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**KENYA PROGRAM MANAGEMENT VISIT**

**APRIL 1993**

**Peg Hume  
Melanie Powers**

**FAMILY PLANNING MANAGEMENT DEVELOPMENT**

**Project No.: 936-3055  
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## **I. EXECUTIVE SUMMARY**

A two week visit to FPMD Project Office in Kenya was made by Peg Hume, Regional Director for Africa, and Melanie Powers, Director of Operations, April 19-30, 1993. The scope of work included a full range of programmatic and operations activities undertaken in collaboration with the FPMD/Kenya field office.

Consultants held detailed meetings with staff of the USAID Mission, discussing the Mission's programmatic priorities and strategies for accomplishing program goals and objectives. In meetings with REDSO/ESA, they reviewed FPMD assistance to CAFS and discussed the possibilities for future work.

Consultants also had the opportunity to visit with the following family planning organizations with which FPMD is working: FPAK, CHAK (including a site visit to Kijabe Mission), and SDA/RHS. Each visit provided an opportunity to review FPMD assistance to date and to discuss future needs and interests from the perspective of the local family planning managers. Visits were also made to CAFS and IPPF/AR to discuss FPMD regional activities.

Additional meetings were held with Pathfinder and CEDPA, two organizations with whom FPMD is collaborating in institutional development work. In each case the FPMD staff reviewed the experiences to date in our joint activities, and agreed to expand the documentation of our successful collaboration efforts.

Much time was devoted to operations issues including preparation of a response to the MSH Internal Audit, the modification of subcontracts, review of the terms for local hire staff, negotiation of a new lease and service agreement for the FPMD/Kenya office, review and refinement of the accounting procedures, review and rebudgeting of delivery orders, and the review of the NGO Act for clarification of FPMD/Kenya's status.

## **II. BACKGROUND AND PURPOSE**

A two week visit to the FPMD Project Office in Kenya was made by Peg Hume, Regional Director for Africa, and Melanie Powers, Director of Operations, April 19-30, 1993. This was the first visit from the home office (other than consultant technical assistance visits) since May 1992 when a visit was made by Joellen Lambiotte and Melanie Powers. At that time Suzanne Fenn had just taken on the position of Resident Advisor, and Barbara Tobin had been newly hired as Administrative Officer. Now, a year later, there are a total of four MSH/FPMD Project staff in Kenya: Suzanne Fenn; Barbara Tobin (pending official change from consultant to employee); Peter Savosnick, MIS Advisor; and Peter Kibunga, MIS Specialist assigned to NCPD; as well as an additional three FPMD local hire staff.

The scope of work for this visit included a full range of programmatic and operations activities to be undertaken in collaboration with the FPMD/Kenya field office, as summarized below:

1. review of FY93 Kenya workplan in the context of FPMD's overall strategy and operational workplan (Hume and Powers);
2. adaptation and implementation of FPMD level-of-effort and program expenditure tracking systems for central and buy-in funds (Hume and Powers);
3. meetings with USAID and REDSO/ESA Health & Population Officers to review and discuss FPMD/Kenya and regional activities (Hume and Powers);
4. review of FPMD activities (current and proposed) with the leadership of IPPF/ARO and CAFS, in the context of FPMD's overall strategy and operational workplan (Hume);
5. meetings with all FPMD Kenya-based staff, and collaborating and recipient institutions to the extent possible (Hume and Powers);
6. review of current buy-ins, subcontracts, and consultancy agreements (Hume and Powers);
7. development of a Memorandum of Understanding with Pathfinder International for regional activities (Hume and Powers);
8. review of field office roles and responsibilities and performance review and planning with Resident Advisor (Hume);
9. administrative issues such as the renegotiation of the office lease and office staffing requirements (Powers);
10. review and development of recommendations on the applicability of the Kenya NGO Act (Powers).

### **III. Activities**

The FPMD/Kenya Project Office had scheduled a number of meetings with USAID, REDSO/ESA, several of the FPMD recipient institutions, and collaborating agencies and individuals over the period of this visit. These meetings served to acquaint the home office staff with the Kenya program, and also provided opportunities to discuss the direction of the program and FPMD's role into the future.

During this visit, the Kenya Project Office also held a reception to introduce Peter Savosnick to the wider family planning community in Kenya. This reception was attended by 92 people from USAID, other CA's, Kenyan family planning organizations, subcontractors,

consultants, and others with whom the FPMD Project is associated. It provided a rare opportunity in the Kenyan family planning environment for so many family planning professionals to meet in an informal collegial setting.

Ms.Hume and Ms.Powers also met with all FPMD-supported staff, who gave technical presentations on their activities.

#### **A. Programmatic Issues and Activities/Kenya**

During her two week visit Ms. Hume held detailed meetings with staff of the USAID Mission, discussing the Mission's programmatic priorities and strategies for accomplishing program goals and objectives. Of particular interest: a focus on service delivery and a continuing commitment to work with the public sector, as well as a movement toward more authority and responsibility for Kenyan organizations and individuals.

The FPMD Project Officer shared some of the Mission's thinking about the new bilateral project planned for FY95. They expect the project to address family planning and HIV in an integrated approach, and are considering a management structure which divides the program into public, NGO, and commercial sectors.

Ms.Hume, accompanied by Ms.Fenn, had the opportunity to visit with the following family planning organizations with which FPMD is working: FPAK, CHAK (including a site visit to Kijabe Mission), and SDA/RHS. Each visit provided an opportunity to review FPMD assistance to date and to discuss future needs and interests from the perspective of the local family planning managers.

Ms.Hume, Ms.Powers, and Ms.Fenn also met with Pathfinder, with whom we are collaborating through the participation of Peter Savosnick in institutional development work with Mkomani, Maseno West, Nairobi City Commission, and a Multi-Sectoral Development Project in Uganda; and with CEDPA with whom we are collaborating in assistance to Mandeleo. In each case, the FPMD staff were able to review the experiences to date in our joint activities, and we agreed to expand the documentation of our successful collaborative efforts. The Pathfinder meeting included operational discussions to ensure that the "sharing" of Mr. Savosnick would be tracked by the two organizations in accordance with the terms for splitting his time 70%/30%, FPMD/Pathfinder.

Finally, Ms. Hume had the opportunity with Ms.Fenn to review the planning for FPMD involvement in Kenya's National Family Planning Implementation Plan, through discussions with USAID; Dr.Gachara, Director of Family Planning for the Division of Family Health; and Joseph Dwyer of AVSC who will be a collaborator in this effort. FPMD is in the process of identifying a consultant who will manage the various inputs to this effort over a period of 12-18 months, with incremental FPMD funding from USAID/Nairobi.

## **B. Regional Activities**

In meetings with REDSO/ESA, Ms.Hume and Ms.Fenn reviewed the past three years of FPMD assistance to CAFS (the Centre for African Family Studies). They discussed the somewhat complicated coordination and communication requirements surrounding regional activities, and agreed that CAFS activities will continue to be managed from FPMD/Boston, but will always include involvement and coordination with Ms.Fenn, the FPMD resident advisor in Kenya.

In a second REDSO meeting with Margaret Neuse, Director/Health and Population, as well as with Ms.Powers and Mr.Savosnick, Ms.Neuse discussed REDSO's thinking about long-term support to CAFS. It is her view that technical assistance and training to African family planning organizations should be provided increasingly by African training and management institutions, and that consequently organizations like CAFS should be strengthened. Following this discussion, FPMD prepared and submitted a brief MSH/FPMD capability statement for institutional development of CAFS. No decision was reached during this visit about future FPMD involvement. (There will be imminent transition in the senior staff of REDSO, with Ms.Neuse relocating to the AID/W Office of Population as Deputy Director; Ray Kirkland will be the new Director, and Joan LaRosa Deputy Director.)

Ms.Hume, Ms.Powers, and Ms.Fenn also had a meeting with CAFS' senior management in their own offices. This occasion marked the conclusion of Ann Buxbaum's TDY regarding curriculum development with CAFS, which was deemed by all involved to have been highly successful; the FPMD visitors were able to sit in on this debriefing.

Ms.Hume and Ms.Fenn also visited the offices of IPPF/AR and met with Mr.Alpha Diallo and four additional staff. During this meeting they were able to review recent FPMD support to IPPF/ARO, which has included technical assistance in human resource management and MIS, and sponsorship of staff to short-term training, as well as several instances of FPMD-IPPF collaboration in the provision of assistance to IPPF affiliate organizations (specifically in Kenya, Tanzania, and Nigeria). An outcome of this meeting was a shared interest in FPMD providing assistance to IPPF/ARO in the training of IPPF Program Officers in strategic planning, a skill they need to be able to provide assistance to IPPF affiliate organizations. Ms.Hume agreed to follow up on this idea with AID/W.

Ms. Hume and Ms.Fenn devoted considerable time to reviewing FPMD project-wide strategies and priorities, with particular attention to publications and evaluation. Ms.Hume reviewed the project's decision to undertake technical reviews in selected high priority countries, and tentatively proposed a TDY to Kenya this fall. As Ms.Fenn will be in Boston during her home leave this summer, technical discussions will be scheduled with a broad mix of MSH and FPMD staff during that time.

## C. Operations Issues/Kenya and Regional

### 1. Contracts

Ms. Powers worked with Ms. Fenn and Ms. Hume to identify and resolve outstanding subcontract and contract issues. The following was accomplished during this trip:

- Subcontract with OMNI (FPTA-91) was extended through September 1993.
- Subcontract with Brelan (FPTA-89) was extended through September 1993 and billing issues were discussed.
- Subcontract with Data Dynamics was discussed and modified to permit reimbursement of software and a new invoice was requested to be in line with the provisions of the subcontract.
- Response to the MSH Internal Audit was prepared and necessary letters to the Mission regarding geographic code exceptions and building signs were written. Gary Leinen, Population Officer at USAID/Kenya, signed a letter excepting the FPMD/Kenya office from adding a sign that announced FPMD as an AID funded program. Mr. Leinen also signed a letter supporting the purchase of certain equipment of non-000 source and origin and this submitted with the request to D.C..
- FPMD/Kenya inventory was completed in the mandated format and submitted to the Mission.
- Subcontracts with CSG were reviewed and planning begun for an indefinite quantity contract with them for future work. Discussions will continue when Ms. Fenn visits Boston in June.

### 2. Personnel

- New terms were negotiated and signed with John Njoroge, FPMD/Kenya driver/courier.
- A letter was written to obtain approval for the payment of security services for Mr. Peter Savosnick. Mr. Leinen, USAID/Kenya signed and returned the letter.
- A contract extension was prepared and signed for Ms. Barbara Tobin, Administrative Officer. Salary approval documents were prepared and sent to D.C. for Contract Officer Approval.

- Ms. Fenn and Ms. Powers discussed the impact of the devaluation of the shilling on the salaries of other local hires. Following a decision by USAID regarding how the Mission will adjust salaries, FPMD/Kenya will review local hire employees on an individual basis.

- Performance planning with Mr. Peter Kibunga produced a recommendation that a significant increase be proposed to recognize Mr. Kibunga's increased responsibility and exceptional performance. Ms. Powers will work with Ms. Hume in Boston to make that formal recommendation to the Project Director and Human Resource office.

### 3. Office

- A new lease was negotiated and signed with Ms. Sharmi Bhalla. The new document adjusts for the significant fluctuation in the shilling but also freezes the rent through the end of the original lease.

- A new agreement for services (e.g. faxing, binding, copying) was negotiated and signed with Businessmate.

### 4. Accounting

- A strategy was developed for resolving the problem of addressee for telephone and security bills.

- New procedures were discussed with Ms. Tobin and Ms. Fenn regarding preparation of monthly field expenses. A new Quattro-Pro spread sheet was demonstrated, management of exchange rates was discussed and use of the MSH chart of accounts was introduced with the new spreadsheet.

- Decisions were made regarding posting of office expenses and petty cash to the two delivery orders.

- Plans for managing office expenses during home leave of Ms. Fenn and Ms. Tobin were discussed. Future staffing needs were also considered.

- New signature cards were obtained from the CBA to add the signature of the new FPMD project director.

- Information was presented regarding the use of credits and debits, clearing of advances and several minor issues from previous period field expenses were resolved.

## 5. Delivery Orders and Other Agreements

- The NCPD delivery order (#6) was entirely re-budgeted with changes in level of effort (increase) and new equipment purchases discussed with Mr. Gary Leinen and subsequently approved by Mr. Leinen in writing. Delivery order monitoring sheet changes were proposed to be implemented in Boston. Ms. Powers will get back to FPMD/Kenya regarding the need to get Washington's approval for these changes.
- The NGO delivery order (#5) was discussed and reviewed in terms of level of effort and spending levels. Additional work on this delivery order will be undertaken while Ms. Fenn is in Boston in June.
- An extension to the Memorandum of Understanding with CAFS for the follow-on work from the FPMD Buy In (with Ms. Ann Buxbaum) was negotiated for MSH by Ms. Powers and signed by CAFS.
- A meeting was held with CEDPA staff to discuss continuing FPMD support for work with MWYO. Ms. Powers will draft a letter agreement to this effect when she returns to Boston.
- The National Implementation Plan work was discussed with Mr. Gary Leinen and he indicated that it would not be Buy In funded. Discussions followed regarding the use of central funds and follow on buy in's.

## 6. Other

- Ms. Powers reviewed the NGO Act again and determined that by the Act's definition, FPMD/Kenya is not an NGO and therefore does not need to register. Ms. Powers will confirm this understanding with Counsel at the REDSO/ESA office.

## ANNEX ONE

### -Persons Contacted-

#### USAID/Nairobi

Mr. Gary Newton, Chief, Health & Population Office  
Mr. Gary Leinin, Deputy Chief, Health & Population Office  
Ms. Millie Howard, Program Officer

#### REDSO/ESA

Ms. Margaret Neuse, Director, Health & Population  
Ms. Angela Franklin Lord, Project Manager

#### FPMD/Kenya Project Office and Staff

Ms. Suzanne Fenn, Resident Advisor  
Ms. Barbara Tobin, Administrative Officer  
Mr. Peter Savosnick, MIS Advisor  
Mr. Peter Kibunga, MIS Specialist

#### National Council on Population and Development

Mr. Alphonse Riaga, Data Clerk

#### Family Planning Association of Kenya

Mr. Godwin Mzenge, Executive Director  
Mrs. Margaret Thuo, Program Manager  
Mrs. Grace Armule, Acting Finance & Administration Manager  
Mr. Gilbert Magiri, MIS

Christian Health Association of Kenya

Mr. David Aling, Finance & Administration (Acting Exec. Director)  
Mrs. Esther Mbiyu, Development & Projects Coordinator  
Mr. Joseph Mwangi, MIS Consultant/Coordinator  
Mr. Adolphe Kapinga, MSU Consultant

SDA/RHS

Dr. Peter Mokaya, Director

Ministry of Health, Division of Family Health

Dr. M.W. Gachara, Director of Family Planning

Pathfinder International

Ms. Elizabeth Lule, Vice President/Africa Region  
Mr. Thomas Fenn, Regional Director of Technical Services  
Mr. Andiva N. (Nelson) Keyonzo, Associate Regional Representative

CEDPA

Mrs. Mary Kairu, Program Officer

Association for Voluntary Surgical Contraception

Mr. Joseph Dwyer, Director, Africa Region

Carr, Stanyer, Gitau

Mr. Amos Kimunya, Consultant  
Mr. Steven Musau, Consultant

International Planned Parenthood Federation/Africa Regional Office

Mr. Alpha M. Diallo, Assistant Regional Director  
Mr. Ben Pekeche, Ag. Head, East and Southern Africa  
Mr. Joseph Koroma, Director of Personnel  
Mr. Ayi Ajavon, Regional Programme Advisor  
Mr. Pierre Yekpe, Regional Accountant

Centre for African Family Studies (CAFS)

Prof. H.W.O. Okoth-Ogendo, Director  
Dr. Yao Ahade, Deputy Director  
Mr. R.K. Muteto, Finance & Administration Manager  
Mr. Ezekiel Kaluale, Head, Training Division