



## CREA SOUTH AFRICA

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### GMTA - CONTRACTOR QUARTERLY PERFORMANCE REPORT October 1, 1997 - March 31, 1998

**Contractor:** Creative Associates International, Inc.  
**Contract #:** 674-0322-C-00-7091-01  
**Grants Management and Technical Assistance (GMTA) to USAID/SA/SO#1**  
**Dollar Value of Contract:** 27/09/97 - \$42,107,901  
**Obligated Contract Amount:** 27/09/97 - \$3,657,877  
**Reporting period:** October 01, 1997 to March 31, 1998

#### Section I- CONTRACTOR'S REPORT

##### A. Narrative:

As agreed with the COTR and the Contracting Officer, this is the first report to be submitted under the contract due to the fact that key personnel, including the Chief of Party, were not required to arrive in country prior to January 1998. This report will address all contract activities that transpired during the first six months after the effective date of the contract.

##### 1. Contract Objective:

The objective of the contract is to provide services to USAID/South Africa's Democracy and Governance Strategic Objective Team (SO#1) in the areas of: grants management support for new and existing grants and cooperative agreements; long and short-term technical assistance; logistical support assistance for workshops, conferences and consultations; feasibility study and recommendations on developing endowment/trust/foundation mechanisms; and sectoral assessments and environmental impact studies over a period of five years.

##### 2. Start-Up Actions:

- Activities during the period October 1 - December 31, 1997 involved the search for suitable office facilities which resulted in the leasing of the third floor of the Financial Forum Building located at 575 Belvedere Street, Arcadia, Pretoria. This was followed by the physical move of CAII-owned furniture and equipment from Johannesburg and the purchase of additional furniture and equipment under the GMTA contract. Other in-country start-up activities included making arrangements for telephone installation, the purchase of a project vehicle, and obtaining quotations for computer equipment and a photocopier. The approval of the Contracting Officer was obtained prior to proceeding with any of these non-expendable property procurement actions. In addition, employment agreements were signed with local staff who would commence work under the

GMTA contract after the first of the new year. In-country personnel costs associated with start-up activities during this period included the services of the Logistics Coordinator (Barbara Antrobus), the CAII Field Representative (Jan Rockcliffe-King), one grants manager (Chimene Chetty), and one grants assistant (Boitumelo Mahape), primarily for logistical arrangements, bookkeeping and clerical support. In November, the Finance Director (Malika Magagula) traveled from her location in Swaziland to meet with these field team members for the purpose of discussing necessary start up actions.

- Activities in the US headquarters of CAII during the first quarter included a meeting held in October which involved the COTR (Ray Lynch), the CAII Project Director (Danuta Lockett), and the Chief of Party. During this meeting, the first annual work plan was developed and submitted to USAID and planning for the endowment study was initiated in order for in-country work to commence after the first of the new year when the full field team would be available.

### **3. Staffing Actions:**

In keeping with instructions received from the Contracting Officer during the Best and Final Offer (BAFO) stage, the remaining key personnel were brought on board in January 1998. This included the Chief of Party (Laura McGhee), the Director of Finance (Malika Magagula), and the Senior Grants Manager (Zo Mbelle). Prior to the end of this second quarter (January 1-March 31, 1998), one of the grants managers (Zo Mbelle) resigned to accept a position with the British Council and the Logistics Coordinator (Barbara Antrobus) resigned because she is planning to be married soon to a man working in Great Britain. Recruitment for an accountant and a bookkeeper was initiated and interviews held which resulted in the selection of two additional staff members to be brought on board during the next reporting period. These positions are not included in the contract as key personnel; however, they are identified in the BAFO as part of the CAII budget.

### **4. SOW Actions:**

During the second quarter (January 1 - March 31, 1998), the GMTA field team (Crea South Africa) received the following requests to carry out activities required by the contract scope of work (SOW):

- 98/001 - Technical Assistance to IMPD.
- 98/002 - Local Government Special Study
- 98/003 - Endowment Study
- 98/004 - Kaiser Family Foundation Grant
- 98/005 - Fort Hare Conference (AOJ)
- 98/006 - Black Lawyers Association (BLA) Grant (AOJ)

### **5. Status of SOW Actions:**

- 98/001 - Technical Assistance to IMPD

This request was received (verbally) in early January and originated as a result of concerns expressed by the newly appointed director of the Institute of Multi-Party Democracy (IMPD) regarding the efficiency of the organization's financial and administrative systems and the internal flow of information. USAID staff had also noted that IMPD liquidation vouchers

were not being submitted in a timely manner. At USAID request, a Crea South Africa team consisting of Director of Finance, Malika Magagula, and Senior Grants Manager, Zo Mbelle, traveled to IMPD in Durban

to meet with members of IMPD management. Discussions were held, separately, with the Director, the Finance Manager, and the IMPD Administration/Personnel Manager. Based on the Crea SA team's observations, and with the concurrence of the USAID COTR and the IMPD Director, Crea SA issued a task order to its subcontractor for financial management services, Fisher Hoffman Sithole (FHS), to conduct a formal assessment of the financial and administrative systems currently in use by IMPD. The results of this assessment revealed no evidence of deliberate fraud or misuse of USAID funds; however, the FHS report included findings that illustrated weaknesses in the organization's internal controls and a number of recommendations were made to improve the efficiency of IMPD's financial and administrative operations. Since the final report has now been submitted to both USAID and IMPD, this request is considered COMPLETE.

- 98/002 - Local Government Special Study

This request was first received via e-mail from the COTR to the CAII Project Director in early January. Based on the scope of work provided by USAID, CAII issued a task order to its technical assistance subcontractor, MSI, to provide the services of Larry Cooley, MSI Vice President, and three local South African consultants headed by Edgar Pieterse to conduct this study. The effort was centered around the SA Government's White Paper dealing with local government issues and how the SAG's position would affect the SO#1 Results Framework for the R4 to be presented to USAID/W in April, requiring a total of 7 papers to be submitted in response to Request No. 98/002. In addition, USAID/SA wanted Larry Cooley specifically to be available during the first week of March for consultations with the SO#1 Team. This was arranged and, together with subsequent meetings between USAID and the MSI team, resulted in changes to the initial scope of work which were formalized in a written amendment to Request 98/002. The additional work under these changes, which involved three additional papers to be prepared and submitted to USAID, also required an amendment to the MSI task order and an extension of the deadlines originally established for completion of this effort. As of the end of this reporting period (March 31, 1998), the work under this request is still IN PROGRESS but in accordance with re-established deadlines.

- 98/003 - Endowment Study

This study was specifically identified in the contract as a deliverable within six months of contract award. It was discussed initially during the meeting at CAII headquarters in October and the principal consultant, Leslie Fox, was identified at that time. While preliminary work was done in the US during December and January, in-country work was delayed at USAID request until the latter part of March. As of the end of this reporting period, the work under this request is still IN PROGRESS but in accordance with re-established deadlines.

- 98/004 - Kaiser Family Foundation Grant

This request was also sent via e-mail in early January by the COTR to the CAII Project Director and involved a conference to be held by the Kaiser Family Foundation on April 29-30 entitled, "African Renaissance: Opportunities and Implications for the U.S. and the World." Kaiser had requested assistance from USAID/SA in financing the conference and USAID

in turn requested CAII to give Kaiser a grant in the amount of approximately \$75,000 under the GMTA contract for that purpose. CAII

contacted Kaiser to negotiate a budget for the costs to be covered by this grant and reached agreement with Kaiser to reimburse specific costs which was submitted to USAID for approval. The final budget for this grant was for \$77,242. After receipt of USAID approval of the budget and with USAID concurrence, CAII home office personnel agreed to assist the Kaiser coordinator (Michael Sinclair) with the numerous clerical and logistical arrangements for the conference. All CAII planning activities associated with this request have been completed as of the end of this reporting period. Final signatures on the grant letter will be obtained in the next reporting period and after the conference activities have been completed, expenses covered by the grant budget (up to \$77,242) will be reimbursed to the Kaiser Family Foundation upon submission of paid receipts. The status of this request as of the end of the reporting period is considered IN PROGRESS and within the established schedule.

- 98/005 - Fort Hare Conference (AOJ)

This request resulted from a meeting held with Crea SA, the COTR, and Harold Motswana, USAID Activity Manager for the Administration of Justice (AOJ) program, to determine what assistance could be rendered that bilateral activity under the GMTA contract. A subsequent meeting was held at the activity's central management unit (CMU) at the Department of Justice. During that meeting, two conferences to be sponsored by the University of Fort Hare were discussed. The first, a workshop on capacity building for law schools and faculties at historically black universities, was anticipated for the March/April time frame. Crea SA attempted to initiate contact with Professor Iya, the key individual required to identify both agenda and attendees for this conference; however, the unexpected closing of the university and inability to locate Professor Iya placed activities for this event on hold. At the end of this reporting period, the university had just reopened and Crea SA had finally made contact with Professor Iya. Unfortunately, a death in Professor Iya's immediate family required that this activity again be placed ON HOLD.

- 98/006 - Black Lawyers Association (BLA) Grant (AOJ)

This request also arose as a result of the meeting with the AOJ Activity Manager and involves a grant for \$1.6 million to provide assistance to the BLA for placement of black law school graduates with South African law firms to complete their required clerkships. The sole source justification for this grant was approved in USAID/W and was originally planned as a USAID-direct grant award. Now that the GMTA contract is in place, the USAID Mission requested that Crea SA handle this action under the grants management component of the contract. Crea SA met with Acting Director of BLA, Ishmael Semanya and the BLA-assigned Project Manager, Thomas Bokaba to discuss their proposal and a task order was issued to FHS to do an assessment of the BLA's existing systems. As of the end of this reporting period, the FHS consultant had been scheduled for the on-site review of the BLA during the first week in April. Further meetings between Crea SA and the BLA will be required after the FHS report has been received. Crea SA is hopeful of being able to make this grant to the BLA (which will include any covenants considered appropriate as a result of the FHS review) on or about the first of May. The status of this request is classified as IN PROGRESS.



**B. Administrative Information (as of March 31, 1998):**

**1. Contract Data:**

a. Total Estimated Cost Plus Fixed Fee:	\$42,107,901.00
b. Total Obligated Amount:	\$ 3,657,877.00
c. Expenditures as of 3/31/98:	\$ 398,429.24
d. Remaining Balance Obligated Amt:	\$ 3,259,447.76

**2. Expenditures by Contract/Project Components:**

a. Home Office/Field Office General Management	\$398,429.24
b. Technical Assistance	-0-
1. Technical Support to Grantees	-0-
2. Special Studies	-0-
3. Workshops for Grantees	-0-
c. Logistic Support for Annual SO1/Partners Consultation Meetings, Strategy Workshops/Seminars with Partners, and International Exchanges with Partners	-0-
d. Grants	-0-

Note: Cost data for activities reported as in progress are not yet available due to the normal time lag between disbursement in the field and recording/reporting to CAII home office where data is consolidated. This information will be provided as it becomes available and/or in subsequent quarterly reports.

**Section II - PROJECT OFFICER'S COMMENTS**

1. Comment on contractor's technical performance (quality of technical assistance, professional services, and/or products) and provide examples, if appropriate.
2. Comment on contractor's administrative performance (timeliness in meeting schedules and/or delivering materials/products) during the quarter and give examples(s), if appropriate.
3. Comment on contractor's management (cost-effectiveness, quality of communication with staff and with USAID for the quarter and provide examples as appropriate.
4. React to contractor's assessment of performance regarding any of the activities/deliverables described in Section IA above.
5. Note areas for potential contractor improvement regarding management/provision of any services related activities/deliverables and/or specific contract results.

PROJECT OFFICER (COTR) \_\_\_\_\_ Date \_\_\_\_\_



**Section III - CONTRACTING OFFICER'S COMMENTS**

1. Comment on any areas of concern particularly regarding contractor's report on activities in Section I above or Project Officer's comments in Section II above.
2. Identify actions to support, correct, or improve contractor's performance (cure notice, show cause notices, contract modification, incremental funding, technical direction to contractor, approvals and/or clearances, interpretations of statement of work or adjustments in work plans, feedback to contractor regarding performance and/or deliverables) that need to be taken and indicate action officer and due date.

CONTRACTING OFFICER \_\_\_\_\_ Date \_\_\_\_\_