



FROM THE OFFICE...



TO WORKING REMOTELY

**WE POWERED YOUR IDEAS IN 2021**



# DIRECTORS MESSAGE

## A COMPLEX YEAR



In a year that the term “**Social-Distancing**” gained prominence, the impact from the COVID-19 pandemic was immense as it affected all aspects of life across the globe. The data and research community were blind sighted by the rapidly changing environment that meant adapting to a new norm of work. With the new health regulations, there was a warrant for a quick, efficient, and integrated way of doing business.

For Scofield Associates, a couple of concerns were put to test. Other than having an internal conversation on data collection and curation, there was an increasing need to align to the changing dynamic of pressing needs, and the shifting environment for doing business. Additionally, the team came to terms with the reality of creating flexible remote work options, with tailored alternatives for all our clients and partners.

While research is a self-sustaining endeavour, we at Scofield Associates had to embrace a couple of mechanism to ensure client satisfaction and supply quality service. As the Horn of Africa Research Partner, we adopted the following:

I. An effective communication process that leaned on Microsoft Teams via Office 365, as our service provider, to ensure all our virtual presentations are secure and accessible to our internal teams and external partners. Using Microsoft Tasks & Planner, we also ensured that the communication is synchronized and effective across the team of researchers working remotely.

II. As the world was getting accustomed to using technology and remote work, we also had to shift our data collection processes to align to this change. Other than using Kobo Collect for data collection, we also invested on open-source data collection from online spaces, including social media sites. This has ensured that we now have 20 Terabytes (Tb) of data in a Data Lake on various subjects including conflict, elections (hate speech and electoral violence), and development issues in the Horn of Africa.

III. The introduction of flexible remote workplace options for all our staff and researchers, ensured that none was directly infected by the pandemic. This is still critical for the team, as the Duty of Care for all who work at Scofield Associates remains paramount.

While the full impact from the pandemic is yet to manifest, our continuous iteration on the way we work, interact with our clients, and supply our services, will give us an edge in 2022!

M U L I R U   Y O N I  
D I R E C T O R



THIS CHANGED!





# WE LEARNT INNOVATED AND NAVIGATED THE CHALLENGE!

001

## RESEARCH

Innovation, transformation, and leadership occur in many ways. At Scofield Associates, our ability to help solve clients' most complex issues is distinct. From the lessons learnt from the pandemic period, we continue to deliver strategy and implementation, from a business and technology view, to help you lead in the markets where you compete. We have also expanded our partnerships across the Horn to explore new challenges and meet new client needs.

002

## MONITORING & EVALUATION

As a continuing function that uses systematic collection of data to provide stakeholders with insights on the ongoing development intervention, Scofield Associates continues to innovate and incorporate new models and methodology. The use of complexity aware approaches ensures that the data we collect, and share, is of value to our clients across the region.

003

## PROGRAM MANAGEMENT

We help organizations set up and advise on how best to structure programs that achieve sustainable results. The pandemic has revealed that the future of project management — like many other industries — is remote working. However, implementing remote work for project management is no easy feat. We have adopted new practice on collaboration and accountability, to inept corporate culture, making it easy for us to overcome the challenges of building and managing a digital team.

004

## BIG DATA ANALYTICS

Data offers impressive opportunities for improving efficiency, operations and responding to client need. The possibilities for using big data to respond to new business questions and meet market needs became more intriguing in the advent of COVID-19. As Scofield Associates, we have pushed up investment in this area, ensuring our clients get the best and quality products in the years to come.



# OPEN SOURCE INTELLIGENCE

## OSINT FOCUSED WORK

# TRIANGULATING DATA IN 2021.

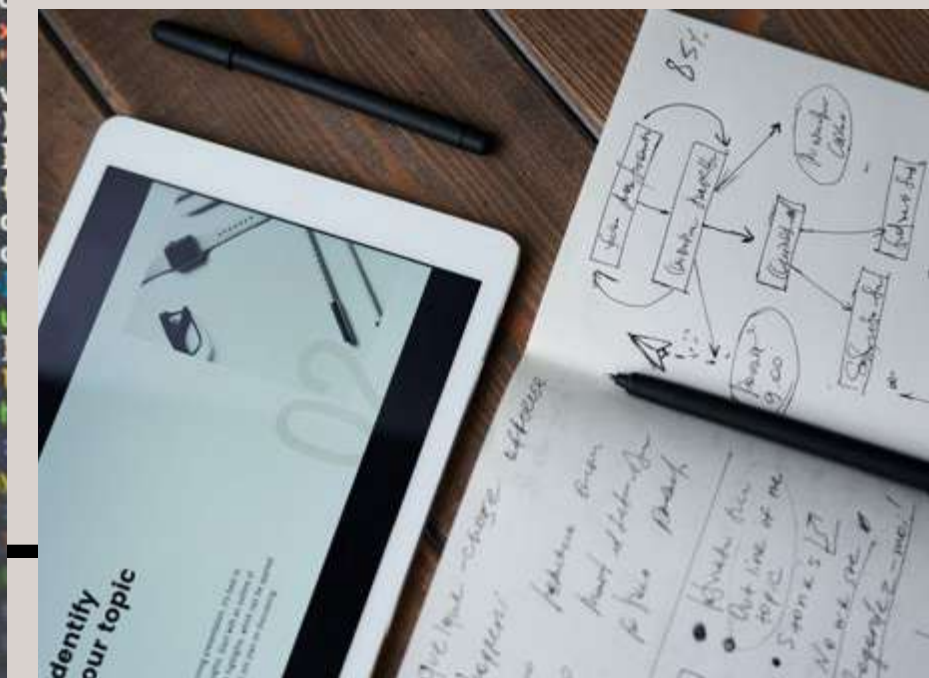
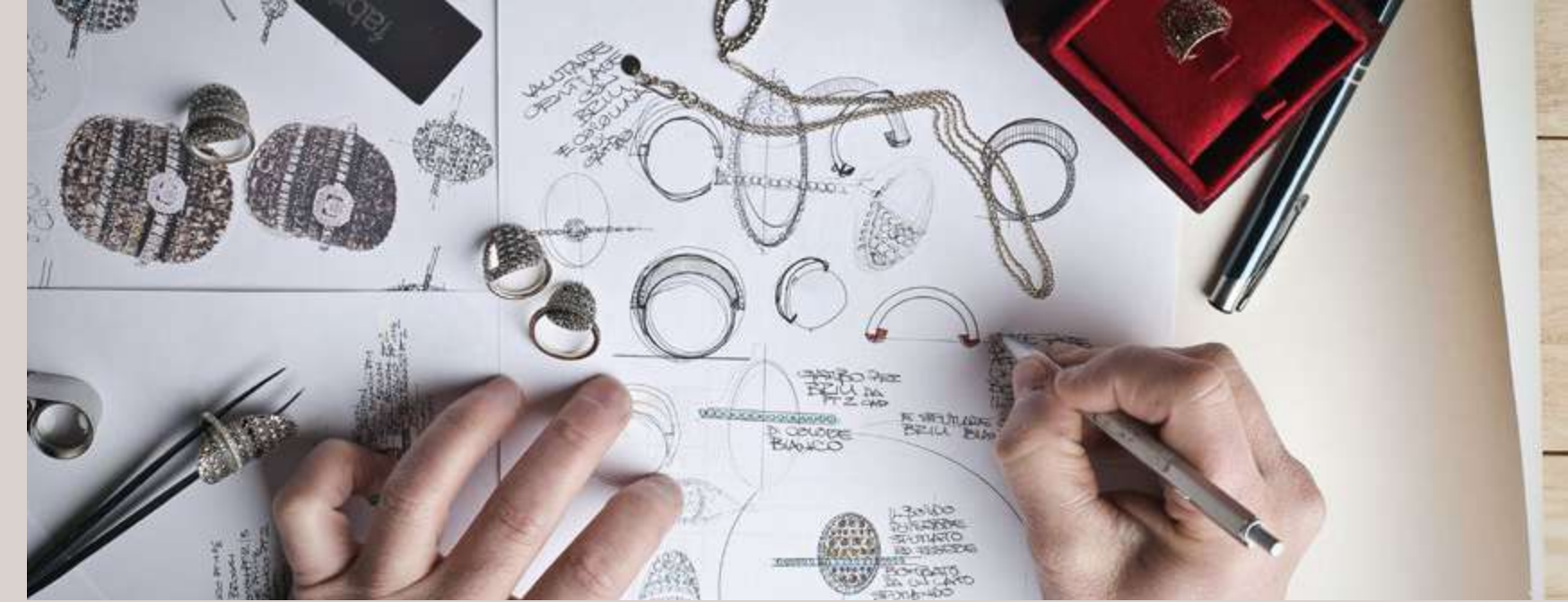
The ability to collect data is key to the success of any organization. This remains increasingly critical for those institutions operating in the developing world. While the conversation for diversification of the data collection technologies started before COVID-19 pandemic; with the third-party monitoring services, these were not a pressing reality as seen during the pandemic and post-pandemic period.

As a decisions and planning contributor, data diversification and alignment to the new norm, was critical for Scofield Associates. We had realized the weaknesses of current tools during fieldwork. With the surge in mobile phone growth, there was an opportunity for mobile and cloud technologies to enable timely and efficient data collection. However, Open Data Kit (ODK), that included a suite of tools that enable efficient and timely data collection on mobile phones; was inadequate. Though ODK is designed to let users own, visualize, and share data without the difficulties of setting up and maintaining servers. Our major challenge included getting the data in a context that was “Socially – Distant”.

With the support from partners, Scofield Associates invested in both cloud and bare borne servers to ensure data collection and storage. While proprietary software is often encouraged, for ownership, privacy and security, Scofield Associates opted for Open-Source Servers and other software for data collection. We are currently happy to include over 20Tb of data in a Data Lake, ready for access by our analysts, to respond to our client needs, whenever needed. In the coming years, Scofield Associates will be leading the conversation on Open-Source Intelligence in the Horn of Africa.

WANJIKU MUCHAI  
OPERATIONS MANAGER

COMPANY PROFILE





# DELIVERABLES ACROSS THE HORN

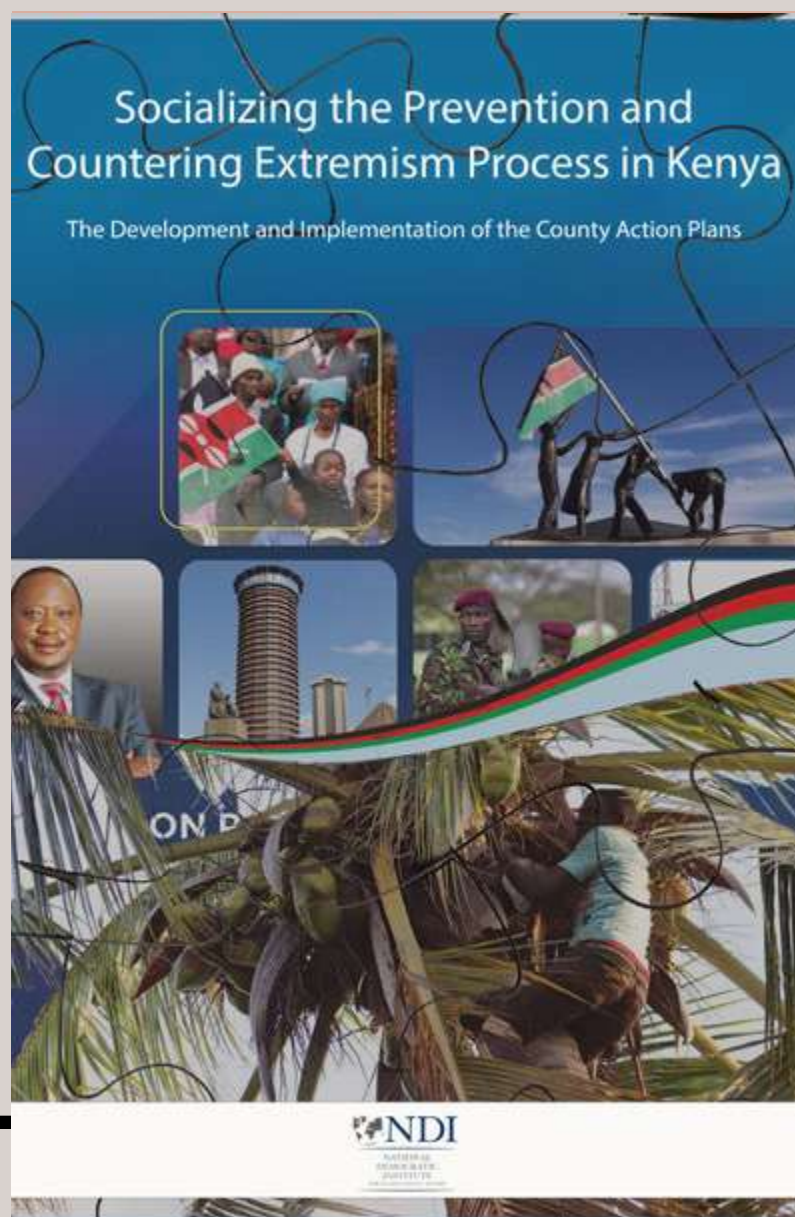
The responses to violent extremism and terrorism interventions by development partners and governments are increasingly focusing on local actors through the engagement of civil society and the promotion of bottom-up responses within local communities. In 2021, Scofield Associates with support from the National Democratic

Institute (NDI) conducted a study that explored how inclusive and pluralistic the dialogue processes have been in the counties in Kenya. It also sought to find out whether the processes reflected the diversity of community groups. As the region incorporates the country to county action plans for preventing violent extremism, the findings from the study were not

only important to the work in Kenya, but the recommendations were also applicable to the Horn of Africa. Additionally, the study provided insights to new programs in West Africa for a new program supported by the National Democratic Institute.

As social beings, humans are naturally born story tellers, who use narratives to lend meaning to everything around them, hence an invaluable means for persuasion process. Narratives are highly interconnected and utilize different spaces to influence violent extremism. Scofield Associates explored the offline and online environments, where narratives shape and stabilize social power structures. There is evidence to show that narratives have powerful mental models that affect various dimensions and levels of human interaction. Within a specific contextualization, they have a dual role of culture organizing and sense-making. The impact from this study goes beyond violent extremism and terrorism to the outcome of hate speech on elections in different regions in the Horn of Africa.

**OTHER WORK STREAMS INCLUDED POLICY BRIEFS AND SHORT ANALYSIS ON THE DEVELOPING SITUATION IN THE HORN. THESE CAN BE ACCESSED AT : [HTTPS://SCOFIELDASSOCIATES.CO.KE/RESEARCH-AND-PUBLICATIONS/](https://scofieldassociates.co.ke/research-and-publications/)**





# OUR PARTNERS

We value your trust and confidence in us and sincerely appreciate you! Thank you for your valued business.







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# FOR SUPPORTING US

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## OUR ADDRESS

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