/edit?usp=sharing](https://docs.google.com/document/d/1Ds7W9bQjJHMoUQF2UJKagtYo8ejnAXewhISQvM_cGBY/edit?usp=sharing)

### **Annex 1.1.c) Module learning sheet: Intro to PIM**

Part of module: 1.1 Introduction to PIM concepts

Instructions for production and use: Print to distribute to each participant at the beginning of the module. This Module learning sheet should serve as learning reference point for the participants throughout and after the module. It contains structured space for note taking on key concepts introduced, contains reference tools, definitions and a list of recommended resources for further learning.

Print out available:

[https://docs.google.com/document/d/1XOCqV8ljoTJxgqLcD82JKm\\_vvrfwzYCW4Y\\_GZ2kfQ/edit?usp=sharing](https://docs.google.com/document/d/1XOCqV8ljoTJxgqLcD82JKm_vvrfwzYCW4Y_GZ2kfQ/edit?usp=sharing)

### **Annex 1.1.d) Feedback form: 1.1 Introduction to PIM concepts**

Part of module: 1.1 Introduction to PIM concepts

Instructions for production and use: The standardized and anonymous feedback form should be handed to participants after completion of the training module (one for each) for immediate completion and return to the facilitator, in order to be used by the facilitator to evaluate the extent to which the module learning objectives have been met through realization of the module learning outcomes. The form will take 3-5 minutes to complete.

Print out available:

[https://drive.google.com/file/d/1XyAe\\_rVeRcxRS-8Pm37-EVegr4w4-gcP/view?usp=sharing](https://drive.google.com/file/d/1XyAe_rVeRcxRS-8Pm37-EVegr4w4-gcP/view?usp=sharing)

### **Annex 1.1.e) Power point presentation**

Part of module: 1.1 Introduction to PIM concepts

Instructions for production and use: This power point presentation may serve as visual reference during delivery of this module. Please note that facilitators are discouraged from rely sole on the power point presentation as visual reference during module delivery, as this is not compatible with the participatory design of the PIM training modules.

Available at:

[https://www.dropbox.com/s/2s2tiq7v9aujo01/PPT\\_Package%201\\_Module%201.1\\_Introduction%20to%20PIM%20concepts.pptx?dl=0](https://www.dropbox.com/s/2s2tiq7v9aujo01/PPT_Package%201_Module%201.1_Introduction%20to%20PIM%20concepts.pptx?dl=0)

## MODULE 1.2 - The PIM Process

Core competencies –

**Attitude:** Is able to set clear PIM milestones and organizing work accordingly

**Skill:** Able to develop a principled PIM plan.

Module objectives	Module learning outcomes
<ul style="list-style-type: none"><li>● Explain the PIM Process as guidance on steps to be undertaken when developing, implementing, or revising PIM activities.</li><li>● Describe the main steps of the PIM Process and their associated sub-steps.</li><li>● Show how the steps of the PIM Process relate to protection analysis, strategy, and response.</li></ul>	<p><u>After the session participants will be able to:</u></p> <ul style="list-style-type: none"><li>● Use the PIM Process as guidance when developing, implementing, or revising PIM activities.</li><li>● Recognize the main steps of the PIM Process and their associated sub-steps.</li><li>● Relate the steps of the PIM Process to protection analysis, strategy, and response.</li></ul>

### Key messages:

1. Like the PIM Principles, the “PIM Process” is not a “new approach”, but rather a reflection of the consensus in the PIM community about the basic key steps that are required to ensure a sound technical and coordinated approach to PIM activities. It is generic, i.e., applicable to any PIM activity or system.
2. Working through the PIM Process allows colleagues to ensure that the development/design, implementation, review, and coordination of PIM work has taken into consideration the necessary steps to ensure the best possible result.
3. The four higher-level steps of the PIM Process (Assess information landscape, Design IM systems, Implement IM systems, and Evaluate Impact) are prescriptive and should be implemented in sequential order, i.e., one after the other. The sub-steps under these do not necessarily require step-by-step (sequential) implementation – but they are never to be skipped. For example, designing with affected communities and establishing data-sharing networks should always be done during the phase “Design IM system”.
4. In line with the PIM Principle “Defined Purpose”, the PIM Process emphasizes the importance of defining the purpose from the outset (Step 1), and of communicating it throughout.
5. With Step 4, the PIM Process also points to the important practice of evaluating the impact of a given PIM activity, both as it pertains to the protection impact and the information management components.

**Duration:** 35 minutes

**Reference:** PPT: 1.2 PIM Process, Module learning sheet: PIM Process illustration (linear and circular), list of recommended resources.

**Facilitator preparation:** No specific requirements.

### Room set-up:

- Participants should be seated at tables in groups of 4-5 persons.
- A printed and cut-out PIM process puzzle should be placed on each table.
- To printed or drawn and hung on the wall ahead of participants’ arrival, and be covered with flip-chart paper for the first part of the session (both can be found in Annex 1.2.b):
  - One A0-sized poster/drawing of linear PIM Process (to reveal after puzzle completion).
  - One A0-sized poster/drawing of circular PIM Process in the Protection Cycle (to reveal only after linear PIM Process has been introduced).

### Prints and handouts:

- Printed and cut-out PIM Process puzzle. One for each table/team (Annex 1.2.a).
- PIM process illustrations (circular and linear) (Annex 1.2.b).
- Module learning sheet. One for each participant (Annex 1.2.c).
- Module feedback form (Annex 1.2.d). Print one for each participant.

Time	Activity	Resources
5 min	<p><b>Why a PIM Process.</b> Plenary (listening) @tables</p> <p>Explain the module objectives. (Do not yet hand out the Module learning sheet to participants because the information on it pre-empts the following exercise).</p> <p>Explain the background to the PIM Process and why participants with any experience implementing PIM systems will likely recognize the PIM Process steps:</p> <ul style="list-style-type: none"> <li>- <i>The “PIM Process” is not a “new approach” but rather a reflection of the consensus in the PIM community about the basic key steps that are required for a sound technical and coordinated approach;</i></li> <li>- <i>The PIM Process promotes adherence to the PIM Principles for quality protection outcomes.</i></li> <li>- <i>It aims to ensure that the development/design, implementation, review, and coordination of any PIM activity/approach/system has taken into consideration all the necessary steps, for the best possible result.</i></li> <li>- <i>It is the result of a consultative process with PIM stakeholders during PIM Working Group Meetings in Dec 2015 and Sep 2016 (see <a href="#">Working Group Meeting #3 document</a>) (Link in Facilitator note 1 and also available on participants’ Module learning sheet for further reference).</i></li> </ul> <p>The PIM Process is different from a general IM process in that it specifically relates to protection information. Management of protection information is important because it serves the purpose of informing, facilitating and supporting protection results and outcomes. We will be returning to this point after this module’s exercise.</p> <p>The PIM Process is generic, i.e., it can be used for any PIM-related activity or category. (Participants may or not be familiar with the PIM Matrix, so you may need to present examples of PIM categories, e.g., protection monitoring and case management and seek to relate these to pre-existing experience of the participants).</p> <p>Present the four main steps of the PIM Process in sequential order, emphasizing that they are prescriptive (See Facilitator’s note 2).</p> <p>The 4 main steps of the PIM Process may seem simple, but too often we start with the 3<sup>rd</sup> step (Implement IM systems). The PIM Process steps help us to think through the key steps that we need to take place before any IM system or activity is rolled-out, or any data-collection tool developed.</p> <p>Answer any questions to clarify terminology or meaning.</p>	PPT,p.1-4
20 min	<p><b>Steps of the PIM Process.</b> Groups@tables (with debriefing in plenary)</p> <p>Explain the activity: For 10 minutes, each group will put together the PIM Process puzzle by putting the 4 main steps in the correct order/sequence, and putting the associated sub-steps underneath. In so doing, participants should reflect about how their previous experience working with developing, implementing, revising or coordinating a PIM activity fits into the PIM Process.</p> <p>Debrief by asking if there were any of the steps which the participants found challenging to situate in the puzzle, and set out to clarify as required.</p> <p>Debrief in plenary by asking a representative from each group to briefly present the puzzle result (for one of the 4 steps). In case of incorrect matches, ask if the group had a discussion on the matching.</p>	<p>PPT,p.5-6</p> <p>PIM Process puzzles (Annex 1.2.a)</p>

	<p>Correct any errors to ensure a shared understanding of what is involved in the main steps (which are fixed and sequential) and in the sub-steps (which have no fixed sequence under the associated main step) (For details see Facilitator note 2).</p> <p>Conclude that working through the PIM Process steps allows colleagues to ensure that the design/development, implementation, revision, and coordination of a PIM category (any PIM category from the PIM matrix – mention examples as required), has taken into consideration the necessary steps, to ensure the best possible result. In the protection sector this means managing protection information to inform, facilitate and support quality protection results and outcomes.</p> <p>Hand out the module learning sheet which includes the PIM Process illustration, and encourage participants to note their observations from the module on the sheet.</p>	
5 min	<b>Linking PIM Process to the Protection Cycle.</b> Plenary (listening) @tables	
	<p>Explain that the specific results and outputs of the PIM Process will vary, depending on which PIM activity or category is being implemented. However, through the PIM process steps, each PIM activity generates information that can be used to support the development of protection analysis, strategy and response.</p> <p>Reveal the A0 circular PIM Process on the wall from under the cover, explaining how the PIM Process steps fit into the Protection Cycle (Facilitator note 3).</p> <p>Ask if one of the participants can explain the 3 phases of the protection cycle:  <i>Based on a <u>protection analysis</u>, you develop a <u>strategy</u>, on the basis of which you <u>design and implement the response</u>. That response, in turn, will generate more information for analysis.</i></p> <p>Drawing on explanation shared, explain that the image illustrates the link between the four main steps of the PIM Process and the protection cycle:  <i>The purpose is to illustrate how the PIM Process serves to inform an evidence-based protection analysis (of data and information generated through the PIM Process), strategy (based on the analysis) and response (including collection and dissemination of data and information).</i></p>	<p>PPT,p.7</p> <p>Covered A0 PIM process +Protection Cycle poster/ Drawing (Annex 1.2.b)</p>
5 min	<b>Summary.</b> Plenary (listening) @tables	
	<p>Refer to the “PIM Principles in Action” document as a resource for guidance on how to apply the PIM principles in action throughout the steps of the PIM Process (Facilitator note 4).</p> <p>Inform the participants that more information about the PIM Process is available in the Module learning sheet.</p> <p>Recall the module key messages, revisit the module learning outcomes, and answer any further questions on the PIM Process in order to ensure that participants’ learning outcomes are realized.</p> <p>Show the “Moment of Zen” video (2 min): ALNAP “Humanitarian Heroes?”  <a href="https://www.youtube.com/watch?v=WLGtVuOi0sw">https://www.youtube.com/watch?v=WLGtVuOi0sw</a></p> <p>Distribute module feedback form (one per participant) and collect the filled in version from participants before module closure.</p>	<p>PPT,p.8-10</p> <p>Projector, speakers and internet</p> <p>Module feedback form (Annex 1.2.d)</p>

### Facilitator note 1) Recommended resources

Office for the Coordination of Humanitarian Affairs, the Humanitarian Programme Cycle, available at:  
<https://www.humanitarianresponse.info/en/programme-cycle/space>

[PIM Process](http://pim.guide/guidance-and-products/product/pim-process/), available at: <http://pim.guide/guidance-and-products/product/pim-process/>

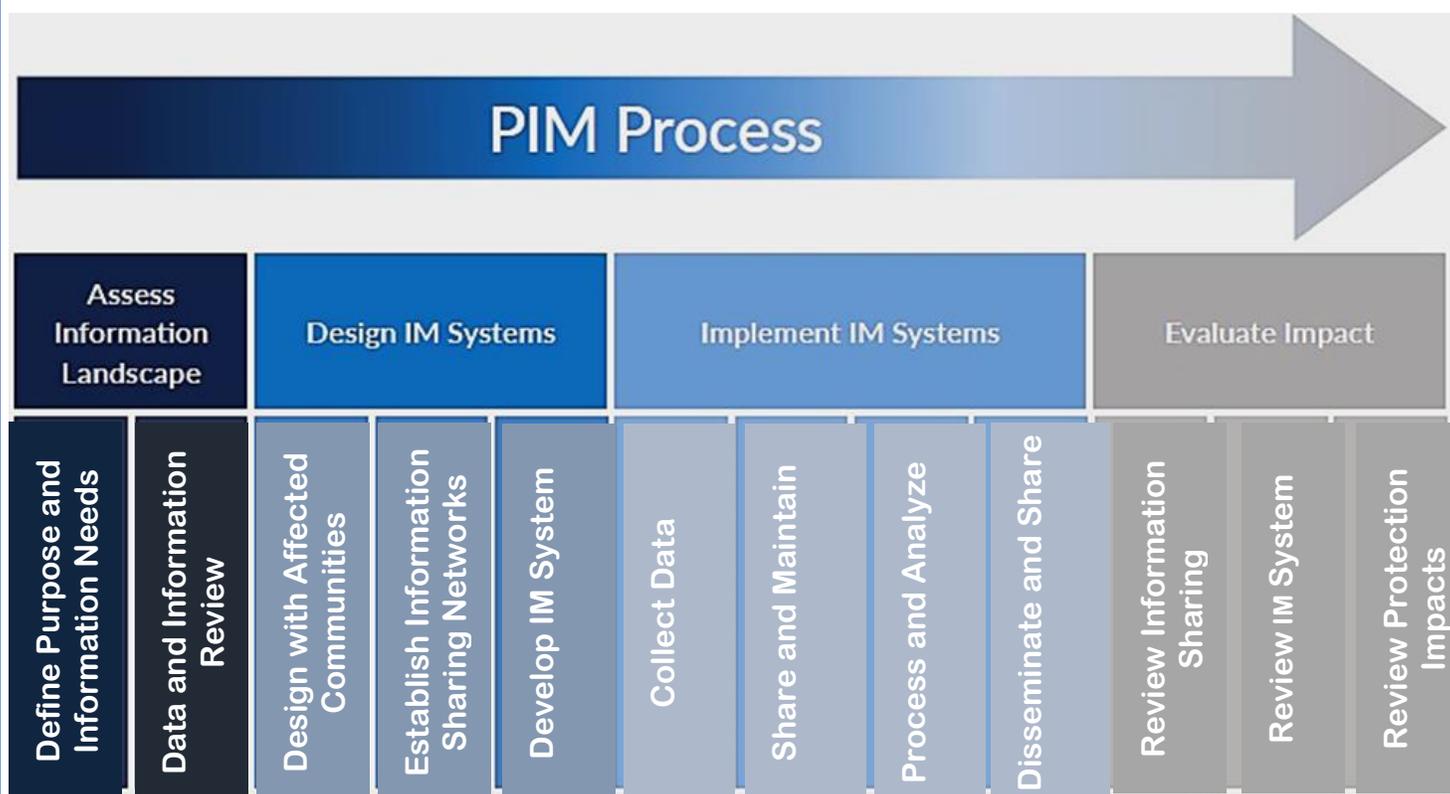
PIM Working Group #2 (Dec 2015): Available at: [http://pim.guide/wp-content/uploads/2016/10/Protection-Information-Management-Working-Meeting-Outcome-Document\\_Dec-2015.pdf](http://pim.guide/wp-content/uploads/2016/10/Protection-Information-Management-Working-Meeting-Outcome-Document_Dec-2015.pdf)

PIM Working Group #3 (Sep 2016): [Meeting Outcome document](http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Document_September-2016.pdf), available at: [http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Document\\_September-2016.pdf](http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Document_September-2016.pdf)

[PIM Principles in Action](http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action_-2017.pdf) document, available at: [http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action\\_-2017.pdf](http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action_-2017.pdf)

## Facilitator note 2) The PIM Process

The PIM Process provides guidance on the steps to take when developing, implementing, or revising a protection information management activity. It is an organic and sometimes iterative process. While the four higher-level steps of the PIM Process — Assess Information Landscape, Design IM Systems, Implement IM Systems, and Evaluate Impact— are prescriptive and should be followed in this sequence, the sub-steps under each do not necessarily have to be followed in sequence, but should fall under the overall step with which it is associated.



(Source: PIM Working Group Meeting #3 (Sep 2016). See the PIM website: <http://pim.guide/guidance-and-products/product/pim-process/>.)

The PIM Process illustration brings the following added value:

- While engaging with the affected people and communities, cuts across all steps of the process, it is included and given particular emphasis in the 'Design IM Systems' step with the intention of fulfilling several requirements. It emphasizes the importance of ongoing communication and meaningful collaboration with affected people to not only identify their protection concerns, but also inform the design, implementation and evaluation of the PIM activity. It would also ensure that affected people engage as protection actors in their own rights and receive the information they need to make timely decisions about the issues that affect their lives.

- The PIM Process further emphasizes the need and importance of deliberately and explicitly defining the purpose of the activity from the outset (in line with the PIM Principle “Defined Purpose”) – and of communicating it throughout – all the while recognizing the need to revisit the purpose and possibly adjust it along the way, should the situation change, or based on what you learn as you apply the PIM Process in your context.
- Moreover, the PIM Process points to the importance of identifying and establishing coordination and sharing modalities or networks in a safe, responsible, and meaningful way from the outset. This will enhance the effectiveness of the overall response, both at the organizational and community level.
- Lastly, the PIM Process points to the important practice of evaluating the impact of a given PIM activity, from both the information management and protection perspective. This includes assessing the extent and effectiveness of data sharing, and evaluating the protection outcomes / impact of the activity, including with regards to possible risks and unintended consequences.

#### Explanation of the PIM Process steps:

1) Assess information landscape: When undertaking any PIM activity, the first task is to define the specific purpose, and the data and information that are needed to meet that purpose. This is directly aligned with the PIM Principle of “Defined purpose” because it requires you to not jump straight to implementation, but rather to first define your purpose(s): What do you need to achieve? And then: What do you need to know to do so?

To meet the identified information needs, colleagues would then conduct a data and information review. This includes identifying existing information through a secondary data review (SDR), i.e., identify, compile, organize, and analyse reliable and credible data and information from other (external) sources to understand the context, refine information needs, and identify information gaps. This is essential to ensure that available existing information is used rather than collected again, and to identify information gaps. The secondary data review links to the PIM Principle on “Coordination and Collaboration”, which calls on PIM activities to avoid the duplication of other PIM activities/mechanisms/systems, and instead build on existing ones. The SDR is also aligned with the PIM Principles of “Do no Harm” and “People-Centered and Inclusive”: Making good use of available data means that we do not expose people to potential harm through our uncoordinated and duplicative data collection activities, and avoid wasting resources.

2) Design IM systems: This step includes three sub-steps, namely setting-up information-sharing and coordination networks, working with affected populations to ensure valid design parameters (noting that this is not the only time we consult with and seek participation from affected communities) and designing IM system. Remember that the design decisions should be directly informed by defined purpose and information needs that were identified at Step 1.

The sub-steps are:

- Design with affected communities: This is not about asking them for feedback post facto, once an activity has already been implemented. Accountability to affected populations principles call on us to include them at the outset, notably to ask them about their preferred communication channels, reliable information sources, and key protection risks, and to design the feedback and complaints mechanisms. As per PIM Principles, affected persons should also be involved in all the other steps of the PIM Process, including in the analysis and evaluation phases.
- Establish information-sharing networks: Decisions such as who to involve, what to share, at which levels of aggregation, with which vectors of disaggregation, how, and how often are to be made at the design stage, not when you are sitting with data, or faced with an urgent request for data to be shared.
- Develop IM system: Based on the above information, decisions can be made about the appropriate methodology, tools, and processes required to collect, process, analyse, share, store, use, and disseminate data and information -- based on the defined purpose that was

specified at Step 1. This is often where we start when we have an information need, but the PIM Process points to the many steps that should happen before this.

**3) Implement IM systems:** The specific IM system that is implemented will vary depending on the PIM activity it supports, the context (including regarding available resources and time), and the specified purpose. From collecting to storing, analysing, sharing and disseminating, collaboration within and across organizations and sectors is important.

The sub-steps are:

- Collect and collate data and information based on the defined purpose, based on the secondary data review, and in accordance with responsible data principles in protection and humanitarian settings
- Store, maintain and decommission or archive the data and its related components, such as secondary data reviews, information-sharing protocols, and reports.
- Process and analyse data and information to inform protection strategy and response.
- Safely disseminate and share the data and/or the findings in accordance with the defined purpose (i.e., ensure the link to decision-makers) and the information-sharing approach developed at Step 2.

**4) Evaluate impact:** As per the best practice illustrated in the Humanitarian Programme Cycle (HPC) and the IM cycle, evaluation is an essential step in any project implementation, and provides a critical opportunity to learn and improve.

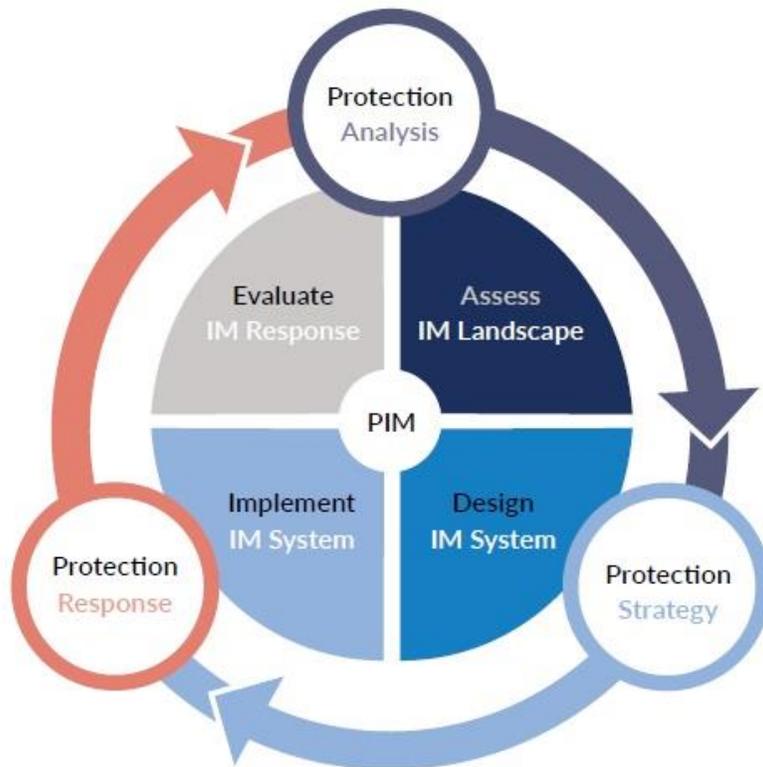
The sub-steps are:

- (Identify and) review the protection impacts of the activity in terms of its defined purpose. Has the activity had the intended impact? Has it created new protection risks, weakened coping mechanisms, expose affected persons to new harms, or have other unintended consequences - be they positive or negative? What action is required to inform future activities, or to strengthen the positive impacts and mitigate or remedy the negative ones created by this activity?
- Review data and information systems to determine if they correspond to the defined purpose, and are proportional to the outcomes. Have the systems -- in their design, processes, and associated tools -- delivered the outputs that were needed?
- Review information sharing and maintain compliance with data-sharing protocols, procedures, networks, and agreements. Was the selected information-sharing approach fit-for-purpose? Did it effectively support the defined purpose, apply responsible data practices, and adhere to the PIM Principles?

### **Facilitator note 3) PIM Process links with Protection Cycle**

Protection information is important because it serves the purpose of informing, facilitating and supporting protection results and outcomes. The PIM Process illustrates the key steps to follow to adopt a principled, systematized and collaborative approach to PIM activities from defining purpose to evaluation. The specific results and outputs of the PIM Process will vary, depending on which PIM activity or category is being implemented. However, each PIM activity generates information that can be used to support the development of protection analysis, strategy and response.

This image illustrates the link between the four main steps of the PIM Process and the Protection Cycle. The Protection Cycle has three steps: Based on 1) analysis, you develop 2) a strategy, on the basis of which you design and implement 3) the response - which in turn generates more information for analysis.



(Source: PIM Working Group Meeting #3 (Sep 2016): [Meeting Outcome document, available at: http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Documents-September-2016.pdf](http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Documents-September-2016.pdf))

#### Facilitator note 4) PIM Principles in Action

The “PIM Principles in Action” document provides practical guidance about how to operationalize the PIM Principles at each step of the PIM Process. It gives practical examples of how each of the 8 PIM Principles can be applied *in practice* during the PIM Process, including for each sub-step.

Example: What it means in practice to do “Do no harm” when we...

- *Assess*: Information needs should be relevant to the purpose and proportional to the risks
- *Design*: The decision to share should be based on a benefit and risk analysis
- *Implement*: Monitor the data collection exercise to ensure early identification of fear, discrimination or other threats/risks created
- *Evaluate*: Review datasets to identify data that was not used, for removal in future exercises

(Source: PIM Principles in Action (2017) is available here: <http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action-2017.pdf>)

## ANNEXES TO MODULE 1.2

### **Annex 1.2.a) PIM process puzzle**

Part of module: 1.2 PIM Process

Instructions for production and use: To be printed and cut-out. One for each table/team.

Print out available: <https://drive.google.com/file/d/1LzFdvN5YwrnydJCO7TgJVVEtnwAXYc9/view?usp=sharing>

### **Annex 1.2.b) PIM process (linear and circular) illustrations**

Part of module: 1.2 PIM Process

Instructions for production and use: To be printed or drawn in A0-size. To be hung wall ahead of participants' arrival, and be covered with flip-chart paper for first part of session.

Image available: <https://drive.google.com/file/d/1rc8HD-s4QihQo6GK3LCQ1qIgleN6QIDj/view?usp=sharing>

### **Annex 1.2.c) Module learning sheet: PIM Process**

Part of module: 1.2 PIM Process

Instructions for production and use: The module learning sheet should be printed one for each participant. It serves as learning reference point for the participants throughout and after the module. It contains structured space for note taking on key concepts introduced, contains reference tools, definitions and a list of recommended resources for further learning.

Print out available: [https://docs.google.com/document/d/1QgsIRKNDpxFG9csKj0w0Vsz4\\_mgr-hCB1t47Tk8zLK4/edit?usp=sharing](https://docs.google.com/document/d/1QgsIRKNDpxFG9csKj0w0Vsz4_mgr-hCB1t47Tk8zLK4/edit?usp=sharing)

### **Annex 1.2.d) Feedback form: 1.2 PIM Process**

Part of module: 1.2 PIM Process

Instructions for production and use: The standardized and anonymous feedback form should be handed to participants after completion of the training module (one for each) for immediate completion and return to the facilitator, in order to be used by the facilitator to evaluate the extent to which the module learning objectives have been met through realization of the module learning outcomes. The form will take 3-5 minutes to complete.

Print out available:

<https://docs.google.com/document/d/1b9HNUjNhnOTUXWofctjIR8i6np4duaB4DONMgt3qDSE/edit?usp=sharing>

### **Annex 1.2.e) Power point presentation**

Part of module: 1.2 PIM Process

Instructions for production and use: This power point presentation may serve as visual reference during delivery of this module. Please note that facilitators are discouraged from rely sole on the power point presentation as visual reference during module delivery, as this is not compatible with the participatory design of the PIM training modules.

Available at:

[https://www.dropbox.com/s/kp399ive0016cd9/PPT\\_Package%201\\_Module%201.2\\_PIM%20Process.pptx?dl=0](https://www.dropbox.com/s/kp399ive0016cd9/PPT_Package%201_Module%201.2_PIM%20Process.pptx?dl=0)

## MODULE 1.3 - The PIM Matrix

Core competency – **Skills:**

- 1) Analyses IM environment to inform methodology design and operational planning.
- 2) Makes informed decisions on which systems are needed based on a comprehensive analysis of information requirements.

Module objectives	Module learning outcomes
<p><u>The session will:</u></p> <ul style="list-style-type: none"><li>• Explain the background and purpose of the PIM Matrix.</li><li>• Differentiate between different PIM categories that can be used to inform humanitarian action for protection outcomes.</li><li>• Explain how the PIM Matrix provides a framework for a standardized understanding of PIM categories (of systems, tools, and approaches).</li></ul>	<p><u>After the session participants will be able to:</u></p> <ul style="list-style-type: none"><li>• Understand the relevance and utility of the PIM Matrix for own work.</li><li>• Classify PIM activities using the PIM Matrix.</li><li>• Use the PIM Matrix to help identify which category (of systems, tools, and approaches) is best-suited to meet a particular information need and inform action for protection outcomes.</li></ul>

### Key messages:

- 1) Protection data and information can come from different types of systems, and practitioners need to know which systems exist in an operation in order to make informed decisions and determine how information needs can be met.
- 2) The PIM Matrix helps us to:
  - Enable a common understanding of the PIM categories, and thereby facilitate dialogue between Protection and IM colleagues;
  - Identify the relevant and appropriate PIM category that will generate the information needs for a specified purpose and outcome.
- 3) The PIM Matrix presents 8 categories, which are distinguished as a set of systems, tools, and approaches. They were selected by the PIM community because they generate information that is used to enable evidence-based action for protection outcomes.
- 4) The PIM Matrix includes 5 ‘nuclear’ categories which are those most often used in and owned by protection, and 3 ‘cousin’ categories which are not protection specific, but which generate information that is relevant to protection.
- 5) The PIM Matrix categories are not mutually exclusive. They can be interdependent, as one category can be informed by generate outputs (data and information) that is used by and useful to others.

**Duration:** 1 hour and 40 minutes

**Reference:** PPT: 1.3 PIM Matrix, Module learning sheet: Matrix un-wrapping; Link to 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> PIM Working Group Meeting Outcome Documents (2015 and 2016).

### Facilitator preparation:

- Review participants’ responses to the pre-training survey regarding their experience with implementing the PIM Matrix categories.
- Review the PIM materials listed in Facilitator note 1.
- The facilitator may require support to populate the Matrix outline on the wall, i.e., a co-facilitator should be available to hang the sheets on the empty Matrix on the wall.

### Room set-up:

- Pre-positioned chairs of participants in semi-circle facing the wall area of the PIM Matrix (facilitator sitting in front of the matrix) – NO TABLES.
- Set up the outline of the PIM Matrix on the wall (Annex 1.4.b) with string/tape or another marker (but only hang up the category headings - definition and output will be populated during the module).
- Attach the 16, A4 pieces of paper (print-outs with the PIM Matrix definitions and outputs respectively – see Annex 1.4.a) individually under the participant chairs (outputs) and behind the back of their chairs (definitions) (this must be completed ahead of their arrival in the room).

- Have post-its and pens available for participants to use.
- Please note that although the PPT exists as visual reference for this module, delivery of this module does not require use of PPT, and facilitator should primarily focus on the matrix wall.

**Prints and handouts:**

- A4 print-outs of PIM Matrix component headings, category headings, definitions and output descriptions for the PIM Matrix wall (Annex 1.3.a).
- Print-out of the PIM Quick Reference Flyer (with populated Matrix) for each participant (Annex 1.3.b) -- to be handed out towards the end of the module.
- Module learning sheet. Print one for each participant (Annex 1.3.c).
- Module feedback form (Annex 1.3.d). Print one for each participant.

Time	Activity	Resources
5 min	<b>Introduction.</b> Plenary (listening) @semi-circle	
	<p>Introduce the learning objectives and module structure.</p> <p>Recall the PIM definition – and explain that this module’s focus is on what the “systematized and collaborative processes” are. The “PIM matrix” is a tool that identifies those processes. It is part of the PIM conceptual framework. The PIM Matrix defines 8 PIM categories, and in so doing, enables common understanding across and within IM and Protection functions.</p> <p>Explain that the full PIM Matrix will be shared at the end of the module, but that before this we will jointly explore what the PIM Matrix is and can offer.</p>	PPT,p.1-3
10 min	<b>What is the PIM Matrix?</b> Plenary (listening) @semi-circle	
	<p>Explain the PIM Matrix to participants:</p> <ul style="list-style-type: none"> <li>• <b>Why a PIM Matrix:</b> <ul style="list-style-type: none"> <li>- <i>Guidance tool developed by the PIM community during 2015 and 2016 Working Meetings (outcome documents in Facilitator note 1) with stakeholders from UN agencies, international NGOs, academia, and other protection and IM partners (See Facilitator note 2)</i></li> <li>- <i>The result of efforts to map and organize the many PIM systems that are used in humanitarian responses, so they could be systematically defined and differentiated from one another.</i></li> <li>- <i>Seen as key step towards enabling dialogue between Protection and IM colleagues through a shared understanding of available systems before discussion of which system is needed.</i></li> </ul> </li> <li>• <b>What the PIM Matrix is:</b> <ul style="list-style-type: none"> <li>- <i>A tool to map, organize, and define the PIM categories, so they can be clearly distinguished from one another and commonly understood.</i></li> <li>- <i>A ‘PIM category’ is defined as a specific combination of systems, tools, and approaches.</i></li> <li>- <i>Each category can be implemented by protection and/or IM colleagues, and aim to enable evidence-informed action for quality protection outcomes.</i></li> <li>- <i>The content of the Matrix ‘definition’ and ‘output’ rows is fixed (i.e., cannot be changed) because they define characteristics that allow for the categories to be distinguished from one another.</i></li> <li>- <i>Content of other provides examples and is not fixed as it may evolve over time.</i></li> <li>- <i>(The content of the cells of the Matrix is non-exhaustive. It is intended to provide the core elements to facilitate understanding of the categories and enable Matrix users to make informed decisions in their context).</i></li> </ul> </li> <li>• <b>How the PIM Matrix is used – as a tool for:</b></li> </ul>	PPT,p.4-6

	<ul style="list-style-type: none"> <li>- <i>Reference:</i> To create a common understanding of the PIM categories and thereby facilitate dialogue between protection and IM colleagues, within and across different sectors and organizations.</li> <li>- <i>Decision-making:</i> To organize thinking and provide guidance to help identify which PIM category is best suited to meet a particular information need.</li> <li>- <i>Planning:</i> Users can remove the information in all rows except from 'Definition' and 'Output', and 're-populate' the empty cell of the Matrix based on the PIM categories that exist in their own organization or in the humanitarian community responding to a specific situation. This exercise will enable mapping and tracking, and will likely lead to identification of information gaps, and serve as first step towards an IM strategy.</li> <li>- <i>Other:</i> Note that the PIM Matrix can be adapted to meet particular needs. For example, if the PIM Matrix is used as a planning tool, a team may wish to add a row to list the partners that are implementing activities under each category. Other rows could be added to track focal points and data flows.</li> </ul>	
5 min	<b>What are the PIM Matrix categories?</b> Plenary (listening) @semi-circle	
	<p>Explain that we will now proceed to look at the categories of the PIM Matrix. Show the blank PIM Matrix outline on the wall and explain that the purpose of the categories is to:</p> <ol style="list-style-type: none"> <li>1) Assist in identifying the right tools, systems, and approaches for a particular result or output (in terms of information and data);</li> <li>2) Reinforce a common understanding of protection information concepts in order to facilitate accurate protection dialogue;</li> <li>3) Help refine the overall quality of PIM activities, those undertaken both individually and as a community of responders.</li> </ol> <p>There are two types of categories (point them out on the Matrix outline as you mention them):</p> <ul style="list-style-type: none"> <li>● 'Nuclear family' (5) are categories that are most often used in and owned by protection (Prot. Needs Assessment, Prot. Monitoring, Population Data, Prot. Response Monitoring and Evaluation, and Case Management –</li> <li>● 'Cousins' (3) are categories that are not conducted or owned by protection, but which nonetheless generate information that is relevant and of use to protection (Communicating with(in) Communities, Other Sectoral Systems, and Security and Situational Awareness).</li> </ul> <p>Explain that each category represents a different PIM system that can be used to enable evidence-informed action for protection outcomes.</p> <p>Explain that the full Matrix distinguishes the 8 PIM categories along 7 components which serve as criteria (vectors) of comparison (Facilitator note 3) and to refer participants to the forthcoming handout (PIM Quick Reference Flyer).</p>	PPT,p.7
30 min	<b>Category definitions.</b> Plenary (listening+exercise) @semi-circle	
	<p>Recall that a PIM Matrix category is defined as <i>a specific combination of systems, tools, and approaches.</i></p> <p>Instruct participants to look at the back of their chairs and to see if they find one of 'definitions' of the PIM Matrix categories underneath (See Facilitator note 4 for full list of definitions).</p> <p>Ask the participants who found papers, if anyone can guess which PIM Matrix category heading their definition matches. Have them read the definition out loud and explain their rationale for the suggested match. Facilitate dialogue in plenary in case of questions and comments, in order to ensure that all participants reach a shared understanding of each category definition and potentially can relate it to their own</p>	A4 pieces of paper from Annex 1.3.c (on chairs backs)

	<p>experience. Once a category definition has been explained, proceed to hang it in the designated spot on the matrix outline on the wall.</p> <p>In this manner, go through the category definitions one by one (3 min per definition).</p> <p>Clarify if participants find that some words require further explanation.</p> <p>Explain that the next exercises will explain the categories by “outputs”.</p>	
5 min	<b>Who has done what?</b> Activity (all) @PIM matrix wall	
	<p>Ask participants to take post-its on the table and go to the PIM Matrix wall and to:</p> <ol style="list-style-type: none"> <li>1. <i>Look at the eight categories</i></li> <li>2. <i>Think, ‘Which of these have I done?’</i></li> <li>3. <i>Take a post-it</i></li> <li>4. <i>Write: (1) your name; (2) the activity done; and (3) where you implemented it (country)</i></li> <li>5. <i>Use one post-it for one experience on the matching category</i></li> <li>6. <i>Put up AS MANY post-its as you want</i></li> </ol> <p>As facilitator, you can demonstrate the activity by doing it yourself, i.e., put a post-it on your own experience too.</p>	<p>PIM matrix on the wall</p> <p>Post-its</p>
10 min	<b>Break</b>	
	Facilitator should use the break to review the post-its put up by participants, in order to know what experience can be drawn on during the next exercise.	
30 min	<b>Category outputs.</b> Plenary (discussion) @semi-circle	
	<p>Ask participants to look under their chairs and see if they find a matrix category output description there. Give them a minute to read it individually and in silence (See Facilitator note 3 for the summary output text placed behind their chairs – which is shorter than that in the matrix).</p> <p>Recall that the data and information output of a PIM category is <i>the data and information that is produced or comes out of the implementation of a specific PIM category</i>.</p> <p>Allocating 3 minutes to each category, proceed to first call out for a concrete example from a participant who has indicated with post-it’s to have experience with the category, asking them to briefly state:</p> <ol style="list-style-type: none"> <li>a. What type of data and information was produced when you worked with this category?</li> <li>b. How did you use it - what was the outcome or impact?</li> </ol> <p>Ensure that the examples shared are correct examples of the category output.</p> <p>For each category and example, proceed to ask if any of the participants who have found paper under their chairs, if any of them think that the found output description matches the matrix category from which an example has been given.</p> <p>For each match, proceed to hang the output description under the correct category description.</p> <p>Conclude by explaining that the categories are distinguished in the PIM Matrix, but that they are often inter-related and interdependent, for example one category will generate outputs (information) that is used by and useful to other categories. This is the case for Protection Needs Assessments, Case Management, and Protection Monitoring. In another example, Population Data generates information outputs that are essential data for most of the other categories (e.g., by establishing baseline figures and providing demographic information that allows for planning and response).</p>	<p>A4 pieces of paper from Annex 1.3.c (under chairs)</p>
5 min	<b>Module conclusion.</b> Plenary (listening) @semi-circle	

	<p><i>(If this training is delivered as stand-alone, and in case of questions which go beyond the objectives of this module, inform participants that a separate PIM training package (no. 3) contains separate modules going into depth with each of the 8 categories, and for training of more than 1 day modules of relevance to the target group can be incorporated).</i></p> <p>Having now jointly build and gone through the full matrix on the wall, proceed to hand-out the Module learning sheet as well as the populated A3 PIM matrix to all participants (one for each), and explain that it contains further details which allows ones to have a closer look the definitions of the listed categories further breaking them down for digestion.</p> <p><b>Explain that</b> there are several different ways that you can find entry points <u>into the matrix</u> to better understand what data, information or analysis you have or you need, or where there may already be multiple systems operating collecting or providing the same type of data or information:</p> <ol style="list-style-type: none"> <li>a) <i>You can look at the <b>types of methodologies</b> that you have and organize them by category, which can highlight areas in which data, information or analysis is needed, or adequately covered.</i></li> <li>b) <i>You can use the matrix by asking <b>what type of data, information or analysis you need</b>; and looking at the ‘Output’ by category, identify the systems, approaches or tools that might be needed to plan or deliver your response</i></li> <li>c) <i>You may also use the matrix to map and categorize the types of systems that are being used by colleagues within your operation or context – this may help you to be able to identify what organization could be the source of data or information which you are looking for.</i></li> </ol> <p><b>Conclude</b> that this exercise has introduced the PIM matrix categories and associated outputs. As can be seen on the A3 print out, more guidance on the categories is available, which can help participants to use the matrix after the training in order to:</p> <ol style="list-style-type: none"> <li>1) <i>Reinforce a common understanding and facilitate accurate protection dialogue between both protection and IM colleagues, as well as internally and externally</i></li> <li>2) <i>Classify protection information management activities using the PIM matrix categories.</i></li> <li>3) <i>To identify the right systems, tools, and approaches/methodologies for a particular result to inform action for protection outcomes.</i></li> </ol> <p>Recall the module learning objectives, repeat the module key messages and answer any questions necessary to ensure fulfilment of learning outcomes.</p> <p>Project “Moment of Zen” - stop at 1:05 min (Matrix – “The Matrix is Everywhere”)  <a href="https://www.youtube.com/watch?v=qedAzTA8nY8">https://www.youtube.com/watch?v=qedAzTA8nY8</a></p> <p>Distribute module feedback form (one per participant) and collect the filled in version from participants before module closure.</p>	<p>PPT,p.8-9</p> <p>A3 prints of PIM matrix Module learning sheet</p> <p>Projector, speakers and internet</p> <p>Module feedback form (Annex 1.3.d)</p>
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### Facilitator note 1) Relevant resources

Prior to delivering this module, it is recommended that the facilitators familiarize themselves with the below listed resources, all of which are available on the PIM website (<http://pim.guide/guidance-and-products/>):

PIM Matrix, available at:

[https://docs.google.com/document/d/1xNV\\_3yvcw6i6jZKuliUmTkqRBRGWbMASsR9BFydS4To/edit](https://docs.google.com/document/d/1xNV_3yvcw6i6jZKuliUmTkqRBRGWbMASsR9BFydS4To/edit)

PIM Matrix cover page (explanatory breakdown), available at:

<https://drive.google.com/file/d/0BzY6xxaS0lO3UkQ5a1BWd0xIOVk/view>

PIM Quick Reference Flyer (with the PIM Principles, Matrix, and Process), available at: [http://pim.guide/wp-content/uploads/2018/04/Quick-Reference-Flyer Principles Matrix Process 2018-1.pdf](http://pim.guide/wp-content/uploads/2018/04/Quick-Reference-Flyer_Principles_Matrix_Process_2018-1.pdf)

PIM Working Group #1 (May 2015): [Meeting Outcome document](http://pim.guide/wp-content/uploads/2016/10/Protection-Information-Management-Working-Meeting-Outcome-Documents-May-2015.pdf), available at: <http://pim.guide/wp-content/uploads/2016/10/Protection-Information-Management-Working-Meeting-Outcome-Documents-May-2015.pdf>

PIM Working Group #2 (Dec 2015): [Meeting Outcome document](http://pim.guide/wp-content/uploads/2016/10/Protection-Information-Management-Working-Meeting-Outcome-Documents-Dec-2015.pdf), available at: <http://pim.guide/wp-content/uploads/2016/10/Protection-Information-Management-Working-Meeting-Outcome-Documents-Dec-2015.pdf>

PIM Working Group #3 (Sep 2016): [Meeting Outcome document](http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Documents-September-2016.pdf), available at: <http://pim.guide/wp-content/uploads/2017/01/Protection-Information-Management-Working-Meeting-Outcome-Documents-September-2016.pdf>

### **Facilitator note 2) Participation in PIM Working meetings**

The PIM Matrix was developed and finally endorsed by stakeholders in the PIM community during three [global PIM Working meetings](#) (outcome documents details listed in Facilitator note 1). Participants include several international NGOs, UN agencies, other UN entities, such as DRC, ICRC, ICT4Peace Foundation, Impact Initiatives, IOM, IRC, JIPS, NRC, OCHA, OHCHR, UNHCR, Oxfam, UNDPKO, UNFPA, UNICEF, and WFP as well as academia. Additional feedback is welcomed, please reach out via the details provided on: <http://pim.guide/contact-us/>

### **Facilitator note 3) PIM category components**

The PIM categories are defined in the PIM Matrix using 7 components serving as comparison criteria, namely:

- i. Definition
- ii. Sub-category examples
- iii. Methods
- iv. Specific Examples
- v. Output (data and information)
- vi. Shared data
- vii. Sources

### **Facilitator note 4) PIM category definitions and output descriptions**

To serve as overview and quick reference for the facilitator, the below listed **PIM category definitions and output descriptions** lists the summaries of the full text of the populated PIM Matrix, which participants will be working with (discovered on their chairs) during the course of this module (an overview version of the text available for print in Annex 1.3.a).

Category	Definition	Output (Summary)
<b>Population data</b>	Record the number and characteristics, disaggregated by sex, age, demographics and diversity, of a population in a specific place and time period, for the purpose of programming effective prevention and response.	Snapshot or reoccurring information on population figures, preferably disaggregated by age, sex and location (where people are or were located). It can also include: humanitarian profile typology, specific needs, vulnerabilities or other demographic characteristics including education, skills, occupation, and living conditions.
<b>Protection needs assessment</b>	Data-collection exercise usually conducted at a single point in time to gain an understanding of the protection issues, availability of resources, sources of problems and their impact on the affected population ('snapshot'). Done in order to identify protection needs, risks, and solutions, and to inform programme interventions and response activities that are complementary with positive community coping mechanisms. To be carried out periodically and after substantial changes in the context.	Quantitative and qualitative data and information on the protection situation (threats, capacity, vulnerabilities) at a specific time and place (as defined by the scope and scale of the assessment), providing info on: <ul style="list-style-type: none"> <li>• Protection risks</li> <li>• Protection needs</li> <li>• Capacities and coping strategies</li> <li>• Life-saving assistance or immediate support needed</li> </ul>
<b>Protection monitoring</b>	Systematically and regularly collecting, verifying and analysing information over an extended period of time in order to identify violations of rights and protection risks for populations of concern for the purpose of informing effective responses.	Quantitative and qualitative data and information on the protection environment, protection trends over time, rights violations, and / or risks - threats, vulnerabilities, and capacities - of the affected population.
<b>Case management</b>	Systems support the provision of protection and/or targeted interventions to identified individuals or groups through the management of data – from case identification to case closure – related to a specific case.	Information on protection needs, risks and incidents at the individual level protection response, and the corresponding actions needed and taken by whom, and when, subject to the principles of confidentiality and consent.
<b>Protection response monitoring and evaluation</b>	Continuous and coordinated review of implementation of response to measure whether planned activities deliver the expected outputs and protection outcomes and impact, both positive and negative. Evaluation is distinct, but compliments monitoring, in that it asks questions around causal linkages, looking at intended and unintended results. Evaluation is not continuous, but rather periodic and targeted.	Qualitative and quantitative data and information related to the actual outcomes and outputs of the protection response against the planned activities/ expectations.
<b>Security and situational awareness</b>	These IM systems monitor both the affected population and the ability of humanitarian actors to physically and securely reach people affected by crisis. They would make available information on the overall security situation, issues of humanitarian space and access (including the safety of staff), and other concerns. A key difference between these systems and protection monitoring is in this aspect of humanitarian access.	Qualitative and quantitative data and information on the overall security situation and operational environment. Including info on humanitarian access, security for all stakeholders, context and conflict analysis, risk indicators, and the country's political, military, social and economic information.

<b>Sectoral IM systems</b>	Information management systems that support assessment, monitoring and reporting on services, infrastructure, material, and physical support that support legal and physical protection outcomes, but are not managed directly or solely by protection actors.	Data which pertains directly to the sector's operational data requirements and can provide protection specific/relevant data on needs, protection risks, vulnerability, required response in requisite sectors (for example: indicators used in sector information systems which provide critical protection information).
<b>Communicating with(in) affected Communities</b>	Communication between, among, and with communities and/or community members with the aim of supporting participation, decision-making, access to services, feedback/complaints, transparency, monitoring and evaluation, and leadership/community capacities.	Data and information on: <ul style="list-style-type: none"> <li>• Common and appropriate sources of information and communication within communities;</li> <li>• Community capacities, resources, skills;</li> <li>• Local contextual information (e.g. cultural sensitivities, languages used by affected populations);</li> <li>• Priority information needs and concerns of affected populations;</li> <li>• Updates on factors which affect the protection nature of the response (such as context, logistics, political, social and economic information).</li> </ul>

## ANNEXES TO MODULE 1.3

### **Annex 1.3.a) PIM matrix headings, category definitions and output descriptions**

Part of module: 1.3 PIM matrix

Instructions for production and use: Print out on A4 sized paper (single paged). This document contains the following elements of the PIM Matrix: 1) 8 Category headings, 2) 2 Category criteria (headings 'Definition' and 'Output'), 3) category definitions and 3) category output descriptions. 1 + 2 are to be hung on the wall in the matrix outline prior to the session. 3 are to be hung on the back of the participants' chairs. 4 are to be hung (with take or sticky tack) underneath the chairs of the participants. 3 + 4 are only to be hung up on the pre-assigned spots on the matrix outline on the wall once discovered by participants as per facilitator's instructions.

Print out available: <https://docs.google.com/document/d/1VuN74idb1mbilMNVQ-B5sLH-97n-OsSXH8obZlIFxss/edit?usp=sharing>

### **Annex 1.3.b) PIM Quick Reference Flyer (with populated matrix)**

Part of module: 1.3 PIM matrix

Instructions for production and use: To be printed out for each participant (A3 size recommended due to small font size).

Downloadable from: <http://pim.guide/wp-content/uploads/2018/04/Quick-Reference-Flyer Principles Matrix Process 2018-1.pdf>

### **Annex 1.3.c) Module learning sheet – PIM matrix**

Part of module: 1.3 PIM matrix

Instructions for production and use: The module learning sheet should be printed out one for each participant and serve as learning reference point for the participants throughout and after the module. It contains structured space for note taking on key concepts introduced, contains reference tools, definitions and a list of recommended resources for further learning.

Print out available: [https://docs.google.com/document/d/1n-KKEZyBh3C\\_KZcL1Iln35chnGsR2rwOQmC6X506lwQ/edit?usp=sharing](https://docs.google.com/document/d/1n-KKEZyBh3C_KZcL1Iln35chnGsR2rwOQmC6X506lwQ/edit?usp=sharing)

### **Annex 1.3.d) Feedback form: module 1.3 PIM Matrix**

Part of module: 1.3 PIM Matrix

Instructions for production and use: The standardized and anonymous feedback form should be handed to participants after completion of the training module (one for each) for immediate completion and return to the facilitator, in order to be used by the facilitator to evaluate the extent to which the module learning objectives have been met through realization of the module learning outcomes. The form will take 3-5 minutes to complete.

Print out available:

[https://docs.google.com/document/d/1VF68zySbjlj78bC37AEyeWzWikl8kdgCx3sUsCs\\_Ddw/edit?usp=sharing](https://docs.google.com/document/d/1VF68zySbjlj78bC37AEyeWzWikl8kdgCx3sUsCs_Ddw/edit?usp=sharing)

### **Annex 1.3.e) Power point presentation**

Part of module: 1.3 PIM Matrix

Instructions for production and use: This power point presentation may serve as visual reference during delivery of this module. Please note that facilitators are discouraged from relying solely on the power point presentation as visual reference during module delivery, as this is not compatible with the participatory design of the PIM training modules.

Available at:

[https://www.dropbox.com/s/7vebnshlmqeack/PPT\\_Package%203\\_Module%203.1\\_PIM%20Matrix.pptx?dl=0](https://www.dropbox.com/s/7vebnshlmqeack/PPT_Package%203_Module%203.1_PIM%20Matrix.pptx?dl=0)

