

# Strengthening Organisational Competencies & Capacities in PIM

Regional Information Management Specialist, James Norris, describes how the Danish Refugee Council in the Middle East is building its organisational capacities using the PIM Framework so that information management across all program sectors is safe, responsible, and rights-based.

James Norris is Regional Information Management Specialist with the Danish Refugee Council, supporting DRC operations in the Middle East.

## Building a stronger approach to information management

James and his protection colleagues are developing a way to improve staff understanding of the PIM Conceptual Framework and, more than that, to develop tools and processes to embed the PIM Framework in their day-to-day work.

James explains why he sees it as useful to apply the PIM Framework in this way:

*...Over the last year [DRC] in this region has started to apply [the PIM Framework] more procedurally and in a more systematised and organised way....*

*While a lot of these things [in the PIM Framework] are common sense and many were applied in [previous protection projects] ...the way I would describe the application of PIM principles in [previous projects] would be [that it was] patchy.*

*What the PIM framework has the potential to do is in systematising and proceduralising things, and plugging the gaps that might exist in certain organisations. What you have in PIM is [something that can] help refine your thoughts and your processes and procedures.*

## PIM focal points to support integration of PIM into practice

To further support the application of the PIM Framework by DRC in the Middle East, a system of country-level PIM focal points has been established. These PIM focal points will participate in a series of three trainings that James is running over six months. The trainings will be accompanied by practical activities aimed at assessing and embedding the integration of the PIM Framework at country level.

James explains the planned system of PIM focal points at regional and country office level:



Here in the Middle East office [I am the] regional PIM focal point and [we have] a very strong emphasis from protection staff to integrate PIM into daily activities and we have been thinking how we actually start doing that.

We have developed a [terms of reference] for a PIM focal point. Every country has identified a PIM focal point. [For now], we decided we would have [protection staff] as PIM focal points, only dealing with protection projects and in the future we could [have staff from other sectors like] economic recovery and so on, and think about [using] PIM within their sectors.

## Staggered series of trainings and exercises

James and his colleagues have agreed on a series of three trainings for PIM focal points to be held over six months. Each training will cover specific sections of the PIM framework, and each training will be followed by a period of exercises and activities to be done between trainings.

We are in the process of designing a [checklist] or [list of] interview questions [for this country level assessment]. Some of the questions are like: Is 'do no harm' mentioned in any program documents? Are there accountability mechanisms related to do no harm? Are these known about and maintained? Are there trainings on PIM? Are the trainings regular or singular? Are partners trained on PIM? Is program design conducted in a manner that is conscious of 'do no harm' and data responsibility, [and so on].

### First training and exercise

The first training, conducted in early 2021, was an introduction to PIM - the principles, the process and the matrix; followed by a country-level assessment of country offices' alignment with the PIM Framework. James explains:

Particular Activity	PIM Principle	Guiding Questions	Answers	Score	Remarks
1	Respect for privacy and confidentiality	1. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 2. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 3. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 4. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use?			
2	Do no harm	1. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 2. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 3. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 4. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use?			
3	Mutual purpose	1. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 2. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 3. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 4. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use?			
4	Informed consent and confidentiality	1. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 2. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 3. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 4. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use?			
5	Data responsibility, protection, and security	1. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 2. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 3. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use? 4. Have PIM-related documents been developed in a manner that is consistent with appropriate levels of data collection and use?			

Draft PIM Compliance Assessment tool

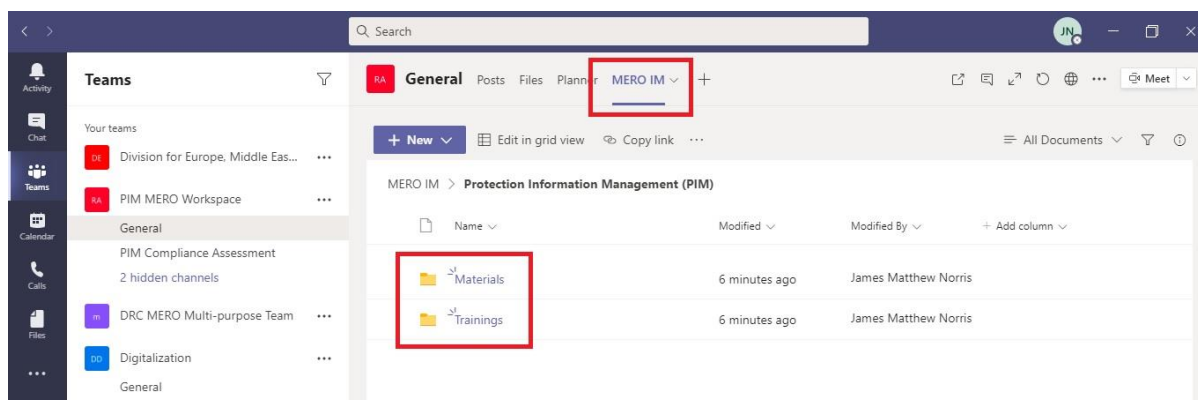
### Second training and exercise

The second training will focus on the more applied aspects of PIM - data sharing agreements, designing information management systems, and designing projects. Again, following the training, there will be follow-up activities at country level, which will also support the development of tools that can help DRC staff and partners use the PIM Framework in their day-to-day work:

...Following that [second] training, we will have another two months of integration [of PIM in DRC's work at a country level]. This will all be done as a group. We will have a Teams group and will share knowledge and experience and what works. Hopefully this will create a lot of the tools we might [need]; things like checklists and [so on].

## Third training

The third training is planned as an “Expert PIM” training, with a deeper examination of the PIM matrix and different categories of information management systems. This is to ensure that PIM focal points can guide their teams and country office on PIM, not only for existing projects and categories they currently use, but in future projects as well.



## Learning from this process

James describes a process of review and learning that will accompany this series of trainings:

*...Throughout this [six-month] period, we will have a series of feedback sessions and lessons learned not just on the application of the [PIM Framework] but on the trainings themselves. The hope is, when we have gone through these six months, we will know whether this approach to integration works and whether we could apply it to other sectors like economic recovery. We are hoping that by doing it over a longer period and having deliverables out of the trainings it wont stray from people’s minds [like previous PIM trainings had] and will have some practical results.*

### PIM Highlights

- An approach to building knowledge and tools to put PIM into practice ([PIM Principle](#) - Competency and capacity)
- Contributing to the “institutionalising” of PIM, by creating PIM Focal Points and compliance questionnaires and self-reflection tools for staff ([PIM Core Competencies](#) and [PIM Process](#))