



**FINAL REPORT
INTERIM MANAGEMENT ADVISOR TO ANGAP**

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Prepared for:
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**INTERIM MANAGEMENT ADVISOR TO ANGAP
END OF CONTRACT COMPLETION REPORT**

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INTERIM MANAGEMENT ADVISOR TO ANGAP
END OF CONTRACT COMPLETION REPORT

This report is a summary of the tasks completed and issues addressed by the Interim Management Advisor to ANGAP during a nearly four-month TDY covering the period April 28 through August 22, 1991. This technical assistance was requested through the Environment and Natural Resources IQC No. PDC-5517-I-00-0103-00 with Chemonics International. Assistance was required due to delays in the selection of the long-term technical assistance team to ANGAP and the 2-month absence of the SAVEM Project Coordinator.

The report is divided into sections corresponding to the SAVEM Project components i.e., ANGAP, Grant Management Unit, Biodiversity Planning Service and the Project Coordinating Office. Pending actions are described at the end of each section; a financial report for the first tranche of start-up funding, an illustrative budget for the second tranche, and a status report on SAVEM commodity procurement are appended.

I. NATIONAL ASSOCIATION FOR THE MANAGEMENT OF PROTECTED AREAS (ANGAP)

A. Start-Up Costs

The Mission had intended that the ANGAP technical assistance team would be in place by April 1991 with funding in the institutional contract to cover ANGAP operating costs through April 1992. When it became evident that the team would not be in place until at least August, the Project Coordinator prepared PIO/T No. 687-0110-3-00016 in the amount of \$25,000 to cover ANGAP start-up costs for the period April 5-August 5, 1991. The financial report contained in Annex 1 provides a breakdown of the illustrative budget, the amounts committed, and actual expenditures during this period. While all but \$2,000 was committed, only \$13,000 has actually been disbursed at the time of this writing. This is due to two principal reasons.

Approximately \$4,000 earmarked and/or committed for salary payments was not disbursed. Of this, \$3,700 represents the balance between the amount committed for gross salaries and the amount actually disbursed for net salaries. Funds earmarked for the Director of Administration and Finance's (DAF) salary for the month of April were not used as he did not commence work until May 1st.

General strikes prevented ANGAP personnel from procuring needed supplies such as a second lot of gas coupons, and office and cleaning supplies. The political situation also prevented the Director General (DG) from using the majority of the travel funds.

By late July, it was evident that the technical assistance team would not be in place until at least the middle of September. PIO/T No. 687-0110-3-00016 was, therefore, amended to provide an additional \$16,000 to cover costs for up to another three months (through October 31, 1991). An illustrative budget for this second tranche of funding is contained in Annex 2.

PENDING ACTION: The following PO's have been prepared and are currently being circulated for signature:

PO No.	Description
687-0110-0-00-1132-00	Salary payment and travel and per diem for the DG;
687-0110-0-00-1133-00	Salary payment for the Exec. Secretary;
687-0110-0-00-1134-00	Salary payment for the messenger;
687-0110-0-00-1182-00	Salary payment for the DAF;
687-0110-0-00-1137-00	PTT for monthly telephone charges;
687-0110-0-00-1138-00	Promotour for car rental.

As soon as the POs are signed, copies need to be sent to ANGAP and 1034's prepared at the end of August.

PO No. 687-0110-0-00-1135-00 to Metro Services is not being amended since all project-funded computer equipment has been received. Equipment for one complete work station was delivered to ANGAP on August 19th with the balance to be delivered upon completion of the electrical upgrading of the ANGAP building.

PENDING ACTION: If the project-funded photocopiers have not been delivered by mid-September, PO No. 687-0110-0-00-1136-00 to Photorama will have to be amended as it expires September 30th.

B. ANGAP Salary Levels

After repeated requests to the ANGAP DG, a copy of the minutes of the ANGAP Board of Directors meeting called to approve ANGAP salary levels was obtained. A reading of these minutes revealed the fact that the salary/benefits levels approved by the Board exceed those approved by the donors. Upon the return of the Project Coordinator, a meeting was called on August 7 by the National Environmental Office (ONE) to discuss the misunderstanding. It was agreed that the donors would meet among themselves prior to August 21st to reexamine the approved salary/benefit package and make a decision on whether any adjustments are necessary.

PENDING ACTION: A decision must be made by donors involved in the Madagascar Environmental Program-I as to the net salaries and benefits package of ANGAP personnel. Once this has been decided by the donors, ONE will convene a second meeting to discuss the donors' decision, and the package will then have to be resubmitted

to the ANGAP Board of Directors for approval. When this has been obtained, adjustments in the salary payments made up to that time will have to be made.

C. ANGAP Personnel Contracts

The ANGAP Director for Administration and Finance (DAF) initially prepared interim contracts for each ANGAP employee covering the period from each person's commencement date through August 5th.

Salary check requests for the months of April and May were made in the amount of the maximum gross salaries approved by the donors pending final approval of the salary/benefit package by the ANGAP Board of Director's. It had been agreed verbally between ANGAP and SAVEM Project personnel, prior to the Project Coordinator's departure, that each ANGAP employee would endorse their salary checks to ANGAP so that employee contributions to social security and health insurance as well as income taxes could be deducted. ANGAP would then reissue checks for each employee's net salary. Proof of payment in the form of deposit slips from CNAPS, AMIT and the tax office would be submitted to USAID. Deductions for the employer's contribution to CNAPS and AMIT were to be deducted from subsequent paychecks once the net salaries were approved. Prior to the arrival of the first paychecks, however, (which corresponded to the processing of the third set of salary checks) the Controllers Office decided that all payments made in excess of the actual net salaries would have to be deducted from the third check. Due to the on-going debate over what the net salaries should be, adjustments were made in the June/July paycheck to deduct the difference between the gross salary amounts paid in April and May and the current net salary levels.

PENDING ACTION: ANGAP needs to amend the current contracts to cover the period August 5 through October 31, 1991 and submit copies to USAID with the August time sheets.

PENDING ACTION: Once the salary/benefit issue has been resolved, further adjustments will have to be made in the salary payments made through this period.

PENDING ACTION: Once ANGAP as an organization has been enrolled in CNAPS (social security), individual checks for each ANGAP employee will have to be ordered to cover the period from each person's date of commencement until the time ANGAP is enrolled. ANGAP submitted all necessary papers to CNAPS in late May but has not been issued a registration number due to the general strikes.

PENDING ACTION: Once the net salaries have been determined, the amount of back taxes owed for the period corresponding to each person's start date until the salaries are approved must be determined. Form 1034's in the name of the Treasury (Ministry of Finance) and each employee will then have to be prepared.

D. Employment Status of Five ANGAP Guards

PIL No. 6 provides funding for the employment of five guards for the ANGAP building for the life of the project. These guards were hired through individual purchase orders during March 1991, at a net salary of 70,000 FMG per month. Between March and July, time sheets had to be approved and submitted by ANGAP at the end of each month, and five individual 1034's had to be prepared by the Project Coordinating Office, signed by the Project Officer, and processed by the Controllers Office. An inordinate amount of time was spent by ANGAP and USAID staff in this process.

Approval was obtained from USAID to have the five guards hired by a guard service which would be responsible for all personnel issues and would submit one monthly invoice to USAID for payment of services rendered. The five individual POs (Nos. 687-1104/5/6/7/15) were amended to de-obligate funds unused by July 31. Purchase order No. 687-0110-0-00-1202-00 to Martial Rasoanaivo was signed and the five guards became employees of Martial's guard service as of August 1, 1991. Martial has agreed to hire the five guards already working at ANGAP and to assign them permanently to the ANGAP building. He also agreed to hire them at the same net salary initially set by USAID (70,000 FMG) despite the fact that this level is higher than he pays his other guards. The guards will continue to wear the uniforms purchased for them with project funds.

PENDING ACTION: As soon as ANGAP has received its "Numero Matricule" from CNAPS, 1034's in the name of CNAPS and the individual guard and listing ANGAP's numero matricule need to be prepared for the period March through July 31. Martial's guard service will then include the five guards under its own registration number and will make employer contributions from August on.

E. Electrical Upgrading of the ANGAP Building

An assessment of the electrical capacity in the ANGAP building was made both by a computer specialist on contract to LSU and by a local electrical engineer from a firm called SOMECA. Based on these recommendations, PIO/C No. 687-011000-4-00018 was issued earmarking funds for the purchase of a voltage stabilizer to be installed in the ANGAP building. A cable was sent to RPSO/Bonn on June 27 requesting that a stabilizer be purchased and delivered to Madagascar by no later than September 30, 1991.

SOMECA, having successfully completed the electrical upgrading of the USAID building in Anosy, was asked to submit a pro forma invoice to LSU for the electrical work that needs to be done in the ANGAP building. A request was sent to the USAID EXO on August 9 requesting that a purchase order be prepared in the name of SOMECA to complete the necessary work. SOMECA has requested an advance of 30% of the estimated cost due to the upfront costs of procuring the necessary materials and the lengthy payment procedures of USAID. This issue is under consideration by the EXO.

PENDING ACTION: If the EXO approves providing an advance to SOMECA and the PO is signed, a copy should be supplied to SOMECA and arrangements made for the work to begin immediately. SOMECA's electrical engineer has stated that one month will be needed to complete all the necessary work. If the EXO does not agree to an advance, discussions will have to be held with SOMECA to see if they will forego the advance. If not, another supplier will have to be identified.

F. Insurance Coverage for ANGAP Building Furniture/Equipment

Once all furniture and equipment has been delivered to ANGAP for each of the three project components, insurance coverage should be obtained for fire, theft, etc. The need for insurance in case of fire or some natural catastrophe for ANGAP personnel should also be considered. The cost of the personnel coverage will be governed, in part, by the total number of employees to be covered. A firm estimate of the number of employees should, therefore, be made prior to soliciting price quotes.

PENDING ACTION: When all ANGAP furniture and equipment has been delivered and a firm estimate of the total number of employees to be hired is made, price quotes for insurance coverage should be solicited from three local insurance companies and personnel and property coverage obtained.

G. Institutional Contract - Reimbursement of Costs Incurred Prior to Contract Start-Up

A memo was faxed to the REDSO/ESA RCO on August 7th requesting that the institutional contract allow for the reimbursement of costs incurred by ANGAP personnel and the Project Coordinator prior to contract start-up. These costs include such things as cab fare, procurement of office supplies, etc.

PENDING ACTION: Once the contract containing authorization of reimbursement of pre-contract expenses has been awarded and the TA team is in place, receipts for the expenses should be submitted to the team for reimbursement.

H. Institutional Contract - Housing Costs

During discussions with the EXO and General Services Officer (GSO), it was decided that funds for rent, utilities and guard services should not be included in the ANGAP institutional contract, the GMU cooperative agreement or the BPS operational program grant. A memo containing instructions to this effect was faxed to the REDSO RCO on August 19th.

PENDING ACTION: None.

II. GRANT MANAGEMENT UNIT

A. Cooperative Agreement

PIO/T No. 687-0110-3-10001 has been signed by USAID and host government personnel and provides an additional \$4.4 million for the cooperative agreement. Mission technical and cost evaluations have been faxed to the RCO and negotiations are underway between the RCO and the bidders.

PENDING ACTION: Follow-up as needed with the RCO to finalize contract negotiations and expedite the arrival of the team.

III. Biodiversity Planning Service (BPS)

PIO/T No. 687-0110-3-10002 has been signed by all requisite personnel and provides \$2.2 million for an operational program grant for a period of two years.

Final recommendations on the text of the BPS Invitation for Application (IFA) were made during a May TDY of an AID/W AFR/TR/ANR staff member. A final draft IFA and cover letter were sent to the REDSO RCO for clearance on May 21st. AFR/TR/ANR suggested holding a pre-proposal conference in Washington, D.C. which would have two main objectives: 1) provide an open forum for addressing technical questions pertaining to the IFA; and 2) foster consortia of eligible bidders to ensure that the varied technical and managerial needs of the BPS component will be met. RCO approval of a pre-proposal conference was contained in the draft IFA cover letter. Suggested revisions to the IFA were faxed from REDSO on July 31st and have been incorporated into the text. The RCO raised the issue of whether to advertise the IFA in the Commerce Business Daily (CBD) or to send the IFA to 10-15 recipients identified by the Mission.

PENDING ACTION: The Interim Management Advisor will deliver the final approved version of the BPS IFA to AFR/TR/ANR upon her return to Washington, D.C. AFR/TR/ANR will then reproduce and distribute the IFA per Mission instructions.

PENDING ACTION: A decision is needed on whether to advertise the IFA in the CBD or to mail it to a list of recipients identified by the Mission.

IV. PROJECT COORDINATING OFFICE (PCO)

A. Secretary

Contract No. CO-687-0000-S-91021 for the SAVEM Project Secretary expired August 16, 1991. A memo was sent to the EXO on August 13th requesting that the contract be extended for one year against PIO/T No. 687-0110-3-00003. The contract has not been extended as of the date of this writing and the secretary is currently working without a contract.

PENDING ACTION: If the contract has not been renewed by August 23rd, a follow-up telephone call or memo to the EXO will be necessary to ensure that there is no break in the employment status of the secretary.

B. Administrative Assistant

PIO/T No. 687-0110-3-00019 earmarking \$15,300 for an administrative assistant for the life of the SAVEM Project was prepared in June and signed by all requisite personnel by July 5th. In discussions with the EXO, it was decided that this position would be advertised within USAID, the embassy and USIS. If no acceptable applications are received, the position will then be advertised in the local newspaper. A memo was sent to the EXO on July 15th requesting that a position vacancy description be prepared and posted so that an administrative assistant can be on board by August 5th. This has not been done to date.

PENDING ACTION: A follow-up memo should be sent to the EXO requesting that a notice be posted as soon as possible.

C. Summer Intern

PO No. 687-0110-0-00-1180-00 was prepared providing funding of the services of a summer intern on the SAVEM Project. Ms. Sahondra Rabenarivo spent approximately two months doing a variety of tasks including: 1) attending a NRMS/PVO workshop on project design; 2) drafting brochures on the SAVEM Project and the USAID environment and natural resources program; 3) interviewing villagers living in and around Ranomafana National Park on their perceptions of the park and their access to it prior to and since the creation of the park; and 4) evaluating criteria for the conservation action grants to be administered through the GMU component.

PENDING ACTION: Immediately after Sahondra's departure on August 16th, a cable was received from RFMC stating that no W-4 form had been received from Sahondra and that RFMC is unable to process her salary payments. A blank form was sent to Sahondra's mother on August 20th. When it has been filled out and signed, the original will be sent back to USAID for transmission to RFMC/Nairobi, Attention Boniface Githui.

D. Extension of Delivery Order for Interim Management Advisor

The original effective completion date of Delivery Order No. 4 through Environmental and Natural Resources IQC No. PDC-5517-I-00-0103-00 was July 31, 1991. Due to a shortage of personnel and a heavy workload within the Mission's Agriculture and Natural Resources Division, PIO/T No. 687-0110-3-0001 was amended to reallocate funds and the AID/W Contracts Office was requested to extend the delivery order through August 31, 1991.

PENDING ACTION: July and August invoices are still to be submitted by Chemonics International. A copy of Amendment No. 1 to the Delivery Order should be sent to the Mission by AID/W.

E. Files

A filing system which conforms to the A.I.D. records management system was established for the SAVEM project files.

PENDING ACTION: None.

The following issues pertain to all SAVEM personnel. They have been included in the PCO section as it will be responsible for resolving these issues prior to the arrival in-country of the technical assistance teams.

F. Housing

Six houses need to be leased for SAVEM Project personnel on/before December 31, 1991, with three of them needed by no later than September 1st. A meeting was held with EXO, GSO and SAVEM Project personnel on August 7th to discuss the status of these houses. The following things were agreed to:

Of the six houses identified to date by the GSO that are available for leasing on behalf of Mission staff, three will be assigned to SAVEM personnel.

A fourth house needs to be identified and leased on/before the end of September 1991.

A fifth house needs to be found as soon as possible as the intended occupant will be obliged to live in temporary housing until one is leased.

A six house must be leased by December 31st as the employee will be required to move out of his current housing at that time.

The EXO and GSO have agreed that the Project Coordinator can assist in the identification of appropriate housing for SAVEM personnel.

PENDING ACTION: Regular follow-up with the EXO and GSO will be necessary until such time as six houses have been leased and assigned to SAVEM personnel.

G. Residential Furniture

Six sets of residential furniture were ordered on March 12, 1991. Per State 261736, the furniture will not be shipped to the packers until on/about September 1st. No estimated onward shipping or delivery dates are available.

USAID also ordered six sets of furniture for Mission personnel which was delivered to LSU the week of August 12th. During the August 7 meeting referred to in Paragraph E above, it was agreed that, in the event the SAVEM-funded furniture is not delivered prior to the arrival of those SAVEM personnel with children, three sets of Mission furniture would be assigned to these personnel. These three sets will be replaced upon delivery of the SAVEM furniture.

PENDING ACTION: If the SAVEM-funded furniture has not arrived by the time clearance is given for SAVEM personnel to travel to post, arrangements should be made with LSU to deliver one set of furniture to each of the three houses assigned to people with children.

H. Appliances

Appliances were ordered on March 12, 1991. Per Bon 19382, the projected delivery date of the electric stoves, water heaters, and vacuum cleaners and bags was mid-August. The washers, dryers, refrigerators and freezers arrived in Antwerp the week of July 8 but no onward shipping or estimated delivery dates have been provided. Due to the general strikes, it is unknown whether any of the appliances have been off-loaded in Tamatave. USAID has no spare appliances to lend pending the arrival of the SAVEM-funded appliances.

PENDING ACTION: When it is certain that the SAVEM personnel will arrive prior to delivery of the appliances, a PIO/C should be prepared to earmark funds for the local purchase of three stoves and three refrigerators. These appliances can be sold to LSU or auctioned locally upon delivery of the SAVEM appliances.

V. PROCUREMENT

Annex 3 contains a financial status report for off-shore and local procurement through August 21st. The chart presents the PO numbers and value, and actual amounts invoiced to date.

The following paragraphs outline the status of each procurement action as of the date of this writing.

A. Vehicles and Spare Parts

Per Tokyo 09129, the projected delivery date of three Toyota Landcruisers and spare parts is early September 1991. A copy of this cable and Antananarivo 01019 containing the original order were sent to LSU on May 28, 1991.

PENDING ACTION: None.

B. Radios

Per State 197215 dated June 15th, the Mission was requested to provide selcal numbers to program the radios ordered through PO No. 687-1085 prior to shipping. These numbers were provided in Antananarivo 02772 on June 24th. The radios have been delivered to LSU and a receiving report will be prepared shortly. Invoice No. C1E1933 in the amount of \$4,113.60 has been received.

PENDING ACTION: As soon as the receiving report is completed, a 1034 should be prepared.

C. Residential Alarms

The residential alarm systems ordered through PO No. 687-1075 have been cleared through Customs, a receiving report has been completed, and a 1034 to cover the cost of the goods and shipping was prepared on July 18th.

PENDING ACTION: As soon as houses have been leased for SAVEM personnel, follow-up with LSU to have the alarm systems installed.

D. Office Furniture - Zafamaniry

The first order of office furniture was delivered to the ANGAP building on April 4th, a receiving report was done, and a 1034 prepared.

The second order was delivered on June 21st and a receiving report has been completed. A 1034 has been prepared but is being held pending the replacement of the twelve chairs. The chairs that were delivered were not the models ordered and Zafamaniry was requested to replace them. The chairs were taken back to the Zafamaniry factory on August 19th.

PENDING ACTION: When the twelve chairs have been replaced with the models originally ordered, the 1034 should be sent to the Controllers Office for processing.

E. Office Furniture - Hazovato

Delivery of office furniture ordered from Hazovato through PO No. 687-1091 was supposed to have been late July/early August but has been delayed due to the general strikes. Hazovato was contacted the week of August 12th and stated that part of the order is ready but that a truck needs to be sent to pick it up. They were unable to give an estimated completion date for the remainder of the order.

Hazovato had originally stated that they required payment in full prior to delivery of the furniture. They have now dropped this requirement.

PENDING ACTION: Follow-up with Hazovato to ensure timely completion of the remainder of the furniture. Since the completed furniture is not needed at present at ANGAP, it is recommended that it not be picked up until the complete order is finished. When this is done, arrangements should be made with LSU to pick up the furniture and deliver it to ANGAP.

F. Office Equipment - Photocopiers

Per the June 12th letter from Jules Roy Consignations, the estimated delivery date of six boxes of Rank Xerox equipment was on/about July 6, 1991. No further information has been received by the PCO or LSU. A copy of the letter and the original PO was sent to LSU on June 27th.

PENDING ACTION: Follow-up with LSU to ascertain if the equipment has arrived in-country and, if so, get it cleared through Customs.

G. Office Equipment - Transformers

Per Bonn 16703, the estimated delivery date of eighteen step down transformers was June 24th. A copy of the cable and the original PO was sent to LSU on June 25th. No further information has been received by the PCO or LSU.

PENDING ACTION: Follow-up with LSU to ascertain if the transformers have arrived in-country and, if so, get them cleared through Customs.

H. Office Equipment - Typewriters, Calculators, Fax Machines

No estimated delivery date has been provided for the typewriters, calculators, fax machines and fax paper.

PENDING ACTION: Send cable to RPSO/Bonn requesting estimated shipping and delivery dates for this equipment.

I. Residential Equipment and Tools

PO No. 687-1116 in the amount of \$6,240.60 was amended to add \$498.64 to cover increased shipping costs. This amendment was prepared by the REDSO RCMO and mailed directly to MDR Corporation for signature. MDR has signed and returned them to USAID for processing. The revised estimated shipping date is on/before August 31.

PENDING ACTION: Send the Memoranda of Negotiation and CIMS prepared by the RCMO and the amendment to EXO for processing.

J. Computer Hardware and Software

All computer equipment ordered through PO Nos. 687-1076 and 687-0110-0-00-1065-00 has been delivered, receiving reports have been prepared, and payment has been processed. Both POs had to be amended as follows:

1) 687-1076: Two diskette drives and two drive adapters were ordered but three each were delivered; shipping costs were lower than anticipated; a total of \$61.80 was added.

2) 687-0110-0-00-1065-00: The printer was less expensive than expected; the color display and shipping costs were more; a total of \$366.80 was added.

PENDING ACTION: None.

K. AID Emblems

The emblems have been delivered; the receiving report is completed and a 1034 has been processed.

PENDING ACTION: None.

L. Local Office Furniture - Filing Cabinets

The filing cabinets ordered through PO No. 687-1078 have been delivered to ANGAP, a receiving report was completed and payment has been processed.

PENDING ACTION: None.

M. Telephone System

PO No. 687-1079 to BTS was amended to cover the additional cost of hooking up the ANGAP building to the outside telephone poles. The telephones ordered by BTS are still in Customs at the airport. A diplomatic note was signed and sent to BTS and an "Attestation de Destination" has been signed by the Ministry of Foreign Affairs and sent to BTS as well. BTS installed temporary phones in the ANGAP building for use until the project-funded phones have been installed.

PENDING ACTION: As soon as the Customs people resume work, follow-up with BTS to get the telephones cleared as soon as possible.

N. Office Supplies

PO No. 687-1112 was amended to add \$1,156.35 to cover increased shipping costs. This amendment was prepared by the REDSO RCMO and mailed directly to MDR Corporation for signature. MDR has signed and returned them to USAID for processing.

PENDING ACTION: Send the Memoranda of Negotiation and CIMS prepared by the RCMO and the amendment to EXO for processing.

O. Voltage Stabilizer

PIO/C No. 687-0110-4-00018 in the amount of \$10,000 was prepared by the RCMO. A voltage stabilizer was ordered from RPSO/Bonn on June 27 as per Antananarivo 02833. Paragraph 3 "Shipping and Handling Instructions" requested that the stabilizer arrive in-country by no later than September 30th. The requisition has been assigned Activity No. R91/3066 but no shipping or delivery information has been provided.

PENDING ACTION: If no shipping information is received by August 31st, send a follow-up cable to RPSO/Bonn.

P. Welcome Kits

Amendment No. 1 to PIO/C No. 687-0110-4-0008 has been prepared and is currently being circulated for signature. This amendment reallocates the original budget to provide up to \$8,700 for the purchase and shipping of items for three welcome kits.

PENDING ACTION: When the amendment has been signed by USAID and host government personnel, a PO needs to be prepared to order the goods. It had been anticipated that the EXO Executive Assistant could handcarry the PO to the United States and place the order on behalf of the Mission. This will probably not be possible given the amount of time remaining. The items will, therefore, have to be ordered through normal procurement channels.

When all goods and services ordered with funds earmarked through a given PIO/C have been received, and it is certain that no additional commodities will be need to be purchased, individual POs will need to be amended to de-obligate any unused funds.

ANNEX I

ANGAP START-UP COSTS

\$1 = 1,800 FMG

Description	Amount Budgeted	PO Number	PO Amount	Amount Invoiced Thru 8/6/91	Balance Uncommitted	Balance Uncomm. \$
I. Salaries/Benefits						
DG Salary	8,100,000	1132	8,100,000	4,648,893	0	
Exec Sec Salary	2,700,000	1133	2,700,000	1,890,800	0	
Messenger Salary	1,080,000	1134	1,080,000	374,806	0	
DAF Salary	5,400,000	1182	4,750,000	3,067,800	650,000	
Sub-total Salaries	17,280,000		16,630,000	9,982,099	650,000	\$361
II. Office Costs						
Stamps	200,000	1132	200,000	0	0	
Computer Rental	3,600,000	1135	2,250,000	2,010,000		
Typewriter Rental	0	1215	570,000	0	780,000	
Photocopying	1,800,000	1136	1,800,000	1,243,400	0	
Phone Instal/Rental	3,400,000	1137	1,860,000	88,597	1,540,000	
Office Supplies	3,600,000	1143	1,972,556	1,972,556		
		1208	1,623,083	0	4,361	
Cleaning Supp/Unlf	1,440,000	1144	1,031,032	1,031,032		
		1208	225,295	0	183,673	
Newspaper Advertis.	0	1147	374,400	357,680	(374,400)	
Sub-total Off. Costs	14,040,000		11,906,366	6,683,265	2,133,634	\$1,185
III. Travel						
DG Air Fare	1,080,000	1132	1,080,000	0	0	
DG Per Diem	1,890,000	1132	1,890,000	115,199	0	
Car Rental/Taxis	8,910,000	1138	8,210,000	6,456,650	700,000	
Gas Coupons	1,800,000	1139	525,000	525,000		
		1165	1,050,000	0	225,000	
Sub-total Travel	13,680,000		12,755,000	7,098,849	925,000	\$514
IV. GRAND TOTAL	45,000,000		41,291,366	23,762,213	3,708,634	\$2,060
	\$25,000		\$22,940	\$13,201	\$2,060	

ANNEX II

**ANGAP START-UP COSTS
AUGUST 5 - SEPTEMBER 30, 1991
ILLUSTRATIVE BUDGET**

\$1 = 1,900 FMG

Description	Amount (FMG)	
I. Salaries/Benefits		
DG Salary (1,800,000 X 3 months)	5,400,000	
Executive Secretary (600,000 x 3 months)	1,800,000	
Messenger (100,000 x 3 months)	300,000	
DAF (1,500,000 x 3 months)	4,500,000	
DSEP (1,500,000 x 3 months)	4,500,000	
Sub-total Salaries	16,500,000	\$8,684
II. Office Costs		
Stamps	50,000	
Computer Rental	0	
Typewriter Rental (300,000 x 2 months)	600,000	
Photocopying (10/1 - 10/31) (400,000 x 1 month)	400,000	
Phone Charges 8/15 - 10/31 (260,000 x 2.5 months)	650,000	
Office Supplies	1,800,000	
Miscellaneous	400,000	
Newspaper Advertisement	0	
Sub-total Office Costs	3,900,000	\$2,053
III. Travel		
DG Air Fare (2 trips x 570,000 FMG)	1,140,000	
DG Per Diem 2 trips x 7 x 95,000 FM	1,330,000	
Car Rental (8/16 - 10/31) (60,000 X 75 days) 4-wheel drive	4,500,000	
(65,000 x 14 days)	910,000	
Gas Coupons	2,100,000	
Sub-total Travel	9,980,000	\$5,253
IV. GRAND TOTAL	30,380,000	\$15,989

ANNEX III

PROCUREMENT STATUS REPORT
AS OF AUGUST 21, 1991

DESCRIPTION	PO NO.	AMOUNT COMMITTED	AMOUNT INVOICED	BALANCE
Spare Parts/ Vehicles	T-1199-91	\$74,722.00	\$0.00	\$0.00
Alarms	687-1075	\$5,966.60	\$5,595.28	\$371.32
Radios	687-1085	\$5,863.60	\$0.00	\$5,863.60
Office Furniture	687-1090	\$2,956.42	\$0.00	\$2,956.42
	687-1091	\$8,612.23	\$0.00	\$8,612.23
Vehicles	T-1199-91	\$74,722.00	\$0.00	\$74,722.00
Appliances	R91/1735-005	\$1,354.00	\$0.00	\$1,354.00
	R91/1735-009	\$16,284.00	\$0.00	\$16,284.00
	R91/1735-010	\$3,024.00	\$0.00	\$3,024.00
	R91/1735-011	\$2,841.00	\$0.00	\$2,841.00
	R91/1735-012	\$1,232.00	\$0.00	\$1,232.00
	Lawn Mowers			
	Fire Exting.			
	Calculators			
	Typewriters			
	Xerox Machines			
	Fax Machines			
	Fax Paper			
Res. Equip/Tools	687-1116	\$6,240.60		
	Amend. 1	\$498.64	\$0.00	\$6,739.24
Computers/Soft.	687-1076	\$44,016.00		
	Amend. 1	(\$846.00)		
	Amend. 2	\$61.80	\$43,231.80	\$0.00
AID Emblems	687-1077	\$550.00	\$430.10	\$119.90
Res. Furniture	184-0623	\$136,477.12	\$0.00	\$136,477.12
File Cabinets	687-1078	\$862.38	\$752.35	\$110.03
Telephones	687-1079	\$12,554.80		
	Amend. 1	\$183.86	\$0.00	\$12,738.66
Office Furniture	687-1080	\$6,715.05	\$6,032.74	\$682.31
Voltage Stabil.		\$10,000.00	\$0.00	\$10,000.00
Computer/Printe	687-1065	\$6,729.00		
	Amend. 1	\$100.00		
	Amend. 2	\$366.80	\$7,195.80	\$0.00
Office supplies	687-1112	\$1,703.00		
	Amend. 1	\$1,156.35	\$0.00	\$2,859.35
TOTAL		\$424,947.25	\$63,238.07	\$286,987.18