USAID FROM THE AMERICAN PEOPLE | SPEED+ Supporting the Policy Environment for Economic Development

Management Plan

Supporting the Policy Environment for Economic Development (SPEED+)

November 2016

This publication was produced by the SPEED+ Project at the request of the United States Agency for International Development Mozambique Mission (USAID/Mozambique).

Management Plan

Supporting the Policy Environment for Economic Development (SPEED+)

Submitted: November 2016

Contract No. AID-656-TO-16-00005
Contract/Agreement Period: August 26, 2016 to August 25, 2020
COR: Amanda Fong

DISCLAIMER

This document is made possible by the support of the American people through the United States Agency for International Development (USAID). Its contents are the sole responsibility of the author or authors and do not necessarily reflect the views of USAID or the United States government.

Contents

Abbreviations and Acronyms **3**

SPEED+ Management Plan **5**

Introduction 5

Managmeent Approach 5

Staffing Plan 5

Key Personnel: Chief of Party and Deputy Chief of Party 6

Policy Portfolio Managers and Coordinators 7

Agriculture 7

Business, Trade & Investment 8

Power 8

Water 9

Biodiversity 9

Ministry-Embedded Policy Advisors 10

Short-term advisors 10

Other SPEED+ Administrative Positions 10

Director of Finance and Operations — Phil Greiner (Proposed) 10

Deputy Finance Manager (FM) — *Benjamim Nandja* 10

Procurement and Grants Specialist — *Helder Tembe* 11

Other Office Administrative Support 11

M&E Coordinator — *Clerico Constantino* 11

Communication Lead — *Dercio Matale* 11

Internal SPEED+ and USAID Meetings Schedule 12

Work Schedule 12

Home office support 12

Information Technology as a Management Tool 12

Technical and Administrative Management Information System (TAMIS) 12

Teamwork.com 12

SPEED+ Website 12

Docusign 13

Appendix A. Organization Chart **A-1**

Abbreviations and Acronyms

AEO	Authorized Economic Operator
AGOA	African Growth and Opportunity Act
AgRED	Donor Working Group on Agriculture and Rural Development
ANAC	National Conservation Areas Agency
ANSI	American National Standards Institute
ARA	Regional Water Authority
AT	Tax Authority
BAWG	Business Advisory Working Group
BEE	Business Enabling Environment
CAADP	Comprehensive Africa Agriculture Development Program
CASP	CTA's Annual Private Sector Conference
CDCS	Country Development Cooperation Strategy
CIP	Center for Public Integrity
CITES	Convention on International Trade in Endangered Species
COP	Chief of Party
CPAR	Contractor Performance Assessment Report
CSO	civil society organization
CTA	Confederation of Business Associations
DCOP	Deputy Chief of Party
DFID	U.K. Department for International Development
DNA	National Directorate of Water
DRH	Department for Water Resources
EDM	Electricity of Mozambique
EIF	Enhanced Integrated Framework
EMAN II	Strategy to Improve the Business Climate
EnDev	Energizing Development program
ESWG	Energy Sector Working Group
EXIM	Export-Import Bank of the United States
FENAGRI	National Federation of Agricultural Associations
FP2	FastPath 2 methodology
FPA	Federal Power Act
FTF	Feed the Future
GE	General Electric
HEPG	Harvard Electricity Policy Group
ICT	information and communications technology
IPEME	Institute for the Promotion of Small and Medium Enterprises
IT	information technology
JICA	Japan International Cooperation Agency
M&E	monitoring and evaluation

MADER	Ministry of Agriculture and Rural Development
MASA	Ministry of Agriculture and Food Security
MASC	Mechanism to Support the Civil Society
MAST	Mobile Application to Secure Tenure
MCA	Millennium Challenge Account
MIC	Ministry of Industry and Trade
MIREME	Ministry of Energy and Mineral Resources
MITADER	Ministry of Land, Environment, and Rural Development
MOU	memorandum of understanding
NA	New Alliance
NGO	nongovernmental organization
NTB	non-tariff barrier
OPIC	Overseas Private Investment Corporation
PARPA	Poverty Reduction Action Plan
PEA	political economy analysis
PEDSA	Strategic Plan for Agriculture Development
PNISA	National Agriculture Investment Plan
PNISA	National Agriculture Investment Plan
PPD	public-private dialogue
PPC	Policy Portfolio Coordinator
PPM	Policy Portfolio Manager
PPP	public-private partnership
PURC	Public Utilities Research Center
SADC	Southern Africa Development Community
SIGIT	Land Management Information System
SPEED	Support Program for Economic and Enterprise Development
SPEED+	Supporting the Policy Environment for Economic Development Project
SPGC	Services of Geography and Cadaster
SPS	sanitary and phytosanitary
SRUC	Sector Reform and Utility Commercialization Project (USAID)
STTA	short-term technical advisor
TAMIS	Technical and Administrative Management Information System
TBT	technical barriers to trade
TEEN	Nacala Dry Port
TFA	Trade Facilitation Agreement
TIFA	Trade and Investment Framework Agreement
TIP	Trade and Investment Project
UNDP	United Nations Development Programme
UPS	United Parcel Service
USAID	U.S. Agency for International Development
USDA	U.S. Department of Agriculture
USTDA	U.S. Trade and Development Agency
WTO	World Trade Organization

SPEED+ Management Plan

INTRODUCTION

The Supporting the Policy Environment for Economic Development (SPEED+) activity is a four-year (August 26, 2016 to August 25, 2020), $37.2 million project funded by United States Agency for International Development's Mission in Mozambique (USAID/Mozambique). SPEED+ is designed to create a business enabling environment to attract investment, expand markets, and reduce costs, thus contributing to broad-based and inclusive economic growth and conservation of natural resources in Mozambique. SPEED+ will provide technical assistance and capacity-building to improve public-private policy dialogue, improve the policy environment for agriculture, trade, power, water, and biodiversity governance, and strengthen implementation of government policies and regulations. SPEED+ will support economic and structural policy reforms across 4 components: (1) agriculture, (2) trade, business enabling environment, (3) power, water, and (4) biodiversity conservation. It will also promote the areas of improved fiscal transparency, tax policy and economic and environmental governance. It will support multiple global initiatives including the Feed the Future Presidential Initiative, the Trade Africa Presidential Initiative, the G8 New Alliance for Food Security and Nutrition, the USAID Biodiversity Policy, the President's Strategy to Combat Wildlife Trafficking, and Power Africa.

MANAGMEENT APPROACH

Our management plan and approach for SPEED+ is based on the following principles: efficient and effective delivery of high-impact project results with maximum cost control; use of Mozambican staff, local consultants and subcontractors and a constant focus on building our local partners' capacity; coordination with Mozambican Government initiatives , private sector organizations and other donor programs; and fully responsive management of relations with USAID and our SPEED+ partners. Our highly capable team for SPEED+ includes U.S.-based and Mozambican subcontractors.

Table 1-1

Overview of Team Roles

Organizational Experience and Capabilities	Role and Functions
DAI—Prime Contractor: 46 years of experience. Strong knowledge of local customs, excellent relations and reputation with the Mozambican Government. Expertise in agriculture, water, and biodiversity conservation policy.	Responsible for overall management, relations with USAID and the Government of Mozambique, performance monitoring, and quality assurance. Provide technical leadership across components.
Nathan Associates: 55 years of experience in economic policy with a focus on trade and investment, including 30 years in Mozambique.	Provide technical leadership on trade and investment and assistance on power and water.
Sal & Caldeira: Specializes in commercial law, legal reform, and training.	Conduct legal analysis and training on implementation of laws and regulations.
CIMPOGEST: Consults on energy policy, capacity building, business linkages, and M&E.	Provide technical assistance and training in the areas of power policy and PEA.
IMPACTO: Environmental consulting firm incorporated with entirely Mozambican capital.	Design biodiversity conservation reform with ANAC and biodiversity challenge.

Staffing Plan

DAI, as prime contractor, has ultimate technical, financial, and administrative responsibility for contract performance. Under the direction of COP Chitará, the SPEED+ team will operate within a

single, fully integrated organizational structure and management system. Our management and staffing plan positions SPEED+ to achieve the outputs, outcomes, and impacts detailed in our task order contract and work plan, while providing the administrative support necessary to ensure smooth project operations. Our staff will work to integrate subcontractors and consultants in the delivery of long- and short-term technical assistance.

We will train all our staff to use tool to help increase communication, access to information and USAID compliance, such as TAMIS, Team Work, and MS Office. We will incorporate lessons learned from our team's extensive program management experience in Mozambique—such as the acquisition of permits for project operation and the importance of highly visible program launch events—we will build on our existing networks to facilitate the reforms already underway. The relationships, trust, and confidence that our staff already have in one another and with many key partners make our team unique.

We will work closely with the cooperating divisions of key ministries and counterparts such as MIC, MASA, MEF. MIREME, MOPH, DNASS and MITADER. We will also frequently work with mid-level government officials as well as provincial and district-level government institutions, private sector companies, private sector organizations such as CTA, a key partner under SPEED; NGOs and academic institutions; and other donor projects with an eye toward maximizing synergy and avoiding duplication.

Our staffing plan is illustrated in the attached organizational chart (See Appendix A).

Key Personnel: Chief of Party and Deputy Chief of Party

Sérgio Chitará will lead the core management team, manage relationships with SPEED+ partners, and liaise with USAID, providing full, objective accounts of progress at least monthly . He will also provide technical strategic leadership for SPEED+, with support from DCOP Ashok Menon, to ensure that continuous progress is made in achieving each objective. DCOP Menon will support the COP in all technical management and implementation activities, including with USAID and in supporting SPEED+ Policy Portfolio Managers, Senior Policy Advisors, Ministry-Embedded Policy Advisors, and short-term experts to facilitate reform-linked private sector investment. Both COP and DCOP will engage in communications with USAID to ensure project activities are moving forward in a timely manner. The DCOP will communicate with USAID on technical approvals to allow sufficient time for the COP to handle overall project oversight and technical issues. The COP will also provide technical oversight on all programmatic areas, with a focus on agriculture, power and biodiversity, and the DCOP will provide oversight on trade, business enabling, and water activities.

The COP will work on new strategies with high level government officials, private sector leaders and public policy leaders to achieve high impact reforms across project components. Beside the present channels for constructive dialogue, the COP will explore new channels at the President or Prime Minister's office or other relevant institutions.

The COP and DCOP will work together to maximize access to information through SPEED+ website and other communication vehicles. A monthly Business Breakfast Meeting (BBM) arrangement will support the COP efforts to communicate issues and policy proposals at high levels.

Policy Portfolio Managers and Coordinators

Five Policy Portfolio Managers (PPMs) will manage the activities under each of the four technical components, focusing on strategic technical work and relationship management and helping to guide and advance the policy agenda. The PPMs will be the day-to-day contact for their respective SPEED+ portfolio, handling specific requests from USAID as well as the COP and DCOP, developing statements of work (SOWs), contributing to reporting requirements, working with consultants and attending various meetings. The PPMs will actively manage the SPEED+ M&E plan to examine what is working and if any activities need to be changed (e.g., adjustments to a policy campaign, or recognition that a supported reform has too many entrenched interests against it and another area might be better pursued). The PPMs will be supported by 6 Policy Portfolio Coordinators charged with coordinating STTA, portfolio administration, and M&E data collection under each component. The coordinator SOWs will be developed jointly with PPMs once they are on board and PPMs will participate in the hiring process for their coordinators.

Policy Portfolio Managers

- Provide overall guidance for technical activities under a portfolio
- Develop SOWs
- Work directly with short term consultants
- Attending meetings, working group sessions, workshops, etc., for activities under a given component.
- Contribute to reporting requirements, such as quarterly and annual reports, work plans, etc.
- Develop blogs, news articles and other communications related to portfolio activities.

The PPM Managers job descriptions are detailed as follows:

Agriculture

Agriculture Policy Portfolio Manager (AgPPM) — Mr. Rui Brito

Mr. Rui Brito will manage the Agriculture component, focusing on strategic technical work and relationship management and helping to guide and advance the agriculture policy agenda. Mr. Brito will be the lead for SPEED+ activities focusing on agriculture, including efforts to support various value chains, improvement of various matrices (e.g., PODA and PINSA), support to the BAWG, addressing land-related issues, addressing investment related issues in agriculture and any other additional work plan activities that fall within the agriculture component. Specifically, the AgPPM will interact with stakeholders at various levels of MASA, MITADER, Universities, Regional and International Agriculture Bodies, and agribusiness leaders to develop need assessment sand policy dialog and reform. The AgPPM will develop concept notes on various issues affecting agriculture development based on private sector investment including: land tenure; technology access; finance (cost and access); infrastructure development; agricultural transportation; power access; markets. Mr. Brito will be supported by a Policy Portfolio Coordinator (PPC) – Agriculture charged with coordinating STTA, portfolio administration, and M&E data collection for activities under the Agriculture component.

Agriculture Policy Porfolio Coordiantoe (AgPPC) — Mrs. Hercilia Hamelia

Mrs. Hamela will provide day-to-day support to the AgPPM, Mr. Rui Brito. Mrs. Hercilia Hamela will support Mr. Brito in developing SOWs, attending meetings, working with short-term consultants and implementing activities under the Agriculture Portfolio, including supporting work plan and reporting requirements.

Business, Trade & Investment

Trade and Investment Policy Portfolio Manager (TiPPM) — Rosario Marapusse

The T&I PPM will manage activities in the Trade and Investment portfolio, including trade facilitation activities. Mr. Mapapusse will coordinate closely with the PPM BEE as business environment activities fall under the same component. Mr. Marapusse will focus on strategic technical work and relationship management and helping to guide and advance the policy agenda. The PPM T&I will focus more generally on trade and investment issues the project supports, such as work on the TIFA, or WTO and SADC issues more broadly such as the upcoming TIFA meeting and support on the Tripartite negotiations. The PPM T&I will also support work on WTO TBT and SPS issues and the AGOA strategy. In addition, Mr. Marapusse will handle all trade facilitation activities supported by SPEED+. This will include focusing specifically on implementation of the WTO TFA agreement, including meeting Category B commitments. Mr. Marapusse will also assist with setting up and running the TF National Committee, moving forward on establishment of a Trade Portal, as well as work on corridors, such as Nacala. And any investment related issue stemming from other components, e.g., electricity, water or agriculture (for instance the BAWG has identified numerous investment-related issues to address to materialize more ag-related investment) will be supported by the PPM T&I.

Business Enabling Environment Policy Portfolio Manager (BePPM) — Ms. Alina Hussein

Ms. Hussein will manage business environment activities under the Trade and Investment component, focusing on strategic technical work and relationship management and helping to guide and advance the policy agenda as it relates to the business enabling environment. As a cross-cutting position that touches on all sectors the PPM - BEE will work closely with other Policy Portfolio Managers as well as the Policy Portfolio Coordinators (PPC), who will be charged with coordinating STTA, portfolio administration, and M&E data collection activities under the Trade and Investment component. The PPM BEE will focus on working with the National Director Sululu in MICs Private Sector Support Office and moving forward recommendations contained in the EMAN II. Ms. Hussein will also be the primary focal point for activities related to supporting CTAs business reform efforts.

Trade Facilitation Policy Portfolio Manager (TfPPM) — Ms. Rosemin Faquir

At the request of USAID, and after detailed discussions on how the TF PPM would fit in the project, SPEED+ agreed with USAID and eliminated the TF PPM position. No PPM TF will be hired and instead all PPM TF tasks will be transferred to the PPM T&I, Mr. Rosario Marapusse.

Business, Trade and Investment Policy Portfolio Coordinator (BTIPPC) — TBD

SPEED+ will have one coordinator for the component, supporting both the TiPPM and BePPM. The Coordinator will provide day-to-day support to the TiPPM and BePPM. He/she will support the Portfolio Managers in developing SOWs, attending meetings, working with short-term consultants and implementing activities under the Business, Trade and Investment Portfolio, including supporting work plan and reporting requirements. SPEED+ has conducted three interviews for the position and is hopeful we can present a qualified candidate for approval to USAID soon.

Power

Power Policy Portfolio Manager (PoPPM) — Mr. Manuel Ruas

Mr. Ruas will manage the Power component, focusing on strategic technical work and relationship management and helping to guide and advance the policy agenda let by an experienced energy sector

specialist. The PPM - Power will be supported by a Policy Portfolio Coordinator (PPC) – Power charged with coordinating STTA, portfolio administration, and M&E data collection for activities under the Power component.

Power Policy Portfolio Coordinator (PoPPC) — Mr. Mathikizana Matos

Mr. Matos will provide day-to-day support to the PoPPM, Mr. Manuel Ruas. Mr. Matos will support Mr. Ruas in developing SOWs, attending meetings, working with short-term consultants and implementing activities under the Power Portfolio, including supporting work plan and reporting requirements.

Water

The Water Policy portfolio will not have a Portfolio Manager. Instead, it will be overseen by the DCOP. The Water Portfolio will have one embedded adviser to DNAAS (Ms. Claudette Lavelle), who will work as a SPEED+ specialist, providing support to DNAAS and the overall water sector as specified in the SOW for the Embedded Adviser. The Water Policy portfolio and the Embedded Adviser will be supported by a Water Policy Portfolio Coordinator (PPC) charged with coordinating STTA, portfolio administration, and M&E data collection for activities under the Water component with the DCOP.

Water Embedded Adviser – Mrs. Claudette Lavelle

Mrs. Lavelle will serve as an Embedded Adviser to the National Directorate of Water, South Area (DNAAS) at the Ministry of Public Works, Housing and Hydro Resources (HOPH). Mrs. Lavelle will support implementation of the overall SPEED+ water component, including finalizing the implementation regulations for the Decree on Private Water Suppliers, focus on mapping private water suppliers in key identified areas, implementing a pilot project in a key province to support increase of private water suppliers and help to implement a communications campaign to encourage new private water suppliers to enter into the business of providing water. She will be a SPEED+ dedicated employee, working closely with DNASS only on these objectives.

Water Policy Portfolio Coordinator (WaPPC) — Ms. Jaime Palalane

At the request of USAID, and after detailed discussions on the Water Policy Portfolio Coordinator and possible budget issues, SPEED+ agreed with USAID and eliminated the WaPPC position for the time being. If in the future it is decided a WaPPC position is needed, we can discuss with USAID and advance as necessary. No WaPPC will be hired and instead all WaPPC tasks will be transferred to the Power PPC and PPM for oversight.

Biodiversity

Biodiversity Policy Portfolio Manager (BdPPM) — TBD

The Biodiversity PPM will manage the Biodiversity component, focusing on strategic technical work and relationship management and helping to guide and advance the policy agenda. The PPM - Biodiversity will be supported by a Policy Portfolio Coordinator (PPC) – Biodiversity charged with coordinating STTA, portfolio administration, and M&E data collection for activities under the Biodiversity component. SPEED+ is actively recruiting for this position and is hopefully we will find a suitable candidate in the near future.

Biodiversity Portfolio Coordinator (BdPPC) — Ms. Vera Julien

Ms. Julien will provide day-to-day support to the BdPPM. Ms. Julien will support the BdPPM in developing SOWs, attending meetings, working with short-term consultants and implementing activities under the Biodiversity, including supporting work plan and reporting requirements.

Ministry-Embedded Policy Advisors

Our experience on SPEED demonstrated that embedding technical experts in government offices in Maputo and at the provincial level helped us provide more and better-tailored technical and capacity-building support. We will work with USAID and select ministries upon contract start-up to determine the best-suited advisors for ministries such as MOPH, MASA, MIC, MIREME, and MITADER. The decision to embed an advisor with be carefully discussed and agreed up on with USAID. Any proposed advisor will have clear reporting lines and deliverables. Placement of advisors will be done on a case by case basis. Advisors would be proposed by SPEED+ to specifically advance issues and manage technical assistance to a ministry on a clearly identified set of issues. Advisors would not be a Minister-appointed person that only responds to issues from the Minister. As discussed above, our first Embedded Adviser will be Mrs. Claudette Lavelle for implementing Water sector activities.

Short-term advisors

SPEED+ will have access to exceptionally qualified technical experts for short-term assignments to ensure a seamless transition from SPEED to SPEED+. We have contracted two short-term Senior Policy Advisors that have supported various initiatives under the predecessor project—former SPEED COP Luca Crudelli and Senior Advisor Carrie Davies—who have excellent relationships with USAID, SPEED+ staff, and our Mozambican counterparts. Dr. Crudelli will initially support activities such as the Power Sector study, as well as provide strategic advice and support on other SPEED+ activities. Ms. Davies will provide support on developing SOWs, reporting (quarterly and annual reports), work plans and other communication-related support. A key challenge of a demand-driven project such as SPEED+ is fielding technical assistance on short notice. In addition to our subcontractors, these specialized resource organizations have committed to joining DAI's SPEED+ team and will assist with specialized consulting needs with minimal notice. Five of our six resource organizations are Mozambican. We will expedite procurement of local consulting services by developing a mechanism (e.g., blanket purchase agreement) that allows local firms to be prequalified to complete work on the project without having to undergo lengthy approval processes.

Other SPEED+ Administrative Positions

Director of Finance and Operations — Phil Greiner (Proposed)

COP Chitará will be supported by an expat TBD Director of Operations and Finance who, with eight Mozambican support staff, will manage the financial and administrative aspects of SPEED+ to ensure optimal cost control and fully compliant operations. The Director of Finance and Operations will ensure that SPEED cost control challenges are not repeated during SPEED+. The Director of finance & Operations will mentor the Mozambican Finance Manager with the goal transitioning the Finance Manager to Director of Operations and Finance in Year 2. Currently, Mr. Phil Greiner is being proposed for the position.

Deputy Finance Manager (FM) — *Benjamim Nandja*

is a key member of the finance team. The FM plays a pivotal role in overseeing adherence to project's Field Operations Manual (FOM), USAID regulations, contract requirements and limitations, financial policies, procedures, controls, and reporting systems. The individual ensures compliance of all

accounting and financial reporting functions, oversees cost and general accounting, accounts receivable/payable, payroll, risk management, and partner's relationships, audit backup documentation, and directly supervise and support the project's Accountant.

Procurement and Grants Specialist — *Helder Tembe*

To manage the SPEED+ grant fund, DAI will use a specially designed grants management component in our web-based, project TAMIS. Led by a Procurement and Grants Specialist, TAMIS will track the progress of a grant from expression of interest through review, award, implementation, and close-out. Early in the project, the Director of Finance and Operations will work with the Procurement and Grants Specialist to develop a customized grants manual for SPEED+. Illustrative grant activities include design of challenges and prizes to fund solutions such as innovative ICT for community engagement to combat wildlife trafficking and illegal logging or affordable, scalable sources of renewable energy.

Procurement Officer — Sheila Amaro

Given the large volum of anticipated procurement needs related to implementation of activities, such as quotes for workshops, travel and other office-related activities, SPEED+, in agreement with USAID, decided that 1-2 Procurement Officers would be required to support Mr. Tembe and Mr. Nandja. The first Procurement Officer will be Mrs. Sheila Amaro, who also provide procurement-related support under SPEED, and who is familiar with USAID procurement guidelines.

Other Office Administrative Support

The SPEED+ project will also have the following additional administrative support functions:

- HR and Office Manager, *(TBD)*
- Accountant, *Bernardo Matine*
- IT Support Officer, *Jose Cuvelo*
- Administrative Assistant, *Deizy Benesse*
- Adminstrative Assistant for Nathan *(TBD)*
- Drivers, *Fernando Macamo and Abdul Chamussidine*

M&E Coordinator — *Clerico Constantino*

M&E under SPEED+ will be an essential decision-making tool for continuously assessing activity performance to permit adaptive management across the portfolios and to integrate crosscutting issues such as gender. The M&E Coordinator will work closely with the technical team and receive intermittent support from short-term M&E Expert Advisor Erika Dunmire, who has developed the M&E plan for SPEED+. The M&E Coordinator will also work with Gender Specialists Jenna Luche-Thayer and Gretchen Bloom. Ms. Luche-Thayer has drafted the Gender Action Plan and Strategy. The M&E Coordinator will review annual work plans for inclusion of targeted gender activities and support implementation, including support to counterparts to build institutional capacity to conduct gender analysis and advocacy strategies.

Communication Lead — *Dercio Matale*

SPEED+ will leverage social and traditional media, stakeholder engagement opportunities, publicity campaigns, and other communication strategies for issues such as protectionist agricultural and industrial policies and illegal tax collection. The Communication Lead, with support from DAI's Communications Director Steven O'Connor, will design and implement the SPEED+ communication strategy.

Internal SPEED+ and USAID Meetings Schedule

SPEED+ plans to have a regular staff meeting with all project staff once a month, where all staff members can talk about their work activities, hear about project activities, voice issues, etc. We plan to have a weekly senior management staff meeting to coordinate project activities in any given week, and managers will then be responsible to coordinating with their respective staff. USAID is welcome to attend to attend either of these meetings.

SPEED+ Senior Management will have a weekly meeting with USAID COR and Alternative COR, currently set for Thursday at 8am.

Work Schedule

SPEED+ will follow the same work schedule as USAID, with a flexi work week option whereby staff can work 9 hours from Monday – Thursday and take a half-day on Friday if work hours have been met. The office will be open from 7.30am to 6.30pm Monday to Thursday to accommodate the flexible work hour week, but will close at 12.30pm each Friday. We will follow the Mozambique National Holiday schedule.

Home office support

Project Director Christian Ellwood will be the home office backstop, providing technical support and quality assurance on all aspects of project administration. Mr. Ellwood will be assisted by a Project Associate who will serve as the administrative coordinator between DAI's automated support systems, functional offices, and home office technical staff. Additional home office support to SPEED+ will be provided by our Finance Office (program accountant), Contracts Office (contract administrator), and IT Office (IT expert for hardware/software/TAMIS installation and life-of-project support). Nathan Associates is managing a substantial portion of the technical inputs on SPEED+ and will also have a dedicated home office support staff to ensure that we are able to quickly identify and field world-class technical experts.

Information Technology as a Management Tool

Technical and Administrative Management Information System (TAMIS)

DAI's TAMIS integrates all elements of project administration into a single information system that is fully functional on the internet, allowing USAID to access project information in real time on a secure website. We will customize TAMIS for SPEED+ to incorporate all the critical elements for successful management, including M&E and grants management.

Teamwork.com

SPEED+ plans to use Teamwork.com (www.usaidspeed.teamwork.com) to help coordinate communication and implementation of work plan activities across all project components, USAID, home office and consultants. The Teamwork platform can help easily store critical project management information and share that information easily among the SPEED+ team. Teamwork will be used as a tool for regularly updating TAMIS.

SPEED+ Website

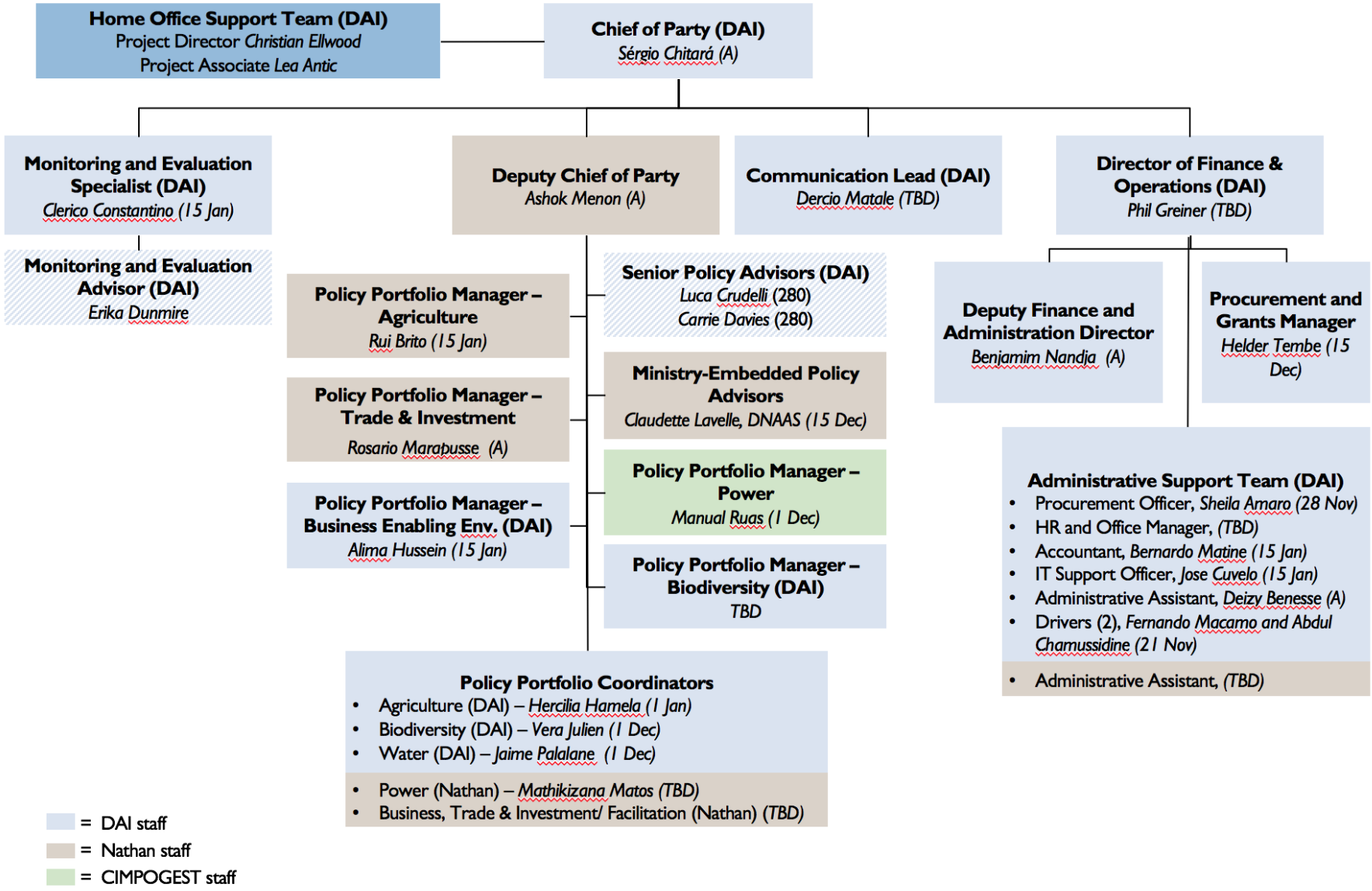
As outlined in our work and communication plans, we plan to update the SPEED website and use it as a management tool for distributing key information, such as reports, laws, and information related to

implementation of SPEED+ components. In addition, the website can be used for blogs and integration into various other SPEED+ social media platforms, such as Twitter, Facebook, etc.

Docusign

The SPEED+ team has begun using Docusign for technical approvals signed by the COR. Docusign enables all technical, travel and deliverables to be electronically signed by the USAID COR, securely stored on the Docusign user account page for easy access to approvals and an automated delivery of signed approvals in PDF format to various USAID, DAI and SPEED+ project staff to easily access and file. Currently, all approval requests to the USAID Contracting Officer (CO) are sent by email from DAIs home office directly to the USAID CO, and we will explore integrating CO approvals in Docusign over the course of the next few months.

Appendix A. Organization Chart



U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523
Tel: (202) 712-0000
Fax: (202) 216-3524
www.usaid.gov