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USAID MISSION ORGANIZATIONAL DEVELOPMENT SUPPORT (MODS)

MONTHLY OPERATIONAL STATUS REPORT

FEBRUARY 1 – FEBRUARY 28, 2021

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MONTHLY OPERATIONAL STATUS REPORT FEBRUARY 1– FEBRUARY 28, 2021

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

ACRONYMS AND ABBREVIATIONS	II
PART A: INTRODUCTION	I
PART B: TECHNICAL ASSISTANCE, ORGANIZATIONAL DEVELOPMENT & CAPACITY BUILDING	2
1. SUPPORT OF THE APS PROCESS	2
2. INSTITUTIONAL STRENGTHENING SUPPORT TO APS RECIPIENTS	6
3. SUPPORT THE MISSION TO IMPLEMENT THE MOU BETWEEN USAID/KEA & PROSPER/NAWIRI COUNTY GOVERNMENTS FOR J2SR.	6
4. TECHNICAL ASSISTANCE TO EXISTING LOCAL KENYAN ENTITIES THAT PARTNER WITH PEPFAR AND OGAC.	8
PART C: MONITORING, EVALUATION AND LEARNING	13
PART D: PROGRAM MANAGEMENT AND ADMINISTRATION	14
PART E: OUTCOME HAVERSTING	14
PART F: CROSS-CUTTING ISSUES	15
PART G: TOOLS DEVELOPED OR ADAPTED	15
PART H: CHALLENGES AND MITIGATION	15
PART I: LESSONS LEARNED	16
PART J: ASSUMPTION MONITORING	16

ACRONYMS AND ABBREVIATIONS

ADS	Automated Directives System
AKF	Aga Khan Foundation
AOR	Agreement Officer's Representative
APS	Annual Program Statement
BA	Business Association
BOT	Board of Trustees
BRD	Business Requirements Document
CA	Capacity Assessment
CBO	Community-based organization
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CLT	County Liaison Team
COP	Chief of Party
COR	Contracting Officer's Representative
COVID-19	Coronavirus Disease 2019
CSA	Context and Systems Analysis
CSO	Civil society organization
DHPT	Division of Health Products and Technologies
ERP	Enterprise Resource Planning
HPN	Health, Population and Nutrition
ICF	Internal Control Framework
ICT	Information and Communication Technology
IS	Institutional Strengthening
IT	Information Technology
J2SR	Journey to Self-Reliance
KWCA	Kenya Wildlife Conservancies Association
LDO	Local Development Organization
MCP	Medical Commodities Program
MEL	Monitoring, Evaluation and Learning
MMWCA	Maasai Mara Wildlife Conservancies Association
MODS	Mission Organizational Development Support
MOU	Memorandum of Understanding
NRTT	Northern Rangelands Trust Trading
OCA	Organizational Capacity Assessment
OCAT	Organizational Capacity Assessment Tool
OD	Organizational Development
ODK	Open Data Kit
OEGI	Office of Economic Growth and Integration
OGAC	Office of the U.S. Global AIDS Coordinator
PEA	Political Economy Analysis
PEPFAR	President's Emergency Plan for AIDS Relief
PIC	Project Implementation Committee
PIRS	Performance Indicator Reference Sheets

PREG	Partnership for Resilience and Economic Growth
PWD	Person with disabilities
SPA	Strategic Planning and Analysis
TA	Technical Assistance
TIP	Technical Implementation Plan
TLD	Top Level Domain
UNES	University of Nairobi Enterprise Services
USAID	United States Agency for International Development
USAID/KEA	United States Agency for International Development/Kenya and East Africa
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WO	Work Order

PART A: INTRODUCTION

Dexis Consulting Group is in the second year of implementing the United States Agency for International Development (USAID) Kenya and East Africa (USAID/KEA) Mission Organizational Development Support (MODS) project. USAID MODS is a three-year (2019-2022) project that provides organizational development (OD) and capacity building technical assistance (TA) to strengthen the role and capacity of local development organizations (LDOs), existing local Kenyan entities, and local governments to foster ownership, locally led-development and implementation of sustainable development. It is envisaged that strengthening local organizations' systems will lead to sustainable development outcomes at the national, county, sub-county, and community levels.

USAID MODS takes a capacity building approach that applies learning cycle components, using methods such as needs assessments, the development of Institutional Strengthening (IS) plans, the implementation of IS plans, knowledge management and reviews to inform interventions, and reassessing partner's performance. By improving transparency, accountability, and performance of local organizations, and support to the USAID/County collaborative framework development and implementation, USAID MODS will contribute to the goals of USAID's Journey to Self-Reliance (J2SR).

USAID MODS is comprised of four business areas as follows:

1. **Support of the Annual Program Statement (APS) process.** At the request of USAID, USAID MODS staff work closely with the Strategic Planning and Analysis (SPA) Office of USAID/KEA, assisting USAID with managing the routine operations of the APS process. USAID retains responsibility for the oversight of all grants and cooperative agreements under the APS.
2. **Institutional strengthening support to APS recipients.** Currently there are no APS recipients, but it is expected that the APS applicants may have no prior direct USAID funding experience. Through the proposal process, APS applicants themselves may identify capacity needs, and USAID's pre-award survey and Organizational Capacity Assessment (OCA) will identify areas for capacity building. USAID MODS will address these issues and other capacity needs identified by USAID/KEA, through direct assistance and/or short-term consultants.
3. **Support the Mission in implementing the Memorandum of Understanding (MOU) between USAID/KEA and Prosper/Nawiri county governments for J2SR.** USAID MODS supports the USAID County Liaison Teams (CLTs), Prosper and Nawiri Counties to implement the provisions of the MOUs through defining collaboration frameworks and sector technical annexes. USAID retains the responsibility and oversight of the MOUs, collaboration frameworks, and sector technical annexes.
4. **Technical Assistance (TA) to existing local Kenyan entities that partner with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and the Office of the U.S. Global AIDS Coordinator (OGAC).** At least 70 percent of PEPFAR awards were to be transitioned to local partners by September 2020. This mandate required re-positioning in USAID's PEPFAR programming to work directly with local partners, many of which need to strengthen their capacity and systems to implement effective and sustainable programs. USAID MODS with request from USAID/KEA, works to address the capacity needs of local partners through provision of capacity building TA.

This Monthly Operational Status Report presents the activities implemented by the USAID MODS team in the month of February 2021.

PART B: TECHNICAL ASSISTANCE, ORGANIZATIONAL DEVELOPMENT & CAPACITY BUILDING

1. SUPPORT OF THE APS PROCESS

In February 2021, USAID MODS received a WO from USAID to onboard an LDO Manager and an admin/logistics position to support the process of LDO co-creation in 15 counties. During this reporting month, MODS staff and Consultants provided support to the USAID CLTs in the process of LDO co-creation as outlined below.

Kiambu LDO

The USAID MODS team provided support to the CLT as follows:

- Held a consultation meeting with the USAID Kiambu CLT to discuss the progress of the LDO co-creation process, particularly the need to engage in face-to-face meetings for better understanding and setting clarity for the Kiambu LDO. During the meeting, approval was sought and given for the face-to-face meetings; the need to engage the County Government was emphasized to ensure synergy, understanding and agreement on the process; involvement of the County officials was thus endorsed. The meeting also confirmed that the CSA and stakeholder mapping report be presented during the next CLT meeting slated on February 4, 2021.
- The USAID MODS team attended the CLT meetings on February 4 and 11, 2021. At the meeting on February 4, MODS presented the Context and Systems Analysis (CSA) and stakeholder mapping report to the CLT and the CLT gave USAID MODS the go-ahead to start preparing the detailed program for the LDO co-creation workshop for the APS applicants. The USAID MODS team held a follow up meeting and developed a detailed program for the LDO co-creation workshop, including a facilitator's guide. With approval from the CLT, the workshop days were increased from two to three days to allow adequate engagement with the APS applicants.
- The first LDO co-creation workshop with the APS applicants and the County Government of Kiambu was held on February 16-18, 2021. A total of 16 representatives from the four pre-selected APS applicants attended, together with representatives from Kiambu County government, and the USAID and USAID MODS teams. The workshop program entailed discussing the LDO vision, purpose and roadmap; presentation and discussion of the CSA and stakeholder mapping report; presentation and agreement on the LDO registration options; and discussion on the social mobilization approach. The workshop outcomes were as follows:
 - A Trust chosen as the registration option for the LDO.
 - LDO Interim Committee selected.



Kiambu LDO Co-creation Workshop

- First meeting of the Interim Committee was agreed upon and held on February 24, 2021.

Next Steps:

- Work with the LDO Interim Committee on the registration process.
- Develop a social mobilization strategy and commence the social/stakeholder mobilization and issue mapping.

Kakamega LDO

The USAID MODS team provided support to the CLT as follows:

- Held Kakamega LDO co-creation internal meetings (on February 9 - 12, 2021) to understand the co-creation process, requirements, and roles of the team members. The meetings further developed a detailed program and agenda for the LDO co-creation workshop, developed a facilitator's guide, and discussed invitation protocols of the participants.
- Held workshop on LDO co-creation and CSA analysis on February 15, 2021 to reflect on the LDO co-creation activities and develop a common understanding of the social mobilization strategy and activities. The team updated the approach to conducting LDO co-creation process.
- Held Kakamega County LDO co-creation workshop on February 17-18, 2021 with APS applicants and County Government officials fully represented. The goal of the meeting was to get a shared understanding of key decisions and agree on the way forward. A road map for selection of the LDO Interim Committee and registration process was developed and adopted. A Trust was agreed upon as the vehicle for the LDO registration. Three APS pre-selected applicants represented by 23 organizations attended the two-day workshop. The County Government was represented by the County Secretary (CS), and 2 senior officers, one from the Governor's Delivery Unit and the other from the Department of Social Services.
- Held virtual meeting on February 19, 2021 to engage the selected Convener of the LDO co-creation to discuss process of picking Interim Committee members.
- Attended the CLT meeting on February 22, 2021 to review and share the outcome and next steps of the Kakamega LDO co-creation workshop held Feb 17 – 18, 2021.

Next Steps:

- Constitute a LDO Interim Committee.
- Work with the LDO Interim Committee on the registration process.
- Develop a social mobilization strategy and commence the social/stakeholder mobilization and issue mapping.

Kisumu LDO

The USAID MODS team provided support to the CLT as follows:

- Held the first Kisumu LDO co-creation workshop with APS pre-select applicants on February 2-4, 2021 to understand the co-creation process, and the activities for each step. The program of the workshop entailed discussing the LDO vision, purpose and roadmap; presentation and discussion of the CSA and stakeholder mapping report; presentation and agreement on the LDO registration options; and discussion on the social mobilization strategy. A Trust was agreed upon as the vehicle for registration and the LDO Interim Committee membership was agreed upon. Other key outcomes from the workshop include a shared understanding on the LDO vision and the benefits and roles of key stakeholders (County Government, civil society organizations (CSOs), community-based organizations (CBOs) and private sector). As the County representatives were not able to join the workshop, the CLT reached out to the two POCs who were invited on February 10, 2021 for a debrief. The two pledged their support to the Kisumu LDO co-creation process.
- Held two virtual meetings with the Kisumu LDO Interim Committee on February 16 and 25, 2021 respectively. The social mobilization plan and roles of the Interim Committee were discussed and agreed upon. In addition, the APS applicants are currently mapping their members at sub-county and ward level in preparation for the social mobilization exercise. The Interim Committee brainstormed and proposed three names for the Kisumu LDO which were given to the MODS legal expert to conduct the name search. The name, Kisumu County Development Trust (KCDDT), was confirmed and will be used going forward.
- Developed the social mobilization strategy including messages. The social strategy details the approach and entry points including the sensitization of the member organization of the APS applicants, the sensitization of the other organizations identified through the CSA, and the County Government and wider community groups at sub-county and ward level.
- Draft Zero of the Trust Deed was developed and reviewed by the LDO Interim Committee.



MODS COP making opening remarks

Next Steps:

- Virtual official LDO launch on March 3, 2021.
- Complete the social mobilization plan and commence implementation.
- Review the LDO registration process and the draft Trust Deed shared with the LDO Interim Committee.
- Agree on the selection criteria for the board of trustees (BOT).
- Identify potential Trustees.
- Continue with the visioning process.



Kisumu LDO co-creation workshop-closing session

Samburu LDO

In the month of February 2021, the USAID MODS team attended a USAID CLT meeting whereby the plans to commence the LDO co-creation process for Samburu County were endorsed. MODS was given a go-ahead by the CLT to commence the LDO co-creation activities for Samburu county.

Next Steps:

- USAID MODS will hold the LDO co-creation workshop for the Samburu APS applicants.

CSA and Stakeholder Mapping Study for Kisumu, Kakamega and Kiambu Counties

As part of the LDO co-creation process, USAID MODS was commissioned by USAID/KEA to undertake a context and systems analysis (CSA) and stakeholder mapping study in 19 Counties. The study helps USAID MODS, USAID, and other stakeholders understand the political, socio-economic, and cultural factors that influence the development agenda in these counties. The stakeholder mapping study identifies who the civil society organizations (CSOs) and private sector players are, where they are based, their typologies, their actual and potential capacities, and the various methods they employ in engaging county governments, especially on the devolved functions. Of key importance is to identify the real county based CSOs and private sector actors at the grassroots level who have a bigger stake and represent the local community or are part of it. These actors could play a greater role than the extensions of national or international NGOs. The CSOs may range from village-based women groups to farmers' cooperatives or water users' associations. They may also include local organizations championing the rights of minorities in devolved governments. In the month of February 2021, USAID MODS accomplished the following:

- Compiled CSA and Stakeholder mapping study reports for the first three counties: Kisumu, Kakamega and Kiambu.
- Presented the CSA and Stakeholder mapping study reports to the Kiambu CLT on February 3, 2021, obtained comments and incorporated into the reports accordingly.
- Presented the CSA and Stakeholder mapping reports to APS pre-selected applicants in Kiambu on February 16, 2021, and to Kakamega applicants on February 18, 2021. The MODS team summarized the comments and incorporated them to the reports.

Next Steps:

- Finalize and submit final CSA and Stakeholder mapping reports for the three counties (Kiambu, Kakamega and Kisumu) to USAID CLTs.
- Share copies of the CSA and Stakeholder mapping reports with the LDO Interim committees in Kisumu, Kakamega and Kiambu counties.
- Conduct CSA and Stakeholder mapping study in six counties: Turkana, Samburu, Homa Bay, Kitui, Bungoma and Taita Taveta.



CSA-Focus Group Discussion with Youth in Kiambu County

2. INSTITUTIONAL STRENGTHENING SUPPORT TO APS RECIPIENTS

AKF-Yetu Project Legal Support

In Q4/FY2020 the AKF-Yetu project requested technical assistance from USAID MODS for the services of a legal consultant to among others, facilitate the legal creation of a local non-state actor. The envisaged non-state actor is expected to champion the cause of citizen participation in the development agenda in particular. The legal consultant has attended several online meetings with the USAID technical team. In addition, the consultant visited Nakuru and facilitated a workshop for the technical team and the AKF-Yetu as well as the USAID colleagues.

In February 2021, the legal consultant visited the Nakuru and Makueni LDOs and conducted activities as follows:

Nakuru LDO

- Seven (7) LDO trustees were vetted and confirmed for appointment.
- Induction of trustees was held in Nairobi on February 7-9, 2021.
- A Trustee Deed was executed on February 9, 2021.
- The Trustee Deed was submitted for registration on February 23, 2021, after it was revised to include the General Assembly appointed committee.

Next Steps:

- Approval of the Trustee Deed.
- Communicate approved Trustee Deed to the BOT.
- Hold first meeting of a fully constituted BOT.

Makueni LDO

- LDO members settled on a Trust as a registration vehicle during a workshop held on February 9-12, 2021 and attended by 25 members.
- First draft of the Trustee Deed was developed and shared with LDO members for them to provide comments. A second draft of the Trustee Deed was produced and shared with the Makueni LDO co-creation team.
- Selection criteria for the Board of Trustees (BOT) was agreed upon by the LDO members.

Next Steps:

- Advertise for applicants to the BOT membership.
- Receive applications, short list and conduct interviews for BOT membership.
- Constitute a full BOT.

1. SUPPORT THE MISSION TO IMPLEMENT THE MOU BETWEEN USAID/KEA & PROSPER/NAWIRI COUNTY GOVERNMENTS FOR J2SR.

Towards the end of January 2021, the COR requested the USAID MODS COP to develop a WO for supporting Samburu and Turkana CLTs to complete the development of the sector technical annexes. During the month of February 2021, USAID MODS accomplished the following activities:

- USAID MODS received a WO from USAID to support Turkana and Samburu CLTs to complete the sector technical annexes.
- The MODS Consultant for Samburu County developed a work plan to guide the development of sector technical annexes for the following sectors: Trade, Tourism, and Livelihoods; Natural Resources Management and Environment; and Agriculture, Livestock, and Rangelands.
- The process of developing sector technical annexes for Samburu County has started.

Next Steps:

- USAID MODS Consultants will continue with the development of sector technical annexes for Samburu and Turkana Counties.

OEGI-Landscape Assessment of Business Associations

In FY2020, the USAID/KEA Office of Economic Growth and Integration (OEGI) issued a WO to USAID MODS to undertake a landscape assessment of business associations (BAs) in three counties – Nakuru, Makueni, and Kakamega. Within the USAID/KEA J2SR strategy, strengthened BAs will effectively fit in and complete the ‘three-legged stool’ County development approach, which includes a functional county government; a vibrant private sector; and an organized civil society that holds the county government accountable and hence creates a stable democratic system.

The purpose of the work order was to:

1. Undertake a desk review to identify the BAs operating at both the target county levels.
2. Focus on those BAs operating in the three selected counties to understand their *modus operandi* to identify areas of capacity strengthening that would enable them to engage with the national and county governments in the areas of service provision, advocacy, and overall management.
3. Recommend next steps for strengthening the BA ecosystem in the target counties.

In FY2020, USAID MODS recruited a team of Consultants which was approved by USAID. The Consultants commenced the assignment and produced an inception report at the time when the stop work order was issued to MODS. After the lifting of the stop work order on October 23, 2020, the Kakamega and Makueni teams immediately traveled to the field to commence the assessment of field-based organizations. The Consultants completed the assessment and produced a report which was shared with the OEGI team for their review. OEGI reviewed the report and has requested USAID MODS to make a presentation.

On February 3, 2021, USAID MODS Consultants presented the report to USAID/OEGI team for Kenya and EA, and thereafter revised the report based on the feedback received.

Next steps:

- USAID MODS will submit the final BAs landscape assessment report to the OEGI.

OD Support to the USAID Environment Office Partners

At the invitation of the USAID Environment Office, the USAID MODS team and Consultants presented the Kenya Wildlife Conservation Association (KWCA) OCA key findings and recommendations during the KWCA co-creation meeting organized by the USAID Local Works Team and the USAID Environment Office with the participation of KWCA Senior leadership. The KWCA CEO appreciated the learnings from the OCA and

confirmed the findings gave a true reflection of the Association. The CEO committed to implementing the recommendations made from the assessment to better the KWCA systems and program management.

Next Steps:

- USAID MODS will be available to respond to the future requests from the USAID Environment Office and KWCA as they implement the OCA findings.

2. TECHNICAL ASSISTANCE TO EXISTING LOCAL KENYAN ENTITIES THAT PARTNER WITH PEPFAR AND OGAC.

Support ERP Implementation – University of Nairobi Enterprise Services (UNES)

During the reporting period, the data center migration was completed. This was followed by migration of the Employee Self-Service portal from the vendor infrastructure to the University of Nairobi (UNON) data center. This exercise commenced on February 2, 2021 following assigning of the public addresses and Secure Sockets Layer (SSL) certificates. The final cutover and migration was also completed on February 8th, 2021. In addition to the leave management and procurement processes, the UNES finance team provided the final opening balances for the bank, fixed asset, customer and vendor accounts as per the final trial balance. These balances were loaded into the system and confirmed to be posted to the ERP. The installation of the SSL certificates on the ERP service was completed. This was required to ensure secure remote access to the ERP over the internet.

The ERP system went live on February 8, 2021. System stabilization is being performed to ensure a pleasant user experience. This entails amendment of work flows and supporting users in their first time use of the system. This is an ongoing activity. The stock quantified in the procurement module was completed and the users are already using the system. In addition, the finance and HR modules are currently in use with the team begging to key in the January transactions into the system. The procurement module is also in use as the team can update the items and supplier master details as well as directly create Local Purchase Orders. Activation of the Employee Self-Service Portal was completed on February 23, 2021 and user activation emails sent to the users.

The UNES team, ERP vendor and project manager are working together to address any concerns arising from the post 'go-live' phase. Weekly meetings will be held with the UNES Management and the Project Implementation Committee to ensure full roll-out of the ERP.

Next Steps:

- Refresher training for system users.
- Continuous users' system support.
- Integration between UNES eProcurement system and the ERP.
- Creation of the required internal customer accounts (staff debtors, advances, claims, etc.)
- Creation of the additional payment types.
- Reconciliation and posting of staff leave balances.
- Creation of applicable receipt types.

Organizational Development Support to UNES

Following the feedback received from the UNES management after discussions on the proposed organizational structure, the USAID MODS HR Consultant incorporated comments and developed a Board summary paper already shared with the UNES Management awaiting presentation to the Finance and General Purposes Board Committee, on March 15, 2021. The USAID MODS team are awaiting final comments on the UNES HR Policies and Procedures manual after final review by the USAID Team.

Next Steps:

- Present the final UNES HR Policies and Procedures manual and draft organizational structure to the UNES Board Committees for review and input.

Support ERP Implementation – Children of GOD Relief Institute (COGRI)

During the reporting month, the COGRI Team, ERP vendor, and the MODS team of consultants visited the Nyumbani Village in Kitui to review the ERP implementation. The team had sessions with the staff members and observed that the Internal Control Framework (ICF) had not been shared with all staff members for their familiarization and implementation. There were errors in transaction workflow set ups and in the Employee Self-Service software, user challenges in the requisition of store, agriculture, and non-store items, there were stock items and stores that were not defined during data migration, and there was backlog in clearing transactions during the system change over and poor internet connectivity and an inadequate Local Area Network (LAN). The findings were documented and discussed with COGRI management to agree on a clear plan for addressing the identified challenges. This was followed by a site visit by the ERP vendor, USAID MODS Consultants and COGRI team to provide end user training, disseminate the ICF and review the workflow setup. To address the internet connectivity challenge, a Safaricom router was procured to serve the village. Refresher trainings are continuing for the staff based at the Nyumbani Village.

'It was absolutely tremendous when USAID said yes, they would fund the COGRI ERP after many years of knowing we needed an ERP since 2012 – 2019. Over the years, the annual audit always had a sentence which read that, 'using the current system there is a risk of financial discrepancies.'

Sr Mary, COGRI Executive Director

The 90 days post 'go-live' support commenced where the vendor resources are onsite at COGRI to provide first line support on any issues that rise. A tracker (issue log) was initiated to document system functionality challenges that may arise which were resolved by the ERP vendor. The issues range from further customization of the system to produce the required reports to additional training on existing functionality.

The COGRI ERP launch was held on February 18, 2021. The event brought together the COGRI leadership team, the USAID MODS COR, USAID COGRI - AOR, Board Members, the ERP vendor, staff and USAID MODS team. The USAID MODS team presented the ERP project overview, highlighting the start for the project at design stage to 'go-live' phase. The COGRI Executive Director led the team in appreciating the USAID Mission for their steadfast support over the years and for providing support through Dexis to implement the ERP they so much needed from 2013. The COGRI staff led the walkthrough of the system to demonstrate the functionality by preparing a requisition and following through to the approval stage, leave approval and how to generate financial reports. The USAID MODS team and the ERP vendor will continue to provide the post implementation support to ensure full roll out of the system.



Launch Session of COGRI ERP

Next Steps:

Post go-live support that entails:

- Service Level Agreement (SLA): Establishment of the response times as per criticality of reported issues:
 - Critical – maximum 2 hours
 - High – maximum 3 hours
 - Medium – maximum 24 hours
 - Low – Maximum 48 hours
- Support on the following Scope items:
 - System Re-engineering
 - Problem Reporting
 - Service Level Timings
 - Priorities and Response Time
 - Analysis and Resolution
- Implementing any changes/further refinements because of continuous improvements or as requested by COGRI:
 - Implementation and Test Plan.
 - Migration Plan (with approval from User).
 - Basic Training.
 - Documentation update on Soft copy.

Kenya Medical Supplies Authority (KEMSA) – Invoice verification

The USAID/KEMSA Medical Commodities Program (MCP) which is in its fifth year of implementation, was slated to end in December 2020. As the MCP Contractor, KEMSA's mandate is to provide supply chain and logistics services for health products and technologies required in all public health facilities. As the MCP Contractor, KEMSA submits invoices to USAID for two broad expense categories: 1) procurement of commodities, and 2) procurement of services.

During the period leading up to MCP's December 2020 closeout, USAID/KEA required the assistance of USAID MODS to review recent and upcoming MCP invoices. USAID/KEA issued a WO to USAID MODS to undertake the verification of the invoices. USAID MODS hired two experts and commenced the verification exercise in November 2020.

In December 2020, the KEMSA MCP contract was granted a four month no-cost extension period. During this period, no additional invoices are expected from suppliers. However, KEMSA would continue submitting invoices for disposal of commodities, DHL clearing and forwarding, award fee, direct costs, and indirect costs. HPN will continue to use USAID MODS Consultants to verify each invoice as outlined in checklists provided in the SOW during the no-cost extension period. The USAID MODS team prepared and submitted for approval a modification to the KEMSA support WO seeking an extension of the period of performance and an increase in the WO ceiling.

In February 2021, USAID MODS accomplished the following activities:

- The WO was modified and extended to the end of May 2021 in line with KEMSA's four month no-cost extension.
- KEMSA continued submitting the available invoices for disposal of commodities, DHL clearing and forwarding, award fee, direct costs, and indirect costs. USAID MODS consultants verified each invoice as outlined in checklists provided by HPN. However, no additional invoices are expected from suppliers.

Next Steps:

- USAID MODS consultants will verify invoices as they fall due.

Procurement of ICT Infrastructure Support to HPN

In July 2020, the Health, Population and Nutrition (HPN) Office of USAID/KEA issued a WO to USAID MODS to provide support in the procurement, delivery, and installation of ICT infrastructure for 14 counties in Kenya before the end of the Fiscal Year 2020. The USAID MODS team identified and issued a contract to a vendor—Circuit Business Systems—to supply, deliver, and install ICT infrastructure for the 14 counties in Kenya. However, given the quick turnaround period of the ICT procurement (20 days), and CLIN 3 obligation ceiling, a few items were not supplied, and the rest have been in a warehouse pending incremental funding of CLIN 3.

On December 21, 2020, HPN approved a second WO to fund the procurement of the outstanding items, warehousing costs, the deployment, and installation of the equipment. At the instruction of the HPN office, USAID MODS started working on a joint deployment plan with the HealthIT project managed by UNES. The USAID MODS COP held a meeting with the HealthIT COP, and it was agreed that USAID MODS would share their deployment plan with HealthIT so that the later can consolidate it with their own and share it with the HealthIT AOR, the WO approver. USAID MODS shared its deployment plan with the HealthIT team on December 16, 2020. HealthIT consolidated the deployment plan with their own and submitted it to their AOR for approval on January 27, 2021. The plan proposed a deployment kick off during the first week of February 2021. USAID MODS is currently awaiting the green light from HealthIT, who is coordinating the deployment with the County Governments and potentially the Council of Governors.

In February 2021, USAID MODS accomplished the following activities:

- The vendor has delivered approximately 60% of the outstanding equipment.

- USAID MODS and UNES HealthIT developed a joint deployment plan that was submitted to the UNES AOR. HPN plans to be involved in the deployment planning with the counties possibly with the Council of Governors.

Next Steps:

- Complete the procurement of the 40% outstanding equipment.
- Liaise with HealthIT on deployment timelines.
- Commence deployment of equipment to counties.

Supply Chain Advisor to Support USAID HPN Office

In December 2020, USAID HPN office issued a WO for the recruitment and deployment of a Senior Supply Advisor with the HPN office. The purpose of the position is to provide support to USAID/KEA to achieve the following three main objectives:

1. Provide technical assistance to USAID supply chain implementing partners in implementing organizational reforms.
2. Work with the Ministry of Health to develop a Supply Chain Management Strategy.
3. Provide mission-level technical support and mentorship in supply chain management to strengthen support to the GOK.

An international Consultant was contracted during the month and started working remotely. The Consultant arrived in the country in early January and has been supporting the USAID HPN team in the following objectives:

- Improving the current forecasting and allocation process to minimize both stock outs as well as overstocked situations.
- KEMSA/MEDS Transition - Support stakeholders to ensure the transition to MEDS occurs with no issues.
- Top Level Domain (TLD) redistribution - Identify and manage the TLD redistribution from facilities that are overstocked, to ensure no stock outs.
- Strategic Plan - Develop overarching supply chain plan for in country supply of commodities.
- Support all stakeholders with regards to supply chain activities.

In February 2021, the WO modification was approved allowing for six international trips for the Consultant to travel back and forth from South Africa in line with the workplan that was approved by the Office Chief of HPN.

For the month of February, the Supply Chain Consultant supporting HPN has been involved in the following activities:

- Analysis of the current distribution strategy for all USAID funded commodities, identifying constraints and challenges. Advising on alternative distribution strategies to ensure both commodity security as well improving commodity stock outs.
- Reporting on potential stock out for key commodities and assisting in the development of scorecards to accurately depict stock out risk.
- Development of a redistribution plan for TLD through the identification of surplus stocks at facilities
- Advising on a proposed decentralized drug distribution strategy to improve access to ARTs.

Next Steps:

- Continue to monitor TLD status at facility level and define actions to ensure decrease in stock outs.
- Formulate an alternative distribution strategy and achieve consensus from all stakeholders.
- Development of key performance indicators and management reports for better informed decisions.
- Support to KEMSA.

Pre-Award Assessment of HPN Local Partners

The USAID/KEA HPN Office of Awards and Acquisitions is in the process of developing an award to five local organizations that require pre-award assessments that are usually undertaken by USAID's Office of Financial Management (OFM). OAA has requested USAID MODS to provide support in the pre-award assessment of the local HPN partners. During the month of January, USAID MODS developed a WO for the first organization and submitted it to USAID. The WO was approved, and on January 28, 2021, the COP and the Consultants held a meeting with the finance and OAA office of USAID to discuss approach and timelines of the assignment. The assignment kick-off meeting was held on January 29, 2021 and was attended by the USAID activity POC, the COR, the COP, Consultants and the senior management of the HPN partner. At the end of January 2021, USAID MODS finalized the WO for the remaining four organizations.

In February 2021, USAID MODS accomplished the following activities:

- The assessment of the first organization was completed, and draft report submitted to USAID for comments. USAID MODS received inputs from USAID, revised the report and resubmitted it.
- A WO for the assessment of four organizations was approved by USAID, and two organizations were immediately identified and assessed. The USAID MODS Consultants submitted the draft report for the two organizations. The USAID MODS COP has been notified by the COR that the third organization has been identified and will be introduced to USAID MODS accordingly.

Next Steps:

- Finalize the reports for the first three organizations and submit to USAID.
- Assess organization # 4, write the report and submit it to USAID.

PART C: MONITORING, EVALUATION AND LEARNING

The purpose of the USAID MODS' Monitoring, Evaluation and Learning (MEL) is to guide the project in assessing progress towards its intended objectives and results, provide feedback on the project's performance to the stakeholders, and enhance the project's learning agenda to inform future programming. USAID MODS staff are required to collect data that meets USAID's Data Quality Standards as outlined in ADS 201: Validity, Integrity, Precision, Reliability, and Timeliness.

During the month of February 2021, the USAID MODS team accomplished the following:

- Led the CSA and stakeholder mapping Consultants in compiling study reports for Kiambu, Kakamega, and Kisumu Counties.
- Made a presentation on CSA and stakeholder mapping findings to Kakamega APS pre-selected applicants on February 18, 2021.
- Prepared and presented the USAID MODS MEL guidelines and reporting tools to the USAID MODS' LDO Consultants, during the meeting with the Consultants held on February 15, 2021.

- Developed a tool to help USAID MODS staff summarize data on “Individuals who participated in the USAID supported activities with partner organizations” (Form E).

Next Steps:

- Facilitate CSA and stakeholder mapping processes in six Prosper/Nawiri counties: Turkana, Samburu, Bungoma, Homa Bay, Kitui, and Taita Taveta.
- Finalize and submit the final CSA and stakeholder mapping reports for Kiambu, Kisumu and Kakamega Counties.
- Mentor USAID MODS staff in M&E.
- Outcome harvesting and documentation of the lessons learned in project Q2/FY2021.
- Prepare USAID MODS Monthly Operational Status report for the month of March 2021.

PART D: PROGRAM MANAGEMENT AND ADMINISTRATION

During the month under review, the USAID MODS team accomplished the following management and administration tasks:

- Provided logistical support to the Consultants who were conducting the LDO co-creation workshops in Kisumu, Kiambu and Kakamega counties.
- Provided logistical support to the Kiambu LDO Interim Committee meeting.
- MODS contracted and provided logistical support to the Consultants supporting the HPN Pre-Award Assessment WOs.
- Continued identification of consultants for new WOs.

Next Steps:

- USAID MODS continues to update the current database of consultants in all sectors to make it more robust with a view to continue to support USAID seamlessly.
- Organize logistics for CSA and stakeholder mapping study, and LDO co-creation meetings for 6 counties.
- Recruitment of consultants to support the CSA and Stakeholder mapping study, and LDO co-creation for 6 counties.

PART E: OUTCOME HAVERSTING

	Activity	Outcome description (who was affected by this outcome?)	Contribution of USAID MODS to this outcome
1	Kakamega LDO co-creation workshop	Kakamega County LDO vision was agreed by all the 23 CSOs (APS applicants) and trust agreed upon as the preferred registration vehicle under which the Kakamega County LDO will be registered.	USAID MODS organized and facilitated the LDO co-creation workshop
2	Kiambu LDO co-creation workshop	Held consultative meetings with the USAID MODS team to familiarize with the LDO concept and approach that resulted into facilitators guide, road map and action plan for the next steps in LDO co-creation process	USAID MODS organized and facilitated the LDO co-creation workshop

3	Kisumu Interim Committee	The Kisumu interim committee held consultative meetings on their own and others with the USAID MODS team which have shaped the LDO co-creation process. The committee agreed on a name for the LDO, interim committee roles and developed a template for mapping the member organizations.	USAID MODS facilitated the meetings virtually.
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PART F: CROSS-CUTTING ISSUES

- In implementing project activities, USAID MODS acts with sensitivity to the need for mainstreaming cross-cutting issues (gender, sustainability, and environment impact considerations) into project operations. Coincidentally, some of the focus counties where USAID MODS Consultants were providing technical support e.g. Kiambu, Kisumu and Kakamega, have prioritized gender and social protection as priority sectors for developing collaborative activities and technical annexes. Also, during the Kakamega LDO co-creation workshop on February 17-18, 2021, among the participants was a representative of persons with disabilities (PWD) with provision of a sign language interpreter. The member articulated the rights of PWDs and was equally given opportunity in the plenary. Twelve of the 40 participants were women.
- USAID MODS has continued to use the Consultant's Progress Reporting template which requires that MODS Consultants report on gender inclusivity of the individuals participating in the USAID-supported activities with partner organizations.
- During the LDO co-creation processes, USAID MODS emphasized the participation of the county sector teams in every stage to enable them build their own internal capacity and adapt the processes and tools for use in similar situations in future. Through this effort, USAID MODS intends to transfer skills to the county teams as a way of enhancing sustainability.

PART G: TOOLS DEVELOPED OR ADAPTED

	Activity (In which activity was the tool developed/or adapted?)	Describe the tool developed/or adapted	Remarks/Comments
1	LDO co-creation workshops in Kisumu, Kiambu and Kakamega	Facilitator's Guide for LDO co-creation workshop	The guide will be leveraged on in future LDO co-creation workshops
2	LDO co-creation workshops in Kisumu, Kiambu and Kakamega	Workshop Checklist	This will provide important guide and standards for all workshops. An important element for the success of the co-creation workshops.
3	LDO co-creation workshops in Kisumu, Kiambu and Kakamega	Social Mobilization Framework	This will guide the LDO Interim Committees in the process of Social mobilization of CSOs to join the LDO
4	USAID MODS MEL	Form E- Summarizing 'Individuals who participated in the USAID supported activities with partner organizations'	Will help staff in summarizing and disaggregating data (by gender and age) on individuals who participated in the USAID supported activities with partner organizations

PART H: CHALLENGES AND MITIGATION

- The deadline of end of June 2021 to have 19 LDOs fully registered, has necessitated USAIDMODS to organize overlapping LDO co-creation workshops and CSA and stakeholder mapping activities to be able to cover all the counties within the given timelines.

PART I: LESSONS LEARNED

- Consultants' onboarding session as a group/team is critical in understanding the expectations and identifying the needs of the LDO co-creation process.
- Consistent emphasis of the co-creation roles and the need for elimination of conflict of interest and sense of proprietorship, finally bears results as the APS applicants and the Interim Committee settle into their roles.
- A holistic approach to the co-creation process delivers better understanding. Participants were able to see from the very beginning, the potential nature and character of the LDO at their inception meeting.
- The face-to-face interaction is key in kick starting the co-creation process. It not only allows for serious decisions to be made, but also helps to build trust among the parties involved.
- Engagement of the County Government in the LDO co-creation process has helped bring harmony in serving the citizens as issues of public participation were addressed with an objective of enhancing meaningful citizen engagement.
- Joint Collaborative meetings between stakeholders (USAID CLT, USAID MODS, County Government) helps in effective facilitation of the LDO co-creation process.

PART J: ASSUMPTION MONITORING

(as of February 2021)

County	Assumption (as stated in the MODS MEL Plan)	Status: Is the likelihood of this assumption low, medium or high?	Any effect(s) on activity implementation?	Mitigation
Kiambu	Stable socio-political environment	High	N/A	N/A
	Ongoing strong stakeholder participation	Medium	The buy-in with County Assembly is important as the social mobilization process will take place in the Wards (of which they are representatives of the public)	There is need to engage the County Assembly to ensure buy-in as is the case for the Executive to counter opposing forces to the LDO co-creation process
	USAID's involvement and participation	High	CLT has shown competence in coordinating the work and have appreciated support from USAID MODS	Holding consultative meetings between USAID MODS and CLTs; slotted in once a week and in future may be more depending on activities' demands
Kakamega	Stable socio-political environment	High	A broken social political environment will destabilize the	USAID MODS team to continue providing the technical assistance and

County	Assumption (as stated in the MODS MEL Plan)	Status: Is the likelihood of this assumption low, medium or high?	Any effect(s) on activity implementation?	Mitigation
			working space and flow of social mobilization	help navigate through the process
	Ongoing strong stakeholder participation	High	Any slowing down due to the CSOs being disinterested in the process will not help the process to meet its sent timelines and objectives	USAID MODS team to continue providing the technical assistance and help navigate through the process
	USAID's involvement and participation	High	The county government needs continue goodwill and assurance of the deliverables on the MOU signed to keep focused on the process.	USAID MODS to continue supporting USAID CLT team as they continue providing the assurance and help navigate through the process
Kisumu	Stable socio-political environment	High	Will ensure wider buy-in and ownership through wide consultations of stakeholders.	N/A
	Ongoing strong stakeholder participation	High	Builds confidence of support to the partners.	N/A
	USAID's involvement and participation	High	This will provide an enabling environment for the LDO co-creation process.	N/A

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