



**USAID**  
FROM THE AMERICAN PEOPLE

Global Environmental Management Support Project (GEMS):

## THIRD SEMI-ANNUAL PROGRESS REPORT



29 March 2013 COR Review Draft

This publication was produced for review by the United States Agency for International Development (USAID). It was prepared by Mark Stoughton and Kristin Taddei of The Cadmus Group, Inc. under USAID's Global Environmental Management Support (GEMS) project.

**Cover photo:** Community meeting on the island of Zanzibar to discuss the proposed Kipange irrigation site during the Tanzania/Zanzibar Irrigation Environmental Assessment undertaken by GEMS for USAID/Tanzania. GEMS team members Karen Menczer and Ojung Longdare, and a Government of Zanzibar irrigation officer are shown speaking with local farmers. Photo: C. Hernick/The Cadmus Group, Inc. September 2012.

Global Environmental Management Support Project (GEMS)

# THIRD SEMI-ANNUAL PROGRESS REPORT

29 March 2013 **COR Review Draft**

**Prepared by:**

Mark Stoughton, Ph.D., GEMS Team Leader  
([mark.stoughton@cadmusgroup.com](mailto:mark.stoughton@cadmusgroup.com))

Kristin Taddei  
The Cadmus Group, Inc.

**Prepared under:**

The Global Environmental Management Support Project (GEMS), Award Number AID-OAA-M-11-00021. The Cadmus Group, Inc., prime contractor ([www.cadmusgroup.com](http://www.cadmusgroup.com)). Sun Mountain International, principal partner ([www.smti.org](http://www.smti.org)).



**DISCLAIMER**

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**

1.	About GEMS and This Report	1
2.	Work Accomplished, In Progress and Planned	1
3.	Difficulties Encountered/Gaps in Performance and Steps Taken	7
4.	Databases and Tracking Systems	8

**Attachments**

- A. Detailed Workplan (All Activities Budget Status Report)
- B. GEMS Factsheet
- C. GEMS Pricing and Ordering Guide

**Acronyms**

AABSR	All Activity Budget Status Report	FFP	Food for Peace
AFR	USAID Bureau for Africa	FP	Fixed Price
AFR/SD	USAID Bureau for Africa, Office of Sustainable Development	GEMS	Global Environmental Management Support
AOR	Agreement Officer's Representative	GH	USAID Bureau for Global Health
BEO	Bureau Environmental Officer	GSA	(US) General Services Administration
BPR	Environmental Procedures Best Practices Review	IEE	Initial Environmental Examination
CFR	Code of (US) Federal Regulations	IRS	Indoor Residual Spraying
CO	Contracting Officer	SMTN	Sun Mountain International
COR	Contracting Officer's Representative	LAC	USAID Bureau for Latin America and the Caribbean
CLIN	Contract Line Item Number	MAS	Multiple Award Schedule
DCHA	USAID Bureau for Democracy, Conflict, and Humanitarian Assistance	MYAP	Multi-Year Assistance Program
EA	Environmental Assessment or East Africa	ME	USAID Bureau for the Middle East
EMCB	Environmental Management Capacity-Building (Program)	OAA	USAID Office of Acquisition & Assistance
ENCAP	Environmentally Sound Design and Management Capacity Building for Partners and Programs in Africa	PEA	Programmatic Environmental Assessment
ESDM	Environmentally Sound Design & Management	REA	Regional Environmental Advisor
FAA	Foreign Assistance Act	T&M	Time and Materials
		US	United States
		USAID	United States Agency for International Development

## 1. About GEMS & This Report

### A. GEMS

GEMS is a global program implemented under a USAID Africa Bureau contract providing on-demand environmental compliance, management, and sound design support to USAID's Environmental Officers, individual agency operating units and their projects and programs.

The Africa Bureau developed GEMS collaboratively with other USAID bureaus, and the program was therefore made global in scope. Subject to available ceiling, GEMS services are available to any bureau or operating unit that elects to incrementally fund the contract.

GEMS is USAID's first multi-bureau support program in this area. It effectively replaces previous bureau-specific programs, such as the Africa Bureau's long-running ENCAP project, the Asia/Middle East Bureau's EMCB project, and the Global Health Bureau's EMCAB project. GEMS was designed with a wide scope of services including training, guidance development, Reg. 216 document development, BEO/REA backstopping, and field monitoring, among others.

GEMS was awarded in late September 2011 to The Cadmus Group, Inc. under the GSA Multiple Award Schedules (MAS) program. The award is for a one-year base period, with a one-year option period. In September 2012, GEMS was extended for its option year.

The core team includes principal partners Cadmus (prime contractor) and Sun Mountain International, who together provide the primary environmental compliance/environmentally sound design and management expertise. Other core team members are DAI, World Education, Inc. and Eurasia Environmental Associates, LLC. A number of on-call local partners may be engaged depending on the location of programmed activities.

More information about GEMS is provided in the attached GEMS *Factsheet* (Attachment B) and the GEMS *Pricing and Ordering Guide* (Attachment C).

### B. This Report

The GEMS award requires that "Semi-Annual Progress Reports" be submitted six months after the award, and every 6 months thereafter. This third six-month report is submitted in compliance with this requirement. As specified by the award, this report describes "the work accomplished and its relation to the work plan; gaps in performance, the reasons for these gaps, steps taken to address any problems; and the use of all databases and systems.

## 2. Work Accomplished, In-Progress, and Planned

The GEMS workplan consists of the bureau-by-bureau list of activities provided by the "All Activities Budget Status Report" (AABSR) of GEMS' Online Project Management Tool. The AABSR is included as Attachment A to this report.<sup>1</sup> The AABSR documents all GEMS activities in-progress and completed. This section draws on the AABSR, *highlighting* and *summarizing* the overall program of work. More information about activities, including reports, final deliverables, and evaluations of training events, are available on the GEMS Shared Electronic Workspace site, referenced in Section 4 of this report.

---

<sup>1</sup> The most current version of this report is always available via the External Reports tab of the GEMS Online Project Management Tool

This section also provides additional information not in the AABSR regarding institutional technical lead and staffing for these activities. This information is provided to better permit evaluation of the team's performance against (1) the GEMS key implementation principle of extensive use of developing-area professionals and partners; and (2) the team's commitment to near-equal utilization of Cadmus and SMTN as primary technical partners.

It is important to note that GEMS is an on-demand support mechanism, and the workplan is thus continually evolving. The process for programming and pricing GEMS activities is explained in the attached *GEMS Factsheet* (Attachment B) and *GEMS Ordering and Pricing Guide* (Attachment C).

### A. Major Activities Completed & Complete Except for Final Reporting

The table below lists major activities completed during the GEMS option year and those complete except for final reporting. Please note:

- This list is not exhaustive and does not include some smaller activities; see the AABSR (Attachment A) for a full activities listing.
- The Bureau affiliation of GEMS activities is denoted by the leading two letters of their activity number: AF=Africa Bureau; AS=Asia/Middle East Bureaus; DC=Democracy, Conflict, and Humanitarian Assistance (DCHA) Bureau; EG=Economic Growth, Education, and the Environment Bureau (E3, formerly EGAT); GH=Global Health Bureau; LA=Latin America & Caribbean Bureau; XB=Cross-Bureau.

	Activity	STTA Trips	Tech. Lead	Key Staff (nationality)
XB03b	GEMS Website (Primary Development)	---	Cadmus	J O'Grady (US); M Stoughton (US)
AF01c	South Africa BPR	South Africa	Cadmus	W Fisher (US) (w/ T Razafimahatratra, USAID/Madagascar MEO)
AF01e	West Africa Regional BPR	Sierra Leone	Cadmus	K Menczer (US)
AF01g	Guinea & Sierra Leone BPRs	Guinea, Sierra Leone	Cadmus	J Jatko (US), S Diallo (Guinea)
AF15a AF15b	Ethiopia Env. Compliance ESDM Workshops AF15a: Title II Partners AF15b: DA Partners	Adama, Ethiopia	SMTN	S Solberg (US), J Azu (Ghana), P Hall (US), S Shibruhu (Ethiopia), F Littlejohn Carillo (Mexico)
AF18b*	S. Sudan ESDM Workshops Delivery	Juba, South Sudan	Cadmus	J Kahata (Kenya), C Hernick (US)
AF22	Tanzania/Zanzibar Irrigation EA	Tanzania	Cadmus	K Menczer (US), C Hernick (US), J. Ponjoli (Tanzania), O. Longdare (Tanzania), S. Kamugisha (Tanzania), J Ishengoma (Tanzania) ), H. Blank (US)
AF26b*	Zimbabwe Env. Compliance – ESDM Training Workshop	Harare, Zimbabwe	Cadmus	R. Chekenya (Zimbabwe) P Hall (US)
AF27c	Malawi Bilateral Env Compliance-ESDM Workshop	Malawi	Cadmus	R Chekenya (Zimbabwe); F Littlejohn Carrillo (Mexico); M Nange (Cameroon)

	Activity	STTA Trips	Tech. Lead	Key Staff (nationality)
AF31	EPA Public Participation Workshop – Support to West Africa Participants*	---	Cadmus	C. Hernick (US), M Minkoff (US)
AS1*	Cairo Env. Compliance/ ESDM Regional Workshop	Cairo, Egypt	Cadmus	M. Stoughton (US), A Abul-Azm (Egypt)
DC9*	Greening Title II DFAP Consortia M&E in 2 Countries (2012)	Kampala Uganda & Niamey, Niger	SMTN	S. Solberg (US), D. Selener (Argentina), D Stone (Ireland), F. Littlejohn- Carillo (Mexico), M. Seager (US), H. Eysenbach (US)
DC10	Guatemala TOPS Workshop Support	Guatemala City, Guatemala	SMTN	H. Eysenbach (US), A. Duffy (US), J Litsinger (US), A. Khawaja (.)
EG8	MDB Project Env. Review/Leahy Letter Response Support	--	EEA	T Van Epp (US) N Lazar
GH9 GH13	Ethiopia IRS Env Compliance Field Inspection Rwanda IRS Env Compliance Field Inspection*	Ethiopia Rwanda	SMTN	J Litsinger (US)
LA16*	Mexico 118/119 Assessment	Mexico	SMTN	B. Kernan (US), J. Queiroz (Brazil), S. Solberg (US), M. Seager (US), D. Griswold (US)

\*Completed except for final reporting

### C. Major Activities in Progress

The table below lists major activities currently in active implementation. (Note that this list is not exhaustive and does not include some smaller activities and activities authorized but not yet active; please see Attachment A.)

	Activity (est. completion/delivery date)	STTA Trips	Tech. Lead	Key Staff (nationality)
XB01b	Small-Scale Guidelines “Globalization” Edit	---	Cadmus	D Pallen (Canada), C Hernick (US), M Minkoff (US), K Taddei (US)
AF12	AFR BEO/REA Backstopping	---	Cadmus	M Stoughton (US), P Hall (US), M Minkoff (US), K Taddei (US)
AF18	USAID/ South Sudan Support	Juba, South Sudan	Cadmus	W Fisher (US), J Kahata (Kenya), P Hall (US), M Minkoff (US)
AF26	Liberia RISE Roads Rehabilitation PEA	Liberia	EEA	T Van Epp (US), M Minkoff (US), G Heaner (US), G Senagah (Liberia)
AF27b	Africa Regional “MEO Workshop”	Malawi	Cadmus	R Chekenya (Zimbabwe) M Stoughton (US) S Solberg (US)
AF30	West Africa ETOA	Ghana, Liberia, Burkina Faso	DAI	S Dennison (US), J. Azu (Ghana), K. Agyemang (Ghana)
DC3d	DCHA BEO Backstopping—Option Year (Office of Transition Initiatives)	--	Cadmus	C Hernick (US); M Minkoff (US)
DC3e-f	DCHA BEO Backstopping – Option Year	---	SMTN	H. Eysenbach (US), C.

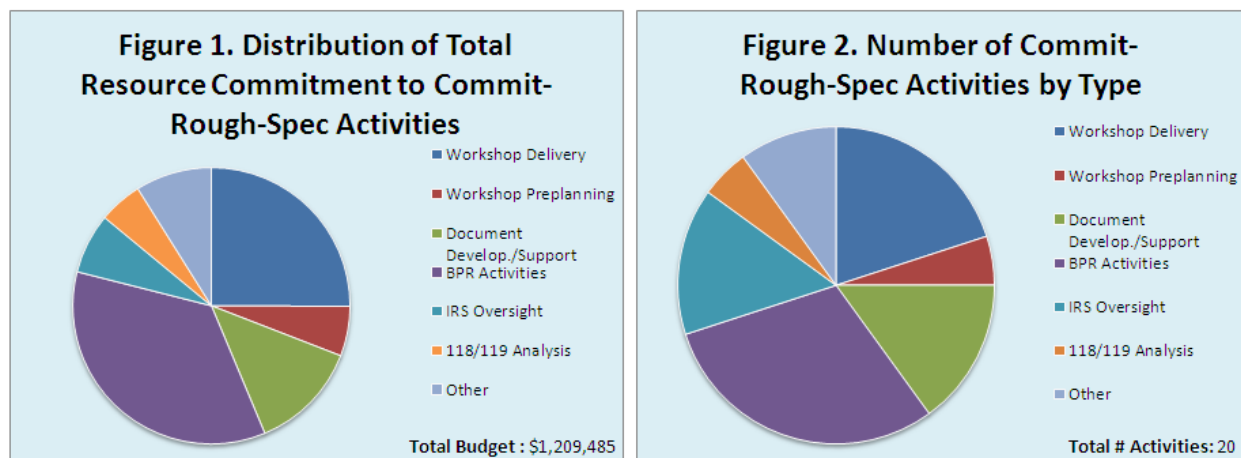


	Activity (est. completion/delivery date)	STTA Trips	Tech. Lead	Key Staff (nationality)
	(Food for Peace & American Schools & Hospitals Abroad)			Kelly (US), M Hendrickson (US), D Griswold (US), K Bennet (US), F Littlejohn-Carillo (Mexico)
DC6c	Food Commodities Fumigation PEA –Tools & Comment Finalization	--	Cadmus	M Stoughton (US); J Habib (US)
EG9	GEMS Option Year X-Bureau Database Support	---	Cloudburst	J Ploetz (US); T Mon (US)
LA03a	MonitorPLUS: Phase 1	--	SMTN	Claudia d'Andrea, S M Gomez (Ecuador)
LA15a	Global Climate Change Update – Sectoral Environmental Guidelines	---	Cadmus	D. Pallen (Canada), C. Hernick (US), B. Patel (US), K. Taddei (US), M. Minkoff (US)
LA18	Honduras Env. Compliance ESDM Workshop	Honduras	SMTN	S Solberg (US); C Ponce (Honduras); A Duffy (US)

Activities planned but not yet in implementation fall into two categories:

- “Commit—rough spec” activities are those considered sufficiently firm by the cognizant BEO/activity manager that funds and CLIN orders are reserved for the activity on the basis of an indicative budget, though a final activity specification is not yet in place. (That is, funding and CLIN commitments have been made on the basis of a rough specification.)
- Activities designated “wait” are more tentative. Usually they indicate an activity that *may* be undertaken, funds or key stakeholder availability and interest permitting. Because they are more tentative, neither funds nor CLIN orders are reserved for these activities. Activities with a “wait” status appear in *gray italics* in the AABSR (Attachment A).

As a group, the 20 activities currently designated “commit-rough spec” are the best indicator of activities to come. These activities are summarized by the following charts:



#### D. Technical Scope of Programmed Activities Compared to the Award Scope of Work

As noted, GEMS has a broad scope of work, covering most foreseeable environmental compliance/ environmentally sound design and management support tasks. Activities so far programmed (i.e. those



designated “FSA” or “commit—rough spec”) cover a significant portion of this scope, but there are some notable gaps:

- **Fixed-price CLINS corresponding to simpler environmental compliance support and capacity-building tasks have yet to be programmed.** These are the shorter (1-2 day) trainings and IEE/Reg. 216 documentation development. While GEMS is being utilized extensively in these areas, it is to date for longer, more effort-intensive or technically complex tasks. This is reflected in T&M labor utilization that is higher than originally anticipated. (See below).
- **Activities in the areas of Strategic Communications for Improved Environmental Management have yet to be programmed.**

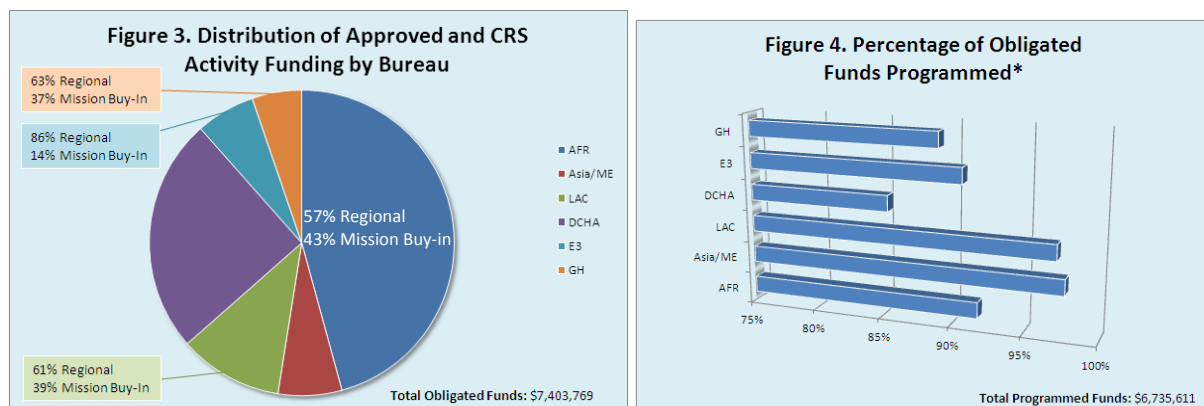
However, in the option year, GEMS is being utilized to carry out a significant number of 118/119 assessments (in Mexico, West Africa, Eastern Caribbean, and likely Vietnam. This marks a significant change from the base year, when no such assessments were commissioned under GEMS.

### E. Overall Financial Summary & Distribution of Programmed Activities by Bureau

Figure 5 at the end of this section provides the current overall financial status of GEMS. It is reproduced from the Overall Financials by Bureau and Overall Ceiling Status Reports (available in the External Reports tab of the GEMS Online Project Management Tool). In summary:

- As of mid-option year, the funds programmed (\$4.2mn) are slightly more than 50% of the option year contract ceiling of approximately \$8mn. Option year mission buy-ins to date total \$863,533 from 10 missions/operating units.
- Additional buy-ins for significant mission activities are likely. However, in absence of a no-cost extension, GEMS will as a practical matter be unable to accept buy-further buy-ins for significant activities (e.g. full EAs, 118/119 assessments) much past April or May, regardless of the remaining buy-in ceiling available. (See Section 3.)
- Of the \$7.4mn in obligated funds for both base year and option year, about 91% have been programmed. (That is, budgeted to activities with FSA or “commit-rough spec” status.)
- The uncommitted balance lies almost entirely in core bureau funding and is likely to be programmed quickly upon receipt of an anticipated no-cost CLIN ceiling adjustment that provides additional time and materials LOE for core “technical and analytical support” (CLIN group 03) activities. We have been unable to fully program these funds within available CLIN ceiling limits. (See Section 3).

Figures 3 & 4 below illustrate and document these points.



*\*Mission buy-ins are aggregated with their affiliated bureau.  
If no Bureau/Mission breakdown is reported, all funds are from the Bureau.*

**Figure 5: GEMS Global Report**

<b>OVERALL FINANCIALS BY BUREAU</b>						
Funding Source	Activity Manager Name	Obligated Amount	Budgeted	Uncommitted	Accrued	Invoiced
AFR/Juba, S. Sudan (buy-in for AF16)	Hirsch	\$395,000.00	\$212,630.81	\$182,369.19	\$100,629.77	\$68,346.83
AFR/Malawi (buy-in for AF24)	Hirsch	\$68,838.00	\$63,681.27	(\$42.75)	\$63,681.27	\$63,681.27
AFR/Mali (buy-in for AF21)	Hirsch	\$22,343.00	\$22,774.98	(\$431.98)	\$11,473.74	\$11,473.74
AFR/SD AFR Program Funds	Hirsch	\$1,929,564.00	\$1,866,166.22	\$10,775.50	\$913,108.32	\$847,299.09
AFR/Tanzania (buy-in for AF22)	Hirsch	\$358,484.00	\$365,140.88	(\$6,656.88)	\$271,642.05	\$223,842.16
AFR/Zambia (buy-in for AF14)	Hirsch	\$54,999.00	\$54,999.00	\$0.00	\$54,999.00	\$54,999.00
Ethiopia (for AF15b)	Hirsch	\$64,000.00	\$59,706.67	\$10.50	\$59,706.67	\$59,706.67
Liberia (for AF26)	Hirsch	\$227,000.00	\$227,000.00	\$0.00	\$71,807.04	\$48,935.09
MOZAMBIQUE ATB IEE	Hirsch	\$19,602.00	\$19,602.00	\$0.00	\$16,050.74	\$16,050.74
West Africa (for AF30)	Hirsch	\$181,933.00	\$181,933.00	\$0.00	\$40,953.54	\$0.00
West Africa (for AF31)	Hirsch	\$65,799.00	\$36,640.33	\$0.00	\$36,640.33	\$36,640.33
<b>AFR Total</b>		<b>\$3,387,562.00</b>	<b>\$3,110,275.16</b>	<b>\$186,023.58</b>	<b>\$1,640,692.46</b>	<b>\$1,430,974.91</b>
ASIA/SPO ANE Program Funds	Macleod	\$500,000.00	\$488,467.92	\$8,520.84	\$181,949.60	\$160,068.72
<b>Asia/ME Total</b>		<b>\$500,000.00</b>	<b>\$488,467.92</b>	<b>\$8,520.84</b>	<b>\$181,949.60</b>	<b>\$160,068.72</b>
ASHA (for DC3f)	Clesceri	\$60,000.00	\$59,912.25	\$87.75	\$0.00	\$0.00
DCHA/ASHA	Clesceri	\$50,000.00	\$49,944.00	\$56.00	\$49,944.00	\$49,944.00
DCHA/FFP DCHA Program Funds	Clesceri	\$1,510,000.00	\$1,293,103.76	\$191,101.28	\$728,761.07	\$720,343.45
DCHA/OTI	Clesceri	\$75,000.00	\$74,900.00	\$100.00	\$15,818.75	\$12,926.81
DCHA/PPM	Clesceri	\$150,000.00	\$97,539.72	\$49,670.82	\$59,095.01	\$59,095.01
<b>DCHA Total</b>		<b>\$1,845,000.00</b>	<b>\$1,575,399.73</b>	<b>\$241,015.85</b>	<b>\$853,618.84</b>	<b>\$842,309.28</b>
EGAT/ESP EGAT-ESP Program Funds	Bernhard	\$400,000.00	\$356,657.12	\$24,309.73	\$223,723.58	\$198,794.02
EGAT/PAICO (buy-in for EG8)	Bernhard	\$65,000.00	\$65,003.04	(\$3.04)	\$33,295.38	\$33,295.38
<b>E3 Total</b>		<b>\$465,000.00</b>	<b>\$421,660.15</b>	<b>\$24,306.70</b>	<b>\$257,018.95</b>	<b>\$232,089.39</b>
BURKINA FASO	Bernhard	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GH OP Biomonitoring	Bernhard	\$100,000.00	\$99,869.60	\$130.40	\$0.00	\$0.00
GH/ Senegal	Bernhard	\$30,000.00	\$30,018.05	(\$18.05)	\$0.00	\$0.00
GH/HIDN GH-HN Program Funds	Bernhard	\$145,000.00	\$109,435.07	\$26,302.76	\$97,448.71	\$97,448.71
GH/Rwanda	Bernhard	\$30,000.00	\$29,965.75	\$34.25	\$28,282.15	\$28,282.15
GH/Rwanda (2)	Bernhard	\$30,000.00	\$30,018.05	(\$18.05)	\$0.00	\$0.00
GH/Zimbabwe	Bernhard	\$25,000.00	\$25,016.50	(\$16.50)	\$0.00	\$0.00
Mali-GH	Bernhard	\$30,000.00	\$22,901.51	\$564.75	\$22,901.51	\$22,901.51
<b>GH Total</b>		<b>\$390,000.00</b>	<b>\$347,224.53</b>	<b>\$26,979.56</b>	<b>\$148,632.37</b>	<b>\$148,632.37</b>
Haiti	Bullen	\$140,000.00	\$139,207.42	\$821.00	\$87,249.42	\$87,249.42
Jamaica	Bullen	\$59,955.36	\$59,955.48	\$0.00	\$59,955.48	\$59,955.48
LAC GCC Component of SSG	Bullen	\$50,288.00	\$50,287.50	\$0.50	\$559.88	\$0.00
LAC Monitor Activity	Bullen	\$55,000.00	\$55,094.95	(\$94.95)	\$0.00	\$0.00
LAC/RSD LAC Program Funds	Bullen	\$395,000.00	\$372,444.59	\$21,174.87	\$266,553.13	\$266,553.13
Mexico 118/119 LA16 Buy-in	Bullen	\$115,964.00	\$115,594.00	\$370.00	\$40,953.54	\$20,476.46
<b>LAC Total</b>		<b>\$816,207.36</b>	<b>\$792,583.93</b>	<b>\$22,271.42</b>	<b>\$455,271.44</b>	<b>\$434,234.49</b>
<b>Grand Total</b>		<b>\$7,403,769.36</b>	<b>\$6,735,611.42</b>	<b>\$509,117.95</b>	<b>\$3,537,183.66</b>	<b>\$3,248,309.16</b>
<b>OVERALL CEILING STATUS REPORT: BASE YEAR</b>						
Billing Type	Ceiling	Total Programmed	Available	Accrued	Invoiced	
FP - Fixed Price	\$3,162,170.00	\$984,551.06	\$2,177,618.94	\$913,200.06	\$913,200.06	
OOT - Reimbursable Cost	\$1,495,701.00	\$362,275.92	\$1,133,425.08	\$307,899.91	\$307,899.91	
T&M - Time and Materials	\$3,104,050.00	\$1,346,695.89	\$1,757,354.11	\$1,195,949.59	\$1,195,949.59	
<b>Base Year Total</b>	<b>\$7,761,921.00</b>	<b>\$2,693,522.87</b>	<b>\$5,068,398.13</b>	<b>\$2,417,049.56</b>	<b>\$2,417,049.56</b>	
<b>OVERALL CEILING STATUS REPORT: OPTION YEAR</b>						
Billing Type	Ceiling	Total Programmed	Available	Accrued	Invoiced	
FP - Fixed Price	\$3,065,573.00	\$1,337,628.00	\$1,727,945.00	\$454,609.08	\$329,858.46	
OOT - Reimbursable Cost	\$1,506,352.00	\$783,097.56	\$723,254.44	\$196,039.28	\$156,285.21	
T&M - Time and Materials	\$3,420,110.00	\$2,080,402.98	\$1,339,707.02	\$469,485.73	\$345,115.92	
<b>Year Total</b>	<b>\$7,992,035.00</b>	<b>\$4,201,128.54</b>	<b>\$3,790,906.46</b>	<b>\$1,120,134.09</b>	<b>\$831,259.59</b>	

**Note:** Invoiced amount are through end January 2013. Accruals are through end February 2013, the latest available as of the date of this report. Negative uncommitted balances are an artifact of conversion of CLINS budgeted in the base year to option year rates and will be corrected when invoicing is closed.

### 3. Difficulties Encountered/Gaps in Performance & Steps Taken

BEO feedback at the GEMS 6, 12 and 18-month meetings, participant workshop evaluations, and feedback received by GEMS on technical tasks have all been strongly positive. As documented in Section 2, GEMS is in the middle of full implementation of a highly diverse workplan.

#### A. Renewed Challenge: CLIN Ceiling Limits

As described in detail in the first GEMS 6-month report, the USAID-driven ordering patterns under GEMS diverged early and significantly from those assumed by the GEMS award: T&M work was heavier than anticipated and fixed-price work lighter, there was higher demand on senior-level time than anticipated, and travel/material/logistics costs were higher than anticipated.

The result was that by early February 2012 several CLIN ceiling limits became binding: GEMS was not able to accept new tasks that required senior-level T&M for training or environmental review. And it was clear that GEMS would be soon unable to accept new tasks that requiring travel. These constraints would have significantly diminished the ability of GEMS to achieve its mission by providing flexible, on-demand environmental compliance/sound design and management support to USAID.

Cadmus had appraised the COR in November 2011 of this situation likely developing, and kept him appraised as the workplan developed further and this ordering pattern continued. The COR took up the matter with the CO, who issued a cost-neutral CLIN ceiling adjustment on 14 March 2012. The adjustment reallocated ceiling from fixed-cost to T&M CLINS and 00T (travel and logistics), consistent with ordering patterns to date.

As anticipated, it appeared clear during summer 2012 that this ordering pattern was extending to the GEMS option year. GEMS again approached the COR, with the eventual resolution that a nearly identical cost-neutral adjustment for option year CLINS was issued as part of award modification that extended GEMS for the option year.

Despite expectations that this would resolve the issue for the duration of the option year, it became clear in early January 2013 that demand in the CLIN03 area was in fact even higher than the base year, driven by BEO backstopping activities, 118/119 assessments, and major EAs. Cadmus alerted the COR that a cost-neutral GEMS CLIN ceilings adjustment would again be required to accommodate the pattern of demand. At COR request, Cadmus transmitted proposed revised ceilings on 30 January, and a revised request on 14 March.

OAA reports that a no-cost contract modification putting the revised CLIN ceilings in place is in process. This modification is needed if GEMS is to implement numerous mission support activities in pipeline, provide requested levels of BEO backstopping support, and fully program core Bureau funds already obligated.

#### B. Full Programming of Obligated Funds and Completion of Programmed Tasks by the End of the Period of Performance; Uncertainty Regarding No-Cost Extension.

As noted above, GEMS is unable to fully program existing core Bureau funds until and unless a no-cost adjustment to CLIN ceilings is issued. Assuming that such a modification is issued in the near future, GEMS will need to sustain a substantially higher pace of implementation than was sustained over the base year to complete all programmed activities within the period of performance—which until and unless a no-cost extension is issued, will end 25 Sept 2013.

At the end of the GEMS base year, the COR requested Cadmus' management plan/strategy to address this challenge, noting inter alia, the stresses likely to be placed on home office senior management capacity. Cadmus submitted this plan on 5 October, and is implementing it in full. Its core elements are as follows:

- Assuring full programming of core Bureau funds with adequate planning horizon.
- Substantial delegation by the Team Leader of basic administrative work to supporting members of the home office team.
- Utilization of Patrick Hall as a de facto deputy team leader.
- With a few rare exceptions, restriction of Team Leader technical involvement to design input, ad-hoc consultation, and QA/QC review.
- Substantially devolved technical management + detailed design responsibility for medium & large tasks to Patrick Hall, Charles Hernick and Wes Fisher.
- Adding one further Cadmus home office staff member to provide both technical contributions and task management support.
- Additional use of core GEMS institutional partners to fully manage and implement medium & large tasks.

While GEMS is necessarily planning for a contract end date of 25 Sept 2013, currently mooted mission buy-ins for significant activities will require a definitive determination by USAID in the near future as to whether a no-cost extension will be issued.

## 4. Databases and Data Systems

GEMS is currently engaged in maintaining and/or developing six databases/data systems:

1. **GEMS Shared Electronic Workspace.** <http://afr-sd.sharepoint.afr-sd.org/gems/default.aspx>. This sharepoint site, hosted on an AFR/SD server, serves as a deliverables archive and, as needed, collaboration space.
2. **On-line GEMS project management tool.** Development and maintenance of this tool is mandated by the GEMS award; the tool maintains the GEMS workplan and tracks budgeted, accrued, and invoiced amounts for all activities. On this basis, it tracks the remaining balance of each funding source (stream) in the contract, and available CLIN and dollar ceilings. The tool is resident on the cloud-based salesforce.com platform (login screen <https://login.salesforce.com/>). The tool went live on 2 August 2012; all BEOs participating in GEMS have access.
3. **Google “DCHA Environmental Compliance Management Site”** which exists to store and manage the DCHA BEO's Reg 216 Documentation Queue. This site, within the USAID Google sites “space” was developed under the DC3 DCHA BEO Backstopping Activity.
4. **AFR Pending Environmental Compliance Actions Tracker.** <http://encap.sharepoint.afr-sd.org/envofficers/Lists/Environmental%20Compliance%20Actions/usaid-w.aspx>. This sharepoint site, hosted on an AFR/SD server, serves as a tracker for Africa Bureau Reg. 216 environmental compliance documentation submitted to the Africa BEO for clearance.
5. **GEMS website.** The GEMS website was approved by the COR on 24 April 2012, with a placeholder homepage at [www.usaidgems.org](http://www.usaidgems.org) being in place since March 2012. The site was substantively complete at the end of November 2012. The site went live upon final USAID approval on 27 March 2013. .
6. **USAID Environmental Compliance Database.** <http://gemini.info.usaid.gov/egat/envcomp/>. As of 1 April 2012, maintenance and further development of USAID's cross-bureau database of cleared 22 CFR

216 documentation transitioned to GEMS. The technical lead for this activity is The Cloudburst Group, which developed and previously maintained the database as a subcontractor to International Resources Group under an EPIQ II Task Order.

## **Attachment A: All Activities Budget Status Report**

(Note that due to approved flexibility in activity specifications, accrued/invoiced amounts may exceed nominal budgeted values in certain instances.)

## **Attachment B: GEMS Factsheet**

## **Attachment C: GEMS Pricing and Ordering Guide**

# GEMS Activity Budget Status Report

## Activities For Specific Bureaus

Africa	Inv. Completed: No	AF01 2 TBD BPRs for AFR missions	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$20,000.00			\$20,000.00
			04C (CY-01): Env. Procs BPR	\$70,004.00			\$70,004.00
			04H (CY-01): MID Analyst	\$1,834.00			\$1,834.00
			04I (CY-01): SNR Analyst	\$2,668.00			\$2,668.00
		<b>Totals:</b>		\$94,506.00			\$94,506.00
		AF01f Mali BPR	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$11,367.00			\$11,367.00
			04C (CY-01): Env. Procs BPR	\$35,002.00			\$35,002.00
			04H (CY-01): MID Analyst	\$13,755.00			\$13,755.00
			04I (CY-01): SNR Analyst	\$6,670.00			\$6,670.00
		<b>Totals:</b>		\$66,794.00			\$66,794.00
		AF01g Guinea & Sierra Leone BPRs	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$18,204.00	\$4,962.95	\$4,167.55	\$18,204.00
			04C (CY-01): Env. Procs BPR	\$70,004.00	\$35,002.00	\$35,002.00	\$70,004.00
			04H (CY-01): MID Analyst	\$1,834.00			\$1,834.00
			04I (CY-01): SNR Analyst	\$5,336.00	\$4,002.00		\$5,336.00
		<b>Totals:</b>		\$95,378.00	\$43,966.95	\$39,169.55	\$95,378.00
		AF01h AFR/SD BPR	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			04C (CY-01): Env. Procs BPR	\$35,002.00			\$35,002.00
			04I (CY-01): SNR Analyst	\$12,006.00			\$12,006.00



Africa	Inv. Completed: No	<b>Totals:</b>		\$47,008.00			\$47,008.00
		AF01i Benin BPR	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$10,000.00			\$10,000.00
			04C (CY-01): Env. Procs BPR	\$35,002.00			\$35,002.00
			04H (CY-01): MID Analyst	\$917.00			\$917.00
			04I (CY-01): SNR Analyst	\$1,334.00			\$1,334.00
		<b>Totals:</b>		\$47,253.00			\$47,253.00
		AF05b Ethiopia Preplanning	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$5,694.00			\$5,694.00
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
			02H: MID Train Analyst/Facil.	\$5,824.00			\$5,824.00
		<b>Totals:</b>		\$24,926.00	\$13,408.00	\$13,408.00	\$24,926.00
		AF07 EA Guidance	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$2,739.00	\$273.86	\$273.86	\$2,739.00
			03G (CY-01): JNR Analyst	\$2,982.38			\$2,982.38
			03G: JNR Analyst	\$609.00	\$609.00	\$609.00	\$609.00
			03H (CY-01): MID Analyst	\$2,036.00			\$2,036.00
			03I (CY-01): SNR Analyst	\$14,276.81			\$14,276.81
			03I: SNR Analyst	\$14,988.25	\$14,988.25	\$14,988.25	\$14,988.25
		<b>Totals:</b>		\$37,631.44	\$15,871.11	\$15,871.11	\$37,631.44
		AF08 RALF Update	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G: JNR Analyst	\$1,392.00			\$1,392.00
			03I: SNR Analyst	\$2,872.00			\$2,872.00
		<b>Totals:</b>		\$4,264.00			\$4,264.00



Africa	Inv. Completed: No	AF12 AFR BEO/REA Backstopping	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03A: Level 1 Env. Review	\$2,418.00			\$2,418.00
			03B: Level 2 Env. Review	\$8,124.00			\$8,124.00
			03C: Level 3 Env. Review	\$16,245.00			\$16,245.00
			03G (CY-01): JNR Analyst	\$30,004.14	\$5,467.69	\$5,015.81	\$30,004.14
			03G: JNR Analyst	\$9,396.35	\$9,396.35	\$9,396.35	\$9,396.35
			03H (CY-01): MID Analyst	\$31,366.62	\$8,716.63	\$4,135.63	\$31,366.62
			03H: MID Analyst	\$5,079.05	\$5,079.05	\$5,079.05	\$5,079.05
			03I (CY-01): SNR Analyst	\$32,099.50	\$5,318.81	\$3,545.88	\$32,099.50
			03I: SNR Analyst	\$20,822.00	\$20,822.00	\$20,822.00	\$20,822.00
		<b>Totals:</b>		\$155,554.65	\$54,800.53	\$47,994.71	\$155,554.65
		AF13 Africa EA & M Capacity-Building Support [Wait]	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$80,000.00			\$80,000.00
			03G: JNR Analyst	\$1,392.00			\$1,392.00
			03I: SNR Analyst	\$21,540.00			\$21,540.00
		<b>Totals:</b>		\$102,932.00			\$102,932.00*
		AF16 USAID/South Sudan FARM PERSUAP Update	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$5,369.00	\$2,086.96	\$2,086.96	\$5,369.00
			03G: JNR Analyst	\$696.00	\$1,087.50	\$1,087.50	\$696.00
			03H: MID Analyst	\$20,559.00	\$19,580.00	\$19,580.00	\$20,559.00
			03I: SNR Analyst	\$10,052.00	\$7,539.00	\$7,539.00	\$10,052.00
		<b>Totals:</b>		\$36,676.00	\$30,293.46	\$30,293.46	\$36,676.00
		AF17 AFR Pesticide Support	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G (CY-01): JNR Analyst	\$14,460.00			\$14,460.00
			03H (CY-01): MID Analyst	\$35,630.00			\$35,630.00

Africa	Inv. Completed: No	AF17 AFR Pesticide Support	03I (CY-01): SNR Analyst	\$50,762.00	\$1,959.56		\$50,762.00
		<b>Totals:</b>		\$100,852.00	\$1,959.56		\$100,852.00
		AF18 USAID/Sudan support	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$20,218.00	\$2,612.95	\$2,612.95	\$20,218.00
			03G (CY-01): JNR Analyst	\$3,524.63	\$903.75	\$632.63	\$3,524.63
			03G: JNR Analyst	\$87.00	\$87.00	\$87.00	\$87.00
			03H (CY-01): MID Analyst	\$14,252.00	\$2,036.00		\$14,252.00
			03I (CY-01): SNR Analyst	\$30,886.44	\$5,038.88	\$4,199.06	\$30,886.44
			03I: SNR Analyst	\$6,192.75	\$6,192.75	\$6,192.75	\$6,192.75
			04H (CY-01): MID Analyst	\$18,340.00			\$18,340.00
			04I (CY-01): SNR Analyst	\$14,007.00	\$3,001.50	\$3,001.50	\$14,007.00
		<b>Totals:</b>		\$107,507.81	\$19,872.83	\$16,725.89	\$107,507.81
		AF18a S. Sudan ESDM/SUAP Training Preplan	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$9,431.00	\$6,253.56	\$6,253.56	\$9,431.00
			02F (CY-01): Preplanning 3-5 Day Training	\$13,810.00	\$13,810.00	\$13,810.00	\$13,810.00
			02H (CY-01): MID Training Analyst/Facilitator	\$1,732.00	\$1,732.00	\$1,732.00	\$1,732.00
		<b>Totals:</b>		\$24,973.00	\$21,795.56	\$21,795.56	\$24,973.00
		AF18b S. Sudan ESDM Wkshps Delivery	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$24,246.00	\$5,655.38	\$3,172.38	\$24,246.00
			02A (CY-01): 1-Day Training	\$21,150.00	\$21,150.00	\$10,575.00	\$21,150.00
			02C (CY-01): 3- Day Training	\$29,558.00	\$29,558.00	\$14,779.00	\$29,558.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$0.00			\$0.00

Africa	Inv. Completed: No	AF18b S. Sudan ESDM Wkshps Delivery	02H (CY-01): MID Training Analyst/Facilitator	\$5,196.00	\$2,598.00	\$1,299.00	\$5,196.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$0.00			\$0.00
		<b>Totals:</b>		\$80,150.00	\$58,961.38	\$29,825.38	\$80,150.00
		AF19 ENCAP Website Content Import & New AFR Content Develo to GEMS Website	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			04G (CY-01): JNR Analyst	\$33,319.81	\$14,647.50	\$13,345.50	\$33,319.81
			04G: JNR Analyst	\$5,519.76	\$5,519.76	\$5,519.76	\$5,519.76
			04H (CY-01): MID Analyst	\$4,585.00			\$4,585.00
			04I (CY-01): SNR Analyst	\$13,340.00	\$7,357.00	\$2,688.00	\$13,340.00
		<b>Totals:</b>		\$56,764.56	\$27,524.25	\$21,553.25	\$56,764.56
		AF20 USAID/Mozambiqu e ATB Portfolio IEE	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G: JNR Analyst	\$1,392.00	\$87.00	\$87.00	\$1,392.00
			03H: MID Analyst	\$11,748.00	\$11,385.77	\$11,385.77	\$11,748.00
			03I: SNR Analyst	\$6,462.00	\$4,577.97	\$4,577.97	\$6,462.00
		<b>Totals:</b>		\$19,602.00	\$16,050.74	\$16,050.74	\$19,602.00
		AF21 Mali IEE Support +EMMP review	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G (CY-01): JNR Analyst	\$587.44			\$587.44
			03G: JNR Analyst	\$826.50	\$826.50	\$826.50	\$826.50
			03H (CY-01): MID Analyst	\$7,634.49			\$7,634.49
			03H: MID Analyst	\$9,300.99	\$9,300.99	\$9,300.99	\$9,300.99
			03I (CY-01): SNR Analyst	\$3,079.31			\$3,079.31
			03I: SNR Analyst	\$1,346.25	\$1,346.25	\$1,346.25	\$1,346.25
		<b>Totals:</b>		\$22,774.98	\$11,473.74	\$11,473.74	\$22,774.98
		AF22 Tanzania/Zanzibar Irrigation EIA	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$80,384.94	\$44,441.68	\$41,762.91	\$80,384.94
			00T: Travel, Transport & Per Diem	\$8,761.06	\$8,761.06	\$8,761.06	\$8,761.06

Africa	Inv. Completed: No	AF22 Tanzania/Zanzibar Irrigation EIA	03E: EA Scop.-Sig. Pub. Consult.	\$63,492.00	\$63,492.00	\$63,492.00	\$63,492.00
			03G (CY-01): JNR Analyst	\$28,106.63	\$25,937.63	\$24,582.00	\$28,106.63
			03G: JNR Analyst	\$87.00	\$87.00	\$87.00	\$87.00
			03H (CY-01): MID Analyst	\$149,646.00	\$119,360.50	\$75,968.25	\$149,646.00
			03H: MID Analyst	\$7,832.00	\$7,832.00	\$7,832.00	\$7,832.00
			03I (CY-01): SNR Analyst	\$25,754.25	\$653.19	\$279.94	\$25,754.25
			03I: SNR Analyst	\$1,077.00	\$1,077.00	\$1,077.00	\$1,077.00
		<b>Totals:</b>		\$365,140.88	\$271,642.05	\$223,842.16	\$365,140.88
		AF25a Uganda Reg. 216 Wkshp Preplan	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$3,841.00	\$2,999.41	\$2,999.41	\$3,841.00
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
		<b>Totals:</b>		\$17,249.00	\$16,407.41	\$16,407.41	\$17,249.00
		AF26 Liberia RISE Roads Rehab PEA	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$16,862.65	\$16,862.65	\$16,862.65	\$16,862.65
			00T (CY-01): Travel, Transport, and Per Diem	\$47,713.00	\$13,931.79	\$513.09	\$47,713.00
			03E (CY-01): EA Scoping - Significant Pub. Consult.	\$32,698.00	\$32,698.00	\$32,698.00	\$32,698.00
			03G (CY-01): JNR Analyst	\$35,427.00	\$4,970.63	\$2,982.38	\$35,427.00
			03H (CY-01): MID Analyst	\$15,270.00			\$15,270.00
			03H (CY-01): MID Analyst	\$15,270.00	\$5,090.00	\$5,090.00	\$15,270.00
			03I (CY-01): SNR Analyst	\$80,622.00	\$15,116.63	\$7,651.63	\$80,622.00
		<b>Totals:</b>		\$243,862.65	\$88,669.69	\$65,797.74	\$243,862.65
		AF26b Zimbabwe Env. Compliance ESDM Workshop	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$15,697.00	\$816.00		\$15,697.00
			02D (CY-01): 4-5 Day Training	\$37,966.00	\$37,966.00	\$18,983.00	\$37,966.00

Africa	Inv. Completed: No	AF26b Zimbabwe Env. Compliance ESDM Workshop	02G (CY-01): JNR Training Analyst/Facilitator	\$3,690.00			\$3,690.00
			02H (CY-01): MID Training Analyst/Facilitator	\$0.00	\$7,794.00		\$0.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$3,807.00			\$3,807.00
			<b>Totals:</b>	\$61,160.00	\$46,576.00	\$18,983.00	\$61,160.00
		AF27a AFR Regional & USAID/Malawi Env. Comp./ESDM Training Wkshps PrePlan	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$7,481.00	\$8,364.20		\$7,481.00
			02F (CY-01): Preplanning 3-5 Day Training	\$13,810.00	\$13,810.00	\$13,810.00	\$13,810.00
			02H (CY-01): MID Training Analyst/Facilitator	\$1,732.00	\$1,732.00		\$1,732.00
			<b>Totals:</b>	\$23,023.00	\$23,906.20	\$13,810.00	\$23,023.00
		AF27b AFR Regional Env. Comp./ESDM Wkshp (Malawi)	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$34,253.00			\$34,253.00
			02D (CY-01): 4-5 Day Training	\$37,966.00			\$37,966.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$1,230.00			\$1,230.00
			02H (CY-01): MID Training Analyst/Facilitator	\$5,629.00			\$5,629.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$2,538.00			\$2,538.00
			<b>Totals:</b>	\$81,616.00			\$81,616.00
		AF27c Africa USAID/Malawi Bilateral IPs Wkshp	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$20,394.00			\$20,394.00
			02D (CY-01): 4-5 Day Training	\$37,966.00			\$37,966.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$8,610.00			\$8,610.00

Africa	Inv. Completed: No	AF27c Africa USAID/Malawi Bilateral IPs Wkshp	02H (CY-01): MID Training Analyst/Facilitator	\$3,464.00			\$3,464.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$0.00			\$0.00
		<b>Totals:</b>		\$70,434.00			\$70,434.00
		AF29 Workshop Preplanning (General)	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$24,000.00			\$24,000.00
			02F (CY-01): Preplanning 3-5 Day Training	\$41,430.00			\$41,430.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$1,230.00			\$1,230.00
			02H (CY-01): MID Training Analyst/Facilitator	\$3,464.00			\$3,464.00
		<b>Totals:</b>		\$70,124.00			\$70,124.00
		AF30 W. Africa ETOA	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$53,315.00			\$53,315.00
			03F (CY-01): FAA 118/119 Analyses	\$61,430.00	\$40,953.54		\$61,430.00
			03H (CY-01): MID Analyst	\$67,188.00			\$67,188.00
		<b>Totals:</b>		\$181,933.00	\$40,953.54		\$181,933.00
		AF32 CLEAA Meeting Participation and PD Fellows Program Planning	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$6,673.00	\$1,891.06	\$706.06	\$6,673.00
			03G (CY-01): JNR Analyst	\$2,169.00			\$2,169.00
			03H (CY-01): MID Analyst	\$0.00			\$0.00
			03I (CY-01): SNR Analyst	\$7,465.00	\$7,838.25	\$6,345.25	\$7,465.00
		<b>Totals:</b>		\$16,307.00	\$9,729.31	\$7,051.31	\$16,307.00
		AF33 USAID/Malawi Portfolio IEE Development	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$0.00			\$0.00

Africa	Inv. Completed: No	AF33 USAID/Malawi Portfolio IEE Development	03C (CY-01): Level 3 Env. Review	\$11,154.00			\$11,154.00
			03G (CY-01): JNR Analyst	\$0.00			\$0.00
			03H (CY-01): MID Analyst	\$10,180.00			\$10,180.00
			03I (CY-01): SNR Analyst	\$2,986.00			\$2,986.00
		Totals:		\$24,320.00			\$24,320.00
			Total Amount: Incomplete/Not Invoiced				\$2,177,784.97
	Inv. Completed: Yes	AF01a Madagascar BPR	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$9,539.00	\$6,086.07	\$6,086.07	\$6,086.07
			04C: Env. Procs. BPR	\$33,983.00	\$33,983.00	\$33,983.00	\$33,983.00
			04H: MID Analyst	\$2,643.00	\$2,643.00	\$2,643.00	\$2,643.00
		Totals:		\$46,165.00	\$42,712.07	\$42,712.07	\$42,712.07
		AF01b Namibia BPR	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$8,420.00	\$7,619.50	\$7,619.50	\$7,619.50
			04C: Env. Procs. BPR	\$33,983.00	\$33,983.00	\$33,983.00	\$33,983.00
			04I: SNR Analyst	\$3,230.00	\$5,168.00	\$5,168.00	\$5,168.00
		Totals:		\$45,633.00	\$46,770.50	\$46,770.50	\$46,770.50
		AF01c S Africa BPR	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$16,643.00	\$17,897.04	\$17,897.04	\$17,897.04
			04C: Env. Procs. BPR	\$33,983.00	\$33,983.00	\$33,983.00	\$33,983.00
			04I: SNR Analyst	\$16,796.00	\$16,796.00	\$16,796.00	\$16,796.00
		Totals:		\$67,422.00	\$68,676.04	\$68,676.04	\$68,676.04
		AF01d East Africa BPR	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$2,253.00	\$1,603.59	\$1,603.59	\$1,603.59
			04C: Env. Procs. BPR	\$33,983.00	\$33,983.00	\$33,983.00	\$33,983.00



Africa	Inv. Completed: Yes	AF01d East Africa BPR	04H: MID Analyst	\$881.00	\$881.00	\$881.00	\$881.00
		<b>Totals:</b>		\$37,117.00	\$36,467.59	\$36,467.59	\$36,467.59
		AF01e West Africa BPR	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$15,316.00	\$7,953.74	\$7,953.74	\$7,953.74
			04C: Env. Procs. BPR	\$33,983.00	\$33,983.00	\$33,983.00	\$33,983.00
			04H: MID Analyst	\$7,929.00	\$1,762.00	\$1,762.00	\$1,762.00
		<b>Totals:</b>		\$57,228.00	\$43,698.74	\$43,698.74	\$43,698.74
		AF02 Preplanning -- Ghana Workshops	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$7,153.00	\$5,851.62	\$5,851.62	\$5,851.62
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
			02H: MID Train Analyst/Facil.	\$3,328.00	\$3,328.00	\$3,328.00	\$3,328.00
		<b>Totals:</b>		\$23,889.00	\$22,587.62	\$22,587.62	\$22,587.62
		AF03 AFR Regional USAID Staff Env Compliance/ESDM Workshop--Ghana	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$30,718.00	\$24,943.48	\$24,943.48	\$24,943.48
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02G: JNR Train Analyst/Facil.	\$1,773.00			
			02H: MID Train Analyst/Facil.	\$18,304.00	\$5,824.00	\$5,824.00	\$5,824.00
		AF04 Ghana Staff and Partners Env Compliance/ESDM workshop	02I: SNR Train Analyst/Facil.	\$10,980.00	\$19,520.00	\$19,520.00	\$19,520.00
			<b>Totals:</b>	\$98,635.00	\$87,147.48	\$87,147.48	\$87,147.48
			<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$27,067.00	\$18,142.70	\$18,142.70	\$18,142.70
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02H: MID Train Analyst/Facil.	\$8,320.00	\$832.00	\$832.00	\$832.00
			02I: SNR Train Analyst/Facil.		\$2,440.00	\$2,440.00	\$2,440.00

Africa	Inv. Completed: Yes	<b>Totals:</b>		\$72,247.00	\$58,274.70	\$58,274.70	\$58,274.70
		AF05a Pre-planning for USAID/Zambia Staff and Partners Env Compliance ? ESDM Workshop	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$6,507.00	\$5,401.13	\$5,401.13	\$5,401.13
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
			02H: MID Train Analyst/Facil.	\$1,664.00	\$1,664.00	\$1,664.00	\$1,664.00
		<b>Totals:</b>		\$21,579.00	\$20,473.13	\$20,473.13	\$20,473.13
		AF14 USAID/Zambia Env Compliance-ESDM Workshp	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$5,394.00	\$4,352.03	\$4,352.03	\$4,352.03
			00T: Travel, Transport & Per Diem	\$11,483.00	\$11,483.00	\$11,483.00	\$11,483.00
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02H: MID Train Analyst/Facil.	\$6,656.00	\$6,656.00	\$6,656.00	\$6,656.00
		<b>Totals:</b>		\$60,393.00	\$59,351.03	\$59,351.03	\$59,351.03
		AF15b USAID/Ethiopia DA Env Compliance- ESDM Workshp	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$14,580.00	\$14,961.17	\$14,961.17	\$14,961.17
			02D (CY-01): 4-5 Day Training	\$37,966.00	\$37,966.00	\$37,966.00	\$37,966.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$3,075.00	\$1,845.00	\$1,845.00	\$1,845.00
			02H (CY-01): MID Training Analyst/Facilitator	\$5,196.00	\$3,031.00	\$3,031.00	\$3,031.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$3,172.50	\$1,903.50	\$1,903.50	\$1,903.50
		<b>Totals:</b>		\$63,989.50	\$59,706.67	\$59,706.67	\$59,706.67
		AF24 Malawi PERSUAP	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$14,232.00	\$10,696.77	\$10,696.77	\$10,696.77
			03G: JNR Analyst	\$2,784.00			

Africa	Inv. Completed: Yes	AF24 Malawi PERSUAP	03H: MID Analyst	\$48,950.00	\$48,950.00	\$48,950.00	\$48,950.00
			03I (CY-01): SNR Analyst	\$1,119.75	\$2,239.50	\$2,239.50	\$2,239.50
			03I: SNR Analyst	\$1,795.00	\$1,795.00	\$1,795.00	\$1,795.00
			<b>Totals:</b>	\$68,880.75	\$63,681.27	\$63,681.27	\$63,681.27
		AF26a Zimbabwe Env. Compliance/ESDM Training Wkshp - PREPLAN	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$4,313.00	\$5,591.00		
			02F (CY-01): Preplanning 3-5 Day Training	\$13,810.00	\$13,810.00	\$13,810.00	\$13,810.00
			02H (CY-01): MID Training Analyst/Facilitator	\$866.00			
			<b>Totals:</b>	\$18,989.00	\$19,401.00	\$13,810.00	\$13,810.00
		AF28 GEMS Workshop Harmonization	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$4,843.00	\$3,720.73	\$3,720.73	\$3,720.73
			02G (CY-01): JNR Training Analyst/Facilitator	\$1,845.00			
			02H (CY-01): MID Training Analyst/Facilitator	\$17,320.00	\$14,559.63	\$14,559.63	\$14,559.63
			02I (CY-01): SNR Training Analyst/ Facilitator	\$2,538.00	\$634.50	\$317.25	\$317.25
			<b>Totals:</b>	\$26,546.00	\$18,914.86	\$18,597.61	\$18,597.61
		AF31 EPA Public Participation Workshop - Support to WA Participants	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$61,700.50	\$30,989.58	\$30,989.58	\$30,989.58
			02G (CY-01): JNR Training Analyst/Facilitator	\$0.00	\$2,729.06	\$2,729.06	\$2,729.06
			02H (CY-01): MID Training Analyst/Facilitator	\$3,464.00	\$1,732.00	\$1,732.00	\$1,732.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$634.50	\$1,189.69	\$1,189.69	\$1,189.69
			<b>Totals:</b>	\$65,799.00	\$36,640.33	\$36,640.33	\$36,640.33

Africa	Inv. Completed: Yes		Total Amount: Invoiced				\$678,594.77
			Total Amount: Africa				\$2,856,379.74
Asia/Middle East	Inv. Completed: No	AS1 Env Compliance/ESDM regional workshp for USAID Staff-- CAIRO (Fall)	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$7,335.18	\$4,537.25	\$4,537.25	\$7,335.18
			00T: Travel, Transport & Per Diem	\$397.82	\$397.82	\$397.82	\$397.82
			02D (CY-01): 4-5 Day Training	\$37,966.00	\$37,966.00	\$18,983.00	\$37,966.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$2,538.00	\$1,427.63	\$1,427.63	\$2,538.00
		Totals:		\$48,237.00	\$44,328.70	\$25,345.70	\$48,237.00
		AS3 Env Compliance/ESDM regional workshp for USAID Staff-- Bangkok (Spring)	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$26,138.00			\$26,138.00
			02D (CY-01): 4-5 Day Training	\$37,966.00			\$37,966.00
			02F (CY-01): Preplanning 3-5 Day Training	\$13,810.00			\$13,810.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$5,076.00			\$5,076.00
		Totals:		\$82,990.00			\$82,990.00
		AS3a Env. Compliance/ESDM Wkshps Cairo (Fall) & Bangkok (2) Preplan	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$0.00			\$0.00
			02F: Preplan 3-5 Day Training	\$13,408.00	\$6,704.00	\$6,704.00	\$13,408.00
		Totals:		\$13,408.00	\$6,704.00	\$6,704.00	\$13,408.00
		AS4 Asia/ME BEO Backstopping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$300.00	\$26.08	\$26.08	\$300.00
			03G (CY-01): JNR Analyst	\$9,717.12	\$723.00	\$723.00	\$9,717.12
			03G: JNR Analyst	\$1,085.76	\$1,085.76	\$1,085.76	\$1,085.76

Asia/Middle East	Inv. Completed: No	AS4 Asia/ME BEO Backstopping	03H (CY-01): MID Analyst	\$13,743.00			\$13,743.00
			03H: MID Analyst	\$1,468.50	\$1,468.50	\$1,468.50	\$1,468.50
			03I (CY-01): SNR Analyst	\$14,556.75	\$559.88	\$373.25	\$14,556.75
			03I: SNR Analyst	\$359.00	\$359.00	\$359.00	\$359.00
		Totals:		\$41,230.13	\$4,222.22	\$4,035.59	\$41,230.13
		AS6 Bangladesh BPR	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$7,420.00			\$7,420.00
			04C (CY-01): Env. Procs BPR	\$35,002.00			\$35,002.00
			04H (CY-01): MID Analyst	\$2,292.50			\$2,292.50
		Totals:		\$44,714.50			\$44,714.50
		AS7 Sri Lanka BPR	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$7,420.00			\$7,420.00
			04C (CY-01): Env. Procs BPR	\$35,002.00			\$35,002.00
			04H (CY-01): MID Analyst	\$2,292.50			\$2,292.50
		Totals:		\$44,714.50			\$44,714.50
		AS8 118/119 Analysis #1 [Wait]	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03F (CY-01): FAA 118/119 Analyses	\$61,430.00			\$61,430.00
			Totals:	\$61,430.00			\$61,430.00*
		AS9 118/119 Analysis -- Vietnam	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03F (CY-01): FAA 118/119 Analyses	\$61,430.00			\$61,430.00
			Totals:	\$61,430.00			\$61,430.00
			Total Amount: Incomplete/Not Invoiced				
	Inv. Completed: Yes	AS2a PREPLAN Bangkok Regional Workshop	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$522.00	\$261.00	\$261.00	\$261.00

Asia/Middle East	Inv. Completed: Yes	AS2a PREPLAN Bangkok Regional Workshop	02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
		Totals:		\$13,930.00	\$13,669.00	\$13,669.00	\$13,669.00
		AS2b DELIVER Env Compliance/ESDM regional workshp--BANGKOK	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$26,138.00	\$23,796.01	\$23,796.01	\$23,796.01
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02G: JNR Train Analyst/Facil.	\$5,910.00	\$5,910.00	\$5,910.00	\$5,910.00
			02H: MID Train Analyst/Facil.	\$1,664.00			
			02I: SNR Train Analyst/Facil.	\$3,660.00	\$3,660.00	\$3,660.00	\$3,660.00
		Totals:		\$74,232.00	\$70,226.01	\$70,226.01	\$70,226.01
			Total Amount: Invoiced				\$83,895.01
			Total Amount: Asia/Middle East				\$420,619.14
Democracy, Conflict & Humanitarian Assistance	Inv. Completed: No	DC10 Guatemala TOPS Workshop Support	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$2,587.00			\$2,587.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$8,610.00			\$8,610.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$5,076.00			\$5,076.00
		Totals:		\$16,273.00			\$16,273.00
		DC2a Niger FFP EMMP Implementation Wkshp PREPLAN	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$21,836.00			\$21,836.00
			02D (CY-01): 4-5 Day Training	\$0.00			\$0.00
			02F (CY-01): Preplanning 3-5 Day Training	\$13,810.00			\$13,810.00
			02H (CY-01): MID Training Analyst/Facilitator	\$1,732.00			\$1,732.00

Democracy, Conflict & Humanitarian Assistance	Inv. Completed: No	DC2a Niger FFP EMMP Implementation Wkshp PREPLAN	02I (CY-01): SNR Training Analyst/ Facilitator	\$0.00			\$0.00
		<b>Totals:</b>		\$37,378.00			\$37,378.00
		DC2c TBD FFP EMMP Implementation Wkshporkshops	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$25,000.00			\$25,000.00
			02D (CY-01): 4-5 Day Training	\$37,966.00			\$37,966.00
			02F (CY-01): Preplanning 3-5 Day Training	\$13,810.00			\$13,810.00
			02H (CY-01): MID Training Analyst/Facilitator	\$3,464.00			\$3,464.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$2,538.00			\$2,538.00
		<b>Totals:</b>		\$82,778.00			\$82,778.00
		DC3d DCHA BEO OTI Backstop-- Option Year-	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$100.00			\$100.00
			03G (CY-01): JNR Analyst	\$26,751.00	\$4,247.63	\$3,569.81	\$26,751.00
			03H (CY-01): MID Analyst	\$34,612.00	\$8,398.50	\$6,744.25	\$34,612.00
			03I (CY-01): SNR Analyst	\$13,437.00	\$3,172.63	\$2,612.75	\$13,437.00
		<b>Totals:</b>		\$74,900.00	\$15,818.75	\$12,926.81	\$74,900.00
		DC3e DCHA BEO FFP Backstopping-- Option Year	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G (CY-01): JNR Analyst	\$68,685.00			\$68,685.00
			03H (CY-01): MID Analyst	\$13,234.00			\$13,234.00
			03I (CY-01): SNR Analyst	\$19,409.00			\$19,409.00
		<b>Totals:</b>		\$101,328.00			\$101,328.00
		DC3f DCHA BEO ASHA Backstop--Option Year	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G (CY-01): JNR Analyst	\$46,814.25			\$46,814.25



Democracy, Conflict & Humanitarian Assistance	Inv. Completed: No	DC3f DCHA BEO ASHA Backstop--Option Year	03H (CY-01): MID Analyst	\$7,126.00			\$7,126.00
			03I (CY-01): SNR Analyst	\$5,972.00			\$5,972.00
		<b>Totals:</b>		\$59,912.25			\$59,912.25
		DC4b FFP Env Budgeting & Env Indicators Guidance--Phase 2	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			02G (CY-01): JNR Training Analyst/Facilitator	\$1,845.00	\$1,230.00	\$1,230.00	\$1,845.00
			02G: JNR Train Analyst/Facil.	\$13,002.00	\$13,002.00	\$13,002.00	\$13,002.00
			02H (CY-01): MID Training Analyst/Facilitator	\$866.00			\$866.00
			02H: MID Train Analyst/Facil.	\$7,488.00	\$7,488.00	\$7,488.00	\$7,488.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$30,456.00	\$22,842.00	\$22,842.00	\$30,456.00
			02I: SNR Train Analyst/Facil.	\$41,480.00	\$41,480.00	\$41,480.00	\$41,480.00
		<b>Totals:</b>		\$95,137.00	\$86,042.00	\$86,042.00	\$95,137.00
		DC5 BPR & Field Inspection of FFP environmental compliance	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$30,000.00			\$30,000.00
			04G (CY-01): JNR Analyst	\$6,510.00			\$6,510.00
			04H (CY-01): MID Analyst	\$18,340.00			\$18,340.00
			04I (CY-01): SNR Analyst	\$26,680.00			\$26,680.00
		<b>Totals:</b>		\$81,530.00			\$81,530.00
		DC6a Fumigation PEA--HHRE Element	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G: JNR Analyst	\$2,088.00	\$1,305.00	\$1,305.00	\$2,088.00
			03H: MID Analyst	\$22,517.00	\$20,862.49	\$20,862.49	\$22,517.00
			03I: SNR Analyst	\$10,052.00	\$2,603.47	\$2,603.47	\$10,052.00
		<b>Totals:</b>		\$34,657.00	\$24,770.96	\$24,770.96	\$34,657.00

Democracy, Conflict & Humanitarian Assistance	Inv. Completed: No	DC6b Food Commodities Fumigation PEA	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$23,212.18	\$9,993.72	\$5,571.72	\$23,212.18
			00T: Travel, Transport & Per Diem	\$18,066.82	\$18,066.82	\$18,066.82	\$18,066.82
			03G: JNR Analyst	\$20,880.00	\$19,140.00	\$19,140.00	\$20,880.00
			03H: MID Analyst	\$48,950.00	\$49,136.01	\$49,136.01	\$48,950.00
			03I: SNR Analyst	\$116,316.00	\$43,094.36	\$43,094.36	\$116,316.00
		Totals:		\$227,425.00	\$139,430.91	\$135,008.91	\$227,425.00
		DC6c Fumigation PEA finalization	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$50.00			\$50.00
			03G (CY-01): JNR Analyst	\$1,446.00	\$271.13	\$271.13	\$1,446.00
			03H (CY-01): MID Analyst	\$17,306.00	\$3,435.75		\$17,306.00
			03I (CY-01): SNR Analyst	\$11,944.00	\$559.88		\$11,944.00
			Totals:	\$30,746.00	\$4,266.75	\$271.13	\$30,746.00
		DC7 Disaster Response Support [Wait]	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$16,840.00			\$16,840.00
			03H: MID Analyst	\$19,580.00			\$19,580.00
			03I: SNR Analyst	\$28,720.00			\$28,720.00
		Totals:		\$65,140.00			\$65,140.00*
		DC8 Environmental Mgmt in Crisis, Conflict & Instability [Wait]	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$8,160.00			\$8,160.00
			02B: 2-Day Training	\$23,492.00			\$23,492.00
			02G: JNR Train Analyst/Facil.	\$2,955.00			\$2,955.00
			02H: MID Train Analyst/Facil.	\$6,656.00			\$6,656.00
			02I: SNR Train Analyst/Facil.	\$9,760.00			\$9,760.00

Democracy, Conflict & Humanitarian Assistance	Inv. Completed: No	<b>Totals:</b>		\$51,023.00			\$51,023.00*
		DC9 Greening Title II DFAP Consortia M&E in 2 Countries (2012)	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G (CY-01): JNR Analyst	\$15,183.00			\$15,183.00
			03H (CY-01): MID Analyst	\$9,162.00			\$9,162.00
			03I (CY-01): SNR Analyst	\$12,690.50			\$12,690.50
			03I (CY-01): SNR Analyst	\$18,662.50			\$18,662.50
		<b>Totals:</b>		\$55,698.00			\$55,698.00
			<b>Total Amount: Incomplete/Not Invoiced</b>				\$897,762.25
	Inv. Completed: Yes	AF15a Ethiopia Env. Compliance Title II Parnters ESDM Workshop	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$15,240.00	\$14,961.17	\$14,961.17	\$14,961.17
			02D (CY-01): 4-5 Day Training	\$37,966.00	\$37,966.00	\$37,966.00	\$37,966.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$3,690.00	\$1,845.00	\$1,845.00	\$1,845.00
			02H (CY-01): MID Training Analyst/Facilitator	\$6,062.00	\$3,031.00	\$3,031.00	\$3,031.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$3,172.50	\$1,903.50	\$1,903.50	\$1,903.50
		<b>Totals:</b>		\$66,130.50	\$59,706.67	\$59,706.67	\$59,706.67
		DC1 Environmentalizing MYAP M&E indic. Frameworks DRC, Burkina, S Sudan.	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$12,558.00	\$4,725.04	\$4,725.04	\$4,725.04
			04G: JNR Analyst	\$20,032.00	\$20,032.00	\$20,032.00	\$20,032.00
			04H: MID Analyst	\$8,810.00	\$8,810.00	\$8,810.00	\$8,810.00
			04I: SNR Analyst	\$65,246.00	\$65,246.00	\$65,246.00	\$65,246.00
		<b>Totals:</b>		\$106,646.00	\$98,813.04	\$98,813.04	\$98,813.04
		DC3.a DCHA BEO Backstopping-- PPM portion	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G: JNR Analyst	\$21,576.00	\$21,576.00	\$21,576.00	\$21,576.00
			03H: MID Analyst	\$9,790.00	\$8,811.00	\$8,811.00	\$8,811.00

Democracy, Conflict & Humanitarian Assistance	Inv. Completed: Yes	DC3.a DCHA BEO Backstopping--PPM portion	03I: SNR Analyst	\$14,360.00	\$12,924.00	\$12,924.00	\$12,924.00
		Totals:		\$45,726.00	\$43,311.00	\$43,311.00	\$43,311.00
		DC3.b DCHA BEO Backstopping--FFP portion	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$52,200.00	\$52,200.00	\$52,200.00	\$52,200.00
			03H: MID Analyst	\$29,370.00	\$27,412.00	\$27,412.00	\$27,412.00
			03I: SNR Analyst	\$43,080.00	\$41,823.50	\$41,823.50	\$41,823.50
		Totals:		\$124,650.00	\$121,435.50	\$121,435.50	\$121,435.50
		DC3c DCHA BEO Backstopping--ASHA portion	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$29,580.00	\$29,580.00	\$29,580.00	\$29,580.00
			03H: MID Analyst	\$11,748.00	\$11,748.00	\$11,748.00	\$11,748.00
			03I: SNR Analyst	\$8,616.00	\$8,616.00	\$8,616.00	\$8,616.00
		Totals:		\$49,944.00	\$49,944.00	\$49,944.00	\$49,944.00
		DC4a FFP Env Budgeting & Env Indicators Guidance--Phase 1	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$17,012.00	\$13,289.51	\$13,289.51	\$13,289.51
			03G: JNR Analyst	\$23,664.00	\$23,664.00	\$23,664.00	\$23,664.00
			03H: MID Analyst	\$7,832.00	\$7,832.00	\$7,832.00	\$7,832.00
			03I (CY-01): SNR Analyst	\$8,584.75			
			03I: SNR Analyst	\$76,467.00	\$76,467.00	\$76,467.00	\$76,467.00
		Totals:		\$133,559.75	\$121,252.51	\$121,252.51	\$121,252.51
		Total Amount: Invoiced					\$494,462.72
		Total Amount: Democracy, Conflict & Humanitarian Assistance					\$1,392,224.97

Economic Growth, Education and the Environment	Inv. Completed: No	EG6 MDB projects environmental review--editorial and production support [Wait]	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$20,880.00			\$20,880.00
			03I: SNR Analyst	\$1,436.00			\$1,436.00
			Totals:		\$22,316.00		
		EG8 MDB Project Env. Review/Leahy Letter Response	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$2,517.75			\$2,517.75
			00T: Travel, Transport & Per Diem	\$504.25	\$504.25	\$504.25	\$504.25
			04G (CY-01): JNR Analyst	\$3,772.55	\$3,255.00	\$3,255.00	\$3,772.55
			04G (CY-01): JNR Analyst	\$4,690.46			\$4,690.46
			04H (CY-01): MID Analyst	\$16,506.00	\$16,162.13	\$16,162.13	\$16,506.00
			04I (CY-01): SNR Analyst	\$42,514.58	\$15,841.25	\$15,841.25	\$42,514.58
			04I (CY-01): SNR Analyst	\$6,843.42			\$6,843.42
			04I: SNR Analyst	\$1,292.00	\$1,292.00	\$1,292.00	\$1,292.00
			Totals:		\$78,641.00	\$37,054.63	\$37,054.63
	EG9 GEMS Option Year X-Bureau Database Support	CLIN	Budgeted	Accrued	Invoiced	Total Programmed	
		00T (CY-01): Travel, Transport, and Per Diem	\$2,000.00			\$2,000.00	
		04G (CY-01): JNR Analyst	\$46,383.75	\$2,441.25		\$46,383.75	
		04H (CY-01): MID Analyst	\$13,755.00			\$13,755.00	
		04I (CY-01): SNR Analyst	\$88,711.00	\$34,317.15	\$13,890.28	\$88,711.00	
		Totals:		\$150,849.75	\$36,758.40	\$13,890.28	\$150,849.75
		Total Amount: Incomplete/Not Invoiced					\$229,490.75
	Inv. Completed: Yes	EG2 2nd 6-month X-bureau database support	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			04H: MID Analyst	\$11,453.00	\$8,920.13	\$8,920.13	\$8,920.13

Economic Growth, Education and the Environment	Inv. Completed: Yes	EG2 2nd 6-month X-bureau database support	04I: SNR Analyst	\$28,747.00	\$27,051.25	\$27,051.25	\$27,051.25
		<b>Totals:</b>		\$40,200.00	\$35,971.38	\$35,971.38	\$35,971.38
		EG3 2-day training technical review & update	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			02G: JNR Train Analyst/Facil.	\$2,955.00	\$2,179.31	\$2,179.31	\$2,179.31
			02H: MID Train Analyst/Facil.	\$4,160.00			
			02I: SNR Train Analyst/Facil.	\$23,180.00	\$21,045.00	\$21,045.00	\$21,045.00
		<b>Totals:</b>		\$30,295.00	\$23,224.31	\$23,224.31	\$23,224.31
		EG5 Portable Version of 2-day Env Compliance-ESDM Primer Training for USAID Staff	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$5,117.95	\$95.65	\$95.65	\$95.65
			00T: Travel, Transport & Per Diem	\$6,698.05	\$6,698.05	\$6,698.05	\$6,698.05
			02G (CY-01): JNR Training Analyst/Facilitator	\$1,230.00			
			02H (CY-01): MID Training Analyst/Facilitator	\$151.55			
			02H: MID Train Analyst/Facil.	\$6,926.40	\$6,926.40	\$6,926.40	\$6,926.40
			02I (CY-01): SNR Training Analyst/ Facilitator	\$872.44			
			02I: SNR Train Analyst/Facil.	\$43,081.25	\$43,081.25	\$43,081.25	\$43,081.25
		<b>Totals:</b>		\$64,077.64	\$56,801.35	\$56,801.35	\$56,801.35
		EG7 Survey & Recommendations: Tools and Methods for Assessing Host Country EA&M Capacity	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$250.00			
			03G (CY-01): JNR Analyst	\$90.38			
			03G: JNR Analyst	\$3,393.00	\$3,393.00	\$3,393.00	\$3,393.00
			03H (CY-01): MID Analyst	\$254.50			
			03H: MID Analyst	\$6,608.25	\$6,608.25	\$6,608.25	\$6,608.25

Economic Growth, Education and the Environment	Inv. Completed: Yes	EG7 Survey & Recommendations: Tools and Methods for Assessing Host Country EA&M Capacity	03I (CY-01): SNR Analyst	\$652.44			
			03I: SNR Analyst	\$5,116.47	\$5,116.47	\$5,116.47	\$5,116.47
		<b>Totals:</b>		\$16,365.03	\$15,117.72	\$15,117.72	\$15,117.72
			<b>Total Amount: Invoiced</b>				\$131,114.76
			<b>Total Amount: Economic Growth, Education and the Environment</b>				\$360,605.51
Global Health	Inv. Completed: No	GH02 Burkina IRS Oversight/Inspection Visit [Wait]	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$13,417.00			\$13,417.00
			03H: MID Analyst	\$18,601.00			\$18,601.00
			<b>Totals:</b>	\$32,018.00			\$32,018.00*
		GH04 Rwanda IRS Oversight/Inspection Visit	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$6,139.00	\$4,129.15	\$4,129.15	\$6,139.00
			03G (CY-01): JNR Analyst	\$1,446.00	\$2,892.00	\$2,892.00	\$1,446.00
			03H (CY-01): MID Analyst	\$0.00			\$0.00
			03I (CY-01): SNR Analyst	\$22,021.75	\$20,902.00	\$20,902.00	\$22,021.75
			03I: SNR Analyst	\$359.00	\$359.00	\$359.00	\$359.00
			<b>Totals:</b>	\$29,965.75	\$28,282.15	\$28,282.15	\$29,965.75
		GH05 Madagascar IRS Oversight/Inspection Visit [Wait]	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$13,417.00			\$13,417.00
			03H (CY-01): MID Analyst	\$19,342.00			\$19,342.00
			<b>Totals:</b>	\$32,759.00			\$32,759.00*
		GH09 Ethiopia IRS Oversight/Inspection Visit	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$5,126.41	\$1,260.45	\$1,260.45	\$5,126.41



Global Health	Inv. Completed: No	GH09 Ethiopia IRS Oversight/Inspection Visit	00T: Travel, Transport & Per Diem	\$1,997.59	\$1,997.59	\$1,997.59	\$1,997.59
			03G (CY-01): JNR Analyst	\$723.00	\$2,169.00	\$2,169.00	\$723.00
			03I (CY-01): SNR Analyst	\$13,996.88	\$12,690.50	\$12,690.50	\$13,996.88
			03I: SNR Analyst	\$5,923.50	\$5,923.50	\$5,923.50	\$5,923.50
		Totals:		\$27,767.38	\$24,041.04	\$24,041.04	\$27,767.38
		GH12 Zimbabwe IRS Oversight/Inspection Visit	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$7,124.00			\$7,124.00
			03G (CY-01): JNR Analyst	\$723.00			\$723.00
			03I (CY-01): SNR Analyst	\$17,169.50			\$17,169.50
		Totals:		\$25,016.50			\$25,016.50
		GH13 Rwanda IRS Oversight/Inspection	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$7,124.00			\$7,124.00
			03G (CY-01): JNR Analyst	\$723.00			\$723.00
			03I (CY-01): SNR Analyst	\$22,171.05			\$22,171.05
		Totals:		\$30,018.05			\$30,018.05
		GH14 Senegal IRS Oversight/Inspection	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$7,124.00			\$7,124.00
			03G (CY-01): JNR Analyst	\$723.00			\$723.00
			03I (CY-01): SNR Analyst	\$22,171.05			\$22,171.05
		Totals:		\$30,018.05			\$30,018.05
		GH15 OP Biomonitor Study	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$20,000.00			\$20,000.00
			03H (CY-01): MID Analyst	\$19,851.00			\$19,851.00
			03I (CY-01): SNR Analyst	\$60,018.60			\$60,018.60

Global Health	Inv. Completed: No	Totals:		\$99,869.60			\$99,869.60
			Total Amount: Incomplete/Not Invoiced				\$242,655.33
	Inv. Completed: Yes	GH01 Malawi IRS Oversite/Inspection Visit	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$13,417.00	\$9,902.07	\$9,902.07	\$9,902.07
			03G: JNR Analyst	\$348.00	\$348.00	\$348.00	\$348.00
			03I: SNR Analyst	\$25,848.00	\$25,848.00	\$25,848.00	\$25,848.00
			Totals:	\$39,613.00	\$36,098.07	\$36,098.07	\$36,098.07
		GH03 Mali IRS Oversite/Inspection Visit	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$5,585.00	\$4,722.01	\$4,722.01	\$4,722.01
			03G: JNR Analyst	\$696.00	\$696.00	\$696.00	\$696.00
			03H (CY-01): MID Analyst	\$4,581.00			
			03H: MID Analyst	\$15,419.25	\$15,419.25	\$15,419.25	\$15,419.25
			03I: SNR Analyst	\$2,154.00	\$2,064.25	\$2,064.25	\$2,064.25
			04A: Doc. Trans. from English	\$1,000.00			
			Totals:	\$29,435.25	\$22,901.51	\$22,901.51	\$22,901.51
		GH06a Malaria Vector Control PEA Review (OP Biomonitoring)	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem		\$8.00	\$8.00	\$8.00
			03I: SNR Analyst	\$5,744.00	\$6,193.47	\$6,193.47	\$6,193.47
			Totals:	\$5,744.00	\$6,201.47	\$6,201.47	\$6,201.47
		GH06b Malaria Vector Control PEA Final Integration & Edit	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$2,088.00	\$87.00	\$87.00	\$87.00
			03H: MID Analyst	\$14,685.00	\$12,854.27	\$12,854.27	\$12,854.27
			03I: SNR Analyst	\$2,154.00	\$179.50	\$179.50	\$179.50
			Totals:	\$18,927.00	\$13,120.77	\$13,120.77	\$13,120.77
			Total Amount: Invoiced				\$78,321.82

Global Health			Total Amount: Global Health				\$320,977.14
Latin America & Caribbean	Inv. Completed: No	LA02 LAC Regional Pesticide training (40 people approx) [Wait]	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$27,672.00			\$27,672.00
			02D: 4-5 Day Training	\$36,860.00			\$36,860.00
			02F: Preplan 3-5 Day Training	\$13,408.00			\$13,408.00
			02H: MID Train Analyst/Facil.	\$1,664.00			\$1,664.00
			02I: SNR Train Analyst/Facil.	\$2,440.00			\$2,440.00
			Totals:	\$82,044.00			\$82,044.00*
		LA03a MonitorPLUS: Phase 1	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T (CY-01): Travel, Transport, and Per Diem	\$911.00			\$911.00
			04G (CY-01): JNR Analyst	\$7,812.00			\$7,812.00
			04H (CY-01): MID Analyst	\$17,648.00			\$17,648.00
			04H (CY-01): MID Analyst	\$692.00			\$692.00
			04I (CY-01): SNR Analyst	\$37,352.00			\$37,352.00
			Totals:	\$64,415.00			\$64,415.00
		LA05 Haiti LAC FFP Reg 216 training workshop (50 people approx)	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$5,155.00			\$5,155.00
			02D: 4-5 Day Training	\$36,860.00			\$36,860.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$3,075.00			\$3,075.00
			02H (CY-01): MID Training Analyst/Facilitator	\$4,330.00			\$4,330.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$2,538.00			\$2,538.00
			Totals:	\$51,958.00			\$51,958.00

Latin America & Caribbean	Inv. Completed: No	LA08 Haiti/DR/Jamaica Agricultural Best Management Practices Workshop (not sure no. of people) [Wait]	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$9,188.00			\$9,188.00
			02D: 4-5 Day Training	\$36,860.00			\$36,860.00
			02F: Preplan 3-5 Day Training	\$13,408.00			\$13,408.00
			02H: MID Train Analyst/Facil.	\$1,664.00			\$1,664.00
			02I: SNR Train Analyst/Facil.	\$2,440.00			\$2,440.00
		<b>Totals:</b>		\$63,560.00			\$63,560.00*
		LA15a Global Climate Change Update - Sectoral Env. Guidelines	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$395.00			\$395.00
			03G (CY-01): JNR Analyst	\$9,037.50			\$9,037.50
			03H (CY-01): MID Analyst	\$24,432.00			\$24,432.00
			03I (CY-01): SNR Analyst	\$16,423.00	\$559.88		\$16,423.00
		<b>Totals:</b>		\$50,287.50	\$559.88		\$50,287.50
		LA16 Mexico 118/119 Assessment	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$16,286.00			\$16,286.00
			03F (CY-01): FAA 118/119 Analyses	\$61,430.00	\$40,953.54	\$20,476.46	\$61,430.00
			03G (CY-01): JNR Analyst	\$28,920.00			\$28,920.00
			03H (CY-01): MID Analyst	\$0.00			\$0.00
			03I (CY-01): SNR Analyst	\$8,958.00			\$8,958.00
		<b>Totals:</b>		\$115,594.00	\$40,953.54	\$20,476.46	\$115,594.00
		LA16b LAC Env. Compliance ESDM Workshop [Wait]	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$20,000.00			\$20,000.00

Latin America & Carribean	Inv. Completed: No	LA16b LAC Env. Compliance ESDM Workshop [Wait]	02D (CY-01): 4-5 Day Training	\$37,966.00			\$37,966.00
			02E: Preplan 1-2-Day Training	\$10,079.00			\$10,079.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$5,535.00			\$5,535.00
			02H (CY-01): MID Training Analyst/Facilitator	\$5,196.00			\$5,196.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$6,345.00			\$6,345.00
			<b>Totals:</b>	\$85,121.00			\$85,121.00*
		LA18 Honduras Env. Compliance ESDM Wkshp	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$25,362.00			\$25,362.00
			02D (CY-01): 4-5 Day Training	\$37,966.00			\$37,966.00
			02F (CY-01): Preplanning 3-5 Day Training	\$13,810.00			\$13,810.00
			02G (CY-01): JNR Training Analyst/Facilitator	\$4,305.00			\$4,305.00
			02H (CY-01): MID Training Analyst/Facilitator	\$0.00			\$0.00
			02I (CY-01): SNR Training Analyst/ Facilitator	\$0.00			\$0.00
			<b>Totals:</b>	\$81,443.00			\$81,443.00
		LA20 Region-wide Sustainable Agriculture Workshop (cost-share) [Wait]	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			02D (CY-01): 4-5 Day Training	\$37,442.83			\$37,442.83
			<b>Totals:</b>	\$37,442.83			\$37,442.83*
			<b>Total Amount: Incomplete/Not Invoiced</b>				\$363,697.50

Latin America & Carribean	Inv. Completed: Yes	LA01 LAC Regional Reg 216 workshop (Ecuador)	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$10,758.00	\$11,153.05	\$11,153.05	\$11,153.05
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02G: JNR Train Analyst/Facil.	\$10,638.00	\$10,638.00	\$10,638.00	\$10,638.00
		<b>Totals:</b>		\$58,256.00	\$58,651.05	\$58,651.05	\$58,651.05
		LA01a LAC Regional Env Compliance-ESDM Workshop--PREPLAN	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$2,353.00	\$2,353.18	\$2,353.18	\$2,353.18
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
		<b>Totals:</b>		\$15,761.00	\$15,761.18	\$15,761.18	\$15,761.18
		LA04 Jamaica LAC DA Reg 216 training workshop (50 people approx)	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$11,174.86	\$11,174.98	\$11,174.98	\$11,174.98
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02G: JNR Train Analyst/Facil.	\$4,432.50	\$4,432.50	\$4,432.50	\$4,432.50
			02H: MID Train Analyst/Facil.	\$7,488.00	\$7,488.00	\$7,488.00	\$7,488.00
		<b>Totals:</b>		\$59,955.36	\$59,955.48	\$59,955.48	\$59,955.48
		LA05a Haiti Reg 216 Workshops Preplan	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$4,548.00	\$4,576.83	\$4,576.83	\$4,576.83
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
			02H: MID Train Analyst/Facil.	\$10,816.00	\$10,816.00	\$10,816.00	\$10,816.00
		<b>Totals:</b>		\$28,772.00	\$28,800.83	\$28,800.83	\$28,800.83
		LA06 Haiti DA Reg 216 training workshop (50 people approx)	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$9,188.00	\$9,187.59	\$9,187.59	\$9,187.59
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02G: JNR Train Analyst/Facil.	\$4,137.00	\$4,137.00	\$4,137.00	\$4,137.00

Latin America & Caribbean	Inv. Completed: Yes	LA06 Haiti DA Reg 216 training workshop (50 people approx)	02H: MID Train Analyst/Facil.	\$5,824.00	\$5,824.00	\$5,824.00	\$5,824.00
			02I: SNR Train Analyst/Facil.	\$2,440.00	\$2,440.00	\$2,440.00	\$2,440.00
		<b>Totals:</b>		\$58,449.00	\$58,448.59	\$58,448.59	\$58,448.59
		LA11a PREPLAN CAM Sub-Regional Reg 216 training workshop	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$3,256.00	\$3,255.19	\$3,255.19	\$3,255.19
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
			02G: JNR Train Analyst/Facil.	\$886.50	\$886.50	\$886.50	\$886.50
		<b>Totals:</b>		\$17,550.50	\$17,549.69	\$17,549.69	\$17,549.69
		LA11b DELIVER CAM Sub-Regional Reg 216 training workshop	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$15,869.47	\$13,767.75	\$13,767.75	\$13,767.75
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02G: JNR Train Analyst/Facil.	\$8,274.00	\$8,274.00	\$8,274.00	\$8,274.00
			02I: SNR Train Analyst/Facil.	\$2,440.00	\$2,440.00	\$2,440.00	\$2,440.00
			04A: Doc. Trans. from English	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
		<b>Totals:</b>		\$64,443.47	\$62,341.75	\$62,341.75	\$62,341.75
		LA12a Peru & S America Regional Reg 216 workshop -- PREPLAN	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$5,031.00	\$5,046.70	\$5,046.70	\$5,046.70
			02F: Preplan 3-5 Day Training	\$13,408.00	\$13,408.00	\$13,408.00	\$13,408.00
			02H: MID Train Analyst/Facil.	\$1,664.00	\$1,664.00	\$1,664.00	\$1,664.00
		<b>Totals:</b>		\$20,103.00	\$20,118.70	\$20,118.70	\$20,118.70
		LA12b Peru & S America Regional Reg 216 workshop -- DELIVERY	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$10,067.00	\$10,067.29	\$10,067.29	\$10,067.29
			02D: 4-5 Day Training	\$36,860.00	\$36,860.00	\$36,860.00	\$36,860.00
			02G: JNR Train Analyst/Facil.	\$4,137.00	\$4,137.00	\$4,137.00	\$4,137.00



Latin America & Carribean	Inv. Completed: Yes	LA12b Peru & S America Regional Reg 216 workshop -- DELIVERY	02H: MID Train Analyst/Facil.	\$5,824.00	\$5,824.00	\$5,824.00	\$5,824.00
			02I: SNR Train Analyst/Facil.	\$2,440.00	\$2,440.00	\$2,440.00	\$2,440.00
		<b>Totals:</b>		\$59,328.00	\$59,328.29	\$59,328.29	\$59,328.29
		LA19 Haiti Ports Meeting Facilitation	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T (CY-01): Travel, Transport, and Per Diem	\$20.00	\$7.20	\$7.20	\$7.20
			03H (CY-01): MID Analyst	\$2,036.00	\$2,036.00	\$2,036.00	\$2,036.00
		<b>Totals:</b>		\$2,056.00	\$2,043.20	\$2,043.20	\$2,043.20
			<b>Total Amount: Invoiced</b>				\$382,998.76
			<b>Total Amount: Latin America &amp; Carribean</b>				\$746,696.26
			<b>Total Amount:Selected Bureaus w/o Cross Bureau Activities</b>				<b>\$6,097,502.76</b>

## Cross Bureau Activities

Africa	Inv. Completed: No	XB01b Small-Scale Guidelines "globalization" edit	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			03G: JNR Analyst	\$6,264.00	\$6,264.00	\$6,264.00	\$6,264.00
			03H (CY-01): MID Analyst	\$1,654.25	\$1,654.25	\$1,654.25	\$1,654.25
			03H: MID Analyst	\$10,157.13	\$10,157.13	\$10,157.13	\$10,157.13
			03I (CY-01): SNR Analyst	\$3,919.13			\$3,919.13
			03I: SNR Analyst	\$538.50	\$538.50	\$538.50	\$538.50
		<b>Totals:</b>		\$22,533.00	\$18,613.88	\$18,613.88	\$22,533.00
		XB03 GEMS website implementation	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			00T: Travel, Transport & Per Diem	\$50.00	\$15.11	\$15.11	\$50.00
			04G (CY-01): JNR Analyst	\$6,604.94			\$6,604.94
			04G: JNR Analyst	\$3,038.71	\$3,038.71	\$3,038.71	\$3,038.71
			04H (CY-01): MID Analyst	\$764.16	\$124.17	\$124.17	\$764.16
			04I (CY-01): SNR Analyst	\$625.31			\$625.31
			04I: SNR Analyst	\$471.04	\$471.04	\$471.04	\$471.04
		<b>Totals:</b>		\$11,554.16	\$3,649.03	\$3,649.03	\$11,554.16
		XB03a GEMS Website Scoping	<b>CLIN</b>	<b>Budgeted</b>	<b>Accrued</b>	<b>Invoiced</b>	<b>Total Programmed</b>
			04G: JNR Analyst	\$1,043.34	\$1,265.05	\$1,265.05	\$1,043.34
			04H: MID Analyst	\$146.84			\$146.84
			04I: SNR Analyst	\$430.66	\$174.96	\$174.96	\$430.66
		<b>Totals:</b>		\$1,620.83	\$1,440.01	\$1,440.01	\$1,620.83

Africa	Inv. Completed: No	XB0b GEMS Option Year Proj Mgmt	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			01A (CY-01): Contract Management	\$132,750.20	\$33,187.00	\$33,187.00	\$132,750.20
			01B (CY-01): Database Subscription	\$3,620.46	\$3,620.46	\$3,620.46	\$3,620.46
			Totals:	\$136,370.66	\$36,807.46	\$36,807.46	\$136,370.66
			Total Amount: Incomplete/Not Invoiced				\$172,078.65
	Inv. Completed: Yes	XB01a EGSSAA "global" update and conversion-- scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$116.00	\$116.00	\$116.00	\$116.00
			03H: MID Analyst	\$326.33			
			03I: SNR Analyst	\$478.66	\$284.33	\$284.33	\$284.33
			Totals:	\$920.99	\$400.33	\$400.33	\$400.33
		XB0a GEMS Base Year Project Management	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem		\$5,728.63	\$5,728.63	\$5,728.63
			01Aa: Contract Man.	\$56,223.05	\$56,223.05	\$56,223.05	\$56,223.05
			01Ab: Management Tool	\$17,175.00	\$17,175.00	\$17,175.00	\$17,175.00
			01B: Database Subscription	\$2,061.00	\$2,061.00	\$2,061.00	\$2,061.00
			Totals:	\$75,459.05	\$81,187.68	\$81,187.68	\$81,187.68
		XB13a Common training curricula/materials- scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			02G: JNR Train Analyst/Facil.	\$98.50			
			02H: MID Train Analyst/Facil.	\$277.34			
			02I: SNR Train Analyst/Facil.	\$406.66	\$228.75	\$228.75	\$228.75
			Totals:	\$782.50	\$228.75	\$228.75	\$228.75
			Total Amount: Invoiced				\$81,816.76
			Total Amount: Africa				\$253,895.41

Asia/Middle East	Inv. Completed: No	XB01b Small-Scale Guidelines "globalization" edit	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G (CY-01): JNR Analyst	\$10,845.00	\$4,066.88	\$1,355.63	\$10,845.00
			03H (CY-01): MID Analyst	\$12,216.00			\$12,216.00
			03I (CY-01): SNR Analyst	\$4,479.00			\$4,479.00
			Totals:	\$27,540.00	\$4,066.88	\$1,355.63	\$27,540.00
		XB03 GEMS website implementation	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$50.00	\$15.11	\$15.11	\$50.00
			04G (CY-01): JNR Analyst	\$94.94			\$94.94
			04G: JNR Analyst	\$3,038.71	\$3,038.71	\$3,038.71	\$3,038.71
			04H (CY-01): MID Analyst	\$764.17	\$124.17	\$124.17	\$764.17
			04I (CY-01): SNR Analyst	\$625.30			\$625.30
			04I: SNR Analyst	\$471.05	\$471.05	\$471.05	\$471.05
			Totals:	\$5,044.17	\$3,649.04	\$3,649.04	\$5,044.17
		XB03a GEMS Website Scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			04G: JNR Analyst	\$1,043.33	\$1,265.04	\$1,265.04	\$1,043.33
			04H: MID Analyst	\$146.85			\$146.85
			04I: SNR Analyst	\$430.68	\$174.96	\$174.96	\$430.68
			Totals:	\$1,620.85	\$1,440.00	\$1,440.00	\$1,620.85
			Total Amount: Incomplete/Not Invoiced				\$34,205.02
	Inv. Completed: Yes	XB01a EGSSAA "global" update and conversion--scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$116.01	\$116.01	\$116.01	\$116.01
			03H: MID Analyst	\$326.34			
			03I: SNR Analyst	\$478.68	\$284.33	\$284.33	\$284.33
			Totals:	\$921.03	\$400.34	\$400.34	\$400.34

Asia/Middle East	Inv. Completed: Yes	XB0a GEMS Base Year Project Management	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem		\$2,330.19	\$2,330.19	\$2,330.19
			01Aa: Contract Man.	\$22,862.40	\$22,862.40	\$22,862.40	\$22,862.40
			01Ab: Management Tool	\$6,984.00	\$6,984.00	\$6,984.00	\$6,984.00
			01B: Database Subscription	\$838.08	\$838.08	\$838.08	\$838.08
		Totals:		\$30,684.48	\$33,014.67	\$33,014.67	\$33,014.67
		XB13a Common training curricula/materials-scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			02G: JNR Train Analyst/Facil.	\$98.50			
			02H: MID Train Analyst/Facil.	\$277.33			
			02I: SNR Train Analyst/Facil.	\$406.67	\$228.75	\$228.75	\$228.75
		Totals:		\$782.50	\$228.75	\$228.75	\$228.75
			Total Amount: Invoiced				\$33,643.76
			Total Amount: Asia/Middle East				\$67,848.78
Democracy, Conflict & Humanitarian Assistance	Inv. Completed: No	XB03 GEMS website implementation	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$50.00	\$15.11	\$15.11	\$50.00
			04G (CY-01): JNR Analyst	\$94.94			\$94.94
			04G: JNR Analyst	\$3,038.71	\$3,038.71	\$3,038.71	\$3,038.71
			04H (CY-01): MID Analyst	\$764.16	\$124.17	\$124.17	\$764.16
			04I (CY-01): SNR Analyst	\$458.56			\$458.56
			04I: SNR Analyst	\$632.54	\$632.54	\$632.54	\$632.54
		Totals:		\$5,038.91	\$3,810.53	\$3,810.53	\$5,038.91
		XB03a GEMS Website Scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			04G: JNR Analyst	\$1,043.34	\$1,265.05	\$1,265.05	\$1,043.34
			04H: MID Analyst	\$146.83			\$146.83
			04I: SNR Analyst	\$430.66	\$174.95	\$174.95	\$430.66

Democracy, Conflict & Humanitarian Assistance	Inv. Completed: No	Totals:		\$1,620.83	\$1,440.00	\$1,440.00	\$1,620.83
		XB0b GEMS Option Year Proj Mgmt	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			01A (CY-01): Contract Management	\$59,822.40	\$14,955.60	\$14,955.60	\$59,822.40
			01B (CY-01): Database Subscription	\$1,631.52	\$1,631.52	\$1,631.52	\$1,631.52
		Totals:		\$61,453.92	\$16,587.12	\$16,587.12	\$61,453.92
	Total Amount: Incomplete/Not Invoiced						\$68,113.65
	Inv. Completed: Yes	XB01a EGSSAA "global" update and conversion-- scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$116.00	\$116.00	\$116.00	\$116.00
			03H: MID Analyst	\$326.33			
			03I: SNR Analyst	\$478.66	\$284.33	\$284.33	\$284.33
		Totals:		\$920.99	\$400.32	\$400.32	\$400.32
		XB0a GEMS Base Year Project Management	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem		\$3,983.57	\$3,983.57	\$3,983.57
			00T: Travel, Transport & Per Diem		\$699.95	\$699.95	\$699.95
			01Aa: Contract Man.	\$6,858.07	\$6,858.07	\$6,858.07	\$6,858.07
			01Aa: Contract Man.	\$39,095.89	\$39,095.89	\$39,095.89	\$39,095.89
			01Ab: Management Tool	\$2,095.00	\$2,095.00	\$2,095.00	\$2,095.00
			01Ab: Management Tool	\$11,943.00	\$11,943.00	\$11,943.00	\$11,943.00
			01B: Database Subscription	\$251.40	\$251.40	\$251.40	\$251.40
			01B: Database Subscription	\$1,433.16	\$1,433.16	\$1,433.16	\$1,433.16
		Totals:		\$61,676.51	\$66,360.04	\$66,360.04	\$66,360.04
		XB13a Common training curricula/materials- scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			02G: JNR Train Analyst/Facil.	\$98.50			
			02H: MID Train Analyst/Facil.	\$277.33			
			02I: SNR Train Analyst/Facil.	\$406.66	\$228.75	\$228.75	\$228.75

Democracy, Conflict & Humanitarian Assistance	Inv. Completed: Yes	Totals:		\$782.50	\$228.75	\$228.75	\$228.75
			Total Amount: Invoiced				\$66,989.11
			Total Amount: Democracy, Conflict & Humanitarian Assistance				\$135,102.76
Economic Growth, Education and the Environment	Inv. Completed: No	XB01b Small-Scale Guidelines "globalization" edit	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G (CY-01): JNR Analyst	\$5,829.19	\$5,829.19	\$5,829.19	\$5,829.19
			03G: JNR Analyst	\$4,828.50	\$4,828.50	\$4,828.50	\$4,828.50
			03H (CY-01): MID Analyst	\$12,216.00	\$8,207.63	\$6,426.13	\$12,216.00
			03I (CY-01): SNR Analyst	\$4,479.00	\$933.13	\$653.19	\$4,479.00
		Totals:		\$27,352.69	\$19,798.44	\$17,737.00	\$27,352.69
		XB03 GEMS website implementation	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$50.00	\$15.11	\$15.11	\$50.00
			04G (CY-01): JNR Analyst	\$94.94			\$94.94
			04G: JNR Analyst	\$3,038.71	\$3,038.71	\$3,038.71	\$3,038.71
			04H (CY-01): MID Analyst	\$764.17	\$124.17	\$124.17	\$764.17
			04I (CY-01): SNR Analyst	\$458.56			\$458.56
			04I: SNR Analyst	\$632.54	\$632.54	\$632.54	\$632.54
		Totals:		\$5,038.92	\$3,810.53	\$3,810.53	\$5,038.92
		XB03a GEMS Website Scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			04G: JNR Analyst	\$1,043.33	\$1,265.04	\$1,265.04	\$1,043.33
			04H: MID Analyst	\$146.84			\$146.84
			04I: SNR Analyst	\$430.68	\$174.96	\$174.96	\$430.68
		Totals:		\$1,620.84	\$1,440.00	\$1,440.00	\$1,620.84
			Total Amount: Incomplete/Not Invoiced				\$34,012.45



Economic Growth, Education and the Environment	Inv. Completed: Yes	XB01a EGSSAA "global" update and conversion--scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$116.00	\$116.00	\$116.00	\$116.00
			03H: MID Analyst	\$326.34			
			03I: SNR Analyst	\$478.68	\$284.33	\$284.33	\$284.33
		Totals:		\$921.02	\$400.33	\$400.33	\$400.33
		XB0a GEMS Base Year Project Management	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem		\$1,864.22	\$1,864.22	\$1,864.22
			01Aa: Contract Man.	\$18,290.90	\$18,290.90	\$18,290.90	\$18,290.90
			01Ab: Management Tool	\$5,587.50	\$5,587.50	\$5,587.50	\$5,587.50
			01B: Database Subscription	\$670.50	\$670.50	\$670.50	\$670.50
		Totals:		\$24,548.90	\$26,413.12	\$26,413.12	\$26,413.12
		XB13a Common training curricula/materials-scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			02G: JNR Train Analyst/Facil.	\$98.50			
			02H: MID Train Analyst/Facil.	\$277.34			
			02I: SNR Train Analyst/Facil.	\$406.67	\$228.75	\$228.75	\$228.75
		Totals:		\$782.51	\$228.75	\$228.75	\$228.75
			Total Amount: Invoiced				\$27,042.20
			Total Amount: Economic Growth, Education and the Environment				\$61,054.65
Global Health	Inv. Completed: No	XB03 GEMS website implementation	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$50.00	\$15.11	\$15.11	\$50.00
			04G (CY-01): JNR Analyst	\$94.94			\$94.94
			04G: JNR Analyst	\$3,038.70	\$3,038.70	\$3,038.70	\$3,038.70
			04H (CY-01): MID Analyst	\$764.16	\$124.17	\$124.17	\$764.16
			04I (CY-01): SNR Analyst	\$458.56			\$458.56
			04I: SNR Analyst	\$632.54	\$632.54	\$632.54	\$632.54

Global Health	Inv. Completed: No	Totals:		\$5,038.91	\$3,810.52	\$3,810.52	\$5,038.91
		XB03a GEMS Website Scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			04G: JNR Analyst	\$1,043.34	\$1,265.04	\$1,265.04	\$1,043.34
			04H: MID Analyst	\$146.84			\$146.84
			04I: SNR Analyst	\$430.66	\$174.95	\$174.95	\$430.66
		Totals:		\$1,620.83	\$1,439.99	\$1,439.99	\$1,620.83
		XB0b GEMS Option Year Proj Mgmt	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			01A (CY-01): Contract Management	\$9,134.40	\$2,283.60	\$2,283.60	\$9,134.40
			01B (CY-01): Database Subscription	\$249.12	\$249.12	\$249.12	\$249.12
		Totals:		\$9,383.52	\$2,532.72	\$2,532.72	\$9,383.52
			Total Amount: Incomplete/Not Invoiced				
	Inv. Completed: Yes	XB01a EGSSAA "global" update and conversion--scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$116.00	\$116.00	\$116.00	\$116.00
			03H: MID Analyst	\$326.33			
			03I: SNR Analyst	\$478.66	\$284.33	\$284.33	\$284.33
		Totals:		\$920.99	\$400.32	\$400.32	\$400.32
		XB0a GEMS Base Year Project Management	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem		\$675.94	\$675.94	\$675.94
			01Aa: Contract Man.	\$6,630.56	\$6,630.56	\$6,630.56	\$6,630.56
			01Ab: Management Tool	\$2,025.50	\$2,025.50	\$2,025.50	\$2,025.50
			01B: Database Subscription	\$243.06	\$243.06	\$243.06	\$243.06
		Totals:		\$8,899.12	\$9,575.05	\$9,575.05	\$9,575.05
		XB13a Common training curricula/materials-scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			02G: JNR Train Analyst/Facil.	\$98.50			
			02H: MID Train Analyst/Facil.	\$277.33			

Global Health	Inv. Completed: Yes	XB13a Common training curricula/materials-scoping	02I: SNR Train Analyst/Facil.	\$406.66	\$228.75	\$228.75	\$228.75
		Totals:		\$782.50	\$228.75	\$228.75	\$228.75
			Total Amount: Invoiced				\$10,204.13
			Total Amount: Global Health				\$26,247.39
Latin America & Carribean	Inv. Completed: No	XB01b Small-Scale Guidelines "globalization" edit	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G (CY-01): JNR Analyst	\$0.00			\$0.00
			03H (CY-01): MID Analyst	\$0.00			\$0.00
			03I (CY-01): SNR Analyst	\$0.00			\$0.00
			Totals:	\$0.00			\$0.00
		XB03 GEMS website implementation	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem	\$50.00	\$15.11	\$15.11	\$50.00
			04G (CY-01): JNR Analyst	\$94.94			\$94.94
			04G: JNR Analyst	\$3,038.70	\$3,038.70	\$3,038.70	\$3,038.70
			04H (CY-01): MID Analyst	\$764.16	\$124.17	\$124.17	\$764.16
			04I (CY-01): SNR Analyst	\$458.56			\$458.56
			04I: SNR Analyst	\$632.54	\$632.54	\$632.54	\$632.54
			Totals:	\$5,038.91	\$3,810.52	\$3,810.52	\$5,038.91
		XB03a GEMS Website Scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			04G: JNR Analyst	\$1,043.34	\$1,265.04	\$1,265.04	\$1,043.34
			04H: MID Analyst	\$146.83			\$146.83
			04I: SNR Analyst	\$430.66	\$174.96	\$174.96	\$430.66
			Totals:	\$1,620.83	\$1,440.00	\$1,440.00	\$1,620.83

Latin America & Carribean	Inv. Completed: No	XB0b GEMS Option Year Proj Mgmt	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			01A (CY-01): Contract Management	\$18,293.00	\$4,573.80	\$4,573.80	\$18,293.00
			01B (CY-01): Database Subscription	\$498.90	\$498.90	\$498.90	\$498.90
			Totals:	\$18,791.90	\$5,072.70	\$5,072.70	\$18,791.90
			Total Amount: Incomplete/Not Invoiced				\$25,451.63
	Inv. Completed: Yes	XB01a EGSSAA "global" update and conversion-- scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			03G: JNR Analyst	\$116.00	\$116.00	\$116.00	\$116.00
			03H: MID Analyst	\$326.33			
			03I: SNR Analyst	\$478.66	\$284.33	\$284.33	\$284.33
			Totals:	\$920.99	\$400.32	\$400.32	\$400.32
		XB0a GEMS Base Year Project Management	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			00T: Travel, Transport & Per Diem		\$1,397.97	\$1,397.97	\$1,397.97
			01Aa: Contract Man.	\$13,716.13	\$13,716.13	\$13,716.13	\$13,716.13
			01Ab: Management Tool	\$4,190.00	\$4,190.00	\$4,190.00	\$4,190.00
			01B: Database Subscription	\$502.86	\$502.86	\$502.86	\$502.86
			Totals:	\$18,408.99	\$19,806.97	\$19,806.97	\$19,806.97
		XB13a Common training curricula/materials- scoping	CLIN	Budgeted	Accrued	Invoiced	Total Programmed
			02G: JNR Train Analyst/Facil.	\$98.50			
			02H: MID Train Analyst/Facil.	\$277.33			
			02I: SNR Train Analyst/Facil.	\$406.66	\$228.75	\$228.75	\$228.75
			Totals:	\$782.50	\$228.75	\$228.75	\$228.75
			Total Amount: Invoiced				\$20,436.04
			Total Amount: Latin America & Carribean				\$45,887.67
			Total Amount: Cross Bureau Selections' Activities Only				\$590,036.67

**Grand Total: All Activities   \$6,687,539.43**



# IMPLEMENTING MECHANISM FACTSHEET

## GLOBAL ENVIRONMENTAL MANAGEMENT SUPPORT (GEMS)

### CONTENTS

1. GEMS Overview
2. Implementers
3. Period of Performance
4. Scope of Services
5. Accessing GEMS Services
6. Pricing
7. Award Details
8. Contacts

### 1. GEMS OVERVIEW

**GEMS is a global program implemented under a USAID Africa Bureau contract which provides on-demand environmental compliance, management, and sound design support to USAID's Environmental Officers, individual agency operating units and their projects and programs.**

The Africa Bureau developed GEMS collaboratively with other USAID bureaus, and the program was therefore made global in scope. Subject to available ceiling, GEMS services are available to any bureau or operating unit that elects to incrementally fund the contract.

GEMS effectively replaces certain USAID environmental compliance support programs, such as the Africa Bureau's long-running ENCAP project, the Asia/Middle East Bureau's EMCB project, and the Global Health Bureau's EMCAB project.

### 2. IMPLEMENTERS

GEMS was awarded in late September 2011 to **The Cadmus Group, Inc.** under the GSA Multiple Award Schedules (MAS) program.

The core team includes principal partners Cadmus (prime contractor) and Sun Mountain International, who together provide the primary environmental compliance/environmentally sound design and

management expertise. Other core team members are DAI, World Education, Inc. and Eurasia Environmental Associates, LLC.

A number of on-call local partners may be engaged depending on the location of programmed activities.

### 3. PERIOD OF PERFORMANCE

GEMS is authorized for a 1-year base period beginning late September 2011, with an option to renew for a second year. The program cannot be extended beyond end September 2013.

### 4. SCOPE OF SERVICES

A broad range of environmental compliance, management, and sound design support services are available under GEMS, including but not limited to:

- A. TRAINING.** Planning, design and delivery of general and sector-specific training in environmental compliance and environmentally sound design and management; development of training curricula and materials; and development and delivery of online/distance learning on these topics.
- B. GUIDANCE, TOOLS AND SYSTEMS.** Development and review of environmental compliance/best practice guidance for individual projects or sector programs. Development of software/IT and other tools and systems to support environmental compliance, management and M&E from mission portfolio to project level.
- C. 22 CFR 216 DOCUMENTATION.** Development and review of documentation prepared under USAID Environmental Procedures (22 CFR 216), including Initial Environmental Examinations (IEEs), scoping statements, and Environmental Assessments (EAs) and Programmatic Environmental Assessments (PEAs), including health, gender and social impacts analyses.

- D. EMMPs/EMPRs.** Development and review of Environmental Mitigation and Monitoring Plans (EMMPs) and Environmental Mitigation Plans and Reports (EMPRs) and TA to support to field implementation of such plans.
- E. COMPLIANCE ASSESSMENTS, FIELD MONITORING AND EVALUATION.** Environmental compliance assessments, from mission portfolio to project and site-level. Field monitoring and evaluation of environmental compliance/management.
- F. ENVIRONMENTAL MANAGEMENT IN DISASTER ASSISTANCE.** Support to environmental management of disaster assistance, including rapid environmental assessments (REAs).
- G. BEO, REA AND MEO SUPPORT & BACKSTOPPING.** Screening and quality control of submitted 22 CFR 216 documentation and advice/TA for IPs and USAID staff developing this documentation.
- H. OTHER ENVIRONMENTAL ANALYSES.** Scoping, development and review of FAA 118/119 analyses, climate vulnerability assessments, health and social impact assessments, among others.
- I. HOST COUNTRY ENVIRONMENTAL MANAGEMENT CAPACITY.** Capacity-building of host country environmental management systems and professionals.
- J. KNOWLEDGE MANAGEMENT, LEARNING & COMMUNICATIONS.** Web-based and hardcopy dissemination of environmental management guidance, strategic and high-impact environmental communications, environmental management community-of-practice development and support.

## 5. ACCESSING GEMS SERVICES

Bureau Environmental Officers (BEOs) from participating Bureaus serve as Activity Managers for GEMS activities within their region/sector. In this capacity, they are “gatekeepers” for the GEMS work plan, in consultation with the COTR.

Operating units interested in accessing GEMS services, whether funded by the participating Bureaus or with their own buy-in funds, should first contact the relevant BEO/Activity Manager. See contact list at right.

The Activity Manager will work with the requesting operating unit and the prime contractor to reach an agreed scope of work, staffing, scheduling and budget.

## 6. PRICING

The GEMS award establishes fixed prices for a set of common training and environmental review tasks (exclusive of travel and logistics costs). For other tasks, it establishes fixed time and materials (T&M) rates for different categories of expertise. These price schedules are available from the COTR and Activity Managers.

## 7. AWARD & GLAAS DETAILS

Award #	AID-OAA-M-11-00021
Issued under	GSA Multiple Award Schedule (Cadmus GSA Multiple Award Schedule Contract No.: GS-10F-0105J)
Period of Performance	26 Sept 2011–25 Sept 2012 base yr 26 Sept 2012–25 Sept 2013 ext year <i>no cost extension up to 6 months TBD</i>
Ceiling	\$7.7mn base year; \$7.9mn extension year
Lead Requisition	REQM-AFR-13-000033
Group Requisition	RGP-AFR-13-000012

## 8. CONTACTS

Contract Officer	Portia Persley OAA <a href="mailto:ppersley@usaid.gov">ppersley@usaid.gov</a>
Contracting Specialist	Jimmie Curtis, OAA <a href="mailto:jcurtis@usaid.gov">jcurtis@usaid.gov</a>

COR	Brian Hirsch, AFR <a href="mailto:bhirsch@usaid.gov">bhirsch@usaid.gov</a>
Deputy COR	Teresa Bernhard <a href="mailto:tbernhard@usaid.gov">tbernhard@usaid.gov</a>

Bureau Activity Managers (Bureau Environmental Officers)	
AFR	Brian Hirsch <a href="mailto:bhirsch@usaid.gov">bhirsch@usaid.gov</a>
Asia/Middle East	Robert MacLeod <a href="mailto:rmacleod@usaid.gov">rmacleod@usaid.gov</a>
LAC	Victor Bullen <a href="mailto:vbullen@usaid.gov">vbullen@usaid.gov</a>
DCHA	Erika Clesceri <a href="mailto:eclesceri@usaid.gov">eclesceri@usaid.gov</a>
E3	Teresa Bernhard <a href="mailto:tbernhard@usaid.gov">tbernhard@usaid.gov</a>
GH	Teresa Bernhard <a href="mailto:tbernhard@usaid.gov">tbernhard@usaid.gov</a>

Implementer Key Personnel	Mark Stoughton, Team Leader The Cadmus Group, Inc. <a href="mailto:Mark.Stoughton@cadmusgroup.com">Mark.Stoughton@cadmusgroup.com</a>
	Scott Solberg Environmental Management and Training Specialist Sun Mountain International <a href="mailto:ssolberg@smtn.org">ssolberg@smtn.org</a>
	Wes Fisher, EIA Specialist The Cadmus Group, Inc. <a href="mailto:Weston.Fisher@cadmusgroup.com">Weston.Fisher@cadmusgroup.com</a>



## Global Environmental Management Support Project (GEMS)

# Pricing & Ordering Guide



**Note: Intended as a supplement to the GEMS Factsheet\***

**v DRAFT 29Jan2013**

**Note: The prices included in this Guide are considered sensitive business information. They should not be distributed outside USAID.**

### Overview

GEMS is structured differently from many USAID contracts. Activities (such as workshops, environmental assessments, etc.) are ordered as one—or more often, a combination of—CLINS (Contract Line Item Numbers) whose definitions and unit costs are established by the GEMS award. GEMS uses a combination of fixed-price (FP), time-and-materials (T&M) and reimbursable-cost CLINS.

The GEMS award divides GEMS CLINS into functional groups. Those relevant to mission buy-ins are summarized in the table below. The entailed CLINS in each group are presented in subsequent tables, with unit prices and ordering/budgeting notes.

As GEMS prime contractor, the Cadmus Group will work with the requesting operating unit and the GEMS Activity Manager (AM, being the cognizant Bureau Environmental Officer) to develop an agreed scope of work, staffing, scheduling and budget for requested activities. Cadmus will translate the SOW and budget into GEMS CLINS orders for mission, AM and COTR review/approval.

The table below presents indicative activities. It does not list every activity that can be undertaken within the scope of GEMS. GEMS was designed with a broad scope to cover most foreseeable environmental compliance/environmentally sound design and management support needs. If in doubt about whether an activity is “within scope,” consult your cognizant GEMS activity manager/BEO (see GEMS Factsheet).

### Overview of GEMS CLINS

Group	Name	Summary of activities supported
02	<b>TRAINING SERVICES</b> (fixed price, T&M)	Environmental Compliance/ESDM Training workshop planning and delivery, and training materials/curriculum development. Includes on-line/distance training.  Development of modules, sessions or presentations for use in other USAID workshops and fora.
03	<b>TECHNICAL AND ANALYTICAL SUPPORT</b> (fixed price, T&M)	Developing & Reviewing (1) pre-implementation environmental reviews per 22 CFR 216 (Requests for Categorical Exclusion, IEEs and EAs); (2) sub-project reviews; (3) EMMPs and similar documents (4) FAA 118/119 assessments) and (5) climate vulnerability assessments and other environmental analyses.  BEO, REA and MEO backstopping.  Developing environmental compliance/ESDM guidance materials.  Post-disaster environmental assistance.  Field environmental compliance monitoring.  Environmental management collaboration/capacity building with other donors and host country governments.
04	<b>KNOWLEDGE MANAGEMENT, LEARNING AND COMMUNICATIONS</b> (fixed price, T&M)	Tasks intended to: a) increase access to all GEMS resource materials through knowledge management; and/or b) to improve environmental compliance monitoring; and/or c) develop/implement strategic environmental communications plans

<b>00T</b>	<b>Travel and Transport</b> (reimbursable cost)	Travel, transport, and per diems Training and guidance materials reproduction Venue & in-country logistics and similar costs entailed in tasks programmed under CLIN groups 02–04
------------	--	--

## Group 02: Training Services

CLIN#	Name	Type	Unit Price*	Ordering/budgeting notes
Training in Environmental Compliance and Environmental Compliance and ESDM for USAID Staff & Partners				
02A	1 Day Training	FP	\$21,150	Fixed prices for TRAININGS cover <u>moderate</u> adaption of <u>existing</u> training materials/ curricula, home office support, and the labor of a lead facilitator & lead technical trainer.  NOT covered are: <ul style="list-style-type: none"><li>Travel, per diem, venue costs, materials reproduction costs, and in-country workshop logistics/administrative costs, which are budgeted under 00T (see below).</li><li>Translation costs, which are budgeted under 04A &amp; 04B</li><li>Significant curriculum/materials development, which is budgeted under the T&amp;M CLINs 02G-02I.</li><li>Transit time &amp; the contributions of any other experts/facilitators, which are budgeted under the T&amp;M CLINs 02G-02I.</li></ul> When involving field work, workshops are typically ordered with a <b>preplanning exercise</b> (02E or 02F). These CLINs cover labor costs of a consultant to undertake a planning visit and associated home office support for the purpose of identifying venue and case sites, sourcing local procurement items, and establishing roles and responsibilities. They require collaboration/engagement from the host mission. Preplanning travel costs are separately budgeted under 00T.
02B	2-Day Training	FP	\$24,197	
02C	3-Day Training	FP	\$29,558	
02D	4-day Training	FP	\$37,966	
Preplanning of Training Event that includes field work				
02E	For 1-2 day Training	FP	\$10,381	
02F	For 3-5 day Training	FP	\$13,810	
Additional Training Implementation and Design Services				
02G	Junior Analyst/Facilitator	T&M	\$615/day	Examples of tasks budgeted under these T&M CLINS include: <ul style="list-style-type: none"><li>Original curriculum and training materials development,</li><li>Transit time for training staff</li><li>Contributions to training delivery of experts/facilitators beyond the lead facilitator and lead technical trainer.</li></ul>
02H	Mid-level Analyst/Facilitator	T&M	\$866/day	
02I	Senior Analyst/Facilitators	T&M	\$1269/day	

\*prices are for 2<sup>nd</sup> contract year, beginning late Sept 2012

## Group 03: Technical and Analytical Support

CLIN#	Name	Type	Unit Price*	Ordering/budgeting notes
<b>22 CFR 216 Documents</b> numbered and priced in order of increasing complexity)				
03A	Level 1 Env Review	FP	\$830	e.g. Categorical Exclusion for a Single Activity, minimal if any consultation. ( <a href="#">click for example</a> ) e.g. IEE for a single, simple activity presenting relatively minor risks. ( <a href="#">click for example</a> ) e.g. IEE for multiple activities or moderately complex activity; limited scope & geographic extent; Consultation with stakeholders needed. ( <a href="#">click for example</a> ) -- The assumed staffing pattern for all 22 CFR 216 documents is a single environmental reviewer; if additional specialist expertise is needed, it will be be budgeted under CLINS 03G-I. If field work is required, travel costs will be budgeted separately under 00T. Transit
03B	Level 2 Env Review	FP	\$2,789	
03C	Level 3 Env Review	FP	\$5,577	
03D	Scoping statement for EA with Minimal Public Consultation	FP	\$17,392	

**NOTE: CLIN PRICES ARE CONSIDERED SENSITIVE BUSINESS INFORMATION AND SHOULD NOT BE DISTRIBUTED OUTSIDE USAID.**

03E	Scoping Statement for EA with Significant Public Consultation	FP	\$32,698	--	salary will be budgeted under CLINS 03G-I.
Other Environmental Analyses					
03F	FAA 118/119 (Tropical Forestry & Biodiversity) Analysis	FP	\$61,430	Does not include travel costs, which will be budgeted separately under 00T or transit salaries, budgeted under CLINS 03G-I.	
Additional Technical and Analytical Support Services					
03G	Junior Analyst	T&M	\$723/day	<div>Examples of tasks budgeted under these T&amp;M CLINS include:</div> <ul style="list-style-type: none"><li>▪ 22 CFR 216 documents more complex than CLINS 03A-E</li><li>▪ additional specialist expertise to contribute to CLINS 03A-E</li><li>▪ field environmental monitoring</li><li>▪ environmental guidance development</li></ul>	
03H	Mid-level Analyst	T&M	\$1018/day		
03I	Senior Analyst	T&M	\$1493/day		

\*prices are for 2<sup>nd</sup> contract year, beginning late Sept 2012.

#### Group 04: Knowledge Management, Learning and Communications

CLIN#	Name	Type	Unit Price*	Ordering/budgeting notes
Translation				
04A	Document translation (from English into Spanish, French, or Portuguese)	FP	\$42/page	--
04B	Oral interpretation, consecutive (from Spanish, French, or Portuguese into English)	FP	\$260/day	--
Compliance Assessment				
03F	Environmental Procedures Best Practices Review of USAID operating unit environmental compliance status, policies, procedures, and capacities.	FP	\$35,002	Follows the general process outlined in the <a href="#">BPR Factsheet</a> : Does not include travel costs, which will be budgeted separately under 00T, or transit salaries, budgeted under CLINS 04D-F. Extended field surveys will require additional T&M effort, budgeted under CLINS 04D-F.
Additional Knowledge Management, Learning and Communications Support Services				
04D	Junior Analyst	T&M	\$651/day	Examples of tasks budgeted under these T&M CLINS include: <ul style="list-style-type: none"><li>▪ BPR transit salary</li><li>▪ Database/website management &amp; development</li><li>▪ Development &amp; management of IT tools and systems to support environmental compliance</li><li>▪ Adapting and developing program-specific environmental indicators and monitoring systems</li><li>▪ Strategic communications for improved environmental management</li></ul>
04E	Mid-level Analyst	T&M	\$917/day	
04F	Senior Analyst	T&M	\$1334/day	

\*prices are for 2<sup>nd</sup> contract year, beginning late Sept 2012.