

PDBBS355

NOTICE OF RECORD

DATE: 11/14/89

CORRECT PROJECT NUMBER IS: 674-0303

CORRECT PROJECT TITLE IS: Black Business Dev. & RMC.

VERIFIED BY: [Signature]
AFR/PD/IPS

DATE: 11/14/89

CLEARED BY: [Signature] for Susan Campbell
CHIEF, AFR/PD/IPS

DATE: 11/14/89

EMBASSY OF THE
UNITED STATES OF AMERICA

Office of Development Affairs
August 15, 1989

Mr. Zuko Tofile
Executive Director
MatchMaker Services
c/o Foreign Commercial Service
11th Floor
Kine Centre
Commissioner Street
Johannesburg
2001

Subject: MatchMaker Services Planning Grant
Agreement No.: ~~67-0000~~-G-SS-9047-00

Dear Mr. Tofile:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter "USAID") hereby enters into this Agreement with MatchMaker Services (hereinafter "the Recipient" or "MatchMaker Services"), and obligates the sum of US \$50,000 to provide support for a program described in Attachment No. 1, entitled "Schedule", and Attachment No. 2, entitled "Program Description", of this Agreement.

This Agreement is effective and obligation is made as of the date of this letter. The Agreement and obligation shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning August 15, 1989 and ending July 31, 1990.

This Agreement is entered into with MatchMaker Services on condition that the funds will be administered in accordance with the conditions set forth in Attachment 1, "the Schedule", Attachment 2, "Program Description", and Attachment 3, "Standard Provisions". This letter, and the three attachments just described, which have been agreed to by your organization, constitute the Agreement.

Please sign the original and six (6) copies of this letter.
Please then return the original and five (5) copies of this
letter to USAID/Pretoria.

Sincerely,



Dennis P. Barrett
Counselor for Development Affairs

ACKNOWLEDGED AND ACCEPTED



By: Zuko Tofile

Title: Executive Director
MatchMaker Services

Attachments:

1. Schedule
2. Program Description
3. Standard Provision
4. Thirty Day Advance

ATTACHMENT ONE

SCHEDULE

I. OVERVIEW OF AGREEMENT

This Agreement will provide funds to MatchMaker Services to undertake essential planning activities, culminating in the production of a comprehensive business plan to guide the future operations of MatchMaker Services. A more detailed description of the Agreement program is contained in Attachment Two of this Agreement, "Program Description".

II. PERIOD OF AGREEMENT

The effective date of this Agreement is August 15, 1989. The expiration date is July 31, 1990, meaning that no USAID funds under this Agreement shall be applicable to goods not furnished or services not performed for the program by this date.

III. AGREEMENT FUNDING AND PAYMENT

USAID hereby obligates the sum of \$50,000 for purposes of this Agreement.

IV. FINANCIAL MANAGEMENT

A. MatchMaker Services shall be responsible for accounting for all funds provided under this Agreement. Reimbursement for expenses incurred shall be in the form of a monthly submission of expenditures substantiated by, for example, invoices marked paid, cancelled checks, signed payroll sheets, or other documentation as further described in Part B of this Section. Included in this Agreement, as Attachment 4, is a budget based upon expected expenditures covered by this Agreement. This budget also reflects quarterly cash flow requirements and represents MatchMaker Services' request for a 30-day advance. A sufficient advance of funds will be provided to cover expenses for three months of operations. Execution of this Agreement constitutes USAID approval of the advance, and for AID's internal purposes, earmarks and commits all funds obligated under the Agreement. Any interest earned from funds provided under this Agreement will be returned to USAID.

B. Disbursement Procedures

1. Local currency disbursements from USAID to MatchMaker Services will be made through monthly reimbursements for expenses incurred during the previous month. Each reimbursement request will include (a) a summary sheet listing in a format compatible with the budget the purpose and amount of all (individual) expenses incurred with a sub-total for each budget line-item and a grand total; and (b) copies of paid invoices (not pro forma invoices), checks, or other documentary evidence showing

that funds were expended and the payee received such funds; e.g. an invoice stamped "paid", a cancelled check or a payroll sheet signed by the employee.

2. Advances. It is recognized that an advance of funds is required, as working capital, to carry out the purposes of this Agreement. Refer to Section IV-A, above, and Attachment 4 which requests such an advance.
 - a. As discussed in paragraph B-1 above, monthly expenses are reimbursed. As such, USAID will reimburse the Recipient for recurring expenses financed from the advance, but non-recurring expenses financed from the advance will not be reimbursed. Rather than reimburse non-recurring expenses, the amount of the advance will be reduced by the amount. Consequently, when the Recipient submits its monthly reimbursement request per paragraph B-1, it is most important to include those expenses which will be used to reduce the advance balance.
 - b. At the end of the Agreement period, any advance balance will be liquidated through submission of paid invoices and/or cash.
 - c. Should there be a need to increase the level of the advance, USAID should be notified in writing at least 90 days before the required increase. USAID will advise, in writing, of any approved increases. Likewise, USAID reserves the right to decrease the level of this advance should expenditures fall below projected levels.

V. FINANCIAL PLAN

- A. The financial plan for this Agreement is set forth in Tables 1 and 2 of Annex A to this schedule. Revisions of this Plan shall be made in accordance with Standard Provision 4 of this Agreement, located in Attachment 3 and entitled Revision of Agreement Budget. As elaborated in Table 1 of Annex A, all line-item adjustments must receive prior USAID approval.
- B. The budget line items provided in Table 2 have been calculated by taking the amounts required by MatchMaker Services in South African Rands and then converting these to U.S. Dollars at an exchange rate of 2.65/US\$1. While the Rand amounts are set forth in Table 1 for illustrative purposes, the U.S. Dollar totals, and not their Rand equivalents, constitute the binding level of USAID assistance.

Due to exchange rate fluctuations, South African rands available under any individual item financed under this Agreement may exceed levels budgeted for by MatchMaker Services. In such an event, MatchMaker Services will consult

with USAID on the priority use of these funds, and the two Parties may agree to amend the Agreement to provide for their expenditure. However, should changes in the exchange rate result in fewer South African Rands being available than budgeted for, MatchMaker Services must finance the shortfall since the U.S. Dollar amount prevails.

VI. REPORTING AND EVALUATION

A. Reporting

MatchMaker Services shall timeously make available, on a confidential basis, all relevant reports and work products directly or indirectly financed by this Agreement. In the case of the comprehensive business plan to be produced by MatchMaker Services (see Section V of Attachment 2, Program Description), three copies of the finalized plan shall be provided to USAID.

In addition, the Executive Director of MatchMaker or other responsible representatives will provide periodic oral briefings on Agreement program progress at the reasonable request of USAID; such briefings will take place no less than approximately every four weeks over the period of the Agreement.

B. Evaluation

The Recipient agrees to cooperate with, and participate fully in, any evaluation or audit instituted at the request of USAID either during or after the term of this Agreement. Any such assessment would be financed by USAID with funds extraneous to the Agreement.

VII. OVERHEAD RATE

Not applicable.

VIII. TITLE TO PROPERTY

Title to all property purchased under this Agreement shall vest in the Recipient in accordance with the terms of Attachment 3, Additional Standard Provision 19, entitled Title to and Use of Property.

IX. AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for all procurement with AID funds under the Agreement is the United States and the Republic of South Africa, meaning that all goods and services financed by this Agreement shall have, with respect to goods, their source and origin, and with respect to services, their nationality, in the United States or the

Republic of South Africa.

X. LOCAL COST FINANCING

It is hereby specified that the amount of U.S. Dollars authorized to be used for local cost financing is the entire amount obligated under this Agreement.

XI SPECIAL PROVISIONS

A. Conditions Precedent to Disbursement

Not applicable.

B. Covenants

1. Procurement

- a. Scope. This provision is applicable to the extent that local cost financing is otherwise authorized by the Agreement. It does not require procurement in South Africa where off-shore procurement could otherwise occur.
- b. Policy. In the procurement of goods and services in South Africa, the Recipient shall, to the maximum extent practicable, award contracts to individuals or organizations which are disadvantaged by apartheid and which are responsive and appropriate providers of goods and services.
- c. Definitions. Individuals or organizations disadvantaged by apartheid shall mean (1) South African individuals of black, "colored" or Asian descent whose principal place of business is in the Republic of South Africa; and (2) private partnerships or commercial firms which are incorporated in or organized under the laws of the Republic of South Africa, whose principal place of business is in the Republic of South Africa, and which are more than 50 percent beneficially owned by South African persons of black, "colored" or Asian descent. The Republic of South Africa includes the so-called "independent" and "self-governing" homelands and, for the purposes of implementing this provision, Namibia.

2. Competition

Except as provided in Section B-1 above, all procurement transactions shall be conducted in a manner to provide, to

the maximum extent practical, free and open competition. In each instance where MatchMaker Services procures goods or consulting services in excess of R10, 000 value, USAID shall be furnished with a brief (o/1 page) memorandum indicating: (1) the provider of goods or services selected; (2) two or more other providers considered; (3) the rationale for the selection. Such memorandum shall be submitted to USAID no later than with claims for expense reimbursement.

3. MatchMaker Services financial commitment

MatchMaker Services agrees to apply, to the extent possible, resources beyond those provided by this Agreement as necessary to ensure the attainment of Agreement program purposes and objectives.

XII. STANDARD PROVISIONS

The Standard Provisions applicable to this Agreement are contained in Attachment 3, "Standard Provisions".

ANNEX A TO ATTACHMENT 1

TABLE 1

ILLUSTRATIVE AGREEMENT BUDGET (RANDS)

I.	Technical Assistance	R 115,500
	A. Consultative Phase	
	B. Planning Phase	
	C. Summation Phase	
II.	Strategy Sessions/Workshops	12,000
	A. Strategy Session 1	
	B. Special Services Workshops	
	C. Strategy Session 2	
III.	Travel	5,000
	A. Airfares	
	B. Per diem	
	C. Car hire	
		<u>R 132,500</u>

Notes:

- * All figures are premised upon an exchange rate of R 2.65 to \$US1. The binding Agreement total, as noted in Section V-B of Attachment 1, above, is denominated in U.S. Dollars, and not the South African Rand equivalent thereof (See Table 2 of this annex, below).
- * All line item expenditures must be supported by appropriate documentation in order to qualify for Agreement financing.
- * The dollar equivalent of line-items denominated by Roman Numerals (See Table 2 of this Annex, below) may not be exceeded without formal USAID/SA approval. The amounts in line-items denominated by capital letters are fungible, so long as variances do not constitute an unreasonable departure from the Agreement program.

ANNEX A TO ATTACHMENT 1

TABLE 2

BINDING AGREEMENT BUDGET (DOLLARS)

I. Technical Assistance	\$43,585
II. Strategy Sessions/Workshops	4,528
III. Travel	1,887
	<hr/>
	\$50,000

ATTACHMENT TWO

PROGRAM DESCRIPTION

I. SUMMARY

This Agreement will provide funds to MatchMaker Services, a non-racial company established to match the procurement requirements of corporate South Africa with the supply capabilities of black entrepreneurs, to enable it to undertake essential planning activities. Such activities will culminate in the production of a comprehensive business plan to guide MatchMaker Services in its future operations. The funded components of the Agreement program are more fully set forth in Section V of this Attachment, Program Description.

II. BACKGROUND

A. Black Private Enterprise Development Project

In September, 1987, USAID/South Africa launched a 5 year Black Private Enterprise Development Project. The immediate purpose of this Project is to combat the inhibiting effects of discrimination by enhancing the institutions' development and advocacy capabilities of black business institutions, providing support for micro and small black enterprise and facilitating black participation in the primary economy.

South Africa's complex social, political and economic environment impinges directly on the character and viability of a black private enterprise development project. Racially discriminatory laws and regulations have, over generations, allowed whites to dominate South Africa's economy and thereby institutionalize apartheid through monopolistic control of resources. Such control has limited the entry of blacks into business, particularly in the industrialized sector, and into management positions. It has also led many Blacks to link apartheid with capitalism.

This legacy of "racial capitalism" will only be overcome through increased black involvement at all levels of the economy. Those who have been disadvantaged by current policies and business practices must have the opportunity to see that private enterprise can offer increased access to goods, services, employment and an improved standard of living. Moreover, the impetus for equitable participation in South Africa's economy must come from existing as well as potential black entrepreneurs and business persons; after generations of discrimination, reforms and development programmes imposed by those seen as responsible for black oppression will be viewed skeptically or discredited.

In response to the unique demands of this environment, the Black Private Enterprise Development Project has been designed as an umbrella project in which assistance is rendered to South African non-governmental organizations providing support to the black private sector. This approach allows USAID/South Africa to respond to black initiatives in the private sector, rather than play the type of proactive or prescriptive role in private enterprise development that could be perceived as interventionist. It also provides sufficient flexibility to respond to opportunities as they arise, a critical attribute in an unstable and unpredictable environment. Furthermore, it contributes to the institutional development of legitimate, community-based organizations, thereby positioning such groups to play a more effective role both in the present and in a future, post-apartheid society.

B. MatchMaker Services

The MatchMaker initiative arose in late 1985 as a result of discussions between visiting U.S. Government officials and the directors of the Soweto Chamber of Commerce. The concept was to provide a market place where the corporate buying power of American subsidiaries could match its needs to the supply capabilities of black South African entrepreneurs. The first event in April 1986 was a partnership between the American Chamber of Commerce and the Soweto Chamber. It had already outgrown Soweto and drew black businesses from the whole Witwatersrand. Growing in size and improving in quality year by year, it encompassed the PWV area and beyond by April 1989, when the fourth annual event took place.

The shows have been organized by a loosely structured working group of volunteers, both white and black, representing large and small firms, business associations and small business development organizations. The 1988 committee strongly recommended that a new and permanent body be formed to initiate and support business-to-business programs throughout the year to capitalize on MatchMaker's momentum and recognized achievements. This was formed as MatchMaker Services in January 1989 by a triumvirate of the American Chamber of Commerce, the Get Ahead Foundation and the Witwatersrand Chamber of Commerce and Industries. This generally subsumes U.S. subsidiaries, black enterprises and South African industry in the region. The new company is now being registered as MatchMaker Services, a non-profit venture which will seek to be self-supporting in the early medium term from its fee-structured programs. In the meantime, the U.S. Foreign Commercial Service is dedicating one professional level local (Black) employee's time, office space, telecommunications and postal services and secretarial support for twelve months from the date of

incorporation. The Witwatersrand Chamber is donating accounting and audit services. Fifty debentures at R 5,000.00 each are being taken up by major corporations: Anglo American, Standard Bank, Total Oil, JCI, Dresser Industries and IBM, to cite a few. The earnings from investment of these funds will be sufficient only to underpin MatchMaker Services' modest operating costs during its first few years, and will not be large enough to fund a professional strategic planning process.

On June 29, 1989, the Executive Directors of the three founding organizations appointed ten directors:

For three years :

1. Isreal Skosana - Get Ahead Foundation
2. Zuko Tofile - USFCS
3. Bruce Fraser - CABBSA
4. M.J. Mogale - FABCOS

For two years:

5. Gareth Penny - Anglo American Corporation
6. Joe Manchu - Manchu & Associates
7. Perfect Malimela - Malimela & Associates

For one year:

8. Neville Davies - ISM S.A. Projects Fund
9. Allan Roper - Incorporated Data Systems
10. M. Leoka - Dempers, Leoka & Kevany

As each director's term expires, he/she will resign to be replaced by new directors elected by MatchMaker Services' governors and membership at large. The membership will be made up of sponsors, corporate buyers and black suppliers, predominantly the last group. Members will have one vote each. The governors are entitled to one vote for each debenture held. The June 29th meeting appointed Zuko Tofile Executive Director. The directors serve without salary. The services of the company will be available only to paid subscribers who demonstrate a commitment to the objectives of building bridges between corporate buyers and black suppliers.

III. PROBLEM

One of the most odious aspects of apartheid in South Africa has been the economic disempowerment of the country's black inhabitants. Despite much-publicized moves toward reform in recent years, this legacy continues to be enforced by entrenched legal, regulatory and attitudinal discrimination hampering black business and economic advancement. Resources available to the black community are grossly inadequate, especially when measured against the requirements for competitive entry into the industrialized sectors of the economy. Many of the resources which are available are often offered on a "hand out" basis. This does little for black self-esteem, presents no real opportunities for business development and provides no commercial feedback which the entrepreneur might use to improve his/her business. The problem is compounded by a general lack of responsiveness to black needs and realities by white financial institutions.

Blacks need commercial opportunities in which they can fairly compete, and in which the market tells them how they are doing. MatchMaker Services has tried to provide this via its annual fairs. However, the problem is sufficiently large that it requires fulltime focus and a broader scope. An annual fair is not enough. The question of what is sufficient is the subject of this planning grant. MatchMaker Services needs to professionally plan how to best deliver the services necessary to accomplish its objectives. MatchMaker Services needs the funding requested herein to undertake this planning process.

IV. PURPOSE

The purpose of this Agreement is to assist MatchMaker Services in developing an integrated business plan for the implementation of more comprehensive matchmaking services. Such purpose will be fulfilled by attainment of the following targets:

1. development, through extensive consultations with key actors and constituents, of a blueprint for:
 - a. strategic services which MatchMaker will offer in the future,
 - b. the financial, staffing and other requirements of these services, and
 - c. the marketing and funding strategies designed to enable Matchmaker to deliver these services.
2. production of a comprehensive business plan document detailing and synthesizing the above strategies, which document shall serve as a functional operating blueprint for MatchMaker.

V. PROGRAM DESCRIPTION

A. Basic Framework

This Agreement makes funds available to MatchMaker Services to undertake those analytic and consultative activities necessary to develop a comprehensive business plan for MatchMaker Services. Such planning exercise is a necessary sequel to four years of MatchMaker fairs and experience with corporate buyers, sponsors and black suppliers that has confirmed MatchMaker Services's conceptual viability under present circumstances. These fairs and related experiences have dictated the need for a focused mission statement, new strategic thinking and fresh, targeted operational direction.

MatchMaker Services envisions a three phase strategic planning process. While this organization has now developed some expertise in mounting its annual show, there is a legitimate question about the real lasting benefit of each event. Therefore, the first phase, the Consultative Phase, should consist of a professional survey of a representative sample of past participants - buyers, sellers and sponsors - and elements in the small business development field, from developed and developing industry, and from academic and political figures able to articulate community expectations. Input from all regions of the country will be obtained. Consultations will involve closed conference sessions as well as individual meetings, and will dovetail with seminars and other events which MatchMaker will be conducting as part of the planning process. The terms of reference for the survey, and the activities of the second phase, will take into consideration the general policies and objectives set at the first board meeting in July 1989.

The survey will evaluate objectively MatchMaker's level of effectiveness, recognize areas for improvement and, most importantly, identify new but related business programs which MatchMaker Services might usefully pursue. The survey should isolate these new concepts and buttress each with a set of recommendations as to methods, resources required, timing and budget projections of costs and revenues. The desired result will be an overall strategy proposal for the directors of the company, supported by means estimates.

The survey will include the data collation, analysis and presentation necessary to draw useful strategic planning conclusions. An estimate of the cost of this phase, and subsequent phases, is provided in the attached budget. The target date for completion of the Consultative Phase is November 30, 1989. The scope of work for the survey, and for any technical assistance related to the activities of the planning and summation phases, will be approved by USAID in writing prior to initiation of efforts to procure the services.

The second phase, the Planning Phase, will begin with a strategy session consisting of MatchMaker Services directors and governors, and other

prominent, committed and cooperative figures from business and community organizations. This first strategy session will consider the findings and recommendations of the survey conducted in the consultative phase, and will result in the approval in principle of a new, focused MatchMaker mission statement and a preliminary new strategic direction, most importantly, the services on which MatchMaker Services will concentrate in the future. Next, a series of workshops will be convened to delve more deeply into these new services. These workshops will convey to MatchMaker decision makers all important aspects of the envisioned services. A follow-up strategy session will then be held to finalize MatchMaker's strategic direction.

In the third phase, the Summation Phase, the results of the second strategy session will be encapsulated in a comprehensive written strategic business plan, supported by budget estimates. Resource allocations are fundamental at this point, clearly distinguishing between voluntary contributions in cash and kind, earnings from secured investments (debentures) and fee revenue from memberships and discrete events. The plan must address the company's intention to reach financial self-sufficiency within three to five years. It should also consider whether its non-profit status could and should be shed in the future to ensure continuing internal dynamism.

The plan will consist of integrated, 3-5 year strategies in, inter alia, the following areas:

1. espousal of a focused mission statement, strategic objectives and targeted services mix.
2. income and expenditure (including cash flow projections under different scenarios).
3. marketing of MatchMaker services.
4. management/staffing
5. physical location/expansion.

Technical assistance in conducting and guiding MatchMaker Services through all phases of the planning process will be provided by one or more competitively selected contractors, with preference being given to black bidders. Directors and governors of MatchMaker Services and their organizations will not be eligible for such contracts.

It is anticipated that MatchMaker Services will have completed all three phases in approximately six months. The board of MatchMaker Services projects presentation of a final, approved strategic plan to the governors and the membership at the first annual general meeting in April 1990.

B. Specific Agreement Program Components

The Agreement program provides funding for three components to enable the MatchMaker Services to successfully undertake the above planning activities and produce the business plan document. Specifically, the following inputs will be funded:

- * Technical Assistance
- * Strategy Sessions and Special Services Workshops
- * Travel

These inputs are discussed in detail in the following paragraphs.

1. Technical Assistance

During the planning process, MatchMaker Services requires specialized technical assistance in three areas. Accordingly, the Agreement program will finance appropriate strategic planning, financial, and other specialized consulting services necessary to facilitate the planning process. Such services will be procured by MatchMaker Services consistent with the procurement procedures set forth in Section XI-B (1) and (2) of Attachment 1 of this Agreement. Any relevant work products ensuing upon such services will be provided to USAID/SA on a confidential basis.

The three areas of technical assistance are:

- a. Conducting A Survey - A consultant or consulting firm will quantify and qualify the experience of the MatchMaker exercise to date in a comprehensive survey of the attitudes toward MatchMaker and its services of a representative sample of the important players in the MatchMaker process - the corporate buyers, the black suppliers and the MatchMaker sponsors. This survey will constitute the primary program activity of the consultative stage. With respect to this activity, the Agreement program will finance the costs associated with conducting the survey and collating, interpreting and presenting the data developed in the survey, including, inter alia, compensation and travel costs of the individuals conducting the survey, communications related to the survey, the supplies, preparation and reproduction costs of the survey, other incidental costs related to the survey and reasonable indirect costs and fees of the firm selected to conduct the survey.
- b. Strategy Development - Once the survey data have been developed and interpreted, a consultant or consulting firm will present these findings to key MatchMaker decision makers, including but not limited to the directors and governors of MatchMaker Services at an initial strategy session designed to consider the findings of the survey, and to develop the mission statement and to preliminarily define the strategic services. The consultant would then convene a series of

workshops addressing certain designated special services to delve more deeply into these services. Finally, the consultant would conduct a follow-up strategy session to finalized MatchMaker's strategic direction. These strategy sessions and workshops will constitute the primary activity of the planning phase of the program, and accordingly the Agreement will finance the costs of the technical assistance associated with this activity including, among other things, the cost of the consultant(s) conducting the sessions and workshops and reasonable corporate indirect costs and fees associated therewith.

- c. The Strategic Plan - On the basis of the activities of the planning phase of the program, a consultant would be contracted to develop the 3 - 5 year strategic business plan for MatchMaker. This will be the primary activity of the summation phase. The Agreement will finance the costs of the technical assistance associated with this activity including, inter alia, the compensation of the consultant(s) preparing the document, the supplies, preparation and reproduction costs of the plan and reasonable indirect costs and fees of the firm selected to prepare the plan.

2. Strategic Sessions/Special Services Workshops

As indicated previously, extensive consultations with a variety of key actors is the essential element of the planning phase. The inputs, reactions and interactions of the key actors participating in the planning phase are indispensable to the planning process.

The following sessions and workshops will be funded by the Agreement:

- a. one strategy session to review and discuss the findings of the survey conducted in the consultative phase.
- b. two special services workshops to learn more about special services revealed in the initial survey to be valid future MatchMaker activities and thereby develop the necessary understanding to decide whether to implement these services.
- c. one strategy session to review and discuss the findings of the planning exercise to that point and to finalize MatchMaker's strategic direction, including the specific services it will offer and the organizational strategies and evolution related to these.

The Agreement program will finance all appropriate and reasonable costs associated with necessary strategy sessions and workshops, or other fora falling within the objectives of the planning phase. Such costs will include those facility and equipment rental incurred in compliance with applicable A.I.D. regulations. As its contribution to the cost of the planning process, MatchMaker will handle all costs associated with travel to the sessions and workshops conducted in the planning phase.

3. Travel for MatchMaker Staff

The Agreement program will also finance travel and accommodation for appropriate MatchMaker Services staff to participate in the consultative phase of the program. This is intended to ensure direct MatchMaker staff interaction with the respondents in regional locations and the contractor during the conducting of the survey in the consultative phase. Specifically, the Agreement will pay for the cost of airfares, per diem expenses such as the cost of accommodation, meals and incidental costs, and car hire up to the amounts budgeted in the Table 1 of Annex A to Attachment 1. All travel will be conducted in conformity with MatchMaker Services travel policies and procedures, copies of which will be made available to USAID. In the absence of such guidelines, A.I.D. policies and procedures concerning travel will apply.

Absent formal USAID/SA approval to the contrary, appropriate expenses for each of the above items will be financed up to, but not in excess of, the respective levels specified in Attachment 1, Table 2, entitled Official Agreement Budget.

ATTACHMENT 4

QUARTERLY BUDGET AND ADVANCE REQUEST (RANDS)

	1st QUAR	2nd QUAR	3rd QUAR	TOTAL
I. Technical Assistance				
A. Consultative Phase	30,000 ⁿ	68,500		R 98,500
B. Planning Phase		7,000		7,000
C. Summation Phase			10,000	10,000
II. Strategy Sessions/Workshops				
A. Strategy Session 1		4,000		4,000
B. Special Services Workshops		4,000		4,000
C. Strategy Session 2		4,000		4,000
III. Travel				
A. Airfares		2,000		2,000
B. Per diem		2,000		2,000
C. Car hire		1,000		1,000
	30,000	<u>92,500</u>	<u>10,000</u>	R <u>132,500</u>

Advance Request: R 30,000