How do partners establish the collaborative process for a profiling exercise?
What additional tools are there for this phase?

- Competency Framework for a Profiling Coordinator

Templates:
- Terms of Reference – Profiling Coordinator
- Terms of Reference – Profiling Working Group
Collaboration builds partnerships, which ensures buy-in, help to make use of existing resources, and benefit from joint planning and logistics. In addition, collaboration is critical in sustaining interest, helping findings and recommendations to be endorsed and promoting the use of the results. As such, enabling collaboration is an essential activity throughout the profiling process, and not just at the beginning and the end.

In any profiling exercise, at least two but typically more organizations work together on a single process with common goals, shared ownership, and agreed-upon rules, norms, and structures.

Although bringing partners together under one process is worthwhile, the more partners are on board, the more time needs to be dedicated to coordination. This can get a bit messy, and requires good planning and clear communication. This is why a Profiling Coordinator typically is hired to dedicate time to ensure the collaborative nature of the exercise.

The Profiling Coordination Training builds the skills needed to become a strong and collaborative Profiling Coordinator.
Based on discussions with partners from the initial phase, revisit the stakeholders working on displacement in the context, making sure to again look beyond traditional partners to consider local-level actors responding to displacement or working on data collection (such as municipalities, local academic institutions, or civil society groups).

Explore the interest and capacity of different stakeholders to take an active role in the profiling exercise, in other words for advocacy, technical work or decision-making, through bilateral meetings.

Invite interested partners to a meeting to discuss and develop the organisational structure to supervise the profiling exercise, and provide a forum for partners to communicate and take decisions jointly. This entails establishing a Profiling Working Group or other entities such as a smaller technical working group and/or a broader validation group, as required by the context.

Jointly produce a document to formalise the working groups, for instance developing a Profiling Working Group Terms of Reference, with ample opportunity for partners to provide input and a deadline for endorsement by the group members. This could include a joint work plan as an annex.

Draft any other Memoranda of Understanding (tool coming soon!) between partners as required, for instance with partners who will implement the data collection.

Depending on the needs and interest of the profiling partners, develop a Profiling Coordinator Terms of Reference, with ample opportunities for the profiling partners to provide input.

Recruit a neutral Profiling Coordinator: a facilitator, not tied to any organization involved in the exercise, with strong competencies for managing collaborative relationships and building consensus (see Profiling Coordinator Competency Framework).

Revise the Concept Note, and share with a broad group of stakeholders for comments and endorsement.

Organize regular meetings or workshops to agree upon shared profiling objectives, validate tools, analyse profiling data, develop recommendations, and endorse results.
How does JIPS recommend planning and implementing this phase?

Based on JIPS’ experience, establishing a collaborative process takes advanced-planning and strategic thinking. The goals of a collaborative process are to:

**Sustain collaboration throughout all stages of the profiling process**

Often times collaboration may happen at the beginning, but tends to taper off as the process continues. JIPS experience demonstrates that sustaining collaboration throughout, including during the analysis and reporting phases, keeps partners engaged and interested in the profiling results. Generally the best way to do this is to have a shared work plan that highlights the key moments in the profiling process when the partners would need to come together to make decisions. This can be done as a work plan developed in the initial phase. This reminds partners from the outset what is involved in the overall process and helps them plan for involvement in the later stages.

**Demonstrate the incentives to participate**

Engage with stakeholders before and throughout a profiling process to explain how profiling results can boost their policy-making, programming, and advocacy. This can be done by bringing in examples of results from profiling exercises in other contexts.

**Utilise the Profiling Coordinator as an honest broker**

A Profiling Coordinator facilitates a collaborative process that sees partners as equal contributors to the exercise. This person should bring technical credibility to the process, should promote broad and active participation, and should build consensus for key decisions. There are ways to increase the neutral perception of the Profiling Coordinator, for instance by having this person physically sit within a government agency for a government-led profiling process, or share his or her time between the offices of several different partners.
Promote face-to-face dialogue and trust building

Face-to-face dialogue is an important aspect of collaboration, and can help break down stereotypes and other barriers to communication. This can happen in a variety of forms, but typically having bilateral meetings with partners first, then followed by an inclusive and productive workshop with a summary shared afterwards works well to create a precedent for future collaboration and transparency.

Ensure commitment to the process

This makes it more likely that participants will abide by the results. This can be done through identifying the resources that each partner will contribute, including both financial and in-kind, as well as ensuring dedicated staff time to the project.

Establish clear roles and responsibilities

For example, a Profiling Working Group Terms of Reference should:

› Allocate clear roles according to expertise, outlining for instance the lead role that the National Statistical Office could take in technical matters such as developing the methodology.

› Define and agree upon what is needed to achieve shared objectives.

› Spell out the commitments of being a member of the group.
What are the background concepts I need to know?

**Cooperation**
Informal arrangement not interfering with autonomous projects of partners, but with complementarity of goals and some communication.

- **Actors**: have separate goals, are independent
- **Data sharing is**: informal, ad-hoc, voluntary

**Coordination**
A model that is more formal than cooperation, in which partners have separate yet compatible goals and regular communication.

- **Actors**: have similar but separate goals, are independent
- **Data sharing is**: semi-formal

**Collaboration**
Shared authority and responsibility for planning and implementation, where partners work together on a specific task with a shared goal and communicate frequently.

- **Actors**: have shared goals, are interdependent, have a shared authority and responsibility
- **Data sharing is**: formal and systematic

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Methods for working with partners:

**Consultation**
Process of seeking expertise or input on specific issues through bilateral or group meetings.

**Consensus-building**
Gradual process of identifying common interests among partners and reaching agreements on concrete issues.

**Facilitation**
Encouraging discussion on key issues, either in Profiling Working Group meetings or workshops with a broader group of stakeholders, and posing questions to get diverse array viewpoints.

**Profiling Coordinator**
A neutral facilitator that is responsible for coordinating the efforts of the Profiling Working Group as well as the implementation of the project (see competency framework below).

**Profiling Working Group**
A group of partners collaborating on the planning and implementation of a profiling exercise; this group may be formal or informal depending on the interests of the partners. A Profiling Working Group Terms of Reference is typically used to clarify its role and scope of work within the exercise.

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**What competencies are needed to be an effective Profiling Coordinator?**

**Analytical approach to complexity**

- Triggers large amounts of information, critically analyzing the quality and identifying information gaps and trends.
- Critically examines current problems, situations, and ideas to identify patterns and linkages and strategies for profiling with other processes.
- Analyzes related to information on the condition and status of contemporary issues, including scenarios and contemporary planning.
- Understands the needs and requirements of different partners and development coordination mechanisms.

**Technical attitude**

- Takes initiative, builds, and makes opportunities and environments for profiling with other processes.
- Is able to set clear, measurable, and achievable goals for the exercise, focusing and directing progress towards them.
- Is able to facilitate negotiation and diffusion of learning from different contexts.
- Identifies learning needs and develops appropriate commitments to boosting.

**Joining and coordinating actions**

- Takes initiative, builds, and makes opportunities and environments for profiling with other processes.
- Is able to set clear, measurable, and achievable goals for the exercise, focusing and directing progress towards them.
- Is able to facilitate negotiation and diffusion of learning from different contexts.
- Identifies learning needs and develops appropriate commitments to boosting.

**Capacity building**

- Identifies the need for development, including the provision of technical assistance, and builds capacities to boost.
- Encourages continuous learning and collaboration with partners.

**Managing collaborative environments**

- Identifies the need for development, including the provision of technical assistance, and builds capacities to boost.
- Encourages continuous learning and collaboration with partners.

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