Playbook session design - example 1[[1]](#footnote-0)

Data for Decision Making

Tuesday, April 20th, 3pm CEST

Meeting location:

During this session, we will explore what it takes to build essential data literacy skills and make a case for “why does data matter”. Participants will get an opportunity to share their knowledge and lessons learned and get exposure to relevant sections of the Data Playbook (Beta), along with getting an invitation to contribute to Version 1 of the Data Playbook.

Agenda:

* Roll call, Agenda, How to participate
* Small Group Breakouts on Data-informed decision making
* Large group discussion about what works and what doesn’t
* The Data Playbook (Beta)
* Best Practices for supporting data informed decision making
* Invitation to co-create Version 1 of the Data Playbook
* Wrap.

## ROLL CALL / PASAR LISTA

| **Name/Org**  **Nombre/Org** | **Why did you come to this session?**  **¿Por qué has venido a esta sesión?** |
| --- | --- |
|  | Want to learn from others about how they support data-informed decision making |
|  | Here to learn with you |
|  | Here to learn |
|  | Leading the development of an evaluation framework for our volunteer program. Looking to shift to more data driven decision making. Looking to learn. |
|  | I recently started working with data and am interested in better understanding how they can be used to inform decisions, both internal to the RC and external. |
|  | Interested to learn data for decision making. Hope I will get new knowledge in this session. |
|  | To learn how we can use data for decision making in the humanitarian sector |
|  | I’d like to learn from this session |
|  | I recently started a project to enhance data-based decision making for the financing team. I am here to learn about best practices on how to make data more accessible for decision making. |
|  | Want to learn on data for making leadership decision. What data and how to collect such data that could impact decision making |
|  | I am involved in a shifting data/digital environment and several data projects and would like to gain additional perspective on data literacy for a shifting data culture within an organization. |
|  | How to convey data in a way that can be used by decision makers |
|  | Because only a handful of people le in the Movement seems to be using data for decision making |
|  | Involved in reporting to executive leadership and want to learn how better to leverage data and ensure data presentation is most effective to allow decision making. |
|  | Learn from this session |
|  | Learn more about the Data Playbook |
|  | Looking to learn :) |
|  | I'm here to learn about this key topic for us as a Movement that is constantly making decisions :) |
|  | Looking to learn more about how we can use data to make decisions as we implement a new volunteer platform and revise our program. |
|  | Interested on learning about data and decision on making |
|  |  |
|  | Learn more on data and decision making |
|  | Learn more and understand the needs |
|  | Keen to learn from others about their methods and experiences around building data literacy. |
|  | Interested on decision making processes |
|  | I am intereseted to learn more about data analysis and decision making |
|  | learn more about how data can be used for executive decision making, including the ways it can hurt or help organizational change. |
|  |  |
|  | Learn about the data playbook |
|  | Continue learning about the data playbook! |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

# How to participate

**Cómo participar**

## The Zoomies

To operate in Zoom, move your cursor to the bottom of the screen and **a menu bar** will appear (please note that if you’re using a tablet or smartphone, the menu may be located elsewhere). In the lower left-hand corner, you should see **a mic icon where you can mute and unmute yourself.** We request that you stay on Mute, until you are invited to come off Mute to speak. Next to that is an icon for a camera where you can turn your video on and off Para operar en Zoom, mueve hacia la parte inferior de la pantalla hasta que **aparezca el menú** (nota: si usa un tablet o smartphone el menú se puede encontrar en otro lugar). En la parte izquierda del menú debería encontrar **un icono “Micrófono” que puede usar para silenciar o activar su micrófono**. Al lado se encuentra un icono “Videocámara” que permite activar o apagar su videocámara.

In the middle of that menu bar, you should see **an icon of a figure, click on that and a list of participants appears on the right-hand side of your screen**. You will note: there is a button at the bottom of that list that **says 'raise hand'** - you can use that to get our attention if you have a question or a comment you would like to contribute to the discussion. Please do note that as we expect a large number of participants, we may not be able to attend all “raised hands”. En el medio del menú encontrará un icono en forma de “persona”, si le da clic **aparecerá la lista de** **participantes**. En la parte de abajo de esta lista encontrará un botón “**Levantar la mano**” que permite llamar la atención si tiene algún comentario o quierwafe contribuir a la discusión. Esperamos muchos participantes así que no podemos asegurar que todos podrán hablar.

**The chat room will not be recorded/captured/documented.**

### Google Doc tips

* We will use the Google Doc to take notes and share info during the session. This doc will be available after this session.
* To the left of the document, floating towards the top of the white buffer, is a grey three line icon. That’s the Document outline. Click it and it will show subsections of the document, which you can then click on and travel right to that section instead of scrolling
* If you want to go directly to someone’s cursor (where they’re writing) and they’ signed in (or you know which anonymous animal they are) you can **click on the circle icon for their name/animal up top**, above the document on the right side, on the same level as the title, towards where it says “Share.” If you can’t see that line, look for a down arrow (like an upside down >) on the very far right up top and click that.

## General Guidelines

* Be respectful - Please follow the instructions and the prompts, Contribute to the discussion! But also listen and understand the experiences present,
* Ser respetuos@ - Por favor, siga las instrucciones y preste atención. Contribuye a las discusiones pero también escuche y entienda las historias compartidas.
* Be Inclusive - Speak to the nth. Expand all acronyms, be wary of jargon, so everyone can understand. Share resources and URLs, so others can benefit.
* Ser inclusiv@ - asegúrense que todos tengan la oportunidad de participar en los grupos pequeños de discusión. Evite jargon y acrónimos. Comparte recursos y enlaces para que los demás puedan beneficiarse de ellos.
* Be Fully Present - Participate in the small group discussions and the large group, do ask questions.
* Estar enteramente presente - Participe en los pequeños grupos de discusión y en los grupos más grandes, haga preguntas.

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# How do we effectively support data-informed decision making? - Small Group Breakouts

## Group 1

How do we support data-informed decision making?

In your small group introduce yourselves BRIEFLY and then share:

Your experience in supporting data informed decision-making, what works and what doesn’t

What works?

* Data governance/structure: define who can access the data, modify data, etc.
* Increasing skills in data and evidence-based policy making

What doesn’t work?

* Project management staff are still not sufficiently aware of importance of data for planning, implementation and monitoring.
* Donors could promote more evidence based implementations
* Technical side need more ability to convey information derived from data analysis
* Institutional design: no room for discussing about technical things at the Monitoring and evaluation level
* Need to put more emphasis in the quality of the data (rather than collecting data for the sake of it or without a specific purpose)
* Data is often collected multiple times (either because data collection is a required part of a programme or just because) - need to look into how data is collected and stored so that we don’t repeat or reinvent the wheel

## Group 2

How do we support data-informed decision making?

In your small group introduce yourselves BRIEFLY and then share:

Your experience in supporting data informed decision-making, what works and what doesn’t

What works?

* Turn data into information - How can you translate data into simple pieces of knowledge that allow leaders to find answers
* Find ways to use the data we have anyway - centralize, make accessible
* Centralizing, categorizing, highlight critical information to make visible the information that needs to be taken action on
* Have the questions you want to answer first

What doesn’t work?

* Disparate data storage systems that are not connected
* Lack of data storage infrastructure
* Process design/doctrine creation that does not take data into consideration

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## Group 3

How do we support data-informed decision making?

In your small group introduce yourselves BRIEFLY and then share:

Your experience in supporting data informed decision-making, what works and what doesn’t

What works?

* Starting small: use with what you have and bring value from there.
* Feedback for evolution
* Have vision and create a goal based from the data

What doesn’t work?

* Data for data sake does not work. Without analytics and action, data does nothing.
* Working with data in silos may lack the perspectives of peers and may lead to unstandardized analytical results
* inconsistent approaches - Common understanding of data collection points is needed

## Group 4

How do we support data-informed decision making?

In your small group introduce yourselves BRIEFLY and then share:

Your experience in supporting data informed decision-making, what works and what doesn’t

What works?

* Data visualisation to aid communication. Edited data using visuals, graphs and other presentation formats to aid decision making.
* Information management systems to filter database information and produce dashboards - ability to produce effective data.
* Proper scope when building a data management system; without proper parameters and understanding of the key data points necessary. Otherwise can often grow too much with too many asks and becomes unmanageable.
* Having a proper design, collective agreement on the purpose and intention for data collection. Important to plan to actually employ the data for use in decision making; clarifying from the beginning of any project or executive leadership meeting that decisions should result from this rather than having the data as a ‘nice to have’ in meetings.

What doesn’t work?

* All the information right away without classification; a lot of raw data for general reports without processing - quite often less is more.
* Management needs synthesised data - having too much information is often the case.
* Often collecting of data without clear intention for that data set; ability to collect does not mean should be collected and often if not properly designed it becomes duplicated.
  + Provision of information that is not relevant - often provide info in report that is too long to process and read.

# Group 5

How do we support data-informed decision making?

In your small group introduce yourselves BRIEFLY and then share:

Your experience in supporting data informed decision-making, what works and what doesn’t

What works?

* Clearly defined purpose of data
* Being SMART
* Learn from mistakes and take advantage of the experience we or/and our colleagues have.
* Get reliable information
* Bilateral discussion between decision makers and technical people producing statistics and communication of goals
* Peer review, verification process
* Proper data management practices

What doesn’t work?

* Not clear application processes - how do we go from data we gather to the decision we need to take
* Not understanding the context
* Not linking with other processes happening in the organisation
* Make decisions alone
* Not understanding of problem space
* Absence of data ethics

# Group 6

How do we support data-informed decision making?

In your small group introduce yourselves BRIEFLY and then share:

Your experience in supporting data informed decision-making, what works and what doesn’t

What works?

* Data collection apps and management softwares
* Guiding data management policy
* Taking different cultural beliefs/regulations/backgrounds (e.g. data by indigeneous people) into consideration when designing data projects
* Data sharing among relevant actors

What doesn’t work?

* Political backing/will needed to actually use existing data
* Lack of data
* Cultural issues/ reservation to sharing data
* Connecting data from different regional/local branches on a national level + having a shared infrastructure/tool to collect data in different branches
* Make active use of collected data (in time)
* Taking time to look at data in a structured and regular way is lacking

## Group 7

How do we support data-informed decision making?

In your small group introduce yourselves BRIEFLY and then share:

Your experience in supporting data informed decision-making, what works and what doesn’t

What works?

* Ensuring clarity on the question or decision we are trying to inform with the data
* Remember that people make decisions instinctively when they are able to judge risk, upside or downside and data needs to be relevant to this
* Respecting the data literacy of your user/customer/decision-maker - know your users
* To use the knowledge of the field to better understand data and what data is trying to tells us to better explain methods and results for decision making

What doesn’t work?

* Lack of structure to data can make it very hard to serve to decision-makers
* Lack of data literacy
* Underestimating the effort and overheads of managing and structuring data

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# The Data Playbook

In mid-2018, we launched a beta version of the Data Playbook. We took a “curate not create” approach in creating the beta, collecting over 65 existing assets already in use by data literacy practitioners within the RCRC network.

We called it a Data Playbook because we wanted to drive home how ‘data is a team sport’. It’s for bringing groups of people together to share a learning experience. The playbook is not a path for individual learning journeys.

* [The Data Playbook (Beta)](https://preparecenter.org/toolkit/data-playbook-toolkit/)
  + [Data for Leadership Module](https://preparecenter.org/data-for-leadership-data-playbook-beta/) 
    - [Negotiating with Leaders](https://preparecenter.org/wp-content/sites/default/files/sessionplan5negotiatingwithleaders280618.pdf)

# Best practices for supporting data-informed decisions in humanitarian response.

* Get involved in the data collection to understand it better and use the right language to transmit results
* Find the right balance between proactive and reactive responses when having data-informed decisions to prevent analysis paralysis and/or reckless abandon. +1
* Understand exactly who you are trying to serve and the decisions they face - develop and maintain data-user personas
* Choose the right team to work with, allowing coworkers to share and apply their best skills (collecting data, organising it, or being part of the decision-making team itself).
* Be clear in designing data collection tools and collecting data with proper tools and guidance.
* Be SMART :)
* Centralized approach to data sharing to inform international policy
* Plan for personnel - some need upskilling, some need to be recruited with a different skill set but ultimately you need a people strategy (staff and volunteers) to support the shift
* Importance of data privacy, data security as part of everything we do.
* Make data accessible to all +1 +1
* Understand the needs before jumping on data collection and analysis +1
* Knowing which questions you want to answer with the data, before finding ways to use data +1
* Ask as many questions needed before we (data analysts) and program managers agree on the analytical needs
* Define processes (who, when, where) reflects on collected data and makes it the actual base for decisions
* Define a stakeholder “data and tech” advisory board which collaboratively defines roadmaps for any new data creating tools within the organization; breaking down silos and creating understanding on what data is critical and what is not.
* Define data structure and the process for data collection
* Understand the data cycle as a circular process: from defining the research question (often overlooked! What do we need/want to know? How this is going to inform our programs? Why do we need this data?), to data collection, data analysis, reporting… and USING the results +1
* Keep data as simple and succinct as possible. Less is more, unless that extra thing is bringing anything of value to the table. +1
* Understanding what is quantitative and qualitative data +1
* Data needs to be managed - governance of systems needs to account for what the business needs in order to evolve. It needs to look not only to the immediate but also to help look into the future +3
* Develop proper protocols, ethic guidelines and a plan before we start the whole process. Everyone on the team needs to know when, what and how we’re working.
* Make sure to share back the processed data with those who shared the raw data with you (so that it’s clear why you needed them in the first place)
* Advocate importance of data driven process to non technical people
* Begin with the end in mind. Identify the knowable outcomes and associated actions to alleviate some of the work
* Make sure every Unit of your National Society understands WHY you are collecting data, and make it clear that data is not only useful/needed for donors reporting.
* Therefore, make data accessible for all to profit from
* Connect data from different branches (within national societies) and between national societies
* Define data parameter
* Take different approaches to data serious (like cultural backgrounds, beliefs and regulations) to increase the acceptance of data-driven initiatives
* Creating an environment within the team and organization about data literacy and importance of data for informed decision making. +3
* Question everything, look from different perspective +1
* Analysing everything without being biased and without making value judgments. We just verify our information and make decisions from what we have.

# Help us design and build the V1 of the Data Playbook

**We need people to: submit their data literacy exercises, share other data literacy resources, review content and provide feedback.**

**Get in touch with Dirk via: dirk@fabriders.net**

How would you like to help? (Please include your name, contact details you’re willing to share, and what you would like to do.

1. Credit: CC-BY-NC 4.0 Data Playbook v1 contributors [↑](#footnote-ref-0)