

Using PIM Principles and the PIM Matrix in Recruitment and Training of Protection Staff

Floriane Echegut and Vicky Goodban, from IOM's Protection Unit in Afghanistan, describe how they use the PIM Principles and PIM Matrix in the recruitment and training of IOM Afghanistan protection teams.

Floriane Echegut is a Protection Officer leading the Protection Unit for IOM in Afghanistan. Vicky Goodban is a Protection Monitoring, Advocacy & Communications Officer. Their teams work at border points and in provinces of return to provide general protection services – information, referrals, cash assistance and case management services - to support safe and dignified return and reintegration for undocumented Afghan migrants returning from Iran and Pakistan.

Use of PIM in recruitment

IOM in Afghanistan uses the PIM Framework in their recruitment and training of new protection staff. They ask candidates to tell them what protection information management is and what the key principles are. Floriane explained what recent interviews revealed:

Two out of four interviewees gave the full definition of protection information management and then they listed all the key principles in the same order of the document [on the PIM website]. [So] it is good, people are paying attention [to the PIM Initiative and the PIM framework].

But Floriane explained that elements of the context and response in Afghanistan meant the meaning and use of some principles were not always clear for some candidates and for new IOM protection monitoring and case management staff. For example,

... [The PIM principle of] 'coordination and collaboration' is not clear from the Afghanistan context. We have tools, for example, the tools for protection monitoring are centralised with the protection cluster [but] organisations are doing their own reports. IOM publishes quarterly reports as well as other products based on protection monitoring using the cluster tools, but very few other organisations' reports are made public.

This means that candidates and new staff may not have examples from their day-to-day work to help them easily understand the principle of 'coordination and collaboration'. Similarly,

[Staff] are also in different locations and there [is no other agency working on case management]. There is a lack of protection presence in Afghanistan and IOM is in locations where nobody else is, so it is very rare that staff can coordinate with anyone else or discuss findings; they can only discuss with their line manager.

Using the PIM Principles in staff training

Floriane and Vicky use the PIM Principles in trainings for their teams of protection monitoring and case management workers. Because the context means staff may not have clear examples of the application of these principles, Floriane explains that she and Vicky have had to build understanding of PIM principles through the use of scenarios in training:

[The training] worked, but [the staff] needed scenarios. Just the definition of protection information management may not mean anything to [staff] when they read it. We need to go through a lot of scenarios to understand why we have these key principles and once [staff] really get the key principles, then [we discuss] why we do protection information management and get to the definition. I remember when [Vicky and I] did the [PIM] training, [the trainers] started with the definition and then the principles but here [in Afghanistan] it is not an option because it [can seem] completely abstract.



IOM Afghanistan's Protection team receive training on PIM Principles as part of capacity building efforts to improve protection monitoring, Herat 2020

Vicky reflects on the reason for using the PIM Principles in trainings:

We hope [this] will lead to improved quality of our protection programme response – both in case management, ensuring we do no harm particularly in terms of how we deal with beneficiary data, and also in our protection monitoring data gathering activities, by emphasising quality and utility.



IOM Afghanistan staff training on protection mainstreaming across the humanitarian response, Herat, 2020

Using the PIM Matrix in staff training

Vicky also discussed the use of the PIM Matrix to train staff:

[The PIM Matrix] helped to make the distinction between case management, protection monitoring data, and population flows (DTM) – and distinctive units of IOM which focus on gathering and holding these different types of data. We devised a short training activity using the [PIM matrix] to distinguish between case management and protection monitoring - the two main roles of the protection team... This is where the PIM matrix, with examples under each type of [information system], have really come in handy.

The PIM Framework provides an entry point to understand the wider protection sector [and] related data sets; values and duties relating to the [protection monitoring and case management] data being collected; and its utility in wider humanitarian advocacy terms...

...It [also] really helps that we have a strong [Afghan] colleague leading on protection monitoring... and PIM more generally. ...His ability to translate concepts and provide examples of how we practice [and] embed them in our work makes it land more effectively.

PIM Highlights

- Inclusion of questions on Protection Information Management and PIM Principles in recruitment processes ([PIM Core Competencies](#))
- Building understanding of PIM Principles through the use of scenarios in training ([PIM Principle](#) - competency and capacity)
- Use of PIM Matrix to differentiate between protection information categories -case management, protection monitoring, population data, etc ([PIM Matrix](#))