

From Data to Decision-Making

Why good information
is ignored and how
to overcome it



Data is incredible



Data is often ignored

**87% of the World Bank's
policy reports were
never cited, and
31% were never
downloaded.**



Doemeland, D., & Trevino, J. (2014). Which World Bank Reports Are Widely Read? Policy Research Working Paper 6851, World Bank.

**The biggest risk to your
data is not that it's wrong.
It's that nobody acts on it.**

WHY?

**Imagine you're preparing
for a coordination meeting
in ten minutes. A colleague
sends you this and asks:
"Where should we focus?"**

HUMANITARIAN SITUATION REPORT – MULTI-SECTOR RESPONSE

Cyclones Idai & Kenneth – Mozambique | SITREP #45 | Reporting Period: 01 – 15 May 2025

NEXT UPDATE:
20 May 2025
1800 HRS

CRISIS LEVEL
VERY HIGH

COORDINATION
Leadership: INGO
Clusters Lead: Various

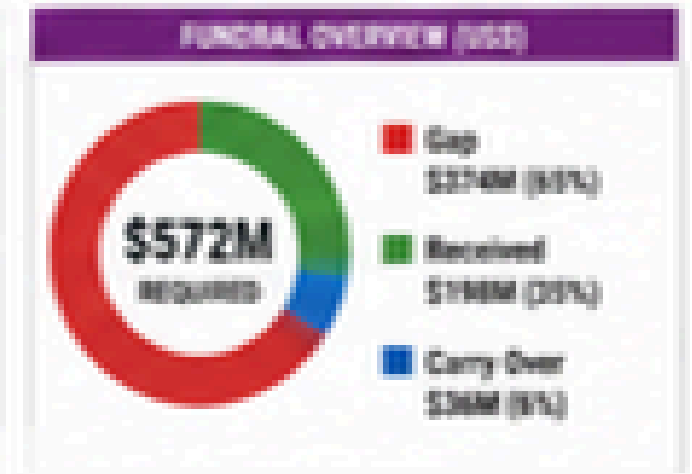
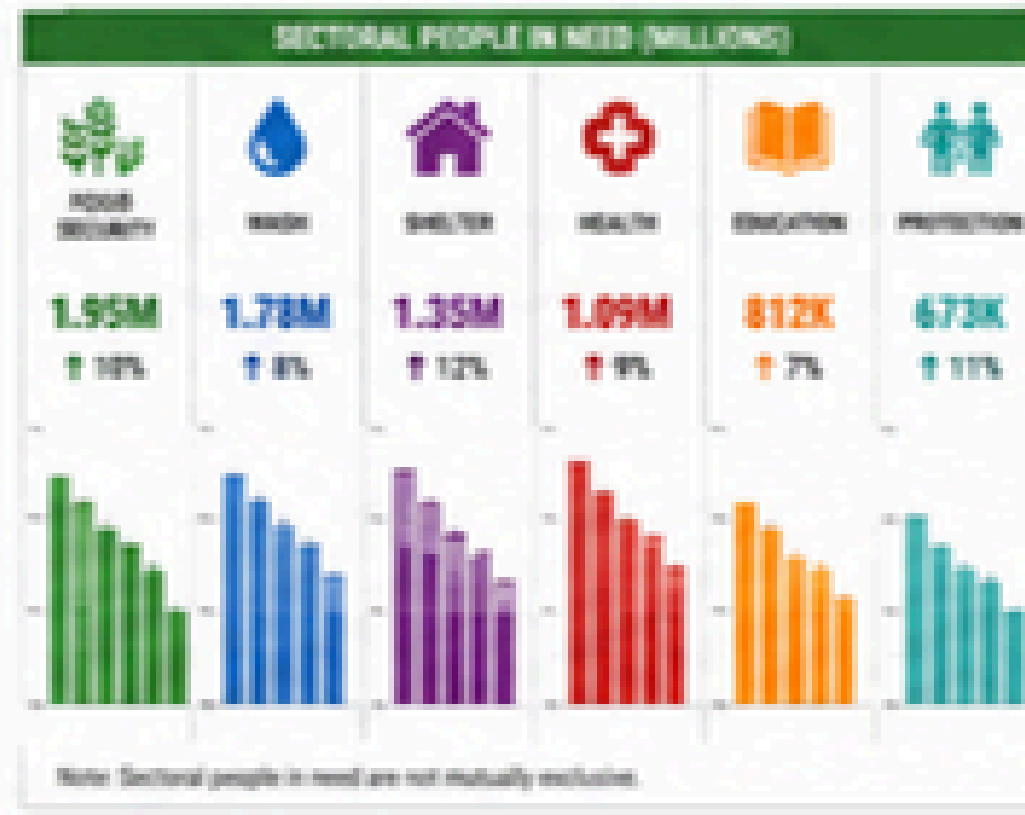
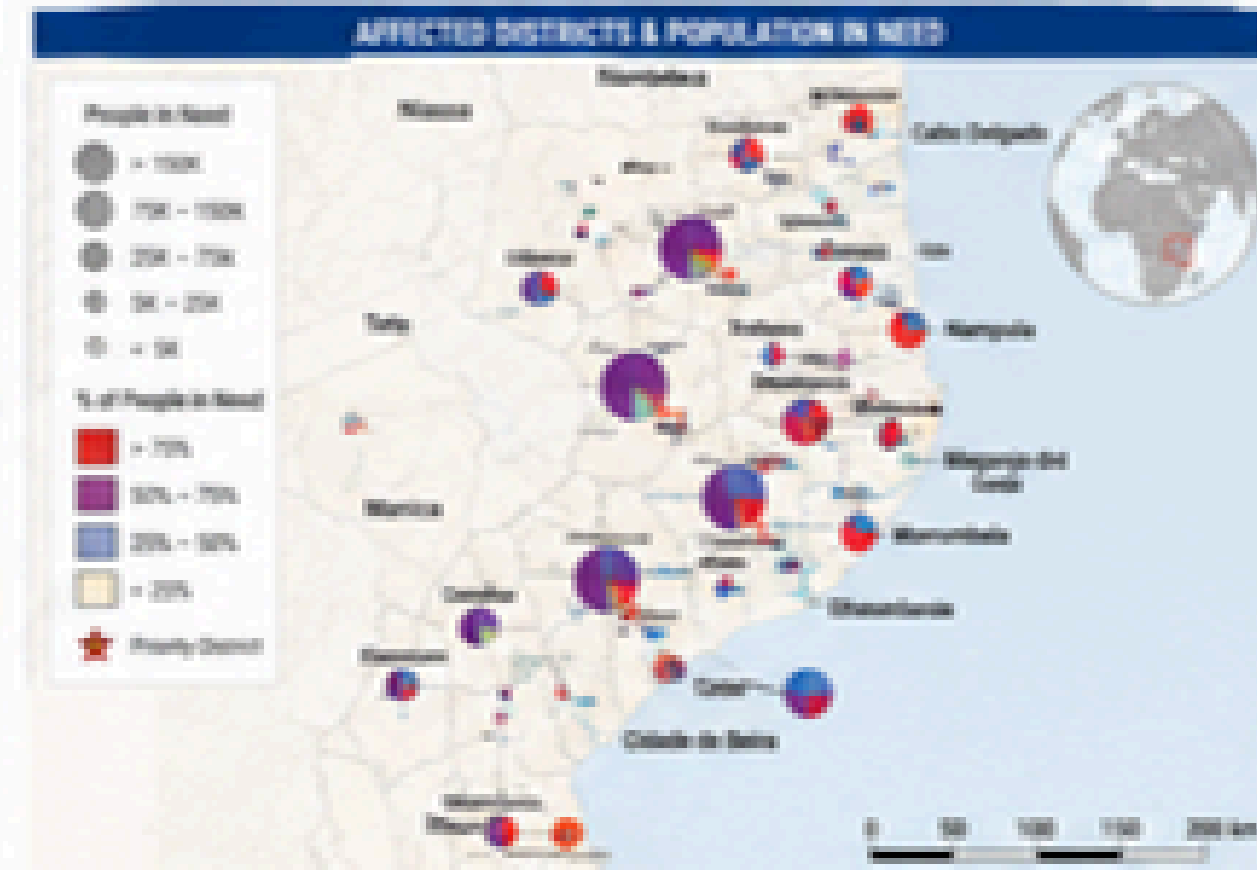
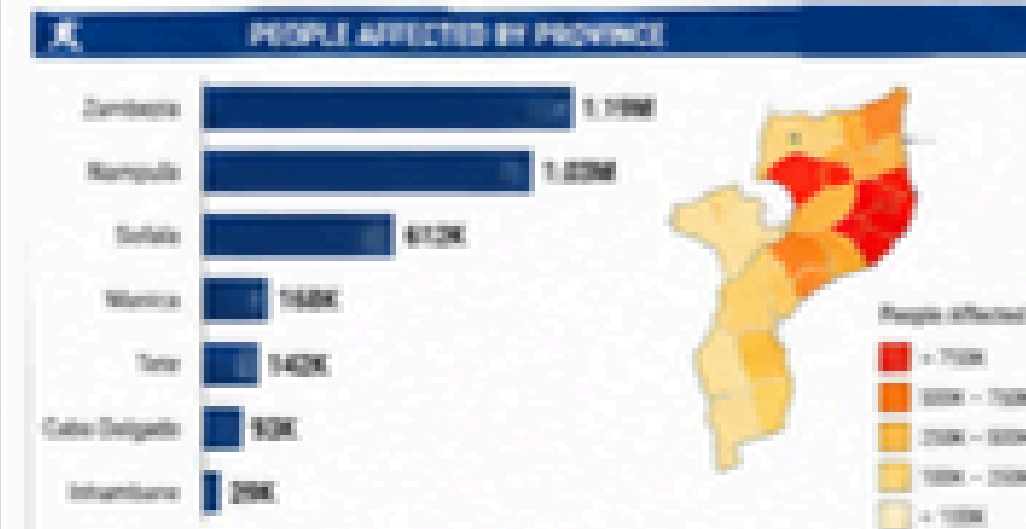


KEY MESSAGES

- Heavy rains continue to cause flooding in Zambezia and Namipula.
- Cholera cases increasing in displacement sites.
- Food security conditions expected to deteriorate further.
- Funding gap limiting scale-up of critical interventions.

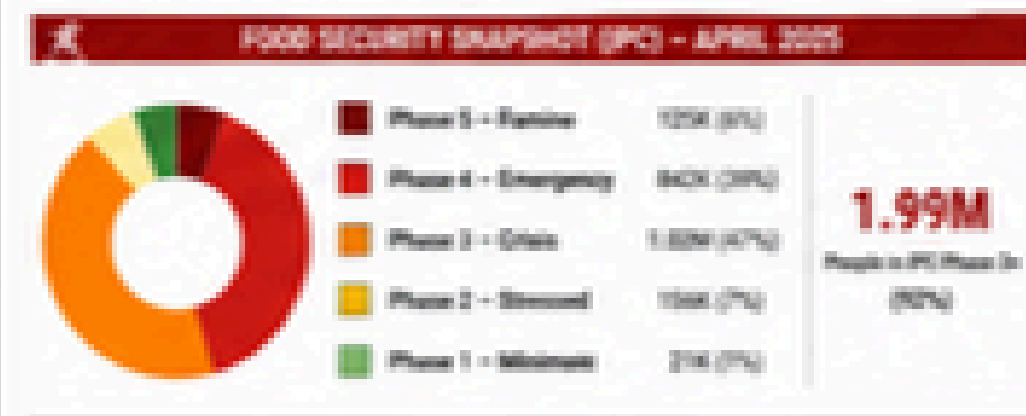
MAJOR INCIDENTS (01 – 15 May)

- Flood floods in Gorul, Zambezia (03 May)
- Cholera outbreak in Namipula (ongoing)
- Road bridge collapse in Namacoura (08 May)
- Security incident in Palma district (10 May)



SECTOR RESPONSE OVERVIEW

SECTOR	PEOPLE IN NEED	PEOPLE REACHED	% REACHED	TARGET	FUNDING REQ. (USD)	FUNDING REC. (USD)	% FUNDED
Food Security	1,950K	1,120K	57%	2,000K	\$1,200M	\$380M	30%
WASH	1,780K	950K	53%	1,800K	\$900M	\$280M	29%
Health	1,090K	678K	62%	1,100K	\$800M	\$270M	32%
Shelter	1,350K	621K	46%	1,400K	\$700M	\$190M	24%
Education	812K	401K	49%	800K	\$300M	\$100M	29%
Protection	673K	312K	46%	680K	\$200M	\$80M	27%
Nutrition	456K	213K	47%	460K	\$250M	\$80M	24%
Early Recovery	312K	118K	38%	300K	\$180M	\$20M	17%
TOTAL	7,380K	4,440K	60%	7,400K	\$4930M	\$1390M	28%

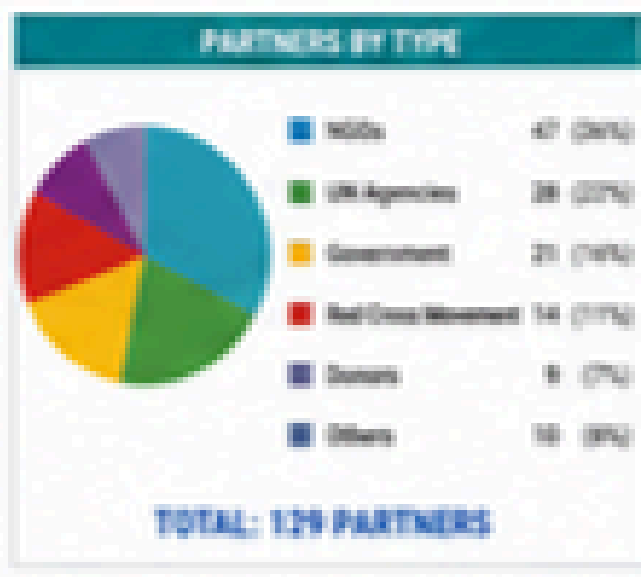


TOP 10 DISTRICTS BY PEOPLE IN NEED

District	Province	People in Need	People Reached	% Reached	Priority Needs
Mocimboa	Zambezia	185K	62K	34%	Food, WASH, Shelter
Gorul	Zambezia	172K	48K	28%	Food, Health, Shelter
Mogimogim	Namipula	150K	58K	37%	Food, WASH, Health
Namipula	Namipula	148K	52K	35%	WASH, Health, Protection
Milange	Zambezia	138K	48K	32%	Food, Shelter, WASH
Alto Molico	Namipula	128K	38K	30%	Food, WASH, Education
Namacoura	Zambezia	118K	36K	31%	Shelter, WASH, Health
Palma	Zambezia	108K	41K	38%	Food, WASH, Protection
Murumbane	Sofala	98K	35K	36%	Food, Health, Shelter
Banda	Sofala	92K	32K	35%	Food, WASH, Shelter

RESPONSE HIGHLIGHTS (01 – 15 MAY)

- 21,450 MT of food distributed
- 1,200 people reached with WASH services
- 458 mobile health teams active
- 34,215 temporary shelters constructed
- 12,860 NFI kits distributed
- Cholera vaccination campaign started
- 3 pontoon bridges installed
- 200,000 people reached with protection services
- Cash assistance delivered to 85,000 HPs
- Back-to-school kits provided to 75,000 children



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance.

How would you react?

Data Collection

- Accuracy
- Detail
- Completeness

VS

Data Consumption

- Speed
- Confidence
- Actionability

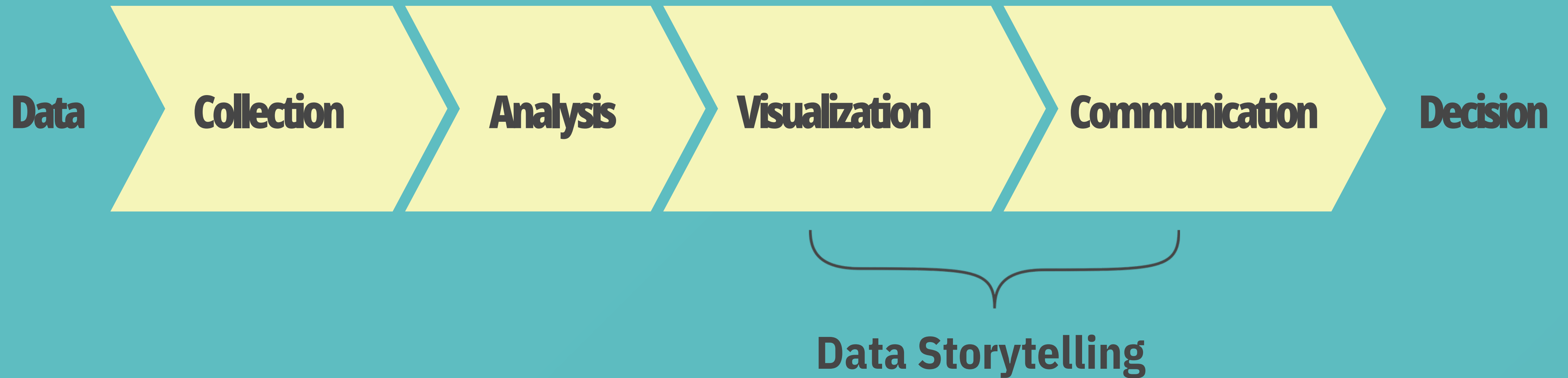
STAKEHOLDER INTEREST



Author

Stakeholder

FROM DATA TO DECISION



WHY GOOD INFORMATION GETS IGNORED

Overload → **Compelling**

Irrelevance → **Consequential**

Confusion → **Clear**

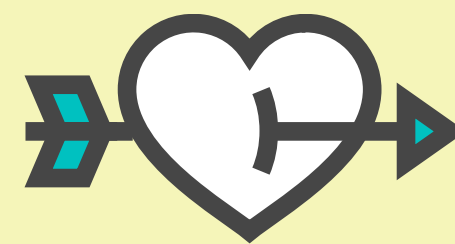
LET'S DO IT

THE 3Cs OF COMMUNICATION



Compelling

- Visually communicative
- Engaging story
- Concise



Consequential

- Audience identified
- Clear action
- Appropriate medium



Clear

- Supported takeaway
- Chart choice
- Logical hierarchy



Compelling

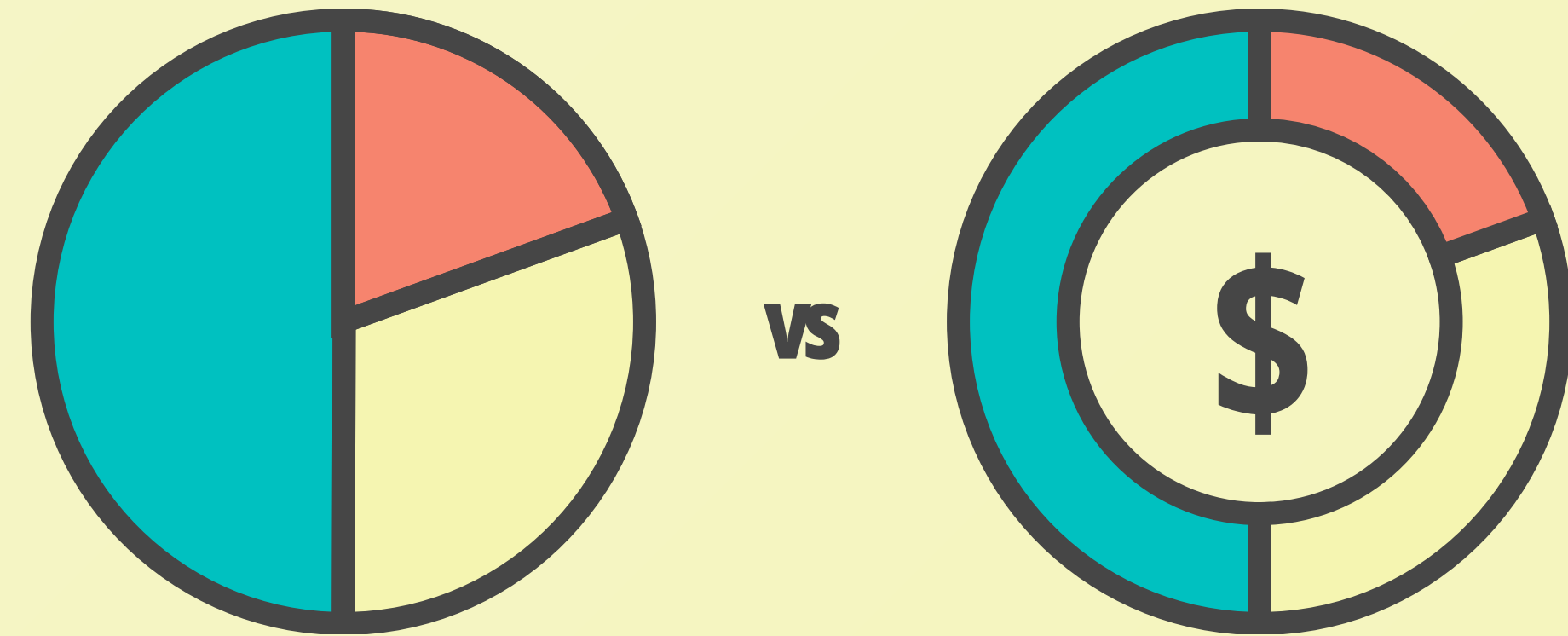
Why should I pay attention?

Captures attention and encourages the audience to invest time in understanding the information.

Visually communicative

Do the visuals
help communicate
meaning?

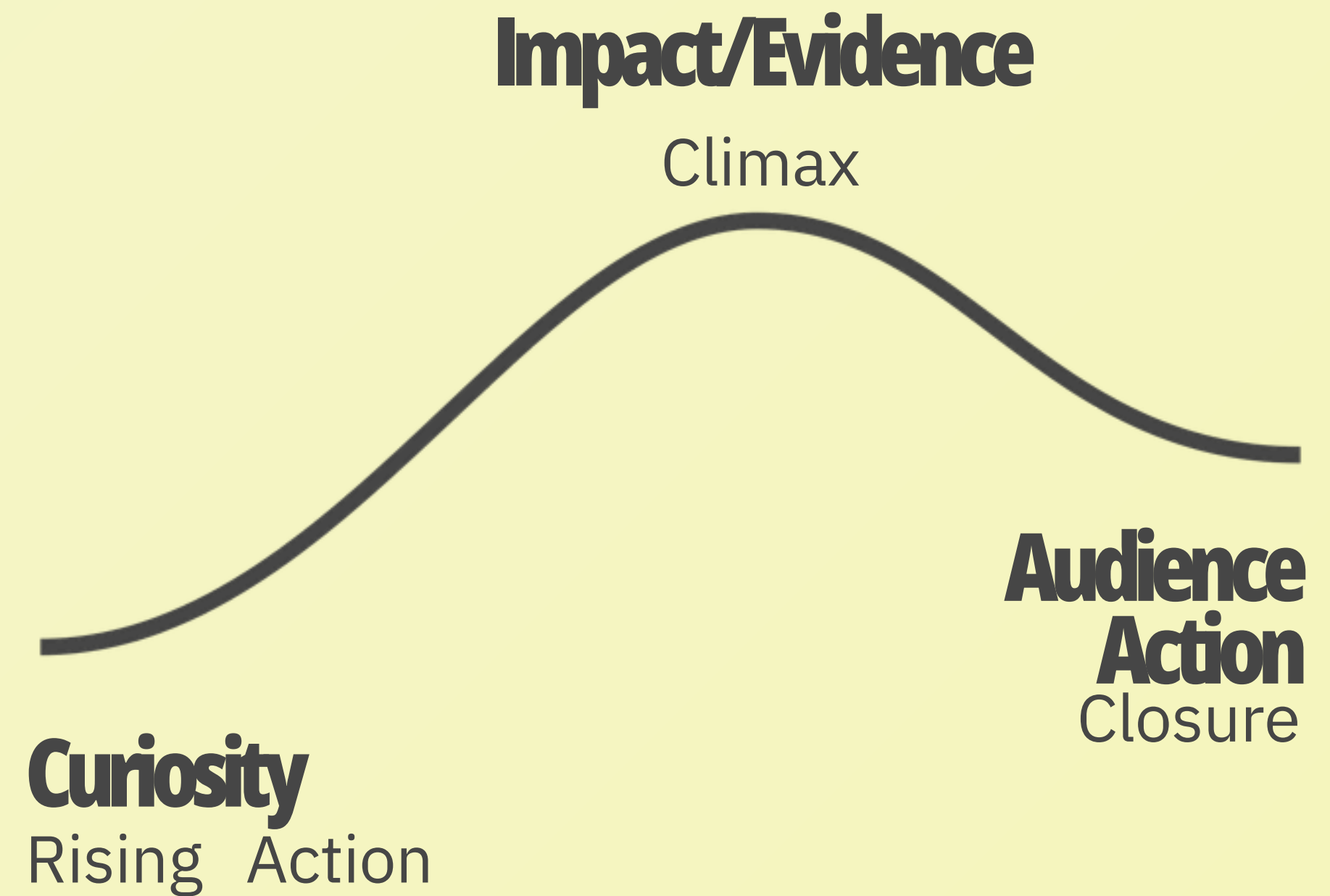
**WHICH CHART
COMMUNICATES MORE?**



Engaging story

Does it create
curiosity and
encourage continued
attention?


DATA NARRATIVE ARC



Concise

Has all unnecessary information been removed?

CAN IT BE SHORTER?

 More than 3.2 million people required humanitarian assistance in 2024 according to the latest assessment

 3.2M people in need

EXECUTIVE SUMMARY

Missing migrants on the Eastern Southern Route

The risks migrants face along the Eastern Southern Africa Route remain under documented, despite growing evidence of deaths and disappearances. These are primarily linked to hazardous transport, drowning, violence, harsh environmental conditions and trafficking and smuggling. The figures below are a minimum estimate of the true scale of the crisis, given the significant gaps in reporting and identification.

Key figures

 **484**
deaths recorded (2014–2024)

 **5+**
countries crossed

 **up to 1 year**
journey duration

 **42%**
Ethiopian nationals among those identified

Recommendations

Strengthen data systems

- National and cross-border databases
- Community-based reporting mechanisms

Improve identification and case resolution

- Expand DNA and forensic capacity
- Strengthen coordination across authorities

Expand protection measures

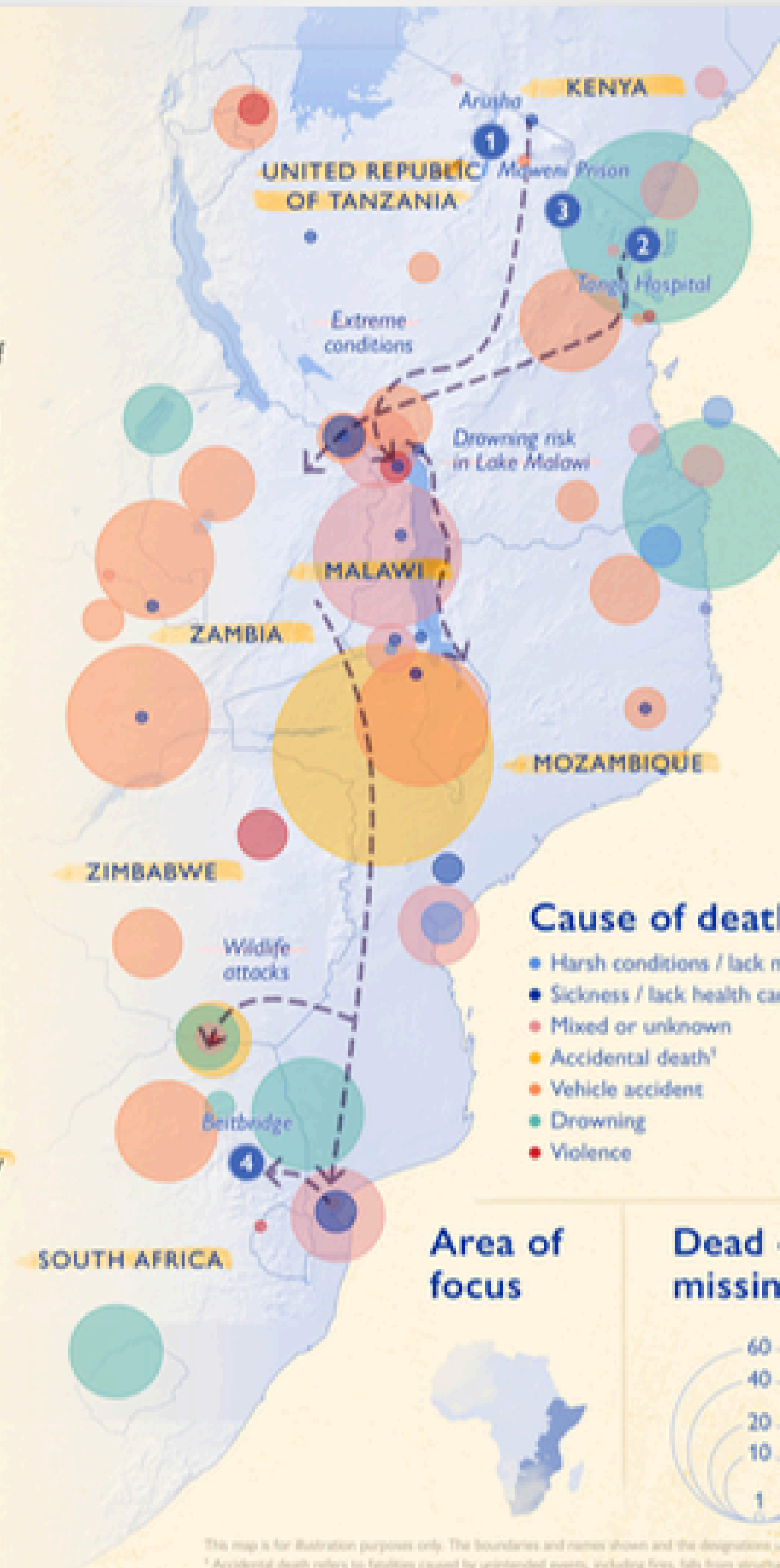
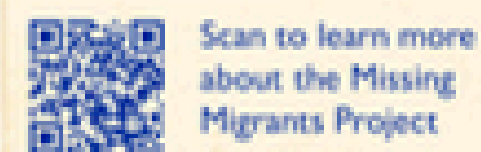
- Alternatives to detention
- Access to communication and referral services

Reinforce operational capacity

- Search and rescue (including maritime)
- Training for front-line authorities

Enhance coordination

- Route-based dialogue and cooperation
- Integration into migration governance frameworks



Behind the data

The data shows where people travel and where risks occur, but it cannot fully capture the lived experiences of migrants along the route. The accounts below reflect conditions reported during transit, including hazardous transport, violence, detention and limited access to care. Based on field research conducted in 2023 (reviewed in 2025) across key points along the Eastern and Southern Africa route.

1 Hazardous transport

Alamaya described being transported across borders in an enclosed, unventilated vehicle with more than 20 other migrants. Four people died from suffocation due to severe overcrowding. [Read more on page 10](#)



2 Injury and limited access to care

A 13-year-old Ethiopian boy was injured during transport, crammed onto a motorcycle, and hospitalized a month without family contact. [Read more on page 12](#)



3 Detention and lack of communication

Mulato reported being held in detention for several years without contact with his family due to inability to afford return. He was stranded with no clear release timeline. [Read more on page 17](#)



4 Journey along the route

Migrants may travel across multiple countries, relying on smugglers and informal networks. Journeys are long and involve multiple risky border crossings. [Read more on page 23](#)



This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by IOM. *Accidental death refers to fatalities caused by unintended events, including fires, falls from structures, transport accidents and other unforeseen circumstances. Source: IOM MMR. Data reviewed on 31 January 2025.

GRADING RESULT: MISSING MIGRANTS

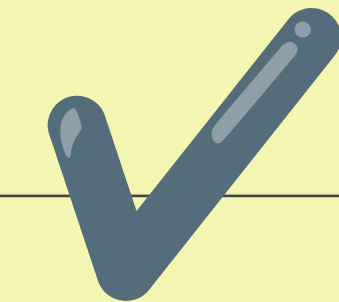


Compelling

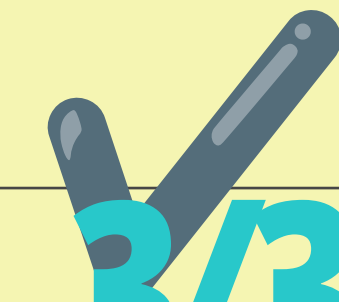
Score



1. Visually communicative



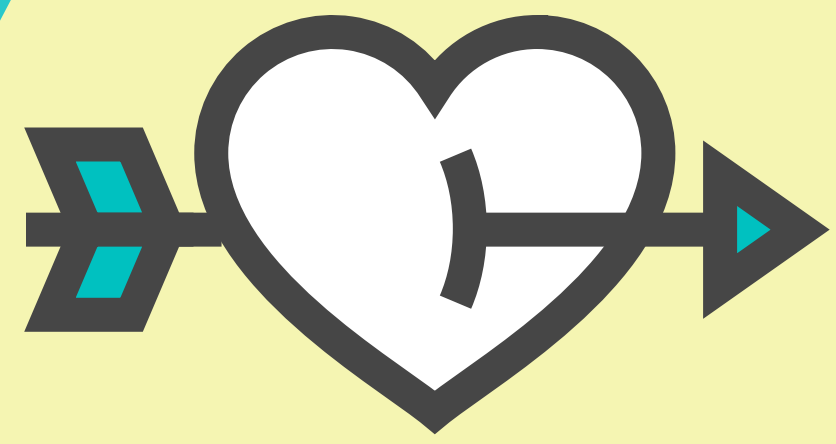
2. Engaging story



3. Concise

3/3

Total



Consequential

Why does this matter to me?

Information becomes consequential when it is relevant to an audience's needs, priorities, and decisions.

Audience identified

Is it relevant to a specific audience?

DECISION

DRIVERS

Leadership



Alignment

Donors



Impact

Partners



Coordination

Staff



Growth

Communities



Improvement

Clear action

What's the next logical step the audience should take?

CALLS TO ACTION

Policy

Review & adopt recommendations

Funding

Schedule a donor briefing

Coordination

Join the working group

Capacity

Enroll in the Programme

Awareness

Visit our resource center

Appropriate medium

Does the format that
suit the audience
and purpose?

MEDIA**ADVANTAGES****DISADVANTAGES****Poster**

Semi-permanent

Distribution

Animation

Engaging

Expensive

Brochure

Distribution

Not engaging

eLearning

Educational

Long production

Report

Info density

Traditional

Social

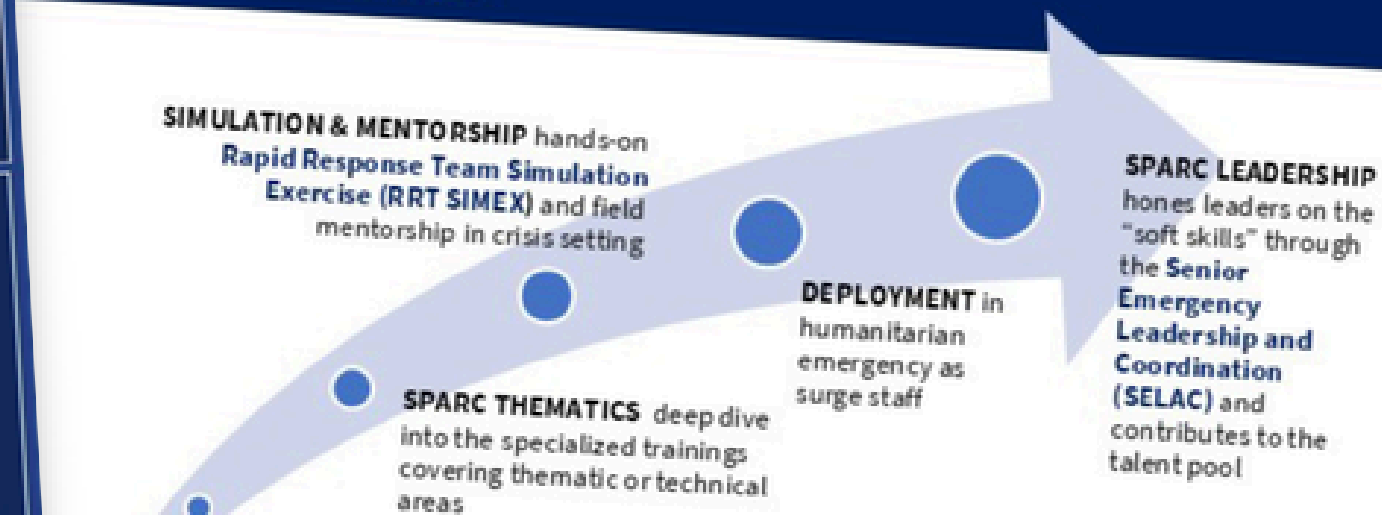
Spreadable

Short message

SPARC SURGE PATH FOR ADAPTIVE RESPONSE CAPACITY

SPARC is IOM's institutional learning pathway to build a resilient, agile, multi-disciplinary crisis response workforce.

LEARNING PHASES



- SPARC ESSENTIALS** introduces the mindset anchored on the Crisis Operational Framework (MCOF), Emergency Response Induction Training (ERIT)
- SPARC THEMATICS** deep dive into the specialized trainings covering thematic or technical areas
- SIMULATION & MENTORSHIP** hands-on Rapid Response Team Simulation Exercise (RRT SIMEX) and field mentorship in crisis setting
- DEPLOYMENT** in humanitarian emergency as surge staff
- SPARC LEADERSHIP** hones leaders on the "soft skills" through the Senior Emergency Leadership and Coordination (SELAC) and contributes to the talent pool

MENTORSHIP, DEPLOYMENT & CAREER MOBILITY

Mentorship schemes pair ERIT graduates with experienced crisis coordinators. ERIT, RRT SIMEX, and SELAC graduates are included in IOM Deployment Roster.

STRATEGIC COLLABORATION

Online training across departments for preparedness and resilience. Support capacity sharing with Member States and local communities.

Collaboration of the Department of Humanitarian Response & the Staff Development & Learning (SDL) program which approach to capacity strengthening, ensuring personnel at all appropriate learning modalities based on interest and their capacities in crisis response.

SURGE PATH for ADAPTIVE RESPONSE CAPACITY (SPARC)

IOM Learning Path for Crisis Response

Background The **Surge Path for Adaptive Response Capacity (SPARC)** is designed to enhance the capacity of IOM personnel to respond effectively to humanitarian crisis situations and to expand IOM's institutional capacity to manage crises at scale. This dynamic, multi-tiered approach, anchored on the **Migration Crisis Operation Framework (MCOF)**, ensures staff acquire essential skills, technical knowledge, practical experience, and leadership capabilities needed for adaptive response in challenging humanitarian contexts. The path represents a commitment to continuous growth and resilience in crisis management and to expand cross-functional and thematic capacity of the deployment roster.

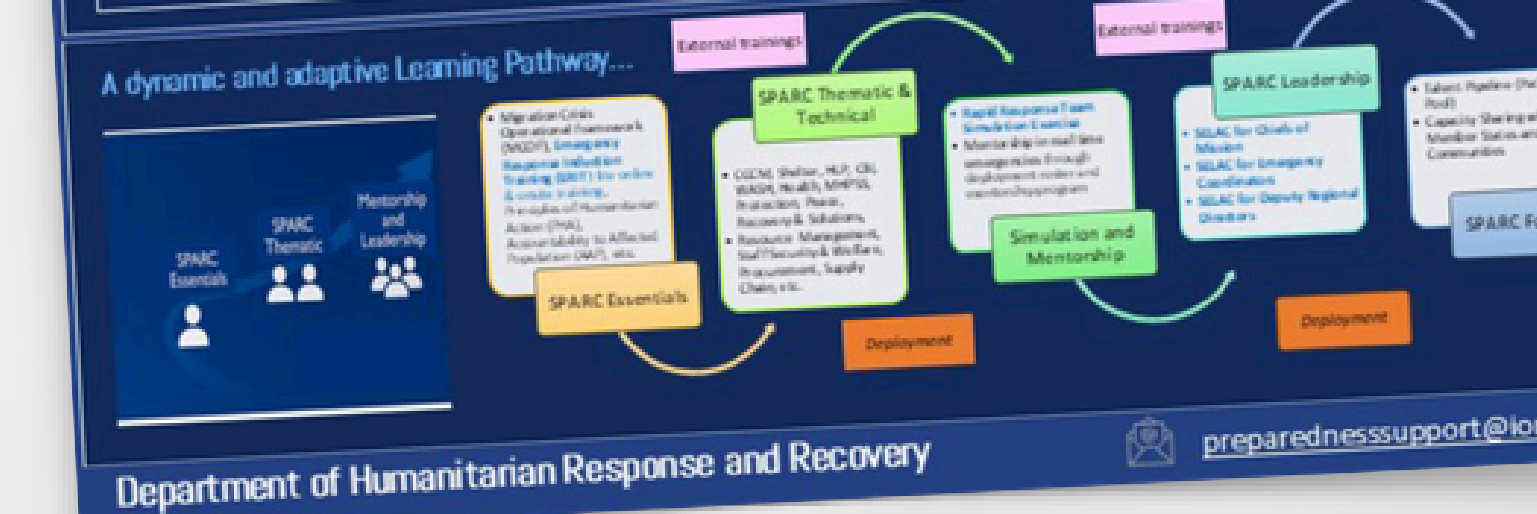
The SPARC is part of the broader Staff Development & Learning (SDL) program which seeks to provide a guided approach to capacity strengthening, ensuring personnel at all levels are engage in appropriate learning modalities based on interest and their roles & responsibilities in crisis response.



- 01 SPARC Essentials**
Embark on the Crisis Learning path and progressively take on the surge mindset and undergo the institutional trainings: Emergency Response Induction Training (ERIT) anchored on MCOF which defines IOM's crisis response, leading to the Rapid Response Team Simulation Exercise (RRT SimEx), and the Senior Emergency Leadership & Coordination (SELAC).
- 02 SPARC Thematic**
Deep dive with thematic & technical specialists on the various sectorial and cross-functional components of IOM Crisis Response, linked with MCOF defining how IOM supports Member States in emergencies, and in collaboration with the Operation and Management Pillars.
- 03 Simulation & Mentorship**
Practice and adapt learning in real life scenarios through the Simulation Exercise and venture on a shared learning experience through the mentorship program in real time emergency as a mentee or a mentor (for senior/seasoned staff).
- 04 Surge Deployment**
SELAC, RRT SimEx, and ERIT graduates are embedded in the Deployment Roster and are deployed as surge staff in a new humanitarian emergency. They take on emergency roles in a crisis setting with a growth mindset to help strengthen capacities of local stakeholders.

The Institutional Crisis Response trainings

- ERIT** equips participants with essential operational framework & skills in crisis response anchored on the humanitarian principles & standards, ensuring they are prepared to be deployed in times of need at country level or as where need arises. ERIT Lite online is opened to all IOM personnel while the 5-day ERIT onsite is offered to national & junior professional staff who completed ERIT Lite. To date, 285 personnel have been trained since 2014.
- RRT SimEx** offers hands-on immersive experience in real-world emergency scenarios, fostering resilience, teamwork and adaptability. This exercise places participants in dynamic scenarios where they must apply their learning to manage and coordinate a rapid response. The SimEx is designed for experienced personnel (IOM and partners). To date, 53 personnel have undergone the SimEx since 2024.
- SELAC** three streams targeting 1) Emergency Coordinators (EC), 2) Chiefs of Mission (CoM), and the new 3) Deputy Regional Directors (DRD) being planned for 2026. SELAC course focuses on "soft" skills and hones senior staff on strategic leadership, decision-making, stakeholder engagement and high-level coordination skills, vital for effective leadership in a crisis response. To date, 46 CoMs and 126 EC/senior staff have completed the course since 2019.



LEADERSHIP

EXTERNAL OVERVIEW

SPARC

SURGE PATH FOR ADAPTIVE RESPONSE CAPACITY

IOM's institutional learning pathway for crisis response, connecting existing trainings into a clear, progressive system that strengthens institutional preparedness and emergency response capacity by investing in staff development, deployment readiness, and operational needs.



STAFF

STAFF BRIEFING

SPARC

SURGE PATH FOR ADAPTIVE RESPONSE CAPACITY

Want to strengthen your role in IOM's crisis response? SPARC is IOM's career development pathway for staff engaged in humanitarian crisis response. It connects learning, simulations, mentorship, and deployment to help staff build practical experience, strengthen crisis-response competencies, and grow into leadership roles.



LEADERSHIP

STAFF

SPARC STRENGTHENING INSTITUTIONAL PREPAREDNESS

Why SPARC?

No matter what the operational need, IOM has extensive capacity strengthening resources to build competencies, simulate challenges, and develop leaders. **SPARC brings these resources into a coherent, solution-driven mechanism to enhance institutional preparedness and emergency readiness.**

Pathway
A coherent, sequenced pathway for staff to progress from foundational training to deployment readiness and leadership roles.



Capacity
Clear visibility of response capacity across the organization, enabling strategic planning, deployment readiness, and workforce growth.



Alignment
Alignment with UN partners and Member State mechanisms, enabling more coordinated and efficient interagency responses.



Narrative
A unified framework that clearly communicates IOM's crisis-learning system, impact, and preparedness investments.



Institutional benefits


Enhanced Institutional Preparedness
SPARC provides a coherent, verifiable preparedness pathway that demonstrates IOM's commitment to building talent systematically and using resources efficiently, both within IOM and across its partners and member states.


Stronger Workforce and Agility
By clarifying competencies and accountabilities, SPARC creates a predictable talent pipeline and expands the pool of deployable responders. This improves planning, surge capacity, and operational flexibility — reducing delays and costs during crises.


Strategic Alignment and Interagency Coordination
SPARC is a central part of operationalizing IOM's preparedness commitments within the organization's Strategic Plan 2024–2028. It also aligns IOM with UN partner agencies and member states, ensuring trained responders and interagency readiness.

“ I think it is very important for OCHA and IOM colleagues to run joint trainings together — to know how to collaborate more effectively when we both deploy in the field.




Stefania Trassari
OCHA, UNDAC and INSARAG Focal Point

SPARC STRENGTHENING INSTITUTIONAL PREPAREDNESS

How SPARC supports your career and strengthens IOM's response

SPARC increases your capacity and positions you more strongly for emergency deployment, while contributing to IOM's surge capacity.

Benefits for You	Benefits for IOM
<p>A pathway that makes sense Build crisis-response knowledge and experience over time, beyond one-off trainings.</p>	<p>A stronger surge capacity A wider pool of staff prepared to support humanitarian emergencies when needs arise.</p>
<p>Skills and experience that matter Develop technical, operational, and coordination skills used in emergencies.</p>	<p>Greater value from deployments Aligned training, simulation, and deployment strengthen staff performance in emergencies.</p>
<p>A track record you can demonstrate Progressive training, simulation, and deployment help build a visible record of growth.</p>	<p>A crisis-response workforce system Learning and practice are connected through a structured approach that invests in staff.</p>




A pathway for everyone

Whether you are starting out or building on existing emergency experience, SPARC offers a clear pathway forward. Designed to meet staff where they are, it has already engaged more than 500 IOM colleagues with in-person trainings in the past 10 years.

285 ERIT trainees **196** SELAC trainees **53** RRT SimEx


Colleague testimonials

“ The RRT-SIMEX was a unique chance to simulate the challenges of emergency deployments — to fail, learn, and improve in a safe environment. This is invaluable for staff development, to help us better serve those in need the next time disaster strikes.



Marian Hyler
Programme Support Officer

“ I want to say this to every junior staff: enjoy the ERIT training because it will give you the skills to respond to emergency and help the people in need.



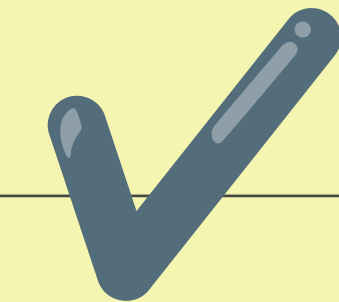
Carlos Galindo
Head of Emergency Unit, IOM Honduras

GRADING RESULT: SPARC

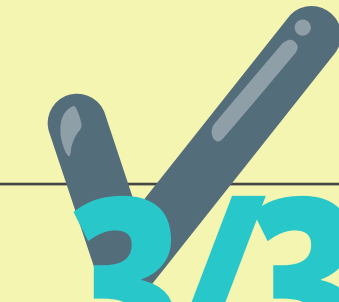
 **Consequential**

Score

1. Audience identified



2. Clear action



3. Appropriate medium

3/3

Total



Clear

Can I understand it?

Helps the audience understand the information without unnecessary effort or confusion.

Supported takeaway

Does the evidence
support the
conclusion?

EASY TO UNDERSTAND

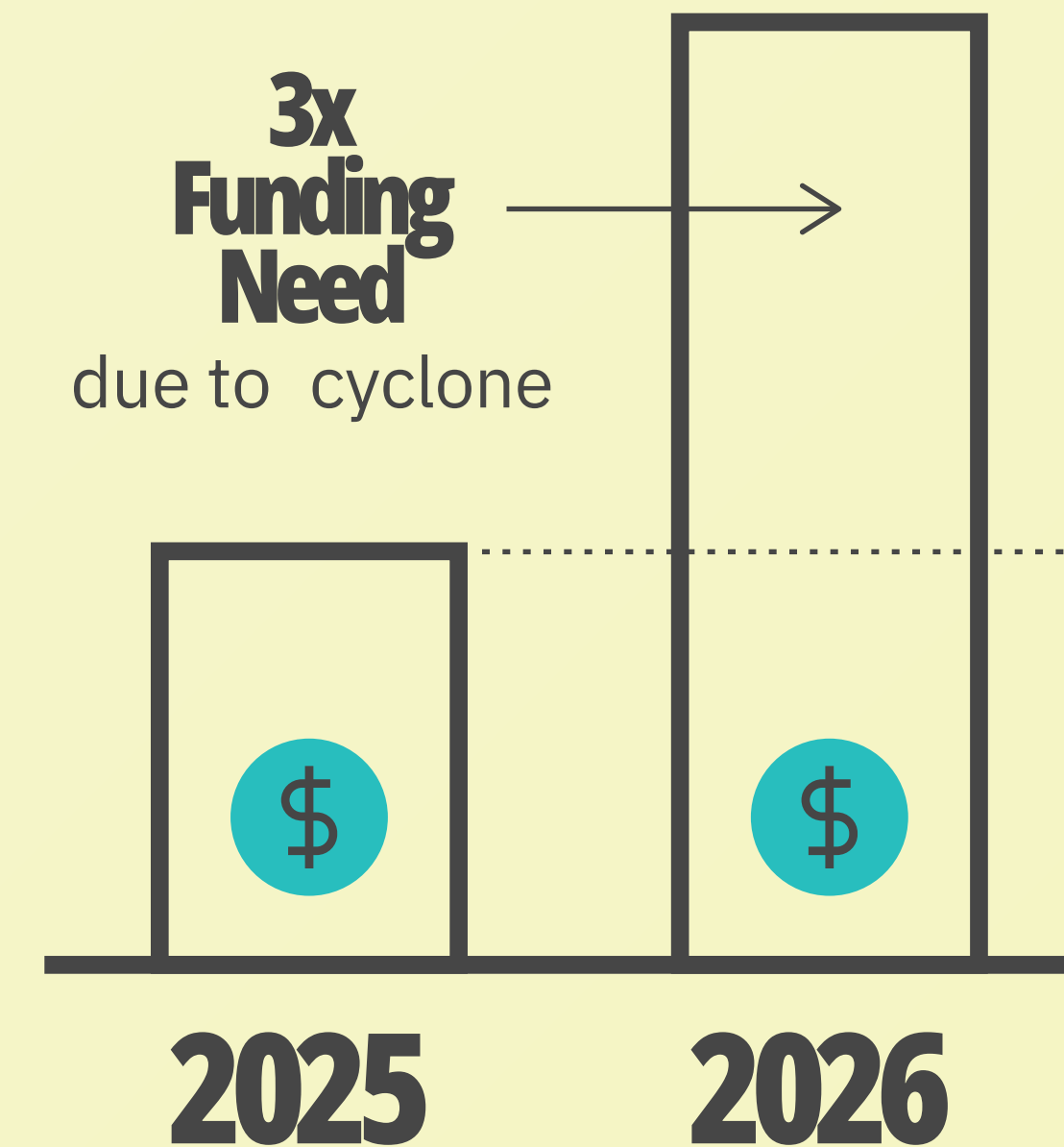


Chart choice

Is the data displayed in the most effective way?

WHAT'S YOUR GOAL?

- **Comparison**
- **Correlation**
- **Part-to-whole**
- **Temporal**
- **Distribution**
- **Geospatial**

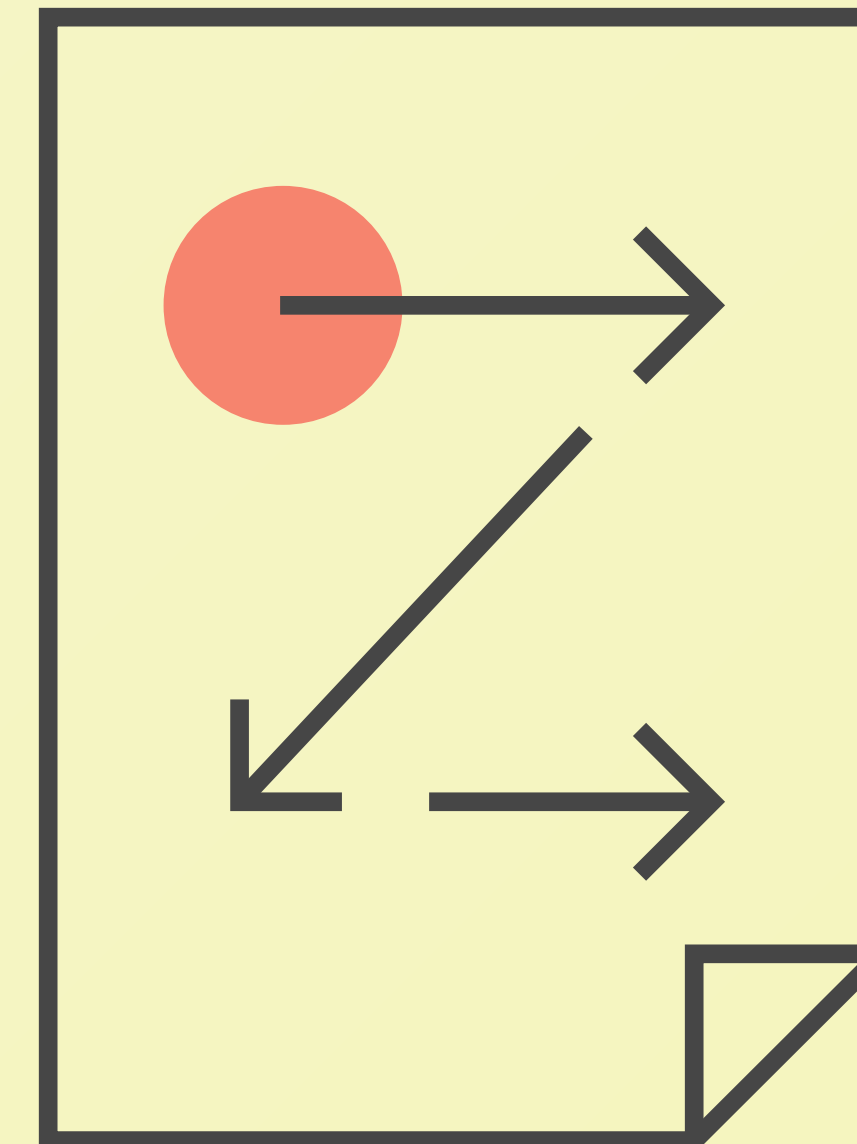
Learn how to select charts from Datylon



Logical hierarchy

Is the information organized in a way that is easy to skim?

WHERE DO YOU LOOK FIRST?



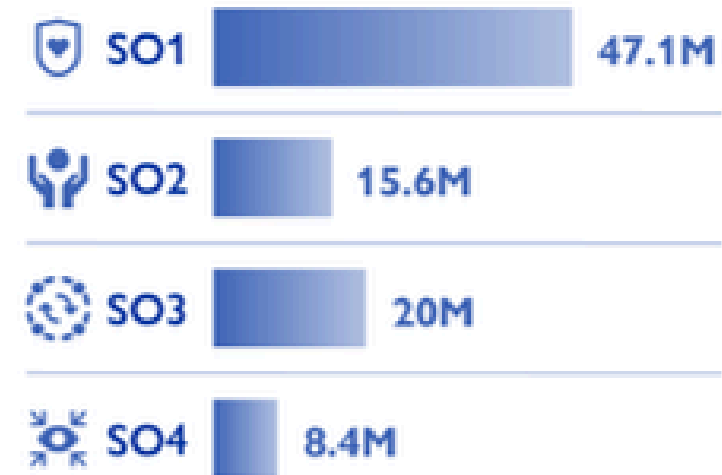
PLANNING AND RESPONSE FOR 2026



FUNDING REQUIREMENT BY STRATEGIC OBJECTIVE

 **USD 91.1 Million**

FUNDING BY STRATEGIC OBJECTIVE



FUNDING REQUIREMENT BY COUNTRY



MRP 2025 APPEALING PARTNERS



GRADING RESULT: MIGRATION DATA REPORT

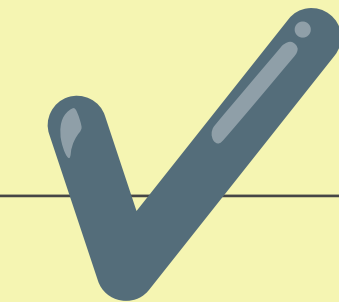


Clear

Score



1. Supported takeaway



2. Chart choice



3. Logical hierarchy

3/3

Total

LIVE EXAMPLE

POWER BI DASHBOARD

SITUATION REPORT



Remaining Humanitarian Needs Following Cyclones Idai and Kenneth

Humanitarian needs remain substantial following Cyclones Idai and Kenneth, with funding shortfalls limiting assistance across food security, water access, shelter, and education. [Read more about the crisis.](#)

FINANCIAL NEED



3M

persons affected



35M

funding gap

Funded 32%

Gap 68%

NEED BY SECTOR

■ Estimated People in Need ■ Assisted to Date ■ Remaining Gap



Food

650K

380K

270K



WASH

540K

175K

365K



Shelter

480K

210K

270K



Education

220K

65K

155K

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**THANK
YOU**