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1. INTRODUCTION AND PURPOSE

In May 2018, the [Data Collaboratives for Local Impact](#) (DCLI) Program launched two new interconnected projects in Côte d'Ivoire (onboarding took place from May 9th to 15th, 2018). Together, these projects will help to strengthen the Ivorian data ecosystem through enhancements of data supply and demand, increase in the technical capacity to use data, and improvements in data-related policies and practices.

The Data for Youth Services Collaborative (DYSC), re-branded as *Des Chiffres et Des Jeunes* (DCDJ) by a consortium led by Development Gateway (DG), focused on understanding the Ivorian data ecosystem and then strategically strengthening it through resources which could be grants, placement of trained fellows, and training in collaboration with the second project (below). The initial short-term goal of implementing a Data Fellowship for more than 100 Fellows has made a strong start with the initiation of the first cohort of 29 fellows.

The Data Analytics Center (DAC) project is undertaken by the private sector data science startup, SEJEN-CI, and currently hosted by ENSEA (École Nationale Supérieure de Statistiques et d'Économie Appliquée). A goal of this project is to work with DCDJ to strengthen the data ecosystem by bringing data science training, services and other resources, while demonstrating the value of data in advancing development decisions with the public sector.

The overall goal of this first semi-annual review (SAR #1) was to assess progress against project work plans and goals, as well as recommendations provided to both projects verbally during the onboarding (and also in writing in mid-August).

Specific SAR#1 goals were established on the basis of DCLI perceived progress based on regular team calls (individual and joint) since inception. During the SAR, significant emphasis was placed on items such as project understanding and communications, monitoring and evaluation (M&E), as well as increased coordination between the two teams to clarify their respective mandates and identify areas of collaboration. Also, important was to continue building connections between the two projects as well as between the projects and USG investments in Côte d'Ivoire (i.e., PEPFAR's priorities, investments in other projects such as OpenDCH and the MCC Compact) and introducing the projects and the DCLI team to important stakeholders in the government. Finally the DCLI team also sought to ground its evolving perspective through interactions with other stakeholders in Abidjan (donors, USG, PEPFAR partners and GoCI partners).

This report provides an overview of SAR#1 results, and specific recommendations building on what was already relayed verbally to the teams during the last day of the TYD.

2. SUMMARY RELATIVE TO TDY OBJECTIVES

Overall, both teams have started to advance some programmatic results. For example, DCDJ has successfully co-designed and launched a first round of 29 fellows. Other notable progress was on beginning the outreach needed to conduct the Open Data Readiness Assessment (ODRA) by DCDJ; and outreach to important PEPFAR implementation partners by Sejen which has resulted in the identification of value-add activities such as eliminating duplicates from HIV/AIDs testing databases through unique identifiers such as fingerprinting. At the same time, both teams were behind on: fully and consistently understanding the objective of their project relative to DCLI goals in Côte d'Ivoire; understanding the fluid and evolving nature of projects (i.e. joint continuing co-design to

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optimize impact); and putting in place an M&E framework consistent with that understanding; establishing key communications tools (website, branding, social media). In addition, both team were still operating out of temporary ENSEA space. Below is a review of status against SAR#1 specific objectives; followed by project specific findings and recommendations.

SPECIFIC TRIP GOALS:

1. **Progress Toward Key Milestones:** Both teams provided overviews (PPTs) of progress since the onboarding and participated in specific meetings to discuss operations and logistics, implementation of the cooperative agreements, work plans, monitoring and evaluation (M&E framework), project identity and communications. Time was also used for the specific project items:
 - a) **SEJEN** met numerous technical milestones: Data science infrastructure is already online and services have been rolled out and are effectively operational. Additionally, training services are operational (and being used for the fellows) and the curriculums are being developed in an agile manner. There also was a significant amount of work accomplished under the project areas: Training had been conducted to prepare the SEJEN instructors, and SEJEN has been reaching out and working with PEPFAR - and MCC stakeholders to identify areas of potential synergy and collaboration. They had engaged with the MENETFP, and SEJEN staff travelled with MENETFP staff to collect data. SEJEN had responded to two RFPs, on two MCC Compact projects (in Niger and in Côte d'Ivoire), working toward establishing commercial capabilities.

However, several areas are lagging: The working space issue was still pending and is affecting some of the procurement (of equipment and/or furniture), as well as inter-team collaboration. Marketing and communication is behind schedule. There had been insufficient attention by SEJEN to the M&E framework. Finally, the team is significantly behind in the area of compliance and reporting, suggesting a lack of appreciation for the value of these activities towards the company's goal of sustainability. Although weekly and bi-weekly calls are happening, they have been inconsistent, agendas were not always sent ahead of time and notes were not taken, filed. Quarterly reports and monthly and annual budget reports are delayed or lack sufficient quality.

- b) **DCDJ** also made some programmatic progress: The area where there has been the most progress is the recruitment and training of fellows. Close collaboration between SEJEN and DCDJ resulted in more than 2000 applicant to the program from which 65 were preselected and interviewed. 40 applicants were selected for a final cut and 29 retained for training (5 women, 24 men). DCDJ has also invested significant resources in the management of the fellows (regular meetings, support in the form of on-site meals, option to provide IT equipment through local provider). In addition, the Open Data Readiness Assessment (ODRA) activity started in June is running late. A draft document has been completed and submitted to the Ministry of Planning and Development (MDP). A meeting was held with Sultan Touré from the MDP and a tentative scheduled was discussed to implement the next phase of the ODRA which includes meeting with government entities. Stephane Boyera is following the work with the Ministry. DCDJ conducted initial meetings with the government and 12 local NGOs dealing with HIV-Aids, Drug use, Women and Youth. Although these meetings took place at the national level, most of these NGOs have activities at the subnational level. Because these NGO also have subnational presence, DCDJ plans to

leverage this network to have similar meetings sub-nationally. Interviews will be held to mid-October to work with the partners. Although a plan was finalized, the Data Use Landscaping research hasn't started because DCDJ was awaiting input from MCC and PEPFAR on area of focus (since decided as San Pedro). The team reported that a stakeholder mapping had been started with the help of COSCI.

Lagging behind: Items related to communications, M&E and compliance. The team has shown in its communication as well as its focus that it does not have a clear understanding of the goals and intended outcomes of the project.

2. **Updated Work Plan (DCDJ) and Business Plan (SEJEN) for Next 6 Months:** Teams shared presentations outlining activities for the next six-month period.

- a. Sejen Plans

SEJEN plans to sign contracts with partners (for example, an ENSEA agreement is still pending). Plans are ongoing for the Foundation (which needs to be stood up before month 9) and Legal Counsel has been retained to help the process. SEJEN plans to make significant progress on Marketing & Communication with guidance from DCLI (V. McFarren). Digital and printed assets are being developed, but inconsistently. Similarly, a communication strategy is still far behind. SEJEN and DCDJ are now working together more closely on a communication strategy. SEJEN also plan to conduct Data Awareness campaign which will be initiatives to raise awareness on data in CI. Finally, SEJEN wants to leverage conferences and other gathering, especially around the issues of data but also geared towards women, where SEJEN can showcase its abilities

Now that the infrastructure is deployed (cloud), SEJEN Data Science services are operational. SEJEN plans to hire an analytics sales person to market these services. The student enrollment Platform will get some update based on the feedbacks gathered from the previous fellows recruiting drive. SEJEN has started exploring and will be developing several training tracks with ENSEA. Equipment and other procurements that are dependent on the building issue are being closely watched and should be addressed decisively by the end of October. These activities should proceed quickly once the building promised by ENSEA will be available. Otherwise a go-no go decision on the projects location will have to be made.

In the next six months, Sejen also plans to define the profile of the next cohort - and intensify the collaboration with the PEPFAR Partners. PEPFAR has shown an interest in SEJEN's ideas related to the "patient-duplication" - and in the support that Sejen can provide to exploit big data to understand risk-increasing behaviors and identify clusters in the transmission of HIV to men. With regards to synergies between MCC and PEPFAR data-related efforts, SEJEN has sought to formalize its activity with the Ministry of Education and use this work as a platform to approach other government agencies. Finally, the firm plans to continue creating partnerships to develop its business activities as it has done on the MCA Niger application.

- b. DCDJ Plans

Key programmatic focus for DCDJ is to find a way to support PEPFAR needs on the ground (e.g. by getting closer to the community-based organizations or CBOs), but PEPFAR still needs to help refine this aspect of the work. In addition DCDJ needs to develop a strategy to strategically place fellows, while also developing (with SEJEN) a rationalized strategy for the second cohort (who are they, where will they be trained, what PEPFAR or Ivorian data ecosystem constraint do

they address). Also important is further advancing the ODRA (an initial draft report is scheduled to be completed by early December); a data use landscaping (mid-October-January); and opportunities for data use collaborations. COSCI (one of the DCDJ partners) will use its network of communities' partners to promote the project and get buy-in. The problem prioritization workshop will start in April 2019 at the end of the 6-months period (once the workshop will have happened).

From the standpoint of project ramp up, DCDJ will support the development of an integrated M&E plan - and begin to report in November. The project will also develop a 6-months plan to submit to DCLI (now due on November 15th); a stakeholder strategy; a communication strategy (October). Some of the deliverables discussed during the SAR (the brochure, website) were scheduled for the first week of October. Building on an intense meeting about Strategic Statement of Objectives, Key Outcomes, Team Mission and Alignment, DCDJ will work on streamlining and finalizing their elevator speech that will be shared with DCLI soon.

3. Meeting with the First Cohort of Data Fellows

The DCLI team had the opportunity to meet with the first class (29 of which 4 were women) of fellows currently enrolled in the training program, which provided an opportunity to appreciate the drive and enthusiasm of these young Ivorians. This was also an opportunity to impart upon them the significance of their selection and the part they are playing in efforts to provide Côte d'Ivoire with the tools for sustainable development. A fellow, expressed on behalf of the whole group their excitement about being part of the training program and their hopes for the future.

4. M&E work sessions

Significant progress was made on the M&E during the SAR. On the first day of the SAR, DCLI Sydney Garfinkel conducted a general M&E presentation to explain the importance of M&E, the methodology - and to set expectations. The deep dive with both SEJEN and DCDJ during the SAR has greatly contributed to clarifying issues on project goals, beneficiaries, expected outcomes and areas of overlap between the projects. This has also raised awareness about the complexity of the interactions between the activities of each team and their interdependence in order to meet DCLI goals in Côte d'Ivoire. Teams committed to complete the M&E plan by October 25th and for both teams to start monthly reporting against ITTs in November.

5. Scoping an Effort to Use Big Data to End AIDS

A key PEPFAR priority in Côte d'Ivoire is trying to find men at risk for HIV, and the best methods to reach them and encourage them to get tested. PEPFAR, through its experience and programmatic data knows that there are clear and known behavioral and geographic patterns to transmission. In the context of its 90-90-90 targets, PEPFAR can identify the missing populations, but is challenged to understand the drive and behavioral aspects. This project seeks to understand how services can be marketed to these subgroups, especially men.

In reaching for 90-90-90, the biggest challenge in Côte d'Ivoire is to reach the first 90. Although the heaviest burden of the disease is on women in Côte d'Ivoire, a larger proportion of women know their status than men (50% for women versus 25% for men, in part because women are more likely to go to health centers during pregnancy). Although they are a key transmission vector, men do not as frequently participate in the healthcare system and are therefore harder to reach. Ideas to try reaching them include identifying their physical movement (where they meet, for example) and consumer behaviors (what they do and like, activities, etc.). Big data

sources such as mobile call detail records may help answer those questions by linking them with PEPFAR program data.

6. Identity and Communications

Significant time and effort was expended during the SAR in trying to engender a more consistent and correct understanding of DCLI goals and individual project goals informed by the program logic and reflected in communications assets: preliminary objective statements were drafted, collateral materials (brochures, banners, logos, websites, social media and strategic engagement plan) were debated and designed, especially in the context of immediate SEJEN participation at the Jeunes Afrique “Les Heroines” event. A special session was conducted around both teams’ early stakeholder engagement efforts after initial conversations displayed the lack of a clear methodology as well as internal coordination in their respective approaches. The DCLI team conducted an informative presentation on how to conduct systematic stakeholder engagement campaign and shared material to support the approach. Both projects need to prioritize this effort so that individual team members can effectively, correctly and consistently explain what they do, why and how to different stakeholders.

7. Les Heroines Event

A few DCLI team members participated at the September 25th, Jeune Afrique “Les Heroines” event. The theme of the event being “Transformation for a digital age, challenge or opportunity”, SEJEN leveraged the opportunity to hold a workshop about Data Science and showcase its services. Keeping with the spirit of the event, SEJEN assigned two female instructors to lead the 3 workshops highlighting the importance of data use and data science skills among female professionals from a variety of sectors.

MCC DVP of Sector Operations, Lona Stoll, participated in a panel plenary encouraging young Ivorian women to become role models for young girls and women, with a particular focus on STEM, data literacy and data science, skills that are increasingly sought after and that could contribute to their economic empowerment.

8. Meetings with OpenDCH

Two meetings with OpenDCH were held during the SAR; one with Jennifer Turner and the project teams (at ENSEA) and a smaller meeting at the US Embassy in order to continue inducing synergies that would benefit PEPFAR programs on the ground.

OpenDCH has been undertaking OSM community mapping in Bouaké, San Pedro, including extensive mapping in Bardo (“the largest shanty-town in West Africa”), Soubré, Yupougnon and other parts of Abidjan where community organizations need assistance.

The programmatic end-date for OpenDCH is Dec. 2019; the platform (hosted at MoH / DIIS) is being prototyped, with the initial operational prototype scheduled to be ready in Jan. 2019, and with the full launch in July 2019.

Project teams should continue coordination with OpenDCH, particularly with the goal of enhancing PEPFAR’s use of data to achieve its goals. This is enabled by Development Gateway (and, in particular, Ousseynou) involvement on both the DCDJ and OpenDCH work.

9. Meeting with The Global Fund

A meeting with the Global Fund for HIV, Malaria and TB revealed several potential areas of coordination.

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- The Global Fund has started a project on geographic accessibility analysis – a small technical assistance project in collaboration with the University of Geneva and DIIS using an open tool called Accessmod. Phase I output of this Accessmod analysis should be complete by the end of 2018, and a Phase II workshop is due to be held in March 2019.
- The Global Fund is supporting DIIS on several DHIS2 enhancements, including a Data Quality Assessment, SIGDEP - a clinical individual-patient information system for HIV, and a parallel system (not DHIS2) for reporting on TB.
- Through central funding (not CIV grants) the Global Fund has contracted ENSEA and HISP West Africa (the regional providers of DHIS2) to provide joint regional technical assistance to strengthen data analysis and use in 5-6 countries of West Africa, including Côte d'Ivoire.
- USAID's MEASURE/Evaluation program is working with DIIS on ELMIS (supply chain management).

The Global Fund also expressed a strong interest to make information and analysis available at subnational levels, and that data extension services will need be implemented at community levels, including the Agents de Santé Communautaire.

10. Meeting with PEPFAR

During a meeting with PEPFAR project leads at the U.S. Embassy, the proposed efforts on big data, potential use of biometrics to help with “de-duplication,” and improvement of human resources for health (HRH) at community levels were presented by PEPFAR Data Revolution for Sustainable Development (DRSD) Director Sperling and met with generally favorable comments and but also with questions on implementation and requests for further detail.

The DCDJ fellows program, and in particular their placement, was of significant interest. Three areas for placement were suggested:

- Placement of fellows at sub-national parts of the Direction Générale de Santé would be very helpful to PEPFAR;
- Additional capacity to assist Global Fund in-country representatives is needed; and
- The Global Health Security Agenda (GHSA), a USG program working at community levels, could use technical assistance.

11. Meeting with the U.S. Chargé d’Affaires and Acting DCM

An update was provided to the U.S. Chargé d’Affaires, Katherine Brucker, and Acting DCM, Paul Yeskoo. *A commitment was made to provide a more thorough update during the next SAR (#2) and provide clear examples or use cases of how DCLI is using data to improve decision-making for PEPFAR, MCC and other country development efforts.*

12. Meeting with donors

While in Côte d'Ivoire and leveraging the presence of MCC DVP L. Stoll, DCLI Lead A. Rawa and DCLI regional lead M. Blaser attended a meeting with several donors, an opportunity to learn about current activities of interest to DCLI and its partners.

- AfDB reported on a trust fund for youth and innovation, a Finance in Action program for Women, a trust fund focused on ICT entrepreneurs, a gender disaggregation program for statistical offices around the world, a Africa Gender Index initiative with UNIFEM, an internal gender marker system for all AFDB projects, work on property rights and business climate gender sensitivity issues, an Agropole program focused on women’s entrepreneurship, a

coding for employment partnership with major tech giants like Google, and ECOWAS trainings on regional integration.

- The EU reported a new signature priority, “digital for development.” The EU has a data incubator in Senegal and is working on health and food security programming in coordination with WFP. In Côte d'Ivoire, the EU has a 5 million euro program to support the national statistical agency (INS). The EU also supports a Metstat program to produce satellite data. Côte d'Ivoire has one of the highest emigration rates for women (25%), and 48% of women experience gender based violence. The new Ministry of Gender receives less than 0.01% of the national budget.

3. PROJECT-SPECIFIC FINDINGS AND RECOMMENDATIONS

SEJEN-CI

What is working?

- Early wins: SEJEN has completed a significant number of early targets, especially those around establishing systems and deploying technology, all of which were important to start fellows recruiting, training and providing services.
- Team: The SEJEN team continues to be been proactive, innovative and forward-thinking. SEJEN lead, S. Kone and his colleagues have mobilized a driven team, with a sense of mission and purpose, great team spirit, and they have sought to increase the number of women on their team.
- Gender: Two female trainers delivered the training for Les Heroines with the support and supervision of Souleymane; and three are delivering parts of the Fellows training. The trainers seem confident and empowered to take initiative and try new things.
- ENSEA: SEJEN maintains a strong relationship with ENSEA, although as of yet this had not resulted in the availability of the intended space for the project teams.
- Partners: SEJEN has been proactive in engaging with PEPFAR partners and has started interesting pilot projects that may have real impact:
 - Biometrics to resolve de-duplication issues,
 - Support to the Ministry of Education to raise level of capabilities
- Mission: SEJEN as an organization seems clear on its mission and objectives, but they need to increase their understanding of the DCLI objectives - and therefore role of DCDJ and where this also creates opportunities for SEJEN (see below).

Opportunities for Improvement / Uncertainties:

- Overall DCLI program and project overlap: It is important that SEJEN understands the complete program in Côte d'Ivoire and its contribution to the overall goals. Significant amount of work should go into SEJEN and DCDJ understanding how they can collectively raise the level of information quality, knowledge and use. SEJEN should increase its effort to find and materialize joint elements of activities within the larger program -- contributing to the strategy for and participating more fully in the ODRA, data inventory, subnational data flows research, among others – and to leverage these opportunity in working together. SEJEN should try to

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provide greater inclusion to DCDJ in to their activities, and develop a clear strategy and guidelines for communication and knowledge management.

- Communications: SEJEN has been postponing a lot of the deliverables around communications. A clear communication strategy that follows DCLI branding guidelines, and incorporates social media handles and website in materials should be developed. Additionally, SEJEN should always leverage every opportunity to track metrics and build its network (for example, a sign-in sheet or business card collection at events). The leadership would benefit from finalizing the strategic statement of objectives, and internalize an elevator pitch. More importantly, SEJEN should clarify and understand how it fits with DCDJ and within DCLI. Finally, a consistent messaging should appear on the website and other communications materials.
- Focus on driving impact, and show it through M&E: As a for-profit organization, SEJEN should be invested in measuring its activities and impacts, which is what the MCC M&E approach aims to do. SEJEN would benefit from finding ways to report its progress in something other than milestones. There are ways to integrate monitoring that are tailored to both the business requirements that SEJEN are under and MCC program requirements. It is essential that the program activities be measured as this has implications on DCLI's ability to oversee and justify continued funding of these activities. The DCLI-CI M&E specialist, Beatrice has limited knowledge of IT and the data science field, but in spite of this she should take a more hands-on approach about becoming an integral part of the SEJEN team as well. With her assistance, SEJEN can foster greater understanding and integration of M&E into its activities.
- Compliance: The program has requirements that guide the funding of project activities; it is important that SEJEN remain up-to-date on reporting and financial compliance to avoid delays in disbursements.

Recommended action(s)

1. MENETFP Work: SEJEN should meet with OpenDCH in order to obtain available data sets and determine what infrastructure or other data in Bouake and San Pedro can be leveraged for the MCC analysis and to support PEPFAR priorities. SEJEN should also understand the methodology and process involve so as to be able to explain it to ministry representatives when advocating for the validity of this data.
2. Long term Planning: SEJEN needs to develop a communications strategy and a tactical plan. This should be done with a view of having immediate impact and building for sustainability. The communication strategy should incorporate the following points:
 - Create corporate talking points
 - Develop and update Website
 - Demonstrate project impact for the public good, through:
 - Statistical representations and visualizations of M&E indicators
 - Documented use stories to capture successes and progress (MCC will share a use story template).
3. Big Data: DCLI requests SEJEN to dedicate some resources in the next 1-2 months to brainstorm and scoping potential implementation of the "big data", and schedule a discussion to discuss possibilities with DCLI and PEPFAR.

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4. Strategy: SEJEN needs to update its work plan and budget with DCLI before mid-November. It also should prepare an update of the full project budget, including a narrative on project priorities and where resources is needed and LOE is to be expended, and that reflect overall project outcomes and demonstrates how the links to these outcomes.

DCDJ

DCDJ has had an inconsistent ramp up. Some areas of strength, as well as some questions, are highlighted below.

What is working?

- Early Win: The completion of the recruiting and selection of the first class of fellows was a significant achievement. The fellows program is a first win - and it has been relatively quick. 29 fellows are on board and seemingly excited. Successful (based on criteria important to DCLI and PEPFAR) placement of the fellows will be a critical next step. Note that one request from the PEPFAR country team is that placement in the health sector is key, particularly in areas outside of Abidjan.
- ODRA: The ODRA has had a good start and seems to be advancing at a good speed, given the difficulty in interacting with the local government. Data and open data policies may contribute to strategies for PEPFAR sustainability. (Note the four key areas of PEPFAR's Sustainability Index [SID].)
- Visibility: The large scale recruiting effort and advertisement surrounding the Fellowship activity has allowed both DCDJ and SEJEN to get some visibility to their activities. Additionally, press coverage and interaction with government official during the Fellowship launch was also a positive side outcome to the Fellowship program. Will DCDJ be able to leverage these relationships to start working toward placement to put the fellows to work?
- Leadership: The new Chief of Party took on the project a month ago, and is still coming up to speed on project details, legacy discussions, etc.

Opportunities for Improvement / Uncertainties:

- The Larger Program: There is an incomplete and inconsistent understanding of the project goals, the opportunity that it represents and the inter-partner coordination that it requires.
- Team Dynamic: The DCDJ team seemed to be hanging back and not proactive in advancing project outcomes. Despite the success of the fellows program, there seem to be limited appetite or vision to build on this. A number of the participants should come forward in understanding and helping to proactively lead the program. (Perhaps they contribute behind the scenes, but it is difficult to determine.)
- Interaction: DCDJ doesn't seem to understand how to leverage SEJEN, including national enabling environment and sub-national projects, etc. – and opportunity in working together.
- Program Implementation: The work plan tracking still defaults into sequential rather than interdependent, flexible and proactive. More specifically, the work plan doesn't seem to encompass the larger goals of the program as there doesn't seem to be a clear link between the proposed activities (and their order) and the expected outcomes. Moreover, the Program is behind on basic team processes like producing a work plan document. A work plan document is due by Mid-November.

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- Corporate Support: The absence of the international component of DG was noteworthy, in spite of having Ousseynou Ngom there. This was a lost opportunity to include an additional institutional experience base that could have enriched discussions and elevated the profile of its own program. Moreover, as of now, it is not clear that the PDIA methodology that was part of DG's proposal for the DYSC program has been internalized by the DCDJ team. As it was at the heart of the NOFO, and is very applicable in this instance there is a need for a better approach to it.
- Communications: The DCLI approach to promote greater use of data for decision making is a complex web of activities, policy actions, incentives and capability development. DCDJ, which carry the larger part of this work in Côte d'Ivoire is also a very difficult program to describe. At the time of the SAR, there seemed to be a lack of understanding and complete ownership of the program mandate and more importantly of how to communicate about it.
- Activity Mapping: There is great confusion as to how all of DCDJ's activities physically map to one another and the part of the logic these support (in part because the program logic had not been finalized). It would serve the program leadership to conduct brainstorming sessions to clearly draw linkages between the activities in a cohesive timeline. Additionally, critical understanding of the risks and assumptions that could threaten or derail the project seems to be missing. This can also be due to the lack of a work plan which requires significant brainstorming.
- Team Performance: DCDJ team has been provided with specialist in M&E, communication, etc. so that the leadership can focus on the overall vision, coordination and management of the program. While keeping responsibility and providing guidance and vision for the program, the chief of party, M. Zandy should back away from some implementation activities (website, communication material, M&E activities, etc.) and ensure that the responsible DCDJ employee performs according to standards that she establishes (delegation and reliable team).

Recommended action(s)

1. Leverage Partners Experience: DCDJ should request from OpenDCH to make available OSM information to SEJEN for addition to the education data set - and for training fellows as well. Confirm if schools are comprehensively mapped in OSM data collection.
2. Communication: DCDJ needs to complete basic communication assets that follow branding guidelines established for DCLI, and incorporates social media handles and website in materials should be developed. The DCDJ team would benefit from finalizing the strategic statement of objectives, and practice and internalize their elevator speech. More importantly, it should clarify and understand how SEJEN fits with DCDJ and within DCLI. Finally, a consistent messaging should appear on the Website and other communications materials.
3. M&E: The M&E plans should be completed and should include communications metrics such as people reached, website hits, social media hits, which tools work best (radio, newspapers, TV, social media, etc.). Additionally, DCDJ would greatly benefit from capturing use stories and success stories
4. Website: The website should include a results section, move presentation and mission under *About*, figure out if blog will be hosted on website or online, add a gallery section, check out DCLI Tanzania's DLI for the fellows section and Data Zetu for inspiration

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5. DCDJ Strategy: The DCDJ leadership should schedule a block of time to review updated work plan and budget with DCLI. The full project budget should also be updated to reflect overall project outcomes and demonstrate how the budget supports activities that lead to them there.

BOTH PROJECTS - SEJEN AND DCDJ

Since the May onboarding, the SEJEN and DCDJ teams have begun to define practical and operational implications of the partnership between the two projects. These including physical co-location, regularity of meetings and definition of personnel involved in those meetings. However, some elements still bear review and discussion

Shared Working Environment and Strategy

1. Relationship with ENSEA. DCLI put a premium on the relationship with ENSEA since early DCLI scoping in Côte d'Ivoire in May 2017 - and was very happy to have ENSEA appear as a strategic partner and host for SEJEN, along with an offer to also host the second DCLI project, DCDJ. SEJEN has been the main interlocutor since. During the SAR, in context of the MCC DVP visit and on account of other areas of collaboration that MCC has with ENSEA, DCLI also met with ENSEA and learned of the Director's interest for greater involvement and participation in the DCLI program. DCLI requests both projects to organize periodic and substantive (i.e. both informing and looking for input and synergies) meetings with the ENSEA director and his team. As both host, but also the organization responsible for national statistic capacity, ENSEA is a prime stakeholders for DCLI!
2. Shared resources. One of the main intentions of having resources shared between DCDJ and DAC is to facilitate an integrated approach to things like communications and M&E. At the September SAR, MCC noticed that there are still challenges related to shared personnel. Shared resources use should continue to be improved.
3. Communications and branding: Brands and communications are being updated based on DCLI guidelines – and team should continue work together to build their web presence and align communications strategies.
4. Coordinated outreach: It will be more effective and efficient to coordinate interactions with key organizations. This will include plans for sharing contacts and coordinating activity with ministries, agencies, NGOs and companies; and a process for defining who owns the relationship. This began at the onboarding, but should be augmented and improved going forward.
5. Political coordination: A point of weakness that was identified during onboarding is outreach to government contacts and the protocol and process of working with government, which can be very important in Côte d'Ivoire. DCLI will be recruiting an advisor to support both teams in this area.

Joint Workstreams

1. PEPFAR outreach and projects: The early coordination with PEPFAR implementing partners and the PEPFAR leadership is very encouraging. Both teams should individually, but mostly jointly continue to ask for input from PEPFAR agencies while scoping work so that DCLI can be a resource and a value-add that can deliver short term "wins."

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Additionally, they should also continue to explore the feasibility of the patient de-duplication project. This is on the right track and could be a simple innovation that could add real value to the PEPFAR program, as long as privacy and legal concerns can be met.

- Big Data: PEPFAR's proposed "big data" project is an opportunity for Sejen to lead, but also for both teams to participate (e.g. DCDJ partners have important relationships with cellular companies or other stakeholders). Using the next 2-3 months to brainstorm and scope possibilities for this project will be beneficial, while evaluating potential to get data from external actors.
 - Community-based HRH: The proposed "human resources for health" strengthening project still needs conceptual input from PEPFAR, both in Washington and in-country. Both project teams should be prepared for this activity to "ramp up" in the coming months.
 - DREAMS: Gaining an understanding of the "DREAMS-like" programming and goals from the PEPFAR Côte d'Ivoire team will benefit DCLI's ability to contribute to its success. Both teams should interact with PEPFAR for this and prepare ideas as to how the projects can participate.
 - PEPFAR sustainability: It would be helpful for both teams' to understand PEPFAR's concept of sustainability, as these represent key areas to which our work can contribute to PEPFAR's mission. We recommend becoming familiar with the four key areas of PEPFAR's Sustainability Index (<https://www.pepfar.gov/documents/organization/274911.pdf>).
2. USG Resources: Both Teams will greatly benefit from being more proactive in taking advantage of the resources available from the US Embassy while pursuing partnerships. SEJEN is benefiting already from the relationship between MCC and the MENETFP and the increase in awareness and reputation that it can derived from working on this interaction can be ported to other agencies or the private sector. Case studies based on this work (and hopefully other similar future interactions) could be the basis of its long-term business development opportunities.
- Additionally, the DCLI team had an initial meeting with the Public Affair office at the US embassy as well as the PEPFAR and MCC press groups during the SAR to introduce all teams to the DCLI program in Côte d'Ivoire. During this conversation, DCLI promised to work on improving communications and coordinate with the embassy around the activities with the above-mentioned groups in order to benefit from increased visibility from interested stakeholders.
3. Leverage DCLI TZ Experience. The DCLI team will share the existing use case format and guidance from the DCLI Tanzania program with both project teams; the creation and publishing of use cases has demonstrated utility in describing the successes and lessons learned from DCLI work in Tanzania.
4. Team Interaction: The SAR has shown how both projects complement each other. Unfortunately, the meeting has also shown how little both teams implementing these projects appreciate this fact and how far we are from it being a reality. However, now that this issue is visible for all to see, both teams would benefit from a proactive effort to better understand one another. DCLI has already provided some quick and practical ways to increase the efficiency of the work such as the frequency of meetings or the integration of the shared staff. The presence of the DCLI country coordinator, Linda Tiemoko should also help in focusing on and achieving this goal.

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5. Open documentation: Both teams would benefit from open knowledge management and document sharing tools that are accessible to both projects. We ask that the projects jointly come up with an appropriate location for shared documents and preferred tools to enable sharing of documents, contacts and program data.

Note: The MCC team is not able to access many online tools; so alternative sharing methods may be required for coordination between MCC and the projects.

4. USG PARTICIPANTS

- Agnieszka Rawa, MCC DCLI Managing Director
- Mitch Blaser, MCC DCLI Regional Coordinator
- Rudolph St. Jean, MCC DCLI Data Science Project Manager
- Valeria McFarren, MCC DCLI Communications Lead
- Sydney Garfinkel, MCC DCLI M&E Lead
- Linda Tiemoko, MCC DCLI Country Program Coordinator for Côte d'Ivoire
- Rick McCarthy, MCC Legal Advisor (beginning 9/24)
- Larry Sperling, Director of the Data Revolution for Sustainable Development Team, State Department/PEPFAR (beginning 9/24)
- Hayden Stone, Senior Data Advisor, State Department/PEPFAR (beginning 9/24)

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5. SAR AGENDA

		Tuesday	Wednesday	Thursday	Friday	Saturday
From	To	18-Sep	19-Sep	20-Sep	21-Sep	22-Sep
8:00	8:30	--- Travel ---				
8:30	9:00			Welcome / Recall	Welcome / Recall	
9:00	9:30			DCDJ - Present progress highlights (MCZ, ON)	ODRA update, data policy discussion (SB, ON, MCZ)	SEJEN - MoE work plan meeting
9:30	10:00		DCLI Internal work session and onboarding of new CI Country Coordinator (Sofitel)	Break		
10:00	10:30			Subnational engagement update, community mapping (MCZ, ON)	Break	
10:30	11:00				Coordinator of engagement (MCZ, SK) - Government outreach - Private sector, NGO outreach - GPSDD	Global Fund meeting (Sofitel)
11:00	11:30					
11:30	12:00					
12:00	12:30		Lunch	Lunch		
12:30	13:00				Lunch	
13:00	13:30		Welcome / goals (MB) Management teams	OpenDCH update and coordination (OpenDCH, DCDJ)	Education project update -Scope (SK) -Approach (IT,SO) -Results (IT) -Next steps (SK)	Lunch
13:30	14:00		SEJEN - Present progress highlights -X-Matrix -Action Plan -YTD Results	Identity & Communications (DCDJ, Valeria)		
14:00	14:30		Break			DCLI mini-retreat (Sofitel)
14:30	15:00			Break	Break	
15:00	15:30		M&E Plan and ITT draft presentation and validation workshop (Beatrice, SG)	Data Fair overview and Program input (AR, VMP)	Update on Data Fellows program and meeting with the data fellows (MCZ, ON, fellows)	
15:30	16:00					
16:00	16:30					
16:30	17:00					
17:00	17:30					
17:30	18:00					

	SEJEN-led	Room 223
	DCDJ-led	TBD
	Joint sessions	TBD
	Les Heroines	Sofitel Hotel
	DCLI only	External

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		Monday		Tuesday		Wednesday		Thursday		Friday	
From	To	24-Sep		25-Sep		26-Sep		27-Sep		28-Sep	
8:00	8:30	Welcome / Recall				Welcome / Recall		Welcome / Recall		--- Travel ---	
8:30	9:00										
9:00	9:30	PEPFAR Coordination (CN, SK, MCZ)				Scoping Discussion: Big Data to End AIDS (Mitch, Hayden)		DCLI - SEJEN SAR #1 Feedback (AR, RSJ) <i>SEJEN team only</i>			
9:30	10:00										
10:00	10:30	Break				10:15 - to Embassy		DCLI - DCDJ SAR #1 Feedback (AR, RSJ) <i>DCDJ team only</i>			
10:30	11:00	Program recap (MCZ, SK)									
11:00	11:30	M&E - joint session	Embassy PAO meeting	PEPFAR leads meeting		SEJEN - Business Plan for next 6 months		SAR #1 Conclusion (AR)			
11:30	12:00										
12:00	12:30	Lunch		OpenDCH meeting		Break					
12:30	13:00										
13:00	13:30	PEPFAR Partners - Overview (SK, PA) - Intros(Partners) - Challenges (PA) - Demo (FA)		Charge briefing from Embassy		DCDJ - Work plan for next 6 months		DCLI Team Coordination, RCM / Post Outbriefing			
13:30	14:00										
14:00	14:30										
14:30	15:00	Break		M&E - DCDJ (Sofitel)		Break					
15:00	15:30	SEJEN.ORG - Overview (SK) - Inputs (MCC, ENSEA) - Legal (Cabinet Moso) - Consensus and draft <i>SEJEN mgmt. only</i>									
15:30	16:00										
16:00	16:30			to Sofitel		SEJEN.ORG - Follow up on strategy meeting <i>SEJEN mgmt. only</i>					
16:30	17:00										
17:00	17:30	Jeune Afrique event Walkthrough Setup (Layout, AV, Internet)									
17:30	18:00										
				SEJEN legal							



SEJEN-led
DCDJ-led
Joint sessions
Les Heroines
DCLI only

Room 223
TBD
TBD
Sofitel Hotel Ivoire
External