



Step 5

Data analysis, triangulation and report-writing

The combined analysis and report-writing aim to ensure that the final result is an **easy-to-understand report, highlighting the main findings and suggesting concrete and actionable recommendations as well as potential follow-up strategies**. The report should not only emphasize the agency's shortcomings but also identify strengths on which to build any planned policy reform.

The independent expert has the main responsibility for analysing the data from the formal mapping, agency survey and target group survey. Based on this data analysis, the expert will draft a preliminary report. The independent expert should liaise with the agency coordinator during the report-writing process to ensure agreed final results and recommendations based on the report outline (see Appendix 4 for a sample report outline).

The data collected from the surveys can be described numerically as well as graphically, using different background variables such as gender, age, education and year of employment (see Appendices 2 and 3 for background variables in relation to each survey).

Using background variables, tables and charts

The choice of background variables to present in the preliminary report has to be made with regard to the context and purpose of the assessment and the data generated. It might be more interesting to follow one variable or to compare two variables—for example, how men and women answered the same question on access to the selected agency or the question on whether the costs of using the agency's services are affordable. Similarly, it might be interesting to compare years of work experience of civil servants at the selected agency and their ability to make decisions within the given time-frame.

The exact content of the report depends on the purpose and scope of the assessment process, but it should contain the **main findings and conclusions in an easy-to-understand format**. It is important that graphs, figures and other visual illustrations of the data are clearly described and explained in a narrative context, and not presented without proper analysis of what they mean or how to interpret them. It is also of special importance that the visual illustrations are disaggregated between women and men, to present the potential differences.

Complete tables—i.e. including all the questions in a theme—are best presented in an appendix, rather than directly in the text of the report. Use smaller, selected samples of tables to illustrate or emphasize a finding, and refer back to the appendix where the complete table can be found.

It might also be interesting to 'stack' all variables, to identify problems in relation to different areas. This presents an overview of principles and variables. An alternative is to 'double-stack' variables—for example, by examining the group that answered 'not at all'. To make the table easy to read, it is useful to present background variables and the questions based on 'to a small extent', as Table 3 illustrates.

After the tables of background variables have been created, a cross-tabulation can be made. This is done to compare how variables are distributed among subgroups, and to examine the relation between variables. Such tables are often referred to as contingency tables or pivot tables. Table 4 illustrates an example of cross-tabulation.

Table 3

Example of how to double-stack background variables with survey questions

Target group survey	Q1.2	Q1.3	Q1.4	Q 1.5	Q 1.6
Answering category: to a small extent	[name of agency] follows the law	Civil servants at [name of agency] have access to laws, regulations and instructions to guide their work	Civil servants at [name of agency] are sufficiently trained on the laws and procedures that guide their work	Civil servants at [name of agency] would decide in a case in which he/she or a friend or relative is directly concerned	[name of agency] treats everybody the same way
Age groups					
<25 years					
25–44 years					
>44 years					
Sex					
Men					
Women					
Sex and age groups					
Men <25 years					
Men 25–44 years					
Men >44 years					
Women <25 years					
Women 25–44 years					
Women >44 years					

When using cross-tabulation, it is important to distinguish between dependent and independent variables. In Table 4, for example, 45.3 percent of the respondents who answered that they have access to laws and regulations ‘to a small extent’ also answered ‘not at all’ about their ability to respond to queries and requests within a reasonable time.

Table 4

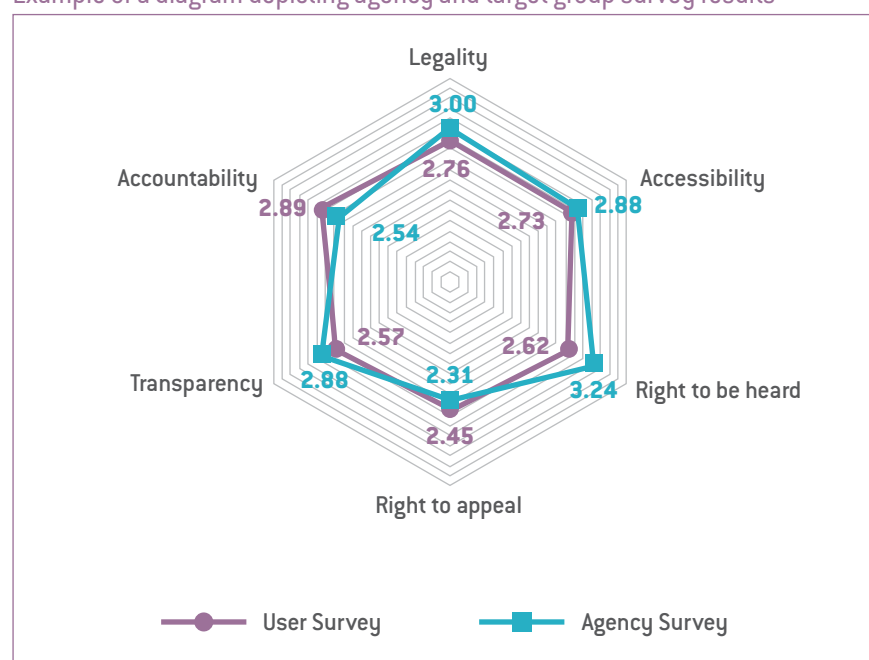
Example of cross-tabulation

1.2 Access	Not at all	To a small extent	To a large extent	To a very large extent	Don't know
2.2 Respond in a reasonable time					
Not at all		45.3			
To a small extent					
To a large extent					
To a very large extent					
Percentage	100.0	100.0	100.0	100.0	100.0

The use of a diagram is possible, depending on the target group survey and grading in the questionnaires, as shown in Figure 1.

Figure 1

Example of a diagram depicting agency and target group survey results



Cumulative description and analysis of strengths and challenges

The analysis of challenges relating to the rule of law and the strengths and weaknesses of the selected agency undertaking the self-assessment in relation to its role in the mining sector should take into account the six different principles individually but also **provide a comprehensive description of challenges and opportunities as a whole in a narrative, drawing on the formal mapping, agency staff survey and target group survey cumulatively**. This means making an overall assessment in the report of the challenges to overcome and opportunities available for the selected agency to strengthen its respect for the principles of the rule of law in its interface with society.

Describing strengths and challenges relating to the rule of law holistically requires that the independent expert **cumulatively assesses responses and data from the formal mapping, agency staff survey and target group survey**, including comments made in the formal mapping and comments by respondents to the surveys. The report does not have to cover all the data that are reported but should focus specifically on contentious issues—for example, where there are divergent views between agency staff and affected communities on a certain principle, high response rates (i.e. for 'not at all') or differences identified based on the background variables. A comprehensive description of the results should also entail a gender-aware approach—i.e. a description of potential differences between women's and men's perceptions. Attention should also be paid to information about possibly discriminatory administrative laws and regulations or practices regarding gender, ethnicity, religion or any other social status in public service delivery.

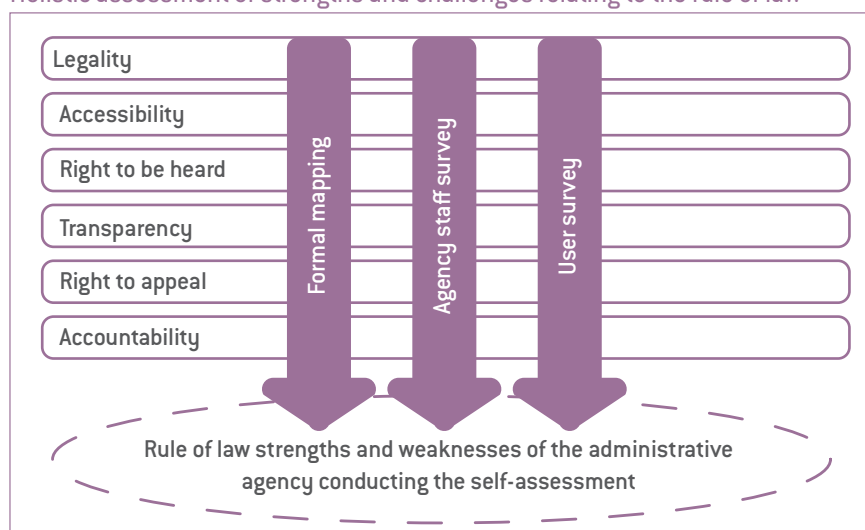
Box 3.7

Challenges identified in Mozambique

In Mozambique, the different bodies (INAMI, DINAB and DINOTER) have coordination mechanisms for granting the different licences and authorizations required for mining. In certain cases, however, coordination between these ministries goes beyond what is legally envisaged. Requests for a mining licence are often lodged without the applicant possessing an environmental licence, while some even obtain the mining licence before they are granted an environmental licence. There is evidence to suggest that so-called 'comfort letters' are being issued by the ministry supervising the environmental area in question to guarantee that mining operations do not have to stop while the environmental licensing process is under way. Furthermore, there was no provision of a resettlement plan for the community that was moved to make way for the mining operations. The effect on communities is exacerbated by the centralization of mining licensing, environmental licensing and resettlement, limiting access to the services, as the heaviest concentration of mining activity takes place outside Maputo province. Artisanal and small-scale miners should have the opportunity to apply for licences at provincial level, which does not happen in practice.

Figure 2

Holistic assessment of strengths and challenges relating to the rule of law



Recommendations and follow-up actions

The recommendations and follow-up actions should identify **problems and challenges that could require different approaches**. This could mean, for example: (a) **legal challenges**, such as a lack of understanding of laws, the complexity of laws, contradictions in the laws, and limited training on or low level of access to laws; (b) **institutional challenges**, such as few formal mechanisms for complaints, weak institutional structures for ensuring accountability and transparency, overlapping institutional mandates, limited physical access and a tendency to prioritize compliance over functionality; and (c) **capacity-related challenges**, such as a lack of understanding of how to access the services provided by the selected agency, difficulties in understanding written procedures and difficulties acting within established time-frames.

To ensure that the ROLPA approach ventures beyond assessment, it is key that these challenges are addressed through **follow-up actions that respond to the results of the assessment**. This includes designing action plans with implementation milestones, detailed roles, responsibilities and tasks allocated to each agency unit and clearly defined and realistic objectives based on available resources and institutional capability. It also includes **developing an adaptive monitoring and evaluation** technique that emphasizes a more problem-driven and iterative approach (instead of first thinking of possible solutions and following quantitative indicators), creates an enabling environment for leadership and agency staff to engage more actively on results and encourages ownership of the process.

Further follow-up activities might include efforts aimed at producing updated policies or legislation, improving implementation of existing policies and laws, building the capacities of agency staff, increasing accountability mechanisms, and improving outreach and communication with communities affected by mining activities. Recommendations and follow-up actions could also include gender-specific initiatives, such as the development or improved implementation of laws and policies for gender equality, equal legal rights and access to qualitative services.

It is important that the ROLPA assessment report **distinguishes between problems which the agency can address on its own and problems that require the involvement of other multi-level stakeholders participating in the self-assessment**. Often, specifically at the local governance level, a selected agency's service provision is dictated by laws, regulations and institutional mechanisms at regional and central levels of the State. Highlighting difficulties related to multi-level governance, including regional- or national-level control and guidance, can serve advocacy purposes.

Analysis and report-writing do's and don'ts

- When writing the report, ensure that the model report outline in the ROLPAM Users' Guide is followed, with recommendations and actions at the policy level clearly outlined.
- The analysis of the survey results should be done using the SPSS program or similar software, which allows for the most comprehensive data processing and analysis.
- The report should show a cumulative flow of measuring the application of principles of the rule of law in the agency being assessed.

- Although the six principles vary in scope, they must be used as guidelines for an overarching rule of law analysis and not in isolation. This is essential when presenting the final report (see Step 6 below) and for formulating the policy recommendations.

Analysis and report-writing outcomes

At the end of Step 5, the following outcomes will have been achieved:

- Data are collated and analysed using SPSS or a similar program.
- Charts, graphs and tables are produced, with descriptive text and analysis explaining their meaning.
- A preliminary report is drafted and submitted to the agency coordinator for review and comments
- Recommendations and follow-up actions are drafted and included in the report.
- A brief progress report on the reporting and analysis step is written by the independent expert and submitted to the advisory committee.