

Leadership Management and Governance/Afghanistan Trip Report: Martin McIntyre April – May 2015

Martin McIntyre, Project Specialist MSH

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The Leadership, Management and Governance (LMG) Afghanistan program will further strengthen the capacity of the Afghan Ministry of Public Health (MoPH) to lead, govern and manage the scale of access to and quality of the Basic Package of Health Services (BPHS) and the Essential Package of Hospital Services (EPHS), particularly for those at highest health risk. The project will also continue to support capacity building of the Ministry of Education (MoE). The LMG Afghanistan program is an 18-month intervention starting in September 1, 2012 and extending to January 31, 2014. Total budget for the 18-month period is \$25,400,800. In collaboration with USAID-Kabul, LMG-Afghanistan has received an 8 month extension of the project, with associated additional funding of ~\$4 million for the additional months of activities.

Leadership, Management, Governance, Health Systems Strengthening, Ministry of Health, Afghanistan

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1. Scope of Work

A. SEHAT Phase II Financial Evaluation:

The role will include participating in, and facilitating Financial Evaluation Committee work, assessing Financial Bids for the SEHAT II round of contracts for service delivery, and writing Financial Assessment Reports. Work may also include writing, or editing, previously drafted combined Evaluation Reports (Technical Assessments), from previously completed work, and the Financial Assessments. Further duties will include recommending awardees, based on strict World Bank Procurement criteria following the facilitation of Contract Negotiations with the assessed winning bidders, where submitted budgets are considered to be unrealistic and may need to be adjusted in the light of past experience.

Specific activities may include, but are not limited to:

- Assist the GCMU in providing reports and evaluate technical and financial proposals of shortlisted applicants
- Assist the GCMU in the negotiation and development of contract drafts and reviewing contracts for compliance with World Bank and Afghanistan procurement law.
- Participate in the proposal evaluation process and provide relevant advice to GCMU consultants;
- Assist the GCMU in providing summaries of procurement progress reports
- Assist the GCMU in the development of proposal evaluation reports including Technical Evaluation Reports (TER), Financial Evaluation Reports (FER) and Combined Evaluation Reports (CER);
- Participate in negotiations with the highest ranked NGOs, furnish a draft negotiated contract and minutes of negotiations required to secure WB approval for contract award recommendations.
- Provide a monthly progress report to the MoPH Office of the Deputy Minister of Policy and Planning and to the LMG-AF Project Leadership.

B. LMG-Afghanistan Project Close-out Activities

- Conduct inventory review of all Country-based electronic and paper-based technical and programmatic files for the project. This will include engagement with the COMU team to inventory project related financial and administrative files to prepare for the project close-out and shipment process.
- Verify all deliverables except for final report have been submitted to CLM, MSH's Institutional Memory, and DEC
- Review the status of reporting on the project PMP to ensure that all data is updated and accurate.
- Coordinate with the Project Director and Project Director Supervisor to update the project workplan with the status of all project activities.

C. PCH-MOPH Staff Transition support

- Receive first drafts of sole source forms (SSF) for all staff transitioning from PCH to MOPH, perform an initial review and provide feedback.
- Finalize all SSFs, ensure all staff have a defined role and an approved TOR.
- Collect CV, Job appraisal, SSF, TOR and contract for each staff in preparation for WB review and approval.
- Transition finalization of contracts to relevant HR point person with clear guidance on next steps.

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Deliverables: *Specific deliverables include:*

- A Trip report documenting activities and results
- Submission of project close-out deliverables, as established in the Project Close-out Plan.
- Necessary documents and reports required in the procurement process described above.
- Necessary documents and Sole Source Forms for transitioning staff in the process described above.

Destination and Client(s)/ Partner(s)	Kabul, Ministry of Public Health, Grants and Contracts Management Unit (GCMU), MSH.
Traveler(s) Name, Role	Martin Mc Intyre, Project Associate
Date of travel on Trip	4/11- 5/13
Purpose of trip	<ol style="list-style-type: none"> 1) To support the Afghan MOPH’s GCMU in the finalization of grant contracts to support the delivery of BPHS and EPHS and to submit contracts to the WB for no objection letters prior to being issued to NGOs. 2) Support PCH to MoPH staff transition by reviewing and completing necessary paperwork and strengthening sole source justifications. 3) Plan and coordinate the tracking and storage of all program deliverables under LMG.
Objectives/Activities/ Deliverables	<ol style="list-style-type: none"> 1) - Maintain the GCMU contacts tracker and ensure completion of all contracts which have undergone a public opening of financial proposals. <ul style="list-style-type: none"> - Provide feedback on the contracting process and recommended process improvements, in addition to a toolkit to facilitate the process for the next round of grants. 2) - Organize a system for tracking progress of staff contracts and keeping it up to date while mapping out the next steps following my departure. <ul style="list-style-type: none"> - Complete a review and provide feedback on all first drafts of sole source forms for staff transitioning from PCH to MOPH. - Review and correct the contract template to be used. 3) - hold meetings with each program manager to discuss status of deliverables, update tracker, plan on how to back deliverables up for the end of project. <ul style="list-style-type: none"> - Coordinate with IS in Kabul and US to map out how documents can be backed up and organized in both locations.
Background/Context, if appropriate.	<ol style="list-style-type: none"> 1) The Afghan MoPH’s GCMU is charged with issuing RFPs, accepting proposals, selecting awardees and managing the implementation of BPHS and EPHS delivery across 21 grants for the SEHAT II round of grants. Each contract is made up of various documents (negotiation minutes, technical proposal, financial proposal, key staff etc...) each part had to be finalized between the

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	<p>MoPH and the NGO and then compiled into the final contract. Once compiled, the contracts were reviewed by the WB and then again by the National Procurement committee (GoA) before being issued to the NGO to begin implementation.</p> <p>2) PCH, a USAID funded project is scheduled to end with the expectation that the Afghan MoPH will absorb the work they do and their staff. To facilitate a smooth transition process and minimize disruption of support all staff will be proposed as sole source candidates pending WB approval and subject to a full and open recruitment process. Particular attention was paid to the sole source justifications and ensuring all contractual documentation is in order.</p> <p>3) With LMG-AF scheduled to end in June all deliverables by each program area must be completed and accounted for both for USAID submission and auditing purposes.</p>
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2. Major Assignment Accomplishments: Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.

<p>1) The development and submission of process improvement observations and recommendations, a toolkit and facilitator’s guidance to conduct an after action review to improve the GCMU contracting process.</p> <p>2) Development of tracking tools and completed review of 20 sole source forms and paperwork for transitioning PCH staff.</p> <p>3) Coordination with all program managers, development of a project wide tracker for program deliverables and coordination of physical/ virtual storage.</p>

3. Next steps: Key actions to continue and/or complete work from assignment.

Description of task	Responsible staff	Due date
Finalization and sharing of a deliverables tracker organized by program area.	Martin	5/27
Ensuring virtual and physical storage of deliverables leading up to the end of project.	Martin, Mr. Burhani, Steve Morgan	EOP (June 30 th)
Provide any additional support to the PCH-MOPH staff transition process as needed.	Martin	As needed until June 30th

4. Contacts: List key individuals contacted during your assignment, including the contacts’ organization, all contact information, and brief notes on interactions with the person.

Name	Home organization	Notes
Dr. Massoud Mehrzad	MOPH/ GCMU	Project Manager for GCMU
Dr. Sahibullah Alam	MOPH/ GCMU	Program Manager for GCMU
Mr. Daud Samim	MoPH	HR specialist managing PCH-MOPH staff transition.

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5. Description of Relevant Documents / Addendums: Give the document's file name, a brief description of the relevant document's value to other CLM staff, as well as the document's location.

File name	
After Action Review facilitators guidance	  SEHAT II After Action Review Guidance March 2013.docx AfterActionReviewGuidanceMarch2013.pdf
After Action Review: Specific guidance to improve the GCMU contracting process compiled from MSH and EPOS consultants	 SEHAT II Specific Recommendations.doc
GCMU contacts toolkit (Excel)	 GCMU - SEHAT Contract Tool Kit.xlsx
GCMU contacts tracker, updated May 16th	 Contract Checklist_updated May 16.xlsx
PCH – MOPH staff transition tracker, updated May 14th	 PCH-SEHAT transition documents
Single Source Form template and Staff Contract template	  SSF template.doc Standard_Contract_format (2).rtf