

RAAM Roles & Responsibilities Guidance

Purpose

The purpose of this tool is to help you:

1. Set up your **RAAM planning team**, which will lead the process of Preparation and Workshopping one or more RAAM methods.
2. Assign **roles and responsibilities for Implementation**.

Needed roles for the planning team and for Implementation of methods vary from method to method, and individual method chapters and tools give details on variations. This guidance provides descriptions of roles that tend to be common across methods, and staff profiles (including different competencies and skills) that can fit those roles. The roles covered in this guidance do not include all the profiles that may participate in the Workshop! The workshop may include many stakeholders (as decided by the planning team) who participate only in the workshop to contribute information and ideas for planning, but do not engage in the day-to-day of the pre-workshop planning and post-workshop Implementation.

Figure X: Diagram of likely overlap between RAAM planning team, Workshop participants, and Implementation roles

If you are planning multiple methods, it is likely possible and more efficient to do so with one RAAM planning team. However, the roles and responsibilities for Implementation should be assigned to be optimal for each method, even if that means different groups work on different methods.

Organizing roles and responsibilities effectively *increases efficiency of data flow* between teams in reduced access environments, helps to *plan for gap-filling/backstopping* that may need to occur, and *achieve RAAM analysis on time*.

1. Set up the RAAM planning team

As detailed in the Toolkit Introduction, setting up a planning team comes after identifying potential method(s) and obtaining approval from leadership to proceed with RAAM.

The RAAM planning team includes, at a minimum, a designated RAAM Lead (see Profiles below) who will coordinate the Preparation and Workshopping phases. This role is referenced throughout the method guidance and tools and is crucial for effective RAAM

development. A strong Lead can manage multiple stakeholders in a process, stay on task, and think strategically about things like RAAM method choice, importance of information to the program, risk vs benefit, and more.

The RAAM Lead role can be filled by different team members depending on availability and interest. Past RAAM Leads have been program or country MEL Managers, Crisis Analytics officers, or Program Managers. For smaller programs, a single RAAM Lead may be able to guide programs through Preparation and facilitate Workshopping. However, if there is a larger team to coordinate and complex technical needs, the RAAM Lead should organize a team to support them (see profiles below).

The first task of the RAAM Planning team is to read the guidance chapters for the identified method(s) in depth, taking time to understand the whole workflow and discuss any potential adaptations needed. Once the planning team has a common understanding of the workflow(s) and agrees that the method(s) are worth pursuing, they can proceed to start the Preparation steps. The RAAM Lead is responsible for assigning tasks for Preparation and checking in with the team as needed to keep things on track.

RAAM planning team roles

The responsibilities under these roles need to be completed by one or more individuals within the program's office and may be undertaken by persons outside of the program if needed (e.g. a context analyst). Selection of team members to fill the roles should be based on competencies, skillsets, interest, and availability to commit to taking on additional responsibilities. The collection of competencies and functions under each role are important in the RAAM team, not the titles.

Only the Lead is mandatory for the planning team. Other roles can be combined or eliminated if not needed.

Role	Role Profile	Main Responsibilities
RAAM Decision Maker	<i>This role supports development of RAAM plans and advocates for it as needed. It requires someone with budgetary and decision-making authority in the program.</i>	Preparation: <ul style="list-style-type: none"> • Work with RAAM Lead to set workplan and identify/approve any required budget and team member LOE • Advocate for involvement of internal and external program stakeholders in RAAM, and justify its use at the program level (for example, to donors) Workshopping: <ul style="list-style-type: none"> • If necessary, participate in some workshop sessions to focus the team and help connect it to program needs.
RAAM Lead	<i>This role is the main driver of the Preparation and Workshopping phases. This should be an individual at a senior and/or leadership level in the program, MEL, or other department. They do not need to have technical experience in the methods.</i>	Preparation: <ul style="list-style-type: none"> • Work to understand RAAM methods and confirm which are most appropriate to proceed with. • Collaborate with relevant stakeholders to build a planning team, assign tasks, and confirm groups that will participate in Workshopping and stay informed through the process. • Work with the Decision Maker to confirm any budget and workplans and iterate as needed. • Lead the planning team through Preparation steps for each chosen method. Workshopping: <ul style="list-style-type: none"> • Lead the workshop participants through the Workshopping phase. • Share outputs of the Workshopping phase with other stakeholders and confirm that the Implementation plan is confirmed with relevant supervisors.

Role	Role Profile	Main Responsibilities
Operations/ Logistics coordinator	<i>This role supports Preparation and especially organization of the workshop. They may also provide context knowledge during RAAM development.</i>	<p>Preparation:</p> <ul style="list-style-type: none"> • If needed, secure venue for a Workshop and arrange supplies, technology, refreshments, etc. Work to arrange any required travel for participants. • Alternatively, work with organizers of an existing program meeting/workshop to integrate RAAM into the agenda and logistics plans. • If relevant, comment on known data sources relating to things like transit infrastructure, commodity prices, local policies and regulations, etc. • If relevant, updates the planning team on context changes which would impact planning.
Program data advisor	<p><i>This role provides or seeks out information on the program data system and data sources and supports practical Workshop planning. This requires a person with experience in program data collection/management.</i></p>	<p>Preparation:</p> <ul style="list-style-type: none"> • Supports final method selection by the RAAM Lead. • Provides the RAAM Lead with a mapping of the program's existing data collection channels and processes, technologies used and known data sources both internal and external to the program. • If necessary, seeks out information about other internal primary data sources (e.g. ops data on prices) • Reviews RAAM methods for details on technology and analytical skills that might match already-existing resources the team has available. • Comments on existing monitoring gaps and opportunities for improvement. <p>Workshopping:</p> <ul style="list-style-type: none"> • Participates in all Workshop sessions and is likely assigned a role in Implementation. • May lead sessions as assigned by the RAAM Lead.

Role	Role Profile	Main Responsibilities
Context advisor	<i>This role provides background on context trends and information sources that may be relevant, and helps to work through any assessment steps. This role requires a person actively engaged in a context analyst role, for example with a Crisis Analysis or Security team.</i>	<p>Preparation:</p> <ul style="list-style-type: none"> • Supports final method selection by the RAAM Lead. • Provides background and input for any method-specific feasibility assessments, risk/benefit assessments, or context checks, and may lead these steps as assigned by the RAAM Lead. • If relevant, updates the planning team on context trends or developments which would impact method selection, technical assessments, etc. <p>Workshopping:</p> <ul style="list-style-type: none"> • Participates in all Workshop sessions and is likely assigned a role in Implementation. • May lead sessions as assigned by the RAAM Lead.
Subject matter expert	<i>This role provides technical expertise during the Preparation and Workshopping phases. This role requires a person with specific, deep expertise on either (a) the program sector, e.g. WASH, (b) the RAAM method, e.g. context mapping, or (c) an academic discipline or analytical field, e.g. geospatial science</i>	<p>Preparation:</p> <ul style="list-style-type: none"> • Provides or researches in-depth answers to technical questions brought up during review of the RAAM method guidance, document reviews, etc. • Helps advise final method selection by the RAAM Lead. • Provides input into any method-specific feasibility assessments, risk/benefit assessments, or context checks, and may lead these steps as assigned by the RAAM Lead. <p>Workshopping:</p> <ul style="list-style-type: none"> • Participates in at least some Workshop sessions and is likely assigned a role in Implementation. • May lead sessions as assigned by the RAAM Lead.

2. Assign roles and responsibilities for Implementation

Assigning roles and responsibilities for Implementation is done during the Workshopping phase and is done distinctly for each method. Roles may overlap if more than one method is being planned. In many cases, members of the planning team will also take on roles in Implementation, but this is not always the case. As with the planning team, roles may be combined according to needs.

Each method guidance and Matrix tool gives a structure and direction for necessary roles and method-specific variations. However, there are general profiles that can be helpful to consider when assigning persons to the roles. There can often be multiple persons taking on one role – for example multiple data analysts and multiple interpreters.

RAAM planning team roles

Role	Role Profile	Main Responsibilities
RAAM Decision Maker	<i>This role continues its planning team function by receiving RAAM programs and using them to make adaptive management decisions. This role requires someone with decision-making authority for the program.</i>	<p>Implementation:</p> <ul style="list-style-type: none"> Provide oversight and participate in check-ins where necessary. <p>Support in solving any challenges during</p> <p>Implementation.</p> <ul style="list-style-type: none"> Support in disseminating RAAM information to appropriate stakeholders if needed. Review RAAM analytical products, uses them in decision-making, and provides feedback if relevant. Shares information on program adaptations back with the Implementation team and other stakeholders (partners, donors, etc.)
RAAM Lead	<i>This role continues its planning team function by supervising Implementation and ensuring things stay on track. This role requires an individual at a senior and/or leadership level in the program, MEL, or other department.</i>	<p>Implementation:</p> <ul style="list-style-type: none"> Track day-to-day Implementation (e.g. host check-ins) and provide support where needed to move the plan forward, for example by working to unblock data flows if there is an approval issue. If necessary, support with procurement of technical support, data, or other resources. Provide feedback on RAAM products and support reporting to the Decision Maker as well as other information dissemination activities. If needed, onboard new team members on the Implementation plan and their responsibilities. Work with the Decision Maker to make any necessary changes to the method Implementation plan, including adjusting roles if needed. Track changes and modifications made to the program based on RAAM findings as relevant.

Role	Role Profile	Main Responsibilities
Data interpreter	<i>This role leads the interpretation of RAAM analytical products, helping to put the findings into context, critically assess the quality and reliability of the product, and arrive at conclusions and recommendations for reporting. This role requires a team member who regularly works on data or context analysis and has a deep understanding of the program's strategic needs.</i>	Implementation: <ul style="list-style-type: none"> • Work collaboratively with the Implementation team on development of data visualizations, data verification and findings validation, and iteration of the analytical process to better serve interpretation. • Check in as needed with the RAAM Lead and provide feedback on the products. • Interpret findings shared from RAAM products, if needed consulting subject matter experts, cross-departmental stakeholder groups, or other informed contacts. • Triangulate findings when necessary. • Lead any drafting of reports about the interpretation and recommendations from the findings, and lead sharing and review of the findings in meetings such as quarterly program review meetings. • Collaborate with RAAM Lead to communicate findings to the Decision Maker.
Data analyst	<i>This role leads the processing, verifying, and analysis of RAAM data, and the iteration of the system in response to feedback. This role requires a team member who regularly works with program/departmental data systems and has solid understanding of statistics and data analysis.</i>	Implementation: <ul style="list-style-type: none"> • Organize data sources and work with data source points of contact (internal and external) as needed to establish protocols for access to the source and protection of sensitive information. • As needed, work with data source points of contact to adapt data collection tools (e.g. by inserting questions into a survey). • Research qualitative and quantitative techniques as needed to properly analyze raw data and produce results for method objectives and indicators. • As needed, conduct verification of data sources. • Collaborate with the Interpreter to effectively visualize results and adapt the analysis as needed. • Document the analysis process, including any data storage details and protections. • Participate in reporting to the Decision Maker as needed, and in other information dissemination efforts such as meetings with key stakeholders.

Examples of Key Competencies

Different roles on the RAAM team should possess important competencies (both technical and managerial) to be able to successfully carry out necessary tasks. Examples of those competencies for critical roles can be found in the chart below.

Role	Key Competencies
Decision Maker	<ul style="list-style-type: none"> • Ability to identify program design, planning, or implementation weaknesses and connect them with information required for improvement. • Ability to effectively convene different stakeholders and convince them of the need for system improvements. • Ability to think critically about data and analytics, make decisions based on the information available.
Lead	<ul style="list-style-type: none"> • Ability to organize personnel from cross-departmental functions (e.g. programs, MEL, Security), understand different individuals' interests and limitations, and effectively delegate concrete workplans and tasks. • Ability to think critically about the program's monitoring gaps, and seek out new data sources and actors that can help to fill them. • Ability to design and facilitate participatory events that engage groups of people on collective tasks and goals. • At least a general understanding of program and MEL data technologies, especially for data collection, e-voucher distribution, quantitative/qualitative analysis, and GIS. • At least a general understanding of MEL data system setup and operation.
Data interpreter	<ul style="list-style-type: none"> • Ability to critically evaluate data quality, analytical processes, and visualization choices for error and for appropriateness to the task. • Ability to place results in their context, to avoid seeing numbers in isolation and consider multiple explanations for why a result might be appearing. • Ability to translate technical language to plain text, clearly articulate uncertainty and limitations of analysis findings, and avoid overinterpretation of trends. • Ability to effectively coordinate with different departments and even external experts to seek input and further flesh out the interpretation. • Strong practical understanding of the way that MEL data systems operate.
Data analyst	<ul style="list-style-type: none"> • Ability to research, develop, test, and critically evaluate the relevancy of different statistical and analytical techniques for program monitoring needs. • Ability to self-start with technology, by accessing available trainings and tutorials to quickly get familiar with new technologies. • Strong practical understanding of program and MEL data technologies, especially for data collection, e-voucher distribution, quantitative/qualitative analysis, and GIS. • Ability to troubleshoot technical problems, e.g. use available online resources to seek answers to a code error.



Variations in role setup

The following chart gives two examples from teams who have previously used the RAAM toolkit, showing how program activities, size, funding, and duration reflected in the number of staff and roles. These two comparative examples show larger programs do not necessarily mean more people involved or more time spent. Different RAAM staffing structures were driven by team needs, context, and resources available.

Program profile	1-year \$5 million grant		3-year \$30 million complex program	
Budget for RAAM	\$10,000		\$30,000	
Activity type	<ul style="list-style-type: none"> Cash assistance to refugees and IDPs 		<ul style="list-style-type: none"> Cash & Voucher Assistance Food Aid Hygiene & Sanitation 	
RAAM Methods Selected	1) Rumor Tracking		1) Context Mapping	
	2) Remote Sensing		2) Triangulation	
Involved staff	15 Staff Involved Overall		10 Staff Involved Overall	
	RAAM planning team: Decision Maker: Director of Programs RAAM Lead: MEL Manager Context analyst: Crisis Analysis Team Lead Data interpreter: Crisis Analysis Analyst Data analyst: Markets Analysis Analyst		RAAM Team: Decision Maker: Senior Humanitarian Analyst Designer: Analytics Team Lead RAAM Manager: Senior MEL Officer RAAM Interpreter: Senior Humanitarian Analyst (individual took on 2 roles) RAAM Processor: Analytics Team Lead (individual took on 2 roles)	
% LOE during 3 months of RAAM planning and implementation	Decision Maker: 2% RAAM Lead: 10% Context analyst: 20% Data interpreter: 30% Data analyst: 20% <i>Other Staff Ad Hoc or as necessary</i>		Decision Maker: 10% RAAM Lead: 20% Context analyst: 5% Data interpreter: 20% Data analyst: 20% <i>Other Staff Ad Hoc or as necessary</i>	