

BCO Alliance Impact Assessment

DRAFT WORK PLAN FOR COMPONENT 3

31 January 2007

Prepared by:

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1. INTRODUCTION

This document sets out a draft workplan for Component 3 of the BCO Impact Assessment study, which is being undertaken by *ict* Development Associates *ltd* on behalf of the BCO Alliance through a contract managed, on behalf of the Alliance, by the Association for Progressive Communications. The *ict*DA team for this Component is referred to hereinafter as “the IA study team”.

The content of this proposed work plan reflects the outcome of the scoping study undertaken by the IA study team during Component 1 of the overall Impact Assessment study; input from BCO partners and discussions held during a workshop to review the Component 1 report (held in Johannesburg in December 2006); and subsequent revisions to the report, discussions between IA study team members and BCO partners, and further reflection by the IA study team.

The proposed work plan is intended for discussion with the BCO Impact Study group and refinement before implementation. A number of issues need to be resolved before final agreement can be reached on its content, and in particular the timing of different aspects of the work. These include:

- a) arrangements for finalisation of the workplan;
- b) the timing of proposed “interrogation workshops” in different BCO partner organisations; and
- c) the nature and timing of Component 2 activities to be undertaken by partner organisations.

It is hoped that these matters will be clarified shortly, either at the next scheduled BCO meeting or in the period between then and the end of February 2007. Until then, timings in the proposed work plan must be regarded as provisional.

The following paragraphs discuss some key issues relating to the Impact Assessment study as a whole. Some contractual amendments will arise from the adoption of this work plan and will need to be addressed by the incorporation of the workplan in a revised contract document.

Objectives

The objectives for Component 3 of the Impact Assessment are understood to be as follows:

External objectives:

- a. to contribute to the overall evidence base concerning ICD;

- b. to enable BCO partners to present this evidence within ongoing debate about the efficacy of ICD to a range of target audiences.

Internal objectives:

- c. to contribute to BCO partners' understanding of the impact of their work;
- d. to identify and share lessons that can be learnt from partners' experience; and
- e. to improve the monitoring, evaluation and impact assessment capacity of BCO partners for the future.

Planned outputs

Following from these objectives, it is anticipated that Component 3 of the Impact Assessment will generate two outputs:

Output 1: an impact assessment report, which presents the evidence and lessons learnt.

Output 2: a set of learning resources and (perhaps) tools which BCO partners can use to enhance their future impact assessment capacity.

These will be prepared by the IA study team. The content of these planned outputs will be the responsibility of the IA study team. They will be discussed between the IA study team and BCO partners during a Component 3 closure workshop which will be held towards the end of the Assessment period, and may be refined following that workshop.

The present IA study contract does not include any provision for the production of promotional outputs or other materials recommended in the communications strategy chapter of the Component 1 report. Production of any such outputs is, at present, the responsibility of the BCO Alliance and BCO partners. However, BCO partners and the IA study team recognise that any such outputs must be consistent in tone and content with the outputs generated by the IA study team, and that editorial input from the IA study team will be essential if this is to be ensured.

Approach to Component 3

BCO partners agreed in the Johannesburg Component 1 workshop that Component 3 of the Impact Assessment study would take the approach of testing three hypotheses which are widely accepted within ICT/D circles but for which the evidence base is weak and which are contested within the development community as a whole.

These hypotheses are as follows:

Hypothesis		Primary BCO core objective
1	"Informed, inclusive and participatory communications reshape policy agendas and improve the delivery of services critical to people's lives." (This hypothesis will be considered with specific reference to the health sector.)	Mainstreaming
2	"Information and communication resources and capabilities among the poor and marginalised deepen democracy and enhance democratic institutions."	Voice
3	"ICTs help to make markets work for the poor."	Poverty reduction

The purpose of investigating these hypotheses is:

- a. to identify and assess evidence from within the experience of BCO partners, including experience funded by BCO, which addresses and questions the validity of the hypothesis concerned;
- b. to contribute analysis of such evidence to the overall evidence base available for understanding the hypotheses; and
- c. to facilitate development of tools and other resources which will improve the capacity of BCO partners to undertake evaluation and impact assessment in these areas in future.

BCO partners and the IA study team recognise that Component 1 of the Impact Assessment demonstrated substantial weaknesses in the existing evidence base of BCO and BCO partners, and in particular recognise that BCO partners have undertaken little impact assessment to date. They recognise that these limitations will affect the scope and scale of evidence that can be derived from BCO experience which can be used to test the hypotheses and the limitations therefore of the contribution which this BCO evidence is likely to be able to make to overall understanding of the impact of ICD. BCO partners and the IA study team recognise that this BCO evidence will therefore need to be considered in the context of other evidence and resources in the existing development and ICD literature and in reviews of evidence which are being undertaken by other organisations. The resourcing implications of this paragraph are considered under "Component 3 resources" below.

Component 2

Component 2 of the Impact Assessment study consists of evaluation and impact assessment activities undertaken by BCO partners, either individually or collectively, alongside work conducted by the IA study team. Substantial resources have been made available by DFID to support such work by DFID-funded BCO partners. Comparisable impact assessment work by AMARC is being funded by SDC outside the BCO framework.

The nature and content of Component 2 activities is a matter for BCO partners to determine. BCO partners recognise that the value of the Impact Assessment study as a whole will be substantially increased if opportunity is taken to establish synergies in scope, content, timescale and implementation between Component 2 and Component 3. They are committed to keep the IA study team fully informed of Component 2 activities, and will welcome input and participation from the IA study team in Component 2 activities, with the aim of maximising synergies in implementation and analysis.

Component 3 resources

The resources available for Component 3 within the IA study contract are limited. This work plan makes use of the resources allocated within the IA study contract, including resources from the contingency reserve. This revision of resources includes the holding of the “interrogation” workshops described in “Component 3 methodology” below (as agreed at the Component 1 workshop), and additional desk research required to contextualise BCO evidence on the hypotheses to be investigated.

The resources available for Component 3 following these adjustments are set out in section 5 of this work plan. In addition to the three core consultants named in the IA study contract (David Souter, Tina James and Kate Wild), they include three additional consultants to be engaged (in accordance with the IA study contract) to undertake research on individual hypotheses.

BCO partners and the IA study team recognise that the resource base indicated in this table is limited, and that the outcomes of its work will be greatly enhanced by integration of Component 2 and Component 3 activities, and by cooperation and engagement between the consultant team and BCO partner personnel. BCO partners and the IA study team will seek out and welcome opportunities for such collaboration.

Component 3 methodology

The methodology proposed for Component 3 includes a number of complementary approaches designed to maximise the value that can be derived from the evidence base available. These are as follows:

1. *Research questions*

Each hypothesis will be investigated through between three and five research questions. These will be designed to explore the evidence available and identify the constraints and approaches required to improve understanding of the issues concerned. They will be developed in discussion with BCO partners following agreement of the work plan and finalised through the “interrogation workshops” to be held with BCO partners. The following table illustrates research questions that may be appropriate for hypothesis 2.

Hypothesis		Research question	
2	"ICTs help to make markets work for the poor."	A	What effect do ICTs have on market information – for producers and consumers?
		B	How equipped are the poor to use market information in their favour – for example, by reaching new markets or accessing new products and services? What complementary factors help to determine this?
		C	What information sources are used by the poor for what purposes?
		D	What is the distributional effect of increased information availability on the poor – i.e. who 'benefits' most, who least?

2. *Research matrix*

A research matrix will be developed which establishes, for each hypothesis and research question:

- a) evidence which is available from BCO and BCO partner experience, and areas in which evidence may be generated from BCO and BCO partner experience through Component 2 and Component 3 activity;
- b) sources of authoritative evidence in the existing development and ICD literature.

This matrix will be developed by the core IA study team, with input from BCO partners. Partner input will be critical to the identification of evidence and other resources appropriate for a) within this matrix.

3. *“Interrogation workshops” with BCO partners*

A one-day “interrogation workshop” will be held in each BCO implementing agency partner organisation (AMARC, APC, Hivos, IICD, OneWorld, Panos). These workshops will provide an opportunity for personnel within partner organisations, including personnel who are not directly involved in BCO, to discuss a) their assumptions and b) their evidence concerning each hypothesis. They will therefore identify evidence which should be included in the research to be undertaken by the IA study team. They will also provide an opportunity to discuss the organisation’s evaluation and impact assessment methodology, including the strengths and weaknesses of this for addressing the hypotheses and wider evidential needs. This latter discussion will be of particular value in relation to Output 2.

Each workshop will be led jointly by a BCO-engaged member of staff from the organisation concerned and (unless otherwise agreed) the member of the IA study team responsible for reviewing that organisation’s input in Component 1 (David Souter for Panos; Tina James for APC and Hivos; Kate Wild for AMARC, IICD and OneWorld). Unless otherwise agreed between these parties, they will follow the following format:

1	Introduction: purpose of IA study and workshop
2	Hypothesis 1
3	Hypothesis 2
	Lunch break
4	Hypothesis 3
5	Discussion of evaluation and impact assessment methodology

Workshops will be held during February and March 2007 at the most appropriate times for individual organisations.

4. *Hypotheses : research and analytical methodology*

Each hypothesis will be investigated jointly by the IA study core team and an additional consultant with relevant specialist expertise. The investigation of each hypothesis will include three elements. The balance between these elements will vary between hypotheses, as will the allocation of time between the IA study team and specialist consultant associated with the hypothesis. However, in all cases, b) will form a central part of the investigation.

- a) a literature review
- b) research into specific BCO experience
- c) consultation with key opinion-formers

5. *Literature review*

The literature review will seek to establish a clear understanding of the global evidence base available for the hypothesis and research questions and of the current state of development thinking related to it. BCO partners and the IA study team recognise that resources available for this desk study are limited, and it will not be comparable with academic literature reviews. It will, however, be sufficient to frame the context for BCO's evidence base and for developing conclusions of the kind required for Outputs 1 and 2.

6. *Research into specific BCO experience*

A small number of specific BCO programme and project experiences will be selected by the IA study team, in conjunction with BCO partners and building on discussions in the interrogation workshops, for further investigation. These selected experiences, rather than the whole range of BCO experience, will form the basis for the incorporation of BCO experience in Component 3. Selection will be made with a view to choosing experiences which are likely to shed light on the hypothesis and research questions and contribute to the global evidence base concerning them. Wherever possible, selected experiences should offer long-term evidence across a wide range of contexts, so maximising the value of analysis. Appropriate examples in the context of Hypothesis 1, for example, might include Panos Global AIDS Programme and IICD's Roundtable Process (where applicable to the health sector).

As with the literature review, BCO partners and the IA study team recognise that resources available for this research are limited. The maximum time available for research into BCO experience in each hypothesis within the contractually agreed resources will be ten person-days. It is not likely, therefore, that it will be possible to investigate more than two, and certainly not more than three, areas of programme and project experience per hypothesis in significant depth within this timeframe. The quality of outcomes from this research will be significantly enhanced if BCO partner time

and resources are committed to work alongside IA study personnel. The quality of outcomes will be greatly enhanced if BCO partners take the opportunity to undertake Component 2 activity alongside this Component 3 research. The desirability and feasibility of these synergies will be discussed between BCO partners and the IA study team before and during the interrogation workshops described in 3 above.

7. *Consultation with key stakeholders*

The literature review and research into BCO experience will be supported by consultation with representatives of key stakeholder groups – for example, multilateral donors, government departments responsible for relevant service delivery, and civil society and media organisations. These consultations will normally be conducted by telephone.

BCO partners and the IA study team will consider the possibility of inviting a number of relevant stakeholder representatives to the final Component 3 workshop in order to participate in their consideration of the issues at that stage.

2. PROVISIONAL SCHEDULE

The timing of activities within this workplan is partly contingent on dates which have not yet been determined, including dates for interrogation workshops and for Component 2 work undertaken by BCO partners. It should therefore be treated as provisional. However, the timing for completion of Component 3 outputs has been extended to the end of September 2007 in order to maximise the time available for the completion of relevant Component 2 activities.

THE IMPACT ASSESSMENT (COMPONENT 3) January to August 2007					
No	Activity	Description	Outputs	Responsible	Timing
C1	Development of detailed work plan for Component 3	o Development of work plan for Component 3 using inputs from Component 1 Workshop and discussions with BCO partners	o Completed work plan	IA Team	Work plan to be completed and submitted to BCO by 31 January 2007
		o BCO partner meeting scheduled to be held in February 2007. [The IA study team has not, to date, been invited to this meeting, and presumes that its attendance is not required.]	o Discussion of workplan by BCO partners. o Subsequent discussion between BCO partners and the IA study team.	BCO Facilitator	Meeting scheduled for mid-February 2007 (to be confirmed)
C2	Consultation with BCO partners	o Development of research matrix	o Matrix of relevant BCO experience and other source materials	IA Team in conjunction with BCO partners	February 2007
		o Interrogation workshops	o Interrogation workshops held with each BCO implementing agency partner	IA Team and BCO partners	February and March 2007
		o Ongoing dialogue concerning programme and project outputs and outcomes	o Regular liaison between IA study team and BCO partners	IA Team and BCO partners	March to August 2007
C3	Analysis of global evidence base	o Literature review	o Completed literature review	IA Team	March to June 2007

		o Identification of and consultation with key stakeholders	o Completed round of telephone interviews	IA Team	April to July 2007
C4	Research into specific BCO experience	o Identification of specific BCO experience for detailed research	o Identified research plan	IA Team in conjunction with BCO partners	February and March 2007
		o Research into specific BCO experiences	o Completed research	IA Team; preferably with additional supporting research by BCO partners	April to July 2007
C5	Component 2 activities	o Impact assessment work undertaken by BCO partners	o Impact assessment reports on BCO partner activities	BCO partners	Only activities completed or largely completed by end August 2007 can be included in the Component 3 report
C6	Development of Outputs	o Development of Output documents	o Output 1 – Component 3 Report on Impact Assessment hypotheses o Output 2 – Tools and Resources to facilitate future evaluation and impact assessment	IA Team	August and September 2007
C7	Project Completion	Two-day workshop (venue to be determined). Purpose: To review findings and conclusions of Component 3 activities and create a learning opportunity for BCO partners and broader range of non-BCO partners	o Workshop held	BCO coordinator for logistics? IA Team (workshop programme and content); BCO Facilitator (logistics)	July 2007 By end September 2007
		Finalisation of Outputs following Component 3 workshop	o Outputs revised and published	IA Team (revision); BCO Facilitator (publication)	October 2007

3. TIMELINE SUMMARY (GANTT CHART)

Ongoing activity

Deliverables e.g. reports, workshops

BCO and BCO partner responsibility

Activities		Jan 2007	Feb 2007	Mar 2007	Apr 2007	May 2007	Jun 2007	July 2007	Aug 2007	Sept 2007	Oct 2007
C1	Detailed work plan										
	BCO meeting										
C2	Research matrix										
	Interrogation workshops										
	Dialogue with partners										
C3	Literature review										
	Stakeholder consultation										
C4	BCO experience ID										
	BCO experience research										
C5	Component 2 activities										
C6	Development of outputs										
C7	Component 3 workshop										
	Revised outputs										
Project Coordination & Liaison											

4. DELIVERABLES

Workplans:

- Detailed workplan for Component 3 End January 2007

Workshops:

- Interrogation workshops (x 5) February and March 2007
- Component 3 workshop Late September 2007

Outputs (reports, dissemination products etc):

- Output 1 – Impact Assessment Report Early September 2007
- Output 2 – Tools and Resources Early September 2007
- Final revised Output documents End October 2007

Progress reports:

- Third progress report End February 2007
- Fourth progress report End April 2007
- Fifth progress report End June 2007
- Sixth progress report End August 2007

BCO partners recognise the importance of timely and substantive input from them in ensuring the desired scope, content, quality and timeliness of all deliverables.

5. BREAKDOWN OF WORK BY LEVEL OF EFFORT

This revised breakdown of level of effort includes allocation of time funded by the contingency reserve. Days allocated to individual team members within this breakdown may vary according to the programme which is finally agreed and exigencies that arise during implementation.

Activities		DS	TJ	KW	Additional consultant 1	Additional consultant 2	Additional consultant 3
C1	Detailed work plan	1	1	1			
C2	Research matrix	1	1	1			
	Interrogation workshops	3	2	5			
C3 – General	Hypothesis 1	8	8	8	3		
	Hypothesis 2					3	
	Hypothesis 3						3
C4 – BCO research	Hypothesis 1	4	4	4	8		
	Hypothesis 2					8	
	Hypothesis 3						8
C5	Component 2 activities	Any supporting work by IA study team would be funded by Component 2 budgets					
C6	Development of outputs	8	4	6			
C7	Component 3 workshop	3	3	3			
	Revised outputs	2	1	1			
Project Coordination & Liaison		5					
Total		35	24	29	11	11	11

6. BUDGET

This revised budget includes allocation of additional meeting expenditure and additional time funded by the contingency reserve.

In reviewing this budget, BCO should note that US\$5000 in savings have been made on travel, accommodation and subsistence budgets in the preparatory phase and Component 1.

Fee rates for additional consultants have been raised to the same level as for the core consultants. The recent fall in \$ exchange rates makes it unrealistic to expect consultants with sufficient expertise to be available at the original figure of US\$550 p.d.

The number of days allocated to individual consultants may be varied according to requirements as the work develops.

Budget head	Specific costs	DS	TJ	KW	Add Con 1	Add Con 2	Add Con 3	BCO personnel	Total
Fee rates		US\$650 p.d.	US\$650 p.d.	US\$650 p.d.	US\$650 p.d.	US\$650 p.d.	US\$650 p.d.		
Personnel costs	Consultant fees	22750	15600	18850	7150	7150	7150		78650
Interrogation workshops	TAS								13000
○ AMARC*				2500					
○ APC**			250						
○ Hivos			2500						
○ IICD									
○ One World*					2500			2500	
○ Panos***		250						2500	
Component 3 workshop	TAS	300	2500	2500					5300
Miscellaneous									95000
Total									97900

* if interrogation workshop held

** if held in South Africa

*** includes cost of bringing Panos South Africa and OWSA representatives to London

7. PAYMENT SCHEDULE

The payment schedule will be as follows:

- The final 40% of the overall IA fee will be paid on completion of the Component 3 workshop and acceptance of the impact assessment report (scheduled for September 2007)

8. LIAISON AND COORDINATION

David Souter will be the sole point of contact for the client within ictDA and the consultant team on all contractual matters. Coordination for the client will primarily be carried out through the BCO coordinator, Lauren Fok, who will be the formal contact point for the consultant with the client.