HUMANITARIAN
INFORMATION
MANAGEMENT
FAILURE

SURVEY REPORT

WHY DO THEY HAPPEN
AND HOW TO ADDRESS THEM

HUMANITARIAN INFORMATION MANAGEMENT (H.IM) FAILURES: SURVEY REPORT

by

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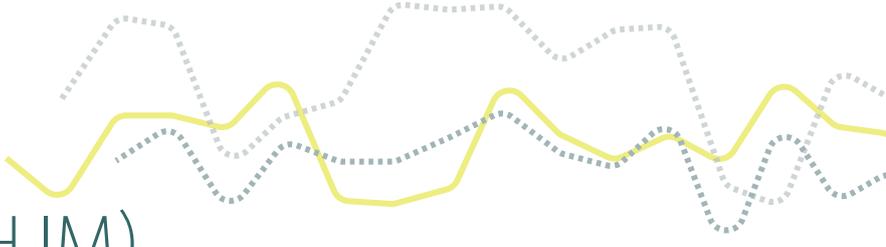· · · · · · · · · · · · · · · · ··

HUMANITARIAN INFORMATION MANAGEMENT (H.IM) FAILURES: SURVEY REPORT

INTRODUCTION

Information Management (IM) refers to the process of data collecting, cleaning, analysis, reporting, and sharing. Humanitarian Information Management (H.IM) includes this cycle of information exchange applied to the global emergency response environment. Failure is potential anytime something is started. As such, H.IM failures relates to the never started, incomplete, overpriced, or over-time IM projects that have occurred in the humanitarian sphere.

Failure is stigmatizing. It is associated at a personal-level with negative self-confidence and fear of job loss. At the organizational-level, failure is connected with poor reputation and threat of funding cuts. Applied within the humanitarian context, failure may be associated with misallocation of resources, either fiscal or financial. No one wants to fail, especially in the humanitarian context where failure may be associated with lives lost, an additional layer of morality clouds innovation and failure.

This report follows the Humanitarian Information Management Failure(s) survey released on August 31, 2015. It outlines general causes of H.IM failure, how individuals and organizations deal with failure, as well as survey participant demographics (Annex I).

FRAMING FAILURE

"The clue is not to focus on the failure, the clue is to set up projects that are inherently designed to be open towards input from the very start, are incorporating feedback and allowing to be adapted in due process. If so, it might still not achieve world peace or cure cancer, but the very process will be worthwhile, with learning being shared among the wider community, not just reflected in a document or shared on a formal (internal or external) platform."

- Survey Participant

GENERAL CAUSES OF H.IM FAILURE

Forty-six persons responded to the H.IM failures survey released on August 31, 2015. The survey was distributed to field and remote communities working in the H.IM environment. Respondents were self-selected following a non-randomized sampling design. The vast majority of respondents (39) completed the survey in reference to general H.IM failures. However, a few respondents (7) answered the survey in light of a specific event. These responses included: West Africa Ebola, Afghanistan, Darfur, Philippines, and Pakistan.

GRAPH I
GENERAL CAUSES BY THEME(46)

■ *Organizational culture*　■ *Barriers to access*　■ *Lack of investment*　■ *Other*

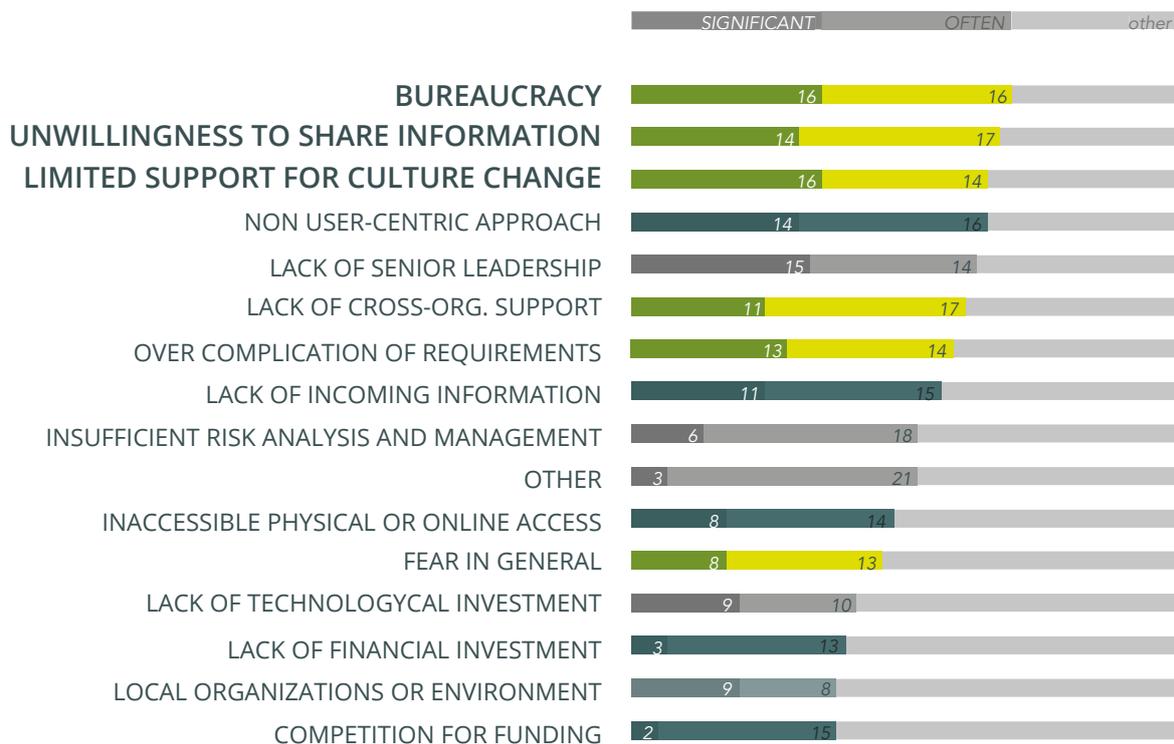|	
BUREAUCRACY	28
LACK OF CROSS-ORG. SUPPORT	22
FEAR IN GENERAL	22
UNWILLINGNESS TO SHARE INFORMATION	21
LIMITED SUPPORT FOR CULTURE CHANGE	21
NON USER-CENTRIC APPROACH	18
LACK OF SENIOR LEADERSHIP	16
LACK OF INCOMING INFORMATION	16
OVER COMPLICATION OF REQUIREMENTS	16
OTHER	15
INACCESSIBLE PHYSICAL OR ONLINE ACCESS	12
LACK OF TECHNOLOGYCAL INVESTMENT	11
INSUFFICIENT RISK ANALYSIS AND MANAGEMENT	10
LACK OF FINANCIAL INVESTMENT	9
LOCAL ORGANIZATIONS OR ENVIRONMENT	6
COMPETITION FOR FUNDING	4

Graph 1 shows general causes of H.IM failures categorized by theme. Survey respondents identified *bureaucracy* (28) as the leading cause of H.IM failure. This was closely followed by lack of *cross-organizational support* (22), *fear in general* (22), *unwillingness to share information* (21), and *insufficient efforts to support culture change* (21). In general, causes of failure associated with "organizational culture" ranked more influential than those associated with "barriers to access" or "lack of investment". This implies that change may need to occur within the global H.IM community,

as compared to strictly within individual organizations. Additionally, fiscal and financial resources may not be the sole cause of current H.IM problems.

Fifteen survey respondents identified other causes of H.IM failure, which included:

- **Human resources**: Fear of increased workload, lack of training, non-prioritization of IM staff hiring, high turnover, and loss of institutional knowledge (including leadership).

- **IM culture**: Fear of loss of control, lack of ownership, and non-prioritization of IM work.

- **Information uncertainty**: Unreliability of information and limited communication with beneficiaries.

- **Technology**: Poor technological selection.

GRAPH 2
ANTICIPATED IMPACT SEVERITY (46)

	SIGNIFICANT	OFTEN	other
BUREAUCRACY	16	16	
UNWILLINGNESS TO SHARE INFORMATION	14	17	
LIMITED SUPPORT FOR CULTURE CHANGE	16	14	
NON USER-CENTRIC APPROACH	14	16	
LACK OF SENIOR LEADERSHIP	15	14	
LACK OF CROSS-ORG. SUPPORT	11	17	
OVER COMPLICATION OF REQUIREMENTS	13	14	
LACK OF INCOMING INFORMATION	11	15	
INSUFFICIENT RISK ANALYSIS AND MANAGEMENT	6	18	
OTHER	3	21	
INACCESSIBLE PHYSICAL OR ONLINE ACCESS	8	14	
FEAR IN GENERAL	8	13	
LACK OF TECHNOLOGYCAL INVESTMENT	9	10	
LACK OF FINANCIAL INVESTMENT	3	13	
LOCAL ORGANIZATIONS OR ENVIRONMENT	9	8	
COMPETITION FOR FUNDING	2	15	

Graph 2 further explored the causes of H.IM failure classified by the four themes previously outlined ("organizational culture", "barriers to access", "lack of investment", and "other") as well as by respondent identified impact severity (often, significant, small, or no impact).

COMPLEMENTARY PRINCIPLES: FAILURE AND INNOVATION

"The culture of accepting failure will promote innovation as well."

- Survey Participant

When comparing general causes of H.IM failure (Graph 1) to anticipated impact severity (Graph 2), *bureaucracy* is consistently identified as the leading cause of H.IM failure (70% of repondents classified *bureaucracy* as "significant" or "often" a main reason for H.IM failure). Interestingly, *fear in general* dropped from the 3rd to the 13th leading cause of failure (significant or often = 46%). *Non-user centric approach* (65%) and *lack of senior leadership* (63%) remained the leading causes of failure related to "barriers to access" and "lack of investment" thematic classifications respectfully. However, their anticipated impact increased whereas two "organizational culture" causes of failure, *lack of cross-organizational support* (61%) and *over complication of requirements* (59%), decreased in overall impact. Additionally, lack of skills (*insufficient risk analysis and management* = 52%) and financial (*lack of financial investment* = 52%) investments were increasingly identified as causes of H.IM failure.

HUMANITARIAN I.M. FAILURES
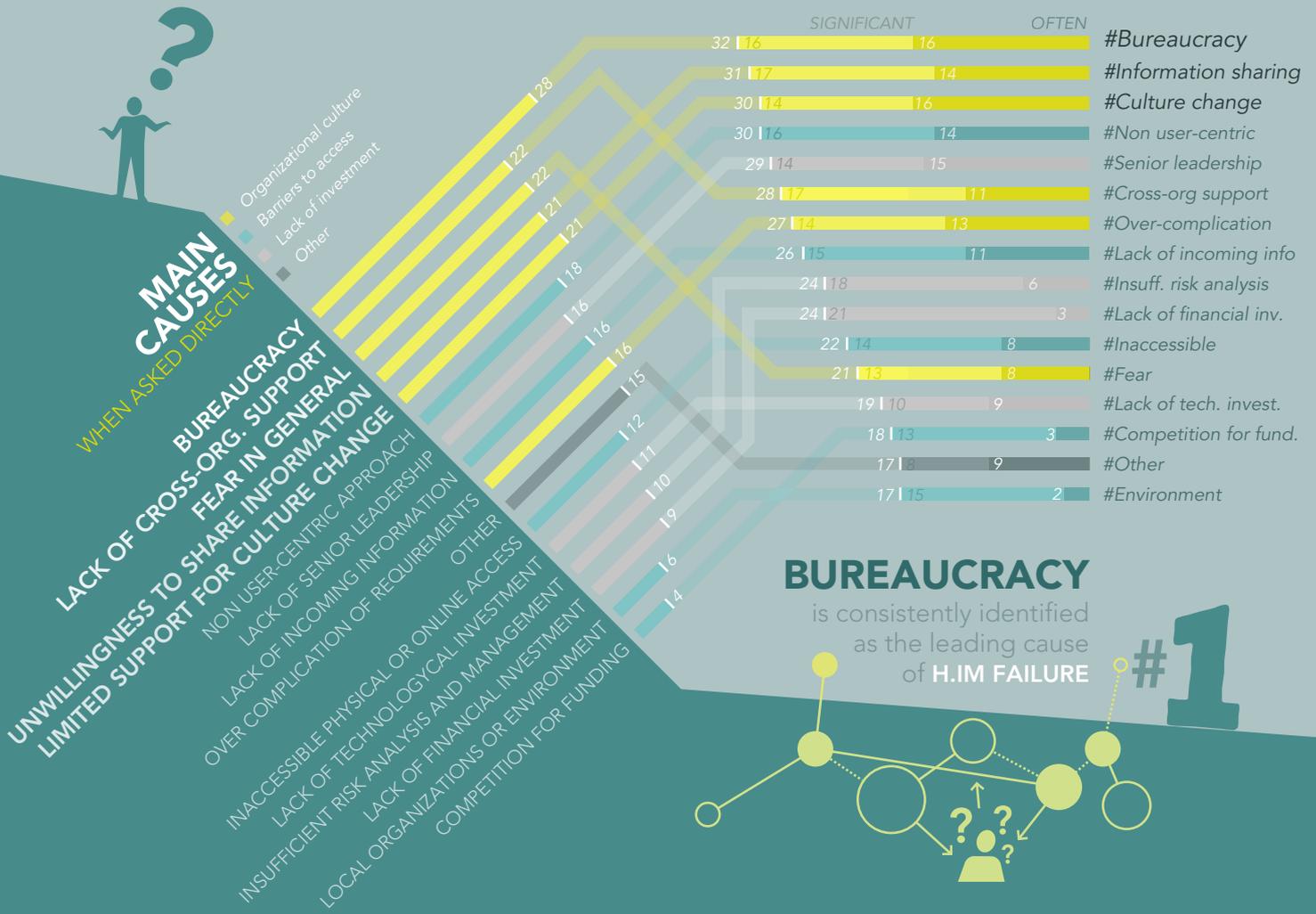## WHY DO THEY HAPPEN AND HOW TO ADDRESS THEM

THE CAUSES
Interviewees responses to this question vary depending on how the question was posed.

MAIN CAUSES
WHEN ASKED FOR SEVERITY
The chart only shows the percentage of 'significant' and 'often' responses

SIGNIFICANT   OFTEN

	SIGNIFICANT	OFTEN	
32	16	16	#Bureaucracy
31	17	14	#Information sharing
30	14	16	#Culture change
30	16	14	#Non user-centric
29	14	15	#Senior leadership
28	17	11	#Cross-org support
27	14	13	#Over-complication
26	15	11	#Lack of incoming info
24	18	6	#Insuff. risk analysis
24	21	3	#Lack of financial inv.
22	14	8	#Inaccessible
21	13	8	#Fear
19	10	9	#Lack of tech. invest.
18	13	3	#Competition for fund.
17	3	9	#Other
17	15	2	#Environment

MAIN CAUSES
WHEN ASKED DIRECTLY

Organizational culture
Barriers to access
Lack of investment
Other

- 28 BUREAUCRACY
- 22 LACK OF CROSS-ORG. SUPPORT
- 22 FEAR IN GENERAL
- 21 UNWILLINGNESS TO SHARE INFORMATION
- 21 LIMITED SUPPORT FOR CULTURE CHANGE
- 18 NON USER-CENTRIC APPROACH
- 16 LACK OF SENIOR LEADERSHIP
- 16 LACK OF INCOMING INFORMATION
- 16 OVER COMPLICATION OF REQUIREMENTS
- 15 OTHER
- 12 INACCESSIBLE PHYSICAL OR ONLINE ACCESS
- 11 LACK OF TECHNOLOGYCAL INVESTMENT
- 10 INSUFFICIENT RISK ANALYSIS AND MANAGEMENT
- 9 LACK OF FINANCIAL INVESTMENT
- 6 LOCAL ORGANIZATIONS OR ENVIRONMENT
- 4 COMPETITION FOR FUNDING

BUREAUCRACY
is consistently identified as the leading cause of **H.IM FAILURE**

#1

The main thematic area of concern is

ORGANIZATIONAL CULTURE

IN THE OTHER THEMATIC AREAS

NON-USER CENTRIC APPROACH
#1
BARRIERS TO ACCESS

LACK OF SENIOR LEADERSHIP
#1
LACK OF INVESTMENT

When asked to further explain why some causes of H.IM failure were considered more detremental as compared to others, 18 challenges were identified:

- **Lack of senior leadership**: IM teams should not have to develop and advocate for tools (two different skillsets). Senior leadership indecision and non-willingness to financially support IM results in failure. Senior leadership has limited vision for technology investment.

- **Blame culture or fear of blame**: Fear of job loss, negative appraisal, or poor organizational reputation leads to information not being shared. People are more willing to accept decisions made with no information, than share incomplete data and trust the community not to criticize. Desire to be seen as an "authoritative figure" results in organizational unwillingness to admit uncertainty or fault.

- **Lack of flexibility with funding**: When donor funding is associated with rigid indicators and reporting structures, there is limited flexibility to experiment or fail safely. For grant writing, there is a need to independently prove organizational self-worth. Too much self-promotion and branding is seen on both the donor and grant recipient sides.

- **Bureaucracy**: Concerns over openness of data results in duplication of efforts. Bureaucratic systems result in cumbersome processes, limited data sharing agreements, and a culture of inaction. Personnel eventually becomes weary of fighting bureaucratic processes and therefore never try to push innovation.

- **"Out of touch" with reality**: Technology can disrupt the status quo, however it requires organizational acceptance to be effective. Limited technology designed with the end user in mind. Insufficient risk analysis and management, including the risk of non-action. Staff members become disconnected with the skills of a quickly paced technological field.

Many of these challenges resulted in a non-willingness to share information. In explanation to why people are unwilling to share information, one respondent highlighted that by guarding access to information the organization demonstrates their worth, which is tied to funding.

Twenty-eight causes and examples of H.IM failure were shared, key themes included:

√   *POSITIVE RESPONSE*

X   *NEGATIVE RESPONSE*

√ *SENIOR LEADERSHIP AS ROLE SETTING FOR ORGANIZATIONAL CULTURE*

"Organization culture trickles down from the top. If the Director sends the message that she/he wants to talk about failures without retribution or manipulation, then the rest of the organization will begin to discuss it. If the management team internalizes this and routinely requests suggest[ions] as well as open identification of problems, then employees will open up trusting that honesty will not be punished.."

- Survey participant

X *BUREAUCRACY*

"Our organisation isn't big on procedures, producing smart documents that nobody reads, formalising everything until everyone gets swamped with work to make the organisation better, [and] turn the attention away from the project. There's no real system to address failure, but neither is there unwillingness to talk, listen and learn. I don't think it's great, but neither do I believe "failure" and being brave and open about it, should result in more bureaucracy."

- Survey participant

X *HIGH TURNOVER OF TEMPORARY H.IM STAFF*

"Emergency staff are not career professionals any more; volunteers and temporary staff try to work in difficult situations and adapt to those who, as officers, come and go for a period of time yet do not need to compete for their position."

- Survey participant

X *CULTURE OF INACTION*

"Temporary or short term staff have a very strong incentive to deny anything that could be interpreted as less than 110% successful. If you have to renew a contract every 6 months, you are not truly empowered to discuss failure or speak openly in any official meeting. Permanent appointments may be individually motivated to challenge the status quo and address failure, but this is a high risk approach to a UN career as it opens up an individual to blame and there is no compensating incentive. The result is that quiet team players who never speak up or object to mediocrity are favored in the UN management system, or politicians who are adept at dancing past results without acknowledging or addressing responsibility for outcomes. Since the UN funding streams don't offer any concrete financial consequence for mediocre or no results, the system continues in a slow trajectory towards irrelevancy."

- Survey participant

X LIMITED DONOR FUNDING FOR STAFF AND TRAINING

Even when a good system is put in place, there is often a genuine lack of consideration to ensuring funding for support roles and training to ensure the people and positions are present to support and maintain systems. In an operational context I've seen many times an Information Management Officer leaving without a suitable replacement found by Human Resources. The lack of handover and the lack of continuity [results in] things rapidly coming undone. There is often no time or willingness to put together a full IM strategy in each operation so when someone moves on, there are no blueprints for the replacement to pick up the operation and continue moving forward.

- Survey participant

X LIMITED COST SAVING INCENTIVES

Donor Funding that forces departments to spend every last dollar by the end of the year is a major problem that no one wants to talk about. In the private sector, if a department in a company comes up with a new and innovative way to complete a task or project faster and under budget, they would get bonuses and promotions. In the UN, if a department requests money to complete a task, and does it for less than initially expected, it risks getting its funding cut the next year, because not all funding for that year was spent. So there is often a clear financial disincentive for innovation.

- Survey participant

X INFORMATION OVERLOAD

I think information overload, leading to lack of access to the most important information is a huge challenge. I think generally people want to share, and want to work together, but the confusion during response over the mountains of information means that people go into ever smaller groups to share information, to try to combat the confusion and quantity of information... But I think this does not help everyone to see the bigger picture

- Survey participant

X DATA SHARING FORMATS AS TO INHIBIT EXCHANGE

"Failure to share information in a format which allows easy exchange, e.g. publish a PDF rather than release a spreadsheet, thinking that this will stop people from 'using the data incorrectly', whereas it just leads to mistakes in copying numbers."
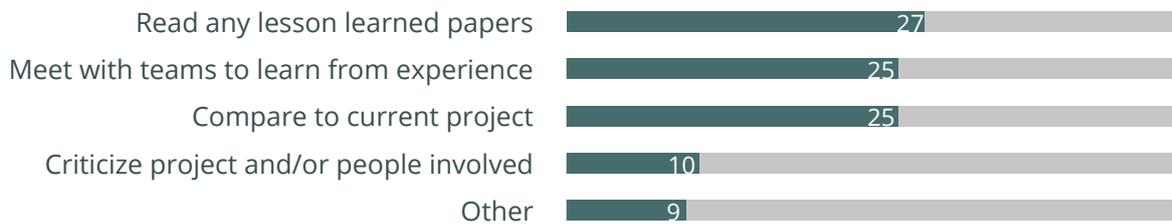
- Survey participant

DEALING WITH FAILURE

PERSONAL RESPONSE TO FAILURE

Graph 3 demonstrates how most people have interacted with H.IM failures completed by others through *lessons learned documentation* (27) and *discussions with team members* affiliated with the H.IM failure (25). These lessons are often internalized as to not repeat the failure (25). Additionally, few persons claim to never *critique others* (10). Other responses to H.IM failure includes creation of operational guidelines as to limit potential failure points, avoidance of failed teams or projects, resignation from the organization, as well as recognition that lessons learned documents rarely includes the reasons for failure (9). Only one survey participant spoke about working within a trust-based organization that welcomes open discussions regarding H.IM failures including no personal attacks.

GRAPH 3
PERSONAL RESPONSE TO H.IM FAILURE WHEN COMPLETED BY OTHERS (46)

Read any lesson learned papers	27
Meet with teams to learn from experience	25
Compare to current project	25
Criticize project and/or people involved	10
Other	9

When personally involved with H.IM failure, survey respondents are generally accepting of fault and rarely externalize blame (Graph 4). Most survey respondents *speak openly about the failures* (37), *accept responsibility* (36) and *internalize the lessons learned* for future projects (34). Furthermore, survey respondents rarely see the *failure as outside of their control* (6) or *place blame on others* (3).

GRAPH 4
PERSONAL RESPONSE TO H.IM FAILURE WHEN SELF INVOLVED (46)

Speak openly about what I learned	37
Accept responsability for the failure	36
Internalize and apply to future projects	34
Other	8
Failure was out of my control	6
Placed failure on other team members	3

Other means for dealing with H.IM failure include discussion of challenges within niche fields, creating stronger preparedness plans/guidance, changing the scope of the project (corrective actions), self-removal, and better alignment of expectations (8). One respondent discussed a quality control procedure that encourages identification of errors as a system and not individually, thereby encouraging team accountability. In doing so, the team would spend more time addressing consequential errors as compared to embarrassing ones. Another respondent identified how frightening blame is, and if people move beyond the fear of personal blame we may be able to learn more from failure as a community.

ORGANIZATIONAL RESPONSE TO FAILURE

Organizations most often address H.IM failure through *team meeting* discussions (22), *writing lessons learned papers* (21), or *ignoring the topic* (17). This may imply a split within the H.IM community between actively and passively addressing H.IM failures (Graph 5). Rarely are staff members associated with H.IM failure demoted, released or reassigned (7). Similarly, only 16% of organizations surveyed publicly or internally release *failure reports* (5). Other organizational means to address H.IM failures range from ad hoc self-learning, user feedback and solution-based approaches, as well as system reviews. Surprisingly, a few survey respondents noted their temporary contractor status and therefore limited understanding of big picture H.IM change management.
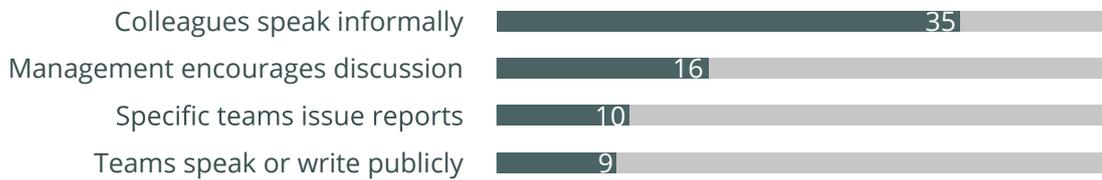
GRAPH 5
ORGANIZATIONAL RESPONSE TO H.IM FAILURE BY ACTIONS COMPLETED (46)

Category	Value
Team meetings	22
Lessons learned papers	21
Ignores the topic	17
Other	10
Staff movement	7
Failure reports	5

The most common way organizations communicate about H.IM failures is via *informal means* (35). Although some organizations had managers that *encouraged H.IM failure discussions* (16). At the team-level, some teams developed *reports* (10), or were encouraged to *speak or write publicly* (9). No respondents identified most *people pretend that failure does not happen* as representative of their organization (Graph 6).

GRAPH 6
ORGANIZATIONAL RESPONSE TO H.IM FAILURE BY ACTIONS COMPLETED (46)

Colleagues speak informally	35
Management encourages discussion	16
Specific teams issue reports	10
Teams speak or write publicly	9

When asked if their organization was responsive to learning from small failures in addition to large H.IM failures, 57% of respondents agreed (26). Twenty-two persons provided further explanation. Repeated themes included the importance of preliminary or mid-term project reviews to stop small mistakes from becoming large, as well as reputational impact of failure including the necessity to apologize or address critics. Twenty-three percent of respondents associated high staff turnover as a limiting factor for learning from failure (5), specifically referencing limited training and institutional knowledge.

X   *LIMITED ACCOUNTABILITY FOR FAILURE*

"There seems to be little accountability for failure. Also, the organization marches on with an IM project that should be ended, throwing good money after bad. Sometimes I think the organization is better at admitting small failures [rather] than large ones, hence the continuation of large-scale IM projects that should be shelved."

- Survey Participant

Forty-six percent of respondents were aware of organizations who had a project fail, yet had since adapted to produce positive results (22). Specifically, 14 organizations were referenced for their ability to adapt to failure including private sector, UN agencies, government, NGOs, and international organizations.

Fifty-four percent of survey respondents were aware of humanitarian organizations that promoted an experimental culture (25). Of those aware of experimental organizations, 36 organizations were referenced, including 22 unique organizations leading innovation. The organizations most referenced included: UNICEF, UN Global Pulse, OCHA, and Digital Humanitarian Network. Other organizations referenced multiple times for an experimental culture included: Save the Children, ACAPS, and NetHope.

√   *SCALING OF INNOVATION AND THE "FAILURE" CYCLE*

"In fact a lot of organizations do experimentation, but it depends more on the persons in the field or in charge. I believe the key thing is not the experimentation anymore, but moving this into 'production' making it part of the response and routines, relying less on personalities (ambassadors). I think there is still a lot of innovation because of the innovation, not because it has moved into 'production' (maybe because its value is not obviously or universally demonstrated)."

- Survey Participant

√   *ADJUSTING EXPECTATIONS OF SUCCESS*

"Information Management and potential failure should not become a separate activity, a separate job, a new hype. Accountability should be redefined to reward open project designs, to encourage people to stop an activity and if necessary return funds. Failure isn't the opposite of success, it is part of a process. As much as we should avoid to define success as "a 100% perfect" and should become more realistic in embracing a more realistic version of success, we should also define "failure" less absolute."

- Survey Participant

Fifty-four percent of survey respondents believe promoting faster failues and more agile approaches would help with the acceptance of H.IM failures (25); 33% were uncertain (15). Common themes for improving humanitarian innovation culture included faster feedback, cognitive reframing (failures happen), effective scaling of H.IM (simulation, local-level piloting and evaluation, then scaling), and post-response inter-agency discussions.

Others were concerned about the implications of innovation on the frontline. One respondent stated:

*"In the humanitarian world, failure is related to people dying. There is a reason that failure is not discussed - in part because no one wants to think about the highest possible stakes we work with.
If anyone starts talking the business/corporate sense of "fast failure" the implications to many, including me, is that people's lives don't matter."*

Although failure in humanitarian response has significant implications, as noted in the previous response, it remains essential to meaningfully understand both successes and failures. Idealism and fear should not stop the humanitarian community from critical self-evaluation.

FAIL SUCCESS STORIES

Sixty-one percent of respondents knew of a H.IM organization with an innovation unit, team, or focal point (28). Respondents further classified characteristics of the these "innovative" organizations (Graph 7). Eighty-six percent of respondents identified "*passionate individuals*" as the key characteristic of innovative organizations (25). Other important characteristics include *smart planning and risk management* (16), *organizational culture* (16), *investment management* (15), and *strategic partnerships* (15). Interestingly, *significant funding* and *organizational size* were not major characteristics of organizations with innovation sections. One option for furthering humanitarian innovation is to support innovation centers, as one respondent noted.

GRAPH 7
CHARACTERISTICS OF ORGANISATIONS WITH AN INNOVATION UNIT, TEAM OR FOCAL POINT (29)

Characteristic	Value
Passionate individual(s)	25
Risk management	16
Organizational Culture	16
Invested management	15
Strategic partnerships	15
Significant funding	9
Size of organization	6

HUMANITARIAN INNOVATION CENTERS

"Create innovation centers or staff dedicated to focus on [H.IM failures]. [However, they] should pay attention not to lose their connection with the field/with the outside world. Ideally, it should not be a permanent/full time job, but a role and a place in the organisation where people spend some time (after a deployment, some time during their career), and rotate in and out to go back to implementing."

- Survey Participant

Thirty-two respondents provided recommendations on technologies, approaches, or policies to support acceptance and learning of H.IM failure. Suggestions are outlined below:

- **Develop trusted communities:** Collect anonymous feedback after each major project/initiative, encourage frank closed door discussions (without formal organizational representation), support Communities of Practice, and provide "20% time" to staff members to explore innovative practices.

- **Learn from others:** Learn from the open-source/free software community, support cross-organizational mentorship (without fear of job security), create a feedback loop between beneficiaries and providers, and write/implement after action reports.

- **Adjust expectations:** Recognize that no matter how well implemented the project, there will be critics. Consider H.IM innovation like technology angel investment (1 in 10 projects are anticipated to succeed).

- **Fail publicly:** Improve tracking of decision-making thereby improving accountability, and provide positive public space for sharing humanitarian failures.

- **Innovate in stages:** Develop simplistic and contextually relevant technologies (e.g. offline editing), and engage in Humanitarian Challenges/hackathons.

STRENGTHS AND LIMITATIONS

Strengths of this study include the initial review of a previously non-quantified problem within the humanitarian community, as well as wide survey dissemination to the H.IM community. Limitations of this study include potential response bias indicated by little to no criticism of others, nor externalization of failure. As survey respondents were self-selecting, selection bias may have limited participation to those comfortable discussing H.IM failure and excluding those with negative perceptions of failure. Analyst bias may have impacted weighting of qualitative coding as it related to human resources and high staff turn over.

CONCLUSION

This survey and report explored the concept of Humanitarian Information Management (H.IM) failures. It identified that challenges associated with organizational culture (e.g. bureaucracy, limited cross-organizational support, or unwillingness to share) are perceived as more negatively impactful to H.IM than barriers to access (e.g. non-user centric approach, limited information, or online/physical access) as well as a lack of investment (e.g. limited senior leadership, technology, or finances). The single, greatest challenge facing H.IM is bureaucracy.

When dealing with failure, most survey respondents were receptive towards taking responsibility and tried to personally incorporate lessons for future activities. Informal discussions and literature review were the most common ways to learn of others' failures at the individual and organizational levels. However, this leads to potential challenges as only 16% of responding organizations release documents outlining H.IM failures. As a result, either the H.IM community relies heavily upon interpersonal connections to learn about H.IM successes and failures, or more likely, learning from H.IM failures is limited.

Nearly half of survey respondents were aware of organizations who had an H.IM project fail, or hosted an experimental culture. Not surprisingly, many organizations were referenced in connection to both themes. As such, failure and innovation were consistently viewed as two-sides of the same topic. As organizational culture was identified as a large impediment to H.IM, senior leaders are encouraged to support "fast fails", the hiring of passionate staff, and creation of a trust-based environment where H.IM concerns, successes, and failures can be openly discussed. Improved humanitarian effectiveness is possible, however in order to do so significant changes towards the way humanitarian actors view failures will need to happen.
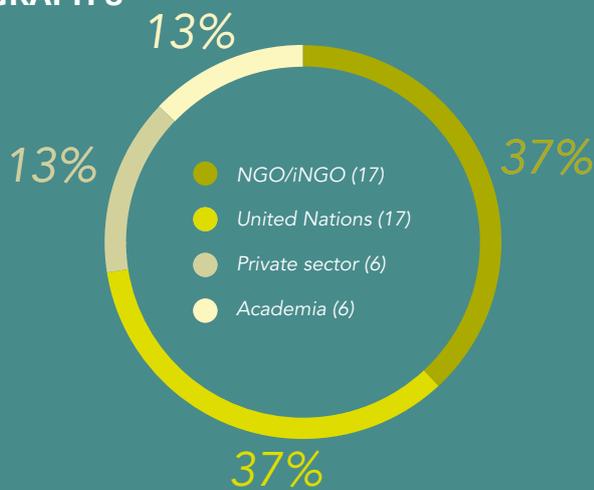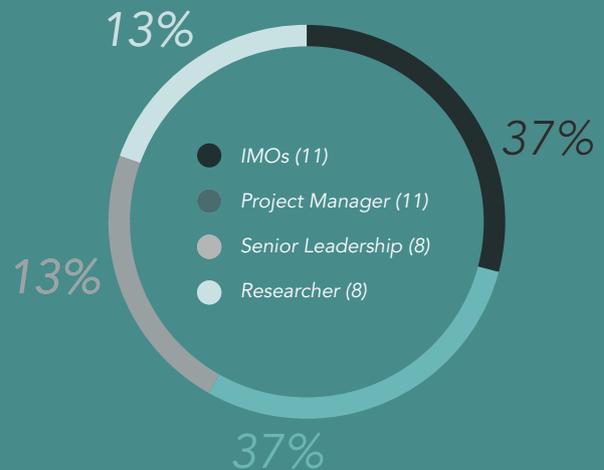
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ANNEX

DEMOGRAPHICS

The following page further explores demographic information. 72% of survey respondents are male. Overall, over half of survey respondents self-identified as H.IM analyst or coordinators (57%), with 21% self-idenitifying as key decision makers for H.IM programs. Graph 8 demonstrates of the 46 survey respondents, most individuals worked either at an *international organization* (e.g. WFP, WHO, UNHCR), or for a *non-governmental organization* (e.g. MapAction, MSF, IFRC). Other types of organizations represented through the survey includes *private sector* (6) and *academic partners* (6).

GRAPH 8

13%

13%

13%

37%

37%

- NGO/iNGO (17)
- United Nations (17)
- Private sector (6)
- Academia (6)

GRAPH 9

13%

13%

37%

37%

- IMOs (11)
- Project Manager (11)
- Senior Leadership (8)
- Researcher (8)

Graph 9 represents the job titles most commonly affiliated with survey respondents. Most respondents either were classified as *Information Management Officers* (e.g. IMO, GIS) or *project managers* (e.g. program manager, advisor, coordinator). Eight persons self-identified as *senior leadership* (e.g. Director, Founder) or *researcher* (e.g. Professor, PhD candidate). Eight responses were missing (17%).

Graph 10 tracks the last in-person humanitarian response for survey respondents (32). Sixty-three percent of survey respondents were involved in a humanitarian response within the last year (20). Eighty-four percent of survey respondents were involved in a humanitarian response in the past two years (27). Common last humanitarian deployments included: Nepal earthquake (12), West Africa Ebola (5), and Whole of Syria (4).

GRAPH 10

COUNT OF RESPONDERS

21
18
15
12
9
6
3

2007 2008 2009 2010 2011 2012 2013 2014 2015
YEAR