2025/26 ANNUAL REPORT
INFORMATION MANAGEMENT WORKING GROUP

Introduction

The Information Management Working Group (IMWG) is mandated by the ISG to develop, in close coordination with members of the INSARAG network, to deliver and promote the effective use of information management (IM) solutions across the network, in support of United Nations General Assembly Resolution 57/150 (2002).

Effective information management is a critical enabler of coordinated, timely, and informed decision-making during time critical Urban Search and Rescue (USAR) operations. By facilitating the structured collection, analysis, and dissemination of operational information, information management solutions directly support effective coordination among national and international USAR teams, the host nation/LEMA, and partners. This coordination is essential to prioritizing lifesaving activities, and optimizing the use of limited resources, deploying them where they can have the greatest impact.

The information management solutions developed and promoted by the IMWG support the INSARAG network and its partners in managing USAR operations in line with the INSARAG Guidelines and associated guidance materials, including the UC Handbook and standardised forms. Within this context, the activities and financing of the IMWG are directed toward maintaining, enhancing, and expanding these solutions to ensure they remain fit for purpose and capable of supporting life-saving coordination in complicated emergency environments.

Deliverables

In the past years, the IMWG concentrated on delivering outcomes arising from the After Action Review (AAA&R) following the earthquakes in Türkiye and Syria (see Table 1). These findings highlighted the need for improvements to the INSARAG coordination system (ICMS) to enhance simplicity, scalability, and operational flexibility. Based on the lessons identified and subsequent endorsements from Team Leader Meetings, the IMWG has, since 2023, prioritised the comprehensive update of the INSARAG Coordination Management System.

As a key outcome of this work, the new INSARAG Coordination Management System (ICMS 3.0) has been developed and progressed through successive testing phases. These included Alpha testing during the IER of AUS01, Pre-Beta testing conducted remotely with the teams of the IMWG and of the Regional Chairs, and a successful Beta testing during the EU MODEX exercise in Tinglev Denmark. These achievements lay the foundation for system-wide implementation and will guide the targeted utilisation of approved funding to support finalisation, deployment, training, and sustained operational support of ICMS 3.0 across the INSARAG network. The system was subjected to multiple levels of testing across different layers of the INSARAG network and in various operational and exercise environments, ensuring a sound, robust, and scalable platform that is understood,

supported, and endorsed by network members. (See Annex A for a specific planning of the implementation of ICMS 3.0.)

Table 1

AAA Recommendations Review Templates

AAA&R Section Number	Bullet Point Number	Recommendation (Sourced from AAA&R)	Policy (P)/Operations (O)/Training (T)	Priority High (H) Medium (M) Low (L)	Responsible Party/ies, e.g., MWG, Secretariat	Actions to Implement
3.5.1	VO	VO: Discuss a more functional structure of the VO	Policy	H	IMWG,TWG,ERS	A policy for VO usage for USAR coordination co-ordination cells
3.5.2	Data	Are we collecting too much data?	Operations	H	IMWG, reviewers and TLM	The IMWG has developed a suggestion on how to reduce the amount of data on the forms. IMWG will obtain feedback on it. The IMWG will develop a digital version for testing. Both will be presented at the 2024 TLM for TL feedback.
3.5.3	ICMS	Simplification	Operations	H	IMWG, TLM	This is linked to the simplification of paper forms, outlined above.
3.5.3	ICMS	Flexibility	Operations	H	IMWG, TLM	Addition of assignment of a team to a work-area to increase flexibility. Ability to implement additional coordination layers.
3.5.3	ICMS	Sector ID, Worksite ID	Operations	H	IMWG, TLM	Work ID will be suggested to be based on Team ID documenting the worksite, therefore delinking the worksite ID from the sector.
3.5.3	ICMS	ASR and linearity	Operations	H	IMWG, TLM	With the introduction of assigning Work areas and delinking of the worksite ID from the sector, ICMS will be able to assign teams in any order of ASR levels.

In parallel, the IMWG continued to strengthen its internal working methods and professionalisation. Increased emphasis was focused on continuity, clearly defined portfolios, and coordinated responsibilities, while maintaining a shared focus on the overarching objective of saving lives through effective coordination. The IMWG also advanced the development of clear and concise user manuals and prioritised the design of accessible and effective training. This includes the development of online, self-guided training and micro-training modules expected to meet the training needs of approximately 85 per cent of INSARAG team members, complemented by the design of targeted in-person training for the remaining 15 per cent of personnel performing coordination functions. For the online training, which will be a pre-requisite for some further specialised training, official INSARAG certificates will be issued. ICMS 3.0 and the associated manuals and trainings will be launched, after endorsement at the TLM, at the GM in June 2026.

While the development and implementation of ICMS 3.0 has been a central focus, the IMWG continues to fulfil its wider mandate to advance information management across the INSARAG network. In line with the Terms of Reference, the group has undertaken and plans to undertake a range of initiatives beyond ICMS. These include revamping the INSARAG website to improve accessibility of critical information, collaborating with other agencies on the renewal of the VOSOCC, and enhancing ICMS with additional

functionalities such as integration of external data sources (including satellite and drone imagery), a logistics module for resource management, and automated reporting capabilities. Furthermore, the IMWG is committed to, as commissioned by the TLM, developing and implementing additional tools that provide demonstrable value to the network, ensuring that information management continues to strengthen coordination, operational efficiency, and ultimately, life-saving capacity.

The IMWG will continue to consolidate and expand the implementation of ICMS 3.0 across the INSARAG network, ensuring that the system remains operationally responsive, technically up-to-date, and fully supported by all network members. In addition to finalising system deployment, training, and user support, the IMWG will maintain a focus on continuous improvement, incorporating lessons learned from exercises, real-world operations, and feedback from network users. Future priorities for information management will be guided by the INSARAG Team Leaders, enabling the IMWG to address emerging needs and broaden its scope to other critical aspects of information management. This approach ensures that the IMWG remains agile, forward-looking, and fully aligned with INSARAG's overarching mission: saving lives through effective coordination and information-driven decision-making.

ISG Endorsement

The establishment of a sustainable funding model for IMWG within the INSARAG network represents a new and significant decision. In communications to the INSARAG network on 19 June 2024, the strategic importance of the INSARAG information management and coordination were highlighted as a core components of INSARAG's operational framework and a key enabler of effective and timely coordination in support of the principle that "Coordination Saves Lives." Given the absence of an established funding mechanism for information management to date, the need for a structured and sustainable approach to ensure its continued operation and development was formally articulated.

This approach was subsequently supported by the Regional Chairs and considered and endorsed by the INSARAG Steering Group (ISG) at its meeting on 25 March 2025 in Geneva. The ISG's endorsement confirmed agreement on the introduction of a network-wide funding model as a strategic measure to safeguard the long-term sustainability, operational resilience, and continued enhancement of information management, including its capacity to support coordination, training, and evolving operational requirements across the INSARAG network.

Sustainable Funding

The IMWG has taken a leading role in establishing and administering the sustainable funding model for information management within the INSARAG network, as the INSARAG Secretariat is unable to manage financial transactions directly due to regulatory constraints. Significant time and effort have been invested by the group in correspondence, legal arrangements, and administrative processes to ensure the successful implementation of this model. The IMWG acknowledges and values the positive and flexible engagement of the various INSARAG teams, whose collaboration has been essential in achieving the shared objective of establishing a stable, long-term funding mechanism to support ICMS and broader information management initiatives.

To secure sustainable funding for IMWG over the next five years, it was proposed and subsequently endorsed that each INSARAG team pay an amount of €7.500,- per team for a five-year period. Teams may also opt for a five-year agreement with annual payments to provide additional flexibility. *Thanks to the generous sponsorship of Esri for software products, combined with the volunteer contributions of the IMWG in development and maintenance, this fee represents a substantial cost reduction for participating teams.* The license fee covers full access to ICMS and its features, the development and maintenance of new system versions, online and in-person training modules, the development of other tools and systems related to information management, and operational support from the IMWG Technical Support Team during major deployments.

Funding Status and Progress d.d. 11-02-2026

As of the reporting date, the INSARAG network comprises 72 teams eligible for the IMWG licensing model (an eligible team is a team that has an ICMS user account; classification status is irrelevant). Of these, 28 teams (39%) have completed payment, while an additional 38 teams (53%) are actively engaged in the payment process or discussions to finalise their contributions. Five teams (7%) have not been effectively reached or are not actively pursuing payment, and one team (1%) has indicated they will not participate in the funding model. Combined, **92% of the network is either committed to or actively working towards fulfilling their licensing contributions** (see Table 2). The five-year funding target of €450.000,- is approaching, with a current total of €412.500,- committed or received. *This demonstrates strong network-wide support and the collective commitment to sustainable funding and the long-term operational resilience of the IMWG platforms.*

Table 2

Status	Number of Team	Percentage of Total
Paid	28	39%
In Contact / Working on Payment	38	53%
No Contact / No Action	6	8%
Total Paid or Working on Payment	67	92%

The IMWG would like to express its sincere appreciation to NED01 for their generous support. Their organisation has contributed significant time, expertise, and resources to administer the sustainable funding, ensuring the transparent and effective management of ICMS and other information management initiatives across the INSARAG network.

Sustainable Funding: Financial Status and Expenditure Overview d.d. 11-02-2026

As of 11 February 2026, the IMWG Sustainable Funding administration has received payments totalling €130.500,- from INSARAG network teams. These funds represent a significant step toward the overall five-year funding goal and demonstrate solid financial commitment from the network to support the sustainability of IMWG funding.

Expenditures to date amount to €23.840,- and have been allocated across key areas essential to the ongoing functionality and advancement of ICMS. The largest expenditure of €19.500,- covers the Esri software fee, which excludes a 7% United Nations administration fee. This cost, which reflects a significant reduction and large savings for the network, is a critical investment that ensures uninterrupted access to the underlying platform that powers ICMS.

Additional expenses include administration fees from the UN and Mollie (for credit card payments) totalling €1.722,-. €218,- in costs are related to the insarag,org website, reflecting efforts to maintain the accessibility and usability of INSARAG's online information resources. Furthermore, partial costs amounting to €2.371,- were incurred in connection with the Tinglev Beta Testing phase and the IMWG meeting held in January 2026. These activities are vital for validating ICMS 3.0's readiness and engaging network members in its operational deployment. The costs are only made for IMWG members not sponsored by an organisation (the IMWG developers). The valuable hours of the developers are donated on a voluntary basis. Without in-person sessions, development and upgrades of the relevant software systems would be rendered impossible.

After accounting for all receipts and expenditures, the IMWG has a remaining balance of €106.660,- available. These funds will be utilised for ongoing development, training, technical support, and future operational needs to ensure that the IMWG continues to meet the evolving requirements of the INSARAG network through 2029.

An overview of the funds received and expenditures made up to 11 February 2026 is provided in the accompanying table (Table 3), detailing payments received and allocation across key cost categories.

Table 3

IMWG Sustainable Funding Administration

d.d. 11-02-2026
Amounts in Euros

	In	Out
	In	*Out*
Receipts		
Payments received	€ 130.500	
Total Receipts	€ 130.500	
Expenditures		
Esri license fee, including UN admin fee 7%		€ 19.530
Administration fees (UN fee 7%, Mollie)		€ 1.722
Website costs		€ 218
Tinglev Beta Testing + IMWG Meeting (01-2026) - partial costs		€ 2.371
Total Expenditures	€ -	€ 23.840
Total	€ 130.500	€ 23.840
Balance	€ 106.660	

Financial Projections and Budget Overview (2026–2029)

The IMWG sustainable funding budget for 2026 through 2029 reflects a structured approach to managing the receipts and expenditures necessary to maintain and develop the ICMS 3.0 platform and related information management initiatives. Beginning with a balance of €106.660,- as of 11 February 2026, payments expected from network teams over the coming years total €319.500,-, followed by €79.879,- annually through 2029. This brings the total projected receipts to €450.000,- for the five-year period 2025-2029. The finances of the IMWG sustainable funding are administered in a specific financial reserve held by NED01 / Dutch Institute for Public Safety, a governmental agency. This reserve is subject to the rigorous financial accountancy audits required by the agency, ensuring

transparency and accountability in all transactions. In addition to the audits, an Annual Report will be submitted by the IMWG to the ISG annually. A small percentage of the payments have been / will be made through a team's UNDAC account. These amounts will be earmarked in a UN-account and used for the IMWG costs. These amounts have been included in the administration as shown in this document.

Expenditures are carefully forecasted to align with operational and developmental priorities. The Esri license fee (excluding the UN administration charge) is budgeted to increase gradually from €19.530,- in 2025 to €2.981,- by 2029, reflecting an estimated inflation of 3%. Website maintenance costs are planned in the estimated amount of 5.000,- annually, reflecting a required upgrade from the current hosting arrangements and ensuring ongoing accessibility and user support. Additionally, licensing fees for other software essential to system operations are forecasted for an amount of €5.000,- before inflation. These costs allow for the use of various software to improve the user experience and add valuable functionality to the information management systems of INSARAG.

Costs have been allocated to support non-sponsored members (developers), covering participation in key training sessions, working group meetings, and exercise events. These expenses will continue through 2029 to facilitate essential in-person collaboration, training, and governance activities. A contingency margin is also maintained to address potential defaults in payments, ensuring financial resilience. The extremely valuable developers of the IMWG work on a purely voluntary basis and need to be facilitated in the practical sense. The IMWG would like to extend its profuse thanks to these individuals that form the backbone of the information systems through which the INSARAG network achieves its goals of life-saving coordination and cooperation.

Overall, the budget projects healthy positive balances each year through 2029, with funds carried forward annually to support future activities. An estimated inflation of 3% per year has been used to calculate the future costs. This prudent financial management provides a strong foundation for the IMWG's work on continuous development and operational readiness.

Looking beyond 2029, the liquidity projections show that the agreed upon amount for the 5 year period is reasonable and sufficient. The according to the current information and projections, the sustainable funding as currently arranged forms a solid basis for sustainable funding into the future. At the ISG in 2028, the IMWG will make a proposal as to the extension of the funding, reflecting the appropriate historical data and forecasts for the future in order to ensure long-term sustainability.

The financial projections outlined above are detailed in the table (Table 4) below, which provides a year-by-year breakdown of receipts, expenditures, and projected liquidity for the period 2026 to 2029, along with extended liquidity forecasts through 2032.

Table 4

IMWG Sustainable Funding Administration

Budget 2026-2029

		3% 2026		3% 2027		3% 2028		3% 2029
Receipts								
Balance from 11-02-2026	€	106.660						
Payments expected	€	79.875	€	79.875	€	79.875	€	79.875
Total Receipts	**€**	**186.535**	**€**	**79.875**	**€**	**79.875**	**€**	**79.875**
Expenditures								
Esri license fee (incl. UN admin fee 7%)	€	20.116	€	20.719	€	21.341	€	21.981
Administration fees (UN admin fee 7%, Mollie)	€	1.773	€	1.826	€	1.881	€	1.938
Website costs	€	5.000	€	5.150	€	5.305	€	5.464
Licenses other software	€	5.000	€	5.150	€	5.305	€	5.464
Tinglev Beta Testing and IMWG Meeting (01-2026) - partial costs	€	1.866						
Step-over Training + WG + Launch Brazil (07-2026)	€	12.340						
Step-over Training + Global Exercise Qatar (10-2026)	€	11.420						
Step-over Training + Global Exercise AP	€	11.420						
IMWG meeting/training non-sponsored members (developers)			€	12.710	€	13.092	€	13.484
IMWG meeting/TLM non-sponsored members (developers)			€	12.710	€	13.092	€	13.484
Other/not yet defined	€	5.000	€	5.150	€	5.305	€	5.464
Margin defaulted payments	€	27.000	€	9.450	€	9.450	€	9.450
Total Expenditures	**€**	**100.935**	**€**	**72.866**	**€**	**74.769**	**€**	**76.728**
Total	**€**	**85.600**	**€**	**7.009**	**€**	**5.106**	**€**	**3.147**

Liquidity		2026		2027		2028		2029		2030		2031		2032
Receipts	€	186.535	€	165.475	€	172.484	€	177.590	€	100.862	€	21.832	€	-59.569
Expenditures	€	100.935	€	72.866	€	74.769	€	76.728	€	79.030	€	81.401	€	83.843
Funds left for next year	€	85.600	€	92.609	€	97.715	€	100.862	€	21.832	€	-59.569	€	-143.412

Conclusion

The activities and financial planning of the IMWG over the past year demonstrate the strength, commitment, and collaborative spirit of the INSARAG network in advancing information management for urban search and rescue operations. Through the development and implementation of ICMS 3.0, extensive testing, training initiatives, and professionalisation of the Working Group, the IMWG is set to deliver a robust, scalable, and user-centred coordination platform that is widely supported across the network.

The establishment of a sustainable funding model, supported by network contributions, reflects the shared understanding that coordinated, well-managed information is essential to saving lives. With a commitment of 92%, the IMWG is convinced that this sustainable funding model is widely accepted and supported, and that the remaining commitments will soon be achieved. The administration of funds through a dedicated

financial reserve at NED01, subject to rigorous audits, ensures transparency, accountability, and long-term viability.

Looking forward, the IMWG will continue to implement ICMS, develop new tools and training, and respond to priorities set by Team Leaders, while maintaining the network-wide collaboration that has been instrumental in its successes. The ongoing commitment of all participating teams underlines the strength of the INSARAG network, reinforcing the principle that effective coordination and information management are critical enablers in saving lives during humanitarian crises.

Annex A: Planning ICMS 3.0

TIMEFRAMES ICMS 3.0

Themes	JAN 26	FEB 26	MAR 26	APR 26	MAY 26	JUN 26	JUL 26	SEP 26	OCT 26	NOV 26	DEC 26
IMWG *(all)*	21-26 JANUARY: IMWG MEETING	-DEV (AFTER FEEDBACK BETA TESTING)	**01-03-2026 DEV READY; SYSTEM CAN BE USED FOR FINALISATION TRAIING AND MANUALS** **02-12 MARCH HNPW** **-STAND** **-03 MARCH: PRESENTATION** **-10 MARCH: ISG**	PUBLISH CONTENT ON WEBSITE: -USER GUIDE -1-PAGER QUICK GUIDE -MANUAL -LINKS			04-05 JULY: IMWG MEETING **TLM ENDORSEMENT: DECIDE USE OF ICMS 3.0 DURING AN EVENT**			**01 NOVEMBER: PROPOSED START DATE OF USE OF ICMS 3.0 DURING AN EVENT**	**31/12 ICMS 3.0 MANDATORY**
TESTING *(all)*	23-25 JANUARY: EU MODEX BETA TEST		01 MARCH SEND OUT EMAIL ABOUT SANDBOX TESTING (whole network) LIAISE WITH GRG	30 APRIL – 01 JULY: SANDBOX TESTING	SANDBOX TESTING USA01 EXERCISE, ALSO USING TRAINING AND MANUALS	SANDBOX TESTING					
TRAINING *(Peter: in-person; Joao: online)*	DEVELOP TRAINING	DEVELOP TRAINING	**31 MARCH: DEADLINE IN-PERSON TRAINING** **31 MARCH: DEADLINE ONLINE TRAINING** LIAISE WITH TWG	**31 APRIL: ONLINE TRAINING AVAILABLE**	ONLINE TRAINING AVAILABLE	ONLINE TRAINING AVAILABLE	ONLINE TRAINING AVAILABLE **03 JULY IN-PERSON STEP-OVER TRAINING BEFORE BRAZIL TLM** IN-PERSON TRAINING AVAILABLE PER REQUEST	ONLINE TRAINING AVAILABLE IN-PERSON TRAINING AVAILABLE PER REQUEST	ONLINE TRAINING AVAILABLE **23 OCTOBER: IN-PERSON STEP-OVER TRAINING BEFORE QATAR GLOBAL EXERCISE (24-29 OCTOBER)** IN-PERSON TRAINING AVAILABLE PER REQUEST	ONLINE TRAINING AVAILABLE IN-PERSON TRAINING AVAILABLE PER REQUEST	ONLINE TRAINING AVAILABLE IN-PERSON TRAINING AVAILABLE PER REQUEST
MANUALS *(Daryl)*	DEVELOP MANUALS	DEVELOP MANUALS	**31 MARCH: DEADLINE MANUALS**								
FUNDING *(Whitney)*		28 FEBRUARY: BLOCK ACCOUNTS NOT PAID	ISG YEARLY REPORT				SEND OUT PAYMENT REQUESTS FOR YEAR 2				