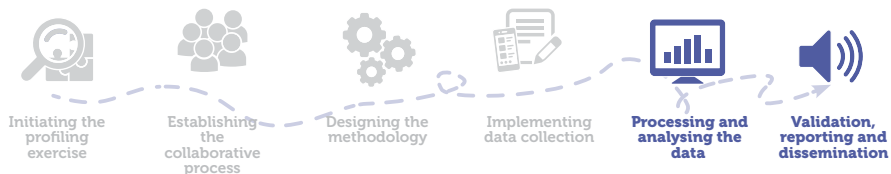


EVIDENCE. TOGETHER.

JOINT ANALYSIS GUIDE



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 Who is JIPS?

This guide was developed by the team at *JIPS*, an interagency field support service dedicated to bringing governments, displaced persons, host communities and national and international actors together to collaborate towards durable solutions. A globally recognized neutral broker, JIPS supports collaborative and responsible approaches to data collection and use in internal displacement contexts, with a particular focus on developing national capacities, protracted displacement, durable solutions and urban displacement. This is done through technical and collaboration support to field partners, by providing quality guidance and hands-on tools, and by advancing global discourse towards sound global action and standards.

Acknowledgements

The Joint Analysis Guide was written to support phase five and six of a typical displacement profiling exercise as laid out in the *JIPS Essential Toolkit (JET)*, namely on the validation, reporting, and dissemination of profiling results. The project was led by JIPS to develop capacity around profiling exercises in particular, but also to provide technical support to partners engaged in data analysis in multi-stakeholder settings. It is an effort by the JIPS team to share our field experience, expertise and lessons learned with the wider community and make sure that no one starts from scratch when it comes to planning and implementing collaborative data collection exercises.

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Table of contents

<i>Acknowledgements</i>	2
<i>Introduction</i>	4
Part I: Joint analysis and profiling	6
<i>What is joint analysis?</i>	7
<i>What is the goal of joint analysis?</i>	7
<i>Why invest in joint analysis?</i>	9
<i>What skills and resources are required to implement joint analysis?</i>	11
<i>What are the enabling conditions that help to embark on a joint analysis process?</i>	13
Part II: What are the key steps of joint analysis?	14
Step 1: Preliminary analysis:What do we see in the data?	17
Step 2: In-depth analysis:Why do we see what we see?	18
Step 3: Recommendations andactionable findings: So, what do we do with the findings?	21
Part III: How to organise a joint analysis workshop?	23
<i>Identifying the objectives of a joint analysis workshop</i>	24
<i>Understanding the audience and identifying participants</i>	26
<i>Communicating about data and results during a workshop</i>	28
<i>Selecting a facilitator</i>	30
<i>How to structure a workshop</i>	31
<i>How to follow up on a workshop?</i>	33
Part IV: Case studies	34
Where can I Learn More?	49

Introduction

Profiling is a “process whereby partners with different cultures, approaches, and points of view come together and agree on the ‘big picture’ of a given displacement situation”.¹ One critical aspect in this process is the rigorous, collaborative analysis of profiling data.² For this purpose, **Joint analysis brings profiling partners together to develop a common understanding of the data collected and agree on their interpretation as well as the recommendations that can be drawn from the data.** Hence, Joint Analysis builds a bridge between the data crunching and the dissemination phase of a profiling exercise as indicated in figure 1. The involvement of partners throughout the analysis phase also provides an opportunity to generate or re-confirm their buy-in and trust in the analysis and in the overall profiling results.

Joint Analysis requires both data literacy and facilitation skills. Data literacy needs to be evaluated and built with partners in order to reach a common understanding and interpret the meaning of profiling data. Facilitation skills are then needed to carry out the analysis in a multi-stakeholder setting, which ensures that Joint Analysis leads to agreed-upon recommendations for response. For this purpose, we combine **principles of data analysis³ with facilitation techniques**, which enables us to incorporate in the analysis the diverse expertise and various viewpoints of the multiple actors involved. As such, Joint Analysis is a participatory process that fosters mutual understanding, shared responsibilities, and inclusive solutions.

This guide presents an approach how Joint Analysis can be structured and planned as part of a displacement profiling process. Typically, it intervenes in phase five and six of an exercise as presented in *JIPS’ Essential Toolkit (JET)*. It should be considered alongside the practical brief on Joint Structured Analysis Techniques (see *infobox 1* on page 16), which provides an overview of several facilitation techniques that can be used to analyse data jointly.⁴



Figure 1. Joint analysis is typically conducted in phases five and six of the profiling process.

- 1 Chemaly, W. S., Krynsky Baal, N., & Jacobsen, K. (2016). *Shaking the Box of Profiling IDP Situations. Forced Displacement Go Figure!*. JIPS & Feinstein International Center, p.7. Retrieved December 3, 2020, from https://www.jips.org/uploads/2018/10/original_2016-08_Forced_Displacement_WEB.pdf.
- 2 The importance of collaboration in profiling, what this means for the process in terms of data analysis and the challenges and opportunities arising from a collaborative approach are thoroughly outlined in Chemaly et al (2016).
- 3 The main steps of analysis are outlined for example in ACAPS. (n.d.). *The Analysis Canvas*. Retrieved December 3, 2020, from <https://www.acaps.org/analysis-canvas-illustration-poster>.
- 4 Techniques for Joint Analysis are outlined in detail in the JIPS’ *Practical Brief on Joint Structured Analysis Techniques (JSAT)* scheduled to be published in Spring 2021. Further guidance on group facilitation can be found for example in Kaner et al. (2014).

Who is this document for?

This guide aims to support the work of everyone engaged in collaborative data processes. It will be particularly useful to colleagues who are coordinating and facilitating those processes, such as profiling coordinators, information management officers, and analysts.

Structure of this document

We developed the Joint Analysis Guide by consolidating JIPS' experience in profiling exercises and capacity development efforts. Building on a thorough literature review on data analysis and collaboration, we looked at different concepts and terminologies while identifying existing gaps in other guidance documents. For additional information and resources, please refer to the '*Where can I learn more?*' section, which provides the full list of resources that inspired this guide.

Part I of this document provides a definition of Joint Analysis as we understand and implement it, and outlines where it sits in the overall profiling process.

Part II showcases the recommended steps for undertaking a joint analysis: step one covers the review of the initial results of a profiling data collection and a subsequent **preliminary analysis** in which descriptive findings are outlined. This is followed by an **in-depth analysis**, in which partners jointly discuss common patterns and trends in the data, in order to formulate and agree upon their interpretation and resulting key messages. These then build the basis for the development of **shared recommendations** to inform programming and policy design.

In Part III, the analysis steps are broken down into **concrete activities to implement Joint Analysis** through the organisation and facilitation of a series of workshops. It shows how to identify specific objectives for the joint analysis that are in line with the overall profiling objectives, how to select the right participants, and how to shape the structure of a joint analysis workshop.

Part IV illustrates applied joint analysis through case studies of different profiling exercises carried out in Honduras, Greece, the Philippines, Sudan, and Yemen.

We hope that this guide on Joint Analysis will be useful to all partners who deal with the critical issue of making the best use of profiling data.



PART

01

JOINT ANALYSIS IN PROFILING

What is joint analysis?

Joint Analysis is an integral part of the collaborative profiling process. Before the joint analysis process starts, profiling partners typically agree on **the objectives of the data collection exercise, the methodology, the analytical framework, and the data collection tools**. This way, partners shape the type of analysis that they think is possible in line with their needs and endorse the methodology as well as its potential limitations beforehand.

Our definition of Joint Analysis

Joint Analysis is a collaborative process during which partners with complementary areas of expertise and responsibilities collectively make sense of information from a given context, following an agreed-upon methodology. The purpose of this approach is to transform information into agreed-upon, actionable findings to support decision making.

What is the goal of joint analysis?

Joint analysis can serve different purposes: in some cases, it allows to endorse the findings and thus reach an agreement over what the data shows. In other cases, Joint Analysis enables partners to jointly produce recommendations based on the profiling data. These recommendations can inform policy, joint programming, advocacy and fundraising, while enabling the prioritisation of interventions in a larger response, and ultimately long-term solutions for displaced persons.

Typically, a joint analysis process will build up gradually and progress along a consecutive number of goals. While the goals build on each other⁵, Joint Analysis can either encompass all of them or aim to reach only one goal or a subset thereof. Table 1 outlines examples of joint analysis goals, the relevance of each step, and how it can be implemented.

5 For example, without a common understanding of the methodology, a meaningful discussion around how profiling data can be interpreted might become difficult. A thorough understanding of the sampling approach, representability of the data, goals of the data collection, target groups, etc. is essential for preventing false assumptions. In certain cases, however, it can already be a big step if partners commonly understand the goals, benefits and limitations of a methodology.

Table 1: The goals of joint analysis

Goal	Relevant when...	How is it done?
Understanding the methodology	... partners have not been part of the development of the methodology or should be reminded of how the methodology of the profiling exercise was shaped and for which purposes.	Workshops, reports
Understanding the analytical outcomes	... achieve a first overview of the analytical outputs of a profiling exercise. Arriving at a common understanding of what the data shows is also a prerequisite to jointly confirm, interpret, and contextualise the analytical outputs.	Workshops, reports, story maps, dashboards
Confirming the analytical outcomes	... analytical outputs show ambiguities, patterns in the data that cannot be explained or that contradict current assumptions / knowledge. Engaging communities is of particular importance here. Discussions with thematic experts can also help do a 'reality check' to confirm whether profiling results well reflect the lived experiences of displacement-affected populations.	Focus group discussions (FGDs), key informant interviews (KIIs), survey
Contributing to interpretation and contextualisation	... key messages should be derived based on what the data shows, what it means in light of the profiling objectives, and how it relates to the overall displacement situation or to the overall living conditions of people.	Workshops, KIIs, survey
Proposing and agree on recommendations	... partners have to reach a consensus on key recommendations regarding the actions that should be taken based on the profiling findings.	Workshops, KIIs, reports / joint statements

Why invest in joint analysis?

Including Joint Analysis in the profiling process can be time and resource intensive. It also requires facilitation skills and methodological rigour to include the multitude of voices coming from diverse stakeholders with sometimes conflicting interests. Hence, it is key that partners understand the advantages that such an additional investment can bring to the process.

Joint Analysis has many advantages, but most importantly it leverages **buy-in, joint decisions, and shared responsibilities** – in addition to enabling **richer analysis**. It can also mitigate and resolve misunderstandings and conflicting views around the meaning and intended use of data. Additionally, Joint Analysis can help to counteract common flaws in decision making, such as the “loudest voice” phenomenon.⁶ The list below further elaborates the most important benefits of Joint Analysis, highlighting why it is a worthwhile and critical investment.



Common ground

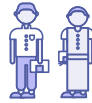
Joint Analysis generates a space for partners to revisit and discuss profiling data, as a common source of truth everyone can understand and adhere to.⁷ It is all the more powerful when it builds on an agreed-upon analysis plan and data collection methods, as an objective framework and a “common page to read from (...) to push everyone in the same direction whilst enabling each to work with their own know-how”.⁸



Agreed-upon and transparent priorities

In a joint analysis process, partners can openly discuss and agree upon whether the results of a profiling exercise are best suited for informing interventions, policy development, or programming.⁹ These discussions can foster transparency around what responses are feasible based on partners’ resources and also on an objective truth, instead of “historical biases, decision-by-anecdote, or pure gut-instinct”.¹⁰ Notably, agreement does not necessarily mean unanimous consensus on what should be done based on the evidence. The discussions fostered through Joint Analysis can also be a way to resolve disputes and misunderstandings among partners.

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- 6 Maxwell, D., & Hailey, P. (2020). *The Politics of Information and Analysis in Famines and Extreme Emergencies: Findings from Six Case Studies*. Feinstein International Center Brief, p.7. Retrieved December 3, 2020, from https://fic.tufts.edu/wp-content/uploads/Politics-of-Information-and-Analysis_6-5-2020.pdf.
- 7 Gemignani, Z., Gemignani, C., Galentino, R., & Schuermann, P. (2014). *Data Fluency: Empowering your Organization with Effective Data Communication* (p.3). John Wiley & Sons.
- 8 Chemaly, W. S., Krynsky Baal, N., & Jacobsen, K. (2016). *Shaking the Box of Profiling IDP Situations. Forced Displacement Go Figure!*. JIPS & Feinstein International Center, p.7. Retrieved December 3, 2020, from https://www.jips.org/uploads/2018/10/original_2016-08_Forced_Displacement_WEB.pdf.
- 9 *Ibid*, p.76.
- 10 Gemignani, Z., Gemignani, C., Galentino, R., & Schuermann, P. (2014). *Data Fluency: Empowering your Organization with Effective Data Communication* (p.29). John Wiley & Sons.



The value of diversity through equal participation

Profiling analysis touches upon politically sensitive issues such as conflict, service delivery, and protection. Therefore, findings may be interpreted and prioritised differently by experts due to their diverse areas of expertise, backgrounds, and the organisations they represent. Power relationships, the ‘loudest voices’ in the room, or other implicit and explicit factors can also impact the analysis. Joint analysis mitigates these challenges by creating spaces for equal participation and collaborative validation of the results, counteracting attempts to control, limit, or influence the analysis.¹¹ Joint Analysis also contributes to generating a mutual understanding between data producers and consumers, by bringing together those carrying out assessments and interviews, with those cleaning and analysing the data and those who ultimately make decisions based on the analysis.



Enriched data through contextual knowledge

Joint Analysis serves as a conduit to enrich data based on the contextual knowledge of participants. When conducted in a structured manner with diverse expertise, Joint Analysis not only provides a diagnostic, but also helps stimulate creativity, manage uncertainty, generate alternatives, challenge key assumptions, and identify and overcome cognitive biases. The process therefore leads to a better understanding around the meaning of profiling results.



Fostering and enhancing a common data culture

For profiling data to be useful to its fullest potential, skills and capacities need to be assessed and developed with regards to how to create value from data. Indeed, anyone tasked with presenting the data must be able to clearly and accurately explain what can be seen in the data. Similarly, the audience needs to be willing and capable to understand and digest the information shared. Against this background, Joint Analysis is one pathway to build a ‘common culture’ so that profiling data becomes a useful medium that everyone understands.¹² The ‘*data playbook*’ created by IFRC’s *Global Disaster Preparedness Center* is a useful resource to learn how to develop data skills.

Joint Analysis is thus a valuable investment that brings benefits beyond the technical outputs it produces. It provides an inclusive process and helps to defuse political tensions around profiling data.

11 Maxwell, D., & Hailey, P. (2020). *The Politics of Information and Analysis in Famines and Extreme Emergencies: Findings from Six Case Studies*. Feinstein International Center Brief, p.7. Retrieved December 3, 2020, from https://fic.tufts.edu/wp-content/uploads/Politics-of-Information-and-Analysis_6-5-2020.pdf.

12 Gemignani, Z., Gemignani, C., Galentino, R., & Schuermann, P. (2014). *Data Fluency: Empowering your Organization with Effective Data Communication*. John Wiley & Sons.

What skills and resources are required to implement joint analysis?

Joint Analysis is typically led by a designated coordinator together with an analysis team and/or a lead analyst. Between the analysis team and the coordinator, all skills listed in table 2 should be covered. For instance, the work could be allocated in the following way: a small analysis team carries out the preliminary analysis and contributes technical or thematic expertise at different moments in the analysis process, while a coordinator is responsible for facilitating meetings and workshops using structured analysis techniques and for consolidating the related outcomes into a report.

The joint analysis coordinator should ideally have a mixed profile with strong facilitation skills and technical expertise. He/she must know the profiling partners, how they might perceive the data, what might be politically or otherwise sensitive and thus lead to conflicts, and generally speaking, how to reiterate or confirm their buy-in. **This person should be at ease with statistical concepts and with reading data, as well as have sufficient cultural and contextual knowledge to understand the importance of findings in a given situation and mediate discussions around what to prioritise.**

He/she should also be able to identify and pull in the thematic and/or context experts when needed during a joint analysis process. For example, analysts might be best placed to participate in targeted discussions on how to further cross-tabulate data, while partners working at the decision-making level might be better placed to manage and foresee political implications of findings.

The right skills and resources for Joint Analysis are ideally identified in the scoping phase of a profiling exercise when the overall budget and workplan are developed. In terms of budget, the three main aspects to consider are salaries for consultants (e.g. facilitators or analysts), costs for the design of information products and reports, and costs for logistics, such as a venue for workshops or travel support for bringing in partners from other locations.

It is when the joint analysis coordinator's role and expertise are fully accepted by partners in the process that he/she can most effectively lead them through the joint analysis process towards a common understanding and interpretation of the profiling data. This includes building an enabling environment, where partners efficiently use profiling data to find solutions for internally displaced persons.

Table 2: Skills and resources needed for joint analysis

Skills		
Facilitation	Analytical	Reporting
<ul style="list-style-type: none"> • Experience in facilitating group discussions and workshops; • Relevant knowledge about group work methods, especially familiarity with joint structured analysis techniques; • Profound understanding of the overall profiling process; • Thorough understanding of the strengths and weaknesses of the methodology and the analytical approach of the profiling exercise 	<ul style="list-style-type: none"> • Understanding of analytical processes (data cleaning, data processing); • Experience in using at least one statistical analysis software, such as Excel, Tableau, SPSS, Stata, R; • Ability to identify trends and patterns in data (analytical thinking); • Ability to supervise or transform analytical outcomes into digestible information according to partners' level of data literacy. 	<ul style="list-style-type: none"> • Experience in leading and supervising note-takers in documenting discussions of group work; • Ability to consolidate outcomes from group processes and translate them into a report or other relevant outputs (e.g. story map, policy briefs, summary reports, leaflets etc.).
Resources		
Budget for facilitators and consultants	Budget for text editing and design	Budget for logistics and venues, including virtual meeting spaces
<p>Budget for any additional person needed to support the process:</p> <ul style="list-style-type: none"> • Report writer; • Consultant to support with the facilitation of workshops (e.g. note takers, translators, group- work guides) • Analysts; 	<p>The budget should also reflect any needs for editing, designing and translating information products:</p> <ul style="list-style-type: none"> • Workshop materials; • Infographics, dashboards; • Reports 	<p>Logistics:</p> <ul style="list-style-type: none"> • Budget for supporting partners to travel to workshops <p>Venues:</p> <ul style="list-style-type: none"> • Venue for workshops and consultations • If workshop has to happen in a virtual format: Subscription to an online platform

What are the enabling conditions that help to embark on a joint analysis process?

Certain conditions will be critical to ensuring an enabling environment for a joint analysis process and the time and resource-efficient implementation of the process. Key conditions include:

An existing collaborative platform and coordination structure

A profiling exercise usually starts with the establishment of a formal collaborative structure, which often takes the form of a profiling working group. This group typically comprises most of the partners that should also be involved in the Joint Analysis. Hence, a joint analysis process benefits from an already existing collaborative structure.

Agreed-upon objectives, methodology and analysis framework

The outputs of joint analysis have to inform the objectives of the profiling exercise. Thus, the methodology and the analysis framework need to be well understood by all participants before the findings can be jointly discussed. Doing so ensures a coherent and targeted analysis process.

Data cleaning and processing

Rigorous analysis builds on a proper dataset – before data can be analysed jointly, it has to be adequately pre-processed and cleaned.

Secured funding

As outlined above, a full joint analysis process is a resource-intensive process. The budget for this part of a profiling process should already be accounted for from the start of an exercise in its overall budget.

Data literacy

Actors participating in the joint analysis process will have different levels of proficiency in terms of data analysis. The presentation of findings needs to be adapted to their ability to digest data. An evaluation of partners' data literacy early on in the profiling will help tailor the process and outputs of the analysis to their level of data literacy.



PART

02

WHAT ARE THE KEY STEPS OF JOINT ANALYSIS?

Joint Analysis follows a systematic analysis process to **transform profiling data into key messages and recommendations** (see figure 2). These three main steps include a preliminary analysis, in which profiling data are translated into a first description of results; an in-depth analysis, in which key messages are outlined highlighting the main patterns and trends in the data; and the development of agreed-upon and evidence-based recommendations. Collaboration with partners should happen at each of the steps of this process. In each of these steps, Joint Structured Analysis Techniques (JSATs) can be applied (see *infobox 1*).

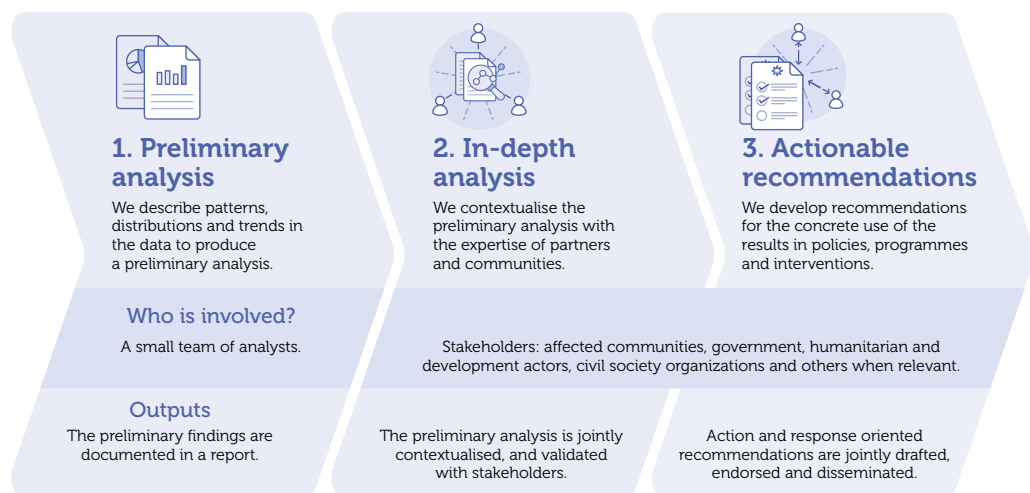


Figure 2. *The three key steps of the joint analysis process*

Joint Structured Analysis Techniques

Your toolbox to facilitate Joint Analysis

As mentioned, the involvement of participants with diverse expertise is a key part of the joint analysis process. It may provide crucial insights regarding the data, its interpretation, methods employed, and more. Although traditionally provided on an individual basis, studies have shown that the quality of **analysis improves when actors with different perspectives and complementary expertise work together**.¹³ Joint Analysis brings experts together with the aim of reaching a technical consensus. Importantly, here the word consensus does not mean unanimity,¹⁴ but widespread agreement that takes into account the interests of all stakeholders.

While expertise is fundamental to Joint Analysis, too much expertise has been cited as leading to significant bias in collaborative activities whereby experts are blinded by their own mental models.¹⁵ Experts may be biased due to their vast knowledge and past success in using certain mental models, or assumptions and expectations based on experience. This may lead them to overlook, reject, or forget significant incoming or missing information that is not aligned with their assumptions and expectations. In addition, analytic processes tend to differ significantly from one person to the next, and limitations of the brain make error-free analysis challenging, if not impossible.¹⁶

Structured analysis is a way to reduce such cognitive limitations and pitfalls. It uses structured techniques in a collaborative setting to externalise participants' thinking to make it more transparent and open to review and critique. This allows for an issue to be viewed from different perspectives. Through group learning and information sharing, gaps in subject-matter expertise can also be compensated for. Joint structured analysis techniques (JSAT) are particularly helpful in complex projects that need a mix of expertise.¹⁷

It structures individual thought processes and interactions in a small team or group. Techniques provide mental tools to challenge key assumptions, identify and overcome mental mindsets, generate alternatives, stimulate creativity, and reduce the chance of surprise.¹⁸ JSAT often uses a step-by-step process that brings about collaboration. Emphasis the importance of different ideas, opinions, and perspectives, it helps to avoid premature consensus, group thinking, and polarisation. While many techniques exist, there is no one-size-fits all approach, and adaptation of techniques to the specific context and issue at hand is needed. It should be noted that different techniques require varying levels of training, skills, time, and resources.

13 National Research Council. (2011). *Intelligence analysis for tomorrow: Advances from the behavioral and social sciences*. Washington, DC: National Academies Press.

14 Maxwell, D., & Hailey, P. (2020). *The Politics of Information and Analysis in Famines and Extreme Emergencies: Findings from Six Case Studies*. Feinstein International Center Brief. Retrieved December 3, 2020, from https://fic.tufts.edu/wp-content/uploads/Politics-of-Information-and-Analysis_6-5-2020.pdf.

15 U.S. Government.(March, 2009). *A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis*. Central Intelligence Agency Library. Retrieved December 3, 2020, from <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs>.

16 *Ibid.*

17 Heuer, R. J., Jr., & Pherson, R. H. (2011). *Structured analytic techniques for intelligence analysis*. CQ Press.

18 Pherson, R. H. (2005). *Overcoming Analytic Mindsets: Five Simple Techniques*. Pherson Associates, LLC. Retrieved December 3, 2020, from http://www.pherson.org/wp-content/uploads/2013/11/01.-Overcoming-Analytic-Mindsets.-Five-Simple-Techniques_FINAL.pdf.

Step 1: Preliminary analysis: What do we see in the data?

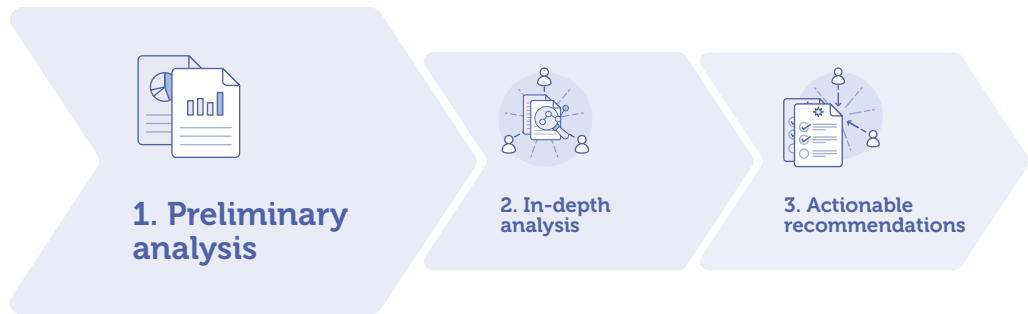


Figure 3. Preliminary analysis in a joint analysis process

Why is this step important?

Preliminary analysis creates a **common ground and point of reference for any other step in the joint analysis process, since it reduces the risk of the analysis being controlled, limited, or shaped in a certain direction** from the outset. The preliminary analysis can be shared¹⁹ as a first output with partners for them to confirm the preliminary findings and highlight where a deeper analysis is needed, and to collect their input to interpret and contextualise results.

What are the key activities related to this step?

Preliminary analysis is the first step to **making sense of profiling data** once it has been collected, cleaned and processed.²⁰ It focuses on describing what can be seen in the data and thus provides the necessary foundation and frame for subsequent steps in the process around the meaning of data.

Ideally, preliminary analysis should be driven by an agreed-upon analysis plan and tabulation plan developed together with the data collection tools. Usually, the preliminary analysis is done by a small analysis team that outlines descriptive findings in a summary report. The results of the preliminary analysis are typically summarised into a short document describing the findings by topic and highlighting some of the trends and/or the full list of tabulations. The report should also outline weaknesses and issues related to the quality and gaps in the data.

¹⁹ Two useful books on effective data visualisation and data sharing are Gemignani et al. (2014) and Few (2004).

²⁰ Very good technical guidance exists around data analysis and data cleaning. The *JIPS data processing guidance* provides an overview and key steps on how to process data after it has been collected. ACAPS provides a *suite of resources* related to data analysis and data cleaning as well.

Step 2: In-depth analysis: Why do we see what we see?



Figure 4. *In-depth analysis in a joint analysis process*

Why is this step important?

During the second step of the joint analysis process, the **descriptive results are confirmed or “ground-truthed”**, contextualised and interpreted. This process can shed light on critical topics that need to be addressed and should lead to the identification of key messages. These key messages should explain the main patterns and trends we can observe across all findings from the preliminary analysis. They are used as a basis for step 3 of a joint analysis process, when we develop key recommendations on how the findings can be translated into actionable outcomes. Table 3 provides examples of what these sub-steps in the analysis mean.

Table 3: The meaning behind confirming, contextualising and interpreting results

In-depth analysis	What it means
Confirming results	Do the results reflect the reality on the ground? Can we confirm unexpected patterns, trends and distributions in the data that seem dubious?
Contextualising results	How can we relate the findings to other studies and assessments? Do the findings overlap or contradict each other? Do affected communities affirm the findings?
Interpreting results	What key messages can we derive from the findings that will help us make the right decisions, e.g. for prioritising interventions, supporting policy development, or fundraising?

What are the key activities related to this step?

Inputs from partners can be gathered through various formats, such as **workshops or bilateral meetings**. Additionally, community engagement plays a major role at this stage of the joint analysis process (see [infobox 2](#)). It is important to ensure that all inputs provided by each stakeholder are documented. Such an approach ensures that further decisions related to how to move the analysis forward can be well justified amongst all partners. The outputs for this phase can take different shapes: a first draft of the profiling report, or shorter documents or presentations focusing on the key messages only.

Joint Analysis and Community Engagement

How involving communities adds value to the data

In a profiling exercise, **communities “should be included at all stages of a data cycle to ensure that the process reflects their realities and priorities,** including the analysis and interpretation of data, and dissemination of findings.”²¹

Internally displaced persons and local communities affected by displacement are among the key partners in the analysis process and involving them at key stages is of critical importance. It is a way to improve the quality of the data and its relevance by further deepening and contextualising the results. It helps ensure recommendations can adequately inform efforts towards durable solutions that are in line with communities’ perspectives and preferences.

The Special Rapporteur on the human rights of IDPs stated at the UN General Assembly in 2017 that “[...] data are not a substitute for the full, active participation of internally displaced persons, they are nevertheless an essential element of participatory processes, reinforcing and validating the views expressed by internally displaced persons through quantitative and qualitative data methods.”²²

Involving communities in the joint analysis process not only adds value to the data, but it is also an obligation for being accountable to affected populations. It is key to inform them of the outcomes of a profiling exercise and to support them in acting upon the evidence. The joint analysis allows to think of how findings can be shared back with communities, and engaging communities in this process is a way to empower them as they shape the outcomes of what will impact their lives.

JIPS has developed six principles for community engagement to help steer the work on how to include communities in the joint analysis process. In the first principle, ‘Accountability and transparency’, we argue that “communities participate in shaping the objectives of a profiling, and clearly understand what type of data will be collected, how it is expected to be used, and who is involved in the process. This implies dealing transparently with expectations and spending time building and sustaining trust throughout the data collection process, as well as fostering respect between communities, authorities and other partners involved.”²³

In Thessaloniki, Greece, JIPS engaged with communities to “ground-truth” and validate results and, where relevant, brainstorm potential solutions. The community consultations also helped shape recommendations on how the final profiling results should be shared with the displaced population. The findings from the consultations were presented at the joint analysis workshop. One concrete outcome was that the consultations uncovered an informal working sector that specifically migrants and refugees engaged in, which was not reflected in the data resulting from the household survey (also see the related case study in part IV) .

21 See JIPS’ 2018-2020 strategy to learn more: <https://www.jips.org/jips-publication/jips-strategy-2018-2020/>

22 United Nations, General Assembly, Rights of internally displaced persons: report of the Special Rapporteur on the human rights of internally displaced persons, A/72/150 (24 July 2017), available from [ohchr.org/Documents/Issues/IDPersons/A-72-202.pdf](https://www.ohchr.org/Documents/Issues/IDPersons/A-72-202.pdf)

23 Read more on the six principles for community engagement: <https://www.jips.org/news/principles-for-community-engagement-in-profiling/>

Step 3: Recommendations and actionable findings: So, what do we do with the findings?

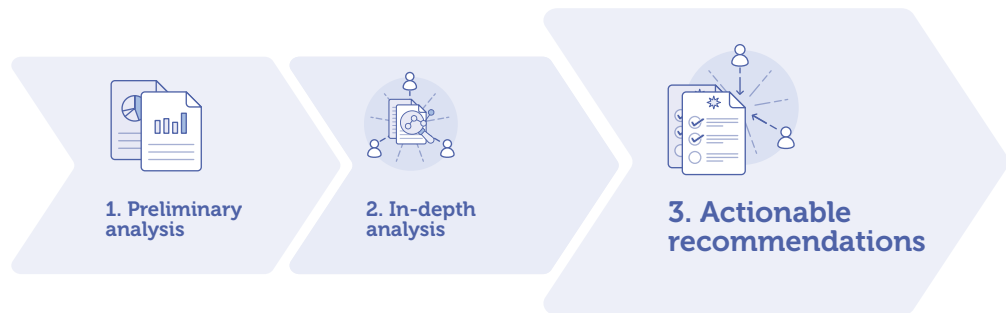


Figure 5. Recommendations and actionable findings in a joint analysis process

Why is this step important?

Step 3 is critical to enable partners to act upon the data collected.²⁴ This is done by translating the key messages identified and discussed in step 2 into action- and response-oriented recommendations. Ideally, this discussion should link back to the overall objectives of the profiling exercise, and the recommendations should be as concrete and tangible as possible. The more concrete they are, the more partners understand how profiling data can support their decision making.

The last step of the joint analysis process is particularly important for all partners to formally and jointly endorse the final analysis. This increases legitimacy of the results in the eyes of all partners, independently of how actively they were involved throughout the process. It also will support partners to take action based on the recommendations, so that those do not remain a lip service.

²⁴ Gemignani, Z., Gemignani, C., Galentino, R., & Schuermann, P. (2014). Data Fluency: Empowering your Organization with Effective Data Communication (p.77). John Wiley & Sons. [//dx.doi.org/10.1002/9781119182368](https://doi.org/10.1002/9781119182368)

What are the key activities related to this step?

Recommendations should be collectively defined by partners based on discussions between all stakeholders involved. Combining workshops with bilateral follow-up discussions can prove useful, especially when a subset of findings and recommendations is relevant to specific stakeholders.

Once recommendations have been agreed upon, it is important to showcase that they are the result of a common agreement. This can be achieved, for instance, by including and equally displaying all logos of partners in the final report, by adding a joint foreword to the report (or other final output) on behalf of all partners, or by including an acknowledgement of lead partners of the collaborative nature of a data collection exercise.



PART

03

**HOW TO ORGANISE
A JOINT ANALYSIS
WORKSHOP?**

Workshops are a common and efficient way of engaging partners in a joint analysis process. They can be useful at all three steps of Joint Analysis. It is recommended to plan for them in advance and also decide at which stage other forms of engagement should be used, such as bilateral meetings (remote or in person) or simply email communication. Usually, only one workshop involving all profiling partners will be held during the joint analysis process. However, in some cases, a workshop can be held both at the preliminary stage of analysis and towards the end of the process.

The point of departure for planning a joint analysis workshop is to clarify its objectives. As we show in the section below, objectives may vary depending on where in the joint analysis process the workshop intervenes, but they should always remain achievable and in line with the profiling objectives and data. They should not **generate the need for additional data**.

Furthermore, the profiles of participants in a joint analysis workshop have to be identified by considering the following questions: what do they already know? What are their experiences and expectations? How can they contribute to the objectives and what information do they need? Clarity on these aspects will help to define the structure of the workshop and identify the right methods for Joint Analysis.

Identifying the objectives of a joint analysis workshop

The list below provides typical examples of objectives of joint analysis workshops, organised along the three steps of Joint Analysis.

Step 1: Preliminary analysis

To discuss preliminary results with relevant partners, specifically:

- Revisiting jointly the methodology and its limitations (and potentially the limitations linked to challenges encountered during the data collection) to consider when 'reading' the data;
- Establishing a common understanding of the results;
- Resolving or explaining inconsistencies in the data;
- Identifying preliminary patterns in the data, for instance by determining trends or developing scenarios.

Step 2: In-depth analysis

To share, ground-truth and interpret results, specifically:

- Sharing back results from the data collection with displacement-affected communities;
- Informing deeper analysis through contextual and sectoral expertise or complementary secondary data;
- Discussing any dubious data that was spotted and contextualising it with communities' and experts' local knowledge;
- Discussing how the collected evidence should be used to support communities and translating it into recommendations;
- Contextualising and explaining results with the profiling working group and profiling partners.

Step 3: Developing recommendations

To facilitate agreement on the final results and formulate recommendations with relevant partners, specifically:

- Developing and agreeing on key recommendations based on summarised findings;
- Highlighting priority areas of intervention for operational, programming, and policy levels based on the final results.

In addition to clarifying the objectives of each joint analysis workshop, it is also key to outline the expected outcomes. For example:

- Consolidation of all inputs received by topic during the workshop, including clear and agreed-upon action points concerning the subsequent analysis activities;
- List of additional tabulations and/or topics to be further analysed or explored;
- A map highlighting priority geographical areas for intervention as validated by experts;
- Joint identification of top priority areas such as by sector, group, or area depending on the analysis;
- A list of key recommendations on how each main finding should inform policy (e.g. bills), programming (e.g. urban development), or intervention (e.g. providing basic services).

To secure continued buy-in, the design of clear objectives for Joint Analysis should not happen behind closed doors. At a minimum, the objectives should be discussed and defined together with the requesting partners and then shared for feedback with them as part of the collaborative process. For example, the partners involved in data collection can share lessons from the field; if different partners have worked on the methodology, on sampling or on other elements, it is good to give them the floor to present; and additionally, the facilitation of group work can be shared amongst different organisations.

Understanding the audience and identifying participants

Participants' profiles and area of expertise

At this stage, partners invited to join a joint analysis workshop should have **already been engaged in the profiling process** to ensure its continuity. In many cases, each profiling partner identifies a focal person that will represent the organisation on the coordination platform, specifically set up for the profiling exercise.²⁵ These representatives typically also participate on behalf of their organisation in joint analysis workshops. Nevertheless, it is important to consider whether they bring in the profile and expertise needed depending on the specified objectives of the workshop.

Other actors can also provide valuable input for the analysis, even when they are not directly involved in a profiling exercise. These may include academic institutions, urban planners, representatives from the private sectors, and others, who might be interested in the profiling results and with the potential to contribute to the discussions around the findings.

Depending on the objective of the workshop, the participants can also be selected based on their expertise and role they have in their organisations. Workshops that aim at reviewing the preliminary results or conducting an in-depth analysis would benefit from **participants with technical expertise** to 'read data and tables' (ideally the same ones who have been involved in all previous technical discussions, such as sampling design, the development of data collection tools, etc.); or with sectoral, thematic, and contextual expertise who can help to ground-truth the results and identify significant and relevant findings.

If the workshop aims at validating key findings and discussing recommendations, it is important to invite **participants at the decision making level**. They will be able to represent their organisations and translate results into strategic reflections and recommendations from a programmatic, advocacy, and policy perspective.

²⁵ The best case scenario is for focal persons within each organisation to remain the same throughout the profiling exercise. Since staff turnover is a common phenomenon, it is important to thoroughly document the process so that new colleagues can be updated efficiently.

Stakeholder mapping

A stakeholder mapping is a useful tool to identify the organisations and person who are critical for the workshop. It is a good way to take a closer look at the wider constellation of the group, which can help identify and anticipate group dynamics. Some guiding questions when carrying out this exercise include:²⁶

- Who is willing to express and potentially defend their views based on existing conflicts among partners?
- Usually, some partners are more confident than others in openly expressing and defending their views. This is influenced by the political context as well as personalities. With a clearer idea of how partners are influenced, we can better defuse tensions and anticipate what will be discussed.
- What role do different partners play in the specific context?
- Understanding the operational context in which partners are working and the type of decisions they take in their operations help to understand the lens through which they read the results.
- Is there sufficient diversity of opinion and expertise in the room?
- Usually the expertise around data collection, preliminary analysis, and initial reporting is concentrated in the hands of a relatively small group of analysts working in a limited number of agencies. **This small group of technical experts specialised in analysing profiling data should not be expected to mitigate political tensions or to make decisions on the use of data as these responsibilities fall outside of their area of expertise.** Opening up the discussion around the results to the wider audience of partners involved in the profiling also ensures better inclusion of diverse perspectives, expertise and considerations on the use of the results. Hence why identifying profiles of participants based on the objectives of the joint analysis process is key.
- Who has the largest interests and stakes and might want to influence the outcomes of the profiling?
- The outcomes of a profiling exercise can be highly sensitive. Sometimes they point to a failure of governance structures, or unveil violations of International Humanitarian Law. While certain partners may be mere data consumers, others may feel threatened by those results. National governments, donors and humanitarian agencies²⁷ alike might have their own reasons and rationales for influencing the data. Because partners face varying stakes, they could be tempted to align the meaning and use of the results accordingly. A better understanding of their intentions can therefore help in preparing and steering joint discussions.

26 This list was compiled based on JIPS' experience in profiling exercises and the literature touching upon this issue is outlined in the "Where can I learn more" section.

27 Maxwell, D., & Hailey, P. (2020). *The Politics of Information and Analysis in Famines and Extreme Emergencies: Findings from Six Case Studies*. Feinstein International Center Brief. Retrieved December 3, 2020, from https://fic.tufts.edu/wp-content/uploads/Politics-of-Information-and-Analysis_6-5-2020.pdf

Communicating about data and results during a workshop

In order to discuss the profiling data, we first need to share these findings with participants. However, the way to present them will depend on the participants' level of data literacy (i.e. the capacity of partners to digest and interpret data in the various formats it is visualised: graphs, tables, pictograms, narrative, etc.)²⁸ as they will be the ones consuming and acting upon the data. **Consequently, presenting and sharing profiling data depends on the defined objectives of the Joint Analysis as much as persons involved.** For instance, a workshop revisiting preliminary findings might involve colleagues of a profiling's technical working group, such as national statistics offices and humanitarian analysts of different organisations, and might use simple tables and graphs. Whereas a workshop identifying and agreeing on key messages and recommendations might involve colleagues in decision making positions, such as focal persons from ministries, humanitarian coordinators, and community leaders, and might translate into short reports or dashboards amongst others.

Table 4 provides examples of the various formats to present results in line with the targeted audiences. Key considerations for the preparation of the results include:

- a. Tailoring the representation of results to the data literacy level of the target audience (see chapter 3.3);
- b. Deciding how far the analysis team goes in pre-processing the data, for example whether descriptive findings alone should be shared or if the results should already include an interpretation. This depends on the objective of the Joint Analysis.

Whichever format you may choose, preparation is key. Materials should be shared with participants well in advance of a workshop and translated into all relevant languages (crucial!) to enable fruitful discussions.

28 Various resources and initiatives exist that aim to improve data literacy in the humanitarian and development sector, such as the work of *OCHA's Centre for Humanitarian Data (HDC)*, or Data Orchard's *data maturity framework*, or IFRCs *Data Playbook Toolkit*. A good resource that outlines data communication and design principles is the *Data Fluency handbook*.

Table 4: Formats for sharing data

Format	Purpose	Target audience and stage of Joint Analysis	Advantages	Disadvantages
List of bullet-points with key findings	Give partners the main findings 'at a glance'	Decision makers	Easy to digest, enables a direct discussion on how findings should be used for prioritisation, programming, or policy design.	'Skips' a discussion on contextualisation of the findings and hence might be a missed opportunity to feed the data with contextual knowledge.
Descriptive summary report of main results by topic/ profiling objective with selected visualisations	Provide the basis for contextualisation and prioritisation of findings. Give partners full access to the findings in the form of graphs and tables.	Decision makers, profiling working group, information management officers, analysts, academia	Full overview of the findings enables a discussion about each of them. Feedback for further tabulations and deeper analysis is possible.	Partners might not be comfortable with identifying relevant information from graphs and tables. Without facilitation, findings can be misinterpreted and false assumptions be made.
Tabulations by topic based on agreed upon analysis plan	Discuss tables in a workshop with more technically- oriented, data literate colleagues to inform further analysis, such as cross-tabulations	Technical Working Group, information management officers, analysts, academia.	Allows for a deep dive into the analysis of data and can be helpful to receive detailed input on how the data should be further analysed, with concrete suggestions for further tabulations.	If participants of this activity are not selected carefully, the discussion will not yield the expected results. It is only possible with participants who understand how to read and interpret tables and who are familiar with the profiling methodology.
Short presentation, flyer, or 2-pager with key messages	Shed light on the interesting and relevant results through a visual communication output, such as infographics or maps with a short description. It is useful to discuss the main trends in the data, the key messages and recommendations. It can help to agree on trends and on the meaning of the results for further programming, informing policies, etc.	Possible to include partners with diverse backgrounds and data literacy knowledge, especially decision makers and political partners, to discuss and to agree upon the key messages.	Allows for a discussion about the findings with a broader group of partners, but requires that the major trends in the data have been discussed and validated beforehand.	By consolidating and summarising findings into key infographics, nuances and details in the data may be masked.
Dashboard, looking at key topics	Highlight key trends and patterns of key topics that the profiling is looking into	Depends on how the findings are prepared. Discussions with a diverse group of partners is possible.	Enables a deeper understanding of the data.	Only useful to receive concrete feedback on specific findings

Selecting a facilitator

The process of identifying a **facilitator** is another important element in the organisation of a joint analysis workshop. Please bear in mind that the facilitator will be expected to:

- Ensure that the discussions meet the workshop's objectives²⁹;
- Support and maintain a respectful and supportive atmosphere;
- Guide and manage the process without taking sides;
- Help the group acquire new thinking skills as the process unfolds in order to develop their capacity with regard to collaboration.

When identifying a facilitator, several considerations should be taken into account:

- **Facilitation skills:** the selected person will have to be an effective communicator that can manage group discussions, ask probing questions, and challenge participants, while ensuring that the workshop objectives are met and the group dynamics addressed (see Annex A for a checklist to support the facilitator role before and during the analysis workshop).
- **Profile/identity of the facilitator:** the affiliation of the facilitator and his/her stake in the exercise should be accounted for. A neutral person is often better accepted to guide the discussion between agencies, while a trust relationship with the participating organisations/focal points and very good knowledge of the history of the profiling process can also be essential.
- **Support facilitator:** It is often useful to identify additional supporting facilitators for different sessions, not only to ensure that the relevant expertise and knowledge is brought in, but also to make sure that responsibilities are well distributed and ownership of the workshop maintained amongst organisations and authorities involved.

Last, but not least, it is important to plan for any additional support that might be required for the effective implementation of a joint analysis workshop, such as interpreters and note takers.

29 An extensive body of literature has been written on the facilitation of meetings: Heron, J. (1999). *The Complete Facilitator's Handbook*. London: Kogan Page.; Anne, D., Peg, C., & Roger Schwarz. (2005). *The Skilled Facilitator Fieldbook: Tips, Tools, and Tested Methods for Consultants, Facilitators, Managers, Trainers, and Coaches*. Wiley.; Hunter, D., & Thorpe, S. (2009). *The art of facilitation: The essentials for leading great meetings and creating group synergy*. San Francisco, CA: Jossey-Bass; Justice, T., Jamieson, D., & O'Reilly for Higher Education (Firm). (2012). *The Facilitator's Fieldbook, 3rd Edition*.

How to structure a workshop

The structure of a joint analysis workshop typically follows a standard pattern, no matter if it spans over several days or just one afternoon: an opening plenary session, working sessions in groups, and a concluding plenary session.

The **first plenary meeting** is essential for the joint analysis workshop, since it sets the tone for the following sessions. It is also a good opportunity for all participants to familiarise themselves with the profiling process (i.e. methodology, data collection and shared preliminary findings), especially for those less familiar with the process. Here are some elements that should be part of the first plenary meeting:

Opening remarks

A key partner opens the session with a few words, in order to show recognition and highlight the collaborative aspects of the process. This can contribute to adding weight and reiterate credibility to the process.

Presenting the process:

Participants are reminded that Joint Analysis is part of the overall profiling process and of the joint commitments that were agreed upon in the beginning. This also offers an opportunity to highlight to participants how they can benefit from each other's knowledge and expertise, as well as how the Joint Analysis and the profiling exercise more broadly speaking will contribute to bigger shared goals.

Presenting the objective of the workshop and its added value:

Participants are informed of the objective of the workshop. This helps them understand how they can contribute meaningfully and bring their ideas and expertise to the conversation. It is also useful to show how the results of the workshop and the overall joint analysis will be of further use for the profiling.

Presenting the methodology (relevant for a joint analysis workshop during step 1 only):

A presentation on the key parts of the methodology is important to explain the overall methodological approach, the limitations of the study, as well as the uncertainties or strengths of the evidence. It also mitigates the risk that the discussion will divert into methodological questions rather than discussing results. As part of this, it can be useful to hand out a document with a glossary of key terms and definitions.

Presenting the state of the analysis:

While the current state of the analysis (see table 4) should be shared with all participants before the workshop, presenting these elements remains useful to ensure that all participants share the same level of understanding regarding the key findings to be discussed in the workshop.

Following the first plenary, participants **split into smaller groups** to discuss the preliminary findings. It is good practice to start any discussion on Joint Analysis with clear parameters. Some guiding questions include: what are the key questions we want to answer? What input do we expect from the participants? Which geographic areas, affected groups and sectors will be discussed? How should the results from the group work be presented back in plenary? Ideally, each group is accompanied by a facilitator and note-taker.

The **closing plenary session** should start with the results from the group work discussions. Any open questions should be addressed and followed up on. We advise to document the results of the workshop with its key takeaways immediately afterwards. It is also an opportunity to reiterate the objective of the workshop and explain how it connects to the results. Finally, collecting feedback can be valuable and we recommend whenever possible, to have participants fill out a short evaluation form at the end of the workshop.

The structure of the workshop needs to be reflected in an agenda that should be shared beforehand with all participants. It can be useful to include a short description outlining the main decisions taken with regards to the methodology and the (preliminary) assessment of results. Doing so enables participants to familiarise themselves with (or refresh their memory about) the content, develop their views, and discuss issues of concern with others before the session starts. Most importantly, it serves the underlying purpose of being transparent about the findings.

The essential elements for preparing a good **agenda** are:

- Clarifying whether participants are to speak on behalf of a larger group of people (e.g. their employer, sector, etc.) or if they are doing so in their personal capacity. This is important as the former will require consultation with the employer/sector before participation;
- A clear description of the expected profile of participants, in case the invitation is not personal;
- Outlining which group or organisation is hosting the workshop
- Time, date and location of the workshop;
- A clear incentive for people to participate, for instance by highlighting its use for the overall response;
- The parameters of the discussion which include population groups, geographic areas and time periods that the session will cover;

- Session titles with objectives and expected outcomes;
- Coffee breaks and lunch breaks;
- Session lead(s), facilitators, speakers.

The agenda and objectives of the Joint Analysis should also be discussed with key partners before the workshop based on the results of the stakeholder mapping. For example, it might be wise to conduct meetings with partners who are known to be critical towards the findings of the profiling. Consulting them beforehand makes space to discuss and clarify critical points. In parallel, it is also useful to organise bilateral meetings with partners who are known to be very supportive of the process. By probing them on the preliminary results bilaterally and discussing expected outcomes and implications of the results, they become powerful allies for the joint analysis process.

How to follow up on a workshop?

Once the joint analysis workshop has been conducted, all participants as well as partners who were unable to join should be informed of its outcomes. This can be done in the form of a document that summarises the activities and discussion results from the relevant sessions highlighting the points raised by participants and the agreements reached. As part of the documentation efforts, a list of the follow-up steps that have been set out by the group is also important.

Furthermore, the workshop should be evaluated for learning purposes. An evaluation will help improve the structure and facilitation aspects of future joint analysis efforts. A template for receiving qualitative feedback is attached to this guide in Annex B.



PART

04

CASE STUDIES

The content of this guide document was largely informed by the experience and lessons learned acquired by JIPS over the past decade. In this section, we take a closer look at four selected case studies and how the joint analysis process was concretely shaped in these contexts, namely Honduras, Greece, Yemen and Sudan. We hope that the guide together with the case studies will be useful to others as they embark on a joint analysis process.

Honduras 2018/2019

Developing recommendations while an IDP law is being drafted in the country



What was the purpose of the profiling exercise?

Initiated in 2017, the profiling exercise aimed to provide agreed-upon evidence on internal displacement on a national scale. Internal displacement in Honduras was mainly caused by violence and support was needed with regard to informing prevention and durable solutions. For this purpose, the project included an extensive qualitative component in addition to quantitative data collected at household level. This mixed-method approach was necessary to understand the situation of communities affected by displacement or at risk of being displaced.

The *nationwide profiling exercise*, which built on a previous exercise implemented in 2014-15 in 20 municipalities, was carried out and steered by a technical working group which consisted of government bodies (including the National Statistics Institute and the Inter-Institutional Commission for the Protection of People Displaced by Violence), as well as representatives from international organisations and civil society organisations. UNHCR and JIPS provided technical support.

What was the purpose of the Joint Analysis?

JIPS went on mission to Honduras to support partners in carrying out a joint analysis process. The objective was to work with all partners³⁰ to develop key recommendations on how the profiling results could inform the response to internal displacement in the country.

How was the joint analysis process shaped?

The joint analysis process was conducted over a 3-months period from December 2018 to February 2019 and consisted of a series of workshops and bilateral meetings. During a first workshop with the technical working group (TWG), preliminary findings were presented by an analyst, and feedback was gathered to guide a deeper exploration of the descriptive findings.

During a second workshop, the technical working group defined a list of priority findings and organised them according to the four main components of the planned IDP law (prevention, protection, assistance, and durable solutions) to be further discussed in bilateral meetings and joint analysis workshops with profiling partners.

Then, JIPS presented and discussed these findings with relevant actors during bilateral meetings in preparation of the final workshop with all stakeholders.

The third workshop was held with all profiling partners and aimed to a) present and validate the key findings, b) discuss, interpret, and agree on key results, and c) develop a preliminary list of key recommendations.

What techniques were used to facilitate the joint analysis workshops?

During the workshops a combination of presentations and group exercises were used to ensure partner engagement and inclusive participation. In order to collect feedback on the preliminary findings, participants were dispatched in their groups based on their expertise. A member of the TWG presented the relevant findings, and the group discussed them. A table was prepared where participants were asked to provide and justify concrete suggestions for each key finding (see figure 6).

³⁰ Partners usually include members of the technical working group but also a wider group of stakeholders involved in the response to internal displacement.

What lessons can we learn from this use case?

Ensure clarity about the process and each of its steps

It is important to make sure that partners are aware of and trust the profiling process, particularly the data collection methodology. This requires sustained communication and engagement from the outset of the profiling, for example in preparation of the joint analysis phase. If partners are focused on questioning the methodology, it is difficult to bring the discussion back to interpretation. For the joint analysis phase in particular, it was essential to explain the overall approach of the analysis. This meant finding the right language to explain what explanatory, contextual and triangulation analysis meant. It proved useful to show examples of descriptive results and how they were contested and interpreted, to help others get started with the discussions around the meaning of profiling data. All this made it clear for partners how they could better contribute to the Joint Analysis.

Ensure facilitators are well prepared and know the partners, the context and the analysis process

Facilitators of the workshops together with the coordinator of the joint analysis process noted that being familiar with the profiling process was essential to properly facilitate and move the process forward. This included knowing about the limits and opportunities of the process, the data collection methodology and tools used, as well as knowledge of other analysis processes pertaining to the profiling exercise. Such understanding proved useful to identify the right questions to ask during the workshops.

Use bilateral meetings for meaningful engagement

Bilateral meetings proved valuable during the joint analysis process to understand partners' attitudes toward the exercise, to inform them about the key findings, as well as to understand their level of awareness about information. This paved the way for the collaborative elaboration of the recommendations.

Organise findings of the analysis around tangible and actionable outcomes

Structuring the findings around the key components of the planned IDP law in Honduras helped participants of the workshop analyse the findings. This prevented the data from being presented in an abstract way and have it disconnected from its intended use.

Ensure the neutrality of the facilitator

Data was usually presented by JIPS, who was perceived as a neutral actor. This created a safe space for partners to openly react to the results, including disagreeing and criticising certain elements.

Be aware of the level of data literacy

Proposing hypotheses, potential interpretations and counter interpretations is harder than describing the data and requires some technical and analytical experience. While many of the participants may have valuable inputs based on their thematic expertise, some of them may not be trained in transforming raw data to actionable recommendations. It is the facilitator's role to dissect the analysis process into steps so that every partner can participate and their expertise be leveraged. In Honduras, we had to first work with the TWG to discuss the descriptive findings, make sense of them, and present them in a way that would incite thinking and discussion before we presented them to other partners. We then discussed them in bilateral meetings, where we were able to react to them. Based on that, we adjusted, reorganised, and prioritised them, and were also able to single out most relevant topics to further explore. We still had some challenges with participants questioning or being confused with the way information was presented. This led the discussion away from the interpretation and could have been avoided by improving the quality of presentations.

Take a step back to understand participants' perspective

Oftentimes, participants have specific agendas about what should be included in the final report. While these reasons are important to acknowledge and take into account in order to maintain common ownership of the profiling, they may pose a challenge during the joint analysis process, as they can take the focus away from the interpretation of the results. In these cases, it is important for facilitators to understand why some participants are frustrated or feel they have been left out of the process and address the issue on the spot so that the group can focus on the technical discussions.

Define clear and agreed-upon objectives

Agreeing on objectives for a joint analysis workshop is crucial. It provides a point of reference when the conversation derails, but it also helps focus the work on the most relevant findings (as opposed to bringing the maximum amount of graphs and information to a workshop, not all of which might be relevant to the objectives). Furthermore, sharing the workshop objectives with participants in advance and discussing them at the beginning of the gathering also proved useful.

Failing forward – learning and iterating

Recurring workshops are ideal to help partners get familiar with the data and to be able to interpret those thoroughly. The collaborative platform that is usually generated through a profiling exercise and leveraged through joint analysis can serve as a forum for continuous discussions around issues related to internal displacement in the given context, including discussions around displacement data.

Thessaloniki, Greece 2017/2018

Joint Analysis to review findings and inform in-depth analysis



What was the purpose of the profiling exercise?

The profiling exercise aimed to establish a *baseline for measuring local integration* of refugees and asylum seekers in Thessaloniki while also looking at key obstacles faced by people not registered with the asylum authorities. The exercise was initiated by the Municipality of Thessaloniki together with UNHCR and the then-Urban Working Group.

From the outset, the exercise was a collaborative endeavor that included the establishment of a technical working group with focal persons from all agencies. The working group jointly developed the objectives and methodological approach (incl. tools, sampling and analysis approach), to ensure that the results were of relevance for several partners (i.e. inform programming and advocacy efforts of the international community and the local NGOs as well as the design of an integration strategy by the Municipality).

What was the purpose of the Joint Analysis?

Joint Analysis was used in order to:

- share preliminary findings from the household survey with all profiling partners;
- discuss and validate the preliminary findings from the household survey with the displacement-affected communities
- share results from the discussions with community representatives with all profiling partners, and discuss interpretation and the need for further analysis.

How was the joint analysis process shaped?

The joint analysis process was anchored in the profiling description and work plan from the outset of the profiling exercise. A small analysis team was set up with the profiling coordinator, JIPS' profiling and technical advisors, and subsequently the lead report writer. The process entailed consultations with refugee focus groups to validate results, and a collaborative workshop with all partners to agree on the interpretation of preliminary results and to collect proposals on how to shape the in-depth analysis.

Bilateral meetings with key partners were further organised to draft first recommendations based on the analysis, which were then reviewed through several rounds by the Profiling Working Group together with the final profiling report.

What techniques were used to facilitate the joint analysis workshop?

Prior to the joint analysis workshop, *preliminary findings were shared* with refugees and asylum seekers. During the focus group discussions, participants helped validate and contextualise the findings as well as explain elements of the preliminary findings that could not be explained through the data. The outcomes of the consultations were then included in the joint analysis workshop with the Profiling Working Group.

The joint analysis workshop had three main elements:

- The analysis team provided an update on the analysis process, explained the profiling methodology, the sampling design, the limitations of the analysis, and its results.
- The participants of the workshop split into groups to review the results. They focused on specific topics related to the preliminary findings, namely access to services and employment, and livelihoods. The groups were appointed a note-taker and facilitator who asked the following guiding questions for the group to reflect:
 - How do you make sense of the preliminary results based on your contextual knowledge?
 - What do you suggest to further analyse, based on the data collected.
 - What additional studies do you see as relevant to the analysis?
- The groups presented the results in plenary, where the main points were summarised. Before closing, an agreement was reached on how the analysis should be taken forward.

What lessons can we learn from this use case?

Ensure collaboration from the outset

The Joint Analysis built on a profiling process that was **collaborative from the outset**. The focal points assigned by each partner for the analysis process had already been involved in the previous phases of the exercise. Critical elements such as the profiling objectives, concepts, analytical approach, and indicators had been agreed upon beforehand and thus weren't questioned during the joint analysis process.

Invest in continuous leadership through a full-time coordinator

The contract of the coordinator appointed for the profiling exercise terminated during the analysis phase and could not be renewed. This unfortunate incident led to delays and a coordination deficit at the final stages of the profiling project. Indeed, a joint analysis process involving many partners requires a full-time dedicated coordinator. Her/his responsibilities go beyond the technical aspects (i.e. conducting the analysis or drafting the report), they also include the key tasks of reaching out to all partners, eliciting feedback, and keeping all parties informed about the process and the role they play.

Ensure partners are engaged with more than one focal point

Staff turnover and thus changes in profiling focal points can significantly impact the analysis process, resulting in a loss of support and 'project memory'. Well documenting the process and ensuring that more than one focal person is involved from each profiling partner helps mitigate this challenge.

Keep momentum on prolonged analysis

A second joint analysis workshop focusing on the final results and recommendations would have been useful to strengthen momentum around the profiling results and help translate those into programming. This need was partially addressed during the *report launch event*, which offered an opportunity to jointly review the set of recommendations and discuss potential further action points against the background of efforts already undertaken by partners.

Yemen 2019

Joint area-based prioritisation



What was the purpose of the profiling exercise?

Since 2014, armed conflict has been raging in Yemen, devastating the country. Thousands have been killed and over 3 million people were forced to flee their homes leaving more than half of the country deprived of access to basic services. Migration from rural to urban areas is a key feature of Yemen's urban setting. Increased poverty rates in rural areas, absence of employment opportunities and other climate-related issues (water scarcity, drought, natural disasters, etc.) are considered the main drivers of rural migration.

In collaboration with *UN-Habitat* and *iMMAP*, the urban profiling exercise was initiated in 2018 to assess 7 cities in Yemen. Taking an area-based approach enabled partners to evaluate the quality, availability, and accessibility of basic services for the affected population.

What was the purpose of the Joint Analysis?

Focusing on the city of Aden, the Joint Analysis aimed at bringing together key partners whose work was connected to service provision (e.g. Ministry of Planning, the city government, and representatives from humanitarian and development partners). The idea was to reach a shared understanding of the urban displacement situation and the severity of urban conditions by examining multiple sectors in order to inform joint planning efforts for the response.

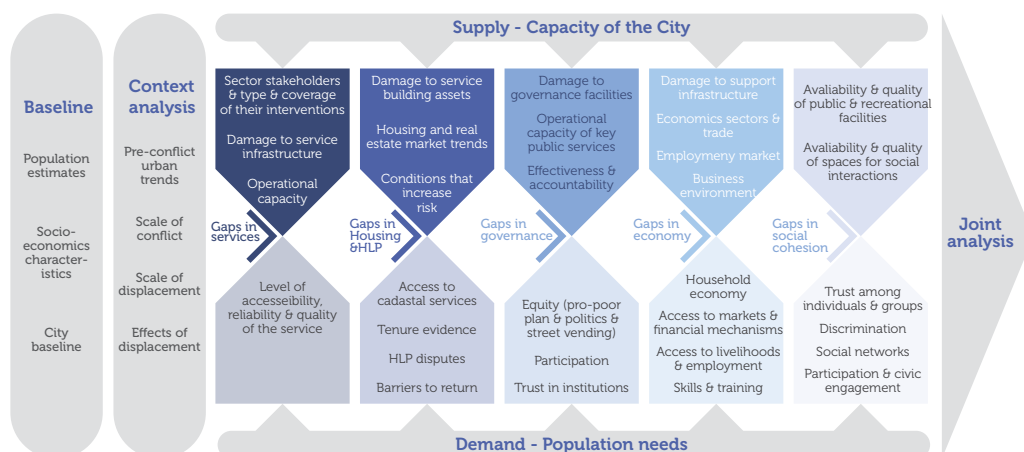


Figure 6. *Analysis framework of the urban profiling, outlining a multisectoral approach to the analysis. Source: © United Nations Human Settlements Programme in Yemen (UN-Habitat), United Nations Educational, Scientific and Cultural Organization (UNESCO), 2020*

How was the joint analysis process shaped?

The joint analysis process kicked off with a *Training-of-Trainers workshop*, where participants discussed and agreed upon the joint analysis approach. A methodology was identified to enable the joint prioritisation for key areas of response based on the identification of gaps in service delivery across key sectors, for example housing, health, and water supply.

A stakeholder mapping exercise was also implemented to identify key partners to be involved in the analysis process. Another step consisted in sharing with partners the preliminary results, including key questions to examine the data with contextual knowledge. In a workshop that stretched over three days, the findings were then further contextualised with the goal to identify key areas for interventions in the urban area of Aden, based on the multisectoral approach.

What techniques were used to facilitate the joint analysis workshop?

During the joint analysis workshop participants were split into groups to discuss the service capacity and the impact of the conflict and the displacement situation on each sector based on their expertise.

For example, the working group on housing focused mainly on:

- Discussing various scenarios of the cities' population growth, its drivers and consequences;
- Identifying safe and unsafe areas as well as areas of contention through collaborative mappings;
- Identifying neighborhoods with increase or decrease of population due to internal displacements;
- Identifying causes of the observed informal developments;
- Highlighting current urban plans and discussing their suitability to address medium-term urban challenges.

Other working groups followed similar methods of mapping / diagrammatic analysis and free discussion. The Joint Analysis informed the final profiling report for Aden, in which the findings for each sector are highlighted.

What lessons can we learn from this example?

Cross-cutting themes help to move into a multisectoral analysis

A multisectoral, area-based assessment still often remains a more or less siloed sectoral analysis. The Joint Analysis attempted to overcome this issue by facilitating discussions around themes that by their very nature cut across different sectors. Such themes included:

- Urban development (combining governance, housing and services)
- Dependence of the city on external resources, for instance water and electricity (combining governance, infrastructure)
- Local economic development (combining governance, planning, infrastructure).
- Population and safety

Thorough explanation of the analysis tools is important to ensure buy-in from local stakeholders

The input from local stakeholders, like representatives of service providers is essential in an urban-focused assessment. If these actors are pulled into the profiling process only in the later phases, a detailed explanation on how the analysis tools were shaped is needed in order to provide transparency and accountability. This also creates an inclusive environment that enables buy-in.

Data ‘validation’ is better done through sharing of results before discussing in person

Data validation, in this case the validation of actual numbers, was most effective when documents were shared for review with relevant experts. In-person meetings proved to be more useful to subsequently explore ideas for further analysis or follow-up questions.

A layered approach to evaluate a multisectoral impact on a neighbourhood is better than discussing multiple sectors at once

Multisectoral analysis can be implemented in two (or more) ways: one option is to invite relevant stakeholders to discuss all sectoral outcomes from the analysis together, to evaluate the impact of all sectors on a certain area of a city. Another option is to first evaluate each sector separately (as a layer) and then to discuss how the different layers impact a certain area of a city. In the case of the Joint Analysis in Yemen, the latter proved to be more useful.

Sudan 2019

Joint Analysis for durable solutions



What was the purpose of the profiling exercise?

Since the conflict broke out in Darfur in 2015, a protracted displacement situation has unfolded in Sudan, with nearly 2 million people being internally displaced. The need for a comprehensive strategy to address protracted displacement was widely recognised. A *collaborative profiling exercise* was thus initiated and aimed at informing longer-term planning and durable solutions for IDPs living in the camps Abu Shouk and El Salam at the outskirts of El Fasher as well as in potential return areas. The durable solutions profiling, which was implemented between 2017 and 2019, was a collaboration between the Government of Sudan's Joint Mechanism for Durable Solutions and the UN Country Team Sudan, and thus involved multiple government institutions (including line ministries and local councils), the international humanitarian and development community, civil society organisations, as well as tribal leaders and representatives from IDP communities and their non-displaced neighbours.

The project combined a micro level component – looking at IDPs' and non-displaced communities' perceived living conditions and IDPs' preferences for durable solutions – with a macro level lens reviewing land availability, social service provision, and infrastructure. Data collection included mapping and enumeration, key informant interviews, and three focus group discussions. The durable solutions profiling provided an evidence base to inform durable solutions responses in the camps as well as a solutions analysis framework and tools that can be applied elsewhere in Sudan.

What was the purpose of the Joint Analysis?

As part of the profiling process, JIPS supported partners in November 2018 in conducting a *joint preliminary data analysis* to inform joint programming and local development plans. The overarching objective of the Joint Analysis was to review the preliminary findings from the profiling exercise, in order to collaboratively interpret them and inform the way findings could be used by partners. The aim was to ensure that the analysis addressed the information needs of partners and made clear linkages with how the profiling would feed into the remaining steps of the durable solutions methodology.

A joint analysis workshop was conducted with the goal to:

- Present the preliminary findings from the household survey and initial urban analysis;
- Discuss the preliminary findings based on thematic expertise;
- Consolidate the interpretation of key findings and jointly agree on the subsequent direction of the analysis.

How was the joint analysis process shaped?

Key preliminary findings were shared during technical meetings and phone calls in El Fasher and Khartoum, where partners were able to provide feedback to the top-line results. A joint analysis workshop was then conducted to share the results with the wider group and to receive collective feedback on the findings.

What techniques were used to facilitate the joint analysis workshop?

The joint analysis workshop consisted of a presentation of preliminary results and of group work to jointly discuss the findings. The preliminary results were presented following the analytical approach to *measure progress towards durable solutions* in line with the eight IASC criteria for durable solutions. Results were presented through infographics, combining results of the household survey with the respective geographical areas as well as results of the urban analysis, to allow for an easier comparison across the durable solutions criteria. Visual representation also made it easier for participants to digest the meaning of the findings and understand them within the wider urban context, including through the identification of gaps in service delivery.

After the presentation of preliminary findings, participants were divided into groups based on their thematic expertise and areas of interest. Participants were asked to explore and discuss the data, and identify gaps as well as areas of greater interest based on their technical and contextual knowledge. Along these main points of discussion, participants were asked to collect their input on flip charts and to present their findings in plenary.

As a result of the joint analysis workshop, preliminary findings were consolidated and the group agreed on the direction for the deeper analysis. Furthermore, the group agreed on follow-up steps, including further discussions in thematic working groups to support the analysis and a second workshop with government representatives to approve the outcomes of the final analysis.

What lessons can we learn from this example?

The *profiling exercise was evaluated* in order to replicate it in other regions in Sudan. The main findings of the evaluation that relate to the joint analysis process are summarised below:

Translate all workshop materials into participants' main language

Due to time constraints, the findings presented in the workshops and discussed in bilateral meetings were not translated into Arabic, and instead simultaneous translation was utilized. Translating the materials beforehand would have contributed to a clearer and direct understanding of the findings, and thus simplified the analysis process.

Use the joint analysis phase to re-establish momentum and trust

The profiling exercise was a lengthy process that was delayed due to political tensions in the region. Bringing partners back together through the Joint Analysis re-established trust and momentum for the overall profiling process to move the project forward.

Representatives in the process at the right level

Participants in a joint analysis process should represent both technical and decision making levels in their organisations. For example, representatives of the national government could provide useful input for the development of policies or bills, while representatives of local or regional governments can provide important contextual knowledge and can help to tailor programs for specific regions. Furthermore, bringing people on board who are familiar with the local context and can contribute local perspectives is essential to contextualise and to identify the most relevant findings. The partner who is responsible for the data collection should be involved in a Joint Analysis, as questions frequently arise with regards to how data was collected and the conditions under which it was done. Extending a solid and wide collaborative approach to the analysis stage can also increase ownership and create more advocates.

Where can I Learn More?

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Additional guidance and resources can be found in UNHCR's Needs Assessment Toolbox: <http://needsassessment.unhcr.org/guidance-and-resource-documents/>.