

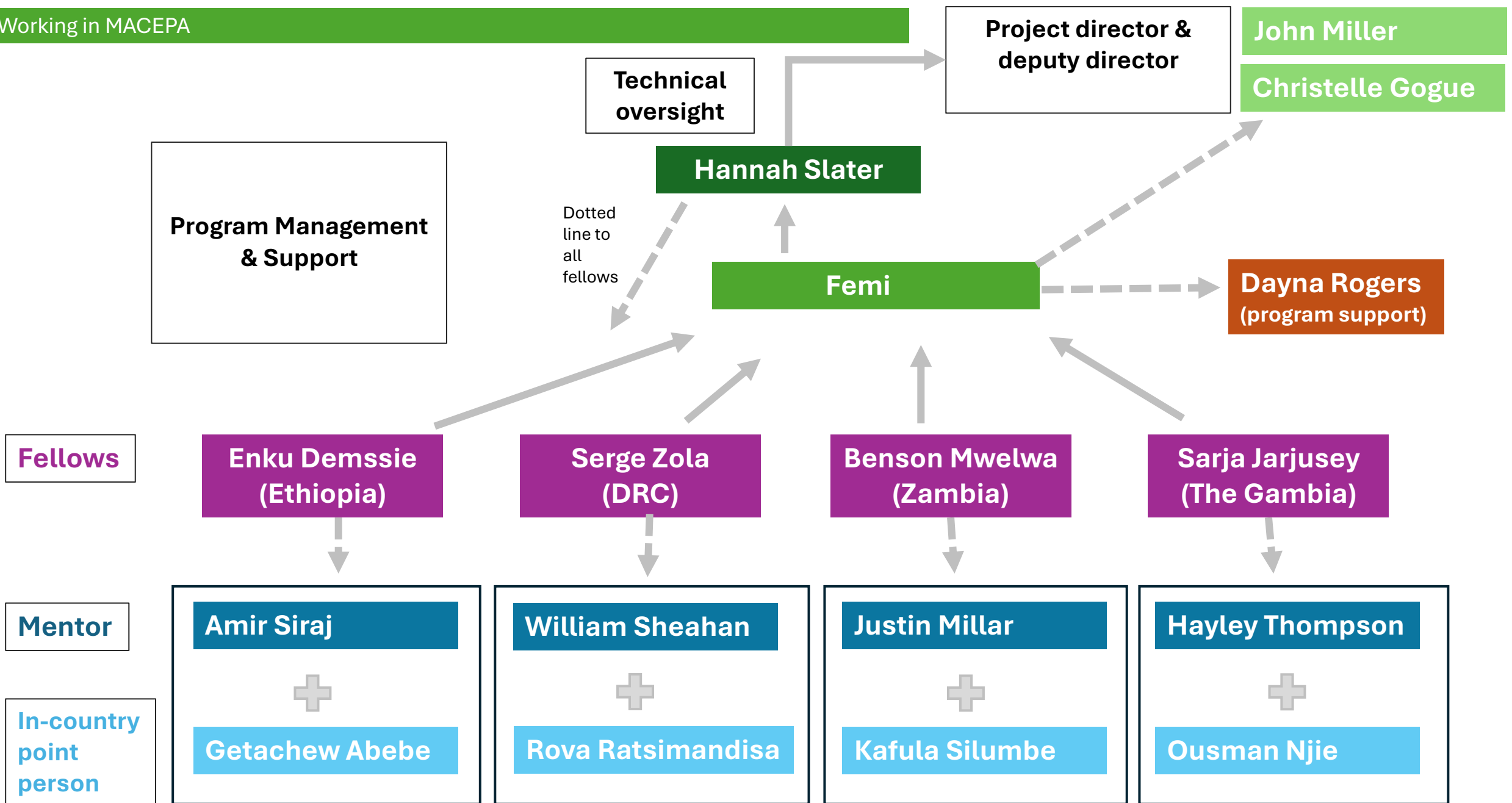
MACEPA work styles, work standards, and working with partners

Data fellowship program



Summary of what we will cover:

- **MACEPA organizational structure** – guide to your team in MACEPA
- **Meeting norms** – learn tips and tricks for successful meetings, managing deadlines, and competing priorities
- **Time management** – Cover basic tips and tricks for protecting and managing your productivity time in a MACEPA context
- **Giving and receiving feedback** – how to best provide feedback to your colleagues and management, setting norms around manager-mentor-mentee relationship
- **Common challenges** – working session to identify challenges to working in the data and analytics space and brainstorm solutions to address these challenges
- **Work styles and standards** – activity to learn more about your work style and how to best work with the work styles of your cohort
- **Working with partners** – how MACEPA collaborates with partners, do's and don'ts for engagement
- **Writing and communication** – tips for effective communication styles to share your work
- **Creating effective presentations** – tips for turning a bad slide into an effective and well-developed slide



MACEPA organization structure

Where and who can you go to for guidance, decision-making, and resources?

- **Data fellows** – immediate colleagues, cross-country collaboration
- **Data and analytics team (Hayley, Will, Ellen, Justin, Amir)** – mentors, guides, can help point you in the right direction and strategize solutions
- **Country team leads or team members (Dr. Cisse, Rova, Getachew, Kafula)** – country-specific support, navigating NMP relationships and engagement, specific work assignments
- **Technical program manager (Femi)** – guidance around the fellowship program, management support, and can help navigate obstacles within your work environment
- **Data and analytics leads (Hannah and Adam)** – larger problems or issues that the data and analytics team cannot resolve, or you need decision-making from the wider MACEPA team

Meeting norms

Tips for holding successful meetings



Scheduling & participation: check outlook calendars of internal staff or reach out to external colleagues for times that work best for them, and make sure to consider time zones. Ensure key participants are invited to the call and identify decision-makers to make sure the meeting is efficient.



Prep: set meeting objectives, set meeting expectations for participants, and prepare agendas in advance. Ensure participants feel prepared to make the meeting most productive. Including time limits on agenda items can help make sure that discussions stay focused and on track.



During the meeting: encourage participation from attendees and provide space for respectful discussion to foster a positive environment



Notes: take notes (focusing on any key actions or decisions) or assign a note taker. Ensure notes are stored in one place for easy accessibility and that the team can locate if needed.



Follow up: send out notes and action items following the call. Follow up on outstanding items to make sure objectives stay on track and team members are held accountable.



1:1 meetings: while often informal at PATH, come prepared with clear discussion points to make the best use of your and your colleague's time.

Time management

General Tips and Tricks

- **Setting goals** at the beginning of each week, and achievable intermediate goals at the beginning of each day
- **Prioritize** your to-do list in terms of when things need to be done by and how important they are
- **Carving out time** on your calendar as "busy" so that people won't schedule meetings for you if you need to focus on something
- **Using focus tools** to avoid online distractions, putting your phone or other devices in a different location from your workstation.

Optional External Resources

- "[Time Management Tips: Following Through](#)" on LinkedIn Learning
- "[A Mini Course on Time Management](#)" on Udemi

Giving and receiving feedback

As a PATH staff member, feedback is important to ensure positive and productive working relationships with your colleagues

The data fellowship program is a new program at PATH – you are one of the first fellows! To make sure that the program is successful and you feel like you are getting the support you need, providing feedback is imperative.

For tips on giving feedback to both your colleagues and your managers, please consider the following tips and resources:

- Review the resources linked in our common data fellows folder around GPS, COIN model, and tips for delivering feedback. The most common tool for providing appropriate feedback at PATH is the COIN model.
- The P&I GPS+ program, our performance measurement system here at PATH, encourages both employees and their managers to provide feedback to one another on, at minimum, a quarterly basis. Familiarize yourself with this process and make sure that you and your manager are scheduling quarterly meetings to discuss your growth and performance. Additionally, one of the suggestions that GPS+ makes is to request feedback both from your manager and team members that you work closely with.

OPTIONAL: For more training on how to receive and provide feedback, view this [LinkedIn learning module](#). This takes around 28 minutes to complete.

Common challenges in the data and analytics space

You will face many challenges with data and analytics in this role – and you’ll learn a lot on the way! Below, we outline a few common challenges that have been faced by members of the data and analytics team and different ways to approach these challenges that may help you in similar situations.

Challenge	Potential solution
Lack of awareness of upcoming data needs Often, we can face challenges with knowing when analytical needs are upcoming across projects, programs, or workstreams. This can lead to feeling underprepared or pressed for time when your support is needed, which could have been avoided.	Stay proactive! Try to manage and track upcoming data needs or meetings by raising the question during meetings or sending emails to inquire about upcoming needs. Continue to ask and highlight the importance of why you need to know in advance.
Non-responsiveness to data requests and delays in data sharing There are times when it is hard to get a response to data requests needed for analytical work or serious delays are occurring with data-sharing. This can be frustrating and can hinder moving forward on a project or activity.	Again, stay proactive! A lot of this work will involve coordination between stakeholders and sending reminders either in emails or raising during meetings. If you continue to be faced with staff who are nonresponsive and it is impacting the outcome of your work, you can then elevate – whether to a project lead, your manager, or your country focal point.
Understanding NMP urgencies and PATH’s role in providing support (i.e. how we can adjust support where needed) There may be instances where you need to adjust support of a project based on the urgency and current priority of the NMP. While this could often interrupt scope or extent of your current support, it is important to remain flexible to the program needs for ensuring effective collaboration.	<p>It is important to maintain flexible to program needs. While it may cause challenges to planning, it ultimately builds good relationships and allows us to support the most pressing priority needs.</p> <p>Maintain a good communication channel with your focal point at the NMP. Work with your country focal point to make sure that you know the most effective way to do this. Also, attend meetings as available with the NMPs to stay on top of priorities, which can help you potential foresee some shifts in needs.</p>

Common challenges in the data and analytics space cont.

Challenge	Potential solution
<p>Canceled meetings, no shows, and punctuality</p> <p>We work with a multitude of stakeholders, all of which have many priorities that they are balancing. It is likely that you are going to have to manage colleagues who often cancel meetings, show up very late to meetings, or just do not show up at all. To address this, is it important to continue to address or progress may halt.</p>	<p>Again, it remains important to be flexible. Many of our colleagues or program staff have a lot on their plate and may miss meetings, be unavailable, etc. You can think of alternative ways to gather information – send out an email request in lieu of a meeting or maybe a WhatsApp call is more effective if you’ve already developed that relationship. Be sure to document both your notes and when meetings are canceled because if you do end up having to elevate this to leadership if it is affecting your progress, it will be helpful to maintain a record.</p> <p>Work with country leads and your focal points to help bring people together – there may be other avenues or meetings that you are not fully aware of that can help gather insight into your requests or needs.</p>
<p>Hesitancy in uptake of activities or tools</p> <p>Not every activity or tool will be immediately welcomed into a workstream. It is important to make sure that you communicate clearly and advocate for the use of the activity or tool that you are providing.</p>	<p>Stay persistent! While you do not want to come across as demanding when introducing a new tool or activity, it is important to make sure that you continue to show stakeholders the benefits and potential outcomes of using the identified tool. Share examples as available to help showcase your work!</p>
<p>Understanding the appropriate level of detail needed for given meetings</p> <p>There will be differences in how you share work within different groups of stakeholders. Often times, stakeholders are not as in the weeds with the details that you would be. Are you sharing successes and challenges of an activity to a wider group? Are you promoting the use of a tool or resource?</p>	<p>Understand who your audience! Prior to going into a meeting, make sure you understand who you are presenting to and their role in the work. If they are not a very technical staff person, do not go into the weeds on the data methods or processes. Make sure to keep it as simple as possible and present to the audience with what they should be focused on.</p>

MACEPA Working with Partners

What does MACEPA engagement with National Malaria Programs (NMP) and other partners look like?

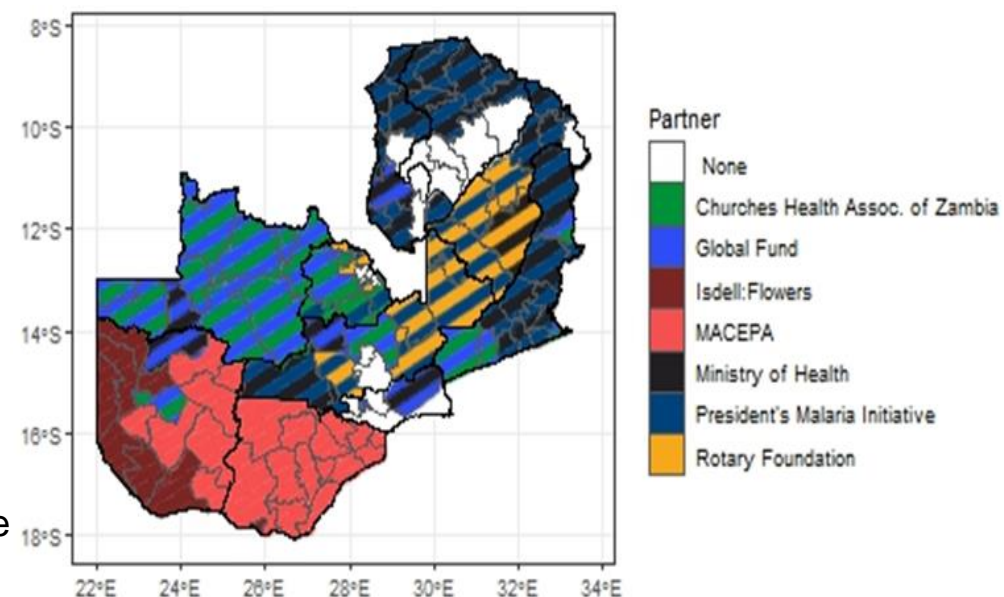


Working with Partners

- Understanding who the key partners are in each country is critical
 - Ministry departments
 - Research institutions
 - International funders
 - International NGOs
 - Local implementing partners
- It is important to know who the key focal points/contacts are for each partner and what their relationship with MACEPA is like as well, as their own positionality with the NMP

Example – Stakeholder Mapping, Zambia

- Ministry departments
 - **National Malaria Elimination Centre (NMEC)** - Ministry of Health department in charge of malaria elimination and control efforts
- International funders
 - **President's Malaria Initiative (PMI)** - US Government agency that is a major funder of malaria control efforts.
 - **The Global Fund** – Major international funder supporting primarily ITN and IRS distribution as well as malaria medications
- International NGOs
 - **World Health Organization (WHO)** - provides technical guidance, policy recommendations, and coordination support.
 - **PATH/MACEPA** – Technical support partner focused on analytics
 - **CHAI** - access to affordable malaria treatments, strengthen health systems, and scale up interventions for malaria prevention and control.
 - **PSI** – provides vector control, diagnostic tools, and SBC support.
 - **Rotary International** – focus on training community health workers to provide testing, treatment, and prevention measures.
 - **Isdell Flowers** – community mobilization for iCCM and SBC efforts
 - **Zenesys** - provides advanced data integration and analytics solutions to support the MOH.
 - **Bluesquare** - helps to improve data collection and quality for DHIS2.
- Local implementing partners
 - **CHAZ** - large non-governmental health provider, operating in rural and underserved areas through a network of mission hospitals and clinics.



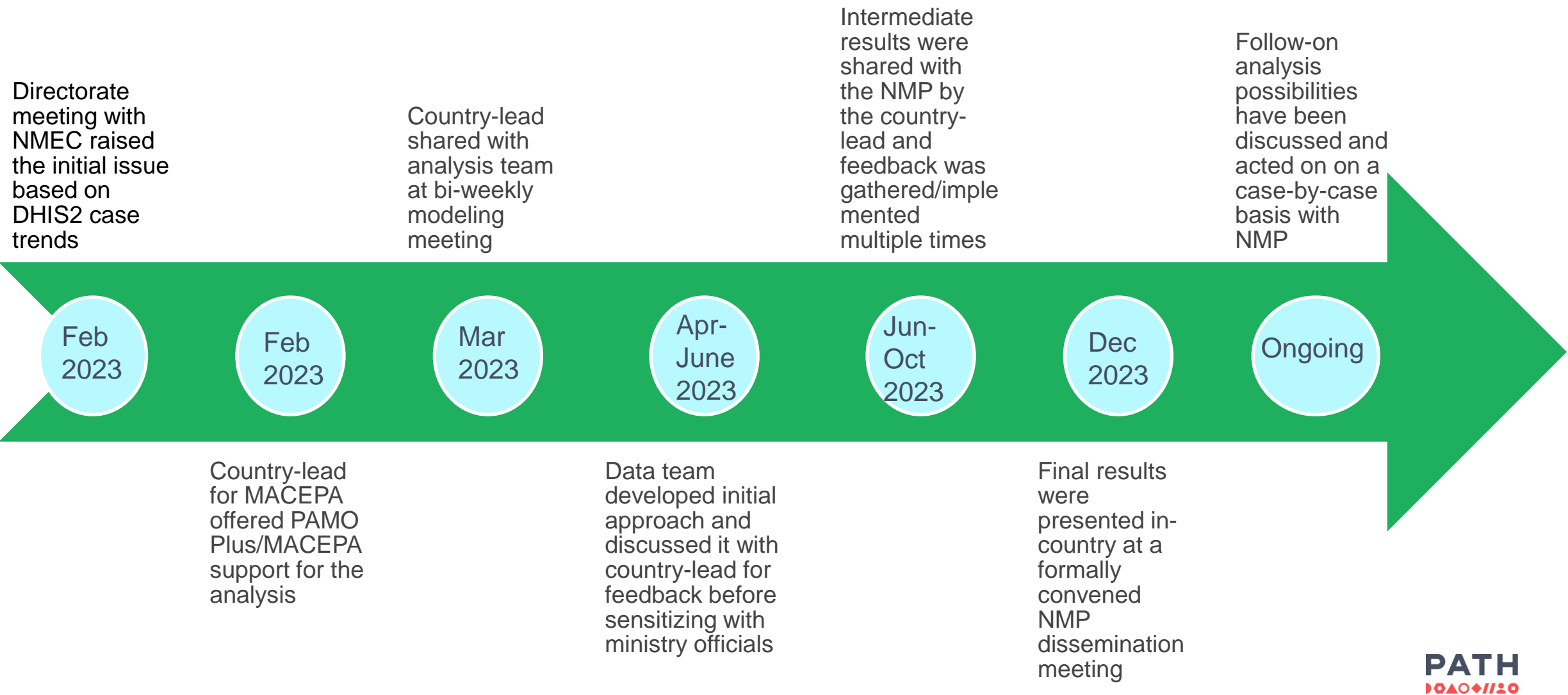
Working with Partners

- Key tips for engagement with partners
 - Keep a professional demeanor at all times when representing PATH
 - Follow the lead of senior team members when engaging with NMPs and other partners
 - Prioritize NMP goals and support first wherever possible
 - Engage appropriate stakeholders throughout the process of an analysis for feedback, don't wait until the end product to engage
 - Prepare appropriately for scheduled meetings with stakeholders. Thoughtfully designed slides, clear takeaway messages/action points, agendas and next steps sent out in advance/after the meetings.

Working with our Government partners

- Key tips for engagement with government partners
 - Most of our government partners are overworked and underpaid. Always keep this in mind when you want something from them.
 - Prioritize NMP goals and support first wherever possible.
 - Make your work about making government look better at what they do.
 - Governments follow processes and have a clear hierarchy. Respect these and if the process does not exist yet, help them create one.
 - When you give you tend to get more in return, so be humble and expect to give something if you are asking for something.
 - Follow the lead of senior team members when engaging with NMPs and other partners.

Example – Resurgence Analysis in Zambia



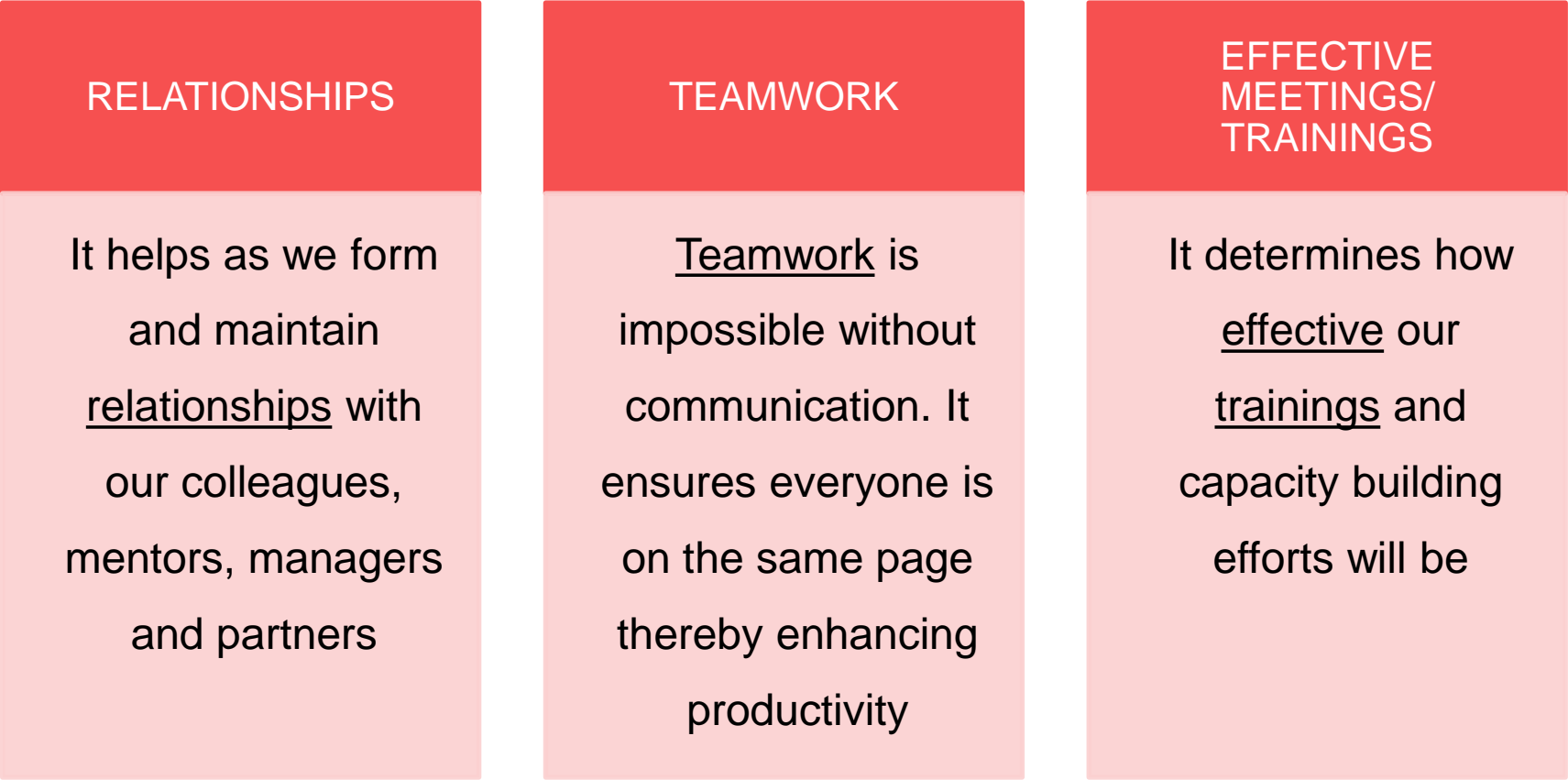
MACEPA Writing, Communication & Presentation

Data Fellowship Program



Communication

Communication is fundamental to every aspect of our work as Fellows because of these key reasons:



Written communication

Written communication is a vital aspect of our communication, which we must seek to improve on regularly. To communicate effectively in writing, keep these **TIPS** in mind:

- 1. **Define Your Objective:** Clearly articulate the purpose of your message.
- 2. **Choose the Appropriate Tone:** Align your tone with the audience and context.
- 3. **Simplify Your Language:** Steer clear of jargon and complex terms.
- 4. **Maintain Focus:** Be concise and stay on topic.
- 5. **Use Active Voice:** This makes your writing more direct and engaging.
- 6. **Review and Edit:** Check for spelling, grammar, and punctuation errors.

Sorting, ordering and structuring one’s ideas is critical to effective written communication.

Go through this short [PATHWise course](#) to learn how?

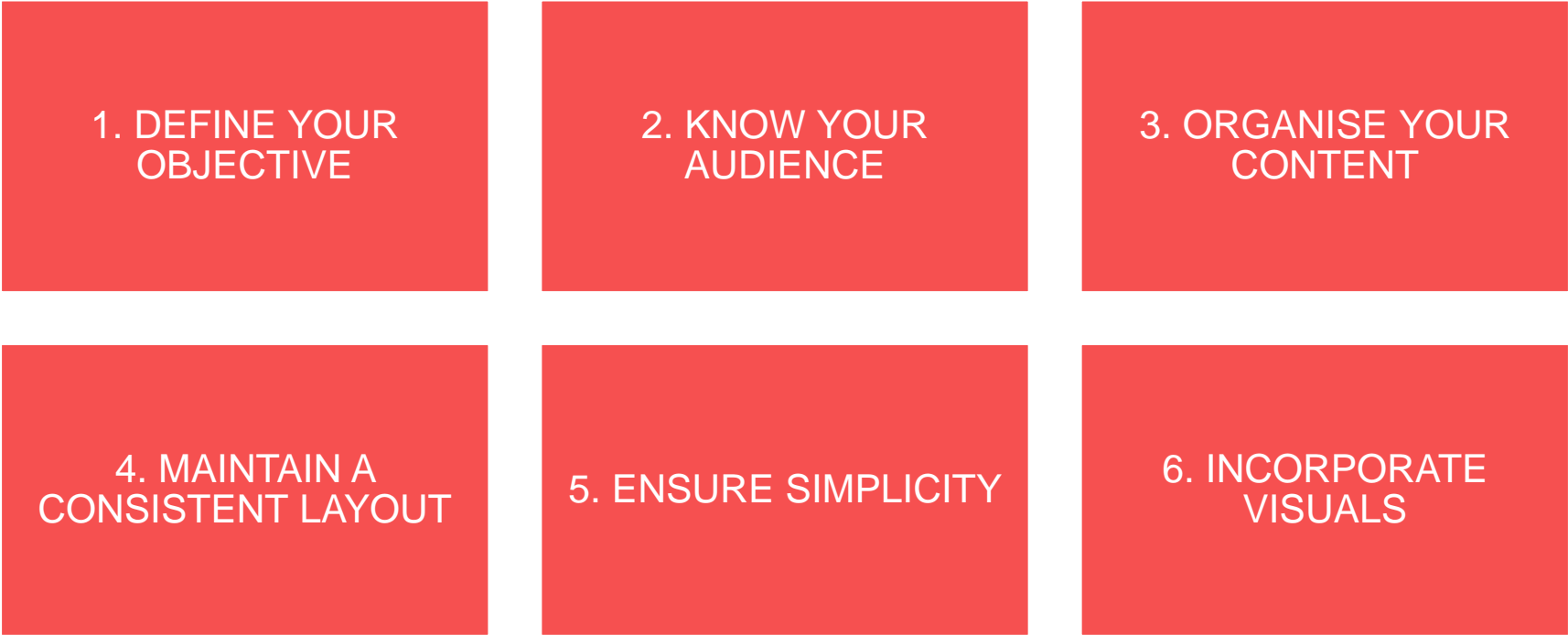
Presentation

- The use of presentations during meetings and trainings is one effective way to convey information and data clearly and concisely to our audience (colleagues or partners).
- It makes it easier for them to understand our technical messages, while also creating the opportunity for them to provide their real-time feedback.

Why make it visual?

This [short video](#) on LinkedIn Learning explains why.

To design your slideshow:



This [4-minutes Video](#) on Linkedin Learning emphasizes these key points above.

How to turn a bad slide into a good slide

Data Fellowship Program



Example of turning a bad slide into a good slide

We apply a set of principles to ensure we're making good plots that tell the story we want to tell.

Need to think of both technical and aesthetic considerations

Aesthetic considerations

- Is the plot legible?
- Is my use of color informative?
- Are axes clearly labeled?
- Does my plot have a title?
- Is my legend clear?
- Am I using the right type of plot?
- How am I drawing the audiences eye to the parts of the plot I want them to focus on?

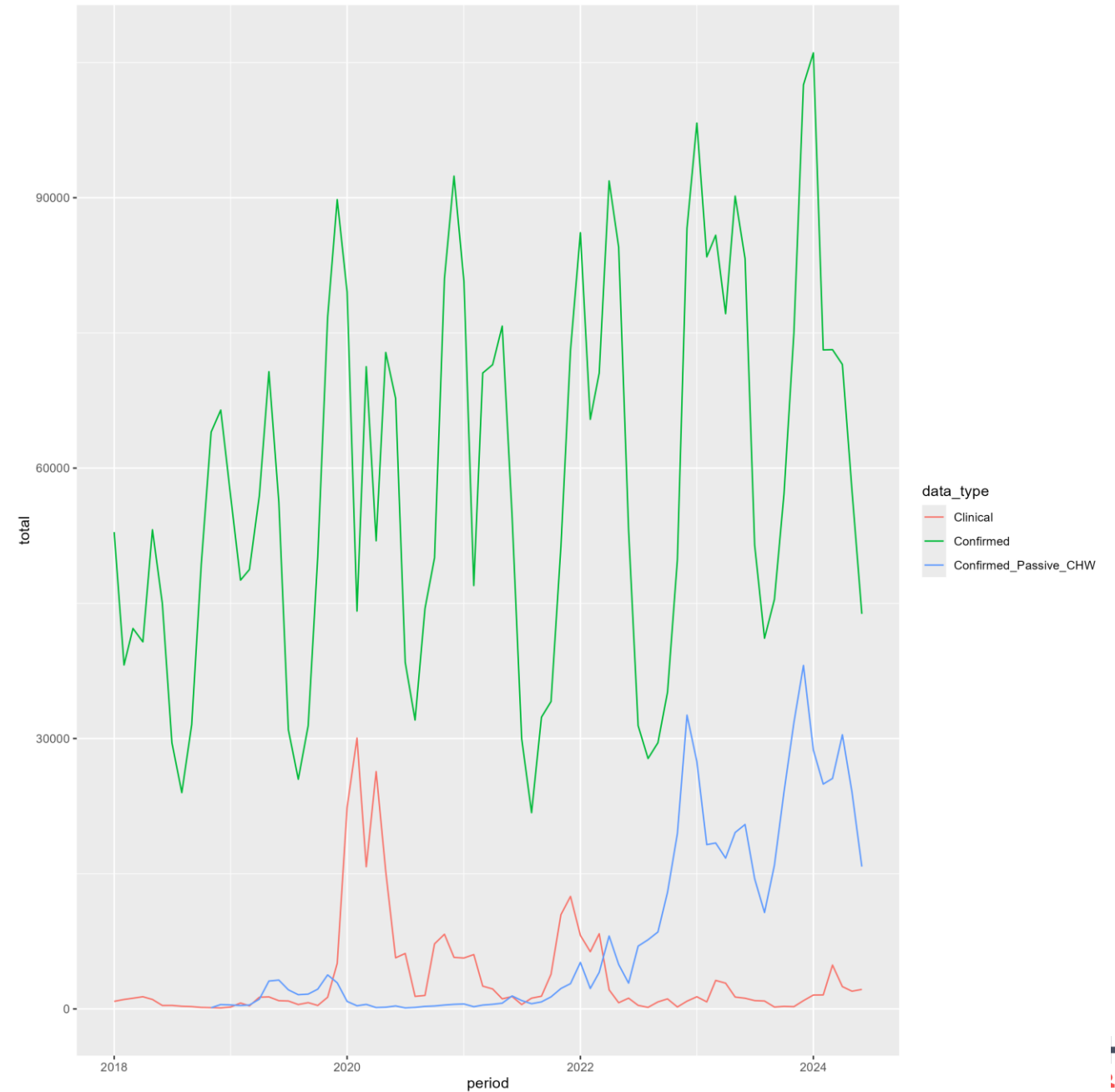
Technical considerations

- What is the key message I'm trying to portray with my plot?
- Is the audience able to easily interpret the message I'm portraying?
- Have I closely interrogated the data to ensure no data quality errors that effect the key message?

Motivating question: What is the malaria trend in Northern Province Zambia since 2018?

Results

Malaria appears to be increasing in Northern Province over the period from 2018 - 2024



Aesthetic issues

Results

Malaria appears to be increasing in Northern Province over the period from 2018 - 2024

No plot title

Thin lines that may be hard to see

Hard to see how all the data types add together to get a total malaria trend

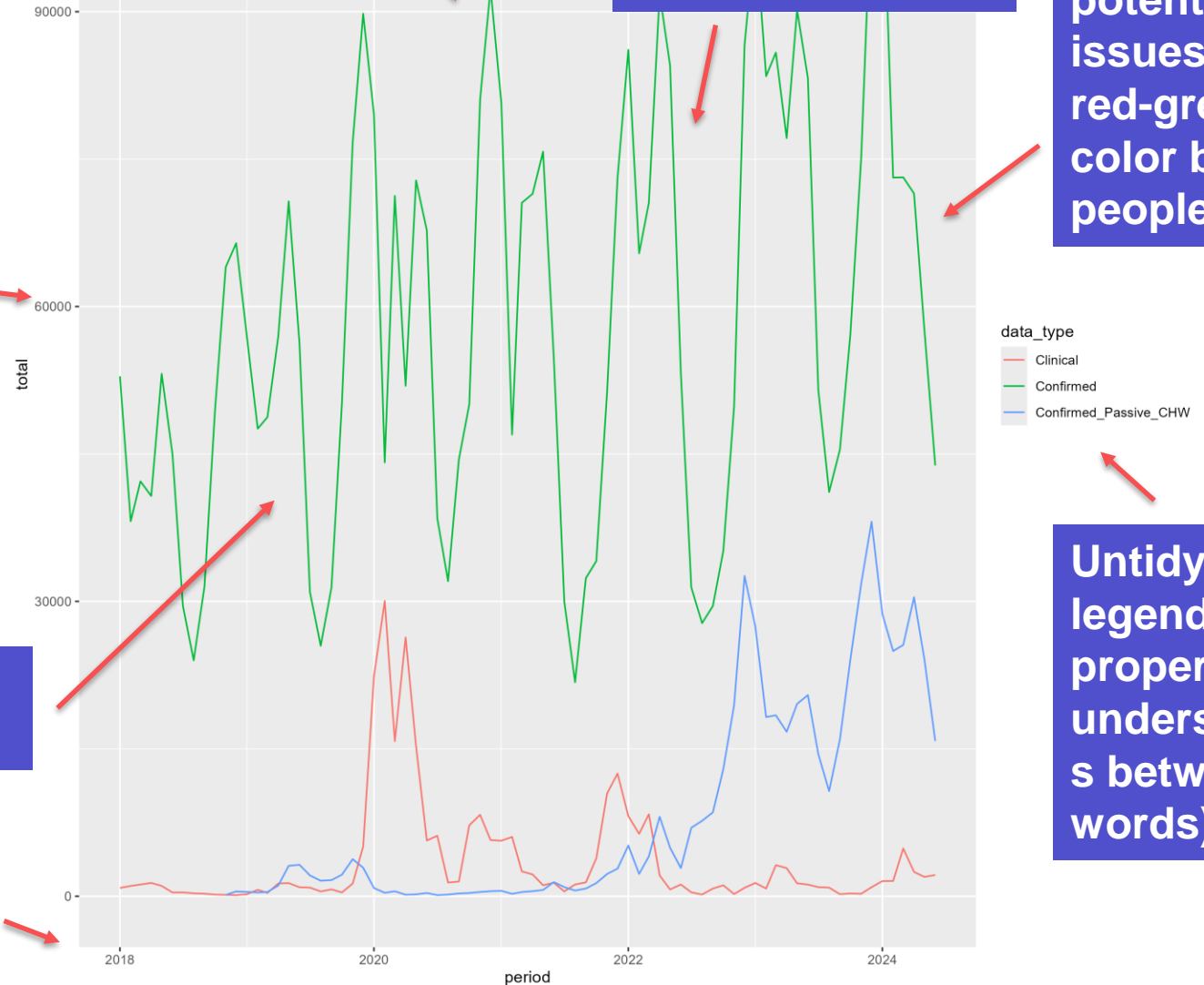
Boring use of color (and potential issues for red-green color blind people)

Numbers don't have commas (i.e 60,000)

Axes not informatively labeled

Timeseries are quite squashed

Figure labels too small

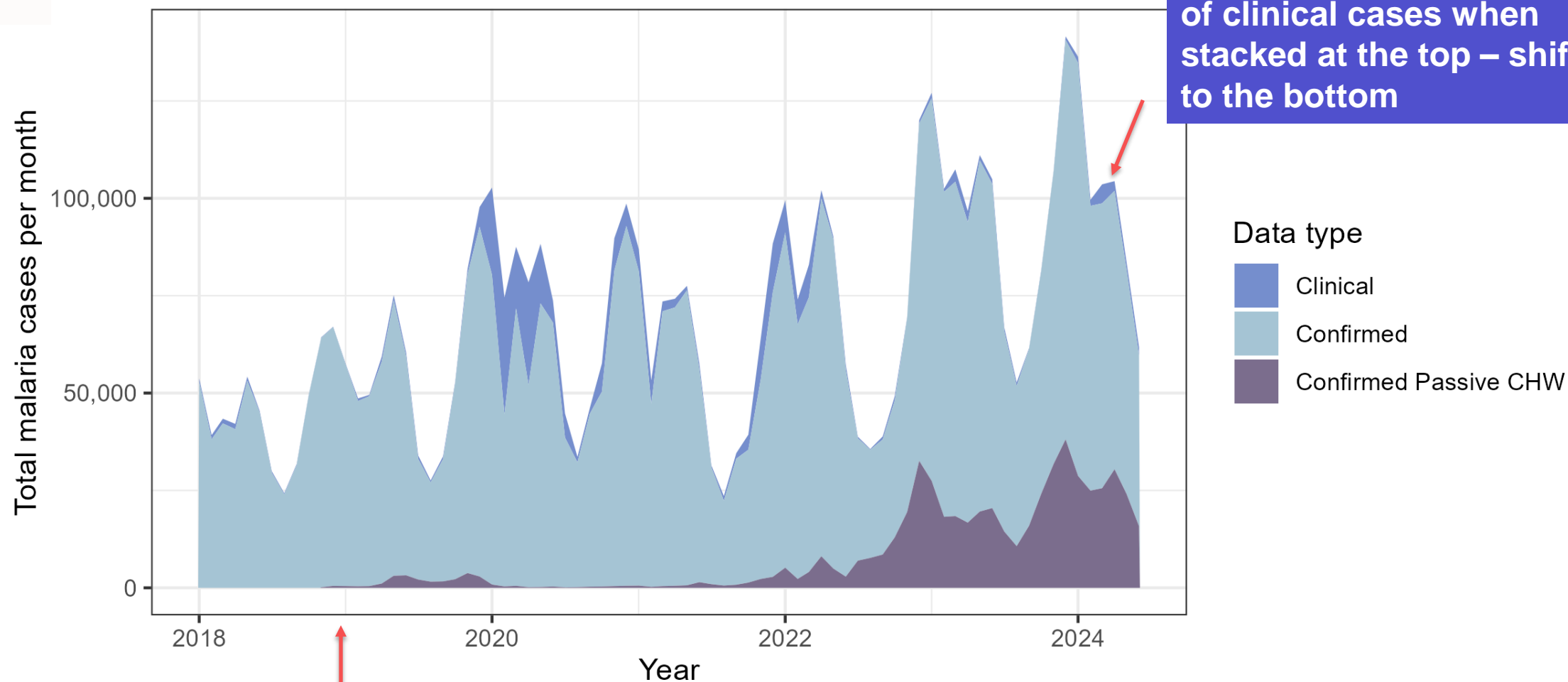


Untidy legend (no proper title, underscore s between words)

Generally,
make a
couple of
rounds of
small
tweaks

Monthly malaria cases in Northern Province, Zambia

Jan 2018 - June 2024

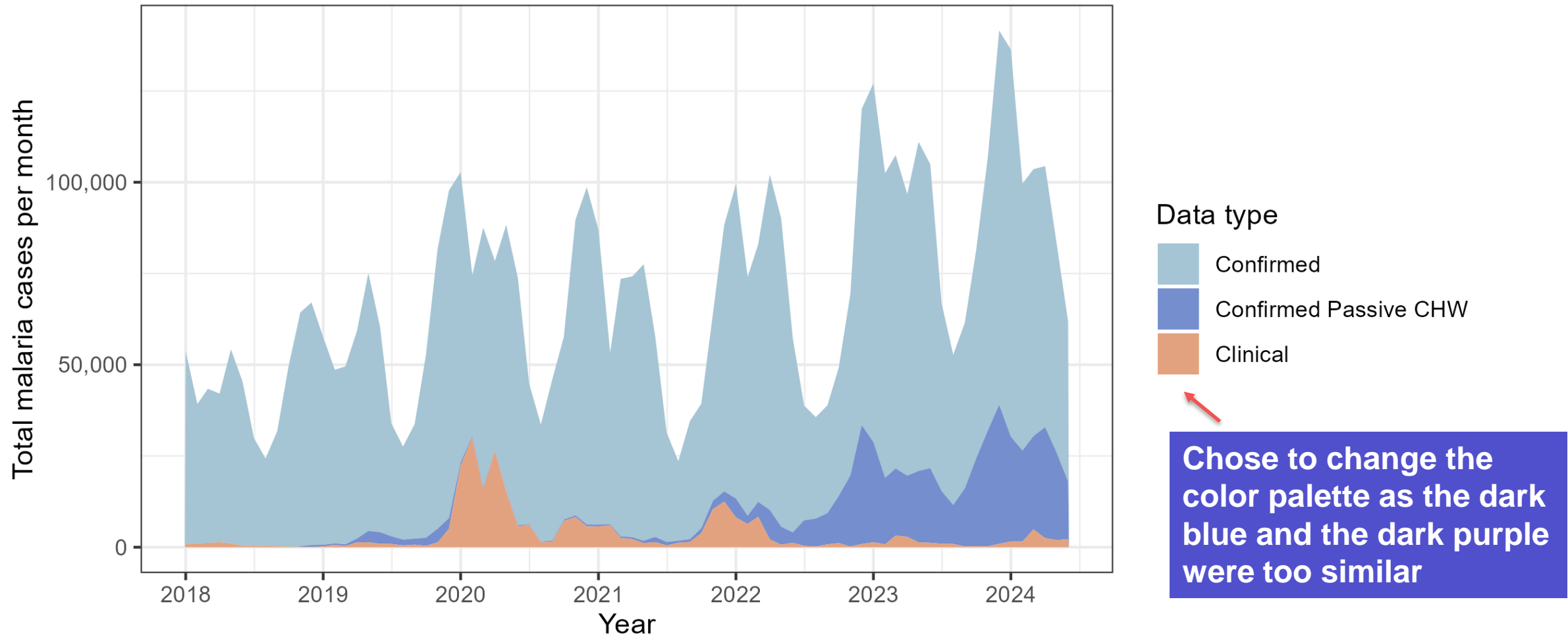


Hard to see the number
of clinical cases when
stacked at the top – shift
to the bottom

Prefer to have every
year on the x-axis

Monthly malaria cases in Northern Province, Zambia

Jan 2018 - June 2024



Scientific/ storytelling issues

Results

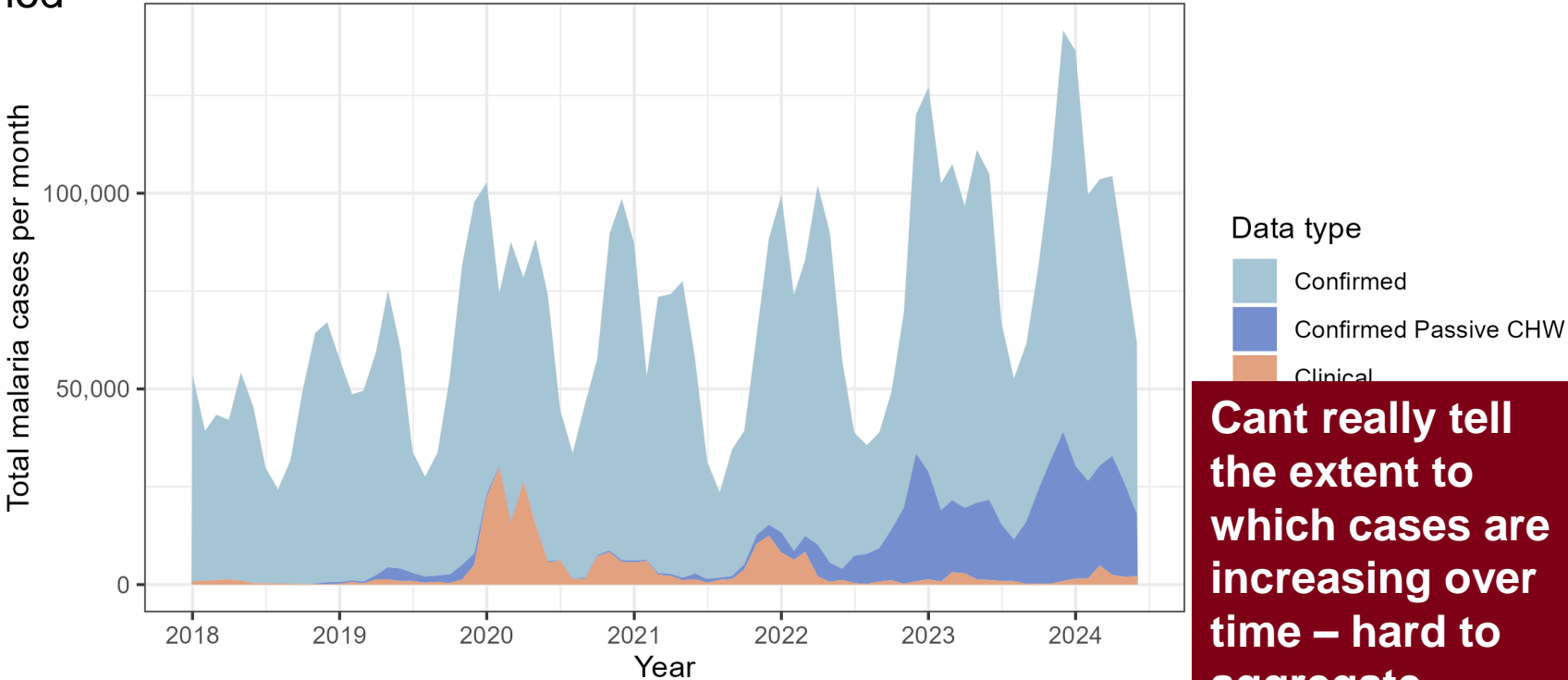
Uninformative
slide title

Malaria appears to be increasing in Northern Province over the period from 2018 - 2024

Limited description of the results

Plot shows total malaria cases – doesn't account for population growth

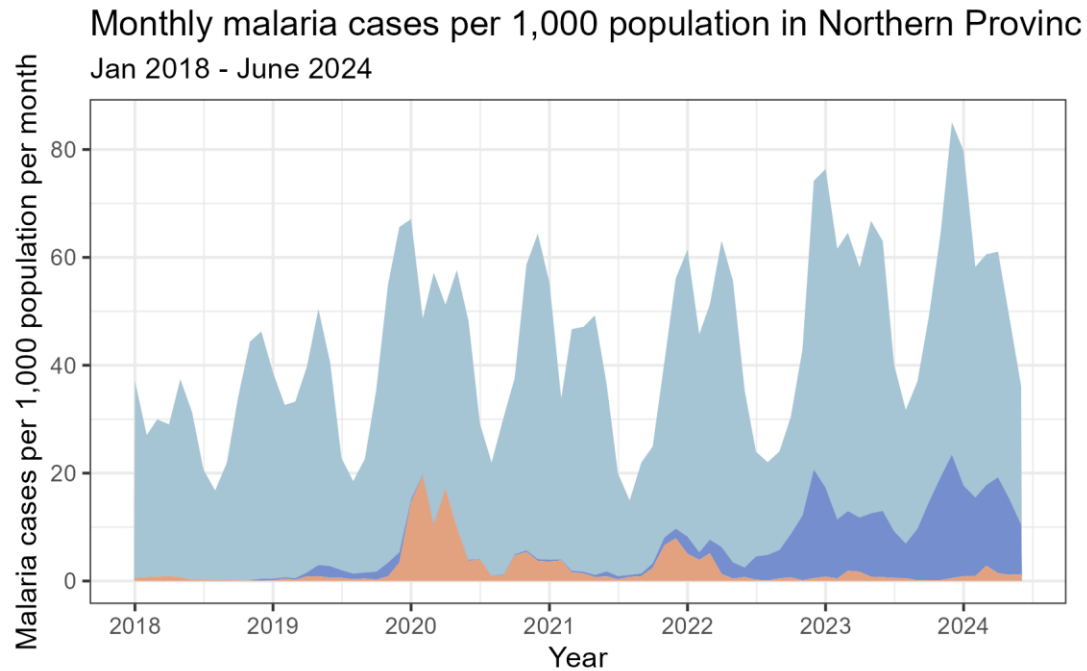
Monthly malaria cases in Northern Province, Zambia
Jan 2018 - June 2024



Cant really tell the extent to which cases are increasing over time – hard to aggregate visually over 12 months of data to assess annual

Is more context needed to starting thinking of solutions? Are these increases occurring over all districts in the province? Are increases greater in under 5s or over 5s? Has coverage of interventions

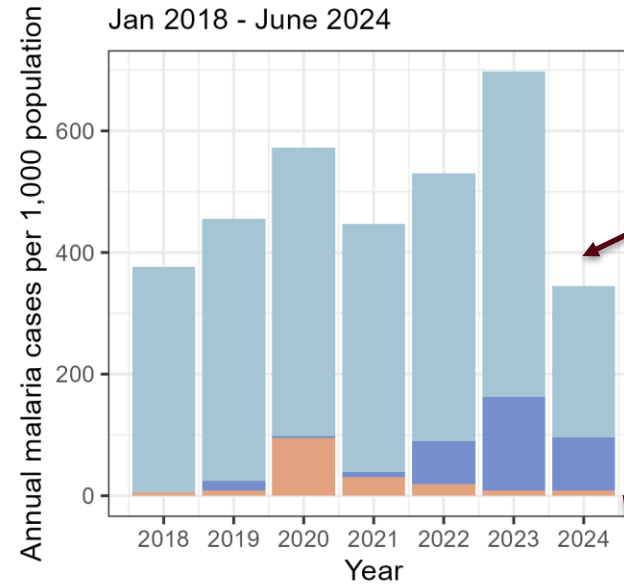
Not enough room to fit the whole title in, so consider adding a shared common title to include all common information



Data type

- Confirmed
- Confirmed Passive CHW
- Clinical

Annual malaria cases per 1,000 population in Northern Province, Zé
Jan 2018 - June 2024



Bar graph makes it easier to see the trends, but would be even easier if we could read off the total incidence on each

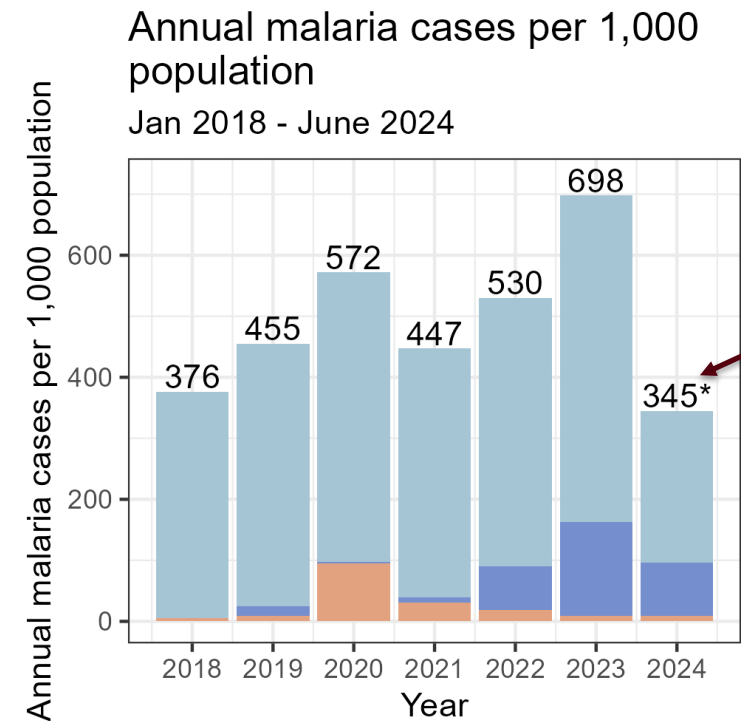
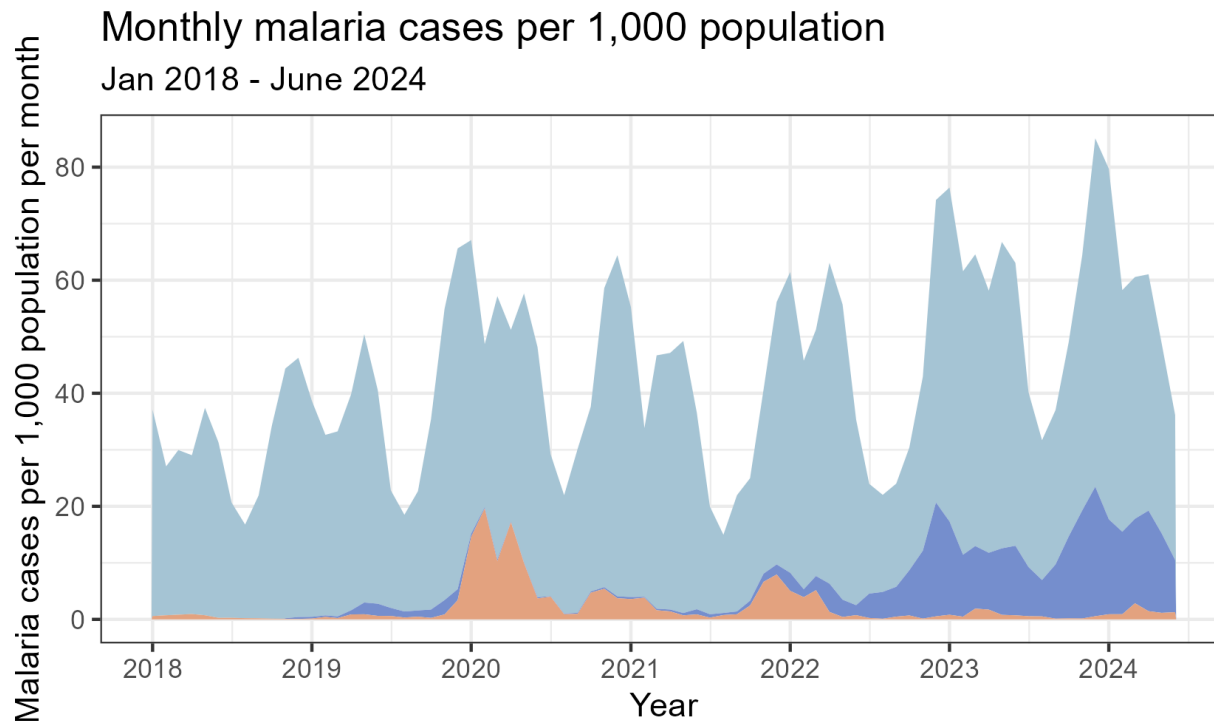
Not necessarily clear to the reader that 2024 only includes 6 months of data

Malaria cases surged in 2023 in Northern Province

There was an increase in malaria cases in 2023, to 698 cases per 1,000 population a **32% increase** on 2022

Since 2022, there has been an increasing proportion of malaria cases **detected in the community**, potentially contributing to increased case reports

Malaria incidence in Northern Province, Zambia



Data type

- Confirmed
- Confirmed Passive CHW
- Clinical

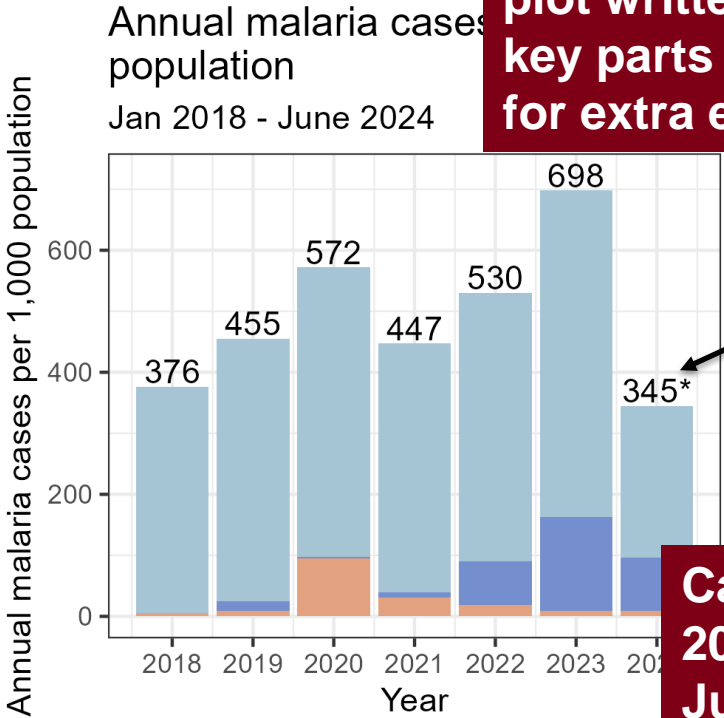
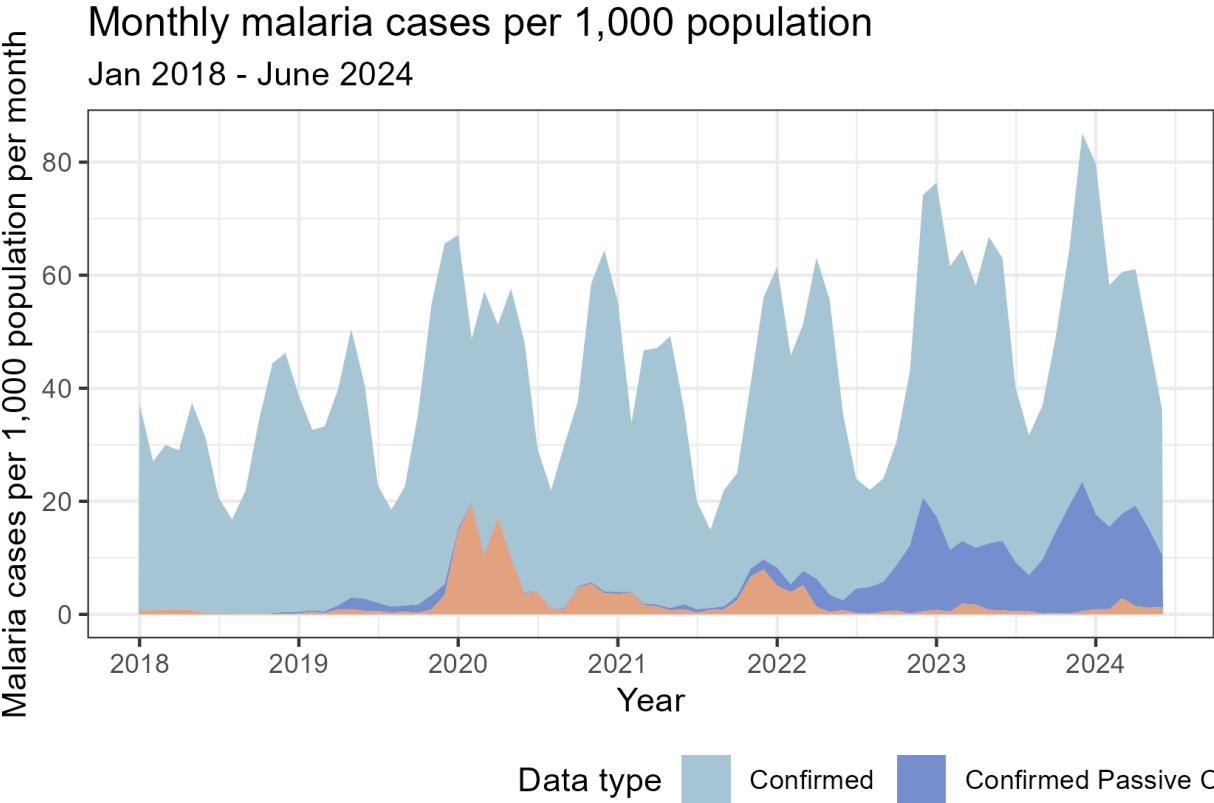
Malaria cases surged in 2023 in Northern Province

Informative slide title

There was an increase in malaria cases in 2023, to 698 cases per 1,000 population a **32% increase** on 2022

Since 2022, there has been an increasing proportion of malaria cases **detected in the community**, potentially contributing to increased case reports

Malaria incidence in Northern Province, Zambia



Highlights from the plot written out, with key parts highlighted for extra emphasis

*Only includes data up to June 2024

Caveat that 2024 only up to June made more explicit

Think about questions that the audience might ask next...and make additional follow-up plots

Is this increase consistent across all districts, or is it focused in a few places?

How do the surge years of 2020 and 2023 align with mass LLIN campaign?

How is 2024 looking – will it be as bad as 2023?

How many CHWs are there and what proportion of cases are detected in the community?

