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July 14, 1995

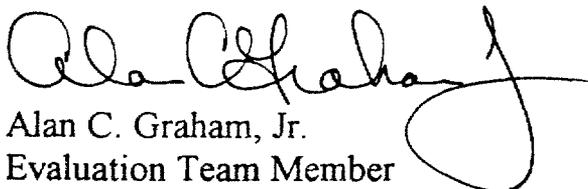
Mr. Sidney Bliss  
PVO Support Project  
USAID, Mozambique

Dear Mr. Bliss,

Please find attached the Impact Assessment and Grant Evaluation for USAID Cooperative Agreement No. 656-0217-A-00-5002-00. This report is submitted in accordance with the provisions of Section E, paragraph 2b of the Agreement Schedule.

Copies of the report have been provided to Mr. Andrei Maliarov, Air Serv Mozambique Program Director and the Air Serv Board of Directors for their use in preparing the 30-day response to the recommendations contained within the report.

Best regards.

  
Alan C. Graham, Jr.  
Evaluation Team Member

PVO  
656-0217-A-00-5002-00  
309

copy



USAID - AIR SERV

COOPERATIVE AGREEMENT FOR

MOZAMBIQUE

AGREEMENT NO. 656-0217-A-00-5002-00

IMPACT ASSESSMENT AND EVALUATION

JULY 14, 1995



UNDER MOZAMBIQUE  
PVO SUPPORT PROJECT  
656-0217

## TABLE OF CONTENTS

<b>I:</b>	<b>EXECUTIVE SUMMARY</b> .....	<b>1</b>
<b>II:</b>	<b>SCOPE OF WORK AND SPECIFIC TERMS OF EVALUATION</b> ...	<b>4</b>
<b>III:</b>	<b>ASSESSMENT/EVALUATION TEAM</b> .....	<b>10</b>
<b>IV:</b>	<b>GRANT EVALUATION</b> .....	<b>11</b>
	1. Activity Outputs .....	11
	1.1 Flight Services Provided to USAID PVO Support Project Grantees .....	11
	1.2 Flight Services Provided to USAID Management for Mozambique .....	16
	1.3 Flight Services Provided to Other USAID-authorized Agencies .....	16
	2. Finance Evaluation .....	16
	3. Compliance Review .....	17
	4. Cost Sharing Analysis of Non-USAID Revenues Generated .....	17
	4.1 Grants from Bilateral/multilateral Donors .....	17
	4.2 Revenues for Services to Authorized Development Assistance and Support Users .....	18
	4.3 Summary of Air Serv Cost Sharing Results .....	18
<b>V:</b>	<b>IMPACT ASSESSMENT</b> .....	<b>19</b>
	1. Analysis of Effectiveness of Air Serv's Finance and Management Systems in Providing Safe, Reliable, and Cost-effective Flight Services to Primary Users .....	19
	2. Analysis of Air Serv's Cost-recovery System as a Model for Future Use in Support of Development Activities .....	22
	3. Review Contributions of Flight Operations to Improved Effectiveness of PVO Activities and USAID Mozambique Project Management .....	22

VI: RECOMMENDATIONS ..... 24

VII: SUPPORTING DOCUMENTATION ..... 26

1. Baseline Survey
2. USAID Approved User Agencies
3. Monthly Activity Reports (Reporting Tables I, II & III)
4. Monthly Finance Reports
5. User Surveys and Interviews
6. Other Supporting Data

## SECTION I

### EXECUTIVE OVERVIEW

This Grant Evaluation and Impact Assessment of the USAID-Air Serv Mozambique Cooperative Agreement was conducted by a two-person team consisting of an independent contractor team leader and the Air Serv Director of Operations (See Section III for team membership details). The evaluation was conducted at the end of the ninth month of the Agreement in accordance with Agreement guidelines and a USAID-approved Scope of Work (Section II).

The Agreement period extends from October 1994 through September 1995. Flight operations began in mid-December 1994 following USAID approval of the Air Serv Cooperative Agreement Proposal and completion of an initial AID financial review of Air Serv Mozambique. The Grant Evaluation consisted of an analysis of Cooperative Agreement Activity Outputs, a Financial Evaluation, a Compliance Review and a Cost Sharing Analysis (Section IV). The Impact Assessment analyzed the effectiveness of Air Serv's management systems, the applicability of the Air Serv cost recovery system as a model for future USAID use in support of development activities in other countries, and the impact of the Agreement on effectiveness of user development projects in Mozambique (Section V).

The primary operational goal of the Agreement was to provide an average of 90 flight hours of level one service each month (45 hours for each aircraft) with a maximum USAID-funded flight hour budget of 1080 hours for the term of the Agreement. Air Serv achieved this level of monthly flight performance; however, since the start of flying was delayed for over two months, level one flight activities may be increased during the balance of the Agreement if required (Section IV, Paragraph 1.1).

Air Serv was authorized under the Agreement to provide up to 300 passenger journeys and 2000 Kilograms of additional cargo each month if required by user agencies (dedicated flights and space available seats/cargo capacity) at USAID-approved subsidized cost recovery rates. Air Serv conducted a total of 160 additional flights, carrying 713 passengers and 5309 kilograms of cargo. All requested, approved, and scheduled flight services were completed, and Air Serv has additional capacity, if needed, to support using agency flight

requirements (Section IV, Paragraph 1.3).

The Finance Evaluation and Compliance Review indicated appropriate federal rules, regulations and procedures were being followed by Air Serv and that Monitoring, Reporting, and Evaluating requirements of the Cooperative Agreement were accomplished (Section IV, Paragraphs 2 & 3).

Non-USAID funds to support the project were generated through bilateral and multilateral donor grants. Air Serv received a \$20,000 grant from the EEC for flight operations beginning 1 June 1995, and a commitment for an additional \$120,000 for FY '96 if the Agreement is extended (Section IV, Paragraph 4.1).

Additional non-USAID funds were generated through user cost sharing revenues for additional flights and seats/cargo above that provided by USAID funding. Cost sharing revenues (\$104,377.03 through 30 Apr '95) generated through level two and three flights contributed \$43,961.79 to the Air Transport for Development Fund. This fund will be used to provide expanded services at no additional cost to USAID (Section IV, Paragraph 4.2).

Air Serv's cost sharing match as of 30 Apr '95 consisted of aircraft depreciation, donated staff, and cost sharing revenues. For this seven-month period, Air Serv's match totaled \$126,704.06 and USAID's expenses totaled \$635,510.22, giving Air Serv a 19.9% match of USAID costs (Section IV, Paragraph 4.3).

An Impact Analysis of the effectiveness of Air Serv's finance and management systems was also conducted. Excellent systems and controls were in place and followed. Although current operational costs are within the overall budget allocation, budget realignment may be required for line item for travel/transportation. Air Serv needs to analyze expected costs for the remainder of the Agreement to determine if this realignment will be necessary (Section V, Paragraph 1).

The established Air Serv cost recovery system provides an excellent tool for managing the effective use of aircraft flight services. USAID provides a base-level umbrella service at no cost to the USAID Support Project Grantees, and users pay for additional services out of non-USAID funds. This helps to ensure responsible use of the aircraft by development agencies. When USAID paid for all flight

services, using agencies had no incentive to prioritize their flight needs and manage the scarce resources available. In addition, other national and international development agencies contribute to the success of the project through the cost-recovery system based on their actual usage of the aircraft. **The Air Serv model has significant merit for use by USAID for other development air transport requirements (Section V, Paragraph 2).**

**An informal user survey and individual interviews with users indicated a clear satisfaction with the quality, timeliness and effectiveness of Air Serv's flight operations (Section V, Paragraph 3).**

**There were four recommendations as a result of this evaluation (Section VI)**

1. Determine if expanded level one E-90 flights can be effectively used to support PVO rural development activities.
2. Determine if expanded level one C-210 flights can be effectively used to support PVO rural development activities.
3. Determine if there are additional agencies which can be approved for use of the Agreement flight services.
4. Determine if a budget realignment is required for Travel and Transportation expenses.

## SECTION II

### SCOPE OF WORK AND SPECIFIC TERMS OF EVALUATION

#### Memo

character → competence → compassion → cost-effective → collaboration → continual learning

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To: Mr. Sid Bliss  
Project Officer  
USAID/Mozambique

Date: May 15, 1995

From: Rick Garza  
Director, Finance and Administration

Re: USAID Cooperative Agreement Impact Assessment and Evaluation

This document is present, for your review and approval, our proposed scope of work and specific terms for evaluation for the following project. It is noted that this document represents only the initial plan and adjustments in the timetable and specifics may be needed as the work progresses.

Cooperative Agreement #656-0217-A-00-5002-00  
Term: October 1, 1994 through September 30, 1995  
Total obligated USAID amount: \$1,188,804  
Cost-sharing Amount: \$386,868

#### Grant Evaluation and Impact Assessment

An Evaluation and an Impact Assessment shall be undertaken at the same time. A single report will be submitted covering both the Evaluation and the Impact Assessment. Working definitions of "grant evaluation" and "impact assessment" will be as follows:

- grant evaluation - how well are we managing the project;
- impact assessment - what impact (difference) is our project having on others

Since Air Serv is considered a *technical* part of the management of the USAID PVO Support Project, our main focus will be on how ASI did its job, rather than on the success of the project that we assisted. Accordingly our main focus will be on the grant evaluation and secondarily on the impact assessment.

#### Presented to:

The Grant Evaluation and Impact Assessment reports shall be presented jointly to

USAID/Mozambique and to the Board of Directors of Air Serv International.

Evaluation and Assessment Team:

The Grant Evaluation and Impact Assessment reports shall be prepared by one or more independent contractors and one staff member from Air Serv, primarily to serve as a resource to the contractors, but also to contribute to an informal assessment of Air Serv operations in Mozambique. Each team member shall have an equal voice in the process and may include individual assessments and opinions in the report other than those of the team.

Timetable:

May 16	Initial submission of the Evaluation and Impact Assessment proposal to USAID/Mozambique
May 24	Approval by USAID/Mozambique of the Evaluation and Impact Assessment proposal
May 24	Assignment of ASI's team member and selection of contractors
May 10-May 25	Preparation and gathering of all ASI materials and data through May 31, 1995 (the first eight months)
May 25-June 2	Preparation of detailed evaluation and assessment plan and budget Field work, interviews, data compilation
June 3-June 9	Draft and redraft final reports
June 16	Submit final reports to USAID/Moz and ASI Board

An additional written report is to be submitted by Air Serv within one month of the completion of the evaluation as Air Serv's response to the evaluation recommendations.

Team Assignments:

Independent Contractor(s)

An independent contractor will be selected as the team leader. A qualified independent contractor(s) shall be selected by Air Serv's Director of Finance and Administration with approval by the USAID/Mozambique Project Officer. Criteria for selection of the

independent contractor(s) will include, but is not limited to; budget considerations, time table considerations, prior direct comparable experience, and professional recommendations. The independent contractor shall oversee the project, coordinate the efforts of the other team members, assist in the preparation of the detailed evaluation and assessment plan and budget, monitor ongoing project performance and costs, and prepare and submit the final report. It is anticipated that the majority of the work of the team leader, with the exception perhaps of the drafting and writing of the final reports, will be done in Maputo. Periodic reports shall be submitted to Air Serv's Director of Finance and Administration as requested. A final draft of the evaluation and assessment reports will be reviewed by Air Serv's management prior to submission of the final reports to USAID/Mozambique and the Air Serv Board of Directors.

### Air Serv Staff

Air Serv's Director of Operations or another staff designated by Air Serv's Director of Finance and Administration shall be the Air Serv team member. The primary role of the Air Serv team member is to be a resource i.e., to prepare, to provide, and to interpret the Air Serv data to be used in the evaluation and assessment with the primary emphasis on the evaluation report, i.e. Air Serv's management of the project.

This information will include:

- ▶ reporting tables of outputs as listed in Attachment 2 of the Agreement
- ▶ copies of monthly flight plans (Attachment 1, E.1.a)
- ▶ baseline information in table and narrative form (Attachment 1, E.1.b)
- ▶ monthly progress reports (Attachment 1, E.1.c)
- ▶ technical reports (Attachment 1, E.1.f)
- ▶ Air Serv's documented "innovative model for air transport development assistance" (Attachment 2, III.C.3)
- ▶ client evaluations and surveys

### **Budget**

The budget for these tasks, as provided in the Cooperative Agreement, is included in the Direct Cost line item in the amount of \$417,480. Our internal budgeting estimated \$16,080 for this task.

## Preliminary Outline of Scope of Work and Terms of Evaluation

### Grant evaluation

The scope of work and specific terms for the evaluation will be developed by Air Serv and submitted to USAID/Mozambique for approval. The evaluation will focus on the Cooperative Agreement end-of-project status (EOPS) as well as the achievement of all outputs as listed in Attachment 2 and related to the baseline.

1. Activity Outputs
  - ▶ A copy of the Baseline Survey will be obtained from the Air Serv Mozambique field office and included as a part of the evaluation report.
  - ▶ The activity reports described above, as provided by the Air Serv staff and referenced in Attachments 1 and 2 of the Agreement, will be reviewed and analyzed to compare actual outputs with baseline and projected outputs.
  
2. Financial Evaluation
  - ▶ USAID/Mozambique performed a Pre-Award Financial and Administrative Review in October of 1994. A review will be performed by the Evaluation and Assessment team using the same questions and format as in the original review. The review will be conducted in a an interview format by interviewing Air Serv Mozambique's program and financial management staff.
  - ▶ In order to determine whether Air Serv has sufficient internal accounting and other control systems to provide reasonable assurance that it is managing federally funded projects in accordance with applicable laws and regulations such reviews as are required by OMB circular A-133 shall be performed and included as a part of this Evaluation and Impact Assessment.
  
3. Compliance Review
  - ▶ A compliance review shall be performed by the Evaluation and Assessment team with regard to certain award requirements including, but not limited to: submission and timeliness of reporting; USAID review, concurrence and written approvals for required actions such as second and third level use and compliance with conditions. This review will be conducted at the Air Serv Mozambique field office by reviewing Air Serv's documentation on file.
  
4. Cost Sharing
  - ▶ A status report on the Air Transport for Development Fund will be presented for inclusion in the evaluation report. The status report will be prepared by Air Serv's Redlands finance office.

**Preliminary Outline of  
Scope of Work and Terms of Evaluation - continued**

**Impact Assessment**

5. Assessment of the extent to which Agreement-funded activities improved the effectiveness of rural development assistance activities of PVO Support Project Grantees in Mozambique. Assessment will be made utilizing inputs which may include:
- ▶ Air Serv surveys
  - ▶ USAID data
  - ▶ Project reports from USAID supported PVOs

6. Assessment of the effectiveness of Air Serv's finance and management system in providing reliable, safe and cost-effective service to users based on the following outline:

**Impact on Reliability**

What is Reliability in this context?

Why is it important?

How do we measure Reliability?

What is the measure of Air Serv's Reliability?

Which of Air Serv's Financial and Management systems impact Reliability?

**Impact on Safety**

What is Safety in this context?

Why is it important?

How do we measure Safety?

What is the measure of Air Serv's Safety?

Which of Air Serv's Financial and Management systems impact Safety?

**Impact on Cost-effectiveness**

What is Cost-effectiveness in this context?

Why is it important?

How do we measure Cost-effectiveness?

What is the measure of Air Serv's Cost-effectiveness?

Which of Air Serv's Financial and Management systems impact Cost-effectiveness?

7. Assessment of the cost-recovery system used by Air Serv in order to ascertain its usefulness as a model for the provision of air transport in support of development activities in Mozambique other countries.
- ▶ Air Serv's documented "innovative model for air transport development assistance" (Attachment 2, II.C.3) will be reviewed in light of current funding mechanisms and preferences by the U.S. government and other international development agencies. A discussion of those situations where this model would be most appropriate will be included in the report.

TO: HQ  
FR: MOZ

1/2

# FAX COVER SHEET

FROM

Tue May 23, 1995

UNITED STATES

AGENCY FOR INTERNATIONAL DEVELOPMENT

USAID MISSION TO MOZAMBIQUE

Rua Faria de Sousa, 107  
Caixa Postal, 783  
Maputo, Mozambique

Country Code (258), City Code (1)  
Telephone: 490726, 491689, 744484  
Fax: 492093, Embassy Fax: 490114

To: Andrei Maliarov  
Office: AirServ

FAX No: maputo 42 10 49

No. of Pages (w/cover): 1

Reference No. 9517021

Personal  
 Official/Informal (This fax is not official record traffic for within A.I.D. Communications purposes)

FROM: Sidney Bliss, PDO 

Subject: USAID Cooperative Agreement No. 656-0217-A-00-5002-00  
Evaluation and Impact Assessment

1. USAID agrees to ASI's proposed scope of work for the subject evaluation, as presented in ASI Memo from Rick Garza, dated May 15, 1995.  
  
With specific reference to the "impact assessment", USAID understands that this aspect of the evaluation is to be limited to a brief two-page questionnaire which each primary user will be asked to complete.
3. With reference to members of the evaluation team, please submit a copy of a CV and of the USAID Standard Form No. 1420-17 (Biographical Data Sheet) for each of the contractors which AirServ proposes to undertake the work.

SECTION III

ASSESSMENT/EVALUATION TEAM

Team Leader: Mr. Eddie Fisher  
Independent Contractor  
Curriculum Vita and USAID Standard Form No. 1420  
(Biographical Data Sheet) are included in Section VII,  
Attachment 6.

Operations: Mr. Alan Graham  
Director of Operations, Air Serv International

## SECTION IV

### GRANT EVALUATION

#### Analysis of Cooperative Agreement Activities

Air Serv prepared and submitted the Baseline Data on PVO Users to USAID as required by the Agreement. Flight statistics for the Cooperative Agreement were compiled from individual aircraft flight logs and waybills which were prepared for each flight. Air Serv Mozambique management staff prepared Monthly Progress Reports of the planned and accomplished activities (Reporting Tables I, II and III) and submitted them to USAID in accordance with the Cooperative Agreement Reporting Tables schedule. Copies of the May reports are included for illustrative purposes as supporting documentation to this evaluation (Section VII, Attachment 3). Financial reports were submitted to USAID as scheduled. A copy of the most current report (April 1995) is included with this evaluation (Section VII, Attachment 4A). The following paragraphs summarize Agreement activities through 31 May 1995.

#### **1. ACTIVITY OUTPUTS**

##### **1.1 Flight Services Provided to USAID PVO Support Project Grantees**

a. The Baseline Data compiled at the beginning of the Cooperative Agreement Period (Section VII, Attachment 1) provided an estimate of the basic flight services to be provided by USAID funding for USAID Support Project Grantees (e.g., CARE, FHI, ADRA, WVI, PSI, and MHC) providing development assistance to the country of Mozambique. Subsequent to the establishment of this Baseline listing of PVOs and estimated flight services, USAID approved additional Support Project Grantees which also benefitted from AID-subsidized flights. **See Section VII, Attachment 2 for a listing of approved user agencies as of 31 May 1995.**

b. USAID funds provided for an average of 45 flight hours per month for each aircraft (level one flights). Because the start of flight operations was delayed by approximately 2.5 months pending final approval of the Agreement Proposal by USAID, slightly higher levels of monthly USAID-funded flight activity have been possible. USAID-supported agencies

scheduled additional flights above the baseline service provided by USAID funding at their own expense (level two flights). These level two flights were priced at a USAID-approved cost recovery rate which was slightly higher than the actual variable hourly cost of providing the flight services. The excess funds generated through these user charges were separately accounted for and placed in the Air Transport for Development Fund (the "fund pool") to cover costs associated with expanded transport services for PVOs/NGOs, to increase the frequency of flights for priority (level one) users and if possible, extend the duration of services beyond the initial 12-month period. **During the initial nine months of the Agreement, Air Serv achieved the planned monthly goals of providing basic, USAID-funded services, providing additional user-funded services, and generating sources of non-USAID funds to expand the level of service available to development projects within Mozambique. The analysis of the "fund pool" as of 31 May 1995 is included in Section IV, Paragraph 4.2.**

c. The twin-turbine Beech E-90 aircraft was forecast to provide 45 level one flight hours per month for combined agency flights to all provinces (a scheduled run system). During the 6-month period from December 1, 1994 through May 31, 1995, a total of 285.9 level one flight hours were flown (an average of 47.65 hours per month). A total of 67.4 additional, level two flight hours were also provided. See Table IV-1 for E-90 Summary of Activities.

The 291 E-90 flights conducted on behalf of USAID-supported users during this 6-month period transported 1008 passengers and 83,596 pounds of cargo. **Air Serv exceeded the planned average monthly delivery of E-90 flight services to USAID Support Project Grantees during the December through May time frame.** However, because initiation of flight services under the Agreement was delayed by two months, it will be possible to increase E-90 monthly level one flight activity to 63.5 hours per month during the last four months of the agreement and remain within the original annual flight hour budget. Some mission essential PVO flight activity, designated as level two flights during the first six months of flight service, could be flown as level one flights during the last four months of the agreement to enable most effective use of obligated USAID funding and scarce PVO resources (See Section VI, Recommendation 1).

e. The Cessna C-210 baseline data forecast included 18 flight hours per month for a scheduled run system within Inhambane, Manica, and Sofala Provinces and monthly dedicated flights for WVI (10 hours), FHI (8 hours), ADRA (6 hours), and other PVOs (3 hours) as part of the 45 hours/month of level one service. During the 6-month period, the C-210 completed 260.4 hours of level one (43.4 hours/month) and 39.6 hours of level two flying on behalf of USAID-supported and other USAID-approved level two users. See Table IV-2 for C-210 Summary of Activities.

The 220 C-210 level one and two flights transported a total of 562 passengers and 18,100 pounds of cargo for USAID-supported development agencies. **The average monthly level one usage was 1.6 hours less than planned.** With the two-month delay in beginning flight services, level one flight activity may be increased to an average of 69.9 hours per month during the last four months of the agreement and remain within the original annual flight hour budget. Some mission essential PVO flight activity, designated as level two flights during the first six months of flight service, could be flown as level one flights during the last four months of the agreement (See Section VI, Recommendation 2).

TABLE IV-1  
E-90 SUMMARY OF ACTIVITIES  
Dec 1, 1994 - May 31, 1995

Using Agency	LEVEL ONE					LEVEL TWO					LEVEL THREE					TOTALS				CHARGES			
	PAX	SAB	Cargo lbs	Hours	Flights	PAX	SAB	Cargo lbs	Hours	Flights	PAX	SAB	Cargo lbs	Hours	Flights	PAX	SAB	Cargo lbs	Hours	Flights	Waybill	SAB	Total
ADRA	0	0	0	0.0	0	2	0	40	3.0	2	0	0	0	0.0	0	2	0	40	3.0	2	1555 82	0 00	1555 82
ASDI	0	0	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0 00	173 00	173 00
ASI	69	0	4610	21.6	22	0	0	0	0.0	0	0	0	0	0.0	0	69	0	4610	21.6	22	1769 57	0 00	1769 57
British Embassy	0	0	0	0.0	0	0	0	0	0.0	0	13	3	230	5.4	2	13	3	230	5.4	2	3597 00	519 00	4116 00
CARE	0	0	0	0.0	0	16	1	690	8.5	6	0	0	0	0.0	0	16	1	690	8 5	6	4361 80	349 00	4710 80
CARE/Demining	0	0	0	0.0	0	0	0	0	0.0	0	0	3	0	0.0	0	0	3	0	0.0	0	0 00	267 00	267 00
COOP	740	0	74946	264.3	224	0	0	0	0.0	0	0	0	0	0.0	0	740	0	74946	264.3	224	6687 08	0 00	6687 08
Idaho Trust	0	0	0	0.0	0	0	0	0	0.0	0	3	0	350	8.4	3	3	0	350	8.4	3	5597 27	0 00	5597 27
IOM	0	0	0	0.0	0	0	0	0	0.0	0	0	3	0	0.0	0	0	3	0	0.0	0	0 00	669 00	669 00
IRC	0	0	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0 00	190 00	190 00
MRI	0	0	0	0.0	0	0	0	0	0.0	0	2	0	260	6.1	2	2	0	260	6.1	2	4036 00	0 00	4036 00
MSF-B	0	0	0	0.0	0	39	5	730	14.6	10	0	3	0	0.0	0	39	8	730	14.6	10	7519 94	835 00	8354 94
MSF-F	0	0	0	0.0	0	0	0	0	0.0	0	0	3	0	0.0	0	0	3	0	0.0	0	0 00	393 00	393 00
MSF-H	0	0	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0 00	223 00	223 00
NRC	0	0	0	0.0	0	0	1	0	0.0	0	0	3	0	0.0	0	0	4	0	0.0	0	0 00	701 00	701 00
SC-US	0	0	0	0.0	0	16	0	240	5.5	4	0	0	0	0.0	0	16	0	240	5.5	4	2822 50	0 00	2822 50
SCF-UK	0	0	0	0.0	0	6	0	1200	5.6	2	0	0	0	0.0	0	6	0	1200	5.6	2	2842 51	0 00	2842 51
Swedish Emb	0	0	0	0.0	0	0	0	0	0.0	0	0	5	0	0.0	0	0	5	0	0.0	0	0 00	620 00	620 00
Methodist Church	0	0	0	0.0	0	11	0	370	4.9	4	0	0	0	0.0	0	11	0	370	4.9	4	2570 88	0 00	2570 88
UNHCR	0	0	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0 00	808 00	808 00
IRC	0	0	0	0.0	0	0	0	0	0.0	0	0	5	0	0.0	0	0	5	0	0.0	0	0 00	1090 00	1090 00
US Embassy	0	0	0	0.0	0	0	0	0	0.0	0	33	6	360	11.8	9	33	6	360	11.8	9	8053 65	744 00	8797 65
USAID	0	0	0	0.0	0	0	0	0	0.0	0	135	24	660	37.2	24	135	24	660	37.2	24	21789 37	3314 00	25103 37
USAID/PVO	0	0	0	0.0	0	0	0	370	5.2	2	0	0	0	0.0	0	0	0	370	5.2	2	2847 24	0 00	2847 24
ISIS	0	0	0	0.0	0	18	0	0	0.0	0	3	1	650	10.0	4	21	1	650	10.0	4	6788 37	131 00	6919 37
WFP	0	0	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0 00	981 00	981 00
World Ed	0	0	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0 00	226 42	226 42
WVI	0	0	0	0.0	0	91	2	400	20.1	15	0	0	0	0.0	0	91	2	400	20.1	15	10551 14	896 00	11447 14
TOTALS	809	0	79556	285.9	246	199	10	4040	67.4	45	189	66	2510	78.9	44	1197	76	86106	432.2	335	93390 14	13129 42	106519 56

14

BEST AVAILABLE COPY

TABLE IV-2  
C-210 SUMMARY OF ACTIVITIES  
Dec 1, 1994 - May 31, 1995

Using Agency	LEVEL ONE					LEVEL TWO					LEVEL THREE					TOTALS					CHARGES		
	PAX	SAB	Cargo lbs	Hours	Flights	PAX	SAB	Cargo lbs	Hours	Flights	PAX	SAB	Cargo lbs	Hours	Flights	PAX	SAB	Cargo lbs	Hours	Flights	Waybill	SAB	Total
ADRA	32	0	870	24.5	11	3	0	50	4.1	2	0	0	0	0.0	0	35	0	920	28.6	13	1244.74	0.00	1244.74
ADRA/DNA	0	0	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0.00	262.00	262.00
ASDI	0	0	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0.00	124.00	124.00
ASI	13	0	460	19.7	16	0	0	0	0.0	0	0	0	0	0.0	0	13	0	460	19.7	16	410.20	0.00	410.20
ASI/EMP	0	0	0	0.0	0	6	0	200	0.8	1	0	0	0	0.0	0	6	0	200	0.8	1	169.14	0.00	169.14
CARE	95	0	2675	43.1	39	42	0	1220	23.8	13	0	3	0	0.0	0	137	3	3895	66.9	52	5925.66	267.00	6192.66
COOP	45	0	1820	34.5	21	0	0	0	0.0	0	0	0	0	0.0	0	45	0	1820	34.5	21	635.62	0.00	635.62
EEC	0	0	0	0.0	0	0	0	0	0.0	0	1	1	60	2.2	2	1	1	5160	2.2	2	670.00	168.00	838.00
FHI	231	0	5100	84.8	87	0	0	0	0.0	0	0	0	0	0.0	0	231	0	0	84.8	87	2484.87	0.00	2484.87
IOM	0	0	0	0.0	0	0	0	0	0.0	0	0	3	0	0.0	0	0	3	40	0.0	0	0.00	485.00	485.00
IRC	3	0	40	3.1	2	0	0	0	0.0	0	0	0	0	0.0	0	3	0	0	3.1	2	67.52	0.00	67.52
L. Berger	0	0	0	0.0	0	0	0	0	0.0	0	62	0	1420	41.9	22	62	0	1420	41.9	22	13286.50	0.00	13286.50
M.H.&Anderson	0	0	0	0.0	0	0	0	0	0.0	0	11	0	350	5.4	4	11	0	2135	5.4	4	1692.20	0.00	1692.20
MCD/I	24	0	1785	17.1	9	0	0	0	0.0	0	0	0	0	0.0	0	24	0	280	17.1	9	243.39	0.00	243.39
MHC	11	0	280	6.7	3	0	0	0	0.0	0	0	0	0	0.0	0	11	0	0	6.7	3	99.93	0.00	99.93
MSF-B	0	0	0	0.0	0	0	2	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0.00	212.00	212.00
MSF-F	0	0	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	2	0	0.0	0	0.00	190.00	190.00
OXFAM	0	0	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	2	730	0.0	0	0.00	281.00	281.00
PSI	20	0	730	12.2	5	0	0	0	0.0	0	0	0	0	0.0	0	20	0	0	12.2	5	187.00	0.00	187.00
USAID	0	0	0	0.0	0	8	0	110	3.7	2	69	13	1360	24.5	21	77	13	1470	28.2	23	8609.89	1668.00	10277.89
USAID/PVO	0	0	0	0.0	0	10	0	100	7.2	2	0	0	0	0.0	0	10	0	100	7.2	2	1583.26	0.00	1583.26
USDA	0	0	0	0.0	0	0	0	0	0.0	0	8	0	260	7.9	2	8	0	2920	7.9	2	2417.50	0.00	2417.50
WVI	19	0	2660	14.7	7	0	0	0	0.0	0	0	0	0	0.0	0	19	0	2660	14.7	7	180.94	0.00	180.94
TOTALS	493	0	16420	260.4	200	69	3	1680	39.6	20	151	26	3450	81.9	51	713	29	21550	381.9	271	39908.36	3657.00	43565.36

15

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## 1.2 Flight Services Provided to USAID Management for Mozambique

Air Serv provided 24 dedicated E-90 flights and 23 dedicated C-210 flights during the 6-month period to support USAID management responsibilities within Mozambique. These flights carried a total of 212 passengers and 2130 pounds of cargo. In addition, USAID staff members occupied a total of 37 seats on a "space available" basis on flights dedicated to other agencies.

## 1.3 Flight Services Provided to Other USAID-authorized Agencies

In addition to the level two flight services provided to USAID Support Project PVOs and the USAID management staff, flight services were provided to other US Embassy staff and other donors and diplomatic missions involved in rural development activities. These agencies were charged a USAID-approved level three cost recovery rate consisting of the variable flight hour costs plus a major portion of the fixed costs of providing the service. The level three rate is below the normal commercial "charter rate" (if it were available). The funds generated by level three flights were also added to the "fund pool" as detailed in paragraph 1, above. The agreement activity output goal for level two and three flight services was to provide up to 300 passenger journeys (seats) and 2000 kilograms of cargo per month. During the six months of flight services covered by this evaluation, a total of 713 passengers (119 pax/month) and 5309 kilograms of cargo (885 kg/month) were transported for level two and three users. **Air Serv has the capacity to increase flight services, if needed by NGOs/PVOs or donor agencies, to support development operations within Mozambique and meet the Agreement activity output goal (See Section VI, Recommendation 3).**

## 2. Finance Evaluation

USAID performed a Pre-Award Financial and Administrative Review in December 1994 and a Follow-up Review in April 1995. The Scope of Work is amended to utilize the USAID Follow-up review as a part of this evaluation. **The Follow-up Review concluded that "Air Serv had made significant progress towards implementing the recommendations made in the December 1994 review . . . one recommendation remains to be implemented. This is the definition of Air Serv's tax status."** That

recommendation will be tracked through the USAID Financial and Administration Systems Review process and not duplicated in this report. A copy of the final draft USAID Follow-up Review is included in Supporting Documentation (Section VII, Attachment 6).

Soren, McAdam, Bartells Certified Public Accountants performed an audit in accordance with the provisions of OMB circular A-133. **Soren, McAdam, Bartells concluded that "The results of our tests indicate that, with respect to the items tested, Air Serv International complied in all material respects . . . "** A copy of this most recent A-133 Audit (for 1994) will be submitted under separate cover.

### 3. Compliance Review

Compliance with Monitoring, Reporting, and Evaluation requirements of the Agreement (Reference Cooperative Agreement, Attachment 1, paragraph E) was evaluated. This included a review of Air Serv statistical records for flights, passengers, cargo, cost sharing revenues, records of local expenditures and procurement activities and the accuracy and timeliness of required reports of Agreement activities. **Air Serv maintained detailed statistical records and submitted required progress reports to USAID in a timely manner. Technical Reports (required by the Agreement, Attachment 1, paragraph E.1.f) were not required because no technical assistance, funded by USAID, had been conducted during this evaluation period.**

### 4. Cost Sharing Analysis of Non-USAID Revenues Generated

#### 4.1 Grants from Bilateral/multilateral Donors

Air Serv made significant efforts to obtain matching funds and grants from other major donors including DANIDA, ODA, Swedish Embassy, Australian Cooperation Office, Dutch Cooperation Office, and the EEC (See Section VII, Attachment 6). As of the time of this evaluation, the EEC, through MSF/CIS had committed a grant of \$20,000 for the June through September period. This grant will allow a significant increase in the number of level one flight hours during the last four months of the current agreement. If the

USAID Agreement is extended for the 1996 fiscal year, EEC has agreed to increase its contribution \$120,000 for the 12-month extension. **At current flight hour costs, this level of support funding will provide approximately 30 flight hours per month for each of the aircraft in the next year.**

Additional funding from other major donors may be possible for an agreement extension as a result of the initial efforts on educating the donor community about the project and publicizing the benefits of the cooperative agreement.

#### **4.2 Revenues for Services to Authorized Development Assistance and Support Users**

Usage of level two and level three flights and space available seats by authorized development assistance and support users resulted in the generation of \$104,377.03 in additional contributions to the Cooperative Agreement "fund pool" through April 30, 1995 (May 1995 financial data were not available at the time of this report). **After payment of allowable expenses and indirect costs for these additional flights, the "fund pool" had a balance of \$43,961.79 (See Section VII, Paragraph 4).**

#### **4.3 Summary of Air Serv Cost Sharing Results**

In accordance with OMB Circular A-110, Attachment E, Air Serv's cost sharing contributions include Air Serv cash outlays, funds donated to Air Serv by non-Federal third parties, and noncash contributions including aircraft asset depreciation and the value of goods and services directly benefiting and specifically identifiable to the program.

Air Serv's match as of 30 April 1995 includes \$104,377.03 from the "fund pool" and \$22,327.88 in other allowable matching contributions for a total match of \$126,704.06. **Total allowable USAID expenses for this period were \$635,510.22, giving Air Serv a 19.9% match of USAID costs.**

## SECTION V

### IMPACT ASSESSMENT Methodology and Analysis

#### 1. **Analysis of Effectiveness of Air Serv's Finance and Management Systems in Providing Safe, Reliable, and Cost-effective Flight Services to Primary Users**

Effectiveness, in the context of this Cooperative Agreement, with regard to Air Serv's air transport services can be measured by Air Serv's ability to pick up and deliver passengers and cargo, including essential documents, medicines, and spare parts, as needed and scheduled by PVOs, NGOs and other authorized users. As identified in the Project Rationale (reference Air Serv Project Proposal 9/94, paragraph B), the difficulty, safety and physical security of travel by surface means significantly hampers the efficiency of PVO/NGO development activities within Mozambique.

For the purpose of this impact assessment, Air Serv's performance was measured by comparing aircraft utilization to the monthly flight forecast developed in conjunction with the AID Project Officer and the Users Group representatives. **Air Serv completed all flight requirements identified during the monthly Users Group Planning meeting which were not cancelled by the using agency.** In a very few cases the flights were delayed or rescheduled due to emergency medical evacuation requirements or aircraft mechanical difficulties.

Air Serv established comprehensive Financial and Management Systems which impact effectiveness of service delivery. These include operational procedures and controls; general aircraft maintenance and overhaul policies and procedures; aircraft parts procurement and inventory control; personnel recruitment, training, and evaluation; and budgeting, financial procedures and controls, and cash management. The operational systems and procedures are set out in detailed manuals by department, provide excellent guidance for field managers, and provide essential management information for the field office, Air Serv Headquarters, and USAID on the status of operations and the Cooperative Agreement. **These systems, detailed in the project proposal**

**(reference Air Serv Project Proposal 9/94, paragraphs F through H), were found to be functioning satisfactorily during this evaluation and impact assessment.**

**A survey of the aircraft maintenance function was conducted to review technician qualifications, adequacy and serviceability of spare parts inventories, and availability of aircraft maintenance technical data. Air Serv's implementation of proper maintenance systems optimized aircraft reliability and availability.**

**The Flight Operations Manual provides a comprehensive system to ensure pilots are highly proficient in all aspects of normal and emergency flight operations. The Program Chief Pilot effectively implemented established procedures to ensure safety and reliability of all flight operations and conducted comprehensive flight and ground evaluations of assigned crew members to maintain high-quality flight services.**

**The comprehensive system of documentation of flights, passengers, cargo and flight related expenses allowed waybills to be prepared to insure recovery of flight costs from USAID for level one flights and all level two and three users. Air Serv Mozambique management staff closely monitored outstanding invoices to insure prompt payment. Accountability of the "fund pool" was insured through close monitoring of flight documentation and resulting waybills and proper management of the accounts receivable for level two and level three flight revenues. As of the date of this Impact Assessment, cost-sharing revenues have paid for 267.8 flight hours of service in addition to the 556.3 flight hours provided by USAID funding. In addition, the "fund pool" has a balance of \$43,961.79 available for expanded no-cost services which may be required by level one users.**

**Air Serv documented direct costs were compared to budgeted costs as a measure of overall cost-effectiveness of the project. Table V-1 is an analysis of a straight line implementation of the approved Project Budget compared to actual Air Serv costs as invoiced to USAID for the first seven months of the Cooperative Agreement. Although the total US obligated expenditures are within the budget forecast, actual costs for budget lines for Travel and Transportation are currently more than 15% over the approved budget on a**

straight line basis. If this trend continues, budget realignment approval will be required from the USAID Project Officer. Air Serv management needs to review estimated costs for this budget line item for the remainder of the Agreement to determine if budget realignment will be required (See Section VI, Recommendation 4).

**TABLE V-1**  
**Air Serv Budget Performance**  
**1 October 1994 - 30 April 1995**

Direct Cost Elements	AID Approved Annual Budget	Straight line Budget - 7 mths	ASI - Invoiced thru 30 Apr'95
Personnel	\$353,397	\$206,148	\$208,290
Allowances	\$1,500	\$875	\$1,208
Benefits	\$96,900	\$56,525	\$55,143
Training	\$21,000	\$12,250	\$3,132
Travel/Transportation	\$65,300	\$38,092	\$48,026
Equipment/Supplies	\$14,400	\$8,400	\$8,399
Other Direct Costs	\$417,480	\$243,530	\$194,333
Indirect Costs	\$218,827	\$127,649	\$116,980
<b>Total Estimated Costs</b>	<b>\$1,188,804</b>	<b>\$693,469</b>	<b>\$635,511</b>

2. **Analysis of Air Serv's Cost-recovery System as a Model for Future Use in Support of Development Activities**

The USAID-Air Serv Cooperative Agreement was designed to provide technical support to the broader USAID PVO Support Project which was designed in response to emergency appeals made by the government of Mozambique to assist Mozambicans to develop their capacity to manage and provide basic humanitarian assistance to the people of Mozambique. The Air Serv Cost Recovery System was designed specifically to lower the effective cost of providing essential air transport services to the remote districts of the country

3. **Review Contributions of Flight Operations to Improved Effectiveness of PVO Activities and USAID Mozambique Project Management**

An informal opinion survey (Section VII, Attachment 6) and selected interviews with all primary users of the Agreement flight services were conducted to determine the users perceived valuation of the services provided and to determine client recommendations for ways to improve the value and efficiency of those services. Responses for the basic questions are detailed in Table V-2, below. **User responses were clearly very favorable in terms of technical standards, responsiveness, safety, reliability, timeliness, Air Serv office operations and courtesy of Air Serv Staff.**

## TABLE V-2 USER SURVEY RESULTS

KEY OPINIONS MEASURED	RATINGS		
	VITAL	IMPORTANT	MODERATE
Importance of flight services to user project effectiveness	6	2	1
	ALWAYS	MOSTLY	OCCASIONALLY
Responsiveness to needs	4	5	0
Safety/reliability/timeliness	8	1	0
Office operations/courtesy	9	0	0

The major positive issues mentioned by all users included management time saving (one example was a one-hour flight replacing a whole day's journey by land transportation), security, and prompt delivery of goods essential to user field projects. Problems identified were of a minor, logistical nature and were indicated to be a joint Air Serv and user responsibility. Working details to limit these minor logistics problems are under continuous review by Air Serv and the users.

An important issue to users is the occasional interruption of the weekly preplanned schedules which can cause major logistical headaches for the users, especially in notifying their provincial staff of the changes. However, users understand that the intention of the Cooperative Agreement is to provide a flexible means of transportation at the service of users. Most users have required short notice special services of the aircraft outside of the regular schedule at one time or another. Flexible, not rigid planning, and constant communication between Air Serv, users and the USAID Project Officer can help to avoid most of the unanticipated inconveniences to users.

## SECTION VI

### RECOMMENDATIONS

1. **Reference Section IV, paragraph 1.1.d:**

The E-90 provided 289.5 of 540.0 budgeted level one flight hours through May 31, 1995. During the last four months of the current agreement, a total of 250.5 hours may be flown (62.6 hours/month) within the existing budget.

**Recommend Air Serv management staff coordinate with the USAID designated Agreement Manager and the Users Group to determine if expanded level one flights can be effectively used to support PVO rural development activities.**

2. **Reference Section IV, paragraph 1.11.e:**

The C-210 provided 260.4 of 540.0 budgeted level one flight hours through May 31, 1995. During the last four months of the current agreement, a total of 279.6 hours may be flown (69.9 hours/month) within the existing budget.

**Recommend Air Serv management staff coordinate with the USAID designated Agreement Manager and the Users Group to determine if expanded level one flights can be effectively used to support PVO rural development activities.**

3. **Reference Section IV, paragraph 1.3:**

During the six months of flight services covered by this evaluation, a total of 713 passengers (119 pax/month) and 5309 kilograms of cargo (885 kg/month) were transported for level two and three users. Air Serv has the capacity to increase flight services, if needed by NGOs/PVOs or donor agencies, to support development operations within Mozambique and meet the Agreement activity output goal.

**Recommend Air Serv continue to research other potential agencies which are conducting development projects within Mozambique and**

submit their names for USAID approval.

4. **Reference Section V, paragraph 1:**

Although total costs are within the overall approved budget constraints, Travel/Transportation expenses are currently more than 15% over the approved budget on a straight line basis. If this trend continues, budget realignment approval will be required from the USAID Project Officer.

**Recommend Air Serv management review estimated costs for this budget line item for the remainder of the Agreement to determine if budget realignment will be required.**



USAID - AIR SERV

COOPERATIVE AGREEMENT FOR

MOZAMBIQUE

AGREEMENT NO. 656-0217-A-00-5002-00

SECTION VII

SUPPORTING DOCUMENTATION

JULY 14, 1995



**ATTACHMENT 2  
USAID APPROVED USER AGENCIES**

**LEVEL ONE /TWO USERS (USAID Grantees)**

CARE	Save the Children	Africare
ADRA	WVI/WVRD	FHI
PSI	World Relief	MCD/I
MHC		

**LEVEL THREE USERS**

US Embassy	USAID	USIA
USDA	IOM	EEC
MSF Belgium	United Methodist Church	MSF France
MSF Holland	Mott Hay & Anderson	ODA
WFP	University Research Corp	Louis Berger Intern'l
SCF UK	Norwegian Refugee Com	OXFAM
UNHCR	Embassy of Sweden	Halo Trust
Medical Rescue Intern'l		

**ATTACHMENT 3**  
**MONTHLY ACTIVITY REPORTS**  
(Reporting Tables I, II, and III)

This Attachment contains Tables I, II, and III for May 1995 as an illustrative example of those reports which have been submitted to USAID in accordance with the terms of the Cooperative Agreement.



June 09, 1995

Mr. Sidney Bliss  
PVO Support Project  
USAID, Mozambique

Ref: Cooperative Agreement # 656-0217-A-00-5002

Subject: Monthly Air Serv activities report.

This report covers the period between May 01 and May 31, 1995.

Air Serv made a total of 117 flights, transported 393 passengers and 8361 kg of cargo under the Cooperative Agreement during the month of May 1995. The dedicated aircraft flew a total of 162.4 hours. The hours per type of aircraft were distributed as following:

E-90 - 85.3  
C-210 - 77.1

Operations during May were normal. However it is necessary to note that the use of the aircraft by the approved PVO's have increased and currently it averages above 50 hours per plane per month for the category 1 users. Additional funds raised through level 2 and 3 users during the course of the Agreement make it possible to provide extra flight hours for the main category of users under the level 1. Air Serv was approached by MSF CIS which expressed interest to contribute to the Cooperative Agreement on a fixed basis and be integrated as partner in the users group. This should result in mutual benefits for all the participants.

The King Air E-90 has undergone scheduled extensive maintenance/inspection May 15-19 in RSA. The flight needs were covered by C-210 during this week.

May 30 and 31 the Cessna 206 was used in leu of C-210 to fly to Massengena for the World Relief project. That was necessary to provide safe access to the marginal bush airstrip. World Relief made a big effort to improve the airstrip. As a result of this the Massengena strip was cleared for C-210 during the dry period of the year.

Total 11 passengers were transported on the seat available basis in May. The monthly users group meeting was held May 18.

Sincerely,

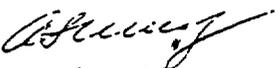
  
Andrei Mallarov  
Program Director  
Air Serv Mozambique

Table I: Estimated Activities for Month:  
June 1995

Date: May 31, 1995

Agency	Hrs Twin Engine	Hrs Single Engine	Dates	# Pax	Destinations
<b>1. USAID PVO Support Project Grantees</b>					
All Users	55	20	Weekly		All Provinces Weekly Run
FHI		10	I,III,V		Sofala
CARE		8	I,III,V		Manica, Inhambane
ADRA		6	30,31		Manica
World Relief		3			Gaza
ASI		2	19-24		Maintenance
<b>2. Other Authorized Users</b>					
Level 2					
SCF US	5		24		Maputo, Harare
WVI		4	9		Maputo, JHB
Level 3					
ODA	5		8,9		Sofala
USAID	7		10,11		Zambezi

Table II: Summary of Outputs/Activities to date.  
(As of June 01, 1995)

Date: June 09, 1995

Agency	Total to Date		Agreement Target 90 hrs/ month	Remarks
	E90	C210		
<b>1. USAID PVO Support Project Grantees</b>				
All users, E-90	313.8		795 Pax, 37755 Kg	
All users, C-210		31.7	56 Pax, 938 Kg	The C-210 is used on some runs.
ADRA		25.7	49 Pax, 455 Kg	
ASI	15.2	19.7	47 Pax, 1291 Kg	Training and maintenance flights
CARE		49.5	94 Pax, 1705 Kg	
FHI		92.6	247 Pax, 2461 Kg	
MCDI		15.0	26 Pax, 755 Kg	
MHC		6.7	11 Pax, 127 Kg	
PSI		12.2	20 Pax, 287 Kg	
IRC		3.1	4 Pax, 150 Kg	
WRI		6.5	6 Pax, 68 Kg	
<b>2. Other Authorized Users</b>				
<b>Level 2.</b>				
ASI		0.8	5 Pax, 91 Kg	
CARE	8.5	23.8	68 Pax, 869 Kg	7 pax Seat available basis
MSF Belgium	14.6	*	50 Pax, 732 Kg	Seat available basis
MSF Holland	*		1 Pax	Seat available basis
MSF France	*	*	5 Pax	Seat available basis
Norwegian Refugee Council	*		3 Pax	Seat available basis
United Methodist Church	4.9		11 Pax, 150 Kg	
USAID/PVO	5.2	10.3	67 Pax, 233 Kg	Seat available basis
WVI	20.1		92 Pax, 182 Kg	
USIS	*		1 Pax	Seat available basis
OXFAM	*		1 Pax	Seat available basis
ADRA	3.0	4.1	5 Pax, 41 Kg	
URC	*		5 Pax	Seat available basis
UNHCR	*		1 Pax	Seat available basis
IOM	*	*	5 Pax	Seat available basis
WFP	*		2 Pax	Seat available basis
ODA	*		3 Pax	Seat available basis
EEC		*	1 Pax	Seat available basis
Swed Embassy	*	*	5 Pax	Seat available basis
SCF US	5.5		16 Pax, 109 Kg	
SCF UK	5.6		6 Pax, 545 Kg	
<b>Level 3.</b>				
British Embassy	5.4		13 Pax, 105 Kg	
Louis Berger Intl		41.9	62 Pax, 582 Kg	
Medical Rescue International	6.1			Medical Quelimane
Mott, Hay & Andersen (ODA)		5.4	11 Pax, 160 Kg	
US Embassy	11.8			
USAID	38.4	25.1	164 Pax, 870 Kg	
USIS	10.0		3 Pax, 70 Kg	Medical, Mt. Manning
EEC		2.2	1 Pax, 28 Kg	
USDA		7.9	9 Pax, 118. Kg	
<b>Total YTD Level 2 + 3</b>			<b>616 Pax, 4885 Kg</b>	

Table III: Summary of Activities for Month  
May 1995

Date: June 08, 1995

Agency	Total to Date		Agreement Target	Remarks
	E90	C210		
1. USAID PVO Support Project Grantees			90 hrs/ month	
All users, E-90	40.5		138 Pax, 4586 Kg	
All users, C-210		14.4	20 Pax, 546 Kg	
ADRA		7.0	12 Pax, 168 Kg	
CARE		12.1	28 Pax, 184 Kg	
FHI		13.6	21 Pax, 323 Kg	
ASI	6.8	3.0	29 Pax, 459 Kg	Maint Flight, Training Flights
WRI		6.5	6 Pax, 68 Kg	
2. Other Authorized Users				
Level 2.				
USAID/PVO	5.2	7.2	28 Pax, 213 Kg	
SCF US	5.5		16 Pax, 109 Kg	
SCF UK	5.6		6 Pax, 545 Kg	
Swedish Embassy	*		1 Pax	Seat Available Basis
NRC	*		2 Pax	Seat Available Basis
MSF France	*	*	2 Pax	Seat Available Basis
IOM	*		2 Pax	Seat Available Basis
URC	*		1 Pax	Seat Available Basis
IRC	*		1 Pax	Seat Available Basis
MSF Belgium	14.6		40 Pax, 696 Kg	Seat Available Basis
USAID	*		1 Pax	Seat Available Basis
Level 3.				
USAID	7.1	4.4	27 Pax, 255 Kg	
USDA		7.9	9 Pax, 118, Kg	
Louis Berger		1.0	3 Pax, 91 Kg	
<b>Total Level 2 + 3</b>			<b>139 Pax, 2027 Kg</b>	

## ATTACHMENT 4 MONTHLY FINANCE REPORTS

This attachment contains copies of the April 1995 monthly finance report submitted to USAID in accordance with the terms of the Cooperative Agreement.

A separate analysis of the status of Air Serv's matching contribution as of 30 April 1995 is also included.



May 26, 1995

Attn: Henry Holland  
Agency for International Development  
Office of Financial Management  
M/FM/CMP/GIB  
515 Northwest 22nd Street  
Room 700, SA-2  
Washington, D.C. 20523-0209

Re: Letter of Credit # 72001591

Enclosed you will find our original copies of the following Federal  
Financial Reports for the most recently completed month(s):

1. Financial Status Report SF-269 (Quarterly)
2. Federal Cash Transactions Report SF-272 (Monthly)

Cooperative Agreement # 656-0217-A-00-5002-00

Yours truly,

Judith Benoit  
Grant Financial Officer

Enclosures

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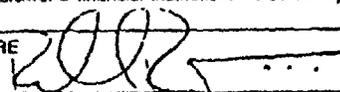
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SECTION I—MESSAGE FORMAT						<input type="checkbox"/> PAID DATE _____		
PC						<input type="checkbox"/> REJECTED DUE TO:		
TO		TYPE						
021030059		1031						
FROM	CL	REF	AMOUNT	SPECIAL HANDLING INSTRUCTIONS				
121000248			\$101,424.86	REQUEST FOR FUNDS				
SENDER				RO FINANCIAL INSTITUTION				
Air Serv International				WELLS SF				
RECEIVER	TDO	FPA	LCN	ACN	RON	BOH	DLR	
TREAS LOC/	/	72000004	/	72001591 /	4754028637	/044	/s (284,039.70)	/051595 /
RON				THIRD PARTY INFORMATION				
SECTION II—CERTIFICATION (Must Be Completed By Drawer)								
I certify that this Request for Funds has been drawn in accordance with the terms and conditions of the Letter of Credit cited and that the amount for which drawn is proper for payment to the account of the drawer at the drawer's financial institution. I also certify that the data reported is correct and that the amount of the Request for Funds is not in excess of immediate disbursement needs.								
DATE			SIGNATURE			TITLE		
May 26, 1995						Director, Finance & Admin		
DATE			COUNTERSIGNATURE			TITLE		

QUADRUPPLICATE—RETAIN FOR RECORDS

(Formerly TFS Form 5805)  
5/91 7440 01 240-7132

STANDARD FORM 5805 (Rev. 3-88)  
Prescribed by Dept. of the Treasury

BEST AVAILABLE COPY

# FEDERAL CASH TRANSACTIONS REPORT

Instructions on the back. If report is for more than one grant or finance agreement, attach completed Standard Form 272-A.

Approved by Office of Management and Budget, No. 80-R0182

1. Federal sponsoring agency and a constitutional element to which assistance is furnished

A.I.D.

## RECIPIENT ORGANIZATION

AIR SERV INTERNATIONAL

P.O. BOX 3041

City: REDLANDS, CA 92373

FEDERAL EMPLOYER IDENTIFICATION NO. 59-2500627

4. Federal grant or other identifying number

656-0217-A-00-5002-00

5. Recipient's account number or identifying number

8233

6. Letter of credit number

72001591

7. Last payment voucher number

Give total number for this period

8. Payment Vouchers credited to your account

9. Treasury checks received (whether or not deposited)

10. PERIOD COVERED BY THIS REPORT

FROM (month, day, year)

April 1, 1995

TO (month, day, year)

April 30, 1995

## STATUS OF

FEDERAL

SHARE

See specific instructions (the back)

a. Cash on hand beginning of reporting period

\$ <265,296.72>

b. Letter of credit withdrawals

0

c. Treasury check payments

82,681.88

d. Total receipts (Sum of lines b and c)

82,681.88

e. Total cash available (Sum of lines a and d)

<182,614.84>

f. Gross disbursements

<101,424.86>

g. Federal share of program income

0

h. Net disbursements (Line f minus line g)

<101,424.86>

i. Adjustments of prior periods

0

j. Cash on-hand end of period

\$ <284,039.70>

AMOUNT SHOWN LINE 11J, ABOVE, REPRESENTS CASH REQUIREMENTS FOR THE

Days

13. OTHER INFORMATION

a. Interest income

\$

b. Advances to subgrantees or subcontractors

\$

MARKS (Attach additional sheets of plain paper, if more space is required)

## CERTIFICATION

To the best of my knowledge and belief that the information is true in all respects and that all disbursements have been made for the purpose and conditions of the grant or agreement

AUTHORIZED CERTIFYING OFFICIAL

SIGNATURE



TYPED OR PRINTED NAME AND TITLE

Richard R. Garza  
Director, Finance & Administration

DATE REPORT SUBMITTED

5-26-95

TELEPHONE (Area Code, Number, Extension)  
(909) 793-2627

SPACE FOR AGENCY USE



03:30 PM

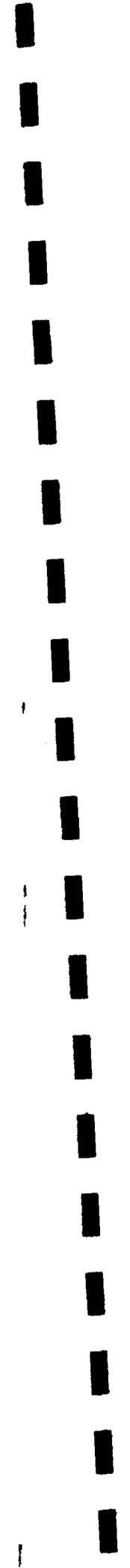
YTD BALANCES

	Oct	Nov	Dec	QTD	Jan	Feb	Mar	QTD	Apr	YTD
Personnel	30,711.09	20,975.16	35,581.95	87,268.20	30,301.39	26,925.23	29,652.77	86,879.39	34,142.19	208,289.78
Allowances	0.00	80.14	0.00	80.14	501.52	566.56	30.00	1,098.08	30.00	1,208.22
Benefits	11,031.82	8,927.67	8,804.46	28,763.95	6,374.39	7,704.12	7,488.33	21,566.84	4,812.09	55,142.88
Training	418.99	745.11	306.54	1,470.64	0.00	422.75	1,124.29	1,547.04	114.29	3,131.97
Travel/Trans	4,792.08	12,591.15	4,471.59	21,854.82	5,688.13	7,058.49	8,738.28	21,484.90	4,685.94	48,025.66
Equip/Sup	332.53	1,533.28	1,438.72	3,304.53	399.14	1,447.00	507.50	2,353.64	2,740.45	8,398.62
Other Direct	9,699.01	20,255.75	47,430.77	77,385.53	24,197.80	30,815.54	26,519.50	81,532.84	35,414.38	194,332.75
Indirect	<u>12,855.93</u>	<u>14,688.42</u>	<u>22,116.48</u>	<u>49,660.83</u>	<u>15,219.51</u>	<u>16,906.39</u>	<u>16,708.09</u>	<u>48,833.99</u>	<u>18,485.52</u>	<u>116,980.34</u>
TOTAL	<u>69,841.45</u>	<u>79,796.68</u>	<u>120,150.51</u>	<u>269,788.64</u>	<u>82,681.88</u>	<u>91,846.08</u>	<u>90,768.76</u>	<u>265,296.72</u>	<u>100,424.86</u>	<u>635,510.22</u>
Unbilled OH	5,949.29	2,884.30	2,568.49	11,402.08	10,915.41	9,060.21	7,954.12	27,929.74	4,408.34	43,740.16
ASI MATCH	0.00	0.00	4,116.89	4,116.89	4,562.85	4,428.34	4,383.94	13,375.13	4,835.86	22,327.88
Develop Fund										
Revenue	0.00	0.00	15,615.00	15,615.00	22,159.50	31,232.78	16,137.25	69,529.53	19,232.50	104,377.03
Expenses	0.00	0.00	(12,869.69)	(12,869.69)	(7,537.70)	(10,400.90)	(5,461.42)	(23,400.02)	(9,818.88)	(46,088.59)
OH	0.00	0.00	(3,240.59)	(3,240.59)	(2,920.10)	(3,603.91)	(1,818.65)	(8,342.66)	(2,743.40)	(14,326.65)
Fund Bal	0.00	0.00	(495.28)	(495.28)	11,701.70	17,227.97	8,857.18	37,786.85	6,670.22	43,961.79

Atch 4B

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**ATTACHMENT 5**  
**USER SURVEYS AND INTERVIEWS**



**IR SERV INTERNATIONAL**  
**Nonprofit Humanitarian Air Transport**

P.O. Box 3041  
Redlands, CA 92373

Phn: (909) 793-2627

Fax: (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

USER SURVEY

DATE: 09. JUNE 1995

ORGANIZATION:

M.C.D.I

ADDRESS:

90 ADRA. AVE EDUARDO MONDLAVE

PHONE:

420487

FAX: ?

IR SERV CONTACT POINT

PETER MACEY

ROLE/POSITION:

PROJECT MANAGER

MAJOR ACTIVITY LOCATIONS  
PROVINCE DISTRICT

PROJECT PURPOSE (Ag, Health,  
Infrastructure, construction, etc)

VIASSA / CUAMBA

RURN WATER SYSTEMS

(additional sheets to list additional projects)

INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Air Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Dedicated charter flights 19.1 hrs level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3 \_\_\_\_\_  
Flights on scheduled flights 0 Max level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3 \_\_\_\_\_

How important was air transport to improving your effectiveness in achieving project objectives?  
Essential  Important \_\_\_\_\_ Moderate \_\_\_\_\_ Not Essential \_\_\_\_\_

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

AIR SERVE IS VITAL BECAUSE OF REMOTE LOCATION;  
ROADS AND RAIL OFTEN IMPASSABLE DURING RAINS.  
SANDSTORMS ON ROADS WORSENING IN THE PROVINCES.  
TRANSPORT OF MONEY A CRITICAL FACTOR

How often do Air Serv flights provide flight services which were responsive to your needs and requests?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comments: \_\_\_\_\_

How often do Air Serv flight operations carried out in conditions of safety, reliability and efficiency?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comments: NO FAITH IN ANY OTHER OPERATORS STANDARDS  
OF SAFETY.

How often do Air Serv office operations conducted in a courteous, business-like manner?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comments: \_\_\_\_\_

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

**AIR SERV INTERNATIONAL**

Nonprofit Humanitarian Air Transport

P O Box 3041

Redlands, CA

92373

Phn (909) 793-2627

Fax (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION

USAID COOPERATIVE AGREEMENT....

656-0217-A-00-5002-00

USER SURVEY

DATE: 8<sup>TH</sup> JUNE 1995

ORGANIZATION:

WORLD VISION INTERNATIONAL

ADDRESS:

P.O. Box MAPUTO

PHONE: 422922

FAX: 421446

AIR SERV CONTACT POINT

SANDOR FRIGYIK

TYPE/POSITION:

PROJECT OR ACTIVITY LOCATIONS

VINCE

DISTRICT

PROJECT PURPOSE (Ag, Health, Infrastructure, construction, etc)

IMBEZIA / ALL

AGRICULTURAL RECOVERY PROG.

TE / ALMOST ALL

HEALTH

FALA / CAIA CHEMBA

FOOD DISTRIBUTION

\_\_\_\_\_ / \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ / \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ / \_\_\_\_\_

\_\_\_\_\_

(Additional sheets to list additional projects)

INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Air Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Dedicated charter flights 14.7 level 1 20.1 level 2 \_\_\_\_\_ level 3  
Passengers on scheduled flights 0 level 1 0 level 2 \_\_\_\_\_ level 3

How important was air transport to improving your effectiveness in achieving project objectives?

Very  Important \_\_\_\_\_ Moderate \_\_\_\_\_ Not Essential \_\_\_\_\_

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

ACCESS TO REMOTE AREAS BY PROJECT STAFF  
FACILITATION OF VISITS BY DONORS.  
TRAVEL TIMES GREATLY REDUCED.  
EMERGENCY RESPONSE/EVACUATION.

Did Air Serv provide flight services which were responsive to your needs and requests?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: \_\_\_\_\_

Were Air Serv flight operations carried out in conditions of safety, reliability and efficiency?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: \_\_\_\_\_

Were Air Serv office operations conducted in a courteous, business-like manner?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: \_\_\_\_\_

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

# IR SERV INTERNATIONAL

Nonprofit Humanitarian Air Transport

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Redlands, CA

92373

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Fax (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

## USER SURVEY

DATE: 8<sup>th</sup> JUNE 1995

ORGANIZATION:

SAVE THE CHILDREN FUND (US)

ADDRESS:

P.O. Box 1854 MAPUTO

PHONE: 424283

FAX: 424287

IR SERV CONTACT POINT

JAMES STEWART WRIGHT.

NAME/POSITION:

IVETTE DELGO.

ADMIN ASSISTANT.

MAJOR ACTIVITY LOCATIONS

PROVINCE

DISTRICT

PROJECT PURPOSE (Ag. Health,  
Infrastructure, construction, etc)

TE / ALL

UNIFICATION OF

MPULA / "

CHILDREN WITH

SSA / "

PARENTS

DELGADO / "

FALA (New) / "

(additional sheets to list additional projects)

BEST AVAILABLE COPY

INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Allocated charter flights \_\_\_\_\_ level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3  
Flights on scheduled flights \_\_\_\_\_ level 1 5 Pax level 2 \_\_\_\_\_ level 3

How important was air transport to improving your effectiveness in achieving project objectives?

Very \_\_\_\_\_ Important X Moderate \_\_\_\_\_ Not Essential \_\_\_\_\_

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

USED MOSTLY FOR CARRYING PARCELS, ETC.  
INFREQUENTLY FOR PASSENGERS

Do Air Serv provide flight services which were responsive to your needs and requests?

Always \_\_\_\_\_ The majority of times X Occasionally \_\_\_\_\_

Comment: SEE NOTE 1

Are Air Serv flight operations carried out in conditions of safety, reliability and efficiency?

Always X The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: VERY CONFIDENT WITH SERVICE.

Are Air Serv office operations conducted in a courteous, business-like manner?

Always X The majority of times X Occasionally \_\_\_\_\_

Comment: \_\_\_\_\_

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

SEE NOTE 2.

**IR SERV INTERNATIONAL**

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e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

**USER SURVEY**

DATE: 8<sup>th</sup> JUNE 1995

ORGANIZATION:

POPULATION SERVICE INTERNATIONAL

ADDRESS:

P.O. Box 4059

PHONE: 430 638

FAX: 430 636

IR SERV CONTACT POINT

CLAYTON L. DAVIS

TITLE/POSITION:

MOZAMBIQUE REPRESENTATIVE.

WORK ACTIVITY LOCATIONS  
PROVINCE DISTRICT

PROJECT PURPOSE (Ag, Health,  
Infrastructure, construction, etc)

MAPUTO / ALL

HEALTH

DFALA / "

SOCIAL MARKETING

MANICA / "

FOR HEALTH.

ETE / "

AIDS PREVENTION

\_\_\_\_\_ / \_\_\_\_\_

CAMPAIGN.

\_\_\_\_\_ / \_\_\_\_\_

(See additional sheets to list additional projects)

INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Air Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Dedicated charter flights \_\_\_\_\_ level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3  
Passengers on scheduled flights \_\_\_\_\_ level 1 \_\_\_\_\_ level 2 4 PAX level 3

How important was air transport to improving your effectiveness in achieving project objectives?  
Very  Important  Moderate  Not Essential

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:  
WITH THE CESSATION OF WAR, AND THE MOVEMENT OF THE POPULATION, TIME IS OF THE ESSENCE  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Does Air Serv provide flight services which were responsive to your needs and requests?  
Always  The majority of times  Occasionally

Comment: THERE IS CLEARLY EFFORT TO MEET OUR NEEDS.

Are Air Serv flight operations carried out in conditions of safety, reliability and timeliness?  
Always  The majority of times  Occasionally

Comment: PACKAGES SOMETIMES MISS LOCATIONS \* P.T.O

Are Air Serv office operations conducted in a courteous, business-like manner?  
Always  The majority of times  Occasionally

Comment: "AS.I DOES IT NATURALLY"

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

P.T.O

# AIR SERV INTERNATIONAL

Nonprofit Humanitarian Air Transport

P.O. Box 3041  
Redlands, CA 92373

Phn: (909) 793-2627

Fax: (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

## USER SURVEY

DATE: 12 JUNE 1995

ORGANIZATION:

CARE INTERNATIONAL

ADDRESS:

Ave Martines da Mueda, 596

PHONE: 492064136

FAX: 492077

AIR SERV CONTACT POINT

DAVID LITTLE, Mico POLANA

TITLE/POSITION:

DIRECTOR - LOGISTICS

MAJOR ACTIVITY LOCATIONS

PROVINCE

DISTRICT

PROJECT PURPOSE (Ag, Health,  
Infrastructure, construction, etc)

MANICA / CHINDIO / MACHAZE

AGRICULTURAL DEVELOPMENT

SOFOALA / BEIRA

WATER SUPPLY

AMPULA /

VEGETABLE OIL PRODUCTION

INHAMBANE / INHAMBANE

/ VILANCULOS

(additional sheets to list additional projects)

INDIVIDUAL PROJECT ASSESSMENT

CATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Dedicated charter flights \_\_\_\_\_ level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3  
Flights on scheduled flights \_\_\_\_\_ level 1 4 PAX level 2 \_\_\_\_\_ level 3

How important was air transport to improving your effectiveness in achieving project objectives?  
Very  Important \_\_\_\_\_ Moderate \_\_\_\_\_ Not Essential \_\_\_\_\_

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

TIME SAVING & SECURITY FOR COMMUNICATION  
MONEY AND VISITING DONORS ESPECIALLY ARE  
VERY IMPORTANT FACTORS IN AIR TRANSPORT.  
\_\_\_\_\_  
\_\_\_\_\_

Does Air Serv provide flight services which were responsive to your needs and requests?

Always \_\_\_\_\_ The majority of times  Occasionally \_\_\_\_\_

Comment: SOMETIMES PLANE NOT AVAILABLE WHEN NEEDED

Are Air Serv flight operations carried out in conditions of safety, reliability and efficiency?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: IN 6 YEARS NEVER AN INCIDENT!

Are Air Serv office operations conducted in a courteous, business-like manner?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: VERY PLEASED WITH ASI OPERATIONS.

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

# IR SERV INTERNATIONAL

Nonprofit Humanitarian Air Transport

P.O. Box 3041

Redlands, CA

92373

Phn: (909) 793-2627

Fax: (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

## USER SURVEY

DATE: 7<sup>th</sup> JUNE 1995

ORGANIZATION:

FOOD FOR THE HUNGRY INT

ADDRESS:

P.O. Box 795 MAPUTO

PHONE: 42 08 22

FAX: 42 08 23

IR SERV CONTACT POINT

SEAN WALSH

TITLE/POSITION:

COUNTRY DIRECTOR

MAJOR ACTIVITY LOCATIONS

PROVINCE

DISTRICT

PROJECT PURPOSE (Ag, Health,  
Infrastructure, construction, etc)

MOFALA / MARROMEU

1. RURAL RECONSTRUCTION -

1. / CHERUNGOMA

SCHOOLS, CLINICS, LATRINES,

" / GORONGOZA

WELLS. FOOD FOR WORK

- / BUZI

2. AGRICULTURAL RESEARCH + EXTENSION

\_\_\_\_\_ / \_\_\_\_\_

1. " " COMMERCIALISATION

\_\_\_\_\_ / \_\_\_\_\_

3. FOOD DISTRIBUTION

(Use additional sheets to list additional projects)

BEST AVAILABLE COPY

INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Air Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Dedicated charter flights 67h level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3 \_\_\_\_\_  
Flights on scheduled flights 0.1h level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3 \_\_\_\_\_

How important was air transport to improving your effectiveness in achieving project objectives?  
Very  Important \_\_\_\_\_ Moderate \_\_\_\_\_ Not Essential \_\_\_\_\_

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

WEEKLY SCHEDULE IS ESSENTIAL TO EFFICIENCY OF THE NAMPULA OPERATIONS, AS WELL AS MACHAZE. THE BEIRA OPERATION WITH THE C210 ALSO ESSENTIAL FOR MACHAZE

Do Air Serv provide flight services which were responsive to your needs and requests?  
Always \_\_\_\_\_ The majority of times  Occasionally \_\_\_\_\_

Comment: DO VERY WELL CONSIDERING DEMANDS PLACED ON THEM

Are Air Serv flight operations carried out in conditions of safety, reliability and efficiency?  
Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: FULL CONFIDENCE IN SAFETY & RELIABILITY

Are Air Serv office operations conducted in a courteous, business-like manner?  
Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: \_\_\_\_\_

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

None.

# AIR SERV INTERNATIONAL

Nonprofit Humanitarian Air Transport

P.O. Box 3041  
Redlands, CA 92373

Phn: (909) 793-2627

Fax: (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

## USER SURVEY

DATE: 17<sup>TH</sup> JUNE 1995

ORGANIZATION:

ADRA

ADDRESS:

\_\_\_\_\_  
\_\_\_\_\_

PHONE: 420487

FAX: -

AIR SERV CONTACT POINT

DWIGHT TAYLOR

ROLE/POSITION:

\_\_\_\_\_

MAJOR ACTIVITY LOCATIONS  
PROVINCE DISTRICT

PROJECT PURPOSE (Ag, Health,  
Infrastructure, construction, etc)

AMBANE / VILANCOULOS

EMERGENCY FEEDING

\_\_\_\_\_ / INHASSORO

FOOD FOR WORK! - SCHOOLS,

\_\_\_\_\_ / GORURO

ROADS, CLINICS

\_\_\_\_\_ / MABOTE

AGRO-FORRESTRY

ANICA / CHIMOIO

HEALTH EDUCATION

\_\_\_\_\_ / \_\_\_\_\_

CITY WATER SUPPLY

(additional sheets to list additional projects)

INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Number of Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Dedicated charter flights 84.3 hrs level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3 \_\_\_\_\_  
Seats on scheduled flights 0 Pax level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3 \_\_\_\_\_

How important was air transport to improving your effectiveness in achieving project objectives?

Very  Important \_\_\_\_\_ Moderate \_\_\_\_\_ Not Essential \_\_\_\_\_

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

REDUCING MANAGEMENT TIME SPENT TRAVELLING.  
ONE HOUR BEIRA - MAPUTO TAKES 10 HRS BY ROAD  
THE STATE OF CHANGE DURING TRANSITION IN DEVELOPMENT  
REQUIRES CONSTANT MONITORING, SITE MEETINGS  
AND RAPID RESPONSE TO MANY, OFTEN POLITICAL  
SITUATIONS

How often do you think Air Serv provide flight services which were responsive to your needs and requests?

Always \_\_\_\_\_ The majority of times  Occasionally \_\_\_\_\_

Comment: SUDDEN CHANGE TO AIRCRAFT ITINERARY CAUSED  
LOSS OF ONE WEEKS PROGRAMME

How often do you think Air Serv flight operations carried out in conditions of safety, reliability and efficiency?

Always \_\_\_\_\_ The majority of times  Occasionally \_\_\_\_\_

Comment: TIMELINESS ONLY DUE TO UNAVOIDABLE CIRCUMSTANCES

How often do you think Air Serv office operations conducted in a courteous, business-like manner?

Always  The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: ALWAYS FEEL WELL INFORMED

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

**AIR SERV INTERNATIONAL**

Nonprofit Humanitarian Air Transport

P.O. Box 3041

Redlands, CA

92373

Phn (909) 793-2627

Fax (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

USER SURVEY

DATE: 13<sup>TH</sup> JUNE 1995

ORGANIZATION:

WORLD RELIEF INT

ADDRESS:

P.O. Box 608 MAPUTO

PHONE:

492967

FAX:

492974

AIR SERV CONTACT POINT

TRUDY SCHWARTZ

TITLE/POSITION:

MAJOR ACTIVITY LOCATIONS

PROVINCE

DISTRICT

*ASJ*

PROJECT PURPOSE (Ag. Health, Infrastructure, construction, etc)

SAZA

Chokwe

Water Supply

Chicualacuala\*

Agricultural Recovery

Massangena\*

Chicugu

Mabalane

Guíja

\* where A.S.I. is used

(see additional sheets to list additional projects)

INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Air Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Indicated charter flights \_\_\_\_\_ level 1 \_\_\_\_\_ level 2 10.0 hrs level 3  
Hours on scheduled flights \_\_\_\_\_ level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3

How important was air transport to improving your effectiveness in achieving project objectives?

Very  Important  Moderate  Not Essential

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

Transporting senior management to remote project sites. Typically 1 1/2 hours flight saves 1 1/2 days driving on bad roads. These become impassable during summer rains.

How responsive were Air Serv flight services to your needs and requests?

Always  The majority of times  Occasionally

Comments: If the plane is available

How safe and reliable were Air Serv flight operations in terms of safety, reliability and timeliness?

Always  The majority of times  Occasionally

Comments: Never had a problem.

How courteous and business-like were Air Serv office operations?

Always  The majority of times  Occasionally

Comments: \_\_\_\_\_

List any recommendations, on the reverse of this form, for improvements in Air Serv flight services which would enhance your effectiveness in achieving project objectives.

16

**IR SERV INTERNATIONAL**

**Nonprofit Humanitarian Air Transport**

P O Box 3041  
Redlands, CA 92373

Phn (909) 793-2627

Fax (909) 793-0226

e-mail: 70740.3577@compuserve.com

IMPACT ASSESSMENT AND GRANT EVALUATION  
USAID COOPERATIVE AGREEMENT  
656-0217-A-00-5002-00

**USER SURVEY**

DATE: 13<sup>TH</sup> JUNE 1995

ORGANIZATION:

AFRICARE

ADDRESS:

PHONE:

FAX:

IR SERV CONTACT POINT

PROVINCE/POSITION:

MAJOR ACTIVITY LOCATIONS

PROVINCE

DISTRICT

BOFALA / Chibababa

PROJECT PURPOSE (Ag, Health, Infrastructure, construction, etc)

Water supply - wells

Health education

Rebuilding health posts

Animal traction project

(Use additional sheets to list additional projects)

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INDIVIDUAL PROJECT ASSESSMENT

LOCATION: PROVINCE \_\_\_\_\_ DISTRICT \_\_\_\_\_

OBJECTIVES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Air Serv flights used to support this project Dec 15, '94 thru May 15, '95  
Dedicated charter flights \_\_\_\_\_ level 1 4.963 level 2 \_\_\_\_\_ level 3 \_\_\_\_\_  
Flights on scheduled flights \_\_\_\_\_ level 1 \_\_\_\_\_ level 2 \_\_\_\_\_ level 3 \_\_\_\_\_

How important was air transport to improving your effectiveness in achieving project objectives?  
Essential \_\_\_\_\_ Important \_\_\_\_\_ Moderate X Not Essential \_\_\_\_\_

Examples of ways Air Serv flights improved the effectiveness of your activities on this project:

Used once a month to Beira for site visits.  
Conserved funds for other project expenses.  
Used for mail, and supply  
\_\_\_\_\_  
\_\_\_\_\_

Does Air Serv provide flight services which were responsive to your needs and requests?

Always X The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: \_\_\_\_\_

Are Air Serv flight operations carried out in conditions of safety, reliability and efficiency?

Always \_\_\_\_\_ The majority of times X Occasionally \_\_\_\_\_

Comment: Timeliness difficult to gauge in Beira

Are Air Serv office operations conducted in a courteous, business-like manner?

Always X The majority of times \_\_\_\_\_ Occasionally \_\_\_\_\_

Comment: \_\_\_\_\_

Please list any recommendations, on the reverse of this form, for improvements in flight services which would enhance your effectiveness in achieving project objectives.

**ATTACHMENT 6  
OTHER SUPPORTING DATA**

1. Curriculum Vita and Biographical Data Sheet for Mr. Eddie Fisher.
2. Sample letter to donors.
3. Sample correspondence from donors.
4. Partnership agreement between Air Serv and MSF-CIS.
5. Copy of Air Serv's financial and administrative systems follow-up review.

# CURRICULUM VITAE

**Edmund H.L. Fisher**

P.O.Box 936  
Manzini  
Swaziland  
Tel 09268 52925

---

## F U N C T I O N A L S U M M A R Y

Training & work in England gave broad experience in mechanical engineering, which had a good practical & theoretica aspect to it. This has been put to good advantage in Africa, in Malawi, Swaziland & Mozambique, where objectives have to be acheived in difficult circumstances, with limited resources and funds. Overall experience in Africa has given broad experience in both the practical side of operating mechanical equipment, as well as the management side of workshops, businesses, stores etc. In the agricultural environment, experience has also been gained in a large project environment, especially in land preparation. Computer experience has been gained in database, spreadsheet analysis and word processing.

---

## E D U C A T I O N

HIGHER NATIONAL CERTIFICATE IN MECHANICAL ENGINEERING. 1960 - 1963

---

## P R O F E S S I O N A L M E M B E R S H I P

CHARTERED ENGINEER ( C. ENG ) LONDON 1973  
MEMBER OF THE INSTITUTION OF MECHANICAL ENGINEERS ( M.I.MECH.E )

---

## L A N G U A G E S

PORTUGUESE, SPOKEN AND BASIC WRITTEN

---

## E M P L O Y M E N T

**World Vision International**  
Maputo, Mozambique 1993 - to date  
*Procurement Officer* Project procurement with a budget of US\$ 80 million.  
*Asset Manager* Procurement, control and maintenance of 300 vehicles & motorcycles.

**Lonrho de Mozambique**  
Maputo, Mozambique 1990 - 1993  
*Estate Engineer* Maintenance and repair of all mechanical equipment.  
*Project Engineer* Responsible for all aspects of installation, training maintenance etc on a re-established 6,000Ha cotton estate in Cabo Delgado.  
*National Service Manager* Technauto, Maputo

**Agrimech Pty Ltd**  
Matsapa, Swaziland 1986 - 1990  
*Managing Director*  
Dealership for Case IH agricultural equipment.. Later also service dealership for Case construction equipment.

**Leyland South Africa**

Managed their Swaziland branch. all aspects of a vehicle dealership - Sales, Parts, Service.

**Mbabane Engineering**

Mbabane, Swaziland

1983 - 1983

*Machine Shop and Transport Manager*

Ran the machine shop, producing various items for repair of all types of machinery, as well as the maintenance of the company fleet of vehicles, trucks and construction plant.

**Overseas Development Administration**

London, England

1978 - 1983

*Senior Mechanical Engineer PVHO Malawi*

*Senior Mechanical Engineer CTA Swaziland*

**JCB Research**

Rocester, Staffordshire, England

1971 - 1978

*Project Engineer*

General development of range of earth moving equipment manufactured by the company.

**JCB Excavators**

Rocester, Staffordsire, England

1970 - 1971

*Draughtsman Earth moving machinery*

**Bamfords Ltd**

Uttoxeter, Staffordshire, England

Five year *apprenticeship* in general mechanical engineering. Experience/training in: Foundry practice, machining, tool making, fabrication, welding, fitting, maintenance and production control.

*Design Draughtsman* Agricultural machinery design.

---

R E F E R E N C E S

- JOHN GUTHRIE C.ENG, M.I.C.E. 1, BARROW POINT ROAD, PINNER, MIDDLESEX  
HA5 3HD, ENGLAND TEL 044 866 5026
- PHIL JOHNSON LAND ROVER, SOUTH AFRICA  
P.O.Box 2923,HALFWAY HOUSE,1685, RSA.  
TEL 0027 11 315 3314 FAX 11 805 25558
- CHARLES DEANE 8, TRICHILIA STREET, WEST ACRES  
NELSPRUIT, 1200, RSA. TEL 0027 1311 41580
- CARLOS HENRIQUES MANAGING DIRECTOR,  
LOMACO, P.O.Box 1760, MAPUTO.  
TEL 092581 422126 FAX 092581
- TIMOTHY ANDREWS COUNTRY DIRECTOR, WORLD VISION INTERNATIONAL  
ZAIRE. c/o INTERNATIONAL OFFICE,  
919W, HUNTINGDON DRIVE, MONROVIA,  
CALIFORNIA 91016 USA.

## CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name (Last, First, Middle) <b>FISHER EDMUND (LINDA) HUGH</b>		2. Contractor's Name <b>Air Serv International</b>	
3. Employee's Address (include ZIP code) <b>UNB NO 79 COOP MAPUTO</b>		4. Contract Number <b>656-0217-A-00-5002-00</b>	5. Position Under Contract <b>Management Evaluator</b>
8. Telephone Number (include area) <b>41 70 64</b>		6. Proposed Salary <b>\$ 202 US/day</b>	7. Duration of Assignment <b>3-weeks</b>
9. Place of Birth <b>U.K.</b>	10. Citizenship (if non-U.S. citizen, give visa status) <b>BRITISH DIRE 068566 Exp. 01/96</b>		

11. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment  
**HELENE BERNDENE, 37 Wife Fisher Leigh 8 Son Fisher Kirsten 3, daughter**

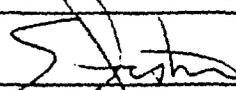
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY (See instructions on reverse)		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
INSTITUTION OF MECHANICAL ENGINEERS, LONDON.	C. Eng	MIDLAND	1975	PORTUGUESE	AVERAGE	FAIR
SPRINTON COLLEGE OF TECHNOLOGY, SPRINTON ENGLAND.	MECH ENGINEERING	HNC	1965			

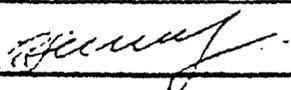
14. EMPLOYMENT HISTORY  
 List three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to proposed assignment.  
 Definition - basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra time work payments, overseas differential, or quarters, cost of living or dependent education allowances

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #	Dates of Employment (M/D/Y)		Annual Salary
		From	To	Dollars
TRANSLATION MAN	493756, O. MADEIRA WORLD VISION INTERNATIONAL	11/93	04/95	30,500
SERVICE MANAGER	TECNATO LDA 400410 A CONHA	03/92	11/93	48,000
ENGINEER	COMACC 42226 C. HENRIQUES	01/90	03/92	48,000

15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #	Dates of Employment (M/D/Y)		Daily Rate	Daily Rate in Dollars
		To	From	Rate	
EVALUATION SYSTEM	'ZDA' REFUGEE CARE - H. v.d. BORN 47154	9/8/95	11/5/95	7	280

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.  
 Employee:  Date: **23/05/95**

17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)  
 I certify in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information on this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel contracts. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may invite remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from return claims to prosecution.  
 Contractor's Representative:  Date: **05 25 95**



August 22, 1994

Mr. Alvaro Neves da Silva  
European Union Delegate  
MAPUTO

Dear Mr. Alvaro Neves da Silva

Please find enclosed, information regarding Air Serv and its work in Mozambique. Dozens of development organizations in this country rely on the safe and reliable air transport that Air Serv provides. For many it is a vital part of their daily activities.

Information we are currently receiving from various NGO's and missions indicates that it will be premature to remove the aviation component from the development and rehabilitation work given the current situation in Mozambique.

During recent meetings with various European NGO's MSF CIS, OXFAM Africare, Save the Children Fund etc., it was apparent that each of these NGO's has needs for aviation support (on different scales and levels). The present Air Serv system is perfect for incorporating small users, either by providing dedicated flights or by combining the needs of a few organizations for maximizing efficiency. I am confident that adding a number of European NGO's to the list of users will greatly benefit their work and thus contribute to the development of the country.

USAID Mozambique has expressed interest in providing the major part of necessary funds. Air Serv is currently seeking additional financial support from another donor organization in order to continue this important activity. Any support that European Community aid can offer, will be a valuable contribution to the development process in Mozambique.

Thank you for your consideration of this matter. We are ready to provide any additional information or answer any questions you may have.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Andrei Maliarov".

Andrei Maliarov  
Program Manager Mozambique

BEST AVAILABLE COPY



British Embassy  
Maputo

Andrei Maliarov  
Programme Manager  
AirServ  
Maputo

3 October 1994

Av. Vladimir I Lenine 310  
Caixa Postal 55  
Maputo

Telephone: 420111/2/5/6/7  
Telex: 6 265 (a/b 6 265 PROMA MO)  
Facsimile: 421666

Telegraphic address: PRODROME MAPUTO

*Dear Andrei,*

MOZAMBIQUE: AIRSERV: ODA

I have now consulted with colleagues in Lilongwe and London about the possibility of the ODA making a contribution to the multi-agency service that you currently operate with USAID funding.

I am afraid that the news is not good. ODA moved away from the block-grant approach a few years ago and its policy is now to include air charter costs within the budgets of individual projects. Despite the obvious benefits of cost-sharing system you operate, it appears that ODA are unable to contribute in this way.

I am sorry not to be able to give you a more positive answer on this occasion. I hope, however, that ODA will continue to be able to charter from AirServ on an single-flight basis.

I should like to take this opportunity to mention to you that I will be finishing my posting to Maputo within the next month-or-so. My successor, Ms Nicci Jackson, arrives on 2 November. I am grateful for all the help that AirServ (particularly Jon Goudswaard and Harry Darting) have been to me over the past three-and-a-half years and hope that Nicci will enjoy a similarly friendly relationship.

*Yours sincerely,* *K. O. Shannon*

K Shannon  
Third Secretary (Aid/Commercial)

*ref 1*



EMBASSY OF AUSTRALIA  
MAPUTO  
MOZAMBIQUE

MR ANDREI MAILAROV  
Program Manager  
AIR SERV INTERNATIONAL  
MAPUTO MOZAMBIQUE

Dear Mr Mailarov

RE: REQUEST FOR SUPPORT FOR AIRSERV

Thank you for your letter of 23 August 1994 requesting support from the Australian International Development Assistance bureau (AIDAB) for AIRSERV INTERNATIONAL.

I regret to advise that AIDAB is unable to provide funds to support AIRSERV INTERNATIONAL in Mozambique. We appreciate the support that AIRSERV INTERNATIONAL is providing to agencies involved in relief and development assistance in Mozambique. However, at the moment our priority is to support requests for assistance from organisations that are working directly with communities in need.

We wish you success in raising the funds that you need.

Yours sincerely

M.A. Flaistowe  
2nd Secretary, Development Assistance

4/10/1994

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15

PARTNERSHIP AGREEMENT  
between  
AIR SERV INTERNATIONAL  
and  
MSF-CIS

PURPOSE:

This Partnership Agreement provides MSF-CIS participation as a full partner in Cooperative Agreement # 656-0217-A-005-002-00 between Air Serv International and USAID Mozambique. The purpose of the Cooperative Agreement is to provide air transport services to PVOs, NGOs and other development agencies in order to increase the effectiveness of the delivery of development assistance within Mozambique. According to the Cooperative Agreement, priority use of the aircraft is for USAID grantees under the PVO Support Project. The services are provided with two aircraft King Air E-90 and Cessna 210 based in Maputo, Mozambique.

EFFECTIVE DATE AND DURATION:

This Partnership Agreement is effective on 1 June 1995 for an initial four month basis. The agreement will automatically be renewed for subsequent an additional six month period throughout 31 March 1996, unless cancelled, in writing, by the either party, at least 15 days in advance of the end of the initial four month period. The agreement can be terminated by either party at any time by written 30 days cancellation notice.

AIR SERV RESPONSIBILITIES:

1. Provide a King Air E-90 and a Cessna C-210 or similar aircraft with required licensed technical staff in Maputo for use by the NGO/PVO aid and development community.
2. Operate the Air Serv aircraft in compliance with the applicable regulations of the Civil Aviation Department of Mozambique and/or the U.S. FAA and/or other appropriate Civil Aviation authority.

FILE: PARTNER MSF CIS

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Atch 6

3. Provide comprehensive insurance coverage for the aircraft for hull damage plus a liability amount for US\$ 10 million per occurrence including war risks coverage.

4. Coordinate a monthly Users Group Meeting to schedule use of the aircraft by the partner agencies, of which MSF CIS, by this Partnership Agreement becomes a partner agency. No partner agency will have exclusive priority usage, but every effort will be made to resolve conflicting requirements to ensure that USAID grant objectives are met. The USAID Regional Contracting Officer is the ultimate authority in the interpretation of activities which can be implemented under the Cooperative Agreement. Following publication of the monthly schedule, additional flights may be scheduled by all partner agencies, including MSF CIS, on a "first come, first served" basis, without prejudice to the support required by USAID grantees.

5. Provide a scheduled passenger/cargo run to selected remote sites on a weekly basis. Passengers and cargo on these flights are provided at no charge to the MSF CIS up to 25 passengers per month.

6. Provide additional flights for the use of MSF CIS up to 7 hours per month for the E-90 and up to 13 hours per month for the C-210. The hours can be accumulated and transferred between the months during the period of contract, without prejudice to the support requirements of USAID grantees.

7. Provide additional flights on behalf of MSF CIS at a partially subsidized, cost-recovery rate of \$495 US per hour for the E-90 and \$195 US per hour for the C-210 plus associated landing, navigation, parking fees and cargo tax. Passengers are responsible for their own airport departure fees.

8. MSF CIS will have right to put passengers and cargo on the space available basis on the dedicated flights of the other users, as well as will allow to have passengers of other agencies on its dedicated flights on space available basis.

9. Normally, the aircraft will be available to fly 24 days per month; however, scheduled and unscheduled maintenance, weather conditions, pilot illness, or other conditions outside the control of Air Serv may result in cancellation of a specific flight. Every attempt will be made to adjust the schedule to meet the established flight requirement as quickly as possible.

FILE: PARTNER MSF CIS

67

MSF CIS RESPONSIBILITIES:

1. Provide the Air Serv Dispatch with a agency representative to schedule agency flight bookings and passenger/cargo reservations.
2. Participate in the monthly Users Group Meeting to schedule planned activities for the following month.
3. Cancel seats on the scheduled passenger run and agency flights which are no longer required at least 48 hours in advance so other users may have access to the aircraft.
4. Cover the respective portion of the airport fees. The airport fees include landing, navigation, parking fees and cargo tax.
5. Payments will be made in US Dollars by check, bank transfer, or wire transfer as follows:

PAYMENT SCHEDULE:

Air Serv Invoices under the Partnership Agreement will be sent to MSF CIS at the following address:

Name: MEDEENS DANS FRONTIERES - CIS  
Address: AJ. MAO TSE TOUNG  
NAPORO  
Fax: 493753 Telephone: 493752

Checks and Bank Transfers may be made as specified on the invoice. Wire transfers will be made as follows:

Name of Bank: Community Bank  
200 East Citrus Avenue  
Redlands, CA 92373

Routing Number: 122203471  
Account Name: AIR SERV INTERNATIONAL  
Account Number: 21-807532

Upon signing of this agreement, MSF CIS will make an initial payment to Air Serv of \$20,000.00 US. This amount is for the first Four Months Fixed Partnership Costs and will allow half of the allocations (passenger seats, cargo space, flight hours) stated in clause 5 and 6 of "Air Serv Responsibilities". As of October 01, 1995, if this agreement is extended for additional six months, the MSF CIS will make two quarterly payments of \$30,000.00 US each, which will allow MSF CIS full passenger, cargo and hourly allocations stated in this agreement.

FILE: PARTNER MSF CIS

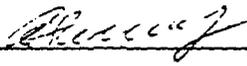
Air Serv will invoice the MSF CIS at the beginning of each month for the Hourly Agency Flight Costs and other Reimbursable Costs which occurred in the previous month. The Quarterly Fixed Partnership Cost will be invoiced in 30 days in advance for all subsequent calendar quarters.

MSF CIS agrees to make payment of invoices within 30 days of their receipt and not withhold payment due to contractual disputes. Air Serv agrees to full and complete refunds of all disputed amounts which are later determined to be owed to the MSF CIS.

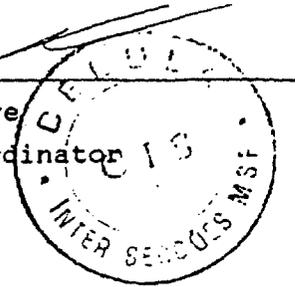
AGREED AND ACCEPTED

AIR SERV INTERNATIONAL

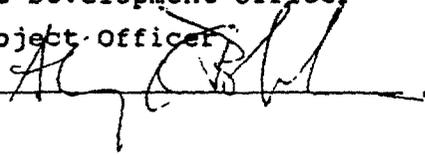
MSF - CIS

  
\_\_\_\_\_  
Andrei A. Maliarov  
Program Director Mozambique  
June 01, 1995

  
\_\_\_\_\_  
Pierre Poivre  
Project Coordinator  
MSF CIS



CLEARED BY USAID MOZAMBIQUE

9 June 95  
\_\_\_\_\_  
Sidney Bliss  
Project Development Officer  
and Project Officer  
Date: 

FILE: PARTNER MSF CIS



UNITED STATES  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
USAID MISSION TO MOZAMBIQUE

U. S. POSTAL ADDRESS  
MAPUTO  
DEPARTMENT OF STATE  
WASHINGTON, D. C. 20521-2330

RUA FARIA DE SOUSA, 107  
MAPUTO, MOÇAMBIQUE  
CAIXA POSTAL, 783  
TELEX : 8-180 USAID MO  
TELEPHONE : 490728, 491689, 144444  
FAX : 492098

July 7, 1995

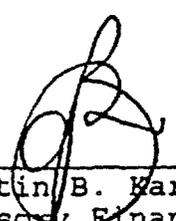
Ref. 95/520/mk

Andrei Maliarev  
Field Program Manager  
Air.Serv International  
Maputo

Dear Andrei,

Please find attached the final draft report on the financial and administrative systems review follow-up conducted on Air.Serv International Maputo Office on May, 1995, for your perusal.

Regards.

  
\_\_\_\_\_  
Martin B. Karlsen  
(Supervisory Financial Analyst)

EXECUTIVE SUMMARY

On December 21, 1994, the Financial Analysis Division, Office of Financial Management, USAID/Mozambique, conducted a review of the Air.Serv International's financial and administrative systems. Five recommendations were made for improvement to Air.Serv's financial and administrative systems within the course of the review. A follow-up review was conducted by Alfredo Zucule, Financial Analyst, on April 13, 1995, to ascertain whether or not the recommendations made in the initial review had been satisfactorily implemented. During the review, the Financial Analysis Division was assisted by Andrei Maliarev, Field Program Manager, and by Veronica Wiens, Finance Manager.

The review revealed that although significant progress had been made towards implementing the recommendations made during the December 1994 review, there were still 2 issues which require attention. One of these issues pertain to Air.Serv's tax status, and the other to the preparation of cash-flow statements.

This report was sent to Air.Serv International on May 11, 1995, for comment. No response was received and this report is, therefore, issued as final.

RECOMMENDATION 1:

2.6. It was recommend that Air.Serv follow up with the Ministry of Finance in order to have its tax status clarified.

Follow-up findings: Air.Serv has been operating in Mozambique for a long period with no tax status, and hence not paid tax on local staff salaries. Air.Serv is uncertain about what the implications would be of following up with the Ministry of Finance and Plan in order to have its tax status clarified. One possibility is that the organization could be fined approximately \$86,000.00 by the Ministry of Finance and Plan for the years which Air.Serv has been operating without paying tax. Another possible reaction by the Ministry of Finance and Plan would be to simply define Air.Serv tax status with no penalties to be paid. Air.Serv's preference is to maintain the current situation and not follow-up with the Ministry of Finance and Plan in order to have its tax status clarified. We recommend that Air.Serv follow up with the Ministry of Finance and Plan in order to have its tax status clarified as a means to show that they are a member, in good standing, of the PVO community receiving US Government funding. This issue remains open.

RECOMMENDATION 2:

3.2.7. It was recommended that Air.Serv prepare a cash-flow statement on a regular basis for more accurate control of cash required and disbursed. This should be prepared at least on a quarterly basis.

Follow-up findings: Air.Serv prepared their first cash-flow statement for the first quarter of 1995. This issue remains open until we receive a copy of the cash-flow statement which can then be reviewed.

Air.Serv Management Response: Air.Serv International Management has subsequently provided acceptable copies of cash-flows statements which covered the first quarter of 1995 (refer to Annexure 3). This issue is now closed.

RECOMMENDATION 3:

3.3.7. The replenishment of petty cash should be made only on presentation of documentation showing how the previous funds were spent and after a cashier verification has been conducted by a senior staff member.

Follow-up findings: The replenishment of petty cash is now being made on presentation of documentation showing how the previous funds were spent and after a cashier

verification has been conducted by the Finance Director.  
This issue is now closed.

RECOMMENDATION 4:

3.5.2. It was recommended that Air.Serv begin using the pre-numbered purchase orders for local purchases.

Follow-up findings: Pre-numbered purchase orders are now being used for local purchases as well (refer to Annexure 1). This issue is now closed.

RECOMMENDATION 5:

3.8.5. It is recommended that a per diem plan be prepared to cover travel to any destination within Mozambique. The per diem plan should be prepared and documented for all organization's staff.

Follow-up findings: Air.Serv has set a ceiling limit of \$60.00 for travel expenses to any part of Mozambique (refer to Annexure 2). Travel expenses which exceed the amount should be approved well in advance by the Air.Serv Field Manager. This procedure is reasonable and acceptable. This issue is now closed.

CONCLUSION

Air.Serv International has made significant progress towards implementing the recommendations made in the December 1994, review, particularly in the areas of accounting system, cash and banking and procurement. Notwithstanding the progress made, one recommendation remains to be implemented. This is the definition of Air.Serv's tax status.

LIST OF ANNEXURES:

- Annexure 1. PURCHASE ORDER
- Annexure 2. AIR.SERV TRAVEL EXPENSES
- Annexure 3. CASH-FLOW STATEMENT

SUMMARY OF OPEN RECOMMENDATIONS:

1. Air.Serv should follow up with the Ministry of Finance and Plan in order to have its tax status clarified as a means of showing that they are members, in good standing, of the PVO community receiving US Government funding in Mozambique.