

10:57 am

VTC with USAID/Mozambique

Facilitators: Lit, from Mozambique side: Christian Smith, Program Officer , Alison Bird DLI in the Program Office, and Gastao Mendes an FSN also from the Program Office. They are all from the LCD team. They weren't able to get representation from other offices in the USAID Mission because they have an all day workshop and VIP visit.

Lit asked the team from Mozambique to introduce themselves and then he gave them a snapshot of who was in the Cairo training – which missions were represented and the fact that we were in day 4 of the LCD training.

Mozambique provided an overview of where they were and explained the hard pivot approach. The LCD training in Mozambique coincided with a discussion that Mission Director was having with the Washington team about making a hard pivot for both objectives 1 and 2. It was a very inclusive Mission process. They workshop was followed by an all hands and a two day mission offsite retreat to get everything on the table to figure out what were concerns and how to address them. They were able to use the seven point action plan that they developed in the previous LCD training to help frame the discussion.

The Mission has a goal of 36% for local orgs, but more important than the number were the intentions of Mission staff to go after this as aggressively as possible.

The LCD team was initially the “management team plus”. At first everyone came to meetings. Now, FSNs have stopped coming. As a result, the Mission hired a change management group to see how they could restructure the team to get more involvement. The recommendation from the consultant is to form a small team of 3 or 4 to lead the process and then have separate task forces that report in to the group of 3 or 4 (such as an LCD team, a G2G team, a mapping team, etc). It was unwieldy and unproductive to have such a large group making decisions.

Lit asked if the consultant was going to have a specific recommendation on how to include FSNs? The Mission response was that it will likely recommend cross-training, inclusive of not just FSNs, to get them involved in pre-award surveys – NOT just FM/Financial Analyst staff. This is applicable for all staff – PSC, USDH, and FSN.

Does the Mission have an MOU or established principles/guiding principles for the team on what IPR is and how it will be carried out? The Mission has built the principles into their IPR strategy, they did not go back and amend the country assistance strategy (CAS). They have not gone through the CDCS process, they want to wait until the new Mission Director comes in during the summer. They are working on terms of reference which will be incorporated into the IPR strategy.

How are they managing other stakeholders, namely PEPFAR (they receive roughly \$300 million for USAID to figure out how to distribute between State and CDC)? They have common results frameworks for health programs. CDC develops its own agreements with other partners in a different way. They had a lessons learned meeting with MCC, USAID, and CDC to put the lessons on paper and sent it to the Ambassador. At the mission level they are working hard to make sure that IPR is an inclusive process. If they are really going to go deep, they know that they will need to hire more people and restructure staffing. They need Ambassador buy-in because State manages not only the NSDD 38 process, but also bringing on FSN staff. Their Ambassador has expressed concerns. She likes IPR and supports it, but she hasn't heard anything from her bosses in DC that says they endorse it, so she hasn't taken steps to endorse the staffing changes that will be required. Christian strongly believes USAID needs to work more with State colleagues in DC. They grilled Assistant Secretary of State for the Africa Bureau Carson on IPR and his response was that this was a USAID Administrator initiative.

Fran asked if they were aware of any other Missions that were having the same disconnect with State or the Ambassador. It is common for Ambassador's to control growth of staff (meaning numbers).

Feroz said they were having similar issues in Pakistan. They explained IPR many times to the front office at the Embassy. They had more than 20 meetings, after so many meetings, the leadership finally got it, so it illustrated the need to keep plugging away.

Lit invited the Mozambique Mission to share the paper that they put together for their Ambassador with our training team in Cairo.

A question was asked if the Mozambique team thinks they will achieve the same level of results using local partners. The Program Office recognizes that startup will be slower and results will be less at the onset, but in the long run, it will be more sustainable. It highlights the need to track not only results but the capacity building piece.

How does the Mission expect communicating and reporting flows to be disseminated to the larger Mission staff? The idea is that the Mission focal group of 3 to 4 will not act to control information. The Program Office secretariat often sends out updates to the broader USAID Mission as the IPR secretariat. The Mission is also focusing on knowledge management and mechanisms to sift through info and sharing it so that they don't make the same mistakes and keep improving. Alison is taking the lead on this.

Next question was on mapping sectors – how was it done and in what sectors? The first stage was together with technical teams to get info from all existing partners and their subs. The second step is to create a civil society APS. They plan to launch a pre-bid conference. The Mission Director asked that they not do too much outreach – via newspapers, etc. The Mission Director wanted them to be able to manage expectations. Lit asked the Mozambique Mission to document their mapping process and share it with the IPR team in DC.

The Mozambique Mission mentioned that their current strategy does not define who they want to work with. They have not done a political economy or institutional analysis to help them better target. They are having a hard time without this type of analysis to better guide them in IPR.

Lit recommended that the Mozambique mission pair up with Nepal who is just now starting the CDCS process.

Feroz from Pakistan asked how the Mission in Mozambique plans to manage risk. Prior to the task force formation, the Controller, Legal Advisor, and Contracting Officers were working separately and many perceived them as bottle necks and slowing down the process. The Mission found that getting those office together helped ease some of the bottle necks, but still were resulting in them needed to go the Mission Director for approval. The Mission Director suggested they form a task force to help the technical teams better understand what latitude exists, where boundaries are, etc, so that everything does not end up on the Mission Director's desk for approval. Pakistan offered to share their review process document with USAID/Mozambique.

What legal status /framework is the Mission operating in? What type of bilateral agreement are they working under? They do not have a bilateral agreement. NGOs register with the Ministry of Justice. Once they register, they can receive funding from any donors without any problem.

Ended the VTC at 11:36 am