



## CREA SOUTH AFRICA

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### GMTA - CONTRACTOR QUARTERLY PERFORMANCE REPORT 01 October 1999 - 31 December 1999

**Contractor:** Creative Associates International, Inc.  
**Contract #:** 674-0322-C-00-7091-09  
**Grants Management and Technical Assistance (GMTA) to USAID/SA/SO#1**  
**Dollar Value of Contract :** 27/09/97 - \$42,107,901  
**Obligated Contract Amount:** 30/06/99 - \$14,438,766  
**Reporting period :** 01/10/99 - 31/12/99

**A. Narrative:**

This report, the seventh submitted under this contract, covers the status of those activities identified as "in progress" in the previous report as well as all new activities requested by USAID during this reporting period.

**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. Administrative Actions:**

Noteworthy administrative activities during this reporting period were: 1) Modification No. 10 was executed thereby revising the total contract budget to move a portion of the line item for grants into areas which will enable CAII to award more subcontracts for technical assistance to municipalities for improving capacity for local governance as well as to other stake holders in the consolidation of democracy for post-apartheid South Africa. 2) Development of the GMTA tracking system was completed and training in its use was initiated for Crea staff members; however, extensive annual leave during the holiday period resulted in a temporary halt to this action. Training and data input will resume in the next reporting period. 3) To prepare for increase in workload resulting from implementation of assistance to municipalities, Maya McKenny was

contracted to provide temporary support to the GMTA team under a limited personnel action. Ms McKenny's background and recent experience working with the Local Governance Unit of SO#1, made her the ideal candidate for this temporary position which is expected to end on or about the middle of April 2000. Recruitment of a South African to join the GMTA program staff full-time will begin during the next reporting period.

### 3. Status of SOW Actions Previously Reported as IN PROGRESS

- 98/005 - (RLU) Fort Hare Capacity Building Conference

This activity was previously reported as having been completed; however, subsequent to that report and after considerable correspondence, the CMU and USAID approved a request to fund the cost of three professors to prepare a report of conference proceedings using transcriptions made during the Capacity Building Conference. The report has been received by the CMU; however, Crea has not been authorized to make final payment. In the meantime, this activity must be considered still **IN PROGRESS**.

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

Program activities continued on schedule during this reporting period. A recipient audit to be conducted by Gobodo Associates had not been completed as of the end of December 1999. The previous quarterly report mentioned the resignation of both the finance manager and the administrative manager. The BLA completed recruitment for a new finance manager and selected Gladwin Mkhalele to fill the position. Crea worked closely with Gladwin while he was on the staff of NIPILAR and is confident that he will be a valuable asset for the BLA. The BLA grant activity is expected to remain **IN PROGRESS** thru 19 May 2000.

- 98/008 - Technical Assistance to DPSA for Sr Exec Development Training

The first module of Cohort 3 has been completed and Crea has been advised that a fourth cohort will be approved by USAID, at a reduced cost, during the next reporting period. This activity will continue to remain **IN PROGRESS** until completion of the added cohort.

- 98/016 - (RLU) RFAs for Rights Education Cooperative Agreements

This request covers the cooperative agreements awarded to NIPILAR and CSLS. During this reporting period, activities under the CSLS agreement continued according to schedule.

Based on agreements reached during the previous reporting period, Crea awarded a new cooperative agreement, effective 1 November 1999, to CLRDC as the lead organization of a consortium consisting of CLRDC, HRT, and CHR to continue the activities which these three organizations had been carrying out as part of the original consortium under the NIPILAR cooperative agreement. In a letter dated 17 December 1999, Crea received RCO approval to negotiate a revised budget with NIPILAR that will cover that organization's core operating costs at its existing levels through 31 December 1999 and, subject to substantial reduction in staff and other operating costs, through the end of the grant. Amendment of the NIPILAR agreement to reflect the agreed changes is expected to be completed early in the next reporting period. The amendment will contain a retroactive effective date of 1 November 1999, consistent with the effective date of the CLRDC agreement. Grant activities under this request number are expected to remain **IN PROGRESS** thru August 2001.

- 99/021 - (CSU) KZN Peace Initiatives Cooperative Agreement

The technical assistance provided to IMPD by KPMG was substantially complete with the delivery of the procedure manuals during this reporting period; however, the final report was delayed pending the outcome of recommended structural and operational changes to be implemented by IMPD. IMPD's quarterly report, received in October 1999, included a report on the findings from its evaluation of pre-election activities (workshops, etc). This cooperative agreement is expected to remain **IN PROGRESS** through 31 August 2000 and there is some indication that IMPD will seek additional USAID funding to continue activities through the next round of elections.

- 99/027 - (RLU) SA Ministers Travel to VP Gore's Anti-Corruption Workshop

Although we received a letter dated 20/09/99 from the Ministry for Public Service and Administration acknowledging our request for a certification of travel, Crea has still not received the documentation from conference participants that it needs in order to reimburse these travel costs; therefore, this activity is considered still **IN PROGRESS**.

- 99/028 - (LGU) LGSP Assistance II (MSI)

The PIA team made considerably more progress during this period in defining the scope of the assistance to be provided for each municipality. Final decisions were reached regarding grouping and clustering of work for several municipalities where requested assistance involved similar activities. Four solicitations for selection of service providers were issued by Crea prior to the end of this reporting period. These actions will be addressed separately below under the individual USAID requests. Activities under 99/028 are expected to remain **IN PROGRESS** until the end of March 2000.

- 99/029 - (CSU) CSO Sustainability Study (SA Consultants)

The final report for this activity was received and accepted by USAID on 30 November 1999. Final payments have been made to two of the four consultants and the remaining two have been asked to submit final invoices so that Crea can close this activity. This activity will remain **IN PROGRESS** until final payment has been made to all consultants.

- 99/033 - (RLU) Assistance to National Directorate of Public Prosecutions

Status of technical assistance and logistical support to NDPP is as follows:

1) No further action has been taken in establishing office, financial management and administrative systems. NDPP indicated that a request would be sent to USAID to approve a change in the focus of the technical assistance; however, Crea has received no verification that such a request has been sent.

2) NDPP has not yet contacted Crea to continue with the training audit and development of a training plan.

3) Activities under Crea's contract with Gobodo International for the services of a forensic accountant to assist the Asset Forfeiture Unit in setting up systems and training staff have continued as scheduled during this reporting period. Payment to Gobodo has been made in accordance with the terms of the contract which is currently scheduled to expire at the end of May 2000.

4) There has been no action regarding payment of travel expenses for the two advocates to be assigned to Cape Town because NDPP has not provided any direction on this item.

5) A Senior Legal Advisor for the Asset Forfeiture Unit was added to this request in April 1999; however, in spite of lengthy discussions and considerable correspondence among USAID, Crea, and the AFU, no agreement could be reached regarding the level of compensation to be paid to the advisor preferred by the AFU. USAID has met several times with the AFU Director and discussed other forms of assistance which could be made available. Crea is awaiting a final decision from USAID before taking further action on this portion of the request.

All activities under this request are expected to remain **IN PROGRESS** through at least the next reporting period.

- 99/034 - (LGU) National Tariff Policy Research and Guidelines

The 3<sup>rd</sup> and final report on the National Tariff Policy Guidelines was due on 30 November; however, due to postponement of workshops until 24 November, this report had not been finalized by the end of the reporting period. Activities under this request will remain **IN PROGRESS** until delivery of the report which is expected some time during the next reporting period.

- 99/036 - (RLU) SA Legal Experts for Criminal and Justice Reform Design

Professor Fernandez was contracted again under this request to participate in a workshop for the design and drafting of the Criminal Justice Reform Concept Paper from 15-19 November. Although Professor Fernandez provided the requested services, Crea had not received an invoice for payment prior to the end of the reporting period. Activity under this request will be considered **IN PROGRESS** until final payment has been made.

- 99/039 - (CSU) Y2K Assistance to Grantees

Upon receipt from USAID of the final list of grantees to be assisted, PCM was contracted to carry out Y2K compliance testing on a total of 90 PCs. PCM reported that a number of computers were found to be non-compliant. The majority of these were located at LAPC. Crea provided a copy of the report to USAID and final payment was made to PCM. All activities under this request were **COMPLETE** as of the end of this reporting period.

- 99/040 - (CSU) Close Out Technical Assistance to LAPC

A revised liquidation voucher was submitted for Crea review; however, in view of the problems encountered while attempting to reconcile vouchers against documentation, Crea has recommended that the final audit be used to verify actual expenses incurred under the grant. This activity will remain **IN PROGRESS** until it has been determined that LAPC has met all its administrative obligations to USAID for closing this grant.

- 99/041 - (CSU) SANGOCO NGO Week Grant

Reports brought back from the 1999 NGO Week in Pietersburg indicate that, although there were fewer attendees than the 1998 NGO Week which was held in Cape Town, the event was still well supported. SANGOCO has submitted a liquidation voucher for the \$100,000 advance; however, Crea had not completed its review of the voucher prior to the end of the reporting period. This activity will remain **IN PROGRESS** through December 2001.

- 99/042 - (LGU) Speaker Support for Performance Management Consultation Process

Crea had not been asked to provide any additional support to DCD under this request prior to the end of the reporting period. It is expected that activities under this request will remain **IN PROGRESS** through the end of the next reporting period.

- 99/045 - (LGU) District Six - Computer Mapping Training

The previously postponed course was rescheduled, two District Six Land Claims Unit staff members attended, and final payment was made. All activities under this request were **COMPLETE** as of the end of this reporting period.

- 99/046 - (RLU) Senior Prosecutors Conference for NDPP

The three-day conference was held in November as scheduled with an opening dinner for approximately 200 persons and subsequent conference attendance by 170 Senior Public Prosecutors, Chief Prosecutors, and Public Prosecutors. Frequent expressions of appreciation indicated that the conference was considered highly successful and the NDPP publicly acknowledged Crea's contribution (specifically, Lynne Kruger, Malika Magagula, and Tumi Mahape) to that success. A draft of the report of conference proceedings, produced by L&B Recordings, was sent to NDPP for comments prior to the end of this reporting period. Payment will be made upon receipt of the final revised report. This activity will remain **IN PROGRESS** until final payments have been made.

- 99/047 - (LGU) Planact Cooperative Agreement

The Crea Senior Accountant performed a pre-award assessment of Planact's financial systems, which revealed no serious anomalies, the final budget was negotiated and the cooperative agreement was awarded with an effective date of 01 December 1999. The final work plan, nomination of Key Personnel, and a request for advance of funds were still pending as of the end of this reporting period. This activity will remain **IN PROGRESS** until the expiration and close-out of the cooperative agreement.

- 99/048 - (LGU) District Six Intern Assistance - Phase II

A total of seven (7) interns have been selected and purchase orders issued for payment of monthly stipends. An additional intern is to be recruited by District Six with funds allotted to this activity. This activity will remain **IN PROGRESS** until 31 October 2000.

- 99/049 - (LGU) District Six Historical Valuation Project

Six proposals were received in response to Crea's solicitation and were evaluated by a committee which included representatives of USAID, District Six and Crea. The firm of Jerry Margolius was selected and a contract is expected to be awarded during the next reporting period upon receipt from the Land Claims Unit of the final data base of properties to be valued. The number of valuations has changed thus affecting the final price for deliverables under the contract. Activities under this request can be expected to remain **IN PROGRESS** at least through the next reporting period.

1. **New SOW Actions:**

During this reporting period (01 October 1999 - 31 December 1999), the GMTA field team (Crea South Africa) received the following requests to carry out activities required by the contract scope of work (SOW):

- 00/050 - AOJ Design Specialist (S. Wingert)
- 00/051 - Credit Control Study - MSI
- 00/052 - DOJ Workshop on Strategic Planning/Organizational Structuring
- 00/053 - DCD - IQC Interview
- 00/054 - DOJ Donor Workshop
- 00/055 - Performance Management Audit - MSI
- 00/056 - Municipality Workshop Logistics
- 00/057 - Knysna-Hermanus Workshop
- 00/058 - Johannesburg IGOLI 2010 Contract
- 00/059 - Knysna-Hermanus Contract
- 00/060 - Southern Cape Karoo Contract
- 00/061 - Revenue Management - Cooperative Agreement
- 00/062 - IQC Interview Process

## 2. Status of New SOW Actions:

- 00/050 - (RLU) AOJ Design Specialist (S. Wingert)

This request involved continuation of the activities begun under Stephen Wingert's consultancy with Macro International. CAII/DC contracted with Mr. Wingert to return to South Africa to assist USAID to analyze the assistance needs of the MOJ in the realm of Criminal Justice Reform. The GMTA team provided support to Mr. Wingert in the form of financial analysis, workshop venues, and the contracted services of a SA legal expert. Activities covered by this request were **COMPLETE** as of the end of this reporting period.

- 00/051 - (LGU) Credit Control Study - MSI

On behalf of DCD, Crea was requested to conduct a special study (thru its subcontract with MSI) of credit control practices in local governments of South Africa. In contacting the South African experts recommended by DCD, MSI discovered that the usual consulting rate for the team leader was well above the ES-6 maximum. The consultant agreed to reduce his rate to the ES-6 maximum but was unwilling to accept anything less. This resulted in a delay while MSI obtained information required by the RCO before granting approval of this rate for a cooperating country national (CCN) as required by USAID Acquisition Regulations. Approval is expected to be granted early in the next reporting period. This activity is expected to remain **IN PROGRESS** until at least August 2000.

- 00/052 - (RLU) DOJ Workshop on Strategic Planning/Organizational Structuring

It was initially thought that USAID could utilize this activity as a forum for discussion of needs in the Criminal Justice Sector in support of the AOJ Design Specialist's activities ; however, it seems that there was some conflict within the MOJ/DOJ regarding the necessity and/or desirability of this workshop. The USAID request was **CANCELED** after a meeting between the SO#1 RLU Leader and the acting Director General. USAID needs to amend the GMTA request form to indicate this cancellation.

- 00/053 - (LGU) IQC Firm Interview Process

This request was to arrange travel to the U.S. for the Chief Director,

Local Government Finance, DCD, to attend interviews of competing firms under the SUM IQCs. The request was subsequently **CANCELED** after it was determined that the interviews would not be necessary at this time.

- 00/054 - (RLU) DOJ Donor Coordination Workshop

Per USAID request, Crea arranged the venue for this workshop at the Sheraton Hotel Pretoria on behalf of the DOJ. The arrangements involved luncheon for 80 persons and a planned total of 60 participants for the all day workshop which was held on 15 November 1999. Final payment was made and the activity is considered **COMPLETE** as of the end of this reporting period.

- 00/055 - (LGU) Performance Management Audit & Incentive Research

Crea was requested to arrange this special study on behalf of DCD thru its subcontractor, MSI. Delays associated with contacting the recommended specialists in South Africa resulted in no action being taken on this request prior to the end of the reporting period. MSI is expected to submit a proposal to Crea early in the next reporting period. The action is expected to remain **IN PROGRESS** at least through the next two reporting periods.

- 00/056 - (LGU) Logistics for Municipality Clustering Workshop

Crea was requested to coordinate travel arrangements, hotel accommodation and provide catering for the workshop to be held at USAID on 22 November for representatives from municipalities for the Revenue Management and IDP Clusters. Crea arranged travel for two of the representatives, the remaining representatives drove to Pretoria and were reimbursed for mileage costs. A purchase order was done with Menews for morning and afternoon teas and a light lunch. All payments have been made under this request and are now **COMPLETE**.

- 00/058 - (LGU) Johannesburg IGOLI 2010 Contract

Crea was requested to award a fully competitive contract to a South African organization to carry out the SOW to support the Greater Johannesburg Metropolitan Council in developing a long-term vision and strategy for the city. An advert was put in the Business Day, Mail & Guardian and the Star inviting interested bidders to request a copy of the RFP. Crea issued RFP-004 on 17 December 1999 with a closing date of 01 February 2000. The Technical Evaluation Committee is currently scheduled to hold their first meeting on 02 February 2000. Activities under this request can be expected to remain **IN PROGRESS** at least through the next two reporting periods.

- 00/059 - (LGU) Knysna/Hermanus Contract

Crea was requested to contract for this activity, limiting competition to firms based in the Western Cape province whose names were supplied by the Knysna and Hermanus Municipalities. Crea issued RFP-006 on 21 December to companies which had been identified by the 2 municipalities. The RFP is scheduled to close on 15 February 2000 and the Technical Evaluation Committee is scheduled to convene for their first meeting on 22 February. Activities under this request can be expected to remain **IN PROGRESS** until the expiration of the awarded contract.

- 00/060 - (LGU) Southern Cape Karoo Contract

Crea was requested to contract for this activity limiting competition to

three firms whose names were identified by the Southern Cape Karoo Electricity Forum. Crea issued RFP-005 on 02 December 1999 to the three firms identified by the Forum. A 4<sup>th</sup> firm also requested and was sent a copy of the RFP. On 13 December a bidders conference was held at the Forum offices in George. Due to issues concerning proprietary rights of one of the potential bidders, it was necessary to amend the SOW to delete the requirement for use of the contested methodology. The amended SOW was sent to the four firms on 17 December 1999. The RFP is scheduled to close on 11 February 2000 and current plans are for the Technical Evaluation Committee to meet on 15 and 16 February to evaluate proposals. Activities under this request can be expected to remain **IN PROGRESS** until the expiration of the awarded contract.

- 00/061 - (LGU) Revenue Management - Cooperative Agreement

Crea was requested to issue an RFA for this activity on an open competition basis for the award of a cooperative agreement. This activity is for the municipalities of Umzinyathi, Koster, and Volkrust. On 6 and 7 December 1999 the RFA notice was announced in The Sunday Times, The Diamond Field Advertizer, The Citizen, the Natal Mercury and SANGONET. RFA-007 was issued on 29 December 29 1999 with a closing date of 15 February 2000. The Technical Evaluation Committee is scheduled to convene on 17 February 2000. Activities under this request can be expected to remain **IN PROGRESS** until after the expiration of the Cooperative Agreement.

- 00/062 - (LGU) IQC Firm Interview Process

Crea was requested to provide logistical support to Ms. Manche, Chief Director, Local Government Finance at DPLG to attend approximately three days of interviews in Washington DC. This is a re-issuance of the support request which was previously canceled (00/053) and includes travel, hotel arrangements and per diem payments. Ms. Manche will depart on 3 January to participate in meetings scheduled for 5 & 6 January 2000 at the Research Triangle Institute in Research Triangle Park, NC. This activity will remain **IN PROGRESS** until all payments have been finalized which is expected early in the next reporting period.

**B. Administrative Information (as of 31 December 1999):**

**1. Contract Data:**

a. Total Estimated Cost Plus Fixed Fee:	\$42,107,901
b. Total Obligated Amount:	\$14,438,766
c. Expenditures as of 31/12/99:	\$ 8,504,226
d. Remaining Balance Obligated Amt:	\$ 5,934,540

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

a. Home Office/Field Office General Management		\$1,965,973
b. Technical Assistance		\$1,000,794
1. Technical Support to Grantees	\$428,821	
2. Special Studies	\$175,985	
3. Workshops for Grantees	\$395,988	
c. Logistic Support for Annual SO1/Partners Consultation Meetings, Strategy Workshops/Seminars with Partners,		\$ 62,070

and International Exchanges with Partners

d. Grants	\$3,904,389
e. Participant Training Tuition	<u>\$1,571,000</u>
TOTAL	\$8,504,226 =====

Note: The cost information set forth above is preliminary in nature and should be viewed only as a reflection of the division of activities to date. Cost data for activities reported as in progress and some of the cost data for completed activities are not yet available due to the normal time lag between disbursement in the field and recording/reporting to CAII home office. This information will be provided in subsequent quarterly reports as it becomes available.

3. DIRECT COST INFORMATION (ACTUAL VS BUDGETED) BY USAID REQUEST

Following is a breakdown of direct costs attributable to individual activities identified by USAID Request Number as of the end of this reporting period. The amounts shown as "actual" are the best information available at this time. The system of tracking direct costs against individual requests was not put in place at the beginning of the contract; therefore, the amounts shown for some of the earlier requests may not be complete. Time spent by regular GMTA staff on individual activities has not been included in this compilation and no attempt been made to allocate any portion of the GMTA office operations or the CAII indirect costs or fixed fee to individual activities. The system of budgeting and reporting only **direct costs** is a procedure devised by the COTR and agreed to by the COP only as a measure of accountability for individual requests and has no effect on cost recovery by the contractor. (Note: When technical assistance has been provided to a grantee outside the amount of the grant, the cost of the TA has been shown separately for that request number.)

<u>USAID Request No.</u>	<u>Estimated Budget</u> <u>Incurred</u>	<u>Actual Costs</u>
98/001	\$ 7,000.00	\$ 7,799.09
98/002	72,000.00	29,794.72
98/003	12,000.00	17,148.87
98/004	77,242.00	77,242.00
(TA to Grantee)	-0-	3,396.94
98/005	43,250.00	21,383.55
98/006	1,600,000.00	696,276.00
(TA to Grantee)	-0-	14,460.42
98/007	Canceled	
98/008	1,744,000.00	1,571,000.00
(TA - analysis)	22,051.29	24,030.39
98/009	50,000.00	34,459.97

98/010	-0-	(GMTA Staff Only)
98/011	100,000.00	66,851.63
98/012	42,000.00	15,191.89
98/013	On Hold	
98/014	18,000.00	12,241.94
98/015	7,400.00	2,181.65
98/016	1,904,856.00 (NIPILAR)	1,357,775.12
(TA to Grantee)	-0-	6,386.02
(TA to Grantee)	2,095,144.00 (CLRDC)	278,494.59
(TA to Grantee)	1,500,000.00 (CSLS)	724.74
(TA to Grantee)	-0-	455,615.33
		1,743.33
99/017	1,500.00	1,078.51
99/018	56,623.00	50,630.12
99/019	4,700.00	845.31
99/020	214,012.00	93,213.00
99/021	1,000,000.00	627,820.78
( TA to Grantee)	-0-	9,567.92
99/022	14,400.00	13,347.12
99/023	131,777.00	37,472.51
99/024	12,000.00	9,468.06
99/025	45,000.00	41,193.21
99/026	19,115.00	20,251.47
99/027	16,000.00	3,714.75
99/028	416,644.00	98,712.76
99/029	79,000.00	64,587.89
99/030	13,646.00	10,688.61
99/031	14,000.00	1,719.65
99/032	250,000.00	244,929.13
99/033	409,056.00	80,604.70
99/034	73,461.00	26,901.52
99/035	7,000.00	622.83
99/036	72,300.00	13,976.30
99/037	33,000.00	31,230.77

99/038	1,000.00		399.30
99/039	5,370.00		4,047.05
99/040	20,000.00	(GMTA Staff Only)	28.61
99/041	200,000.00		99,383.84
99/042	41,511.00		1,004.25
99/043	1,000.00		780.45
99/044	100.00		165.28
99/045	520.00		1,178.54
99/046	96,000.00		99,199.16
99/047	150,000.00		
(TA to Grantee)	-0-		912.32
99/048	53,823.00		4,581.94
99/049	78,058.00		910.93
00/050	51,000.00		
00/051	191,000.00		
00/052	(Canceled)	(need amended request)	
00/053	(Canceled)		
00/054	5,230.00		3,323.28
00/055	77,348.00		
00/056	2,200.00		2,305.94
00/057	540.00		591.66
00/058	250,000.00		968.23
00/059	151,000.00		315.88
00/060	114,000.00		620.76
00/061	335,000.00		
(TA to Grantee)	- 0 -		3,161.10
00/062	4,893.00		