2   # Nurturing a
Data Culture

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Nurturing a Data Culture

IFRC's strategy 2030 cites Digital Transformation as a top priority for the IFRC network. It is one of the key transformations required to address our main challenges for this decade. Integrating data and digital skills across our programs will enable us to deliver better humanitarian services, faster and at larger scale. This module supports teams on their digital transformation journey. It supports efforts to socialise, develop and strengthen data skills within groups with the aim of building a data culture.

Questions this module explores

► Why does data culture matter?
► What are some of the discussions and best practices to support a data culture?
► How can organisations and teams do quick and fun
planning to support data culture as a team sport?

Note that the understanding and support of a Data Culture varies by team, individual, region, and country. The goal is to build a common language and journey by sharing data skills and experiences. Use concrete and local examples wherever possible.

Learning Objectives

At the end of this module, learners will:

► be able to plan activities to build data culture
► be able to scope data literacy needs
► understand the larger context of the IFRC's Strategy
2030 and Digital Transformation strategy.

Module Topics

► What is Data Culture?

◎ A data culture is a learning culture
◎ It is a work in progress
◎ Why is data a team sport
◎ Socialisation of a Data Culture

► Curating your Data Culture activities

◎ What is the "state of data" in the organisation/group
◎ How can you design your own curriculum to support a data culture?
◎ What are the skills you have and want

► Connecting Data culture to our collective impact

◎ How does data literacy support Strategy 2030?
◎ What are some impact stories?
◎ Examples of Data literacy with Go and FDRS

Recipes

A suggested step by step process to achieve learning objectives

Explore your data culture: Consider how your colleagues can support a data culture with **Informal Data Working Group Planning (2 - 5)**. The following are useful for discussions in teams: Using **Data Audiences at IFRC (2 - 7)**, **Building a Data Culture (guidance for discussion) (2 - 6)**, **How to nurture a data culture – data socialisation? (2 - 1)** or **GO Platform (2 - 12)**. You can discuss with your team which level of digital maturity applies to your National Society, using this **Digital Maturity Framework (2 - 11)** as guidance. Consider sharing **Why Data Matters (1 - 4)**.

Common Language and Impact: Invite participants to share **Show and Tell – Data Stories (2 - 8)** on how data is used in your organisation and/or in the IFRC network. Facilitators can start off the conversation presentations using: **IFRC Digital Transformation Strategy (2 - 9)**, **FDRS Federation-wide Databank and Reporting System (2 - 13)** or **GO Platform (2 - 12)**. Create your own organisation and department story on Data Products/Services/Processes. Invite your Decision-makers to share with **How to support data-informed decision-making? (9 - 2)**.

Curating your own Data Journey: Start off with a **Data Skills Scoping (2 - 2)** followed by **Data Skills Scoping analysis (2 - 4)**

Make a plan: Using the **Activity Plan for Workshops and Learning Sessions (2 - 3)** design your workshop or curriculum over a few months to support a data culture.

If you're interested in measuring your National Societies' current data and digital capabilities with regards to people, process and technology, sign up for the Digital Maturity QuickScan via digital.ifrc.org. If you wish to take it a step further and plan for a digital transformation roadmap, sign up for the Digital Transformation Assessment (DTA) (approx. 12 week). Contact details on digital.ifrc.org. For more details, please refer to: **IFRC Digital Transformation Strategy (summary) (2 - 10)**.

Ingredients

Pick and choose ingredients to create your own recipe. Do you have an ingredient we're missing? Send an email to data.literacy@ifrc.org

Exercises

Short, discrete social learning experiences

Teams can meet to review the following and discuss how it relates to their work and organisation:

- ► Data Stories
- ► IFRC's Digital Transformation Strategy (Summary)
- ► Overview IFRC Digital Maturity Framework

Session Plans

Longer social learning experiences

- ► How to Nurture a Data Culture: Data Socialisation
- ► Data Skills Scoping Exercise
- ► Informal Working Group Planning Template
- ► Activity Plan for Workshops and Learning Sessions

Slide Decks

Presentations to be used and/or adapted

- ► About the IFRC Digital Transformation Strategy
- ► Example: Go Platform
- ► Example: Federation-wide Databank Reporting System

Checklists/Handouts/Materials

For documentation of essential elements of the learning experience

- ► Our Data audiences (Handout)
- ► Building a Data Culture (Handout)
- ► Example: Data Skills Scoping Analysis (spreadsheet)

Next Steps

Relevant modules in the Data Playbook

Understanding how data matters (1) and **Data Decision-making (9 - 3)**

Credit

Heather Leson, Liselot Kattemölle, IFRC V1 Sprint, and Data Playbook Beta contributors

2 - 1 How to nurture a data culture – data socialisation?

Handout instruction: The following are some tips on how to Nurture a Data Culture and socialise data skills and use. This can be used as part of your organisation's overall digital transformation strategy.

Key Concept: What is Data Socialisation

What is the data culture we need to be a data ready humanitarian organisation? What are the data-driven strategies, programs, activities, and frameworks required to support this transformation? We created the IFRC Digital Transformation Strategy to help implement digital and data maturity across the network. The following are some organisational tactics that might help you foster data literacy in your organisation. The Data Playbook is one of IFRC tools to assist this journey. (See IFRC Digital Transformation strategy for more details)

Data socialisation is the combination of sharing and widening data skills from the basics to intermediary levels, while fostering a data culture. Often when people talk about data (e.g. Big Data, AI) and technology (eg. tools and infrastructure) there is a focus on the tools, data methodologies, and job roles to deliver 'data' or 'information' products and services. While it is true that individuals and organisations have varying degrees of 'data readiness', what is the content to help foster a data culture? How can we connect the usual data ready colleagues with the data curious?

Collecting user stories and building with existing ecosystems/networks in the Red Cross Red Crescent Movement are two tactics. Data skills are part of everyone's job. Often, – if the participants are not familiar with the technical tools/processes or the ins and outs of, say, machine learning, the staff are not engaged or may even be intimidated. In order for organisations to achieve a sustainable Data Culture, it needs to be inclusive. Data Socialisation and nurturing a data culture focuses on building organisational confidence and trust.

Tips	Description	Example
People Before Data (approach)	With a program designed in a collaborative way, we then employed the 'data help desk' model. Each of the data leaders are genuinely keen to support a data culture. After all the sessions, we made ourselves available to support people to learn, direct them to additional resources, and answer their questions. It is amazing how much people's trust in data and technology has been sprained. Rebuilding this confidence and trust in an open and collaborative way helps foster a data culture. Data and technology can be effective and, even, fun if we approach it with an honest appreciation for people's fear of change and learning styles. By creating spaces for conversations and giving everyone equal access to explore their data skills, we put people before data.	
Informal Data Working Group (team activity)	We convened data leaders from various different work units to plan out initial ideas for activities. The session content is shaped from the intel obtained in the 'Skill Scoping' exercise. The circle widened as more individuals/units expressed interest in leading particular conversations and sessions. The Informal Data Working Group is designed to be open to everyone. We also planned themes/topical sessions based on key milestones like Open Data Day, the launch of the Handbook of Data Protection, and the OpenGeo Week. By finding your allies and co-creating with them, you can build a plan for your organisation and team.	
Skills Scoping (team activity)	How can you get a baseline understanding of the skills and opportunities for an organisation? What if you have a limited budget and time to get a sense of the barriers, opportunities, skills people can share, and skills that they want to learn? Given resourcing restrictions, a full scale ecosystem map of a global organisation was not possible (yet). There are competencies in people's job descriptions, but how can you find out the day to day needs? We conducted a session designed at asking people to talk about data, data types, their data workflows, and what they see as the barriers and opportunities to use data. Then, in the second part of the session, we asked which skills people want to learn and skills they could share. Each organisation and department may have different priorities. This informal Data Playbook session can help start a conversation to socialise data skills as a priority. In previous sessions, the top skills that people want are: analyzing data, spreadsheet skills, data storytelling, data management techniques, and specific technologies. If your department and/or organisation has more time to do an assessment, we recommend you conduct a Digital Maturity Quick Scan as part of the IFRC Digital Transformation strategy.	

Tips	Description	Example
Session Design	Most of the data literacy activities and content were created in modularised format. We created content with a 1-hour maximum content, outcome designed and participatory interactive. We also made choices to remove laptops and technology out of the conversations. Data socialisation is about the critical thinking and contextual approaches to how and why we use data. Some examples include – How do we design incorporating data protection guidance? What are the key questions we ask before making an information product?	
Network-Centric (approach)	All of the news session designs and training materials are being shared via various teams at IFRC, our regional offices, and in National Societies, especially via the Surge Information Management Support (SIMS). We've also collected data skills content from the Burundi Red Cross, Netherlands Red Cross, American Red Cross, Spanish Red Cross, Qatar Red Crescent Society, and more. We've obtained input from the Norwegian Red Cross, Senegal Red Cross and Nepal Red Cross (to name a few). Data leaders have delivered sessions across the world. For example, the Data visualisation module has been shared in Budapest, Honduras, Kenya, Madagascar, Switzerland, Senegal, the Philippines and Qatar.	
Partners/ Allies	Reaching as many people – staff and volunteers – across the IFRC means building partnerships. We look forward to evolving these activities and encourage more connectivity to help the shared joined. We collaborate with amazing partners either formally or informally.	Local businesses, universities and/or humanitarian partners can provide insights on your organisational journey. For example, you could have a guest talk or do a joined event. Centre for Humanitarian data

Credits: *The Data Pipeline image is from the School of Data* cc by.

2 - 2 # Data Skills Scoping

Data skills exist across the organisation. This session aims to establish a baseline of data skills and build common language around data. Invite all staff from the office. Be inclusive. In advance, recruit and socialise among key stakeholders from various groups. This exercise could be used in conjunction with a more detailed "Digital Transformation assessment" or "Digital Maturity QuickScan".

- ► **People:** 8 to 40 people
- ► **Time:** 90 Minutes
- ► **Difficulty:** Easy
- ► **Virtual Materials:** virtual meeting platform, shared document/writing space.
- ► **In Person materials:** Flipcharts/noteboards, sticky notes, markers

Session Goals

1 Establish a baseline of data skills
2 Provide a shared learning space and build a common language around data use.
3 Introduce the topic of data literacy including which type of data exist.
4 Locate enthusiasm for data in your team: who is an early adopter and who is data curious?

Preparation:

- ► Ask 3 to 4 people to help guide the session. Explain the goals, formats and outputs.
- ► Use breakout groups for small discussions.
- ► Advertise the event and be welcoming to all staff. Be mindful of the differing levels of data literacy in your team, especially those who have diverse data skills.
- ► Create an online document to collect real-time input from your audience. The document should consists of the following sections:

State of Data:

- ► Types of data
- ► Barriers to Data Use

Opportunities with Data Use

- ► Skills Scoping
- ► Skills to Learn
- ► Skills to Share

Part 1: Introduction (5 minutes)

We are co-creating a global, interactive network of data learners. Everyone has a voice and we try to make it a vibrant, inclusive experience. Explain that a data culture is part of your organisational digital transformation. Introduce why IFRC (your National Society) is focused on data skills, and be brief. Ask the group to introduce themselves in 3 sentences or less (name, group, and why they are excited about data).

Share the link to the collaboration document and explain how it works. Assign a person to take notes in the collaboration document. Encourage participants to help.

Part 2: Discover the State of Data (20 minutes)

- ► Divide into groups of 6 and ask people to write down the barriers and opportunities for data use.
- ► Convene back in plenary and ask each group (not your helper) to share their top 2 items (one key barrier, one key opportunity)
- ► Ask the group to add these to the collaboration document.

Part 3: Skill Scoping for Curriculum (30 minutes)

In the same groups, ask the teams to brainstorm for 20 minutes

- ► What skills would they like to learn?
- ► What skills could they teach each other?

Discussion:

- ► Return to plenary.
- ► Ask people to share key observations.
- ► Explain that this is a way to find out people's learning journey.
- ► Ask people to put colour-code or comment on the priority types.

Part 4: Building your local curriculum (15 minutes)

Explain that this exercise is to demonstrate how participants can inform a data skills curriculum in their workplace all the while building organisational/individual confidence. The purpose is to get participants in a leadership position thinking about how to help their organisations use and share data.

- ► Put all the results from discussion on sticky notes or your collaborative document.
- ► Ask for reflections, advise on next steps.

Part 5: End of session

- ► Thank everyone for coming.
- ► Let everyone know that there will be follow-up and that the planning for the first meeting will commence immediately after the meeting.

Post-Session: Analyse, build plans, & report back

- ► Document the notes from the posters in a spreadsheet.
- ► Send thank you notes to the helpers and participants with the content collected plus next steps.
- ► Begin planning the next event about one month out. Be sure to include your key 'informal working group' allies and topical area leaders in the planning. You can also use **Data Skills Scoping analysis (2 - 4)** to review and analyse the exercise feedback.

Extra Credit

Start the session with a senior leader sharing why they think a data culture is important (brief talk.) Use the **Activity Plan for Workshops and Learning Sessions (2 - 3)** to help you coordinate your organisation/team's next steps.

2 - 3 Activity Plan for Workshops and Learning Sessions

What is the purpose of an Activity Plan, Workshop or Curriculum Plan?

National Societies, Secretariat/Regional Offices and Sector focal points plan workshops, learning and sharing sessions. Learning as a team often requires a clear plan to coordinate content, learning goals and scheduling. this activity plan is a draft template to guide this process.

Activity Goal(s)	E.g. Is this a series of short workshops in a regional office or a dedicated workshop for a sector (e.g. cash ERUs)
Type of Activity	
Organizing Team	
Date(s) of activities	

Please kindly fill out all sections left white below.

About the Audience

Trainers and Team Leaders working with groups for discovery and learning. Teams working together so they can create processes, workflows, and identify gaps in knowledge. Trainers who are leading sessions with individuals learning together and from each other.

Target Audience	
Main Audience	
Secondary Audience	

About the Content

What are the main challenges about reaching the audience(s) and training content, if any?

How can we overcome these challenges? Write key points on the importance of the topic.

Do you have any particular recommendations regarding the activity?

What is your plan for the sessions/series? Will it be remote or in person? Please list any additional resources (PDF, Videos, etc).

Learning Objectives of the Activities
For guidance on writing learning objectives based on Bloom's Taxonomy, click here or here

At the end of the activity, learners will:

1

2

3

Learning Objectives of the Activities
For guidance on writing learning objectives based on Bloom's Taxonomy, click here or here

Activity Planning

Include as many topics as necessary cooped with their respective key messages. Be sure to map this against your organisational goals and as well as obtaining feedback from participants.

Topic 1	Key messages

Topic 2	Key messages

Topic 3	Key messages

Select the content from the Data Playbook to serve the learning objectives and organisational needs/feedback. If you are *creating new content,* **please do share back with the Data Playbook team. data.literacy@ifrc.org**

Topic 1

Topic 2

Topic 3

DATA PLAY BOOK

2 - 4 Data Skills Scoping analysis

⊡ **Download Resources**

2 - 5 Informal Data Working Group Planning

Informal working group were used to inform the IFRC's digital transformation strategy and coordinate data literacy projects. This template sets out the basic outline of such an informal working group. We recommend using this template after running Data skills scoping and reviewing our data audiences.

Working Group Meeting Best Practices

► Schedule your first meeting as soon as possible, pick a date and time that you can make a routine, e.g. third Thursday of the month at 1600. Choose the optimal time for group participation.
► Coordinate your collaboration spaces and invite people to join.
► For your first meeting choose a topic that got a lot of attention in the Data Skills Scoping session.
► Consider emerging topics for future working group sessions. Look for opportunities to solve problems/challenges people may be having. Make the meeting as valuable and engaging as possible.
► Use a variety of interactive formats: discussions, demos, hands-on, etc.
► If appropriate, rotate team members to lead the meetings.
► Remind people via email one week ahead and one day ahead of the time.
► Document each meeting in a collaborative space (in person or digital).

Coordination:

► Have a Topic and/or goal for the session: (e.g., we will build our critical thinking skills on data visualisations)
► Include occasional sessions with no agenda, but focused on team-building. Being a data advocate is often about socialisation and fun.
► Have a consistent scheduled time, remember to start and finish on time!
► Location:

  ◎ In person Location: (A nice space big enough for your group to have small group breakouts)
  ◎ Virtual space: be consistent with the link and tool used

► A lead, rotate team members for this role to help build expertise and confidence. Use it as a way to develop ambassadors, data advocates and the data active.
► A note-taker/documenter: (rotate members)
► A session plan, remember to use a variety of formats, but here's an example.

A brief introduction to the topic, and a quick go-round asking participants to say one sentence on what they want to know about the topic (why did they come?)

  ◎ Get people to break into pairs to discuss their challenges on the issue and ask them to generate post-it notes with their challenges on them.
  ◎ Present a relevant case study on the topic. If someone on the team has in depth experience in the topic, get them to present for five to 10 minutes
  ◎ Always include time for questions and answers

◉ Ask the group if they have any resources they have seen or found valuable on the topic and create a list on flipchart paper with responses.

◉ Wrap-up by asking the group if they had any ahas or takeaway learnings from the meeting. Also, ask if there are any relevant next steps/action items individuals or the group may need to take.

◉ Ask for ideas for a topic and a volunteer to lead the next meeting.

◉ Follow-up with an email with reminders of next steps/ action items, notes including any relevant resources, and the time and topic of the next meeting.

Extra credit

Use the **Activity Plan for Workshops and Learning Sessions (2 - 3)**

2 - 6 Building a Data Culture

(guidance for discussion)

How do we grow a data culture within teams and organisations? In your teams and organisations, what works and does not work in building a data culture? This document contains guidance for facilitating discussions on data culture in your oganization.

What works?

► Leaders at the board-of-directors, management and employee level should share their vision in building data culture
► Give examples of projects that show the benefits of a data culture
► Creates spaces of learning in the organisation about building data culture
► Reduce friction when transitioning between digital tools in creating data culture
► Finding someone who has a "vision" of what data in their team could be
► Recognizing that it's not a short-term problem to solve, but a long-term education and awareness issue — highlighting and explaining all the knock-on results of not investing in data culture
► Working through partner national societies to link horizontally in a country if they have an IM team rather than from Regional down
► Having a identified good data focal point in the target team or NS — using Data Playbook to start conversations to find those who gain or know data literacy
► Having the final product ready or understood by the data contributors

What does not work?

► Keeping inflexible leaders in key positions in an organisation
► Putting only profit as an objective when creating data culture but removing people and planet as objectives in the process
► Giving up
► Remote coordination and data collection is hard
► Not having someone a data literate focal point
► Only looking short-term project completions

To build a learning culture

Adult learning expert Malcom S. Knowles developed a learning theory called Andragogy, which essentially means adult-led learning. The following elements to this theory can be useful to keep in mind when engaging your team to learn about data and therefore use it more effectively for your organisation:

► Adults need to understand and accept the reason for learning a specific skill.
► Experience (including error) provides the basis for learning activities.
► Adults need to be involved in both the planning and evaluation of their learning.
► Adult learning is problem-centred rather than content-oriented.
► Most adults are interested in learning what has immediate relevance to their professional and social lives.

Understanding your team members, key questions:

► What problems are they trying to solve?
► What are their motivations for using data?
► How do they apply data in their jobs?
► What skills are they keen to learn?
► What can they teach others?

Best practices for growing a data culture

► The data culture must take into account people and the planet in the triple bottom line, not just profit.
► Impose a set of rules on which everyone should follow.
► Mentorship and network building to help people grow on their data journey
► Talk about success data product stories and how they improved processes, share ideas openly
► Communicate your projects and findings, growing your personal network for solving data related problems
► Write more how to or/and best practices materials, develop your framework for working with data and share with people, adapt best suitable ideas
► Develop understanding of the importance of quality and timely data.
► Ensure that the cycle of data is complete. Everyone must be treated as a data contributor and user. In short, what comes out of collected data must be shared with those that contribute to the process.
► Trying to understand the point of view of the person/ people asked to collect the data you want
► Remembering colleagues are professionals with skills and expertise you know nothing about, and have survived without fancy digital solutions for years. Learning from others will make our data systems better.
► Documentation, documentation, documentation — RCRC is often rushed to produce things on short notice and no time is left for the documentation side, meaning it cannot be reproduced
► 'Show' the value of transforming data into information (from a business/ operational perspective' (via success stories/practical examples)
► Projects can originate and be driven from various department focal points. IT is often part of that team.

Extra credit

Reading on Adult learning: Reading on Adult Learning

2 - 7 Data Audiences at IFRC

This handout can be used for a short exercise and discussion.

IFRC has diverse audiences across the sectors and regions. We've built programming based on these audiences. The key data user profiles inform the development of the playbook and, potentially, future training planning.

► Data Curious wants to learn/support and be exposed to the data basics. They need a welcome, inclusive environment as they begin their data journey.
► Data Advocate sees relevance and wants to improve their skills.
► Data Active are motivated to self-learn and are on their way to being a 'data-leader'.
► Data Ready are 'trainers' or 'data leaders' who lead data-driven projects and mentor colleagues.

Data Curious

Are looking for a starting point. They need opportunities to provide context and perspectives about why and how data skills matter. They need:

► Solutions to their problems
► Practical Information that meets them where they are at.
► Easy, accessible and clear explanations and examples
► A guided path to self-help
► Access to support and mentorship
► They are often stakeholders who use products/ services and want to understand more.

Data Advocate

Will continue on their data skills learning journey. They are likely to be great supporting actors in building a data culture. They know the starting point is to ask a question. They need:

► Access to a wide range of self-learning materials
► Mentoring from those with more experience in using data
► To use data to be more effective and build critical thinking skills

Data Active

Data use is sometimes part of their job and skill set. They are continuous learners and may mentor others on their data journey. They frequently ask: how might one become more adept with data and improve data skills? They need:

- ► To learn by doing things with data
- ► Materials to teach others about data
- ► Social learning experiences to gain access to peers and expand their networks

Data Ready

They can range up to very advanced data skills. They may or may not be data scientists, but they are deemed proficient in a range of data skills. They need:

- ► To upskill themselves to be even more data ready
- ► To address the data skills gaps in their organisations
- ► To save time, improve data workflows
- ► To grow their network of peers

Which one are you?

- ► Data Curious needs a welcome environment and introduction to learn and be exposed to the data basics.
- ► Data Advocate sees relevance and wants to improve their skills.
- ► Data Active are motivated to self-learn and are on their way to being a 'data-leader'.
- ► Data Ready are 'trainers' or 'data leaders' who lead data-driven projects and mentor colleagues.

An example strategy to reach audiences

We're designing the Data Playbook for the data curious. Everyone is on their own learning journey. Peer-to-peer learning is an ongoing effort for every data audience. We know the main people who will use the Data Playbook will be the data active and the data ready. We will reach the data curious and the data advocates through them. Data is a teamsport.

2 - 8 Show and Tell – Data Stories

Data is used across all our work. Let's spend some time celebrating the impact of data by sharing data stories and examples. Part of digital tansformation and building data literacy is sharing learnings around data-driven products and services for humanitarian response. Giving demonstrations and sharing data stories helps build a data culture and supports a common language for your transformation. This exercise will help you discover your shared data journey and explore opportunities for sharing and learning from each other.

There are videos on Solferino Academy website and content on digital.ifrc.org to provide some global examples. It is best to have examples from local and regional projects, products and/or services.

DATA PLAY BOOK

- ► **People:** 10 to 30 people
- ► **Time:** 60 Minutes
- ► **Difficulty:** Easy
- ► **Virtual Materials:** virtual meeting platform, shared document/writing space
- ► **In Person materials:** Flipcharts/noteboards, sticky notes, markers

Exercise

Part 1:

In small groups, get participants to introduce themselves. Share an example of how data is used in your work/your national society. It can be an item, a project, a program or part of a larger project. Or, participants can share an example from other organisations.

Add examples with quotes, screenshots and links to a collaborative document. You can find some video examples on Solferino Academy website and content on digital.ifrc.org.

Part 2:

What are some examples that you shared? Any common themes? (This is a way to inspire people that they are already driving transformation in their work. It also helps build a data culture by sharing existing products/services.)

Extra credit

Invite a guest speaker to share about their data-driven product/service. Participants could also share about FDRS or the GO platform as part of this discussion. Also see **No Data Situation (Exercise) (1 - 6)**

Credit

IFRC Data Playbook sprints, Heather Leson

2 - 9 IFRC Digital Transformation Strategy

(background information)

(i) Source: IFRC

The IFRC's Digital Transformation Strategy

A Digital Transformation is an ambitious journey for each of the 192 National Societies in the IFRC Network and for the Federation as a whole. Your engagement and leadership will be important as we look to align our people, processes, and technology in a common direction.

Digital transformation is inevitable given the ongoing pace and adoption of technology and the changing expectations of staff, societies, and people in need. The IFRC wants to sustain its global position as a leading humanitarian service provider. In order to achieve this, it is a top priority to reduce the digital divide within our network over the next 4 years and grow the digital maturity of both National Societies and the Secretariat.

Step 3

In 2021, approx. 10 NS are in Step 3.
Our ambition is that in 2025,
15 NS will be in step 3.

Step 2

In 2021, approx. 20 NS are in Step 2.
In 2025, there should be at least
100 NS in Step 2.

Step 1

In 2021, aproximatively
half of all 192 National
Societies are in Step 1

The IFRC's Digital Transformation Strategy

The IFRC's Digital Transformation Strategy emphasizes National Societies. The ambition is to leverage and augment the skills, smarts & experiences already existing across the network. We do this by an organizing model that includes:

► The digital maturity framework, in order to speak the same language and structure the digital transformation journey of National Societies;

► Competency networks to connect and coordinate across National Societies and encourage peer-to-peer collaboration;

► Coordination of issues and opportunities across the network through

⊙ Already existing entities (Global, Geneva, Reference centres);

⊙ A new Accelerator Team (and corresponding governance structure for DT with a director of Digital Transformation at the Secretariat in Geneva;

⊙ External partner engagement to harness collective negotiating power and to support the expansion of local National Societies' capabilities.

This model enhances connectivity within the IFRC Network to support local solutions, peer-to-peer learning between National Societies, inter-operability between our digital tools and services and better alignment in many other functions such as HR, budget and logistics.
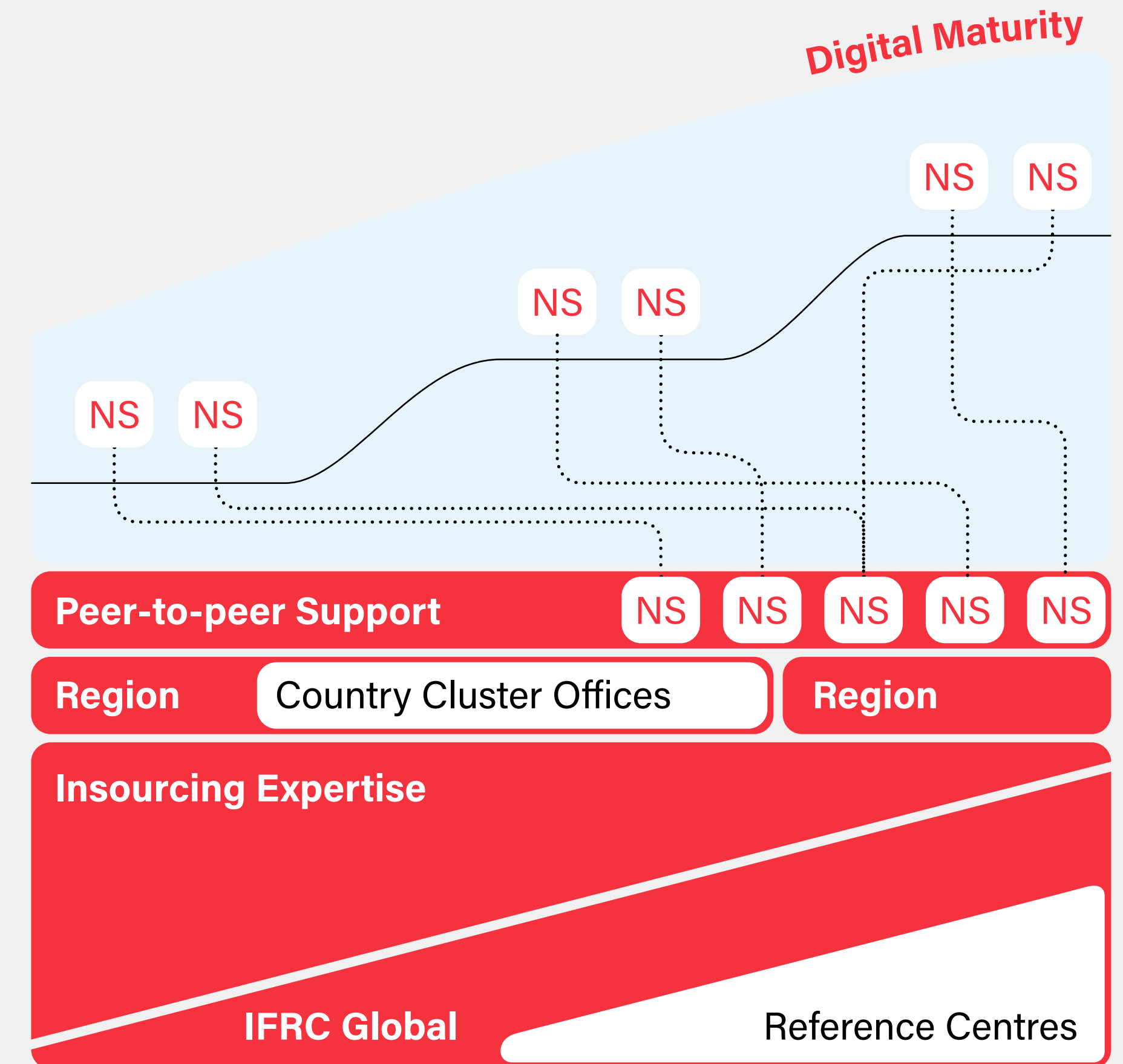
Digital Transformation & IFRC Strategy 2030

People increasingly rely on and expect a diverse range of digital services to interact with local government, companies, community organisations and services and this shift is already happening in humanitarianism.

At the same time, most of the Red Cross Red Crescent's National Societies are still putting basic IT in place. The digital divide remains a significant challenge but also presents opportunities.

The need for a successful and large-scale Digital Transformation is urgent. Digital transformation naturally supports the other 6 transformations required to address the 5 global challenges of this decade, as outlined by the IFRC's strategy 2030.

Global Challenges	Climate and Environmental Crisis	Evolving Crises and disasters	Growing Gaps in Health and Wellbeing	Migration and Identity	Values power and Inclusion
Goals	People Anticipate, respond to, and quickly recover from crisis		People lead safe, healthy and dignfied lives and opportunities to thrive		People mobilise for inclusive and peaceful communitites
Transformations	NS as Strong and Effective Local Actors				
	Inspiring and Mobilizing Volunteerism				
	Ensuring Trust and Accountability				
	Working Effectively as a Distributed Network				
	Influencing Humanitarian Action				
	Financing the Future				
	↑ Enabled by Digital Transformation				

The Digital Maturity Framework

Digital Transformation at the IFRC is centred around a digital maturity framework that defines different levels of maturity across three domains: people, process and technology. The objective of the framework is to provide National Societies with a map to assess their current data and digital capabilities and to scope their ambitions for the future. It aims to measure the ability of NS for continuous improvement of its humanitarian operations through application of data analytics and digital technology.

The digital maturity framework has been developed through an extensive research process on the ecosystem of data and digital in the context of humanitarian service delivery in the Red Cross Red Crescent. The framework adopts a Capability Maturity Model Integration (CCMI) approach, which provides an assessment of the status quo, while also indicating what needs to be in place to achieve a next level. As such, it provides guidance of what a roadmap for digital transformation could look like.

Step 3

National Societies are data-driven and develop their own digital services. The organisation has flexible and scalable information technology.

Step 2

National Societies dedicate specific expertise to data and digital development. They focus on setting up a multidisciplinary data and digital team that shares data across the organisation for insight and analysis.

Step 1

National Societies are setting up the basics for digital transformation. They focus on getting basic information technology in place. There is an interest in data and digital development, but limited capacity and resources.

2 - 10 IFRC Digital Transformation Strategy (summary)

In virtually all countries, people increasingly interact with local government, private sector and community organisations through a diverse range of digital services. The International Federation of Red Cross Red Crescent's (IFRC) Strategy 2030 identifies that this trend is also happening within humanitarian organisations. At the same time, research shows that the vast majority of the Red Cross Red Crescent's (RCRC) National Societies (NS) do not have or are currently working to put in place basic IT infrastructure, digital applications, digital services, and network systems.

The so-called Digital Divide remains a significant challenge at international, national and local levels, but also presents opportunities.

The need for a successful and large-scale Digital Transformation of our network is urgent. Strategy 2030 identifies digital transformation as one of the seven transformations that the IFRC network must embrace to address the main challenges of the decade to come.

Organizing for change

The Digital Transformation Strategy aims at strengthening the relevance, speed, quality, reach, accessibility and sustainability of humanitarian services by improving the Network's capacity to utilise data analytics and digital technology. This is not a digital strategy on its own, but a strategy for a digital world.

In order to achieve this aim, the following three enablers are woven through the IFRC Digital Transformation Strategy:

- ► Emphasizing that people are at the centre of the process;
- ► Energising IFRC network to share global capabilities and knowledge among National Societies; Improving the IFRC's capacity for interoperability and common data standards.

As there are clear actions required to secure digital transformation, an organizing model has been developed, including:

- ► A shared digital maturity framework to speak the same language and to create a roadmap for the digital transformation of each national society
- ► Competency networks to connect and coordinate across National Societies
- ► Coordination of issues and opportunities across the network through regional offices, IFRC Geneva and accelerator Team
- ► External partner engagement to augment, in source and expand national society capabilities

Examples: Data and digital in humanitarian service delivery

Disaster management: better preparedness through early action protocols Philippines

The Philippines are struck by an average of 20 typhoons annually, with climate change intensifying the effect of these storms. To increase their typhoon response capacities, the Philippines Red Cross (PRC) developed under the sponsorship of the German Red Cross and in collaboration with 510, IFRC and local authorities a Typhoon Early Action Protocol (EAP), powered by data analytics. The EAP can be implemented by PRC chapters in 19 targeted provinces, in four different parts of the country. It is meant to facilitate anticipatory actions of the PRC when certain tropical cyclone forecasts show a high likelihood of a severe impact in the country. This for example includes the evacuation of residents and livestock, early harvesting, and strengthening of shelters.

Digital community engagement: chatbots Georgia, Armenia, Kazakhstan, and Peru

Interactive text messaging with tools like chatbots helps extend RCRC services to people "where they already are" – namely, through the channels like WhatsApp, Telegram, & Facebook Messenger. The opportunities to use chatbots for community engagement across sectors are numerous. The two-way communication system allows for streamlined, more direct assistance, identification of needs and rumour tracking between National Societies, community members and volunteers. The COVID-19 response accelerated the adoption of digital technologies to continue communication with communities when physical engagement became highly constrained or impossible. For example, National Societies in Georgia, Armenia, Kazakhstan, and Peru deployed chatbots to register volunteers, trace ambulance services, provide psycho-social support, provide COVID-19 specific information or remotely assist displaced people affected by the COVID-19 crisis.

Digital identities & Digital Cash for improved cash and voucher assistance Kenya

The significance of identification as a prerequisite to access services is significantly increasing. At the same time, rapid advancements in modern technology provide new opportunities for engagement with beneficiaries, such as reaching those who were previously unregistered. In Cash Transfer Programs beneficiaries are given safe access to financial services through the application of a functional ID. For example, the Kenya Red Cross piloted a system where beneficiaries could self-register for a cash distribution

(i) Philippines Early Action Protocol Summary

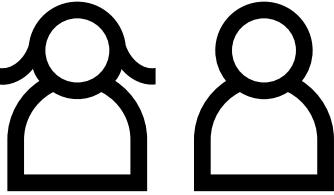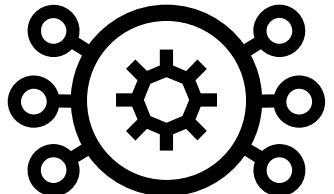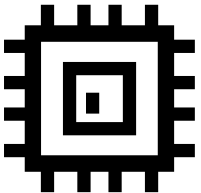(ii) Digital Identity as analysis for the Humanitarian Sector

program. In addition to self-registration through a low-bandwidth web application, the pilot tested self-sovereign identities, automated one-way communication through SMS (in the language of their choice), cash program management and platform integration with M-Pesa. Cash information management is a key component for National Societies to ensure they have people, processes and technology in place and are cash prepared for disasters.

Maps for disaster preparedness and response: Missing Maps & Lebanon (Beirut blast)

Accurate maps play a critical role in understanding human communities, particularly for populations at risk. Not existing on maps makes communities and individuals less visible to decision-makers and as a result, are increasingly vulnerable to disasters or epidemics. Likewise, these areas may receive reduced assistance because first responders have less information about them. Missing Maps is an open, collaborative project in which volunteers help to map these unmapped communities, creating better geographic information for humanitarian organisations. Maps also played a key role in coordinating immediate disaster response activities in the wake of the Beirut blast. The Lebanese Red Cross was one of the many first responders on the ground but needed additional support to quickly and efficiently assess the damage at debris level in order to access and reach all communities that were in critical need of assistance. Satellite images and crowd-sources images were analysed by state of the art algorithms co-developed with volunteers and the private sector to create a damage map which significantly increased the first-responders capabilities to navigate the disaster.

2 - 11 Digital Maturity Framework

(i) Source: IFRC

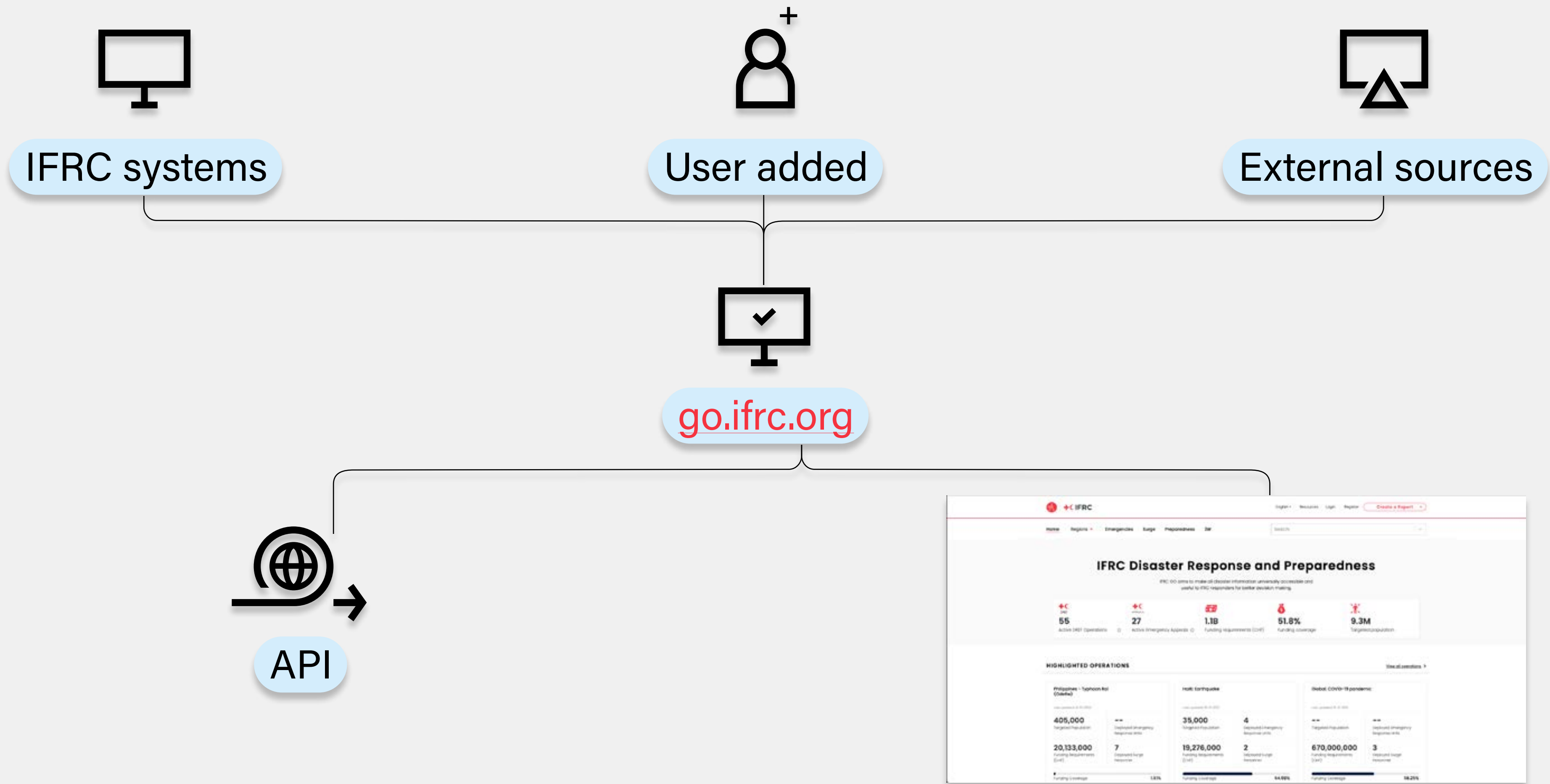|	Step 1: Beginner		Step 2: Competent		Step 3: Expert	
	Starter Level	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
People	Leadership understands the need for digital transformartion and prioritizes it. There is basic data literacy among staff and volunteers.		Leadership advocates for digital transformation and creates an environment for expirimentation. The National Society actively recruits data and digital experts.		Leadership understands the full potential of digital transformation and uses it to opimise humanitarian response. Staff and volunteers have a vital and accelerating role in digital transformation.	
Process	Increased use of digital technology to reach multiple audiences, collect feedback and understand needs. Information remains isolated in siloes. The National Society seeks some external collaboration, within the IFRC network or with privaye sector and academia. Data is collected ad-hoc and to respond to external partners' requirements. There is limited core budget for data and digital technology.		User feedback leads to improves (digital) services and operations. Information is shared across departments. The National Society structually collaborates with the IFRC network, private sector providers and academia. The National Society actively collects data for internal needs. Core budget for data and digital technology is available.		Multiple audiences are able to directly engage with the National Society. Decisions are driven by data. The National Society contributes to global data standards within the IFRC network. The National Society provides reliable and scalable digital services to the IFRC network. New digital business models generate an income stream.	
Tech	The National Society's data is not structured and quality is unknown. Connectivity and IT infrastructure are minimal.		The National Society has data standards in place. Connectivity and IT infrastructure are reliable.		External partners adopt to the National Society's data standards. Distributed computing mechanisms are used to process high volume tasks.	

2 - 12 GO Platform

Video

Video

go.ifrc.org

IFRC systems   User added   External sources

go.ifrc.org

API

IFRC Disaster Response and Preparedness

go.ifrc.org

"Data Literacy includes the skills, knowledge, attitudes, and social structures required for different populations to use data."

GO is the operational data platform for all IFRC network emergencies.

The data included in GO is **for and by** 192 National Societies and 14.8 million volunteers. Thus, data literacy is key to quality and timely delivery of humanitarian services and decision-making.

(i) Source: School of Data

GO at a glance

Data on hazards, needs and capacities —————○ Evidence-base —————○ Enhanced operational decision-making

Common situational awareness

Modularity

Prioritisation

Coordination

Pooling IFRC-wide field data collection

► ## To provide real time situational awareness

► ## Improving our analysis before, during and after crises
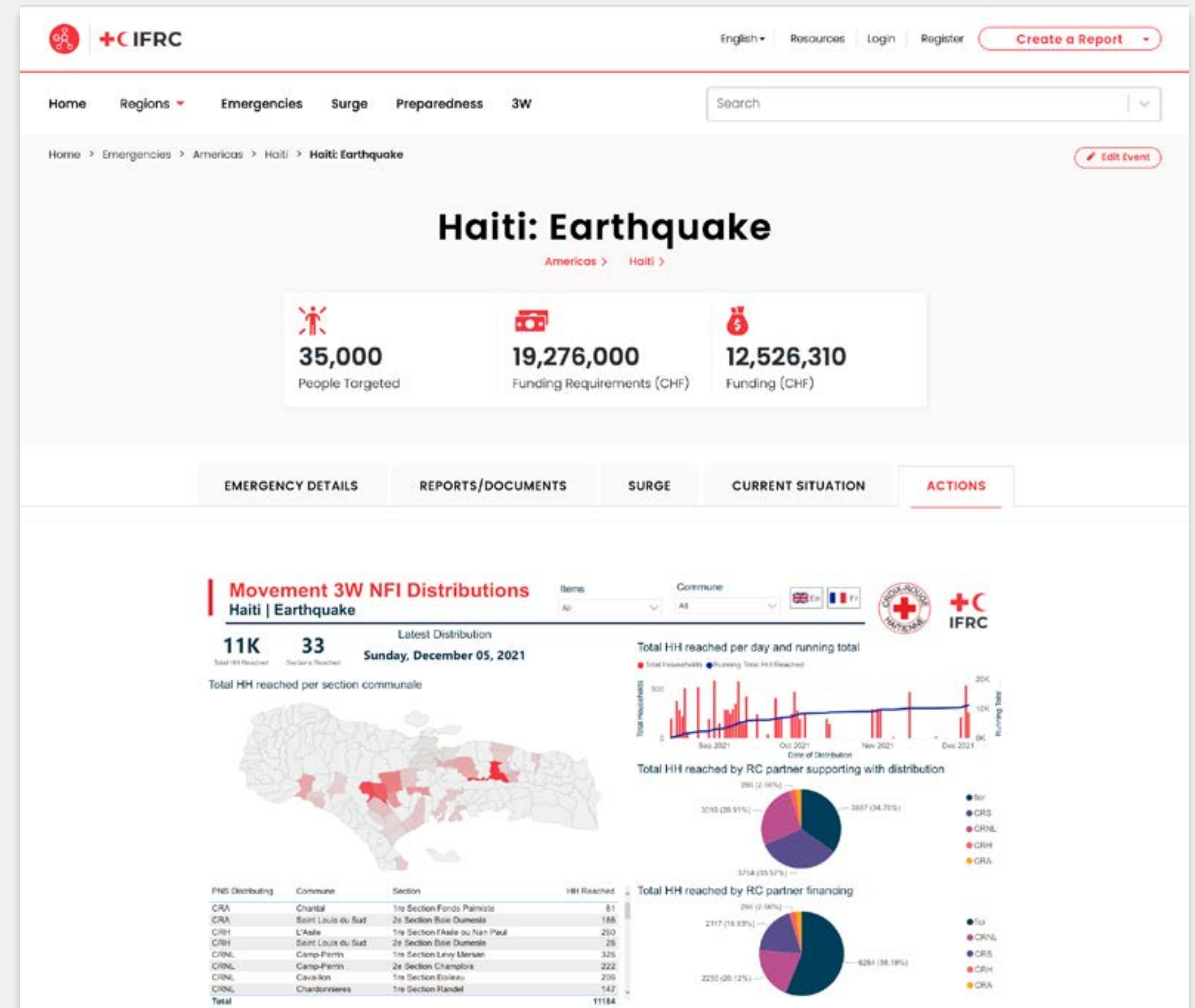
go-user-library.ifrc.org

►   The GO user library provides templates and access to GO data

ifrcgoproject.medium.com

►   Read the GO Blog for updates from the GO team

Thank you!

Please contact im@ifrc.org if you have any further questions, comments, or suggestions

2 - 13 # FDRS Federation-wide Databank and Reporting System

FDRS: Who, What, Why, where?

FDRS comprises of a global team present in **Geneva**, **Budapest**, **Panama** and **Kuala Lumpur**.
It is also supported by all PMER teams and other key colleagues in all IFRC offices.

○ Headquarters   ● Regional Offices   ● Country Clusters
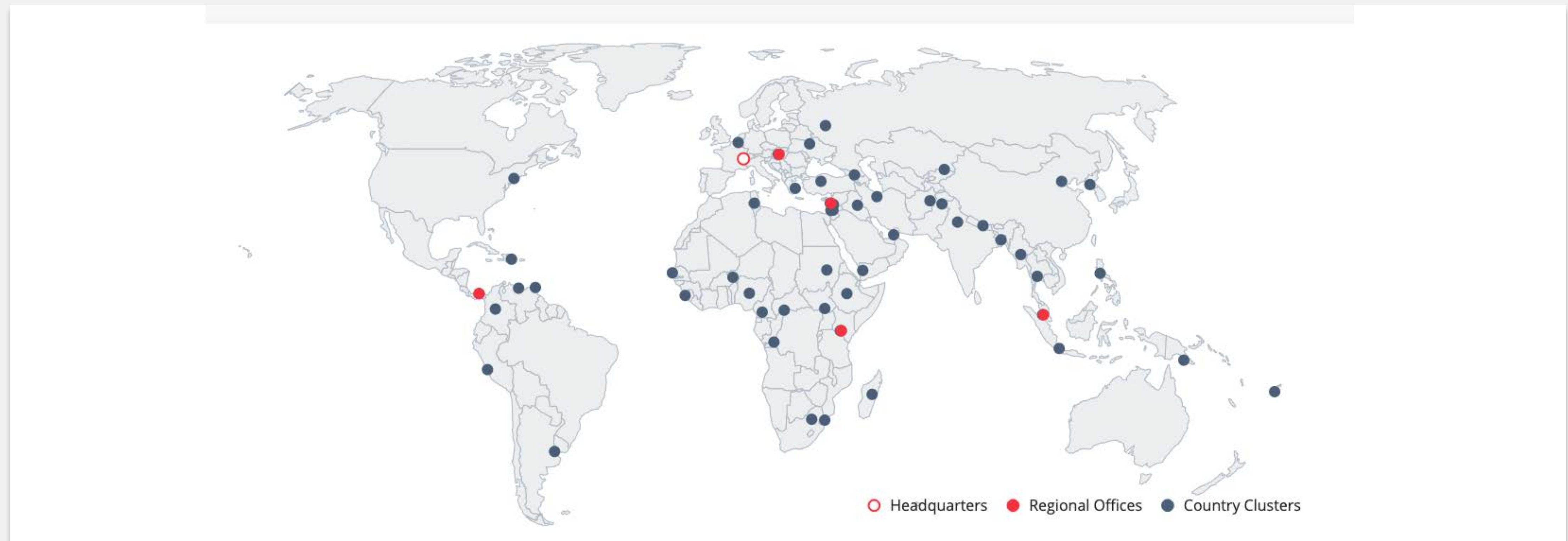
What?

FDRS is a platform that collects annual and semi-annual data from the
**192 Red Cross Red Crescent National Societies** twice a year.
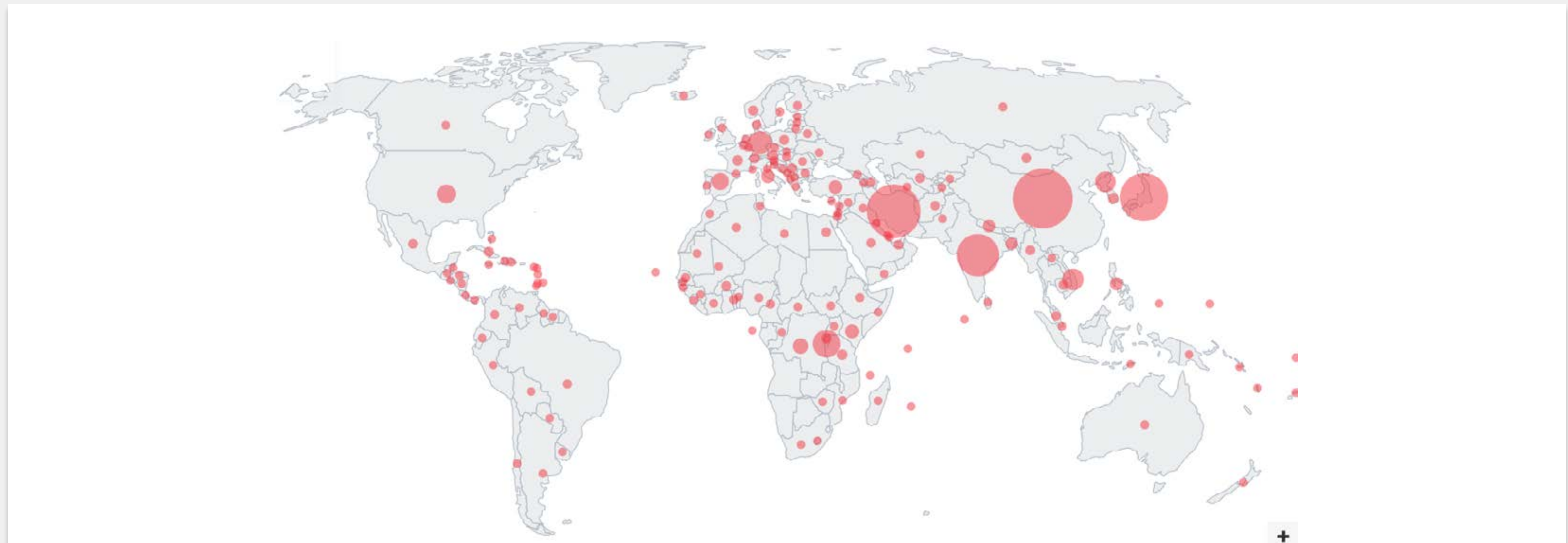
Evolution of FDRS

Since 2012, the Federation-wide Databank and Reporting System (FDRS) was firmly established as a unique database to show the IFRC's network capacity, resources, and services worldwide, both in disaster response and long-term development programmes.
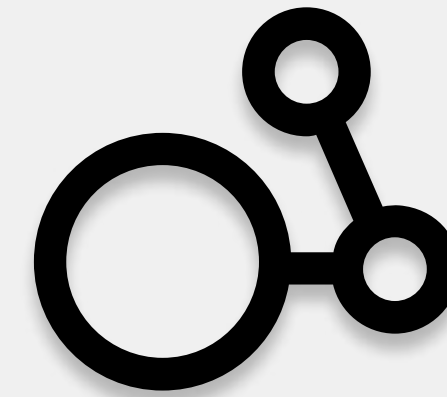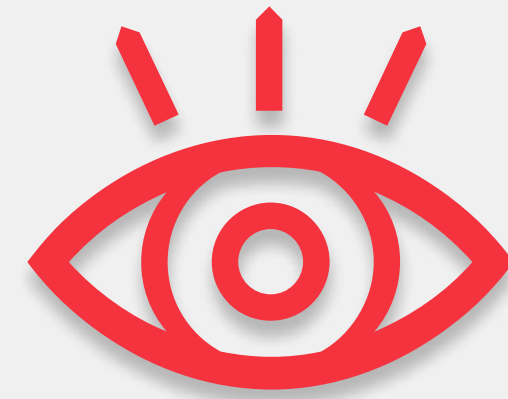
FDRS has built a strong data foundation and has extensive experience collecting Federation-wide data on an annual basis, including established standards, guidance, systems and processes.
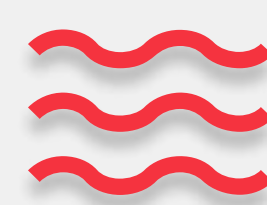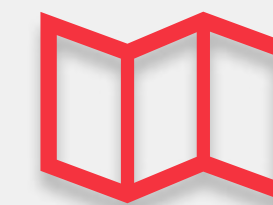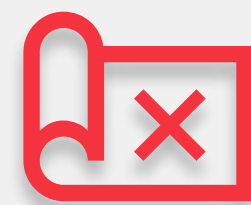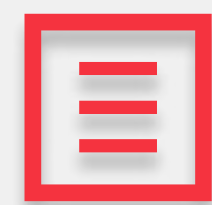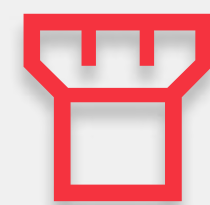
FDRS collects National Societies annual and semi-annual data summarized in some indicators. Also, National Societies should report their key documents

Why?

FDRS was created as a performance platform for National Societies. It is also a constitutional requirement for increased transparency and accountability.

Why is FDRS such a unique and capable database to show the federation's network capacity and resources?

1 **Capacity**

◎   Experience in Federation-Wide data collection

2 **Standards and Processes**

◎   Solid data collection and data validation process

◎   Standardized definitions of indicators

◎   Defined data disaggregation and other key standards

◎   Systematic processes and a supportive network of National Society focal points

◎   Established engagement with technical teams and partners

Supporting data literacy

1. Empowering National Societies to be owners of their data

► We have developed strong awareness across all National Societies about international standards. We also provide training and guidance to support NSs in their data collection and reporting journeys. All reporting is done through the backoffice shown below.

► Through our continuous engagement with National Societies, we provide continuous technical support

► We promote and position National Societies by making their data available and also by encouraging the exchange of experiences and learnings

Supporting data literacy

2. Encourage questions about the data interpretation

▶ Data collected by FDRS goes through an end to end validation process that includes the National Societies, technical team members and FDRS team members. All this promotes transparency in the data as well as encouraging much needed interrogation by all the parties, reducing bias. This culminates in an annual flagship publication known as the *Everyone Counts Report* that provides important analysis to inform National Societies.

Supporting data literacy

3. Promote knowledge sharing

► Through webinars, data workshops and forums, FDRS takes every opportunity to share knowledge on its processes and standards with National Societies and staff. **This promotes collaboration and growth for all parties involved**.

Thank you!

Credit: FDRS team