

GENERAL MANAGEMENT ASSISTANCE CONTRACT (GMAC)



Annual Report
September 1, 2001 to August 31, 2002

Prepared by:

Mega-Tech, Inc.

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1. Introduction

This is the first Annual Report of the General Management Assistance Contract (GMAC) between the U.S. Agency for International Development Mission to South Africa (USAID/South Africa) and Mega-Tech, Inc. (MTI), which was signed on August 31, 2001. GMAC provides administrative, management, and logistical support to USAID/South Africa's Housing and Urban Environment Team (SO6), Private Sector Team (SO5), and the Regional Urban Development Office for Africa (RUDO/Africa). Through the \$14.357 million GMAC contract, as amended, MTI provides a broad range of services requested by these offices to support USAID programming in the areas of technical assistance, training, monitoring/evaluation, and grants management through October 15, 2004.

This report covers GMAC progress from contract inception through August 31, 2002 and consists of the following elements:

- Section 2, Program Activities
- Section 3, Administration and Finance
- Section 4, Issues and Recommendations
- Attachments

2. Program Activities

Programming under GMAC is organized through a task ordering system in which GMAC's USAID Cognizant Technical Officer (CTO) issues written requests for services under the contract, outlines the specific scope of work to be undertaken, identifies, in certain cases, potential sources of the services requested, and defines the maximum budget and applicable USAID funding sources for the requested services. The GMAC task ordering system has proven to be a key tool for organizing program work under the contract and has been instrumental in ensuring smooth contract-related communication and reporting between USAID and MTI.

The Gantt Tracking Chart, shown as Attachment C, provides an overview of GMAC task orders implemented to date, while the Task Order Summary Sheet, found as Attachment D, provides details of the types, numbers, values, and implementation schedules of GMAC task orders issued. Through the first year of the contract, 71 GMAC task orders with budgets totaling \$3.38 million and ranging in value from \$400 to \$227,000 have been received from USAID. Implementation of all task orders received to date is in process or complete, with the exception of task orders canceled by USAID and one grant activity now pending. As of August 31, 2002, MTI has entered into contractual commitments totaling \$2.89 million in response to GMAC task orders.¹

2.1 Technical Assistance

2.1.1 Overview of Activities

As of August 31, 2002, MTI has received a total of 28 technical assistance task orders with maximum authorized budgets totaling \$982,857 and ranging in value from \$800 to \$170,000. This

¹ Value Added Tax (VAT)-inclusive figures are used throughout the Annual Report text.

represents nearly a third of the 37-month total identified for technical assistance in the GMAC budget, as amended in GMAC Contract Modification No. 4. A total of 33 contracting actions committing \$636,026 (or 65 percent of the authorized task order budget amounts) have been undertaken through August 31, 2002, of which \$162,238 (or 26 percent of the MTI contracted amount) has been disbursed. Disbursement rates are projected to increase significantly in coming months based on contractually defined payment schedules. In general, this area of work has been characterized by a relatively large number of tasks that are limited in scope, with an average task order budget of approximately \$35,000 and the average MTI contracting action valued at less than \$20,000.

Three of the 28 technical assistance task orders received were subsequently cancelled by USAID after issuance. Of the remaining 25, 10 have been successfully completed and are in the process of being closed out by MTI; 8 are on schedule to be completed successfully in the first quarter of FY2003; and the remaining 7 (predominantly long-term contracts) are in various stages of implementation. Details of each task order can be found in the Task Order Summary Sheet in Attachment D.

All deliverables generated through technical assistance task orders, which covered a wide range of subjects, have been accepted by the USAID project managers, and MTI has been commended by the GMAC CTO and SO6's development partners for the quality of work produced by MTI's subcontractors.

2.1.2 Technical Highlights

Metro Cities program design – MTI subcontracts with Matthew Nell and Monty Narsoo, two noted South African urban specialists, have supported the efforts of SO6 to consult with city officials, national and provincial departments, other donors, and civil society regarding how best to support cities in their delivery of core urban services. As a result of those consultations, USAID has identified a number of key areas as the focus of its initial capacity building program for larger urban centers over the next several years. The municipal financial assessments completed in three cities by Deloitte & Touche, another MTI subcontractor, will serve as a “best practice” methodology for other cities under the program.

South African Cities Network establishment – Another key component of SO6's strategy for improving municipal service delivery is to support establishment of the South African Cities Network, which will include the nine largest cities in the country. MTI subcontracted with Organisation Development Africa to provide services needed to organize the Network, which will culminate in the official launch of the Network in early October 2002.

Sanitation Sector Capacity Building – MTI's subcontract with the Community Water Supply and Support Unit (CWSS) has assisted the South African Department of Water Affairs and Forestry to design and build a career path for community based professionals in the sanitation sector. The broad objective is to enable more rapid and equitable provision of sanitation services to poor communities.

Alexandra Township Upgrading – At the request of SO6, MTI engaged three consultants with extensive international experience and best practice knowledge of low cost housing solutions to advise the Alexandra Upgrading Project in Johannesburg, a forerunner of the national Urban Renewal Program.

Rwanda Health/Local Government Assistance – Supporting RUDO programs in other regional countries in Africa has been one of the most challenging assignments during the first year of the project. Under Task Order 15 (TA), MTI engaged Richard Martin, a respected South Africa-based consultant, who successfully assisted USAID/Rwanda establish links between social sector technicians, elected local authorities, and communities as a means of strengthening capacity to address health priorities at the local level.

2.2 Grant Administration

2.2.1 Overview of Activities

As of August 31, 2002, MTI has received a total of 26 Grants Administration task orders with maximum authorized budgets totaling \$1,758,989. This represents over 60 percent of the 37-month total identified for Grants Administration in the GMAC budget, as amended by GMAC Contract Modification No. 4. A total of 20 grant agreements committing \$1,711,289 (or 97 percent of the authorized task order budget amounts) were signed to support a wide range of South African nongovernmental organizations, of which \$796,372 (or 47 percent of the MTI agreement amounts) has been disbursed. The success of this effort is partially attributable to MTI's effective use of the simplified grants procedure, which operates on a cost-reimbursement basis.

As with GMAC technical assistance activities, the grant program has been characterized by grants relatively limited in scope, with an average grant budget of approximately \$85,000 for activities of 18 months or less in duration. Grants issued during the first year of the contract ranged from \$14,000 to \$170,000 in value.

All GMAC grantees were identified as a result of competitive grant rounds, with the exception of a grant to Habitat for Humanity, which was approved by the USAID Regional Contracts Office (RCO) on the basis of an unsolicited proposal. The grantees were selected through the following means:

- 4 grantees from the SO6 2001-2002 Annual Program Statement issued in November 2001;
- 14 grantees through an SO6 Request for Applications (RFA) entitled "Promotion of Sustainable Development and Climate Change" issued in December 2001; and
- 2 grantees previously identified, but not funded, through the 2000-2001 SO6 Annual Program Statement process.

Of the 26 Grant Administration task orders issued, one was cancelled outright by USAID, and four others were converted to Technical Assistance task orders as a more appropriate assistance mechanism for the organizations concerned. The grant agreement for the Kranspoort Community program under Task Order #20 (GA) is still in negotiation, and signing is expected in the first quarter of FY2003. Details of each task order can be found in the Task Order Summary Sheet in Attachment D.

Technical monitoring of the programs undertaken by GMAC grantees is undertaken jointly by USAID and MTI. MTI, however, reviews all deliverables and approves reimbursement. During the first year of the contract, the timely submission of acceptable deliverables has been the key monitoring tool for MTI, supplemented with regular site visits and constant communication with grantees.

2.2.2 Technical Highlights

Consortium for Urban Transformation (CUT) – This grant supports the demonstration of viable options for inner city revitalisation in the Burgers Park neighborhood of Pretoria. The grant program features the establishment of a revolving capital loan fund providing construction financing for over 200 housing units in the first phase, including transitional, communal, institutional, and special needs housing. An economic empowerment hub, a day care center, and an AIDS Care Center are augmenting this affordable housing development.

AIDS Consortium – This innovative program promotes livelihood enhancement and economic sustainability by training the unemployed in six localities in Gauteng and Mpumalanga provinces. The program assists families infected and affected by HIV to initiate local development projects, form cooperatives, and gain access to social and socio-economic services.

Climate Change and Development Demonstration Grants – Preparatory to the U.N. “World Summit on Sustainable Development” held in Johannesburg in August 2002, USAID and the Department of Environmental Affairs and Tourism (DEAT) sponsored the solicitation of applications for grant activities that would demonstrate effective linkages between climate change and sustainable development. A sampling of GMAC grantee activities showcased at the Summit was as follows:

- Agama Energy provided “green electricity” to two major venues at the Summit, and in the process demonstrated a mechanism for pricing and selling green electricity that paves the way for establishing a market in renewable energy in South Africa.
- The National Development Initiative for Social Welfare (NDISWE) constructed and demonstrated a prototype farm-scale ethanol production plant that attracted a considerable amount of high-level attention, both locally and internationally. This technology is viewed as the key to a national rural development strategy involving community-based production of a proposed 5 percent ethanol component in gasoline nationwide.
- The Soweto Development Forum implemented a greening plan for the historically significant Morris Issacson School in Soweto that features a cultural walk informing students and visitors of the traditional value and uses of indigenous plants.

2.3 Training

2.3.1 Overview of Activities

As of August 31, 2002, MTI has received a total of 13 Training task orders with maximum authorized budgets totaling \$484,692 and ranging in value from \$400 to \$227,000. This represents 24 percent of the 37-month total identified for Training in the GMAC budget, as amended in Modification No. 4. The majority of the funds were committed to two large contracts with the University of the Witwatersrand and the University of Stellenbosch. Disbursements under these two contracts have reached \$322,326, or 79 percent of the MTI committed amounts.

International participant training activities, while small in Dollar terms, have accounted for the majority of staff time and resources devoted to training activities during the first year of the project. Eight task orders involving international participant training activities with budgets totaling nearly \$57,000 were processed and completed. Details of each task order can be found in the Task Order Summary Sheet in Attachment D.

2.3.2 Technical Highlights

University of the Witwatersrand (WITS), Graduate School Of Public & Development Management – This MTI contract has enabled WITS to fulfill a critical need within South Africa’s housing and housing finance community by institutionalizing executive education in housing finance in South Africa. The program is based on successful executive courses originally brought to South Africa by the International Housing Finance Program (IHFP) of the Wharton School of the University of Pennsylvania with USAID funding.

University of Stellenbosch – This university-based MTI contract implements an element of the USAID-DEAT bilateral program on climate change and has established South Africa’s first continuing program of capacity building in climate change research. Strong emphasis has been placed on promoting participation from students from previously disadvantaged backgrounds through twinning of experienced and inexperienced researchers, as well as study grants to cover tuition and research expenses throughout the life of the program. A minimum of 3 PhD students, 7 MSc students, and 9 BscHons students will be accommodated under the program. The program offers the opportunity for all selected students to participate in research expeditions to Marion Island near Antarctica, an ideal natural laboratory for studying the impact of climate change.

2.4 Monitoring and Evaluation

2.4.1 Overview of Activities

This program area has had the least number of activities. As of August 31, 2002, MTI has received a total of 3 Monitoring and Evaluation task orders with maximum authorized budgets totaling \$156,460 and ranging in value from \$30,000 to \$90,000. This represents 21 percent of the 37-month total identified for Monitoring and Evaluation in the GMAC budget as amended in Modification No. 4. Three contracting actions committing \$91,527 (or 58 percent of the authorized task order budget amounts) were undertaken to complete the work ordered, of which over \$8,000 (or 9 percent of the MTI contracted amounts) has been disbursed.

Two of the three task orders called for continuing, periodic services. A performance monitoring and evaluation specialist, Donna Podems, was engaged in December 2001 in response to the requirements set out by USAID in Task Order 1 (M&E). To date, Ms. Podems has been issued three work orders. The first two, which involved assistance to SO6 in meeting its reporting requirements for climate change programs, have been completed. The third work order, involving a review of MTI's Simplified Grants System, is scheduled for completion in September 2002. MTI also contracted with Global Credit Rating, Inc. in February 2002 under Task Order 2 (M&E) to monitor the USAID Development Credit Authority's (DCA) portfolio on behalf of SO6 and RUDO. Details of each Task Order can be found in the Task Order Summary Sheet in Attachment D.

2.4.2 Technical Highlights

Bushbuckridge Mid-Term Review - This MTI subcontract conducted a mid-term review of the Bushbuckridge Retail Water Distribution Project, which pilots the transfer of water supply services to local authorities. The findings showed that progress had been slow due to changes at the municipal level produced by the municipal demarcation process. A successful workshop was held with stakeholders on the findings of the review, which provided specific recommendations on how to overcome the identified institutional difficulties in the next phase of the project.

3. Administration and Finance

The MTI field office has primary responsibility for implementing the contract's scope of work, including the execution and management of GMAC grants and subcontracts. The MTI home office provides oversight and is responsible for overall financial management and accountability for the contract. Most program-related GMAC payments and all vouchers to USAID are prepared in the home office in accordance with USAID procedures, including separate accounting for all VAT expenses. Operational expenditures are made by the field office, and funds are maintained in a local bank for this purpose. Expenditures are monitored against the contract budget, and financial tracking reports are prepared for field use and for senior management review. All books and records are maintained in accordance with US government accounting regulations

3.1 Project Mobilization

The MTI field office was acquired on October 1, 2001, and facilities and equipment were generally up and running by October 31st. MTI "inherited" the office space and USAID-funded furnishings previously used by Macro-International upon completion of its USAID/South Africa contract, and this allowed the MTI field office to be established quickly. The major difficulties encountered were in obtaining essential telephone and Internet service on a reasonable schedule, due to service provider inefficiencies, and time delays associated with the implementation of necessary repairs and upgrades to the aging office equipment inherited from Macro.

The one-month mobilization period allowed under the contract was considerably shorter than is normally associated with USAID contracts of this type and magnitude. The absence of an adequate mobilization period for this contract, paired with the desire of USAID to commence GMAC program work during the mobilization period and before management systems and staffing were fully in place, hindered MTI's administrative operations for a substantial part of the year. However, even under these challenging circumstances, MTI successfully carried out initial task orders.

3.2 Personnel/Level of Effort

The MTI Chief of Party (COP) was selected by MTI, confirmed by USAID in early September 2001, and arrived in South Africa in late September 2001 after a brief delay caused by the disruption of international air travel following the September 11th disaster. A full-time staff of three South African professionals was hired between early October and late December 2001, including a Grants Manager, Projects Manager, and Office Manager. Following amendment of the GMAC contract in June of 2002, an expatriate Program Coordinator was hired with USAID concurrence, bringing the field office staff complement to five experienced professionals. GMAC-funded MTI home office staff consists of a part-time Program Manager, Accountant, and Information Technology (IT) specialist.

In order to best accommodate the unpredictable nature of the GMAC workflow, a flexible, cost effective staffing approach was adopted which called for a permanent small core MTI staff to be augmented by a range of short-term specialists. A number of specialists were engaged for this purpose on an "on-call" basis for grants administration, contracts administration, monitoring and evaluation, private sector programming, training, and accounting services. In practice, however, this staffing approach has been less effective than anticipated during peak load periods, when the need is greatest, because the specialists are frequently unavailable to perform work within the short timeframes requested by USAID task orders.

In part due to the staffing approach mentioned above, less than 50 percent of the Level of Effort (LOE) allocated for the first year of the contract, as amended, was actually used, as shown in Attachment A. Consequently, we plan to hire up to two additional field office Projects Managers by the end of 2002 to reconcile staffing levels with the larger than expected number of USAID requests for GMAC services and to bring the field office staff to its full contractual LOE complement. We also expect an increase in the utilization rate for both accounting services and for contracting-related short-term specialists.

3.3 Financial Management

GMAC financial systems and procedures were developed and instituted in the context of intense, ongoing program activity due to the abbreviated contract mobilization period. Because priority was given to USAID programming requests, the financial and operational systems now in use evolved and were improved over the course of the year. Initially the field office was responsible for all subcontractor and grantee payments in addition to managing day-to-day operations and programming. However, as the program workload increased, and in order to better address unanticipated financial foreign exchange issues, most responsibility for financial management was subsequently shifted to the home office. This change, along with systemic improvements and new banking arrangements, has enabled MTI to continue to meet its commitment to pay grantees and subcontractors expeditiously. Such payments are generally made within ten working days of receiving approved payment requests. It has also led to the better utilization of staff resources by permitting the field staff to focus on GMAC program activities and USAID client needs.

Attachment B provides a summary of overall GMAC expenditures in the first year of the contract. A total of over \$2.4 million has been expended at an average rate of \$200,000 per month, of which approximately 68 percent of disbursements have been for program activities and the balance for operations, including G&A and fees. Disbursements during the course of the year for program activities have accounted for 42 percent of of MTI's total contracted program obligations. Grant and

subcontract related expenditures are projected to increase significantly in coming months based on contractually defined disbursement schedules.

3.4 Liaison with USAID/Reporting

Because of MTI's role as a de facto administrative adjunct to USAID/South Africa offices and the broadly defined nature of the GMAC scope of work, the close day-to-day communication and collaboration that has developed between the MTI staff and USAID has been critical to implementation of work under the project. This process has been enhanced by the very effective management style of the GMAC CTO.

A weekly meeting among the MTI field office staff, the GMAC CTO, and a USAID Contracts Office representative was instituted at the onset of the project when the need for coordination was greatest. Agenda items were identified and discussed in a weekly memo, and a detailed task order status report from the COP was regularly updated. With MTI administrative systems instituted and a regularly updated Task Order Tracking Sheet available, a monthly meeting approach has now been adopted.

3.5 Subcontracting and Grant Systems

One of MTI's major functions under GMAC is to procure subcontracts and award grants on behalf of USAID. To carry out this function, considerable emphasis has been placed on the development of model systems, procedures, and documentation needed to procure services effectively and efficiently under the project. MTI decided early in the year to maximize the use of deliverable-based subcontracts and grants, and this approach has been instrumental to the effective management of the high-volume GMAC program activities.

Model GMAC subcontracts were developed in the early months of the contract with the support of a short-term consultant, and these were reviewed and approved by USAID. Procedures for the solicitation, technical/cost evaluation, negotiation, amendment, and closeout of GMAC subcontracts were also developed which adhere closely to USAID models. While the requirements for USAID RCO reviews, approvals, and consent to subcontract under GMAC have evolved during the course of the year as a result of changing RCO personnel, current arrangements call for written RCO consent to all sole source, time and materials, and other subcontracts exceeding the \$100,000 threshold.

Based on MTI's recommendation, USAID's simplified grant format has been used as the basic GMAC grant model in order to be responsive to the requirement for a more "user-friendly" grant awarding and administrative system. With USAID's assistance, MTI adapted an innovative simplified grants system developed and used successfully by USAID/Tel Aviv. A full grants system, including both simplified and traditional USAID grant formats (for grants over \$250,000), was approved by the USAID RCO in early November 2001.

3.6 Contract Modifications

The GMAC contract, as originally signed, was a \$9.357 million contract with an initial two-year base period and with options for an additional three years. Through August 31, 2002, five modifications to the GMAC contract have been executed:

- Mod. No. 1 (September 27, 2001) increased obligated USAID funding to \$3,567,698.
- Mod. No. 2 (November 28, 2001) increased the contract base period budget to \$9,807,000 and authorized VAT reimbursement by USAID under the contract.
- Mod. No. 3 (June 12, 2002) extended the contract base period by one year to October 15, 2004, redefined and increased the base period level of effort, allowed a "buy-in" to the contract by the USAID/South Africa Private Enterprises Office (SO5), and clarified various contract provisions.

- Mod. No. 4 (June 12, 2002) increased the base period level of effort from 201 to 280 person months, increased the base period budget to \$14,356,738, further clarified the contract scope of work, and corrected administrative errors in previous modifications.
- Mod. No. 5 (July 16, 2002) increased obligated USAID funding to \$9,910,289.

3.7 Planned Administrative Actions

In the coming months, we expect to address several priority matters regarding office facilities and equipment. First, alternative, larger office premises will need to be secured to accommodate much needed field staff expansion, to ensure adequate security for MTI staff and programming partners, and to meet GMAC contract requirements for close proximity to USAID following the latter's planned relocation. And second, much of the computer equipment inherited from Macro is now five years old and due for replacement with new equipment purchased through the contract or obtained through other USAID sources.

4. Issues and Recommendations

GMAC is an unusual USAID contract that "outsources" a variety of ongoing administrative and management activities previously undertaken directly by several USAID/South Africa offices, and performance to date has demonstrated the efficiency gains to USAID realized by this approach. However, our experience thus far suggests several areas where improvement in the GMAC project approach would be productive:

Workload Planning/Task Order Implementation Timeframes

Throughout the first year of the contract, we have had difficulty gauging the appropriate staffing levels and professional skills required for the IQC-type services that USAID has expected to receive and has received through GMAC. This has resulted in situations where the types, volumes, and proposed implementation schedules of GMAC task orders issued have been incompatible with actual MTI staffing levels under GMAC.

USAID task orders have been characterized by more high volume, low value, and labor-intensive GMAC services than were expected under the contract. The GMAC contract, as signed, called for MTI to execute three to five new grants per year averaging up to \$400,000 in value. In fact, a total of 20 new GMAC grants, averaging \$85,000 in value were executed in the first year of the contract. In addition, MTI has executed a total of 51 distinct technical assistance, training, and monitoring/evaluation activities averaging \$26,000 in value.

GMAC task orders have routinely requested procurement actions on very short timetables, and we have conscientiously responded in all cases to these requests. However, a more viable, long-term process is needed in order to plan GMAC work effectively, appropriately allocate staff resources, maintain continuity of skilled staffing, and follow sound subcontracting practice. We will continue to make our best efforts to accommodate such urgent, unanticipated requests that are manageable within staffing levels, but we believe that a joint MTI/USAID strategy to minimize their occurrence would be beneficial.

Recommendation – We recommend that greater attention should be given to collaborative work planning by USAID and MTI so as to identify and realistically schedule upcoming task order requirements under GMAC. Specifically, we believe a priority objective should be to develop a quarterly plan with USAID that would identify upcoming GMAC procurement actions over the near term. The plan would be reviewed and updated at quarterly meetings, and MTI's performance over the last quarter assessed.

Management of RUDO Activities

Several task orders have been received and implemented this year involving commodity and technical assistance outside of South Africa, but within the region. Generally, we have been concerned about the adequacy of arrangements for monitoring activities of this nature through the GMAC contract in situations where there is little or no potential for on-site monitoring by USAID or MTI field office staff.

Recommendation – We recommend that task orders for RUDO activities should be limited to:

- Subcontracts for short-term studies and other technical assistance activities by South Africa-based specialists.
- Technical assistance activities for which regionally based USAID missions have clear responsibility for technical monitoring.
- Participant training activities in the U.S. or South Africa.

Grant Execution Timetables

A recurring issue throughout the first year of the contract has been the limitation imposed on the lifespan of individual grants by the unusually short GMAC contract period. GMAC Contract Modification No. 3 of June 2002, which extended the contract base period by one year, has provided a temporary respite. Furthermore, the careful scheduling of grant rounds by USAID vis-à-vis the contract period and “front loading” of such grants may also do much to alleviate this structural problem of the contract. However, this issue is likely to become of increasing concern as we move through the project unless solutions are sought.

Recommendation – We recommend USAID/MTI discussion and agreement regarding procedures for the transfer of responsibility to USAID for in-progress grants, if any, in the final year of the GMAC contract.

Exchange Rates

Extreme fluctuations in Dollar/Rand exchange rates over the past year have had a major impact on the financial management of GMAC grants and, to a lesser extent, subcontracts. Under procedures requested by USAID, GMAC grants agreements provide not-to-exceed budgets defined in Dollars but disbursement schedules defined in Rands. As a result of this policy and the unprecedented variations in the value of the Rand against the Dollar this year, many ongoing GMAC grants are now expected to encounter shortfalls in planned Rand disbursements. The hardship for grantees imposed by these exchange rate fluctuations is compounded by the reimbursement basis for all grantee payments under GMAC.

Recommendation – We recommend that MTI and USAID explore alternatives for addressing this concern. These might include:

- Use of more conservative exchange rates in defining GMAC grant agreement amounts (and subcontract prices), in anticipation of exchange rate fluctuations.
- Use of a single currency to define GMAC grant budgets and disbursement schedules.
- Replacements of “not-to-exceed” grant budget provisions with more flexible wording.

Attachments

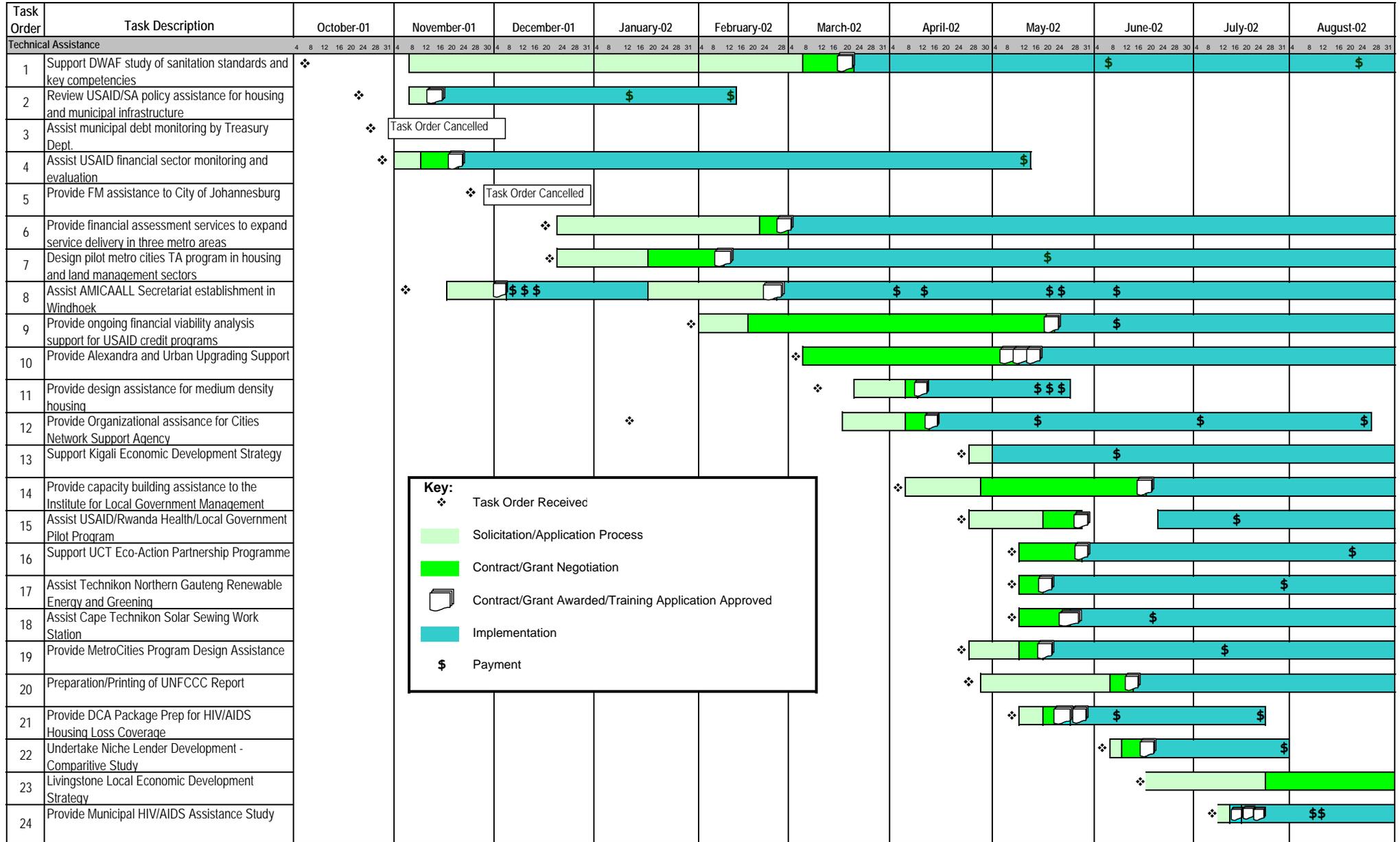
- A. LOE Tracking Sheet**
- B. Financial Data Sheet**
- C. Gantt Tracking Sheet**
- D. Task Order Summary Sheet**

Attachment A: LOE Tracking Sheet

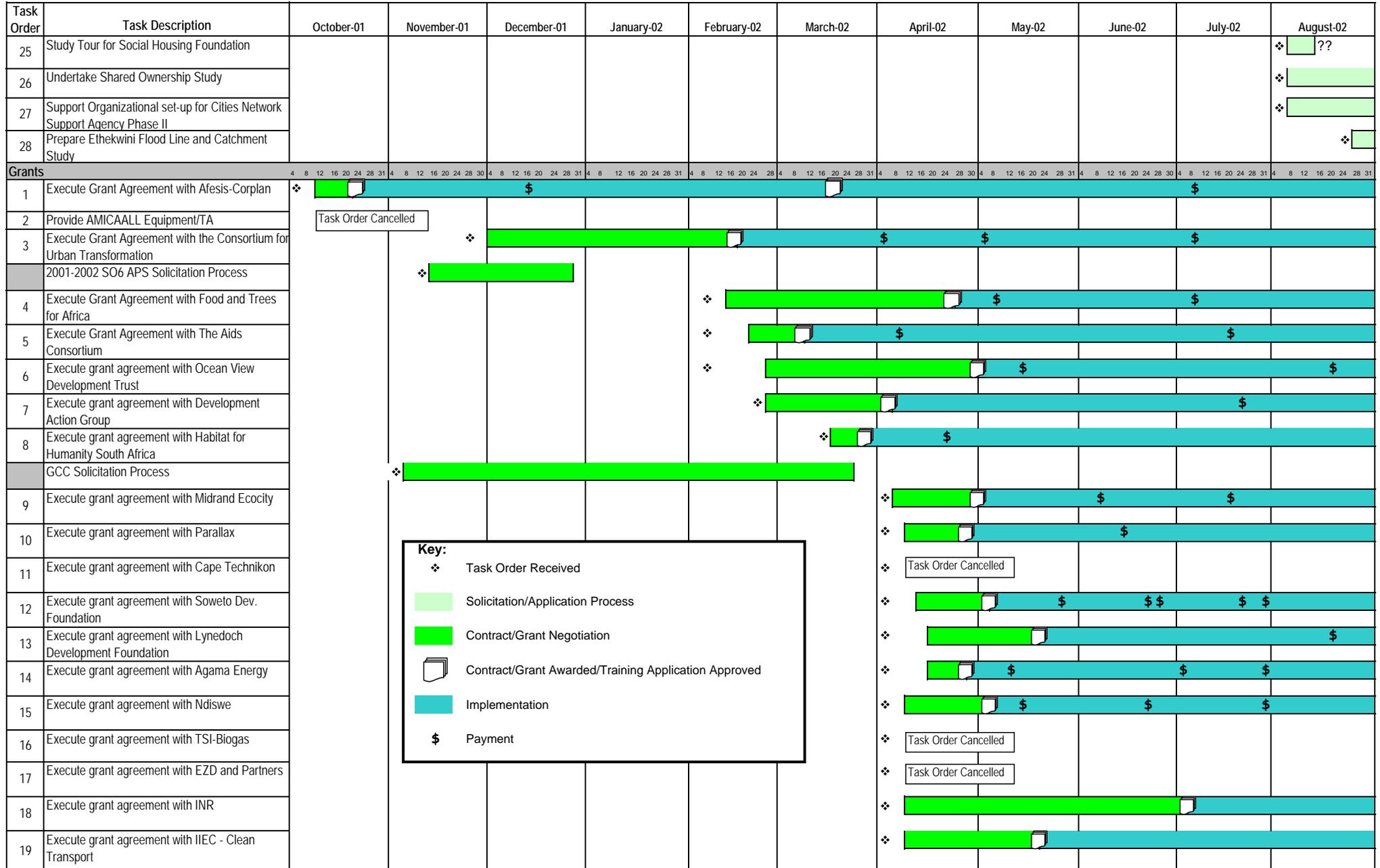
	All LOE figures in Person-Months*					
	Contract Mobilization +Year 1	37-Mo. Base Period	Mob. + Year 1 Actual	% of Base Period LOE Expended	Base Period LOE Remaining	% of Base Period LOE Remaining
I. Long-Term Expatriates						
Chief of Party (DeGroot)	13	37	9.1	25%	27.9	75%
Program Coordinator (Horn)	4	28	0.9	3%	27.1	97%
Subtotal, Long-Term Expatriates	17	65	10	15%	55	85%
II. Long-Term Local Professionals						
Grants Manager (Mdhuli)	9	33	7.4	22%	25.6	78%
Projects Manager (Bizos)	10.5	34.5	7.8	23%	26.7	77%
Office Manager (Morris)	12	36	9.3	26%	26.7	74%
Accountant	1	7	0	0%	7	100%
Subtotal, Long-Term Local Professionals	32.5	110.5	24.5	22%	86	78%
III. Home Office Staff						
Program Manager (Reese)	9	17	6.5	38%	10.5	62%
Program Asst./Acct (Sutherland/Phillips)	6.5	18.5	4.1	22%	14.4	78%
Administrative Support (Vincze)	1	3	0.1	3%	2.9	97%
Subtotal, Home Office Staff	16.5	38.5	10.7	28%	27.8	72%
IV. Short-Term Specialists						
Private Sector Specialist (King)	3	15	0	0%	15	100%
Training Specialist (Mde)	4	12	0.3	3%	11.7	98%
Contracts Specialist (Buchan)	1	3	0.4	13%	2.6	87%
Project Specialists	6	18	0	0%	18	100%
Accounting Services (D&V)	6	18	0.2	1%	17.8	99%
Subtotal, Short-Term Specialists	20	66	0.9	1%	65.1	99%
GRAND TOTAL	86	280	46.1	16%	233.9	84%

*Based on actual direct labor charges.

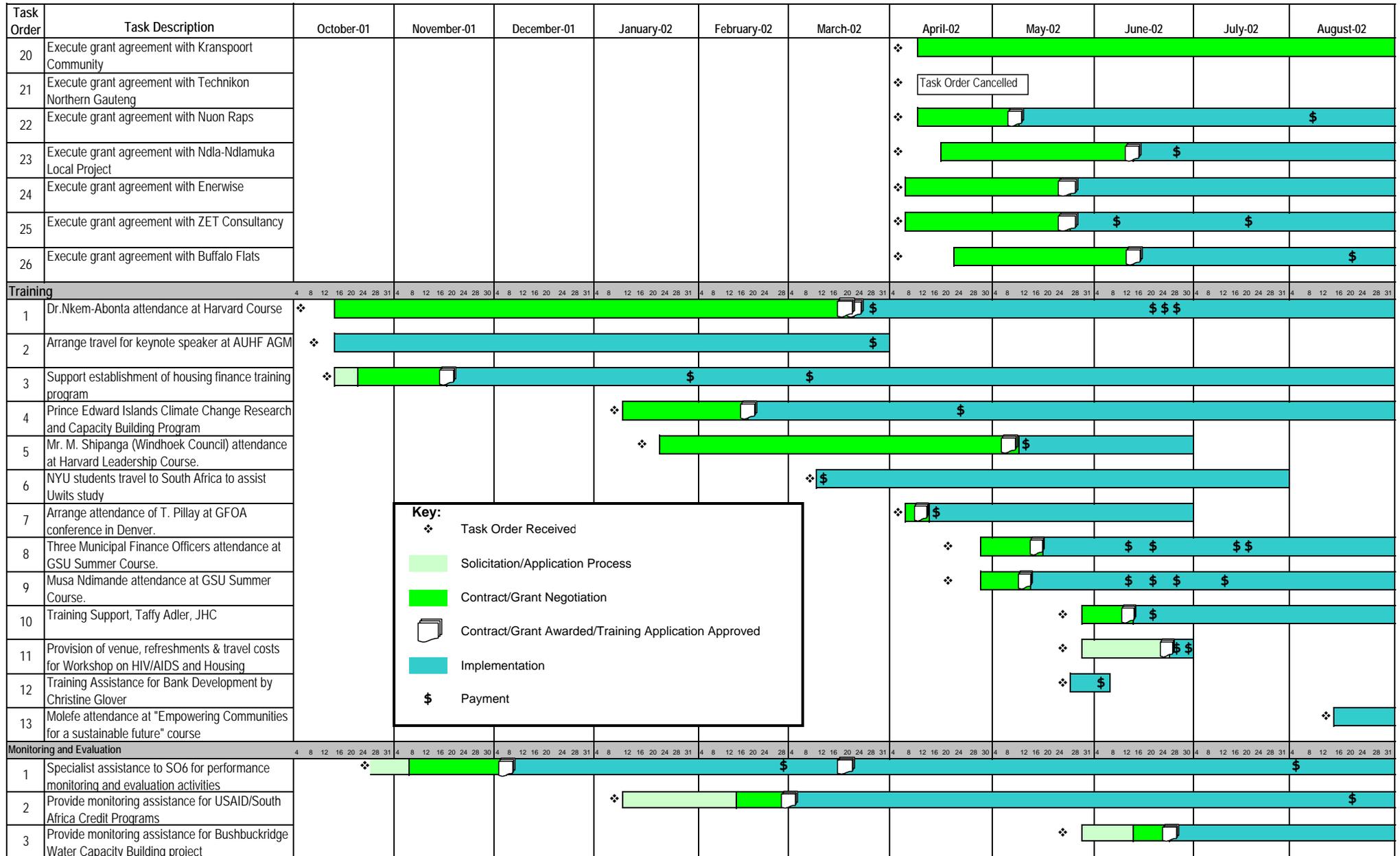
Attachment C: Gantt Tracking Chart



Attachment C: Gantt Tracking Chart



Attachment C: Gantt Tracking Chart



Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
Technical Assistance					
1	Support DWAF study of sanitation standards and key competencies	10/2/01 -- Task Order received with TOR and candidates identified. 11/08/01-03/04/02 -- Source selection process undertaken through simplified acquisition. CWSS recommended for assignment following TEC review / cost evaluation of 2 proposals. 03/04/02 - 03/19/02 -- \$29,964 contract with CWSS negotiated and awarded. Contractor work commenced. 6/11/02 -- \$9,973 payment made to contractor following MTI/USAID receipt, review, and acceptance of Deliverable #1 and invoice. 8/21/02 -- \$11,288 payment made to contractor following MTI/USAID receipt, review, and acceptance of Deliverable #2 and invoice.	\$30,000	\$29,964	\$36
2	Review USAID/South Africa policy assistance for housing and municipal infrastructure	10/24/01 -- Task Order received with TOR and three candidates identified. 11/06/01-11/13/02 -- Source selection process undertaken through simplified acquisition. R. Tomlinson recommended for assignment with USAID concurrence following technical/cost evaluation. 11/13/02-11/13/02 -- ZAR 47,470 contract negotiated with R. Tomlinson and awarded. Contractor work commenced. 1/14/02 -- ZAR 42,535 (\$ 3,191.31) payment made to contractor following MTI/USAID receipt, review, and acceptance of Deliverable #1 and invoice. 2/12/02 -- ZAR 4,935 (\$370) final payment made to contractor following MTI/USAID receipt, review, and acceptance of Deliverable #2 and invoice. Contract complete pending Task Order closeout.	\$5,757	\$3,562	\$2,195
3	Assist municipal debt monitoring by Treasury Dept.	10/25/01 -- Task Order received with TOR, three candidates identified, and \$12,000 budget. 11/13/01 -- MTI advised that this contracting action was undertaken directly by USAID 11/25/01 -- Task Order cancelled by USAID.	\$0	\$0	\$0
4	Assist USAID financial sector monitoring and evaluation	11/02/01 -- Task Order received with TOR, one candidate (M. Berry) identified, and USAID RCO authorization for sole source acquisition. 11/02/01-11/09/01 -- Source selection process undertaken. Alternative candidates not identified and MTI sole source justification prepared. 11/09/01-11/20/01 -- \$5,733 contract with M. Berry negotiated and awarded. Contractor work commenced. 5/13/02 -- \$ 5,733 final payment made to contractor following MTI/USAID receipt, review, and acceptance of deliverable reports and invoice. Task Order complete pending Task Order closeout.	\$5,985	\$5,733	\$252
5	Provide FM assistance to City of Johannesburg	11/28/01 -- Task Order received with TOR, one candidate identified, and \$15,390 budget. USAID RCO authorization for sole source acquisition not provided. 12/02/01-12/07/01 -- Source selection process initiated. MTI findings regarding the ongoing nature of Task Order TOR activities conveyed to USAID and instructions requested. 12/20/01 -- Task Order cancelled by SO6.	\$0	\$0	\$0
6	Provide financial assessment services to expand service delivery in three metro areas	12/20/01 -- Task Order received with TOR and candidate firms identified. 12/22/01-2/20/02 -- Source selection process undertaken through full and open competiion. Deloitte & Touche recommended for assignment following TEC review/cost evaluation of 10 proposals. 2/22/02-2/27/02 -- \$134,115 contract with Deloitte & Touche negotiated and awarded. Contractor work commenced. 8/31/02 -- All deliverables (#1-4) received and under review. \$134,115 final contractor invoice pending.	\$170,000	\$134,115	\$35,885
7	Design pilot metro cities TA program in housing and land management sectors	12/21/01 -- Task Order received with TOR . 12/24/01- 1/14/02 --Source selection process undertaken through simplified acquisition. M. Nell selected in consultation with USAID. 1/14/02 - 2/11/02 --\$3,078 contracted negotiated with M. Nell and awarded. Contractor work commenced. 5/20/02 -- \$1,925.65 payment made to contractor following MTI/USAID receipt, review, and acceptance of Deliverable #1 and invoice. 08/31/02 - Second deliverable and final invoice due August 31, 2002.	\$25,000	\$3,078	\$21,922

Note: * denotes rand figure converted to dollars at provisional exchange rate and subject to change.

Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
8	Assist AMICAALL Secretariat establishment in Windhoek	<p>11/02/01 – Original Task Order (under GA) received.</p> <p>11/16/01 - 12/04/01 -- Source selection process for office equipment and communications undertaken with competitive quotes obtained. Vendors chosen following technical/cost evaluation included: Discovery Skills, Canon Namibia, Maxes Office machines, HI-FI Corp and Telkom Namibia.</p> <p>12/04/01 - 12/19/01 -- Payments totalling \$21,496.49 made following AMICAALL acceptance of equipment and MTI/USAID receipt, review and acceptance of invoices: (a) Discovery Skills; (b) Maxes Office Machines; (c) HI-FI Corp; (d) Canon Copier Namibia; (e) Telecom Namibia</p> <p>1/08/02-2/22/02 -- Source selection process for communications consultant undertaken through sole source acquisition. Clearance received from RCO and MTI sole source justification prepared.</p> <p>2/27/02 -- \$10,000 contract with communications consultant B Okwenje negotiated and awarded. Contractor work commenced.</p> <p>4/04/02 -- \$823.95 payment made to Telecom Namibia following MTI/USAID receipt, review and acceptance of invoice (Payment#2 out of 5).</p> <p>4/12/02 -- \$3,250 payment made to consultant following MTI/USAID receipt, review and acceptance of Deliverable #1 and invoice.</p> <p>5/23/02 -- \$751.00 payment made to Telecom Namibia following MTI/USAID receipt, review and acceptance of invoice (Payment#3 out of 5).</p> <p>5/24/02 -- \$3,250 payment made to consultant following MTI/USAID receipt, review and acceptance of Deliverable #2 and invoice.</p> <p>06/07/02 -- \$3500 payment made to Communications Consultant following MTI/USAID receipt, review and acceptance of Final Deliverable #3 and invoice.</p>	\$36,000	\$35,626	\$374
9	Provide on-call financial viability analysis support for USAID credit programs	<p>1/31/02 -- Task Order received, with TOR and three candidates identified for on-call contracts.</p> <p>2/05/02-2/18/02 -- Source selection undertaken through simplified acquisition. K. Naughton and C. Krakoff recommended with USAID concurrence following technical/cost evaluation.</p> <p>2/18/02-5/20/02 -- \$5,000 Naughton contract negotiated and awarded on 3/06/02. \$5,000 Krakoff contract negotiated and awarded on 5/20/02. Both contractors available for SO6 assignments on MTI-issued work order basis.</p> <p>5/21/02-6/05/02 -- Work Order #1 issued to Naughton to conduct fin. viability analysis. \$500 payment made to Naughton on 6/05/02 following MTI/USAID receipt, review, and acceptance of deliverable report/invoice.</p>	\$10,000	\$500	\$9,500
10	Provide Alexandra and Urban Upgrading Support	<p>3/07/02 -- Task Order received with TORs and RCO authorization for sole source acquisition of three candidates to be contracted individually.</p> <p>3/7/02 - 5/8/02 -- Contracts totalling \$99,000 negotiated and awarded to A. Mann, R. Brockman, C. Banes; contractor work commenced.</p> <p>8/31/02 - Work underway; first deliverables due in October 2002.</p>	\$100,000	\$99,000	\$1,000
11	Provide design assistance for medium density housing	<p>3/11/02 -- Task Order received with TOR and no candidates identified.</p> <p>3/22/02-4/05/02 -- Source selection process undertaken through simplified acquisition involving 8 candidates. J. Lane recommended with concurrence of USAID following technical/cost</p> <p>4/05/02-4/10/02 -- \$24,937 contract with J. Lane negotiated and awarded. Travel/health-related authorizations obtained.</p> <p>5/24/02 -- \$24,937 final payment made to contractor following MTI/USAID receipt, review, and acceptance of deliverables #1 (\$16,000 invoice) on 5/17/02 and deliverable #2 (\$8,937 invoice) on 5/21/02. Task Order complete pending closeout.</p>	\$25,000	\$24,937	\$63
12	Provide Organizational assistance for Cities Network Support Agency	<p>3/11/02 -- Task Order received with TOR and one candidate identified.</p> <p>3/18/02-4/02/02 -- Source selection process undertaken through simplified acquisition involving four candidates. ODA recommended with USAID concurrence following technical/cost evaluation.</p> <p>4/03/02-4/12/02 -- \$9,970 contract with ODA negotiated and signed. Contractor work underway.</p> <p>5/15/02 -- \$3,306 payment made to contractor following MTI/USAID receipt, review, and acceptance of deliverable #1.</p> <p>7/03/02 -- \$3,306 payment made to contractor following MTI/USAID receipt, review, and acceptance of deliverable #2.</p> <p>8/06/02-8/31/02 -- Final deliverable/invoice received by MTI/USAID on 8/06/02. USAID authorized \$3,358 final payment on 8/23/02. Final payment to contractor in process. Task Order activities complete pending formal closeout.</p>	\$10,000	\$9,970	\$30
13	Support Kigali Economic Development Strategy	<p>4/25/02 -- Task Order received with revised SOW, one candidate identified and USAID RCO authorization for sole source acquisition.</p> <p>4/25/02 -- MTI sole source justification prepared.</p> <p>4/25/02-4/30/02 -- \$9,960 contract with I Habyambere negotiated and awarded. Contractor work commenced.</p> <p>6/10/02 -- \$1,660.00 payment made to contractor following MTI/USAID receipt review and acceptance of Deliverable #1 and invoice.</p> <p>8/13/02 -- RUDO in consultation with USAID/Rwanda regarding contractor TOR changes.</p>	\$10,000	\$9,960	\$40

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Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
14	Provide capacity building assistance to the ILGM	4/05/02 -- Task Order received with TOR and three candidates identified. 4/08/02-4/28/02 -- Source selection process undertaken through simplified acquisition involving 3 candidates. ENS (E. Sithole) recommended for assignment following MTI/USAID technical/cost 4/30/02-6/14/02 -- \$61,457 contract with ENS negotiated and signed. 6/24/02 -- Deliverable #1 received and reviewed by MTI/USAID. Invoice pending. 8/15/02 -- Contract deliverables overdue. Contract extended to 9/30/02 in consultation with USAID.	\$65,000	\$61,457	\$3,543
15	Assist USAID/Rwanda Health/Local Government Pilot Program	4/22/02 -- Task Order received with TOR and five candidates identified. 4/23/02-5/16/02 -- Source selection undertaken through simplified acquisition involving 5 candidates. R. Martin recommended for assignment following technical/cost review in conjunction with RUDO and USAID/Rwanda. 5/16/02-5/27/02 -- Contract scheduling changed at USAID/Rwanda request. \$11,595 contract with R. Martin negotiated/signed, travel authorization obtained, and health certification provided. 6/23/02 -- Contractor work commenced. 7/18/02 -- \$6,000 payment made to contractor following MTI/USAID review and acceptance of deliverable #1 and invoice. 7/18/02-8/31/02 -- Final deliverable received. Contract extended to accommodate delayed USAID/Rwanda review/comment.	\$17,000	\$11,595	\$5,405
16	Support UCT Eco-Action Partnership Programme	5/08/02 -- Final Task Order received replacing previous grant TO due to parastatal status of the organization. RCO authorization to issue contract based on competitive source selection process completed under Climate Change grant round. 5/8/02 - 5/28/02 -- \$61,000 contract negotiated with UCT and awarded. Contractor work commenced. 8/20/02 -- \$7,000 payment made to contractor following MTI receipt, review, and acceptance of Deliverable #1 and invoice.	\$61,000	\$61,000	\$0
17	Assist Technikon Northern Gauteng Renewable Energy and Greening	5/08/02 -- Final Task Order received replacing previous grant TO due to parastatal status of the organization. RCO authorization to issue contract based on competitive source selection process completed under Climate Change grant round. 5/8/02 - 5/15/02 -- \$38,000 contract negotiated with Technikon N. Gauteng and awarded. Contractor work commenced. 7/30/02 -- \$6,535 payment made to contractor following MTI receipt, review, and acceptance of deliverables/invoices #1 and #2.	\$38,000	\$38,000	\$0
18	Assist Cape Technikon Solar Sewing Work Station	05/08/02 -- Final Task Order received replacing previous grant TO due to parastatal status of the organization. RCO authorization to issue contract based on competitive source selection process completed under Climate Change grant round. 5/8/02 - 5/24/02 -- \$50,315 contract negotiated with Cape Technikon and awarded. Contractor work commenced. 6/21/02 -- \$12,350 payment made to contractor following MTI receipt, review, and acceptance of Deliverable #1 and invoice. 8/13/02 -- Task Order amended to increase funding to \$50,315 and contract amended.	\$50,315	\$50,315	\$0
19	Provide MetroCities Program Design Assistance	4/23/02 -- Task Order received with TOR and three candidates identified. 4/26/02-5/07/02 -- Source selection process undertaken through simplified acquisition involving 5 candidates. M. Narsoo recommended for assignment following technical/cost evaluation in conjunction with USAID. 5/07/02-5/15/02 -- ZAR 139,360 consultant agreement negotiated and signed with M. Narsoo. Contractor work underway. 7/11/02 -- \$2,842.40 (ZAR 25,840) payment made to contractor following receipt, review, and acceptance of contractor invoice by MTI/USAID.	\$16,000	\$14,077	\$1,923
20	Preparation/Printing of UNFCCC Report	4/26/02 -- Task Order received with TOR. 4/30/02-6/03/02 -- Source selection undertaken through simplified acquisition. Four quotations received and CSIR recommended for assignment with USAID concurrence following technical/cost evaluation. 6/04/02-6/14/02 -- R114,240.30 contract with CSIR negotiated and awarded. Contractor work commenced. Task Order amended to reduce budget and modify TOR. 8/31/02 -- Deliverable and invoice received from contractor. Payment pending provision of VAT registration number.	\$30,000	\$12,025	\$17,975

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Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
21	Provide DCA Package Prep for HIV/AIDS Housing Loss Coverage	5/06/02 -- Task Order received with TOR and two candidates identified. 5/06/02-5/14/02 -- Source selection process undertaken through simplified acquisition involving three candidates. J. Landman and M. Berry recommended for assignment following technical/cost evaluation in consultation with USAID. 5/17/02-5/24/02 -- Contracts with J. Landman and M. Berry negotiated and awarded. Contractor work commenced. 6/07/02-7/22/02 -- \$8705.11 payment made to Landman (6/07/02) and \$7,395.17 payment made to Berry (7/22/02) following MTI/USAID receipt, review, and acceptance of final invoice. 8/31/02 -- TO complete pending formal closeout.	\$16,000	\$15,619	\$381
22	Undertake Niche Lender Development - Comparative Study	6/04/02 -- Task Order received with TOR and one candidate identified. 6/05/02 -- MTI sole source justification prepared. 6/05/02 - 6/10/02 -- R7,720 contract with C Glover negotiated and awarded. Contractor work commenced. 7/31/02 -- \$778.95 payment made to contractor following MTI/USAID receipt review and acceptance of Final Deliverable#1 and invoice. 8/31/02 -- Task Order complete pending formal closeout.	\$800	\$800	\$0
23	Livingstone Local Economic Development Strategy	6/14/02 - Task order received with TOR and 3 candidates identified. 6/19/02 - 7/24/02 -- Source selection process undertaken through simplified acquisition. ECI selected in consultation with USAID. 7/24/02 - 8/31/02 -- \$49,993 contract negotiated with ECI; award pending receipt of outstanding documentation; work set to commence 9/28/02.	\$50,000	\$0	\$50,000
24	Provide Municipal HIV/AIDS Assistance Study	7/08/02 -- Task Order received with TOR, 6 candidates identified, and CVs provided for immediate implementation. 7/09/02 -- Source selection process undertaken through simplified acquisition involving 6 candidates. T. Parker, F. Mwale, and E. Sy recommended for assignment following USAID/MTI technical/cost evaluation with SO6. Travel authorizations obtained. 7/09/02-7/15/02 -- Contracts with Parker, Mwale, and Sy negotiated and signed. Contractor work commenced. 8/08/02 -- Payments made to Parker (\$2,561), Mwale (\$1,698), and Sy (\$3,753) following MTI/USAID receipt, review, and acceptance of invoices. 8/31/02 -- Final Sy deliverable and \$6,000 invoice pending.	\$16,000	\$14,693	\$1,307
25	Study Tour for Social Housing Foundation	8/05/02 - Task order received with TOR, 3 candidates identified, and \$2,500 budget. 8/05/02 - 8/31/02 -- Source selection process undertaken through simplified acquisition involving 3 candidates. MTI notified that SHF assistance may no longer be needed. Awaiting confirmation from USAID of task order status.	\$0	\$0	\$0
26	Undertake Shared Ownership Study	8/05/02 - Task order received with TOR and 3 candidates identified. 8/05/02 - 8/31/02 -- Source selection process undertaken through simplified acquisition involving 3 candidates. Matthew Nell & Assoc. recommended for assignment following technical/cost review. Awaiting formal feedback from USAID.	\$10,000	\$0	\$10,000
27	Support Organizational set-up for Cities Network Support Agency	8/05/02 - Task order received with two candidates identified. 8/06/02 - 8/31/02 -- Source selection process undertaken through simplified acquisition involving 8 candidates. ODA recommended for assignment following technical/cost review. Awaiting formal feedback from USAID.	\$35,000	\$0	\$35,000
28	Prepare Ethekwini Flood Line / Catchment Study	8/23/02 - Task order received with TOR and no candidates identified. 8/23/02 - 8/31/02 -- Source selection process underway through full and open competition. Closing date for proposals is 9/23/02.	\$150,000	\$0	\$150,000

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Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
Grants					
1	Execute Grant Agreement with Afesis Corplan	10/4/01 – Task Order received to negotiate and award a \$160,000 grant, based on the selection process undertaken and completed by USAID. 10/11/01-11/19/01 --\$155,000 Grant Agreement negotiated and awarded to Corplan. Grant activity implementation underway. 10/23/01-11/16/01 – Simplified Grants package developed and formally approved by USAID RCO. 11/30/01-12/14/01 -- \$22,678 payment made to grantee on the 13 December 2001, following MTI receipt, review and acceptance of Deliverable #1. 2/05/02-3/05/02 -- Financial systems reviewed undertaken. Grant amendment #1 negotiated, signed and effective. 4/02/02-7/01/02 -- Deliverable #2 delayed. Grant amendment #2 negotiated, signed and effective 6/24/02-7/09/02 -- \$23,372 payment made to grantee on the 9 July 2002, following MTI receipt, review and acceptance of Deliverable #2 and claim form. 7/12/02-8/31/02 -- Tasks 3 & 4 implementation in progress.	\$160,000	\$155,000	\$5,000
2	Provide AMICALL Equipment/TA	1/08/02 -- Task Order classification under GMAC budget changed from Grant Administration to Technical Assistance. See Task Order No. 8 (TA)	\$0	\$0	\$0
3	Execute Grant Agreement with the Consortium for Urban Transformation	11/26/01 – Task Order received to negotiate and award a \$100,000 grant, based on the selection process undertaken and completed by USAID, pending financial and management systems review of CUT. 12/06/01-2/15/02 -- Financial review of CUT operations undertaken; \$84,000 grant agreement negotiated and awarded. Grant implementation underway. 4/02/02-7/09/02 -- \$38,888 (04 April 2002), \$27,961 (02 May 2002), and \$8, 344 (9 July 2002)0 payments made to grantee, following MTI receipt, review and acceptance of Deliverable #1-3. 7/30/02-8/31/02 -- Grant Agreement Amendment #1 effective. Financial systems verification undertaken and budget revision underway.	\$84,000	\$84,000	\$0
4	Execute Grant Agreement with Food and Trees for Africa	2/07/02 – Task Order received to negotiate and award a \$150,000 grant, based on the recommendation from the competitive selection process undertaken by MTI/USAID, and approval by USAID, pending close out of the previous grant to FTFA. 2/13/02-4/23/02 -- Close out undertaken and completed, a \$150,000 grant agreement negotiated and awarded. Grant implementation and project launch underway. 5/04/02-5/07/02 -- \$22,619 payment made to grantee on 7 May 2002, following MTI receipt, review and acceptance of Deliverable #1 & #2 and claim form. 5/21/02-7/05/02 -- Grant Agreement Amendment# 1 effective, \$28,329 payment made to grantee on 5 July 2002, following MTI receipt, review and acceptance of Deliverable #3 and #4 and claim 8/31/02 -- Task 3 implementation in progress	\$150,000	\$150,000	\$0
5	Execute Grant Agreement with The Aids Consortium	2/07/02 – Task Order received to negotiate and award a \$100,000 grant, based on the recommendation from the competitive selection process undertaken by MTI/USAID. 2/19/02-3/08/02 – \$100,000 Grant Agreement negotiated and awarded to Aids Consortium. Grant activity implementation underway. 3/28/02-4/08/02 -- \$19,867 payment made to grantee on the 8 April 2002, following MTI receipt, review and acceptance of Deliverable #1-3 and claim form. 4/29/02-7/18/02 -- Project launched and grant agreement amendment #1 and #2 effective. \$49,264 payment made to grantee on the 18 July 2002, following MTI receipt, review and acceptance of deliverable #4, #5 and #6 and claim form. 8/31/02 -- Task 3 implementation in progress	\$100,000	\$100,000	\$0
6	Execute grant agreement with Ocean View Development Trust	2/07/02 – Task Order received to negotiate and award a \$79,742 grant, based on the recommendation from the competitive selection process undertaken by MTI/USAID. Task order implementation pending close out of previous USAID grant to Ocean View by USAID. 2/25/02-5/01/02 -- Close out undertaken and completed, a \$79,742 grant agreement negotiated and awarded. Grant implementation underway. 5/01/02-8/20/02 -- \$20,817 (14 May 2002) and \$25,476 (20 August 2002) payments made to grantee on the 14 May 2002, following MTI receipt, review and acceptance of Deliverable #1, #2, #3, #4, #5 and #6, together with claim form. 8/31/02 -- Task 3 implementation in progress	\$79,742	\$79,742	\$0

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Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
7	Execute grant agreement with Development Action Group	2/22/02 – Task Order received to negotiate and award a \$170,000 grant, based on the recommendation from the competitive selection process undertaken by both MTI and USAID. 2/26/02-4/02/02 – \$170,000 Grant Agreement negotiated and awarded to DAG. Grant activity implementation underway. 4/16/02-7/22/02 -- Grant Agreement Amendment #1 effective. \$63,255 payment made to grantee on the 22 July 2002, following MTI receipt, review and acceptance of Deliverables #1, #2, #3, #4, and #5, together with claim form. 8/31/02- Financial systems verification undertaken by MTI	\$170,000	\$170,000	\$0
8	Execute grant agreement with Habitat for Humanity South Africa	3/13/02 – Task Order received to negotiate and award a \$25,000 grant. 3/14/02-3/28/02 – \$25,000 Grant Agreement negotiated and awarded to Habitat. Grant activity implementation underway. 4/15/02-4/29/02 -- \$25,847 payment made to grantee on the 22 July 2002, following MTI receipt, review and acceptance of Deliverable #1 and claim form. 7/08/02 -- Task Order amended to increase funding to \$25,847. 8/31/02 -- Task order complete pending formal closeout.	\$25,847	\$25,847	\$0
	GCC Solicitation Process	11/01/01-12/14/01 -- Tender documents developed and approved by USAID. RFP notification advertisement placed and tender documents issued. 1/02/02-2/15/02 -- Grant proposals received, recorded, and copied. 2/19/02-3/25/02 -- Grant proposals evaluated and selection made with USAID approval. 4/03/02 -- Task Orders Nos. 9-26 received from USAID instructed MTI to execute grants with 17 specified grantees. 4/04/02 -- Notification letters sent to successful and unsuccessful grant applicants.			
9	Execute grant agreement with Midrand Ecocity	4/05/02-5/01/02 – \$44,000 grant agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Grantee activity implementation underway. 5/21/02-7/18/02 -- Grant agreement amendment #1 effective. \$9,694 (6 May 2002) and \$10,230 (18 July 2002) payments made to grantee following MTI receipt, review and acceptance of Deliverable #1, #2, #3, #5, and #7, together with claim form. 8/13/02 -- Task Order amended to increase funding to \$50,300, Grant agreement amendment #2 effective. 8/31/02 -- Task 3 implementation in progress.	\$50,300	\$50,300	\$0
10	Execute grant agreement with Parallax	4/03/02 -- Task Order received from USAID. 4/11/02-4/26/02 – \$172,000 Grant agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 5/21/02-8/31/02 -- Grant agreement amendment #1 effective. \$7,606 (14 June 2002) and \$69,120 (in process) payments made to grantee on the following MTI receipt, review and acceptance of Deliverable #1, 3 & 7A and claim forms.	\$172,000	\$172,000	\$0
11	Execute grant agreement with Cape Technikon	4/03/02 -- Task Order received from USAID. 5/08/02 -- Task Order classification under GMAC budget changed from Grant Administration to Technical Assistance. See Task Order No. 18 (TA)	\$0	\$0	\$0
12	Execute grant agreement with Soweto Dev. Foundation	4/03/02 -- Task Order received from USAID. 4/12/02-5/03/02 – \$95,000 Grant Agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 5/16/02-8/13/02 -- Grant agreement amendment #1 and #2 effective. \$7,036 (14 June 2002), \$7,440 (27 June 2002) and \$80,527 (30 July 2002) payments made to grantee following MTI receipt, review and acceptance of deliverables #1 to #11, together with claim form. 8/13/02 -- Task Order amended to increase funding to \$111,300. Grant agreement amendment #2 effective. 8/31/02 -- Task 4 implementation in progress.	\$111,300	\$111,300	\$0
13	Execute grant agreement with Lynedoch Development Foundation	04/03/02 - Task Order received from USAID. 4/16/02-5/21/02 – \$58,000 Grant Agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 8/20/02-8/31/02 -- \$3,000 payment made to grantee on 20 August 2002, following MTI receipt, review, and acceptance of deliverable #1 and claim form. Task 2 implementation in progress.	\$58,000	\$58,000	\$0

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Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
14	Execute grant agreement with Agama Energy	4/03/02 -- Task Order received from USAID. 4/15/02-4/26/02 -- \$91,000 Grant agreement negotiated, financial review undertaken and systems cleared. Grant agreement signed and effective. Activity implementation underway. 5/16/02-8/13/02 -- Grant agreement amendment #1, #2 & #3 effective, \$13,241 (17 May 2002), \$ 30,163 (1 July 2002) and 25,408 (30 July 2002) payments made to grantee following MTI receipt, review and acceptance of Deliverable #1 to #10, together with claim form. Task Order amended to increase funding to \$91,700. Grant agreement amendment 3 effective.	\$91,700	\$91,700	\$0
15	Execute grant agreement with Ndiswe	4/03/02 -- Task Order received from USAID. 4/08/02-5/03/02 -- \$87,000 Grant Agreement negotiated, financial review undertaken and systems cleared. Grant agreement signed and effective. Activity implementation underway. 5/04/02-7/30/02 -- Grant Agreement Amendment #1 effective, \$27,433 (15 May 2002), \$29,010 (24 June 2002) and \$28,555 (30 July 2002) payments made to grantee following MTI receipt, review and acceptance of Deliverable #1 to #3, together with claim form. 08/13/02 -- Task Order amended to increase funding to \$91,100, Grant Agreement Amendment #2 effective.	\$91,100	\$91,100	\$0
16	Execute grant agreement with TSI-Biogas	4/03/02 -- Task Order received from USAID. 5/08/02 -- Task Order cancelled, as TEC believed that proposed grant program changes deviate from the grant proposal reviewed by USAID.	\$0	\$0	\$0
17	Execute grant agreement with EZD/Partners	4/03/02 - Task Order received from USAID. 5/08/02 - Task Order cancelled, Task Order classification under GMAC budget changed from Grant Administration to Technical Assistance. See Task Order No. 16 (TA)	\$0	\$0	\$0
18	Execute grant agreement with INR	4/03/02 -- Task Order received from USAID. 4/05/02-7/05/02 -- \$87,000 Grant Agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 8/31/02 -- Task 1 implementation in progress.	\$87,000	\$87,000	\$0
19	Execute grant agreement with IIEC - Clean Transport	4/03/02 -- Task Order received from USAID. 4/11/02-5/21/02 -- \$44,000 Grant agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 06/18/02-07/30/02--Grant Agreement Amendment #1 & #2 effective. 8/31/02 -- Task 2 implementation in progress.	\$44,000	\$44,000	\$0
20	Execute grant agreement with Kranspoort Community	4/03/02 -- Task Order received from USAID. 6/20/02 -- Confirmation received that community will form a new Trust and will draft revised application. 8/31/02 -- Technical advisor to community appointed. Revised application being prepared.	\$42,000	\$0	\$42,000
21	Execute grant agreement with Technikon N. Gauteng	4/03/02 - Task Order received from USAID. 5/08/02 - Task Order cancelled. Task Order classification under GMAC budget changed from Grant Administration to Technical Assistance. See Task Order No. 17 (TA)	\$0	\$0	\$0
22	Execute grant agreement with Nuon Raps	4/03/02 -- Task Order received from USAID. 4/08/02-5/08/02 -- \$44,000 Grant Agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 6/18/02-8/08/02 -- Grant agreement Amendment #1 effective. \$18,272 payment made to grantee following MTI receipt, review and acceptance of Deliverable #1 to #4, together with claim form. 8/31/02 -- Task 2 implementation in progress.	\$44,000	\$44,000	\$0

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Attachment D: Task Order Summary Sheet

Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
23	Execute grant agreement with Ndlamuka Local Project	4/03/02 -- Task Order received from USAID. 4/22/02-6/14/02 -- \$87,000 Grant Agreement negotiated, financial review undertaken and systems cleared. Grant agreement signed and effective, activity implementation underway. 06/18/02-09/11/02--\$20,091 payment made to grantee on the 28 June 2002, following MTI receipt, review and acceptance of Deliverable #1 to #4, together with claims. 8/31/02-Task 2 implementation in progress.	\$87,000	\$87,000	\$0
24	Execute grant agreement with Enerwise	4/03/02 -- Task Order received from USAID. 4/05/02-5/22/02 -- \$87,000 Grant Agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 6/24/02 -- Grant Agreement Amendment 1 signed and effective 8/31/02-Task 1 implementation in progress.	\$38,000	\$38,000	\$0
25	Execute grant agreement with ZET Consultancy	4/03/02 -- Task Order received from USAID. 4/05/02-5/24/02 -- \$14,000 Grant Agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective, activity implementation underway. 6/10/02-7/18/02 -- \$5,715 (5 June 2002) and \$5,115 (18 July 2002) payments made to grantee following MTI receipt, review and acceptance of Deliverable #1 to #4, together with claim form. 8/31/02-Task 3 implementation in progress.	\$14,000	\$14,000	\$0
26	Execute grant agreement with Buffalo Flats	4/03/02 -- Task Order received from USAID. 4/19/02-6/12/02 -- \$59,000 Grant Agreement negotiated, financial review undertaken, and systems cleared. Grant agreement signed and effective. Activity implementation underway. 6/18/02-8/20/02 -- \$22,000 payment made to grantee on the 20 August 2002, following MTI receipt, review and acceptance of Deliverable #1 to #12, together with claim form. 8/31/02-Task 3 implementation in progress.	\$59,000	\$59,000	\$0
Training					
1	Dr.Nkem-Abonta attendance at Harvard Course	10/04/01 -- Task Order received with June 2002 time frame for activity. 10/15/01-3/20/02 -- Course application process undertaken. 3/20/02 -- \$11,300 full course payment to Harvard. 06/19/02-6/27/02 -- \$102.50 paid to HTH for Health and Accident Cover, \$1,911.01 (ZAR19,619) for airline tickets, and \$3324.15 Rand equivalent per diem paid to participant. 7/6/02 - 8/04/02 -- Trainee in US attending course. 8/31/02 -- Training completed; Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$16,000	\$16,000	\$0
2	Arrange travel for keynote speaker at AUHF AGM	10/05/01 -- Task Order received. 10/12/01 - 03/20/02 -- Liasing with AUF and making travel arrangements. 03//02 -- Fanie Mae speaker addressed AUHF AGM. 03/22/02 -- \$6,000 reimbursement payment made to Fanie Mae. 8/31/02 -- Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$6,000	\$6,000	\$0
3	Support establishment of housing finance training program	10/10/01 -- Task Order received with TOR and RCO authorization for sole source acquisition. 10/10/01-10/22/02 -- Source selection reviewed and MTI sole source justification prepared. 10/22/01-11/16/01 -- ZAR1,691,260 contract negotiated and signed following RCO review/approval. Contractor work underway. 1/29/02 -- \$59,953.62 (ZAR 360,380 and ZAR 305,000) payment made to contractor following MTI/USAID receipt, review, and acceptance of deliverables #1 and #2 and applicable invoices. 3/08/02 -- \$39,913.13 (ZAR 453,381) payment made to contractor following MTI/USAID receipt, review, and acceptance of deliverable #3 and applicable invoice. 7/22/02-8/31/02 -- Final deliverable overdue. Contract amendment in process.	\$179,992	\$153,751	\$26,241
4	Prince Edward Islands Climate Change Research and Capacity Building Program	1/08/02 -- Task Order received with TOR, RCO authorization for sole source (University of Stellenbosch) acquisition. 1/08/02 - 2/14/02 -- #227,000 contract negotiated with U. Stellenbosch and awarded. Contractor work commenced. 4/23/02 -- \$222,460 payment made to contractor following MTI/USAID/DEAT receipt, review, and acceptance of Deliverables #1-3 and invoice. 8/31/02 -- Program ongoing; final deliverable due February 2003.	\$227,000	\$227,000	\$0

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Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
5	Mr. M. Shipanga (Windhoek Council) attendance at Harvard Leadership Course.	1/15/02 -- Task Order received. 1/22/01 - 05/09/02 -- Course identified and application process undertaken. 5/09/02 -- \$5,000 payment of course fees to Harvard. All other expenses and logistics are being carried out by USAID/Namibia. 6/10/02-6/21/02 -- Trainee in US attending course. 8/31/02 -- Training complete; Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$5,000	\$5,000	\$0
6	NYU students travel to South Africa to assist Uwits study	3/05/02 -- Task Order received with immediate time frame for activity. 3/06/02 -- Candidates and travel schedule identified and travel arrangements made by MTI/US; \$4,618 payment made for travel costs. 3/09/02-3/22/02 -- Trainees in South Africa completing research. 8/31/02 -- Training complete; Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$5,000	\$4,618	\$382
7	Arrange attendance of T. Pillay at GFOA conference in Denver.	4/04/02 -- Task Order received. 4/04/02-4/11/02 -- Application process undertaken. 4/11/02 -- \$380.00 payment made for conference attendance. All other expenses and logistics carried out by US Embassy in Pretoria. 6/16/02 - 6/19/02 -- Trainee in US attending conference. 8/31/02 -- Training complete; Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$500	\$380	\$120
8	Three Municipal Finance Officers attendance at GSU Summer Course.	4/17/02 -- Task Order received. 4/29/02 - 5/17/02 -- Application process undertaken. 6/12/02 -- \$15,000 payment made to GA State and \$216.75 paid to HTH for Health and Accident Cover. 7/17/02 -- \$3,762.70 (ZAR38,698) in airline tickets issued and couriered to trainees with IAP-66 form. 7/19/02 -- \$1881 for Per diems deposited into trainees accounts (\$627 each). 8/03/02 - 8/17/02 -- Trainees in US attending course. 8/31/02 -- Training complete; Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$25,000	\$21,000	\$4,000
9	Musa Ndimande attendance at GSU Summer Course.	4/19/02 -- Task Order received. 04/29/02 - 05/13/02 -- Application process undertaken. 6/12/02-6/19/02 -- \$7,500 payment made to GA State and \$115 paid to HTH for Health and Accident Cover. 06/28/02 -- \$2,353.76 (ZAR17,132) in airline tickets issued and given to trainee. 07/11/02 -- \$893 for Per diems deposited into trainees accounts. 7/13/02 - 8/03/02 -- Trainee in US attending course. 8/31/02 -- Training complete; Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$15,000	\$11,000	\$4,000
10	Training Support, Taffy Adler, JHC	05/22/02 -- Task Order received. 05/29/02 - 06/14/02 -- Refining terms of reference and T Adler completing forms. 06/19/02 -- \$642.5 paid to HTH for Health and Accident Cover. 8/01/02 - 12/20/02 -- Trainee in US. 8/31/02 -- Awaiting details for expense reimbursement.	\$3,000	\$643	\$2,358
11	Provision of venue, refreshments & travel costs for Workshop on HIV/AIDS and Housing	05/22/02 -- Task Order received. 05/30/02 - 06/23/02 -- Source selection undertaken through simplified acquisition for caterers. Wits Club recommended with USAID concurrence following cost evaluation. Travel arrangements for two participants arranged. 06/24/02 -- \$57.66 (ZAR565.50) paid to Wits Club for catering. 06/24/02 -- \$355.53 (ZAR4,104) in airline tickets issued and (ZAR450) in airport transport booked. 06/26/02 -- \$454.97 (ZAR4437.50) payment made to Wits Club. Workshop held. 8/31/02 -- Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$1,200	\$1,131	\$69

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Task Order	Task Description	Status	USAID Budget	MTI Committed Amount	MTI Uncommitted Balance
12	Training Assistance for Bank Development by Christine Glover	05/24/02 -- Task Order received. 05/28/02 - 06/01/02 -- Contacting trainee and making travel arrangements. 06/02/02 -- \$288.32 (ZAR3,350) in airline tickets issued. 06/03/02 -- C. Glover travelled to JHB and back for presentation. 06/04/02 -- Received amendment to Task order amendment cancelling the costs of travel from New York to Chicago, budget amended to \$400. 8/31/02 -- Task Order closeout underway pending provision of TrainNet software from USAID Training.	\$400	\$375	\$25
13	Molefe attendance at "Empowering Communities" course	08/12/02 -- Task Order received 08/12/02 - contacted P Molefe, made enquiries about bookings for course and accomodation. 08/15/02 -- Received completed Biodata sheet from Mr Molefe.	\$600	\$0	\$600
Monitoring and Evaluation					
1	Specialist assistance to SO6 for performance monitoring and evaluation activities	10/22/01 -- Task Order received with TOR. 10/22/01 - 11/5/01 -- Source selection process undertaken through simplified acquisition involving 3 candidates. Donna Podems selected. 11/5/01 - 12/3/01 -- \$36,460 contract with D. Podems negotiated and awarded. 1/22/01-2/26/01 -- Work Order #1 issued based on SO6 TOR; work performed and \$3339.79 payment made following MTI/USAID receipt, review, and acceptance of deliverables. 7/16/02 - 8/3/02 -- Work Order #2 issued based on SO6 TOR; work performed and \$581.59 payment made to contractor following MTI/USAID receipt, review, and acceptance of deliverables. 8/23/02 -- Work Order #3 issued based on SO6 TOR; contractor work underway; deliverables due 9/23/02.	\$36,460	\$7,221	\$29,239
2	Provide monitoring assistance for USAID/South Africa Credit Programs	01/09/02 - Task Order received with TOR, 14 candidates identified. 1/9/02 - 2/11/02 -- Source selection process undertaken through simplified acquisition. GCR recommended for assignment following MTI/USAID TEC/cost evaluation. 2/11/02 - 2/28/02 - \$60,762 contract negotiated with GCR, RCO approval received, award made. Work Order #1 issued and contractor work commenced. 8/20/02 -- \$4,845 progress payment made for completion of semi-annual deliverables.	\$90,000	\$60,762	\$29,238
3	Provide monitoring assistance for Bushbuckridge Water Capacity Building	5/22/02 - Task Order received with seven candidates identified, SOW delivered 5/31/02 - 6/11/02 -- Source selection process undertaken through simplified acquisition. R Martin and M Ntsaba recommended for assignemnt following TEC review / cost evaluation. 6/13/02 - 6/21/02 -- \$23,544.42 contract with Sigodi Marah Martin negotiated and awarded. Contractor work commenced.	\$30,000	\$23,544	\$6,456

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