Technology for Development Capacity Building Workshop

UNICEF Eastern & Southern Africa Region

22-25 October, 2013

Safari Park Hotel, Nairobi, Kenya

Contents

EXECUTIVE SUMMARY

Between October 22 and October 25 the Regional Office facilitated the first ever T4D Capacity Building workshop. 41 participants came from 19 countries and represented both programme and ICT sections. The **workshop objectives** included:

- To share lessons learned and good practices on T4D project implementation;
- To prepare for new business requirements and aligning ICT for business benefit;
- To learn the basics of "getting started" with T4D projects.

Workshop participants discussed **common challenges** in T4D project implementation, including: <u>Internal Challenges:</u> Determining Roles and Responsibilities, Prioritizing Programme Needs, and Technology and Supply, and <u>External Challenges:</u> Determining Ownership, Bringing Projects to Scale, Working with External Vendors & Consultants, and Contracts & Partnerships.

The workshop offered a basic introduction to **tools and methodologies** to aide with T4D project management. These included: Business Analysis, Choosing Vendors and Appropriate Technologies, Human-Centered Design, and Software Development Basics.

The following were the **key outcomes** of the workshop:

- Improved knowledge of T4D projects throughout the region.
- The workshop served as a networking opportunity for CO staff to share lessons learned and experiences with vendors/external partners.
- Participants were given a basic introduction to necessary skills for T4D project management
- Information was shared on support offered by the Regional Office.

Summary of Lessons Learned

- T4D Initiatives should be driven by programme needs.
- T4D planning and implementation requires strong communication between ICT and Programme staff.
- COs should analyse which aspect of T4D projects can be handled internally, and which should be outsourced to external parties.
- CO staff should have a basic understanding of the outsourced components.
- External partners and vendors should be carefully chosen and well vetted.
- If working with consultants, it is important to make sure knowledge is maintained for future use.
- Business analysis is key and must take place before deciding the technology.
- It is essential to consider long-term ownership of T4D initiatives in the planning phases.
- It is important to use a "systems approach" to help understand key actors and beneficiaries.
- Interoperability of technology will ensure better coordination with external partners
- Analysis of the end-user's needs is essential in developing an appropriate technology solution.
- COs and the RO should work together on engaging with third party consultants, vendors, and partners to ensure that the benefits of partnerships are maximized.

INTRODUCTION

The Eastern and Southern Africa Regional Office (ESARO) has recognized the growing trend of Technology for Development (T4D) in projects across the region. Since T4D is cross-cutting and cross-sectoral, a challenge to the traditional programme landscape within UNICEF, the Regional Office (RO) is striving to tackle this emerging challenge. Through integrating ICT and Programme sections in project development, and building capacity at the grassroots level, we are hoping that Country Offices (CO) will be prepared to embark on this new path of programme delivery.

To address the increasing need in the region for T4D support and advancement we are raising awareness, formalizing processes, and creating best practices. We recently completed a survey in the region and collected information on over 60 T4D/Innovation initiatives in 18 countries across Eastern and Southern Africa. We have found that programme sections are using mobile phones (both smart and basic) to collect data, send reminders to pregnant mothers for prenatal care, deliver results of Early Infant Diagnosis HIV testing, and include youth in opinion polls.

Between October 22 and October 25 the Regional Office facilitated the first ever ESAR T4D capacity building workshop. 41 participants came from 19 countries and represented both programme and ICT sections. The workshop objectives included:
- To share lessons learned and good practices on T4D project implementation;
- To prepare for new business requirements and aligning ICT for business benefit;
- To learn the basics of "getting started" with T4D projects.

Over four days we learned about essentials for the T4D toolbox, challenges that arise when integrating technology into programmes, how we can advance T4D across the region, and ultimately, better achieve programme aims and meet beneficiaries' need. Participants heard case studies from Country Offices throughout the region, shared experiences and challenges related to T4D implementation, and had a basic introduction to some tools and skills for management of T4D projects.

This report serves as a summary of the sessions and discussions during the workshop. It offers a brief analysis of the common challenges met by Country Offices during T4D implementation, some practical examples and opportunities for integrating T4D into programmes, and a summary of the tools proposed to assist with T4D project

management. Finally, it summarizes the key outcomes and offers a roadmap for future support from the Regional Office.

CHALLENGES

Until recently, there has been limited coordination and information sharing across the region on T4D initiatives. The participants for this workshop comprised a wide range of backgrounds and experience levels with T4D, and the context in which T4D is utilized and implemented varies depending on Country Offices. However, there are still a number of challenges that are shared by every Country Office, and it was crucial to articulate these in order to identify needs in terms of capacity building and support from the Regional Office. These challenges were highlighted through a number of sessions including:

- **Failure Case Studies from the region (Tuesday, 22 October):** Failures to field test and choosing appropriate technology in Madagascar, Securing internal and external buy-in in Tanzania, and determining end-user needs in Uganda.
- **Interactive sessions such as the "Anchors &Engines" exercise (Tuesday, 22 October):** Participants worked in small groups to identify which aspects of projects can hold them back and which propel projects forward.
- **Discussion Session on Project Management (Thursday, 24 October):** Participants brainstormed on the pros and cons of working with the different types of external partners.
- **Q&A Sessions and Open Question Board (Daily):** At the end of sessions, participants were invited to speak about their own experiences in the context of their CO and ask questions about their challenges.

From these sessions, a few patterns emerged in the types of challenges faced by both Programme and ICT staff. These can challenges can be grouped into two types of challenges: **1) Internal, and 2) external.**

Internal Challenges:

Determining Roles and Responsibilities

Regardless of the maturity of a CO's T4D initiatives, many faced difficulty in determining internal roles and responsibilities for T4D management. While there was a consensus that T4D should be driven primarily by Programme needs, deciding who would do what, and who "owned" the initiatives internally varied largely depending on the context of the CO, the support from CO Leadership, and the effectiveness of

the communication channels between programme and IT sections. Understanding internal capacity and what aspects of the project should and can be "outsourced" was also often a challenge.

Prioritizing Programme Needs
Given that T4D initiatives can often offer benefits to multiple programme sections (such as data collection or monitoring), it becomes essential to have sections assess their needs and determine together the priorities for integrating T4D into programmes. Many COs cited the long-entrenched silos between programme sections as a barrier to facilitating this kind of cross-sectoral cooperation.

Technology and the Supply Chain
Securing the appropriate, field-tested hardware may not always be possible given budget and supply chain constraints.

External Challenges:

Determining Ownership
Many COs share the end goal of passing on the structures and programmes they put in place to local government and stakeholders. With this in mind, it becomes essential to determine early on how UNICEF will share ownership of both the process and the outputs (such as data) with local partners and governments. Getting buy-in for T4D projects from these external entities can be challenging for a number of reasons: some governments are being approached with solutions from other partners or often have their own solutions in mind, and may be deterred by the costs associated with maintaining the technology. Coming to an agreement on these issues at the beginning stages can be a difficult task to navigate for CO staff.

Bringing Projects to Scale
The term "pilotitis" came up in a number of discussions throughout the week, referring to the challenges related to advancing projects out of the pilot phase. This challenge can certainly be the result of internal processes as well as external, but many participants cited reasons related to coordination with external partners and governments, as well as the "competition" with other T4D initiatives promoted by partner organizations.

Working with External Vendors & Consultants
Working with external vendors and consultants to develop technologies and implement projects presents many challenges due to the highly technical nature of

the projects, as well as the time commitments associated with overseeing T4D projects. A heavy dependence on consultants can result in a lack of strong institutional knowledge.

Contracts and Partnerships

Working with mobile operators to negotiate rates and use of short-codes is a persistent challenge for UNICEF COs. In addition, deciding and negotiating the best type of contract for external vendors and consultants can often be a long and difficult process that causes delays in implementation.

PRACTICAL EXAMPLES & OPPORTUNITIES

The workshop also served as a chance to hear about the exciting work of our Country Offices and what they have been able to achieve through T4D initiatives. These sessions included both case studies on specific projects as well as general information sessions on T4D tools that can support programme areas.

These sessions served two main purposes: 1) for participants to understand the added-value of incorporating T4D into programmes, and 2) to share important lessons learned on the management of T4D projects in order to address many of the challenges faced by COs.

Level 3 Monitoring in Kenya (Andrew Cunningham, Kenya CO, Wednesday 23 October):

Kenya's Education team has worked with EchoMobile.org and Eneza education to develop evidence-based, real-time, SMS data collection on child-friendly school indicators, working to improve Level 3 monitoring and ensuring participation of head teachers, parents, and pupils in the process.   The project has resulted in an online database of searchable school contacts, SMS-based survey results, and visualization of data through graphs and geographical mapping by county to improve education planning.

> **Lessons Learned for Prioritizing Programme Needs and Determining Roles and Responsibilities:** The Kenya Country Office utilizes a model of a "T4D Task Force" to drive forward T4D and innovations projects in the office. This set up helped communication channels between the programme sections, and once data began to return from the project, the team was able to identify new opportunities for UNICEF programming in the areas of emergency response, advocacy, etc.

Youth Engagement (Gerrit Maritz, South Africa CO, Wednesday 23 October):
Ukufunda was designed to be used as an out of school solution, to supplement the school learning environment. It provides learners with access to quality educational material as well as psycho-social support. Ukufunda is built on a local social networking platform, Mxit. The Mxit platform, with its advantages of large and geographically diverse existing user base, functionality across nearly all handsets, and low data cost, is an ideal platform through which to serve this education solution. Mxit uses very little data to transmit its services, making it cost-effective for users from the lower income brackets.

> **Lessons Learned for Working with External Vendors:** Working with a well-established partner allowed for excellent access to the targeted beneficiaries, and helped avoid many of the usual challenges to "uptake" of the technology by end users.

mHealth Tools (Erica Kochi and Stuart Campo, Wednesday 23 October):
There are an overwhelming number of technology solutions geared towards the health sector, and this can present a challenge for Programmes as they attempt to choose the solution that will be the best fit for their needs. Global Innovations has been working with Country Offices to develop an mHealth Framework, which will aid UNICEF and their partners in choosing the appropriate technology solutions for health related projects at every level of service delivery. The mHealth Framework helps identify needs, constraints, key actors/touch points and relevant tools. In addition, in Uganda and in South Sudan, UNICEF has worked with relevant Ministries to create mHealth/eHealth strategies in order to strengthen government ownership and coordination of mHealth initiatives.

Lessons Learned for Determining Ownership: Using a "systems approach" to mHealth is essential so that the interdependent nature of health interventions is taken into consideration. Within health systems, there are a number of actors who must be involved, and who, ultimately, must have ownership of the projects. The mHealth Framework is a useful tool for making sure these are taken into consideration.

Data Collection Tools (Matt Berg, Wednesday 23 October):
Similar to the tools available for mHealth, the uses and technologies existing for data collection are vast, and can be useful at multiple points within a system. Deciding where to begin can often be a challenge. Programme sections should think about what types of data they need, how they want to use the data, who will be collecting the data, and who will be using the data before ever deciding the "tool". Form design is as important as the format in which data is analysed.

Lessons Learned for Determining Ownership and Choosing Appropriate Technology: Interoperability and keeping data "open" can be useful for working with, and eventually passing ownership onto, partners and governments. When choosing technology and related platforms, it should be considered how results will get shared with data collectors/frontline workers. Feedback loops and well-designed dashboards are essential.

Project Lumiere (Chelsey Lapage, Burundi CO, Friday, 25 October):
Project Lumiere has been designed with community groups and end-users to help identify a scalable model for delivering household energy supply in isolated areas. Through collaboration with a private sector partner, local NGOs, local and international academic institutions and community volunteers, UNICEF aims to strengthen services for children at the community level and help deliver accessible, renewable energy solutions.

Lessons Learned for Prioritizing Programme Needs and Choosing Appropriate Technology: Taking the time to fully analyse and frame the problem at hand is essential to determining the best solution. In the case of Burundi, they began with a goal of improving service delivery and C4D programmes, but realized that energy poverty was the real problem at hand. In addition, the office went through a user-centered design process for developing both the hardware as well as the business model, and tested them in the field as quickly as possible in order to determine their viability.

U-Report Zambia (Priscilla Chomba-Kinywa, Zambia CO, Tuesday, 22 October):
In an attempt to increase awareness and support for HIV patients and at-risk youth, the Zambia Country Office decided to modify the U-Report platform developed in Uganda to meet their unique needs. Zambia's U-Report is built on RapidSMS technology, and the project aims to ensure continuous access to personalized HIV information through SMS conversations with trained counsellors to provide feedback and referrals. The platform also allows for polls and campaigns to be initiated by UNICEF or partners. This project is still under development, but preliminary results show that 70% of signed up U-Reporters have initiated a conversation with counselors.

Lessons Learned for Determining Roles and Responsibilities and Scaling Projects: The adaptation of U-report was driven primarily by programme needs as well as the beneficiaries' needs (through a human-centered design process). The office structure had to be rearranged in order to ensure successful implementation, and it was very important for IT staff to work closely with both Programme staff, as well

TOOLS & METHODOLOGIES

As a result of surveys conducted of the COs over the past few months, the RO had already identified many of the challenges faced by the COs and hoped to use the workshop as an opportunity to introduce some solutions that would help COs respond. For the purposes of this report, we are deeming these solutions as "tools"— meaning the methodologies and the organizational tools for approaching the general management of T4D projects. The RO understands that some may work better than others depending on the context of the individual CO, but we propose these as starting points for tackling challenges. Below are summaries of the tools introduced to aid with project management:

Business Analysis (Liz Cruickshank and Gautam Shah, Accenture, Thursday 24 October):
Business analysis is the process of identifying business needs and solutions, and includes several steps: 1) Situational Analysis of the current situation 2) Problem analysis, 3) Outcome and impact definition (or the ideal end results), and finally, 4) Requirement Definition. It is important that these steps remain sequential and that no steps are skipped or rushed. Requirement definition should be conducted carefully so that business needs are communicated to the people who might be developing the solution—in the case of UNICEF, programme staff must clearly articulate their requirements to either IT staff or external vendors in a way that creates a shared understanding of expectations. Once requirements are defined and agreed upon, then they can be "baselined", those involved can decide how they will be implemented, and the development stages can begin.

Uses for UNICEF T4D Implementation: Identifying and implementing a technology solution within a UNICEF programme should be as rigorous as it is for any private business. It is not expected that UNICEF staff should undertake the entire business analysis-- this process can be outsourced to consultants and vendors. However, given that staff must often develop a business case, oversee consultants, and participate in the analysis, it is essential to understand the steps and the reasoning behind them.

Choosing Vendors, Consultants, or Technologies (Karim Ghalaini, ESARO, Thursday 24 October):
There are a number of different work packages to consider in the T4D Project lifecycle. These include: business analysis, project management, design/coding/ technical delivery, scale-up/mainstreaming, maintenance, and training. For each of these work packages, each country office should take the time to identify which aspects might be better completed by an external partner, consultant or vendor. These external partners could come from the private sector, public sector, academia, NGOs, or be individual consultants. Next, the CO must determine the best way to engage with a third party, using PCAs/SSFAs, SSAs (institutional contracts), LTAs, or MoUs. The nature of the work (time frame, cost, etc.) should inform this engagement process. Determining the appropriate technology solution also deserves a careful assessment of available options, including: off-the-shelf vs. bespoke (or custom) solutions, cloud-based vs. locally-hosted (referring to data storage), and proprietary vs. open source (referring to ownership of the components of the software, or "code").

Uses for UNICEF T4D Implementation: Determining a consistent strategy for engaging with third parties is something that benefits the entire Region. Depending on how contracts are negotiated, LTAs can be used across different country office and different projects within the region or technology can be reused if the code is open-source. These may not always be the best solution depending on the particular nature of the T4D project, but it is important to include the wider benefits for other country offices when assessing external vendors or technology solutions.

Human-Centered Design (Kagonya Awori, iHub, Thursday 24 October):
Human-Centered Design (HCD) is a research and design process that helps identify the needs of the "end-user" or the individual who will end up being directly affected by a product or program. It has been used by product designers to improve the usability of certain products by incorporating direct feedback from beneficiaries, but can be effectively used for program design, problem solving, or improving technology solutions or service delivery. It could also be defined as user-centered design or even community-centered design. In brief, the process includes three steps: 1) Hear: Listen to and research the end-users to learn about their daily lives, challenges, and values. 2) Create: Through a process of co-designing with the end-user, develop a solution that addresses a challenge facing the individual, but that is

catered to their values and is feasible given the context. 3) Deliver: Bring the solution to the user and let them try it out, then monitor which aspects of the solution work for them and which do not—this information should be fed back into the process and the process of co-creation with the user to should continue in order to improve the product/process/system.

Uses for UNICEF T4D Implementation: HCD could be used internally to help programme sections identify priority areas for T4D components, or with programme design in order to ensure a more holistic approach to identifying solutions for beneficiaries. It can also be utilized by software developers as part of their iterative software design process, so it is helpful to understand the process in order to better manage external consultants.

Software Development Basics (Vivek Veeramani, ThoughtWorks, Thursday 24 October):

Two commonly used project management methodologies for developing software are Agile and Waterfall. Agile is a software development approach that encourages adaptive planning and less up-front requirement defining. Waterfall is a software design and development process in which progress is seen as flowing steadily downwards, with lots of planning up-front and design/delivery afterwards.

Uses for UNICEF T4D Implementation: While much of the software development phase can seem highly technical, the two methodologies above require the strong participation from the "business" or Programme side, and UNICEF staff should be prepared to be heavily involved in this process. In addition, Agile insists on a Bill of Rights for both customers and the Project Team—these are important principals to keep in mind when managing external vendors.

KEY OUTCOMES

The following were the key outcomes of the workshop:

- Improved knowledge of T4D projects throughout the region.
- The workshop served as a networking opportunity for CO staff to share lessons learned and experiences with vendors/external partners.
- Participants were given a basic introduction to necessary skills for T4D project management
- Information was shared on support offered by Regional Office.

<u>**Summary of Lessons Learned**</u>

- T4D Initiatives should be driven by programme needs.
- T4D planning and implementation requires strong communication and collaboration between ICT and Programme staff.
- Country Offices should analyse which aspects of T4D projects can be handled internally, and which should be outsourced to external parties.
- Country Office staff should have a basic understanding of the components which are outsourced (e.g. software development)
- External partners and vendors should be carefully chosen and well vetted.
- If working with consultants, it is important to make sure knowledge is maintained in the organization after their departure.
- Thorough business analysis is key for understanding the context and problem, and must take place before deciding the technology.
- It is essential to consider long-term ownership of T4D initiatives in the planning phases.
- It is important to use a "systems approach" to help understand key actors and beneficiaries.
- Considering the interoperability of technology will ensure better coordination with both external partners and across Programme sections.
- Conducting a thorough analysis of the end-user's needs (whether it is UNICEF staff, frontline workers, or beneficiaries) is essential in developing an appropriate technology solution.
- As T4D initiatives increase across the region, it will be essential for COs and the RO to work together on engaging with third party consultants, vendors, and partners to ensure that the benefits of partnerships are maximized.

OUTSTANDING QUESTIONS & CHALLENGES

Given that this was the first workshop of its kind for the region, it uncovered many challenges that could not be solved in just four days. This was an excellent opportunity for the Regional Office to understand in which areas more support and information is needed by the Country Offices, and inform our strategy for the future. A few of these questions include:

- How can we best incorporate learning from failed pilots?
- How do we better apply T4D to "systems" rather than to individual projects or tasks?
- What are UNICEF's strategic competitive advantages in T4D? What are the areas we should not waste our time in now?
- How can we broaden the definition of T4D to include innovations in other areas that may be more relevant, especially energy solutions?
- How can we better assess the efficiency of T4D projects using information on cost/investment?
- How do we create a support structures for "failing fast" in a risk-averse culture?
- How does one project build capacity in the government, service providers and the programming community for other projects in the future?

NEXT STEPS

In addition to the Regional Office's continued technical and strategic support, in the coming months the office will have two focus areas specifically aimed at strengthening CO capability to deliver T4D initiatives in the region.

Information, Knowledge Management and Data Analytics:
In August 2013 the ESAR Regional Office conducted a mapping survey to identify T4D and Innovation initiatives and projects across the region. Eighteen country offices participated in the survey and over 60 projects were identified across all UNICEF programme areas. Health, Education, and HIV programme sections reported the highest number of T4D and Innovation initiatives.

A consultant was hired at the end of September 2013 to develop an information management system and a knowledge-sharing platform. The objective of the information management system is to provide a central platform for T4D and

innovation project information in the region. The information management cycle allows for data gathering, analysis and dissemination of relevant T4D project information back to Country Offices across the region. The knowledge-sharing platform is being created on the UNICEF TEAMS intranet site and will include link to T4D documents such as TORs, concept notes, vendor and partner information, and informative links and articles. In addition, a Partnership "scorecard" will be developed to help COs determine if partner organizations or vendors are the best fit for their programme needs.

The information management and knowledge-sharing platforms are resources intended to support Country Offices from the beginning stages of T4D development through project implementation. More specifically, the information on projects aims to provide linkages between Country Offices and programme sections in order to encourage communication and collaboration on T4D and Innovation projects. Active and underdevelopment projects are a valuable resource in the region as they highlight examples of how T4D can be integrated into programme delivery.

Capacity Building Resources:

As the ICT workforce transitions from traditional support functions to an expanded hybrid role to support Programme T4D initiatives, a new set of ICT skills and competencies will have to be developed to meet the emerging business needs of the organization. ESARO ICT will be developing training portfolio covering essential T4D skills and competencies for ICT staff. The Capacity Building Workshop was the first step introducing staff to a hybrid set of skills, but individual Country Offices will require more training in order to effectively incorporate and manage T4D components. The RO understands that each Country Office, depending on their current organizational structure and capacity, may require different training resources.

The Consultant for T4D Capacity building will be using information from previous regional surveys and from feedback collected during the workshop to identify resources for additional trainings and toolkits. Activities will cover demand-driven subject specific Web Ex sessions, training materials and resources, and   information and support for capacity building of local partners and businesses.

###

Participants List

(Alphabetical by Country Office)

1. Assey Alfred MUSAKA, T4D,   Burundi
2. Chelsey LEPAGE, T4D, Burundi
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All presentation documents can be found at this Dropbox link:

https://www.dropbox.com/sh/zbp71hzhdj1dlwv/PV7BCD9Pvs

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