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**GENERAL MANAGEMENT ASSISTANCE CONTRACT (GMAC)  
USAID Contract No: 674-C-00-01-00051-00**

## **Final Report**

**December 2006**



This report was produced for review by the United States Agency for International Development. It was prepared by MEGA-TECH, Inc. under its prime contract and addresses USAID/South Africa's Strategic Objective No. 6: Increased Access to Shelter and Environmentally Sound Municipal Services and No. 9: Increased Market-Driven Employment Opportunities. The views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

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## Abbreviations & Acronyms

AMICAALL	Alliance of Mayors Initiative to Address AIDS at the Local Level
APS	USAID Annual Program Statement
COP	Chief of Party
CTO	USAID Cognizant Technical Officer
DCA	USAID Development Credit Authority
DEAT	South African Department of Environmental Affairs and Tourism
DoA	South African Department of Agriculture
DoF	South African Department of Finance
DoH	South African Department of Housing
DPLG	South African Department of Provincial and Local Government
DME	South African Department of Minerals and Energy
DWAF	South African Department of Water Affairs and Forestry
FY	Fiscal Year
GA	Grants Administration Component
GMAC	General Management Assistance Contract
GoRSA	Government of South Africa
IIEC	International Institute for Energy Conservation
INR	Institute of Natural Resources
IR	Intermediate Result
JHC	Johannesburg Housing Company
KNZ	KwaZulu-Natal
LOE	Level of Effort
ME	Monitoring & Evaluation Component
MFMA	Municipal Finance Management Act
MIIU	Municipal Infrastructure and Investment Unit
MTI	Mega-Tech, Inc.
NGO	Non-Governmental Organization
NT	South African National Treasury
OAA	USAID Office of Acquisition and Assistance
PIR	USAID Project Implementation Report
PPT	Project Preparation Trust
R	South African Rands
RCO	USAID Regional Contracting Officer
RFA	Request for Applications
RFQ	Request for Quotations
RFP	Request for Proposals
RUDO	USAID Regional Urban Development Office
SA	South Africa
SABCOHA	South Africa Business Coalition on HIV/Aids
SACN	South African Cities Network
SADC	Southern Africa Development Community
SO	USAID Strategic Objective
SO5	USAID Strategic Objective 5 [Office of Economic Growth and Employment]
SO6	USAID Strategic Objective 6 [Office of Housing and Municipal Services]
SO9	USAID Strategic Objective 9 [Office of Economic Growth and Employment]
TA	Technical Assistance Component
TO	Task Order
TR	Training Component
USAID	United States Agency for International Development
VAT	Value Added Tax
WSSD	World Summit for Sustainable Development
ZAR	South African Rands

## Abstract

This report reviews the activities, achievements, challenges, and lessons learned through the administration 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) from its inception in August 2001 through completion in September, 2006.

The cost-plus-fixed-fee contract was signed in August, 2001 and called for a two-year base period with an estimated budget of \$9.36 million with options to extend the contract for an additional three years at an estimated cost of \$19.64 million and with a 485 person-month level of effort (LOE). Subsequently, in recognition of MTI's effective performance, USAID extended the contract for the optional years to September 30, 2006 and increased the contract amount to \$18,682,134. However, as a result of USAID budget constraints, the contract amount and LOE subsequently were reduced to \$18.25 million and 330.25 person months. Even so, MTI efficiently managed the available financial and human resources and the actual expenditures and level of effort were well below the amounts in the contract. USAID granted a two month "administrative" extension through November, 2006 in order for all the grants and subcontracts to be closed out in an orderly fashion.

The purpose of the contract was to provide management and administrative support for the day-to-day operations of the USAID client offices in order to reduce their management burden, allow their staffs to focus on program and policy development and to establish stronger linkages with key government, private sector and NGO partner organizations. The contract served as a valuable and efficient means for assisting the USAID client offices implement discrete USAID grants, studies, technical interventions, monitoring & evaluation, and training activities and was a source of high-level expertise that the USAID client offices used to review their overall program strategies, identify and field test new program directions.

MTI provided a broad range of services as requested by USAID/South Africa's Office of Housing and Municipal Services (SO6); Regional Urban Development Office for Africa (RUDO/Africa); and Office of Economic Growth and Employment (previously known as SO5 and now designated (SO9). During the five-year life of the contract, MTI received and successfully responded to a total of 150 Task Orders for grant administration, technical assistance, training, and monitoring & evaluation services with budgets totalling \$11.78 million from eight USAID funding sources – SO9, RUDO, SO6, and five bilateral agreements managed by SO6.

Since this is the last annual report for the GMAC, it provides a detailed record of all of the activities that were undertaken over a five year period and the significant results that were achieved, which were acknowledged by the "outstanding" USAID evaluations MTI received.

# 1. Introduction

## 1.1 Purpose

This is the final report for 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). It reviews the activities, achievements, challenges, and lessons learned from its inception in 2001 through completion in 2006. It supplements four annual reports and 58 progress reports previously submitted to USAID during the five-year life of the GMAC contract.

## 1.2 GMAC Scope and Objectives

The GMAC was a cost-plus-fixed-fee term contract awarded to MTI on August 31, 2001 to provide administrative, management, and logistical support for USAID/South Africa's Office of Housing and Municipal Services (SO6); Regional Urban Development Office for Africa (RUDO/Africa); and, beginning in mid-2002, Office of Economic Growth and Employment (previously known as SO5 and now designated SO9 in the areas of grant administration, technical assistance, training, and monitoring & evaluation. The initial \$9.36 million contract called for a two-year base period through October 15, 2003 and provided for three additional option years for a total anticipated cost of \$19.64 million and a 485 person-month MTI level of effort. Due to MTI's effectiveness in meeting – and exceeding – contract expectations, USAID opted to extend the contract through November 2006<sup>1</sup>.

At the time it was awarded in 2001, general management assistance contracts were a relatively new type of USAID contract that USAID developed in response to an operational policy for “right-sizing” the organization. USAID/South Africa's staffing levels were in decline and outsourcing to the private sector those functions traditionally undertaken directly by USAID/SA staff was one of the means used to accomplish the “right-sizing” objective. MTI was expected to provide management and administrative support for the day-to-day operations of certain USAID offices in order to reduce their management burden and allow their staffs to focus on program and policy development and establish stronger linkages with key government, private sector, and NGO partner organizations.

In keeping with USAID's desire for maximum flexibility to obtain a broad range of non-technical support services through the GMAC on an as needed basis, the contract did not have the usual requirement for agreed upon work plans or detailed benchmarks to guide MTI's efforts and serve as the basis for gauging contract performance. It was anticipated that MTI's personnel would work in an adjunct capacity with the USAID client offices. However, over the course of the five-year life of the contract, which was also during a time of high USAID staff turnover, MTI was tasked with the implementation of a large number of grants, technical assistance subcontracts, training activities, and monitoring & evaluation projects consistent with USAID rules and regulations.

In practice, MTI's role was to:

- Plan, solicit, review, negotiate, award, implement, monitor, report and close out grants, technical assistance and other subcontracts for the services as requested by USAID. USAID, in consultation with its key partners, was responsible for the selection of the GMAC grantees and program-related subcontractors.
- Provide an array of performance monitoring and evaluation services to USAID that included monitoring counterpart contributions, measuring the results and impact of

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<sup>1</sup>While all GMAC programming was complete in September 2006, GMAC contract modification 17 extended the contract period by two months through November 30, 2006 for administrative closeout purposes only with no change in the authorized budget or level of effort.

USAID grants and technical assistance activities, and ensuring recipients met USAID reporting requirements.

- Undertake all logistical arrangements and provide general program support for training programs, including courses, conferences, workshops, study tours, and participant training activities in South Africa and elsewhere in the region.
- Serve as the contracting and paying agent for grants and subcontracts for technical assistance, training, and monitoring & evaluation services requested by MTI's USAID client offices.
- Provide a number of back office functions traditionally performed by USAID/South Africa's Office of Acquisition & Assistance, Controller's Office, and Legal Office for grants and contracts awarded directly by USAID.

Because MTI's role evolved during the contract period, this report addresses the contract's broadly defined objectives and the actual services requested by USAID during the course of the contract, as well as the challenges and accomplishments associated with implementation. The report is designed to serve as a detailed reference for the activities implemented under the contract. The attachments provide extensive documentation about the programs and activities financed by USAID through the MTI contract, including their purpose, terms of reference, implementation schedules, participating partner organizations, key deliverable reports, results, and costs, as well as essential program management and performance monitoring reports prepared by MTI during the life of the contract.

## 2. Programming

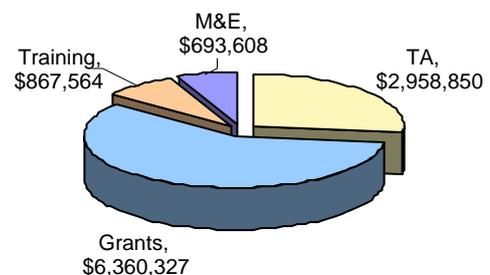
Programming was based on a system whereby the USAID Cognizant Technical Officer (CTO) issued written Task Orders for specific grant administration, technical assistance, training, and monitoring & evaluation services on an ad hoc basis. The Task Orders generally outlined the scope of work to be undertaken by MTI through individual task orders; defined the maximum VAT-inclusive budgets and applicable USAID funding sources; and identified, in certain cases, potential sources for the services requested. In line with USAID's preference for maximum flexibility to pursue targets of programming opportunity through the GMAC, the task ordering system became the primary tool for managing program activities and ensuring streamlined communications with USAID and its partners regarding the status of activities and the issues associated with their planning, acquisition, implementation, and closeout.

### 2.1 General Program Overview

#### 2.1.1 Program Activities

During the five-year life of the contract, MTI received and successfully completed a total of 150<sup>2</sup> Task Orders for grant administration, technical assistance, training, and monitoring & evaluation services, with maximum authorized budgets totaling \$11.78 million and ranging in value individually from \$158 to \$250,000. At the end of the contract actual expenditures totaled \$10.88 million<sup>3</sup> due to the efficient management of budget resources. Chart 1 shows how the funds were allocated by program component. The GMAC Program Activity Summary,

**Chart 1: Expenditures by Program Component, 2001-2006**

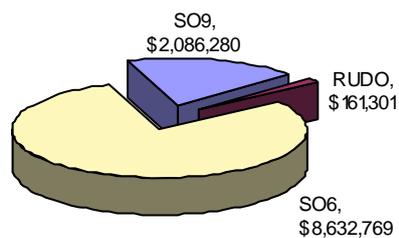


<sup>2</sup> This excludes 11 task orders that were issued and then subsequently cancelled by USAID.

<sup>3</sup> GMAC Task Orders were issued by USAID with VAT-inclusive budgets, and thus VAT-inclusive expenditure data is shown throughout this Final Report text for program-related expenditures. VAT-inclusive, VAT-exclusive, and VAT program expenditures are detailed in Attachment C.

Attachment C, provides details of the types, numbers, values, and implementation schedules associated with the planning, implementation, and closeout of all activities requested by USAID through Task Orders. Attachment D provides an index of all Task Orders received, the terms of reference for the activities undertaken, and key reports that can be found at <http://dec.usaid.gov>. And Attachment E details the participant training activities implemented through the GMAC.

**Chart 2: Expenditures by USAID SO, 2001-2006**

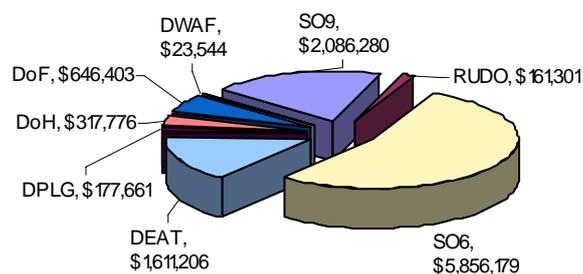


The total number of Task Orders and expenditures reflects USAID’s strong preference for the implementation of grants and technical assistance activities through the MTI contract. Approximately, 67 percent of all the Task Orders received and 86 percent of their total expenditures were for these two program components. In contrast, there was less demand for GMAC training and monitoring & evaluation services and lower expenditures for these activities.

The USAID/South Africa Office of Housing and Municipal Services, or SO6, was MTI’s primary client during the 2001-2006 contract period. As shown in Chart 2, 78 percent of all GMAC Task Orders received and 80 percent of program expenditures were for a wide range of SO6-sponsored SO6 grant, technical assistance, training, and monitoring & evaluation activities. USAID/South Africa’s Office of Economic Growth, or SO9, executed a buy-in to the GMAC in mid-2002 and accounted for 17 percent of all GMAC Task Orders received and 19 percent of total program expenditures. The majority of SO9 Task Orders were for grant administration, monitoring & evaluation, and training services. USAID’s Regional Urban Development Office for Africa, or RUDO, was the least active MTI client. RUDO’s Task Orders were predominantly for technical assistance provided through MTI subcontractors in other countries of the region, including Rwanda, Zambia, Zimbabwe, and Namibia.

There were eight USAID funding sources – SO9, RUDO, SO6, and five bilateral funds managed by SO6 – for grants, technical assistance, training, and monitoring & evaluation. Chart 3 shows the allocation of expenditures by USAID funding source.<sup>4</sup> MTI’s primary partners for bilaterally-funded activities were the Government of South Africa’s (GoRSA’s) Department of Environmental

**Chart 3: Expenditures by USAID Funding Source, 2001-2006**



Affairs and Tourism (DEAT) and the Department of Finance (DoF). MTI collaborated with DEAT on 24 grants, subcontracts, and training activities that addressed shared USAID and GoRSA objectives for environmentally sustainable development. MTI worked closely with DoF on six large-scale technical assistance and training activities that supported capacity building for improved financial management at the local government level. A large number of the activities, whether funded bilaterally or with USAID budget resources, were instigated by

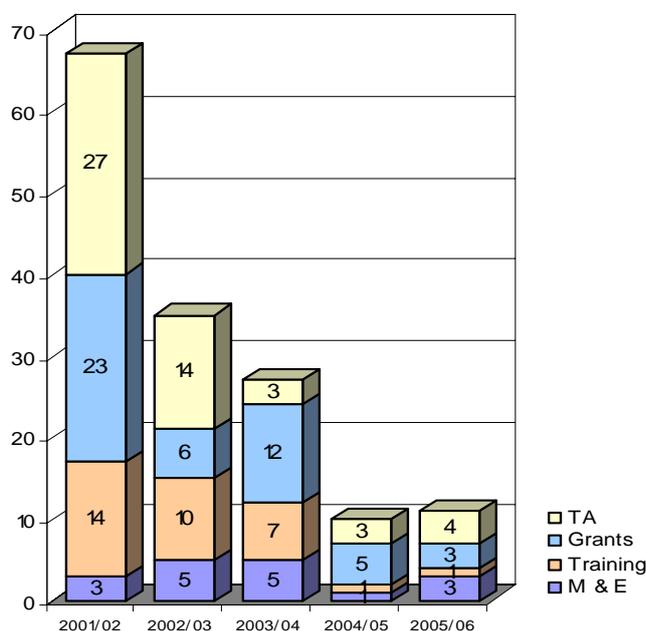
<sup>4</sup> As allocated at the time of GMAC task order activity closeout and not reflecting any subsequent reallocation of budget resources USAID might have undertaken.

specific assistance requests received from host country counterpart organizations. And to a significant degree, the MTI contract not only served as a useful funding mechanism for USAID to respond to such requests, but also it was a means by which MTI staff resources were made available for direct assistance to the organizations. Throughout the life of the contract, MTI’s staff worked closely with USAID’s counterparts and provided extensive value-added services to them for project planning, design, scheduling, and implementation.

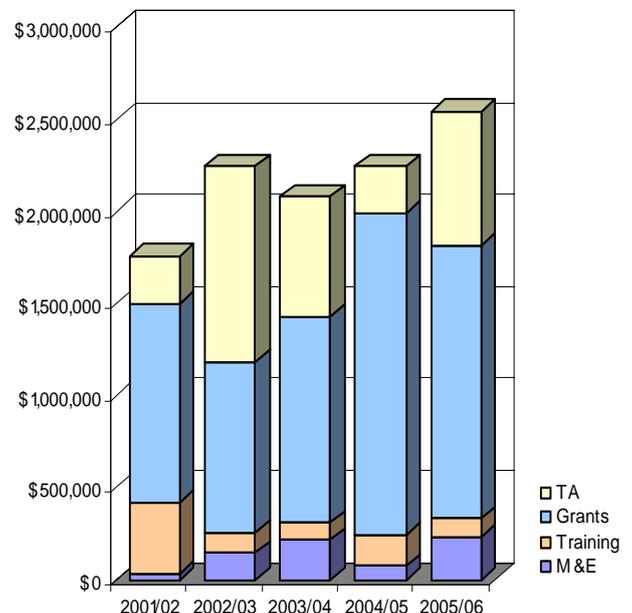
As noted above, MTI’s workload was highly variable during the contract’s life because USAID Task Orders were irregular due to unanticipated requests from public and private sources. MTI’s on-demand services to USAID over the five-year contract period can be divided into three phases consistent with changes in USAID’s program priorities and personnel<sup>5</sup>:

- **2001-2002** – The start-up phase involved high volume USAID demand for relatively low-value services, frequently with tight implementation deadlines. Sixty-nine percent of all Task Orders were received and 37 percent of the funds for program activities were expended in the first two years of the five-year contract.
- **2003** – During the consolidation phase the number and frequency of SO6 Task Orders for services stabilized and SO9 started to request services through the MTI contract.
- **2004-2005** – The completion phase involved relatively low volume USAID demand for more high value program services and greater attention to forward planning. Fourteen percent of all Task Orders were received and 43 percent of all program funds were expended in the final two years of the contract.

**Chart 4: Number of Activities by Year, 2001-2006**



**Chart 5: Activity Expenditures by Year, 2001-2006**



USAID client offices retained the responsibility for the types of activities MTI was requested to undertake and determined how those activities contributed to USAID/South Africa’s Strategic Objectives and Intermediate Results (IRs)

<sup>5</sup> The GMAC “contract year,” as used throughout this final report, mirrors the USAID fiscal year and runs from October 1<sup>st</sup> to the following September 30<sup>th</sup>. For example, the year 2002/2003 spans October 1, 2002 through September 30, 2003.

## 2.1.2 Summary Program Challenges and Accomplishments

Several key features characterized the overall GMAC program portfolio during the five-year implementation period:

- The contract's program objectives and benchmarks were achieved well below the budget and level of effort and with considerable value added service. All USAID Task Orders for services were successfully completed and MTI received outstanding performance ratings in USAID evaluations.
- At the outset of the contract MTI's role was envisaged to be non-technical, but the field staff's technical knowledge and skills were to a large extent an element of the contract's success. MTI's staff effectively assisted USAID in the planning and implementation of workable grants and subcontracts for projects and to creditably represent USAID with its partner organizations. A general lesson learned was that general management assistance contracts are primarily designed to provide day-to-day management assistance to USAID, the contractor must have a clear and compelling understanding of relevant sectoral opportunities, constraints, organizations, and potential strategies to best meet USAID needs.
- A central challenge over the five-year period was to respond to USAID's ad hoc requests for services with the fixed level of MTI staff resources. USAID sought maximum flexibility to request a broad range of program services on demand, frequently on short notice, and with limited reference to agreed upon work plans. However, MTI did not have the corresponding flexibility to adjust its staff resources in order to respond to the USAID requests for services without first obtaining time-consuming USAID Office of Acquisition and Assistance (OAA) approvals and/or GMAC contract modifications. Even so, MTI successfully met the program workload challenges, which were particularly acute during the high-volume early years of the contract, by using performance-based and deliverable-based approaches to GMAC grants and subcontracts, maximizing staff resources, and, when necessary, working overtime. MTI's experience demonstrates the importance of closely tailoring contract provisions to contract expectations, i.e., if the intent is to for USAID to maintain flexibility to requests services, then the contractor must be permitted the flexibility to adjust staff resources in order to respond to requests without obtaining prior approvals or modifying the contract. Alternatively, if a high level of USAID control over the LOE usage is deemed essential, then a strong commitment to collaborative work planning by USAID and the contractor is needed to identify, schedule, and ensure the availability of adequate staff resources.
- The GMAC contract successfully demonstrated its value as a means for obtaining management, administrative, and logistical support for MTI's USAID client offices as their programming priorities, staffing, and resource base changed. During the five-year life of the contract, MTI worked under two Cognizant Technical Officers (CTOs), four SO6 team leaders, four SO9 team leaders, and five OAA contracting officers. MTI compensated for the high USAID personnel turnover by assisting USAID plan for future services based on updated USAID program strategies and available resources. A general lesson learned through the GMAC contract was that it had value not only as an efficient mechanism for the implementation of discrete USAID grants, studies, technical interventions, monitoring & evaluation, and training activities, but also had considerable untapped potential as a source of more high-level subcontracted assistance to MTI's USAID client offices to review their overall program strategies and identify and field test potential new program directions.
- Extreme exchange rate fluctuations between the US Dollar and the South African Rand – from a high of \$1.00=ZAR 13.8 in late 2001 to a low of \$1.00=ZAR 5.5 in 2005 – posed severe financial management challenges for MTI, subcontractors, grantees, and USAID throughout the five-year contract period. Under procedures required by USAID, the

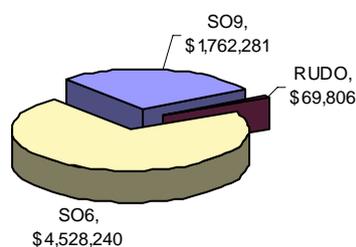
budgets for task orders, subcontracts, and grants contained a “not-to-exceed” Dollar amount, but typically the disbursements were made in Rands. As a result of this policy, and the downward trend in the value of the Dollar throughout the five-year period, shortfalls periodically occurred that resulted in considerable financial hardship for the organizations and subcontractors. To minimize the impact of unpredictable exchange rates throughout the contract period, MTI staff devoted an unexpectedly high level of day-to-day effort troubleshooting exchange rate related issues, assisting grantees and subcontractors with ways to control and reduce their Rand-based costs, and working with USAID to develop realistic budgets for program activities. A lesson learned through GMAC was the importance, in the current South African exchange rate climate, of applying conservative Dollar budgets to program activities, closely monitoring the impact of exchange rate shifts on grantees and subcontractors, and budgeting sufficient contractor staff time to address the labor-intensive day-to-day tasks associated with exchange rate challenges.

## 2.2 Grant Administration

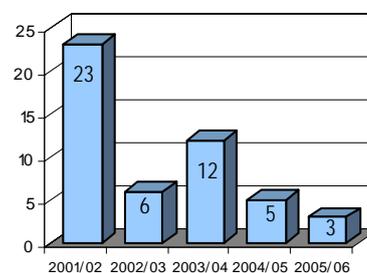
### 2.2.1 Grant Program Activities

During the contract period, we received 49<sup>6</sup> USAID Task Orders for grants administration (GA) services with maximum authorized budgets totaling \$6.5 million and ranging in value from \$14,478 to \$250,000. By the end of the contract we had successfully responded to all GA Task Orders through the planning, negotiation, implementation, and closeout of all GMAC grant projects and expended a total of \$6.36 million. Chart 6-9 below shows how the funds were allocated by year, by SO, and by USAID funding source.

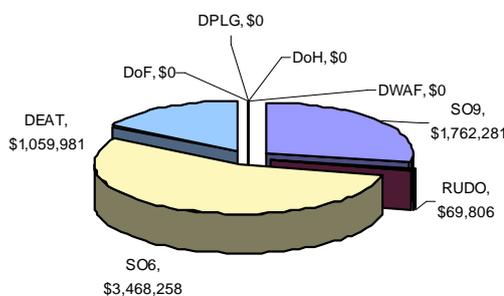
**Chart 6: Grant Expenditures by SO, 2001-2006**



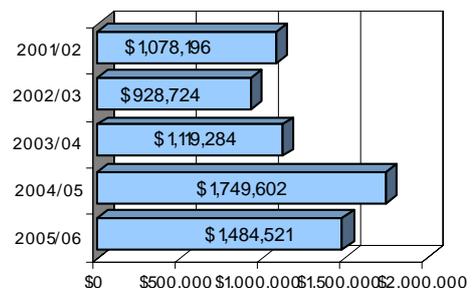
**Chart 7: No. of Grant Activities by Year, 2001-2006**



**Chart 9: Grant Expenditures by USAID Funding Source, 2001-2006**



**Chart 8: Grant Expenditures by Year, 2001-2006**



<sup>6</sup> This excludes seven other grants administration task orders – GA2, GA11, GA16, GA17, GA21, GA41, and GA51 – that were issued and subsequently cancelled by USAID.

The GMAC Program Activity Summary, Attachment C, provides details about the types, numbers, values, funding sources, and implementation schedules for individual grant activities. Attachment D provides, for each grant, an index of the grant agreements executed; grant milestones achieved; and other key grant monitoring and evaluation documents, including quarterly, semi-annual, annual, final, site visit, and “success story” reports. Final reports can be found at <http://dec.usaid.gov>. And Attachment E details participant training activities implemented through the grant program, where applicable.

All grants undertaken were identified and selected through the following mechanisms:

- 2 grants previously identified, but not funded, through the SO6 2000/2001 SO6 Annual Program Statement process.
- 4 grants from the SO6 2001/2002 Annual Program Statement issued in November 2001.
- 14 grants through an SO6 Request for Applications (RFA) entitled “Promotion of Sustainable Development and Climate Change” issued in December 2001.
- 3 grants through the SO6 2002/2003 Annual Program Statement issued in September 2002.
- 11 grants from the SO9 2003/2004 Annual Program Statement issued in February 2003.
- 5 grants from the SO6 2005 Annual Program Statement issued in June 2005.
- 10 grants identified through unsolicited proposals and authorized for sole source acquisition by the USAID Contracts Office.

#### **Profile: MTI Simplified Grant System**

MTI was the first USAID/South Africa contractor to award and implement simplified grants, which involved performance-based, fixed price reimbursement for achievement of agreed upon grant project milestones. In late 2006, MTI undertook a 50 percent sample survey of GMAC grantees to identify their perceptions of the simplified grant approach and obtain their recommendations for possible changes to make it more efficient and user-friendly. GMAC grantees were contacted telephonically and interviews were conducted using a semi-structured exploratory interview schedule.

In general, grantees experienced the GMAC Simplified Grant System as very positive. The process of defining grant tasks and milestones at project inception was regarded as crucial to success and that many had adopted this approach for planning of their other projects. As explained by one grantee, “this method makes a project easier to work with” and “staff have a clear idea of what is expected in terms of targets and deadlines.”

When grantees were asked whether they had difficulties with reimbursement-based payments, comments were divided. In general, it seemed that larger grantee organizations did not have difficulties, whereas smaller organisations with weak cash flow would have preferred to have more up-front grant funding. A recommendation made by several grantees in the latter category was to have a portion of grant funding as an advance and a portion as reimbursement. However, such an approach would be inconsistent with the USAID-approved approach to simplified grants.

When asked whether grantees received sufficient assistance during the grant application process, the majority reported that MTI was responsive and provided guidance where it was needed. In a typical comment, one grantee said, “Mega-Tech personnel were always keen and open to discuss problems, engage, and accept ideas/views and give advice.” Grantees also noted that MTI was responsive to improving systems where weaknesses were identified. Two main themes for the improvement of future grant administration were identified by the surveyed grantees: First, several grantees mentioned that they would have liked more ongoing direct contact with MTI. And second, some grantees were uncertain of the level of flexibility allowed by the simplified grant system. One grantee commented, “Changes to [grant] milestones require an amendment, which is too bureaucratic to do quickly.”

Grantees were also surveyed on their perceptions of simplified vs. traditional USAID-funded grants. Seven grantees said that they had received grant funding under both systems. Their feedback clearly indicated a preference for the simplified grant approach, with comments such as “it’s a more accountable way with tangible results,” “financials are easier to deal with,” and “we didn’t have to work through financial directories and legislation as with a direct USAID grant, which is cumbersome.”

MTI's use of a simplified system for the award and implementation of all grant projects was a unique feature of the grant program, that allowed us to effectively address the higher than anticipated USAID demand for grant services under the contract. The contract noted SO6's concern that USAID's "cumbersome and administratively intensive" policies regarding grant making and management often frustrated USAID grantees and jeopardized goodwill with NGO partners. MTI's grant approach, which was fully compliant with USAID guidance contained in ADS 303.5.15, was designed to address this concern. MTI's simplified grant system had the following characteristics that distinguished it from the traditional USAID grant approach:

- All prospective grantees were provided with comprehensive written guidance about the grant application, award, and implementation process. Grant proposals had to follow a standardized application format that required a clear statement of the grant's purpose, objectives, expected results, implementation plan, milestones, and financial plan. The application form required a clear and verifiable linkage be established between the grant objectives and the expected end-of-grant results. The application format enabled prospective grantees to develop results-oriented project proposals and for USAID to better evaluate how grant proposals supported USAID strategic objectives and to guide the selection process accordingly.
- The simplified grant agreement, which was four-pages in length and did not include standard provisions, was an easily understood, user-friendly document.
- The maximum amount for a single grant could not exceed \$250,000 and grantees were reimbursed fixed amounts established by the grant agreements upon the completion of established milestones, as verified by reports submitted to MTI. There were not advance payments. This reimbursement approach to payments simplified the documentation required for payment to the grantees and reduced MTI's and USAID's day-to-day grant monitoring requirements, financial oversight responsibilities, and financial risk.

Technical monitoring of the grant program was undertaken jointly by USAID and MTI. MTI reviewed all deliverables, usually in the form of a report, submitted by the grantees and made payments based on the successful achievement of the milestones defined in the grant agreements. The timely submission and review of deliverables was the key monitoring tool for MTI, supplemented with regular site visits and continuous communication with grantees. In addition, each month MTI provided USAID with detailed written progress reports which documented the implementation status and expenditure for each grant.

## 2.2.2 Grant Program Technical Highlights

**Climate Change Mitigation & Sustainable Development** – In preparation for the United Nations' World Summit on Sustainable Development in August 2002, USAID and South Africa's Department of Environmental Affairs and Tourism (DEAT) jointly requested grant project proposals that would demonstrate effective linkages between strategies for climate change mitigation and sustainable development. MTI received and reviewed over 200 applications and 17 were selected and awarded grants. The Government of South Africa, the host country for the Summit, showcased 7 of these as demonstration projects at the Summit. A key topic of the 2002 World Summit was the linkage between climate change mitigation and the development needs of poor and disadvantaged communities. The demonstration grant projects described below reflected a diverse range of innovative project strategies linking climate change to development needs:

- The **National Development Initiative for Social Welfare** 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 was identified as central to a national rural development strategy involving community-based production of a proposed 5 percent ethanol component in gasoline nationwide (Task Order 15 GA).
- **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 paved

the way for establishing a market in renewable energy in South Africa. (Task Order 14 GA).

- In a project undertaken by **Parallax Sustainable Development Solutions**, 90 solar home energy systems and stoves with bottled LP gas were sold on a semi-commercial basis to residents of a remote village in KwaZulu-Natal. Parallax, a small business in the alternative energy field, trained a team of four residents from the community to operate a “Switch On” business, which installed and maintained the systems. Customers entered into a financing agreement, with affordable monthly payments, that allowed them to own the energy systems supplied. The results of this project generated national interest and the government considered the project as a possible alternative model for rural electrification (Task Order 10 GA).
- The **Buffalo Flats Community Development Trust** used environmentally sustainable designs to construct 13 housing units in the Eastern Cape suited for low-income households. The Trust assessed energy efficient building options, trained the local contractors in environmentally sustainable construction techniques and sponsored workshops on the importance of energy efficient housing design for climate change mitigation (Task Order 26 (GA)).

**Sustainable Community Development and Housing Delivery** – Project Preparation Trust (PPT), a non-governmental organization based in KwaZulu-Natal, has worked in close partnership with SO6 since 1994 and was awarded three separate GMAC grants totaling \$650,000. The grant funds were used to develop a model that integrated housing and community development that would be acceptable to stakeholders, principally government. The integrated development model developed by PPT featured practical, simple, and cost effective area-based spatial planning, linked with municipal Integrated Development Plans and incorporated parallel local economic development and special housing initiatives.

PPT’s first grant, funded under Task Order 29 GA in 2003-2005, successfully leveraged over R50 million in full housing subsidy approvals benefiting 3,646 households and an additional R168 million in conditional approvals for 4,591 households. Project preparation was completed and funding approvals obtained for a total of 19 projects involving a range of activities, including in situ upgrading of housing and infrastructure; micro-enterprise, food security, and agricultural development; HIV/AIDS relief through foster or transitional care, day-care, and training; and the development of community and foster care homes. The experience gained by PPT in special needs housing delivery was compiled into a policy document that was submitted to the National Department of Housing and used as the primary basis for a new national special needs housing policy. Also, PPT used grant funding to leverage funds from the Development Bank of Southern Africa for the production of an integrated rural housing manual based on the experience of one of the program’s pilot housing projects.

PPT’s second grant, funded under Task Order 48 GA in 2005-2006, was used to continue the consolidation of successful integrated development models while introducing additional sustainability elements for improved energy efficiency and biodiversity conservation. PPT leveraged over R41 million to assist over 2,000 households in 5 communities obtain housing and use energy efficiently.

The focus of PPT’s third grant, implemented under Task Order 55 GA in 2006, was to “mainstream” the models developed by PPT for integrating housing planning and special needs housing by building the capacity of key municipal and provincial government officials in KwaZulu-Natal to use the models.

**Profile: Innovation in Rural Finance, World Education Inc.**

The Innovations in Rural Finance grant project, implemented under GMAC Task Order 39 GA on behalf of SO5, was a joint collaboration between World Education, Inc., TEBA Bank, and the Beehive Financial Services to test innovative financial services geared to the rural and peri-urban poor. In this initiative, all parties participated in a 15-month pilot of a unique debit card system aimed primarily at the lower income, rural population.

The financial sector in South Africa, while world-class, has focused on serving those with significant capital and assets. The poor, and, historically, the black population, have largely been un-served. Cost considerations, inadequate technology, poor infrastructure and volume of business have been some of the reasons given by banks for their unwillingness or inability to provide financial services to the poor and historically disadvantaged. At the same time, the poor are discouraged from using banks by exceptionally high fees and charges. Consequently, approximately 35% of South Africa's people remained unbanked.

IRF's goal was to provide cost-effective access to a range of financial services to rural micro and small businesses and residents in the Mpumalanga province. The program used an existing savings/debit card technology (the A-Card) and a new cell phone-enabled point-of-sale system to draw rural businesses and people into the market economy. By linking with a "mainstream" formal, albeit small, banking institution, TEBA Bank, the IRF program sought to bridge the gap between advanced financial and market systems and the majority of SMMEs and poor individuals who have little access to the cost- and time-saving banking mechanisms.

TEBA designs and offers products and services tailored to the people who are new to banking services. Their primary target markets are low-income employees and their dependants in the rural areas, the un-banked, and the informally employed. World Education gave technical assistance based on its long-term experience in microfinance in South Africa. Beehive Financial Services provided the clients from its pool of micro entrepreneurs, and acted as TEBA's agent in issuing cards. Beehive, as well as its clients, benefited from cost-saving in loan payments through A-Cards.

Utilizing up-to-date technology, the A-Card offered a 'simple' and 'safe' method of providing bank accounts to a previously marginalized market. A-Card is simple in that clients can open a bank account without going into a branch, being formally employed, or undergoing a lengthy application process. The card is safe in that people no longer have to carry large amounts of cash. And using the A-Card saves clients money. There are no fixed monthly administration fees and no expensive trips to draw or deposit money in a bank. The program rolled out A-Card access to over 4,000 Beehive clients in rural and small town areas. Clients were chosen on the basis their poverty profile, and the findings of a rapid market survey. While there were some teething problems in the roll out, overall clients were very positive about the benefits of using A-Card. All A-Card holders automatically have a savings account. The majority use their cards for deposits and withdrawals of cash, though many also use them for purchases. Most clients valued the time and money saved by not having to travel long distances to a bank.

**Youth Development** (Task Order 46 GA) – Investing in youth programs and building their economic skills benefits families and reduces poverty. Based on this rationale, SO6 awarded a \$200,000 grant to the Youth Development Trust (YDT). YDT implements the "Make a Connection Life Skills for Employability" project under aegis of the International Youth Foundation (IYF) Global Development Alliance (GDA). This program focuses on developing life skills and accelerating professional development. The program targets University and Technikon graduates who have been unemployed for at least 12 months since completion of their studies. After completing the life and technical skills training program, participants are either employed full-time or given internships where they gain experience. Based on the impressive track record of the GDA program in South Africa, funding was provided to enable YDT to expand its program to Buffalo City, in the Eastern Cape, and the City of Tshwane in Gauteng Province. The Tshwane SMART CITY project for 20 participants was launched in June 2005 by the U.S. Ambassador to South Africa and Tshwane's Mayor.

### 2.2.3 Summary Grant Program Challenges and Accomplishments

Key features of the GMAC grants administration portfolio during the contract period were as follows:

- All USAID Task Orders received by MTI for grant administration services were successfully completed, and the objectives in the contract for this program component were fully met. The original GMAC contract anticipated the implementation of between 15 and 25 grants during the five-year life of the contract, which was the only quantitative benchmark for contractor performance in the original GMAC contract. MTI successfully completed 49 grants during the same period. In addition, MTI fully addressed other contract objectives by establishing efficient grant management, reporting, performance monitoring and closeout systems.
- The simplified grant approach piloted by MTI in South Africa proved to be a very effective mechanism for awarding, managing and monitoring grant activities. The application format assisted prospective grantees to prepare well defined results-oriented proposals and enabled USAID to better evaluate and select proposals that supported USAID Strategic Objectives. The streamlined reimbursement payment mechanism minimized the management burden by the grantees, MTI, and USAID. Also, the simplified grant approach was instrumental in allowing MTI to successfully respond to the much higher than anticipated volume of USAID Task Orders for grant administration services.
- The generally downward trend in the value of the Dollar during the contract period posed severe financial management challenges for GMAC grantees, MTI, and USAID. USAID's Task Orders contained "not-to-exceed budgets" in Dollars, but the budgets in grant agreements and the actual payments to the grantees were made in Rands. Consequently, this arrangement created downside risks for the grantees because they were paid the lower of two values: the agreed upon Rand-based grant amount or the Rand equivalent of the grant's Dollar ceiling in the Task Order. To minimize the financial challenges to grantees posed by unfavorable exchange rates, MTI devoted considerable staff time to anticipating exchange rate shifts, assisting USAID establish plan realistic Dollar budgets in Task Orders for grants, and advising grantees on ways to control and reduce their Rand-based costs.

### **Project Profile: Wupperthal Ladies Soap Enterprise**

One of the GMAC's smallest grants, requested by SO5 under Task Order 39 GA, created employment and income for women in the poor and remote mountain village of Wupperthal in the Western Cape. Backed by a \$41,000, 17-month grant, and assisted by an agricultural researcher and a local soap firm dedicated to relieving poverty and empowering women, the women have established a business manufacturing and marketing specialty soaps.

From the mountains that surround it, Wupperthal, an isolated village, looks idyllic – tidy homes cluster around the church and school and are surrounded by kitchen gardens and fields of rooibos tea. The initial view belies the fact that this community of 800 faces all the challenges of poverty, particularly the challenge to create employment. Opportunities are few, and men and young people leave to look for work in Cape Town. But for Wupperthal women, who have commitments to raising children and caring for the elderly in the village, paid employment is almost non-existent. What work there is in the fields and in tending livestock is the prerogative of men.

However, the women of Wupperthal are resourceful. Backed by this small grant, they formed the Wupperthal Women's Soap Project, naming themselves Red Cedar@ Wupperthal. The area produces some of the finest rooibos tea in South Africa, known for its medicinal properties. The women decided to blend rooibos and shea butter, another African product used to treat dry skin, to make soap. Their aim was to become a market leader in making and selling this novel African product with added medicinal value. The women wasted no time in converting a four-room disused building to be their soap factory. Once the "factory" was scrupulously clean, organized, and the basic equipment in place, they began to learn the arts of soap blending, coloring, molding, trimming, and wrapping. The women chose a range of attractive colors, molds, and engravings for their soaps that would be especially appealing to tourists, who occasionally visit the village. As cash for their products began to trickle in, the women also mastered basic business skills: keeping inventory, sales records, and basic accounts.

But a poor village of 800 is a very limited market, and the women quickly realized they would need to learn marketing skills. They began by approaching local guesthouses, tourist lodges, and craft shops in larger towns. They also set up a website, [www.redcedar.co.za](http://www.redcedar.co.za), for online orders and developed a logo and packaging that add value to the product. Midway in the grant period, the Wupperthal women received their first big orders: 500 bars of soap for a company in Germany and an order from a local firm for 1,000 bars. All in the group agree that pulling together to meet the stiff production deadlines has taught them how to work together as a business group.

Claudia Goes, one of the beneficiaries of the project, is married to a Wupperthal man who now works on construction in Cape Town. Claudia stays in Wupperthal to look after their three children and their kitchen garden, which is their main source of food. The family's smallholding is 12 kilometres from the village and they do not own a car. However, Claudia is so committed and inspired by Red Cedar@Wupperthal that she walks the 12 km there and back every day to work in the soap factory. Claudia says "For the first time in my life I have a reason to get up in the morning and walk the one and a half hours to Wupperthal. This is the only thing that I do just for myself." Linda Bantom and her husband are both unemployed and live in Wupperthal where they look after their granddaughter, while their daughter works in Cape Town. After receiving her first remuneration from Red Cedar@Wupperthal Linda remarked, "It's not lot of money, but it's the first money I've ever earned."

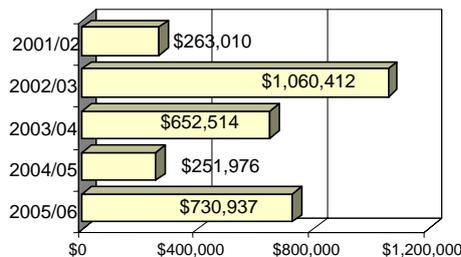
By the end of the grant project, the Red Cedar@Wupperthal Soap ladies could really see a return for their efforts. Their small factory hummed with activity, sales were increasing, markets were expanding, and the Wupperthal women were seeing a bigger cash return for their efforts. Perhaps most important, they have the great satisfaction of building a business.

## 2.3 Technical Assistance

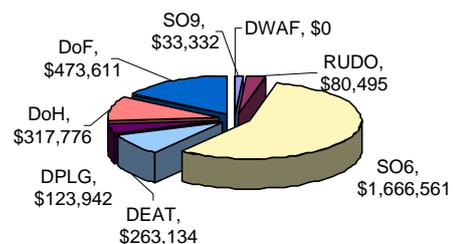
### 2.3.1 TA Program Activities

During the contract period, MTI received 51<sup>7</sup> USAID task orders for technical assistance (TA) services with maximum authorized USAID budgets totaling \$3.45 million and ranging in individual value from \$158 to \$250,000. By the end of the contract, MTI had successfully responded to all TA Task Orders through the planning, acquisition, implementation, and closeout of 71 GMAC subcontracts for technical assistance services with a total expenditure of \$2.96 million. Charts 10-13 below show how the funds were allocated by year, by SO, and by USAID funding source. The GMAC Program Activity Summary, Attachment C, provides the details of the types, numbers, values, funding sources, and implementation schedules of individual technical assistance activities. Attachment D provides the details for each technical assistance activity, including an index, and terms of reference. Key reports that can be found at <http://dec.usaid.gov>. And Attachment E provides a summary of information on participant training activities implemented through the GMAC technical assistance program, where applicable.

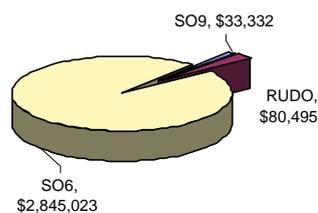
**Chart 12: TA Expenditures by Year, 2001-2006**



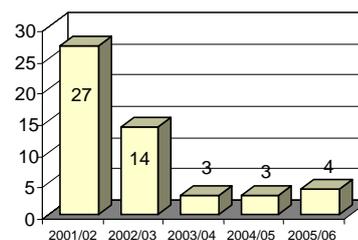
**Chart 13: TA Expenditures by USAID Funding Source, 2001-2006**



**Chart 10: TA Expenditures by SO, 2001-2006**



**Chart 11: No. of TA Activities by Year, 2001-2006**



MTI responded to all USAID Task Orders received for TA services through subcontracts with South Africa-based and international consultants. The reports, studies, and other deliverables were generated primarily at the request of SO6, as shown in the chart above, and instigated to a significant degree by requests for assistance from SO6's key South African partner organizations in the public and private sectors. The allocation of TA activities by thematic focus reflects SO6 program priorities, i.e., nearly 70 percent of all TA activities addressed issues associated with municipal service provision, housing delivery, and sustainable environmental development.

<sup>7</sup> This excludes four technical assistance task orders – TA3, TA5, TA25, and TA47 – issued and then subsequently cancelled by USAID.

MTI served as an intermediary contracting and paying agent for obtaining the technical assistance required by MTI's USAID clients. This role was an implicit USAID objective for using a general management assistance contract that is a flexible, efficient, and quick response mechanism for obtaining consultant services in lieu of USAID-direct contracts. MTI met this objective, while fully complying with the extensive regulations applicable to USAID-funded subcontracts, by establishing a streamlined subcontracting process.

- MTI developed and applied efficient systems and procedures for planning, preparing and issuing RFPs and RFQs; evaluating proposals for technical adequacy and price reasonableness; selecting contractors; negotiating subcontracts; monitoring performance; making payments and closing out the activities upon completion. This approach provided a mechanism to act on USAID TA task orders within hours or days of task order receipt and to address successfully USAID's high volume demand for technical assistance services on very short notice.
- MTI and USAID closely collaborated during the subcontractor selection process and maximized the use of competitive procurement practices to ensure best value to USAID.
- MTI used performance-based subcontracts and fixed price payments for the timely submission of deliverables specified in the subcontracts.

USAID and the recipients of the services were responsible for monitoring the adequacy of the technical assistance provided. MTI monitored the subcontractor's performance through regular meetings and continuous communications and approved payments to subcontractors based on their timely submission of deliverables acceptable to USAID. In addition, MTI provided detailed written progress reports to USAID on a monthly basis regarding the status of implementation and expenditures for each TA activity.

### 2.3.2 TA Program Technical Highlights

**Policy Development for Improved Access to Housing** (Task Orders 33 TA, 34 TA, and 43 TA) – SO6, which has maintained a close working relationship with the South African Department of Housing (DoH) since the early 1990s, provided extensive support for the Government's renowned national housing program. At SO6's request in 2002, MTI assisted DoH to organize a nationwide series of 14 workshops with national, provincial, municipal officials and NGO stakeholders in order to obtain feedback on the strengths and weaknesses of the national housing program implemented during the previous decade. Subsequently, in 2003, MTI provided the services of six South African and international consulting teams to assess the impact of the national housing program in the first decade since the government's transformation and to identify new housing policy and research directions to be pursued over the next ten years. Finally, in 2004, MTI provided a subcontractor to help the DoH synthesize the results of the assessments and formulate a new national Housing Policy and Research Agenda, which was presented at South Africa's National Housing Summit in early 2004. The findings and recommendations of these reports were used as source materials for South Africa's new national housing plan, entitled "Breaking New Ground in Housing Delivery", which will guide the South African housing program for the coming decade.

**Increased Public Sector Energy Efficiency** (Task Orders 42 TA and 40 TA) – At SO6's request under GMAC Task Order 42 TA and in partnership with the South African Cities Network (SACN), MTI subcontracted Palmer Development Group to investigate the means for reducing methane emissions in twelve South African municipalities. Methane is both a hazardous greenhouse gas that has been targeted for reduction under the Kyoto Protocol and also an energy source for productive uses. Furthermore, reductions in methane emissions offer municipalities the potential for new sources of revenues through trading of carbon credits. This study, completed in late 2004, generated considerable interest among national officials and the international donor community by identifying new opportunities for municipalities to address both environmental and energy targets while providing new income sources for municipalities

under the emerging global emissions trading regime. The SACN has fully embraced the findings of the report, and Cities Alliance funding may be forthcoming to support implementation at municipal level. In a related activity, undertaken at the request of SO6 and in cooperation with the South African Department of Environmental Affairs and Tourism (DEAT) and Department of Minerals and Energy (DME) in late 2003, MTI provided the technical assistance needed to prepare a draft strategy and procurement policy for improving energy efficiency in national government facilities. Workshops with public sector participation were held and a public information campaign was implemented to highlight mitigation measures being undertaken to reduce energy consumption in the public sector.

**Capacity Building for Municipal Service Delivery** (Task Orders 32 TA and 37 TA) – MTI provided the technical assistance to support the Government of South Africa’s objectives to improve the capacity of local governments to deliver basic urban services. Two such activities involved collaboration with the City of Cape Town, with which SO6 has established a strong partnership over the past decade. Under Task Order 32 TA, experts assisted the City improve the delivery of water, electricity, and solid waste management by creating business units with increased decision-making autonomy. In a comprehensive study undertaken in 2003, the MTI subcontractor, PricewaterhouseCoopers, evaluated the City’s core service delivery capabilities, assessed corporate governance requirements, reviewed business processes, and defined new organizational interfaces to ensure effective service delivery. The recommendations included in the study formed the basis for the business unit structure subsequently adopted by the City. A second and related technical assistance project, undertaken at SO6’s request through Task Order 37 TA, assisted the City of Cape Town to develop an Integrated Waste Management Plan (IWMP) during the 2004-2005 period. The City was facing rapidly escalating solid waste volumes, landfill space was in short supply, and solid waste disposal was becoming more and more expensive as a result of increasingly rigorous environmental regulations and other legislative requirements. Waste minimization, recycling, and improved public awareness emerged as the primary strategies of this pilot study, which preceded national requirements that came into effect in 2005. The project was one of MTI’s most challenging technical assistance efforts, involving a year-long process managed jointly by MTI and the Cape Town Solid Waste Department, supported by dozens of professionals from a consortium of 10 firms engaged by MTI, and a large number of both city and provincial officials. Implementation of the plan was designed to enhance service delivery, particularly to the poor, while significantly reducing the environmental impact and energy consumption associated with waste disposal.

**Decentralized Public Sector Housing Delivery** (Task Orders 49 TA and 51 TA) –As part of its new Comprehensive Housing Plan “Breaking New Grounds in Housing Delivery,” South Africa’s Department of Housing (DoH) has embarked on a 10-year, phased accreditation program for South Africa’s local governments to administer national housing programs and housing delivery at the local level. At SO6’s request and in cooperation with the Department, MTI subcontracted with Matthew Nell & Associates in 2005 to undertake in-depth discussions with relevant national, provincial, and metropolitan government officials on key issues, opportunities, and challenges associated with the devolution of responsibility for housing programs from the central to local government level. Through the consultants’ work on this high profile assignment, a national framework and implementation plan for municipal accreditation was developed, which has now been adopted by the Government of South Africa following extensive consultations with housing sector stakeholders. As a crucial follow-on activity undertaken at the urgent request of the Department in 2006, MTI also provided hands-on technical assistance through a subcontract to four of South Africa’s largest municipal governments to assist them fulfill the requirements for formal accreditation.

### **Profile: The Inkqubela Recycling Project**

The Environmental Evaluation Unit (EEU) of the University of Cape Town was contracted under GMAC Task Order 16 TA to facilitate local projects within Cape Town's Khayelitsha community to address the needs of the area's impoverished residents while also contributing towards the reduction of green house gas emissions. One such project – the Inkqubela (meaning 'progress') Recycling Project – was managed by Mrs Eunice Roro, fondly known in Khayelitsha as "Mama Roro. This project collected and recycled cardboard, plastics, bottles, scrap, white paper, and cans in one of the poorest areas of Cape Town.

Prior to this project, community members saw little value in collecting waste due to their insufficient understanding of environmental and recycling issues involved. Mama Roro's success began with changing these attitudes and convincing the community to join hands with her to fight both poverty and the battle against waste. Mama Roro likes to say, "I am recruiting soldiers to wage war against waste, poverty, and disease in Khayelitsha – never again shall Khayelitsha be the same. There is a mental change and change of attitude among the people of Khayelitsha generally and this change affects the way people now do things." Perceptions have indeed been changed, as described in the words of one community member, "I did not know that what we used to consider as useless waste and rubbish can turn to be a source of income."

Through the project, employment opportunities have been created for 15 people working full-time and a further 10 working part-time. Mama Roro has also trained community members in waste recycling and encouraged them to collect and recycle from their own backyards. Many are now recycling household waste and selling their recyclables to the Inkqubela Recycling project. Mama Roro says, "Because of unemployment, what I pay people for bringing their waste is often their only source of income." One community member trained by Mama Roro has successfully opened her own business training other women to recycle paper and make beads from the recycled paper

Although project seed funding provided by USAID through GMAC ended in June 2003, sustainable efforts of the project coordinators continue with other sources of funding. Mama Roro speaks on Radio Zibonele, the community radio, which has played a key role in raising awareness of environmental issues in Khayelitsha. She also continues with her training workshops. Radio feedback from the community suggests a greater awareness of and respect for the environment. Local people now take their waste to the Inkqubela Recycling depot, and the increase in daily collection quantities is an indicator of the growth of the project.

### **2.3.3 Summary TA Program Challenges and Accomplishments**

Key features of the GMAC technical assistance portfolio during the contract period were:

- All USAID Task Orders received for technical assistance services were successfully completed, and the objectives outlined in contract for this program component were fully addressed. As illustrated in the program activity timelines shown in Attachment C, MTI achieved a high level of efficiency and cost effectiveness in addressing USAID's requests for the planning, acquisition, implementation, monitoring, and closeout of technical assistance subcontracts. In addition, MTI's staff provided a number of value added services not anticipated in the original GMAC contract such as developing and/or refining terms of reference for technical assistance activities, identifying suitable consultants capable of successfully undertaking the requested assignments, substantively reviewing subcontract deliverables, and establishing creditable and productive working relationships with USAID partner organizations which were typically the recipients of the technical assistance.

- The volatile exchange rate that prevailed throughout the GMAC contract period posed serious financial management challenges for MTI and our subcontractors. As previously noted, subcontracts provided “not-to-exceed” budgets in Dollars, a USAID requirement, but the pricing of subcontracted services and payments was typically in Rands. This policy, paired with the downward trend in the Dollar’s value during the contract period, presented two major risks with respect to providing the technical assistance services requested by MTI’s USAID client offices:

First, the dual pricing policy for subcontracts provided only a downside risk to subcontractors. They would either be paid only the agreed upon Rand-based price or the Rand equivalent of the subcontract’s Dollar ceiling, whichever was lower. To minimize the risks to USAID of failed subcontracts for essential technical assistance services, MTI closely tracked and sought to consistently apply conservative exchange rates to all technical assistance subcontracts.

Second, the USAID-imposed, Dollar-based maximum allowable daily rates for consultant services that were generally below prevailing Rand-based market rates in South Africa. However, MTI was generally able to attract the high quality South African consultants expected by USAID through other positive features of our subcontract. MTI’s subcontracts clearly defined the terms of reference for subcontractor tasks, which allowed subcontractors to price their services accurately and with limited risk of “mission creep”. MTI played an active and constructive monitoring role during implementation, the preparation and submission of subcontract deliverables and expedited the review and approval of the reports on which payments were based.

## **2.4 Training**

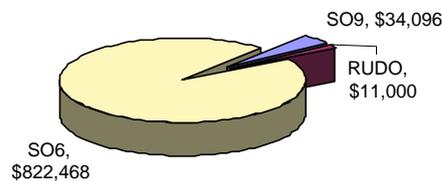
### **2.4.1 Training Program Activities**

During the contract period, we received 33 USAID Task Orders for training services with maximum authorized USAID budgets totaling \$0.98 million and ranging in value individually from \$380 to \$227,000. By contract end, we had successfully responded to all training Task Orders through the planning, implementation, and closeout of courses, conferences, workshops, study tours, and other participant training activities requested by USAID at a total expenditure level of \$0.87 million. The implementation of all training activities was undertaken through a combination of in-house MTI staff resources and 13 subcontracts awarded by MTI. The allocation of expenditures by year, by SO, and by USAID funding source is shown in Charts 14-17 below. The GMAC Program Activity Summary, Attachment C, provides details of the types, numbers, values, funding sources, and implementation schedules of individual training activities. Attachment D provides an index, the terms of reference and key deliverable reports generated, where applicable, under training activities implemented through MTI subcontracts. The final reports, if any, can be found at <http://dec.usaid.gov>. And Attachment E provides summary information on participant training activities implemented through the GMAC training program.

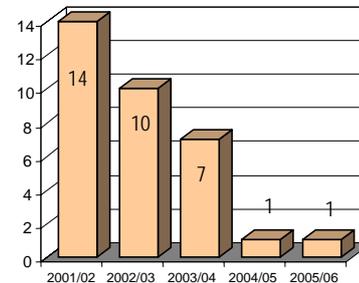
A key contractual objective for the training program was to achieve a high degree of customer satisfaction within the constraints imposed by the rigorous rules and regulations applicable to USAID-financed training and associated travel, visa, medical, insurance, requirements. MTI administered a standardized questionnaire to trainees regarding the perceived value of the training offered and the logistical services provided directly by MTI staff or through our subcontractors. Based on the feedback received, the vast majority of trainees strongly agreed or agreed that the substantive training received was worthwhile overall and that they were pleased with the logistical arrangements provided by MTI and its subcontractors.

Technical monitoring of the training program was undertaken by USAID, often in collaboration with partner organizations that were parties to the training provided. Where training activities were undertaken through subcontract, MTI monitored subcontractor performance, approved

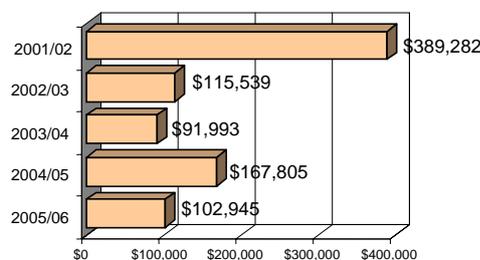
**Chart 14: Training Expenditures by SO, 2001-2006**



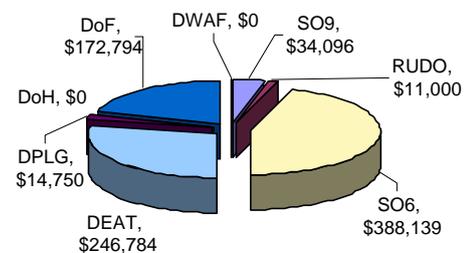
**Chart 15: No. of Training Activities by Year, 2001-2006**



**Chart 16: Training Expenditures by Year, 2001-2006**



**Chart 17: Training Expenditures by USAID Funding Source, 2001-2006**



payments and kept USAID informed through regular meetings and continuous communications. In addition, MTI provided USAID with monthly written progress reports regarding the status of and expenditures for each training activity.

## 2.4.2 Training Program Technical Highlights

**Capacity Building for Improved Municipal Financial Management (GMAC Task Order 31 TR)** – In order to consolidate and leverage the extensive support provided to the South African National Treasury over the past several years to develop and enact the Municipal Finance Management Act (MFMA), SO6 further supported the rollout of the MFMA in 2004-2005 and again in 2006 through two large-scale training initiatives focused on improving the budget processes and the quality of budget documentation at the municipal government level. AFReC Pty Ltd, a municipal training institution affiliated with the University of Cape Town, was engaged to deliver 25 2-day courses on budgeting to 147 medium and low capacity municipalities nationwide as a means to build sufficient capacity in key areas of the MFMA. This training program was implemented in all provinces of the country and a total of 450 local government officials benefited and ranked the curriculum highly. The participants evaluated the courses and nearly 90 percent agreed or strongly agreed that the training had been worthwhile and had helped them to gain a stronger understanding of the subject matter. In a related activity undertaken through Task Order 51 TA in 2006, MTI subcontractor Deloitte designed, produced, and distributed to all South African municipalities of a series of interactive, multimedia-based training modules focused on key concepts contained in the MFMA legislation, regulations, and applicable guidelines.

**International Exchange Program for Social Housing** (GMAC Task Order 29 TR) –The Johannesburg Housing Company (JHC) is a non-governmental organization focusing on urban revitalization and private sector delivery of affordable housing in Johannesburg’s inner city, an area that has witnessed a decline in business activity, employment, occupancy rates, property values, and tax base over the past decade. In 2003, 2004, 2005, and again in 2006, MTI was requested to facilitate staff exchanges with Mercy Housing, Inc., an internationally known organization operating in a similar urban context and with similar objectives in 13 U.S. states. A total of eight persons – four from each organization – participated in the staff exchanges with positive results. The exchange provided a useful opportunity for both organizations to share international experiences, ideas, and programming strategies for social housing, which have proved beneficial to both organizations.

**Training for Energy Efficient Procurement** (Task Order 24 TR) – In 2003 the Director of Energy Efficiency of South Africa’s Department of Minerals and Energy went to Beijing, China to attend an international workshop on energy efficient government procurement. The main aim of the workshop was to share experiences regarding energy efficient procurement and energy management practices in the public sector. This workshop was opportune because South Africa was preparing to implement its own program of energy efficiency improvements in the public sector. The participant said that the conference provided much needed international experience and helped to expand his strategic thinking about how to move forward with energy efficiency improvements in government operations in South Africa.

**Micro-Enterprise Development** (GMAC Task Order 30 TR) – This was a SO5-funded participant training activity that sent four South African micro-finance practitioners to attend a Micro-Enterprise and Development Certificate Course. The course was jointly sponsored by the Micro-Enterprise Development Institute of Southern New Hampshire University and South Africa’s University of the North Graduate School of Leadership in late 2004. The two-week course, which was attended by practitioners from a variety of African countries, focused on the transfer of technical and management skills needed to establish sustainable micro-finance institutions that understand and address the needs of the poor. The participants provided very positive feedback about the usefulness of the course work and the opportunity provided to network and share experiences with other international participants involved in the micro-enterprise field.

**Capacity Building for Climate Change Research** (GMAC Task Order 4 TR) – The University of Stellenbosch, undertaken in 2002-2003, implemented an element of the USAID-DEAT bilateral program on climate change and established South Africa’s first continuing program of capacity building in climate change research at the university. Strong emphasis was placed on promoting the participation of students from previously disadvantaged backgrounds by twinning them with experienced researchers and providing study grants to cover their tuition and research expenses throughout the life of the program. At least 3 PhD, 7 MSc, and 9 BscHons students have been accommodated to date under this continuing program. The program offers all selected students the opportunity to participate in research expeditions to Marion Island near Antarctica, an ideal natural laboratory for studying the impact of climate change.

**Grantee Training in Performance Monitoring & Evaluation** (Task Order 14 TR) – This 2-day workshop undertaken in 2002 brought together 17 organizations funded under the “Climate Change and Development Demonstration Grants” program. The workshop provided useful training on performance monitoring methods, as well as instruction on monitoring and reporting requirements for USAID Global Climate Change (GCC) and sustainability indicators. The workshop provided an ideal opportunity for the grantees to network and share technical information and several promising technical linkages were established.

### 2.4.3 Summary TR Program Challenges and Accomplishments

Key features of the GMAC training portfolio during the contract period were:

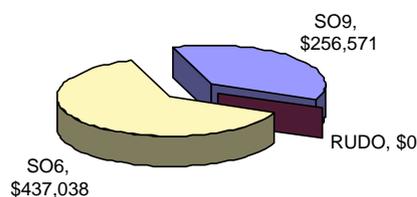
- All USAID Task Orders for training services were successfully completed, and the objectives outlined in the contract for this, our most labor-intensive, program component were fully met. A high degree of “customer satisfaction” was achieved, both in terms of the substantive training offered and the quality of the logistical services provided by MTI. In addition, MTI fully addressed contract objectives for the implementation of effective training evaluation and reporting systems on USAID’s behalf.
- While recipient trainee satisfaction was generally high, the trainees remarked on the extensive “red tape” required by USAID for the training activities. “Fly America” and economy air travel, maximum authorized per diem rates, and the extensive documentation required for visas, medical clearances, and health insurance were other troublesome USAID requirements mentioned by the trainees.

## 2.5 Monitoring & Evaluation

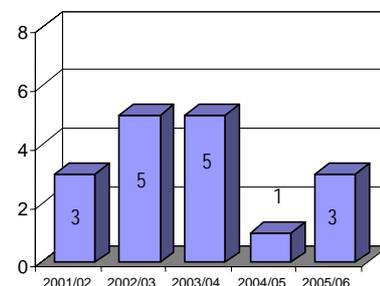
### 2.5.1 M&E Program Activities

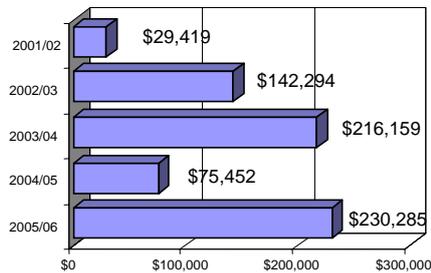
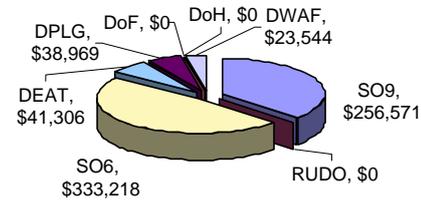
This program component has had the least number of activities. During the contract period, we received 17 USAID Task Orders for monitoring & evaluation (M&E) services with maximum authorized USAID budgets totaling \$0.86 million and ranging in value individually from \$13,000 to \$93,603. By contract end, we had successfully responded to all ME Task Orders through the planning, negotiation, implementation, and closeout of 20 GMAC subcontracts for monitoring & evaluation services at a total expenditure level of \$0.69 million. Charts 18-21 below shows how the funds were allocated by year, by SO, and by USAID funding source. The GMAC Programmatic Activity Summary, Attachment C, provides details of the types, numbers, values, funding sources, and implementation schedules of individual GMAC monitoring & evaluation activities. Attachment D provides for each GMAC monitoring & evaluation activity, an index, terms of reference and key deliverable reports. Final reports generated through this program component that can be found at <http://dec.usaid.gov>. And Attachment E details participant training activities implemented through the GMAC monitoring & evaluation program, where applicable.

**Chart 18: M&E Expenditures by SO, 2001-2006**



**Chart 19: Number of M&E Activities by Year, 2001-2006**



**Chart 20: M&E Expenditures by Year, 2001-2006****Chart 21: M&E Expenditures by USAID Funding Source, 2001-2006**

All monitoring & evaluation activities were carried out through MTI subcontracts with South Africa-based and international consultants. The reports, studies, and other deliverables generated through this program component consisted of evaluations of projects that were funded and implemented directly by SO6 and SO9 and reviews of the data quality assessment practices of both offices. Approximately 75 percent of all ME activities and their total expenditures were for these purposes.

MTI's role for monitoring & evaluation services was two-fold:

First, for activities request by USAID Task Orders, MTI served as the contracting and paying agent for M&E subcontracts.

Second, the expanded scope of work in modification No. 7 to the contract called for the MTI office staff to provide an array of monitoring and evaluation and data quality assessment services to support USAID's annual reporting process. Accordingly, MTI developed and implemented systems that ensured grantees provided timely and accurate reports with quality data that would be meet USAID's data standards. By thoroughly understanding both grantee activities as well as the wide array of data required for reporting on each SO in USAID's Performance Management Plan, relevant Presidential Initiatives and contributions to Common Indicators, MTI was able to add value to the USAID annual reporting process by tailoring the reporting systems, formats, and "hands on" assistance to each partner to ensure USAID's reporting requirements were met with the minimum administrative burden possible.

## 2.5.2 M&E Program Technical Highlights

**USAID Data Quality Assessment** (Task Order 5 ME, 8 ME, and 12 ME) – USAID requires all program performance data presented in its annual reports to be valid, complete, accurate, and consistent with management needs. To fulfill this requirement, SO6 and SO9 each tasked MTI with undertaking detailed Data Quality Assessments (DQAs) on their behalf. The objective was to assess both the quality of SO6 and SO9 indicators and the data collected by individual implementing partners. During the 2002-2004 period, MTI engaged consulting teams on three separate occasions to undertake DQAs of the SO6 and SO9 programs, and also perform an SO9 DQA follow-up review. The major findings of these assessments were that key partner data collection and reporting systems of these offices were generally sound but that several existing indicators were of low quality. This assessment helped both SO6 and SO9 to revamp and strengthen their Performance Monitoring Plans.

**SMME Development and Employment Generation Program Evaluation** (Task Orders 7 ME and 10 ME ) – The SO9-supported South Africa International Business Linkages (SAIBL) program provided training and technical assistance to small and medium scale, historically

disadvantaged South African businesses for the purpose of identifying and effectively exploiting new markets, building business capacity, and securing finance to increase and upgrade production. SAIBL also promoted business linkages between assisted businesses and local, regional, and U.S. enterprises with the goal of increasing trade and technology transfer. The program, implemented through a cooperative agreement with the U.S.-based Corporate Council on Africa (CCA) and its subcontractor Ebony Consulting International (ECI) during the 1998-2004 period, was a major component of SO9's efforts to create market driven employment opportunities. At SO9's request, MTI commissioned an evaluation of the impact of the program, which concluded that SAIBL was one of the most effective programs of its kind in South Africa. In addition, the evaluation provided valuable insights that will enable SO9 and the program implementers to provide improved services to participating businesses in the future. Subsequently, in 2004 KNC & Associates conducted a series of four-workshops to highlight the results of the program with key stakeholders in the donor, governmental, and private sectors.

**Social Housing Program Evaluation** (Task order 13 ME) – The Social Housing Foundation (SHF) is a non-profit South African company established in 1997 to promote the development of social housing institutions (SHIs) nationwide. Through a \$500,000 grant to the organization, SO6 supported SHF efforts during the 1998-2002 period to provide start-up grants, training, workshops, and international tours to strengthen new and emerging social housing associations. The final evaluation for this grant-financed program, which was commissioned by MTI in 2004, found that the SHF played a crucial role in strengthening SHIs and without SHF support many would have either failed or operated at a lower level of effectiveness. The evaluation noted that the SHI start-up grants came at a crucial time for some institutions and allowed them to bridge funding gaps. The capacity building workshops for SHI staff and board members was particularly useful in putting SHI operations on a firmer professional footing. An impressive body of material on best practices in the social housing sector was developed in cooperation with a wide variety of South African practitioners and this is another achievement of the grant-financed program.

### **2.5.3 Summary M&E Program Challenges and Accomplishments**

Key features of the GMAC monitoring & evaluation portfolio during the contract period were as follows:

- MTI successfully responded to all USAID Task Orders for M&E services and the objectives outlined in the GMAC contract for this program component were fully addressed. As illustrated in the task order timelines shown in Attachment C, MTI was able to achieve a high level of efficiency and cost effectiveness in addressing USAID requests for the planning, acquisition, implementation, monitoring, and closeout of monitoring & evaluation services. In addition, MTI established and implemented reporting and performance monitoring systems for grantees and other USAID partners and documenting results.
- A key challenge of the M&E program for MTI, GMAC grantees, and our USAID client offices was to meet the deadlines for the new USAID/Washington reporting and indicator requirements, which were typically issued at the end of reporting years for retroactive application. This practice, which was beyond the control of MTI or our USAID client offices, posed considerable hardship on our grantees and conflicted with USAID requirements for sound data quality assurance practices.

## 3. Operations

### 3.1 Contract Modifications

A cost-plus-fixed-fee contract awarded to MTI on August 31, 2001 called for a two-year base period budgeted at \$9.36 million through October 15, 2003 and provided for three additional option years at a total estimated cost of \$19.64 million and a 485 person-month level of effort (LOE). Subsequently, in recognition of MTI's effective performance USAID extended the contract for the additional three year optional periods to September 30, 2006 and increased the contract amount to \$18,682,134, but the LOE was reduced to 327.94 person months. However, as a result of USAID budget constraints, the contract amount was reduced to \$18.25 million and the LOE to 330.25. Even so, MTI efficiently managed the available fiscal and human resources and the actual expenditures and level of effort were well below the amounts in the contract. USAID granted a two month "administrative" extension through November, 2006 in order for all the grants and subcontracts to be closed out in an orderly fashion. The following summarizes modifications to the GMAC contract over the five year contract period:

- Mod. 1 (Sept. 27, 2001) increased obligated USAID funding to \$3,567,698.
- Mod. 2 (Nov. 28, 2001) increased the contract base period budget to \$9,807,000 and authorized VAT reimbursement by USAID under the contract.
- Mod. 3 (June 12, 2002) extended the contract base period by one year to October 15, 2004, increased the base period budget to \$15,006,738, increased the base period level of effort from 208 to 218 person-months, allowed a "buy-in" to the contract by the USAID/South Africa Private Enterprises Office (SO5), and clarified various contract provisions.
- Mod. 4 (June 12, 2002) increased the base period level of effort from 218 to 270 person-months, decreased the base period budget to \$14,356,738, further clarified the contract scope of work, and corrected administrative errors in previous modifications.
- Mod. 5 (July 16, 2002) increased obligated USAID funding to \$5,652,198.
- Mod. 6 (Sept. 30, 2002) increased obligated USAID funding to \$9,910,288.69.
- Mod. 7 (Sept. 30, 2003) extended the contract to September 30, 2005, increased the contract budget to \$17,860,235, increased USAID obligated funding to \$10,919,438.04, increased the level of effort from 270 to 354.64 person-months, and amended the scope of work.
- Mod. 8 (Sept. 24, 2003) increased the obligated USAID funding to \$13,869,830.04.
- Mod. 9 (Oct. 28, 2003) added a Reporting of Foreign Taxes clause to the contract.
- Mod. 10 (July 29, 2004) increased the obligated USAID funding to \$14,161,153.04.
- Mod. 11 (Sept. 25, 2004) increased the obligated USAID funding to \$14,574,790.40.
- Mod. 12 (April 7, 2005) increased the obligated USAID funding to \$15,532,518.47.
- Mod. 13 (July 21, 2005) extended the contract period by one year to September 30, 2006, increased the contract budget to \$18,682,134, increased the obligated USAID funding to \$16,515,783.91, and decreased the level of effort from 354.64 to 327.94 person-months.
- Mod. 14 (Sept. 7, 2005) increased the obligated USAID funding to \$16,586,357.05.
- Mod. 15 (Sept. 23, 2005) increased the obligated USAID funding to \$18,158,189.56.
- Mod. 16 (April 26, 2006) reduced the contract budget to \$18,249,932, fully obligated USAID funding at that level, and increased the level of effort from 327.94 to 330.25 person-months.
- Mod. 17 (Sept. 12, 2006) extended the contract to November 30, 2006 for administrative closeout purposes only with no change in the authorized contract budget or level of effort.

### 3.2 Financial Management

Attachment A and Chart 22 provide summaries of overall GMAC expenditures for combined program and contract administration since the start of the contract. By the end of the five-year contract period, the overall contract budget and USAID fund obligation level stood at \$18.25 million, and a total of \$17.13 million for combined MTI program and operations had been expended, at an average rate of \$285,477 per month. Approximately 61 percent of the total contract expenditures were directed to program activities, 24 percent to MTI personnel and operational expenditures, and the balance to MTI fixed fee, G&A, and VAT.

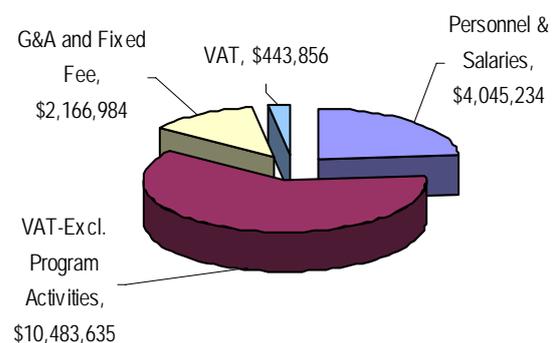
### 3.3 Personnel /Level of Effort (LOE)

Attachment B provides a summary of the MTI staffing pattern and level of effort for the five-year GMAC contract period. As shown, the contract was fully implemented at a total 321.63 person-months level of effort, which is 34 percent below the LOE total estimated at contract inception by USAID.

### 3.4 Reporting

Because of MTI's role as a de facto administrative adjunct to our USAID/South Africa client offices and the broadly defined nature of the GMAC scope of work, close day-to-day communications and collaboration with USAID staff were crucial to the efficient implementation of our contract responsibilities and the success of the contract. Throughout the five-year life of the contract MTI personnel held monthly meetings with the USAID Cognizant Technical Officer (CTO) and, when schedules permitted, the USAID Office of Acquisition and Assistance (OAA) representative to discuss the status of on-going activities, potential future activities and operational issues. MTI provided an agenda along with a detailed task order status report, which provided updated information on the status of all activities and detailed financial data. The status report was a useful management tool for tracking funding source allocations, task order budgets, contractual commitments, and expenditures for program activities, as well as highlighting pipeline-related concerns. MTI also provided USAID with reports on accrued expenditures and grant project status on a quarterly basis; grant project data on a semi-annual basis; program-related performance monitoring data and data quality assessment on an annual basis; and interim and annual reports on foreign taxation, as required by contract modification 9. Appendix D provides an index and of key operational reports submitted to USAID during the life of the contract. Final reports can be found at <http://dec.usaid.gov>.

**Chart 22: Allocation of Contract Expenditures, 2001-2006**



To ensure the accuracy of reported performance data, the MTI designed and implemented systems and procedures for data quality assurance consistent with USAID guidance. Elements of the systems included training grantees in performance monitoring and data collection, working with new grantees to develop data quality plans, reviewing grantee data quality systems, and ensuring that complete documentation related to data collection, generation, and manipulation accompanied all GMAC grantee data inputs for USAID's own annual reports. Considerable MTI staff and consultant resources were applied to these reporting and data quality activities, as well as the USAID reporting requirements for Presidential Initiatives that were applied in GMAC's final years.

## **Attachments**

- A. GMAC Financial Summary, 2001-2006
- B. GMAC Level of Effort (LOE) Summary, 2001-2006
- C. GMAC Program Activity Summary, 2001-2006
- D. Index of Selected GMAC Deliverable Reports, 2001-2006
- E. GMAC Participant Training Summary, 2001-2005

**Attachment B: GMAC Level of Effort (LOE), 2001-2006**

	Authorized LOE	Total Expended as of 9/30/06	Percent Used	Percent Unused
<b>I. Long-Term Expatriates</b>				
Chief of Party (Horn/DeGroot)	42.09	41.55	99%	1%
Program Coordinator (DeGroot/Horn)	39.37	39.37	100%	0%
Subtotal, Long-Term Expatriates	<b>81.46</b>	<b>80.92</b>	<b>99%</b>	<b>1%</b>
<b>II. Long-Term Local Professionals</b>				
Grants Manager (Mdhului)	33.07	33.07	100%	0%
Projects Coordinator (Kruger/Bizos)	46.22	46.19	100%	0%
Project Coordinator (Heimann)	26.22	23.09	88%	12%
Office Manager (Morris)	50.54	49.91	99%	1%
Training/Project Assistant (Nkosi)	15.38	15.38	100%	0%
Subtotal, Long-Term Local Professionals	<b>171.43</b>	<b>167.63</b>	<b>98%</b>	<b>2%</b>
<b>III. Home Office Staff</b>				
Program Asst. (Sutherland)	4.41	4.41	100%	0%
Accountant (Phillips)	5.22	5.22	100%	0%
Accountant (Singhla/Kumar)	8.45	7.67	91%	9%
Administrative Support (Vinze)	0.12	0.12	98%	2%
Subtotal, Home Office Staff	<b>18.20</b>	<b>17.41</b>	<b>96%</b>	<b>4%</b>
<b>IV. Short-Term Specialists</b>				
Program Specialist (DeGroot)	6.96	6.96	100%	0%
Program Manager (Reese)	38.04	36.01	95%	5%
Private Sector Specialist (Rockliffe-King)	11.17	10.17	91%	9%
Training Specialist (Mde)	0.10	0.10	100%	0%
Contracts Specialist (Buchan)	2.08	1.61	78%	22%
Accounting Services (D&V/Lautenberg)	0.81	0.81	100%	0%
Subtotal, Short-Term Specialists	<b>59.16</b>	<b>55.67</b>	<b>94%</b>	<b>6%</b>
<b>GRAND TOTAL</b>	<b>330.25</b>	<b>321.63</b>	<b>97%</b>	<b>3%</b>

### Attachment C1: GMAC Program Activity Financial Summary

	Number of USAID Task Orders Received	VAT-Exclusive Calculation		VAT Disbursed Amount	VAT-Inclusive Calculation	
		VAT-Excl. GMAC Contract Program Budget	MTI VAT-Excl. Disbursed Amount		Amended VAT-Incl. GMAC Task Order Budget	MTI VAT-Incl. Disbursed Amount
<b>By GMAC Program Component</b>						
TA	51.00	2,945,614.00	2,660,701.36	298,147.97	3,447,929.29	2,958,849.33
Grants	49.00	6,560,594.00	6,360,327.04	0.00	6,498,829.21	6,360,327.04
Training	33.00	844,323.00	833,258.46	34,305.75	975,896.97	867,564.21
M&E	17.00	691,867.00	629,281.18	64,327.19	858,163.00	693,608.37
<b>TOTAL</b>	<b>150.00</b>	<b>11,042,398.00</b>	<b>10,483,568.04</b>	<b>396,780.91</b>	<b>11,780,818.47</b>	<b>10,880,348.95</b>
<b>By USAID Client Office</b>						
SO9	25.00		2,055,281.28	30,998.85	2,184,161.00	2,086,280.13
RUDO	8.50		157,431.24	3,869.79	174,206.00	161,301.03
SO6	116.50		8,270,855.52	361,912.27	9,422,451.47	8,632,767.79
<b>TOTAL</b>	<b>150.00</b>		<b>10,483,568.04</b>	<b>396,780.91</b>	<b>11,780,818.47</b>	<b>10,880,348.95</b>
<b>By USAID Funding Source</b>						
SO9	25.00		2,055,281.28	30,998.85	2,184,161.00	2,086,280.13
RUDO	8.50		157,431.24	3,869.79	174,206.00	161,301.03
SO6	82.50		6,029,531.93	260,238.01	6,735,931.84	6,289,769.94
DEAT	23.50		1,592,045.95	19,159.20	1,747,827.87	1,611,205.15
DPLG	3.00		160,628.68	17,032.37	210,000.00	177,661.05
DoH	2.50		279,474.07	38,301.74	382,830.00	317,775.81
DoF	4.00		188,521.90	24,289.52	315,861.76	212,811.42
DWAF	1.00		20,653.00	2,891.42	30,000.00	23,544.42
<b>TOTAL</b>	<b>150.00</b>		<b>10,483,568.04</b>	<b>396,780.91</b>	<b>11,780,818.47</b>	<b>10,880,348.95</b>
<b>By Year, 2001-2006</b>						
2001/02	67.00		1,759,908.27	16,580.72	3,652,115.53	1,776,488.99
2002/03	35.00		2,246,968.23	104,885.02	3,064,491.72	2,351,853.25
2003/04	27.00		2,079,949.21	110,046.53	2,775,651.00	2,189,995.74
2004/05	10.00		2,244,835.22	10,090.81	1,169,771.22	2,254,926.03
2005/06	11.00		2,151,907.11	155,177.83	1,118,789.00	2,307,084.94
<b>TOTAL</b>	<b>150.00</b>		<b>10,483,568.04</b>	<b>396,780.91</b>	<b>11,780,818.47</b>	<b>10,880,348.95</b>

**Attachment C2: GMAC Program Activity Summary, 2001-2006**

Task Order No.	SO	USAID Fund Cite	Activity Description	Amended USAID TO Budget	VAT-Incl. Expended Amount	VAT-Excl. Expended Amount	2001		2002				2003				2004				2005				2006		
							Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec																
Technical Assistance																											
TA1	SO6	SO6	Technical services to the RSA DWAF for an accreditation framework in the sanitation sector.	\$30,000.00	\$29,964.00	\$29,964.00	●	■				◆															
TA2	SO6	SO6	Study of SO6 policy assistance for housing and municipal infrastructure.	\$5,757.00	\$3,561.57	\$3,561.57	●	■					◆														
TA3			Activity request cancelled by USAID	\$0.00	\$0.00	\$0.00	●																				
TA4	SO6	SO6	Technical services to SO6 for credit program monitoring and evaluation.	\$5,985.00	\$5,733.00	\$5,733.00	●	■				◆															
TA5			Activity request cancelled by USAID	\$0.00	\$0.00	\$0.00	●																				
TA6	SO6	SO6	Municipal financial assessment services to three RSA cities.	\$170,000.00	\$134,115.00	\$117,645.00	●	■				◆															
TA7	SO6	SO6	Design of technical assistance program for housing and related services in Tshwane.	\$25,000.00	\$3,065.65	\$2,656.42	●	■					◆														
TA8	RUDO	RUDO	Technical and commodity support services to the Alliance of Mayors Initiative to Address AIDS at the Local Level (AMICAALL) Secretariat.	\$36,000.00	\$33,727.48	\$30,628.49	●	■												◆							
TA9	SO6	SO6	Financial viability analysis services for Development Credit Authority (DCA) programming.	\$5,000.00	\$500.00	\$500.00	●	■												◆							
TA10	SO6	SO6	Planning, engineering, and financial advisory services to the Alexandra Township Urban Renewal Project.	\$100,000.00	\$99,000.00	\$99,000.00	●	■				◆															
TA11	SO6	SO6	Urban design advisory services to the Johannesburg Housing Company's Brickfields housing project in Joburg.	\$25,000.00	\$24,937.00	\$24,937.00	●	■					◆														
TA12	SO6	SO6	Organizational development services for the establishment of the South African Cities Network (SACN).	\$10,000.00	\$9,970.00	\$8,340.00	●	■				◆															
TA13	RUDO	RUDO	Development of an economic development strategy for the city of Kigali, Rwanda.	\$10,000.00	\$9,960.00	\$9,960.00	●	■																			
TA14	SO6	SO6	Organizational and business planning services to the Institute for Local Government Management (ILGM).	\$65,000.00	\$61,457.00	\$53,910.00	●	■					◆														
TA15	RUDO	RUDO	Technical assistance to USAID/Rwanda for design of a pilot health/local government project.	\$17,000.00	\$11,595.00	\$11,595.00	●	■					◆														
TA16	SO6	DEAT	U. of Cape Town Khayelitsha Eco-Action Partnership Program.	\$65,000.00	\$61,000.00	\$61,000.00	■	■																			

- Task Order
- Acquisition
- Implementation
- ◆ Close Out





















**Attachment D-1: Index of Selected GMAC Program Reports, 2001-2006**

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
<b>Technical Assistance</b>							
TA1	SO6	Technical services to the RSA Department of Water Affairs and Forestry (DWAF) for an accreditation framework in the sanitation sector.	Penninsula Technikon	Skills Profiles and Careers in the Sanitation Sector	2002	0024-1	word
				A Conceptual Framework for Sanitation Sector	2002	0024-2	word
				An Implementation Framework for Sanitation Sector	2002	0024-3	word
TA2	SO6	Study of SO6 policy assistance for housing and municipal infrastructure.	R. Tomlinson	Preliminary Report: Review of USAID's Contribution to Policy for the Delivery of Housing and Services to Low Income Households in South Africa	2001	0003-1	word
				Final Report: Review of USAID's Contribution to Policy for the Delivery of Housing and Services to Low Income Households in South Africa	2002	0003-2	word
TA4	SO6	Technical services to SO6 for credit program monitoring and evaluation.	M. Berry	List of RSA firms qualified to provide credit program monitoring and evaluation services to USAID.	2001	0006-1	pdf
				Terms of Reference: Monitoring Assistance for the USAID/South Africa Credit Program	2002	0006-3	word
TA6	SO6	Municipal financial assessment services to three RSA cities.	Deloitte & Touche	A Manual to Cost Basic Municipal Services	2002	0027-1,2,3,4	pdf
TA7	SO6	Design of technical assistance program for housing and related services in Tshwane.	M. Nell	Preliminary Report: Metropolitan Cities Capacity Building Programme in Housing and Urban Services: City of Tshwane	2002	0020-1	pdf
				Final Report: Metropolitan Cities Capacity Building Programme in Housing and Urban Services: City of Tshwane	2002	0020-2	pdf
TA8	RUDO	Technical and commodity support services to the Alliance of Mayors Initiative to Address Aids at the Local Level (AMICAALL) Program Secretariat in Namibia.	B. Okwenje	AMICAALL Intranet Functional Specification	2002	0022-1	pdf
				AMICAALL Media and Membership Database	2002	0022-2	pdf
				AMICAALL Alliance Secretariat Manual and Project Proposals	2002	0022-3	pdf
				AMICAALL Brochure	2002	0022-3.2	pdf
TA9	SO6	Ongoing financial viability analysis services to SO6 for Development Credit Authority (DCA) programming.	K. Naughton	Financial Viability Analysis: DCA for Equity Africa	2002	0028-1	pdf
TA10	SO6	Planning, engineering, and financial advisory services to the Alexandra Township Urban Renewal Project.	AFJ Mann	Alexandra Renewal Project: Design Review	2002	0037-1	pdf
				Alexandra Renewal Project: Planning Manual	2002	0037-2	pdf
			RAC Brockman	Alexandra Renewal Project: Financial and Institutional Review & Recommendations	2002	0037-2	pdf
			C. Banes	Alexandra Renewal Project: Engineering, Upgrading, and Implementation Interim Report	2002	0039-1	pdf
				Alexandra Renewal Project: Engineering, Upgrading, and Implementation Final Report	2002	0039-2	pdf
TA11	SO6	Urban design advisory services to the Johannesburg Housing Company's Brickfields housing project in Joburg.	J. Lane	Preliminary Design Brief: Brickfields Development	2002	0032-1	pdf
				Final Design Brief: Brickfields Development	2002	0032-2	pdf

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format	
TA12	SO6	Organizational development services for the establishment of the South African Cities Network (SACN).	Organisation Development Africa	Preliminary Report of Findings and Recommendations with Respect to the Establishment of the South African Cities Network Company	2002	0035-2	word	
				Final Report with Respect to the Establishment of the South African Cities Network Company	2002	0035-3	word	
TA13	RUDO	Technical services to develop an economic development strategy for the city of Kigali, Rwanda.	I. Habyambere	Kigali Economic Development Strategy	2002	0036-2E	word	
				Strategie de Developpement Economique de Kigali	2002	0036-2F	word	
				Projet de Creation de L'Office pour le Developpement Economique de Kigali (OED)	2002	0036-3	word	
				Proposition d'un Montage de la Campagne de Sensibilisation de KEDS	2003	0036-4	word	
				Plan d'action de Projets Identifiés par KEDS	2003	0036-5	word	
Rapport de Fin de Contrat	2003	0036-6	word					
TA14	SO6	Organizational and business planning services to the Institute for Local Government Management (ILGM).	E. Sithole	Needs Assessment and Draft Business Plan for the Institute for Local Government	2002	0041-2,3	word	
				Business Plan 2002-2005: Designing a Sustainable Capacity Building Programme for the Institute for Local Government Management	2002	0041-4	word	
TA15	RUDO	Technical assistance to USAID/Rwanda for the design of a pilot health/local government project.	R. Martin	Draft Report: Maximising Decentralization Opportunities for Improved Health	2002	0060-1	word	
				Final Report: Maximising Decentralization Opportunities for Improved Health	2002	0060-2	word	
TA16	SO6	Support to the University of Cape Town for implementation of its Khayelitsha Eco-Action Partnership Program.	I. Hofmeyr	Task 1 Report: Khayelitsha Eco-Action Partnership Programme	2002	0048-1	pdf	
				I. Hofmeyr	Task 2 Report: Project Initiation	2002	0048-2	pdf
				Not Specified	Task 3 Report: Project Set-Up	2002	0048-3	pdf
				Not Specified	Task 4 Report: Project Operations	2003	0048-4	pdf
				V. Zenani	Final Report: Khayelitsha Eco-Action Partnership Programme	2003	0048-5	pdf
TA17	SO6	Support to the Technikon Northern Gauteng for implementation of a solar power demonstration project.	OD Dintchev	Activity 2: Mechanical Work on Solar Installations and Upgrading Existing School Photovoltaic System	2002	0052-2	pdf	
				Deliverable 3 Report	not dated	0052-3	pdf	
				Activity 4: Installation and Testing of Solar and System Hardware	not dated	0052-4	pdf	
				Activity 5: Tree Planting, Training, and Equipment Tuning	2002	0052-5	pdf	
TA18	SO6	Support to Cape Technikon for implementation of a demonstration project for solar sewing machine technology in reducing GHGs.	EA Uken	First Progress Report on the "Solar Sewing Project"	2002	0052-1	pdf	
				Second Progress Report on the "Solar Sewing Project"	2002	0052-2,3	pdf	
				Third and Final Progress Report on the "Solar Sewing Project"	2003	0052-4,5	pdf	
TA19	SO6	Technical services to SO6 in the design of a metro-cities support program strategy.	M. Narsoo	Report on the USAID/South Africa Programme for Capacity Building in Housing and Service Delivery	not dated	0058-2	pdf	
TA20	SO6	Publication of the RSA Initial Communication on Climate Change as part of the World Summit for Sustainable Development.	Not Specified	Global Climate Change in South Africa (Draft Brochure Text)	not dated	0063-1	word	
				Initial National Communication under the United National Framework Convention on Climate Change (Draft Text)	2002	0063-2	word	

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
TA21	SO6	Technical services for the packaging of a USAID Development Credit Authority (DCA) loan.	M. Berry	Draft Report: Financial Viability Analysis in Respect of HIV/Aids Housing finance Loss Cover Implemented by the Home Loan Guarantee Company	2002	0061-1	word
				Final Report: Financial Viability Analysis in Respect of HIV/Aids Housing finance Loss Cover Implemented by the Home Loan Guarantee Company	2002	0061-2	word
			J. Landman	Draft Report: HIV/Aids Housing Finance Loss Coverage	2002	0062-1	word
				Final Report: HIV/Aids Housing Finance Loss Coverage	2002	0062-2	word
TA22	SO6	Comparative study of niche lending approaches relevant to the RSA low income household market.	C. Glover	Shore Bank Visit, Chicago	2002	0065-1	pdf
TA23	RUDO	Technical services to design an economic development strategy for Livingstone, Zambia.	Ebony Consulting International	Draft Report: Local Economic Development Strategy for the City of Livingstone, Zambia	2002	0067-1	pdf
				Final Report: Local Economic Development Strategy for the City of Livingstone, Zambia	2002	0067-2	pdf
TA24	SO6	Technical services to AMICAALL for the design of municipal-level HIV/AIDS program in RSA.	E. Sy	Report on AMICAALL Preparatory Mission to South Africa 15-26 July 2002	2002	0071-1	word
TA26	SO6	Study of options for shared ownership of low-cost housing in RSA.	M. Nell & Associates	Shared Ownership Workbook	2002	0075-1	pdf
				Draft Report: Investigation into Potential for Shared Ownership	2002	0075-2	word
				Final Report: Investigation into Potential for Shared Ownership	2003	0075-3	word
TA27	SO6	Phase II org. development services for the establishment of the South African Cities Network (SACN).	Organisation Development Africa	Monthly Progress Report 1	2002	0076-2	word
				Monthly Progress Report 2	2002	0076-3	word
				Final Implementation Report	2002	0076-4	word
TA28	SO6	Technical services for an eThekweni floodline and catchment study.	SRK Consulting	Flood Peak Determination	2003	0079-1	various
				Floodline Determination	2003	0079-2	various
				Flood Hazard & Risk Analysis	2003	n/a	hard copy
				Flood Damage Analysis	2003	0079-4	word
				Report and GIS Deliverables	2003	n/a	hard copy
				Mdloti Catchment Development Scenarios Assessment Report	2003	n/a	hard copy
TA29	SO5	Ongoing technical advisory services to SO5.	J Rockliffe-King	Microenterprise in Agriculture, USAID/South Africa Strategic Objective 5: Promoting Agribusiness Linkages Project	2004	0078-1	word
				Strategic Objective Closeout Report: USAID/South Africa Strategic Objective 5: Increased Access to Financial Markets for the Historically Disadvantaged Population	2005	0078-2	pdf

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
TA30	SO6	Technical services for the development of a Tshwane waste management community awareness plan. Phase I activities complete and awaiting Phase II authorization from USAID.	BE Ngeleza, LP Mohajane, etc.	Meeting Minutes on Draft Final Education Strategy to Produce Increased Awareness at the Community Level in Tshwane Regarding Solid Waste Management	2003	0114-2	pdf
			Not Specified	Progress Report, Nov. 2003: Education Strategy to Produce Increased Awareness at the Community Level in Tshwane Regarding Solid Waste Management	2003	0114-3	pdf
			BE Ngeleza, LP Mohajane, etc.	Education Strategy to Produce Increased Awareness at the Community Level in Tshwane Regarding Solid Waste Management	2003	0114-4	pdf
TA31	SO6	Phase II urban design advisory services to the Johannesburg Housing Company's Brickfields housing project.	J. Lane	Draft Report: Brickfields Project Master Planning Review	2002	0084-1	pdf
				Final Report: Brickfields Project Master Planning Review	2002	0084-2	pdf
TA32	SO6	Technical services to the City of Cape Town for the establishment of business units.	Pricewater-houseCoopers	City of Cape Town Policy for Roles and Responsibilities in Terms of the Trading Services Corporate Centre and Internal Business Unit Service Providers	2003	0089-1	pdf
				City of Cape Town Service Provision Agreements for Internal Business Unit Service	2003	0089-2	pdf
				City of Cape Town Definition of Activities/Deliverables, Performance Standards and Costing for Services In and Out Report	2003	0089-3	pdf
				City of Cape Town Report on the Internal Processes of the Three Business Units and Trading Services Corporate Centre	2003	0089-4	pdf
TA33	SO6	Technical services to facilitate a nationwide series of 14 housing policy workshops on behalf of the RSA Dept. of Housing.	Sigodi Marah Martin	Interim Progress Report: Work in Progress Leading to a National Housing Summit on 24/25 March 2003	2002	0085-1	pdf
				Draft Progress Report: Work in Progress Leading to a National Housing Summit on 24/25 March 2004	2003	0085-2	pdf
				Comprehensive Workshops Summary Report	2003	0085-3	word
				Report on the Consultative Process on National Housing Policy and Strategy: Toward the Second Generation Housing Programme of the Government	2003	0085-4	word
				Toward a National Housing Policy and Strategy Agenda for the Medium to Long Term Stakeholder Sector Issues	2003	0085-5	word
TA34	SO6	Logistical services to facilitate a nationwide series of 14 housing policy workshops on behalf of the RSA Dept. of Housing.	Shikanda	Workshop Implementation Plan for the National Department of Housing's Proposed	2002	0086-1	word
				Documentation of Workshops 1-7 Arranged on behalf of the National Department of Housing	2002	0086-2	word
				Report on Workshops 1-4 Arranged on behalf of the National Department of Housing	2002	0086-3	pdf
				Documentation of Workshops 8-14 Arranged on behalf of the National Department of	2003	0086-4	word
				Report on Workshops 5-14 Arranged on behalf of the National Department of Housing	2003	0086-5	pdf
TA35	SO6	Technical services for a water loss study within the Sol Plaatje municipal area.	Ninham Shand	Study Programme: Sol Plaatje Water Loss Management Study	2003	0094-1	pdf
				Sol Plaatje Municipality Water Loss Management Study	2003	0094-2	pdf

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
TA36	SO6	Technical services for a pilot municipal financial assessment for planning service delivery for Tshwane and Mogale municipalities.	Linkages Consulting	City of Tshwane: Costing of Municipal Services	2003	0097-1.1	word
				City of Tshwane: Service Delivery Options Report	2003	0097-1.2	word
				Mohale City Local Municipality: Costing of Municipal Services	2003	0097-2.1	pdf
				Mohale City Local Municipality: Service Delivery Options Report	2003	0097-2.2	word
				Benchmarking of Costs of Basic Municipal Services, Section 1: Comparison Pilots 1 and 2	2003	0097-3.1	word
				Benchmarking of Costs of Basic Municipal Services, Section 2: Alternative Benchmarking Methodology Pilot 2	2003	0097-3.2	word
				A Manual to Cost Basic Municipal Services (Draft)	2003	0097-4	pdf
Financial Assessment for Municipal Service Delivery in the City of Tshwane and Mogale City: Review of the Manual to Cost Basic Municipal Services Final Report	2003	0097-5	word				
TA37	SO6	Technical services for the development of an integrated waste management plan for the City of Cape Town.	Jeffares & Green Consulting Engineers/ Ingerop Africa Consulting Engineers	Draft Status Quo Report: City of Cape Town Integrated Solid Waste Management	2004	0098-1	pdf
				Final Status Quo Report: City of Cape Town Integrated Solid Waste Management	2004	0098-2	pdf
				City of Cape Town Draft Integrated Waste Management By-Law	2004	0098-3	pdf
				Draft Assessment Report: City of Cape Town Integrated Solid Waste Management	2004	0098-4	pdf
				Final Assessment Report: City of Cape Town Integrated Solid Waste Management	2004	0098-5	pdf
				Final Draft By-Law: City of Cape Town Integrated Solid Waste Management	2004	0098-6	pdf
				City of Cape Town Draft Integrated Waste Management Plan	2004	0098-7	pdf
				City of Cape Town Final Draft Integrated Waste Management Plan	2004	0098-8	pdf
TA38	SO6	Design of a RSA local government support program to address HIV/AIDS.	R. Martin	Draft Design Support for a Local Government Program in Addressing HIV/Aids	2003	0102-1	word
				Design Support for a Local Government Program in Addressing HIV/Aids	2003	0102-2	word
				The State of Cities in Respect of HIV/Aids and Guidance on Development of Local Government Strategies in Response to HIV/Aids	2003	0102-3	word
TA39	SO6	Technical support to Tshwane for databasing of cadastral information in the City's Geographic Information System (GIS).	GIMS (Pty.) Ltd.	Progress Report, July 2003	2003	0108-P1	excel
				Progress Report, August 2003	2003	0108-P2	excel
				Progress Report, December 2003	2003	0108-P3	excel
TA40	SO6	Technical services to the RSA Department of Environmental Affairs and Tourism to support improved energy efficiency in Government facilities, equipment and services.	Khanya-Africa Business Solutions	Draft Report: Summary of Energy Audit Findings and Recommendations	2003	0107-1	word
				Draft Report On The Launch Of The SA Energy Efficiency Week	2003	0107-3	word
				Draft Report On Energy Efficiency Strategy in Government	2003	0107-4	word
				Draft Report: Procurement Strategy on Energy Efficiency	2003	0107-5	word
				Draft Press Release	2003	0107-6	word
				Energy Efficiency in Government Buildings	2003	0107-7	p'point

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
TA42	SO6	Technical services to the South African Cities Network (SACN) for a study of opportunities for methane conversion/carbon emission reduction by RSA cities.	Palmer Development Group	Interim Report: Methane Emission Reduction Opportunities in Twelve South African Cities	2004	0122-2	pdf
				Draft Final Report: Methane Emission Reduction Opportunities in Twelve South African Cities, Turning a Liability into a Resource	2004	0122-3	pdf
				Final Report: Methane Emission Reduction Opportunities in Twelve South African Cities, Turning a Liability into a Resource	2004	0122-4	pdf
TA43	SO6	Management and technical services to RSA Dept. of Housing for the development of a new national housing policy and research agenda.	S. Charlton	Progress Report: Review of the Department of Housing's Programme, Policies, and Practice (1994-2003)	2003	0116-2	word
				Final Report: Taking Stock - Review of the Department of Housing's Programme, Policies, and Practice (1994-2003)	2003	0116-3	word
			S. Berrisford	Progress Report for National Department of Housing: International Shifts in Shelter and Settlement Policy and their Implications for South African Praxis	2003	0117-2.1	word
				Progress Report for National Department of Housing: International Shifts in Shelter and Settlement Policy and their Implications for South African Praxis	2003	0117-2.2	p'point
				Final Report: International Shifts in Shelter and Settlement Policy and their Implications for South African Praxis	2003	0117-3	pdf
			R. Tomlinson	Progress Report: The Changing Nature of South African Housing Demand	2003	0118-2	word
				The Changing Nature of South African Housing Demand	2003	0118-3	word
			Shisaka Development Management Services	Progress Report: Private Sector Engagement with Government's Housing Programme	2003	0119-2.1	word
				Progress Report: Private Sector Engagement with the Housing Programme in the Past, Present, and Future	2003	0119-2.2	p'point
				Private Sector Engagement with Government's Housing Programme (Revised)	2003	0119-3	word
Urban Sector Network	Progress Report: Expanding Socio-Economic Rights and Access to Housing	2003	0120-2	word			
	Expanding Socio-Economic Rights and Access to Housing	2003	0120-3	pdf			
Development Works/Strategic Development Workers	Housing Policy and Research Agenda: Project Status Report 1	2003	0121-2	word			
	Project Status Report 2	2003	0121-3	word			
	Executive Summary of the Five Source Reports: Research in Support of the Policy and Research Agenda	2004	0121-4	pdf			
	PRA Seminar Report: Research in Support of the Policy and Research Agenda	2004	0121-5	pdf			
	Draft Report of the National Housing Summit Held on the 19th and 20th of November at Gallagher Estate, Midrand, Gauteng.	2004	0121-7	word			
TA44	RUDO	Technical services to identify strategies for completion of USAID/Zimbabwe's Zimbabwe Private Sector Housing Program.	R. Max	Zimbabwe Private Sector Housing Program Strategies for Program Completion (Discussion Paper)	2003	0111-1	word
				Zimbabwe Private Sector Housing Program Strategies for Program Completion	2003	0111-2	word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
TA46	SO5 & RUDO	Financial viability analysis services to SO5 and RUDO for Development Credit Authority (DCA) programming.	R. Pearson	Financial Viability Analysis in Support of USAID Development Credit Authority (DCA) Programming Involving CAPITEC Bank	2003	0132-1	pdf
			K. Naughton	Financial Viability Analysis of Lilayi Housing Development Project	2004	0146-1	pdf
			R. Pearson	Economic Viability Analysis in Support of USAID Development Credit Authority (DCA) Programming Involving the Lilayi Housing Development Project in Zambia	2004	0147-1	pdf
			R. Pearson	Preliminary Project Viability Analysis in Support of USAID Development Credit Authority (DCA) Current Programming for the Economic Growth Strategic Objective	2005	0164-1	pdf
TA48	SO6	Technical services to the RSA Municipal Infrastructure Investment Unit (MIIU) to support the identification, development, packaging, and approval of municipal services loans qualifying for USAID Development Credit Authority (DCA) guarantees.	Werner Zybrands Consultus	Invitation to South African Banks to Participate in a Risk Sharing Loan Facility for Municipalities with a USAID Guarantee	2005	0142-2	word
				DCA Loan Guarantee Facility: Proposed Working Relationships for Management of the Programme	2005	0142-3	word
				USAID Development Credit Authority Loan Guarantee Facility for South African Municipalities in Partnership with MIIU & ABSA Bank	2005	0142-4	word
			J. Kruger	Report to MIIU on Utilization of DCA Guarantee Provided by USAID	2005	0142-5	word
			Werner Zybrands Consultus	Progresss Reports 1-5: July-December 2004	2004	0142-P1-5	pdf
				Progresss Reports 6-11, January-December 2005	2005	0142-P6-11	pdf
Progresss Report 12: January 2006	2006	0142-P12		pdf			
TA49	SO6	Technical services to the RSA Department of Housing for the development of a framework and implementation plan for accreditation of municipalities to administer housing programs.	M. Nell & Associates	Status Report: Technical services to assist the Government of South Africa's Department of Housing develop a model framework and accompanying implementation guidelines for the accreditation of municipalities to administer national housing programmes	2005	0153-2	pdf
				Preliminary Draft Report: Technical services to assist the Government of South Africa's Department of Housing develop a model framework and accompanying implementation guidelines for the accreditation of municipalities to administer national housing prog	2005	0153-3	pdf
				Analysis and Recommendations: Technical services to assist the Government of South Africa's Department of Housing develop a model framework and accompanying implementation guidelines for the accreditation of municipalities to administer national	2005	0153-5.1	pdf
				Accreditation Framework: Technical services to assist the Government of South Africa's Department of Housing develop a model framework and accompanying implementation guidelines for the accreditation of municipalities to administer national housing progr	2005	0153-5.2	pdf
				Accreditation Guidelines: Technical services to assist the Government of South Africa's Department of Housing develop a model framework and accompanying implementation guidelines for the accreditation of municipalities to administer national housing prog	2005	0153-5.3	pdf
TA50	SO6	Technical services to National Treasury for terms of reference development for multimedia-based training of municipal budget officials.	E. French	Draft Terms of Reference: National Treasury Multimedia-based Training	2005	0154-1	word
				Brief Memorandum of Recommendations: TEC Selection Process, 0159-0905-SOL-TA51 Multi-media for National Treasury , MFMA Implementation	2005	0162-1	pdf

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
TA51	SO6	Technical services to National Treasury for design and implementation of multimedia-based training of municipal budget officials.	Deloitte	Analysis of Core Materials: MFMA Interactive Multimedia Learning Programme	2006	0159-2	pdf
				Module Design: MFMA Interactive Multimedia Learning Programme	2006	0159-3	pdf
				LMS Outline Plan: MFMA Interactive Multimedia Learning Programme	2006	0159-4	pdf
				Master DVD: MFMA Interactive Multimedia Learning Programme	2006	0159-5	pdf
				Pre-Test Findings: MFMA Interactive Multimedia Learning Programme	2006	0159-6	pdf
				Final DVD: MFMA Interactive Multimedia Learning Programme	2006	0159-7	pdf
				MFMA Interactive Multimedia Learning Workshop Debriefing Report, Workshop Materials, and Workshop Agendas	2006	0159-9	pdf
Final Report: MFMA Interactive Multimedia Learning Programme	2006	0159-10	pdf				
TA52	SO6	Technical services to the RSA Department of Housing for the accreditation of five pilot municipalities to administer housing programs.	M. Nell & Associates	Accreditation Framework for Municipalities to Administer National Housing Programmes	2006	0167-2.1	pdf
				Municipal Accreditation Guidelines: Guidelines for the Accreditation of Municipalities to Administer National Housing Programmes	2006	0167-2.2	pdf
				Draft Municipal Accreditation Plans	2006	0167-4	pdf
				Buffalo City: Draft Accreditation Budgets, Programmes, Memoranda of Understanding (MOUs), and Motivations	2006	0167-5.1	pdf
				Ekurhuleni: Draft Accreditation Budgets, Programmes, Memoranda of Understanding (MOUs), and Motivations	2007	0167-5.2	pdf
				City of Cape Town: Draft Accreditation Budgets, Programmes, Memoranda of Understanding (MOUs), and Motivations	2008	0167-5.3	pdf
				Mangaung: Draft Accreditation Budgets, Programmes, Memoranda of Understanding (MOUs), and Motivations	2009	0167-5.4	pdf
TA54	SO6	Technical services to document the impact of technical assistance provided by Urban Institute to case study municipalities under the Capital and Financing Strategies to Municipalities' Program.	BC Gildenhuys, ER du Toit, Dr. G. Peterson	South Africa: Capital & financial Strategies for Municipalities (Municipal Infrastructure Investment Planning) Case Study Report (Draft)	2006	0173-2	pdf
				South Africa: Capital & financial Strategies for Municipalities (Municipal Infrastructure Investment Planning) Case Study Report	2006	0173-3	pdf
<b>Grants Administration</b>							
GA1	SO6	Afeis-Corplan demonstration project for eco-operative housing for low income households.	Afeis-Corplan	Grant Milestone 1-13 Reports	2001-04	GA01-Mil	pdf
				Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, Success Story, and Final reporting)	2001-04	GA01-ME	pdf/word
GA3	SO6	Consortium for Urban Transformation (CUT) Burgers Park Village project for sustainable inner city housing.	CUT	Grant Milestone 1-14 Reports	2002-04	GA03-Mile	pdf
				Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, Success Story, and Final Reporting)	2002-04	GA03-ME	pdf/word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
GA4	SO6	Food and Trees for Africa's (FTFA) Trees for Homes project, a greening program for low income urban neighborhoods.	FTFA	Grant Milestone 1-18 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, Success Story, and Final reporting)	2002-04 2002-04	GA04-Mile GA04-ME	pdf pdf/word
GA5	SO6	Implementation of Aids Consortium program for HIV/AIDS assistance in low income neighborhoods.	Aids Consortium	Grant Milestone 1-11 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002-03 2002-03	GA05-Mile GA05-ME	pdf pdf/word
GA6	SO6	Ocean View Development Trust credit program for low cost housing.	Ocean View Development Trust	Grant Milestone 1-13 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002-03 2002-03	GA06-Mile GA06-ME	pdf pdf
GA7	SO6	Development Action Group (DAG) low cost housing projects in Cape Town.	DAG	Grant Milestone 1-27 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002-04 2002-04	GA07-Mile GA07-ME	pdf pdf
GA8	SO6	Habitat for Humanity low cost housing project in KwaZulu-Natal.	Habitat for Humanity	Grant Milestone 1 Report Grant Monitoring & Evaluation Reports (Semi-Annual and Final reporting)	2002 2002	GA08-Mile GA08-ME	pdf word
GA9	SO6	Midrand EcoCity Trust Ivory Park eco-village, a mixed use low income community development project.	Midrand EcoCity Trust	Grant Milestone 1-17 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, Site Visit, and Final reporting)	2002 2002-03	GA9-Mile GA9-ME	pdf pdf
GA10	SO6	Parallax Sustainable Development Solutions (Pty) Ltd. demonstration project for sustainable rural energization.	Parallax	Grant Milestone 1-8 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2002-03 2002-04	GA10-Mile GA10-ME	pdf pdf/word
GA12	SO6	Soweto Development Foundation urban greening project.	Soweto Dev. Foundation	Grant Milestone 1-13 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, Site Visit, and Final reporting)	2002-03 2002-03	GA12-Mile GA12-ME	pdf pdf/word
GA13	SO6	Lynedoch Development Foundation project for eco-village development in the Stellenbosch area.	Lynedoch Dev. Foundation	Grant Milestone 1-13 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002 2002	GA13-Mile GA13-ME	pdf pdf
GA14	SO6	Agama Energy (Pty) Ltd. project to provide "green" energy to the 2002 World Summit on Sustainable Development in Johannesburg.	Agama Energy	Grant Milestone 1-25 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002 2002	GA14-Mile GA14-ME	pdf pdf
GA15	SO6	Ndiswe demonstration project for a farm-scale ethanol production plant.	Ndiswe	Grant Milestone 1-4 Reports Grant Monitoring & Evaluation Reports (Quarterly and Final reporting)	2002 2002	GA15-Mile GA15-ME	pdf pdf
GA18	SO6	Institute of Natural Resources (INR) project for mangrove conservation and employment generation in Eastern Cape.	INR	Grant Milestone 1-12 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, Site Visit, and Final reporting)	2002-04 2002-04	GA18-Mile GA18-ME	pdf pdf

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
GA19	SO6	International Institute for Energy Conservation (IIEC-Africa) project to identify and implement sustainable transport options with local governments.	IIEC	Grant Milestone 1-5 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002-03 2002-03	GA19-Mile GA19-ME	pdf pdf
GA20	SO6	Kranspoort Development Trust Land Restitution, Preservation, and Sustenance Project in rural Limpopo.	Vuka Project Man. Services	Grant Milestone 1-9 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, Site Visit, and Final reporting)	2003-04 2003-04	GA20-Mile GA20-ME	pdf pdf
GA22	SO6	Nuon RAPS Utility (Pty) Ltd.demonstration project for solar electrification in rural KwaZulu-Natal.	Nuon RAPS	Grant Milestone 1-10 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2002-03 2002-03	GA22-Mile GA22-ME	pdf pdf
GA23	SO6	Ndlandlamuka community-based, natural resource management demonstration project in rural Northern Province.	Ndlandlamuka	Grant Milestone 1-12 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002-03 2002-03	GA23-Mile GA23-ME	pdf pdf
GA24	SO6	Enerwise Africa demonstration project for monitoring & targeting systems to deliver sustainable energy savings to RSA industry.	Enerwise Africa	Grant Milestone 1-4 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2002-04 2002-04	GA24-Mil GA24-ME	pdf pdf/word
GA25	SO6	ZET Consultancy demonstration project for sustainable energy based on dung and recycled waste.	ZET	Grant Milestone 1-10 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002 2002	GA25-Mil GA25-ME	pdf pdf
GA26	SO6	Buffalo Flats Community Development Trust demonstration project for sustainable housing development and climate change mitigation.	Buffalo Flats Com. Dev. Trust	Grant Milestone 1-21 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, and Final reporting)	2002-03 2002-03	GA26-Mil GA26-ME	pdf pdf/word
GA27	SO6	Capacity building assistance to the South African Cities Network (SACN), a network of the nine largest RSA cities.	SACN	Grant Milestone 1-15 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, Site Visit, and Final reporting)	2003-04 2003-04	GA27-Mil GA27-ME	pdf pdf/word
GA28	SO6	Isandla Partners in Development pilot housing projects for low income disabled persons and families qualifying for housing subsidies.	Isandla	Grant Milestone 1-11 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, Success Story, and Final reporting)	2003-04 2003-04	GA28-Mil GA28-ME	pdf pdf/word
GA29	SO6	Project Preparation Trust (PPT) projects in KNZ for shelter/care assistance to vulnerable children and local economic development.	PPT	Grant Milestone 1-10 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, Success Story, and Final reporting)	2003-05 2003-05	GA29-Mil GA29-ME	pdf pdf/word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
GA30	SO6	Cope Housing Association demonstration project for sustainable inner city revitalization in the Bertrams neighborhood of Johannesburg.	Cope	Grant Milestone 1-19 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, and Site Visit reporting)	2003-04 2003-04	GA30-Mil GA30-ME	pdf pdf/word
GA31	RUDO	AMICAALL program to strengthen local government responses to HIV/AIDS at the community level in Namibia.	AMICAALL	Grant Milestone 1-16 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, Success Story, and Final reporting)	2003-06 2003-06	GA31-Mil GA31-ME	pdf pdf/word
GA32	SO6	Capacity building assistance to the Institute for Local Government Management (ILGM), a national organization of RSA municipal officials.	ILGM	Grant Milestone 1-17 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2003-06 2003-06	GA32-Mil GA32-ME	pdf pdf/word
GA33	SO5	World Education Ntinga project for financial services to SMMEs headed by historically disadvantaged individuals in RSA rural areas.	World Ed. Ntinga	Grant Milestone 1-17 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, Success Story, and Final reporting)	2004-05 2004-05	GA33-Mil GA33-ME	pdf pdf/word
GA34	SO5	Afriplex biotechnology project benefiting small-scale RSA farmers.	Afriplex	Grant Milestone 1-17 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2003-05 2003-05	GA34-Mil GA34-ME	pdf pdf/word
GA35	SO5	AfricaBio project for RSA biotechnology outreach, capacity building, and information transfer.	AfricaBio	Grant Milestone 1-22 Reports Grant Monitoring & Evaluation Reports (Quarterly, Site Visit, and Final reporting)	2003-05 2003-05	GA35-Mil GA35-ME	pdf pdf
GA36	SO5	AfricaBio project for Southern Africa biotechnology outreach, capacity building, and information transfer.	AfricaBio	Grant Milestone 1-13 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2003-04 2003-04	GA36-Mil GA36-ME	pdf pdf/word
GA37	SO5	AfricaBio project for Zambian biotechnology outreach, capacity building, and information transfer.	AfricaBio	Grant Milestone 1-15 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2003-04 2003/04	GA37-Mil GA37-ME	pdf pdf
GA38	SO5	R.C. Krecek project to identify indigenous plants with medicinal qualities and assist emerging farmers to grow and market them.	R.C. Krecek	Grant Milestone 1-10 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2003-05 2003-05	GA38-Mil GA38-ME	pdf pdf/word
GA39	SO5	Afriplex project for rooibos soap production by low-income women in the Wupperthal area of the Western Cape.	Afriplex	Grant Milestone 1-17 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, Success Story, and Final reporting)	2003-05 2003-05	GA39-Mil GA39-ME	pdf pdf/word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
GA40	SO6	International Institute for Energy Conservation (IIEC-Africa) project to build capacity for use of LPG as an energy source in low income RSA communities.	IIEC	Grant Milestone 1-16 Reports Grant Monitoring & Evaluation Reports (Semi-Annual, Annual, DQA, and Final reporting)	2004-05 2004-05	GA40-Mil GA40-ME	pdf pdf/word
GA42	SO5	ComMark Trust project for improved production and capacity building among wool farmers of the Eastern Cape and Free State.	ComMark Trust	Grant Milestone 1-19 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2004-05 2004-05	GA42-Mil GA42-ME	pdf pdf/word
GA43	SO5	Cooperative Housing Foundation-South Africa (CHF) project for development services to emerging SMMEs in the Eastern Cape.	CHF	Grant Milestone 1-19 Reports Grant Monitoring & Evaluation Reports (Quarterly, Annual, DQA, Site Visit, and Final reporting)	2004-05 2004-05	GA43-Mil GA434-ME	pdf pdf/word
GA44	SO5	South Africa Business Coalition on HIV/AIDS (SABCOHA) capacity building project to mitigate the economic impact of HIV/AIDS on RSA SMMEs.	SABCOHA	Grant Milestone 1-22 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2004-05 2004-05	GA44-Mil GA44-ME	pdf pdf
GA45	SO5	BEES Trust capacity building project for SMMEs in the garment industry of inner city Johannesburg.	BEES Trust	Grant Milestone 1-18 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, Site Visit, and Final reporting)	2004-05 2004-05	GA45-Mil GA45-ME	pdf pdf/word
GA46	SO6	Youth Development Trust (YDT) employment and skills training project in Buffalo City and Tshwane.	YDT	Grant Milestone 1-23 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2005-06 2005-06	GA46-Mil GA46-ME	pdf pdf/word
GA47	SO6	South African Cities Network (SACN) program for improved local government awareness of and response to HIV/Aids.	SACN	Grant Milestone 1-15 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, and Final reporting)	2005 2005	GA47-Mil GA47-ME	pdf pdf/word
GA48	SO6	Project Preparation Trust (PPT) pilot projects in KwaZulu-Natal for housing/infrastructure, SMME capacity building, food security, and special needs assistance to those living with HIV/Aids.	PPT	Grant Milestone 1-5a Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2005-06 2005-06	GA48-Mil GA48-ME	pdf pdf/word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
GA49	SO6	Sustainable Rural Development and Livelihoods project to supply domestic solar water heating systems to low income Tshwane households.	Sustainable Rural Development	Grant Milestone 1-9 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2005-06 2005-06	GA49-Mil GA49-ME	pdf pdf/word
GA50	SO6	Alliance to Save Energy pilot project for improved water supply efficiency and cost recovery in a low income Gauteng community through retrofitting/replacement of plumbing fixtures.	Alliance to Save Energy	Grant Milestone 1-5 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2005-06 2005-06	GA50-Mil GA50-ME	pdf pdf/word
GA52	SO6	IIEC project supporting black economic empowerment for energy efficient enterprises and increased use of LPG energy by low income households.	IIEC	Grant Milestone 1-8 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2006 2006	GA52-Mil GA52-ME	pdf pdf/word
GA53	SO6	University of Cape Town (UCT) biodiversity conservation project for infrastructure, services, and management of an eco-tourism enterprise in the Macassar Dunes area of Cape Town.	UCT	Grant Milestone 1-14 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2005-06 2005-06	GA53-Mil GA53-ME	pdf pdf/word
GA54	SO6	South African Cities Network (SACN) program supporting pilot activities, research, information sharing, and capacity building for informal settlement upgrading.	SACN	Grant Milestone 1-20 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2006 2006	GA54-Mil GA54-ME	pdf pdf/word
GA55	SO6	Project Preparation Trust (PPT) project to strengthen municipal capacity in KwaZulu-Natal for social housing, special needs/HIV/Aids relief housing, and energy-efficient housing interventions.	PPT	Grant Milestone 1-2a Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2006 2006	GA55-Mil GA55-ME	pdf pdf/word
GA56	SO6	International Institute for Energy Conservation (IIEC-Africa) Green Professionals Scheme project to provide professional services for energy efficient housing development.	IIEC	Grant Milestone 1-7 Reports Grant Monitoring & Evaluation Reports (Quarterly, Semi-Annual, Annual, DQA, Site Visit, and Final reporting)	2006 2006	GA56-Mil GA56-ME	pdf pdf/word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
<b>Training</b>							
TR3	SO6	University of the Witswatersrand training program in housing finance undertaken in conjunction with the University of Pennsylvania.	PD&M, Univ. of the Witswatersrand	Report on the Implementation of the Housing Finance Certificate Course, Northwest Province	2002	0004-1.1	word
				Summary of Evaluations: Certificate Course in Housing Finance (North West Province)	2002	0004-1.2	word
				Proposal for Programme in Housing Finance Leading to Certificate of Competence	2002	0004-1.3	word
				Extending Housing Finance Down Market in Established and Emerging Markets	2002	0004-2	pdf
				Evaluation Report: Housing Finance Executive Course	2002	0004-3.4	word
				Report of International Best Practice In International Housing Finance Education	2002	0004-4	word
				Curriculum Review: Housing Finance Executive Course	2002	0004-5	word
				Curriculum Review: Housing Finance Certificate Course	2002	0004-6	word
International Best Practice in Housing Finance Education	2002	0004-7	word				
TR4	SO6	University of Stellenbosch training program for climate change research and capacity building.	S. Chown, R. Mercer	Programme Design and Establishment: Climate Change and its Effects on Terrestrial Biocomplexity, the Prince Edward Islands as Exemplars and Sentinels	not dated	0021-1	pdf
				Report on the Establishment and Funding of Study Grants: Capacity Building Programme for Climate Change Research	2002	0021-2	pdf
				Report on the Establishment and Funding of Management and Supervisory Structures: Capacity Building Programme for Climate Change Research	2002	0021-3	pdf
				Implementation Progress Report, Feb. 2002 - Jan. 2003: Capacity Building Programme for Climate Change Research	not dated	0021-4	pdf
TR16	SO6	Presentation at SACN conference on international municipal economic development strategies.	MA Weiss	Productive Cities and Metropolitan Economic Strategy	2002	0088-1	word
				Metropolitan Economic Strategy: A Report to the South African Cities Network	2003	0088-2	word
TR31	SO6	Nationwide training program in municipal finance for local government officials.	AFReC	Final Work-plan and schedule for Local Government Budgeting, Reporting and Related Capacity Building for the National Treasury	2004	0149-1	word
				National Treasury's Municipal Finance Management Workshops: Report	2004	0149-2	pdf
				National Treasury's Municipal Finance Management Workshops: Report No. 2	2005	0149-3	word
				National Treasury's Municipal Finance Management Workshops: Report No. 3	2005	0149-4	word
				Municipal Budgeting and Reporting: 2 Day Training Program	not dated	0149-5	pdf
				National Treasury's Municipal Finance Management Workshops: Report No. 4	2005	0149-6	word
				National Treasury's Municipal Finance Management Workshops: Report No. 7	2005	0149-7	word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
TR33	SO6	RSA national training program for air quality management, monitoring, and emissions inventory in collaboration with the US Environmental Protection Agency.	Mark Steele	Course Report for the Air Quality Management Course Held in Pretoria over Period 06-09 February 2006 Implemented by the US Environmental Protection Agency (EPA) in South Africa	2006	0165-3.1	pdf
				Course Report for the Air Quality Management Course Held in Mangaung over Period 14-17 February 2006 Implemented by the US Environmental Protection Agency (EPA) in South Africa	2006	0165-3.2	pdf
				Course Report for the Air Emissions Inventory Course Held in Pretoria over Period 13-16 March 2006 Implemented by the US Environmental Protection Agency (EPA) in South Africa	2006	0165-4	pdf
				Course Report for the Air Quality Monitoring Course Held in Mangaung over Period 03-06 April 2006 Implemented by the US Environmental Protection Agency (EPA) in South Africa	2006	0165-5	pdf
				Course Report for the Air Quality Monitoring Mentorship Programme Held in Cape Town and Implemented by the US Environmental Protection Agency (EPA) in South Africa	2006	0165-6	pdf
<b>Monitoring &amp; Evaluation</b>							
ME1	SO6	Ongoing monitoring and evaluation services to USAID/South Africa.	D. Podems	Review of the Simplified [GMAC] Grant Process: Application, Negotiation, Award, and Administration	2002	0009-1	pdf
ME2	SO6	Ongoing credit program monitoring services to USAID/South Africa.	Global Credit Rating Co.	USAID Exposure to Absa, INCA, FirstRand, Nedcor, and Investec (July 2002)	2002	0025-1	pdf
				USAID Exposure to Absa, INCA, FirstRand, Nedcor, Investec, and City of Johannesburg Metropolitan Municipality (Jan. 2003)	2003	0025-2	pdf
				USAID Exposure to Absa, INCA, FirstRand, Investec, Nedcor, and City of Johannesburg Metropolitan Municipality (Feb. 2004)	2004	0025-3	pdf
				USAID Exposure to Absa, Capitec, FirstRand, Investec, and City of Johannesburg Metropolitan Municipality (June 2004)	2004	0025-4	pdf
				USAID Exposure to Absa, INCA, Nedcor, Capitec, FirstRand, Investec, and City of Johannesburg Metropolitan Municipality (June 2004)	2004	0025-5	pdf
				USAID Exposure to Absa, INCA, Nedbank, FutureGrowth, Capitec, FirstRand, Investec, and City of Johannesburg Metropolitan Municipality (May 2005)	2005	0025-6	pdf
				USAID Exposure to Absa, INCA, Nedbank, FutureGrowth, Capitec, FirstRand, Investec, and City of Johannesburg Metropolitan Municipality (Nov. 2005)	2005	0025-7	pdf
				USAID Exposure to Absa, INCA, Nedbank, FutureGrowth, Capitec, FirstRand, Investec, and City of Johannesburg Metropolitan Municipality (May 2006)	2006	0025-8	pdf
				USAID Exposure to Absa, INCA, Nedbank, FutureGrowth, Capitec, FirstRand, Investec, and City of Johannesburg Metropolitan Municipality (Sept.2006)	2006	0025-9	pdf
ME3	SO6	Mid-term evaluation of SO6-sponsored Bushbuckridge Retail Water Distribution Project.	R. Martin, M. Ntsaba	Draft Bushbuckridge Retail Water Distribution Project Mid-Term Review	2002	0064-1	word
				Bushbuckridge Retail Water Distribution Project Mid-Term Review	2002	0064-2	word

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
ME4	SO6	Evaluation of SO6 policy progress in housing and municipal finance.	R. Tomlinson	List of Documents, Programs and Interviews for Municipal Services [Policy Achievement]	2002	0087-1	word
				Summary of Numbers [regarding Progress in Urban Services Policy Achievement]	2002	0087-2	word
				Assessing Progress in Urban Services Policy Achievement	2003	0087-3	pdf
			C. Lea	List of Documents, Programmes, and Interviewees [for Housing Policy Achievement]	2002	0091-1	word
				Housing: 2002 Projections	2002	0091-2	pdf
				Assessing Progress in Housing Policy Achievement	2003	0091-3	pdf
ME5	SO5	Data quality assessment of SO5 partner organizations.	Khulisa Management Services	Draft USAID SO5 Data Quality Assessment	2003	0093-2.1	pdf
				USAID SO5 Data Quality Assessment [Presentation]	2003	0093-2.2	pdf
				USAID SO5 Data Quality Assessment	2003	0093-3	pdf
ME6	SO5	Evaluation of SO5-sponsored Growth Equity, and Redistribution Privatization (GEAR) Project.	K. Naughton	Preliminary Draft of GEAR Agricultural Privatization Project Mid-Term Evaluation Report	2002	0092-2	pdf
				GEAR Agricultural Privatization Project Mid-Term Evaluation Report	2003	0092-3	pdf
ME7	SO5	Evaluation of SO5-sponsored SAIBL Project.	KNC & Associates	First Draft: SAIBL Evaluation	2003	0104-2	pdf
				SAIBL: Evaluation & Impact Assessment	2003	0104-3	pdf
ME8	SO6	Data quality assessment of SO6 partner organizations.	Khulisa Management Services	Draft USAID South Africa SO6 Data Quality Assessment	2003	0112-2	pdf
				USAID South Africa SO6 Data Quality Assessment Executive Summary and Presentation	2003	0112-3	pdf
				USAID South Africa SO6 Data Quality Assessment	2003	0112-4	pdf
ME9	SO6	Evaluation of SO6-supported Cape Town Business Units Program.	Organisation Development	City of Cape Town: High Level Review of the Project to Establish Internal Service Business Units for Electricity, Water and Solid Waste Management Services	2004	0124-1&2&3&4	pdf
ME10	SO5	Workshop presentation of SAIBL Project Evaluation findings.	KNC & Associates	Workshop Implementation Programme	2004	0136-1	pdf
				Report on the SAIBL Presentations: Port Elizabeth and Durban	2004	0136-2	pdf
				Report on the SAIBL Presentations: Western Cape and Johannesburg	2004	0136-3	pdf
				Final Report on SAIBL Roadshow Presentations	2004	0136-4	pdf
ME11	SO6	Final evaluation of SO6's Urban Sector Network grant project.	B. Boaden, K. Le Jeune, W. Shakantu	First Draft: Urban Sector Network's Hostels Redevelopment Project Final Evaluation	2004	0135-2	word
				Urban Sector Network's Hostels Redevelopment Project Final Evaluation	2004	0135-3	word
ME12	SO5	Phase II data quality assessment of SO5 partner organizations.	Khulisa Management Services	Draft USAID South Africa SO5 Data Quality Check-up	2004	0145-2	pdf
				USAID South Africa SO5 Data Quality Check-up	2004	0145-3	pdf
ME13	SO6	Final evaluation of SO6-sponsored SHF grant project.	R. Martin	Draft Report: Evaluation of the Social Housing Foundation's USAID Grant-Finance	2004	0148-2	word
				Final Report: Evaluation of the Social Housing Foundation's USAID Grant-Finance	2004	0148-3	word
ME14	SO6	Final evaluation of SO6-sponsored Bushbuckridge Retail Water Distribution Project.	R. Martin, M. Ntsaba	Preliminary Summary of Main Findings and Recommendations: Bushbuckridge Retail Water Distribution Project Final Evaluation	2005	0151-2	pdf
				Preliminary Draft Final: Bushbuckridge Retail Water Distribution Project Final Evaluation	2005	0151-3	pdf
				Bushbuckridge Retail Water Distribution Project Final Evaluation	2005	0151-4	pdf

GMAC Activity No.	USAID Sponsor Office	Activity Description	Report Author	Report Title/Description	Date	File Name	File Format
ME15	SO6	Final evaluation of SO6-sponsored MIU Technical Assistance Project.	R. Martin, O. Somers	Draft Final Report: Municipal Infrastructure Investment Unit Technical Assistance Project Final Evaluation	2006	0170-2	word
				Municipal Infrastructure Investment Unit Technical Assistance Project Final Evaluation	2006	0170-3	word
ME16	SO6	Final evaluation of SO6-sponsored International Council for Local Environmental Initiatives Cities for Climate Protection campaign.	Palmer Development Group	Preliminary Evaluation Report: ICLEI Cities for Climate Protection Campaign	2006	0172-2	pdf
				Final Evaluation Report: ICLEI Cities for Climate Protection Campaign	2006	0172-3	pdf
ME17	SO5	Evaluation of the impact of USAID/South Africa's Employment Generation Program during the 2000-2006 period.	S. Naidoo, R.	USAID/SA SO9 Evaluation: Findings, Directions, and Recommendations	2006	0171-2	pdf
			Siana Strategic Advisors	Draft Report: Assessment of the Impact of Program Activities Directed Toward Achieving the USAID/South Africa Objective (SO) of "Increased Market Driven Employment"	2006	0171-3	pdf
				Final Report: Assessment of the Impact of Program Activities Directed Toward Achieving the USAID/South Africa Objective (SO) of "Increased Market Driven Employment" 2000-2007	2006	0171-4	pdf

**Attachment D-2: Index of Selected GMAC Operational Reports, 2001-2006**

Report Type	Report Author	Report Title	Date	Electronic File Name	File Format		
GMAC Final Report	Mega-Tech, Inc.	General Management Assistance Contract Final Report: 2001-2006	2006	FR-2006	pdf		
GMAC Annual Reports	Mega-Tech, Inc.	General Management Assistance Contract Annual Report: September 1, 2001-August 31, 2002	2002	AR-2002	pdf		
		General Management Assistance Contract Annual Report: September 1, 2002-September 30, 2003	2003	AR-2003	pdf		
		General Management Assistance Contract Annual Report: October 1, 2003-September 30, 2004	2004	AR-2004	pdf		
		General Management Assistance Contract Annual Report: September 1, 2004-September 30, 2005	2005	AR-2005	pdf		
GMAC Progress Reports	Mega-Tech, Inc.	GMAC Weekly Report December 24, 2001	2001	PR-1.1	pdf		
		GMAC Weekly Report, January 15-28, 2002	2002	PR-2.1	pdf		
		GMAC Fortnightly Report, February 12-25, 2002		PR-2.2	pdf		
		GMAC Fortnightly Report, April 16-28, 2002		PR-2.4	pdf		
		GMAC Monthly Report, May 2002		PR-2.5	pdf		
		GMAC Monthly Report, June 2002		PR-2.6	pdf		
		GMAC Monthly Report, July 2002		PR-2.7	pdf		
		GMAC Monthly Report, August 2002		PR-2.8	pdf		
		GMAC Monthly Report, September 2002		PR-2.9	pdf		
		GMAC Monthly Report, October 2002		PR-2.10	pdf		
		GMAC Monthly Report, November 2002		PR-2.11	pdf		
		GMAC Monthly Report, December 2002		PR-2.12	pdf		
				GMAC Monthly Report, January 2003	2003	PR-3.1	pdf
				GMAC Monthly Report, Feb. 2003		PR-3.2	pdf
				GMAC Monthly Report, March 2003		PR-3.3	pdf
				GMAC Monthly Report, April 2003		PR-3.4	pdf
				GMAC Monthly Report, May 2003		PR-3.5	pdf
				GMAC Monthly Report, June 2003		PR-3.6	pdf
				GMAC Monthly Report, July 2003		PR-3.7	pdf
				GMAC Monthly Report, August 2003		PR-3.8	pdf
				GMAC Monthly Report, September 2003		PR-3.9	pdf
				GMAC Monthly Report, October 2003		PR-3.10	pdf
				GMAC Monthly Report, November 2003		PR-3.11	pdf
				GMAC Monthly Report, December 2003		PR-3.12	pdf
				GMAC Monthly Report, January 2004	2004	PR-4.1	pdf
				GMAC Monthly Report, Feb. 2004		PR-4.2	pdf
				GMAC Monthly Report, March 2004		PR-4.3	pdf
				GMAC Monthly Report, April 2004		PR-4.4	pdf
		GMAC Monthly Report, May 2004	PR-4.5	pdf			

Report Type	Report Author	Report Title	Date	Electronic File Name	File Format	
GMAC Progress Reports	Mega-Tech, Inc.	GMAC Monthly Report, June 2004		PR-4.6	pdf	
		GMAC Monthly Report, July 2004		PR-4.7	pdf	
		GMAC Monthly Report, August 2004		PR-4.8	pdf	
		GMAC Monthly Report, September 2004		PR-4.9	pdf	
		GMAC Monthly Report, October 2004		PR-4.10	pdf	
		GMAC Monthly Report, November 2004		PR-4.11	pdf	
		GMAC Monthly Report, December 2004		PR-4.12	pdf	
		GMAC Monthly Report, January 2005		2005	PR-5.1	pdf
		GMAC Monthly Report, Feb. 2005			PR-5.2	pdf
		GMAC Monthly Report, March 2005			PR-5.3	pdf
		GMAC Monthly Report, April 2005			PR-5.4	pdf
		GMAC Monthly Report, May 2005			PR-5.5	pdf
		GMAC Monthly Report, June 2005	PR-5.6		pdf	
		GMAC Monthly Report, July 2005	PR-5.7		pdf	
		GMAC Monthly Report, August 2005	PR-5.8		pdf	
		GMAC Monthly Report, September 2005	PR-5.9		pdf	
		GMAC Monthly Report, October 2005	PR-5.10		pdf	
		GMAC Monthly Report, November 2005	PR-5.11		pdf	
		GMAC Monthly Report, December 2005	PR-5.12		pdf	
		GMAC Monthly Report, January 2006	2006	PR-6.1	pdf	
		GMAC Monthly Report, Feb. 2006		PR-6.2	pdf	
		GMAC Monthly Report, March 2006		PR-6.3	pdf	
		GMAC Monthly Report, April 2006		PR-6.4	pdf	
		GMAC Monthly Report, May 2006		PR-6.5	pdf	
		GMAC Monthly Report, June 2006		PR-6.6	pdf	
		GMAC Monthly Report, July 2006		PR-6.7	pdf	
		GMAC Monthly Report, August 2006		PR-6.8	pdf	
		GMAC Monthly Report, September 2006		PR-6.9	pdf	
GMAC Simplified Grant Manuals	Mega-Tech, Inc.	GMAC Simplified Grants Manual (One-Step Application Process)	2001	GM-1	word	
		GMAC Simplified Grants Manual (Two-Step Application Process)	2005	GM-2	word	

Report Type	Report Author	Report Title	Date	Electronic File Name	File Format
GMAC Simplified Grant System Evaluations	D. Podems	Review of the [GMAC] Simplified Grant Process: Application, Negotiation, Award, and Administration	2002	SGE-1	pdf
	Mega-Tech, Inc.	An Evaluation of Mega-Tech's GMAC Simplified Grant System	2006	SGE-2	word
GMAC Program Success Stories	Mega-Tech, Inc.	GMAC Project Profile: BizAIDS, HIV/AIDS Training and Assistance for Small and Micro Enterprises	2006	PP-BizAIDS	word
		GMAC Project Profile: Afesis-Corplan's Eco-operative Housing Demonstration (EHD) Project	2006	PP-Corplan	word
		GMAC Project Profile: Burgers Park Village	2006	PP-CUT	word
		GMAC Project Profile: Khayelitsha's Inkqubela Recycling Project	2006	PP-UCT	word
		GMAC Project Profile: World Education's Innovations in Rural Finance	2006	PP-World Ed	word
		GMAC Project Profile: Wupperthal Ladies Soap Enterprise	2006	PP-Wupperthal	word
GMAC Project Site Sheets	Mega-Tech, Inc.	Integrated and Sustainable Housing Through the Preparation of Replicable Projects Focusing on Energy Efficiency, Climate Change, LED, Biodiversity, Special Needs and HIV/AIDS Relief, ZwaZulu-Natal	2006	SS-PPT	word
		Demonstration of Monitoring & Targeting and Development of Sustainable M&T Infrastructure for South Africa, KwaZulu-Natal	2004	SS-Enerwise	word
		Demonstration of Housing Energization to Reduce Climate Change, KwaZulu-Natal	2004	SS-Parallax	word
		Integrated Waste Management Plan for Cape Town, W. Cape	2004	SS-IWMP	word
		Sustainable Housing Development and Climate Change Mitigation Demonstration, E. Cape	2004	SS-BFlats	word
		Eco-operative Housing Demonstration Project, E. Cape	2004	SS-Corplan	word
		Access to Housing for Disabled and Beneficiaries Qualifying for Lesser Subsidies, E. Cape	2004	SS-Islandla	word
		Bertrams Sustainable Livelihoods Housing Precinct, Gauteng	2004	SS-Cope	word
		ILGM Institutional Strengthening Support, Gauteng	2004	SS-ILGM	word
		Cities Network Establishment and Programme Support, Gauteng	2004	SS-SACN	word
		The Burgers Park Village: An Inner City Environmentally Sustainable Housing Demonstration Project, Gauteng	2004	SS-CUT	word
		Trees for Homes, North West	2004	SS-FTFA	word
		Land Restitution, Preservation, and Sustenance Project, Limpopo	2004	SS-Kranspoort	word
Support to AMICAALL Program Implementation, Namibia	2004	SS-AMICAALL	word		

**Attachment E: GMAC Participant Training Summary, 2001-2006**

Activity No.	SO	Activity Description	Expenditure	Training Type	Training Location	Training Subject	Training Period	Male Trainees	Female Trainees	Total Trainees	Est. Person Days of Training	Institutions Benefiting
<b>GMAC Training Program - Actuals</b>												
TR1	SO6	Nkem-Abonta Harvard FM course attendance	\$14,985	Short Course	US	Public Finance	July 7-Aug. 2, 2002	1	0	1	30	1
TR3	SO6	University of the Witswatersrand housing finance training program	\$140,323	Short Course	In-Country	Housing Finance	Oct. 2001-Jan. 2002 <sup>2</sup>	43	32	75	701	29
TR4	SO6	University of Stellenbosch climate change research and training program	\$227,000	Other Academic	In-Country	Climate Change	Feb. 2002-Jan. 2005 <sup>2</sup>	7	14	21	3,780	6
TR5	RUDO	Shipanga Harvard leadership course attendance	\$5,000	Short Course	US	Public Management	June 10-21, 2002	1	0	1	10	1
TR8	SO6	GSU fiscal policy course attendance by 3 LG officials	\$20,860	Short Course	US	Public Finance	Aug 5-16, 2002	3	0	3	27	3
TR9	SO6	Ndimande GSU fiscal decentralization course attendance	\$10,862	Short Course	US	Public Finance	July 15-Aug 2, 2002	1	0	1	14	1
TR10	SO6	Adler Shore Bank internship	\$3,085	Internship	US	Housing Finance	Aug 5-Dec. 13, 2002	1	0	1	90	1
TR11	SO6	IHSA housing and HIV/Aids workshop	\$920	workshop	In-Country	Housing - HIV/Aids	June 26, 2002	9	21	30	30	17
TR13	SO6	Molefe UP CD course attendance	\$437	Short Course	In-Country	Community Developm't	Nov. 11-15, 2002	1	0	1	5	1
TR14	SO6	GMAC grantee performance monitoring workshop	\$7,005	workshop	In-Country	M&E	Oct. 22-23, 2002	16	5	21	42	20
TR15	SO5	DCA workshop	\$738	workshop	In-Country	Developm't Finance	Oct. 30, 2002	39	9	48	48	
TR17	SO6	Bogota transportation conference attendance by 11 RSA officials	\$32,906	Conference	Third-Country	Sustainable Transport	Feb. 6-9, 2003	9	2	11	44	11
TR19	SO6	Mjoli-Mncube Global Summit of Women attendance	\$3,140	Conference	Third-Country	Economic Developm't	June 28-30, 2003	0	1	1	3	1
TR20	SO6	JHC-Mercy Housing exchange program I	\$16,967	Observation Tour	US	Housing	Oct. 6-18, 2003	1	3	4	20	1
TR21	SO6	Local Agenda 21 workshop	\$14,750	Workshop	In-Country	Sustainable Developm't	Sept. 25-26, 2003	69	48	117	146	76
TR23	SO6	Tyani Safety, Health, and Environment course attendance	\$884	Short Course	In-Country	Environ. Management	Sept. 8-19, 2003	0	1	1	10	1
TR24	SO6	Tyatya Green Procurement workshop attendance	\$2,900	Workshop	Third-Country	Energy Efficiency	Sept. 22-24, 2003	1	0	1	2	1
TR25	SO6	IHSA annual conference attendance	\$3,836	Workshop	In-Country	Housing	Oct. 21-23, 2003	0	5	5	15	5

Activity No.	SO	Activity Description	Expenditure	Training Type	Training Location	Training Subject	Training Period	Male Trainees	Female Trainees	Total Trainees	Est. Person Days of Training	Institutions Benefiting
TR27	SO5	USDA/APHIS conference attendance	\$14,405	Workshop	Third-Country	Bio-technology	Sept. 19-Oct. 2, 2004	0	5	5	60	2
TR28	SO6	Attendance of RSA official at the Global Summit of Women.	\$3,866	Workshop	Third-Country	Economic Developm't	May 27-29, 2004	0	1	1	3	1
TR29	SO6	JHC-Mercy Housing exchange program II	\$45,673	Observation Tour	US	Housing	Jan. 2005-Apr. 2006	1	3	4	36	1
TR30	SO5	UN microenterprise development course attendance	\$15,801	Short Course	In-Country	SMME Developm't	Aug.30-Sept. 17, 2004	2	2	4	60	4
TR31	SO6	NT municipal finance training program	\$161,933	Short Course	In-Country	Municipal Finance	Nov. 2004-July 2005 <sup>2</sup>	389	67	456	912	141
TR32	SO5	Microenterprise development conference attendance	\$1,877	Conference	In-Country	SMME Developm't	Oct. 24, 2004	6	2	8	8	8
TR33	SO6	EPA air quality training program	\$48,436	Short Courses	In-Country	Air Quality Management	Nov 2005-Aug 2006 <sup>2</sup>	91	38	129	501	58
<b>Subtotal - GMAC Training Component</b>			<b>\$798,589</b>					<b>691</b>	<b>259</b>	<b>950</b>	<b>6,597</b>	<b>391</b>
<b>Other GMAC Program - Actuals</b>												
GA44	SO5	SABCOHA BizAIDS training for SMMEs	\$23,453	Short Courses	In-Country	SMME Dev.-HIV/Aids Mitigation	Feb.-Dec. 2005	164	189	353	530	
GA49	SO6	SRDL training for gender equity, HIV/Aids, and solar water heater production.	\$32,133	Short Courses	In-Country	Crosscutting	Nov. 2005-Mar 2006	22	31	53		
GA50	SO6	ASE training for improved municipal water efficiency	\$22,377	Short Courses	In-Country	Municipal Services	Feb.-Mar 2006	9	8	17		
TA34	SO6	Nationwide housing policy workshops	\$76,569	Workshop	In-Country	Housing Policy	Nov. 2002-Feb.2003 <sup>2</sup>	826	307	1,133	1,133	159
TA40	SO6	DEAT-DME energy efficiency seminar	\$31,651	Seminar	In-Country	Energy Efficiency	July 24-25, 2003	93	25	118	236	49
<b>Subtotal - GMAC Other Program</b>			<b>\$186,183</b>					<b>1,114</b>	<b>560</b>	<b>1,674</b>	<b>1,899</b>	<b>208</b>
<b>GMAC Planned</b>												
TA51	SO6	MFMA training for municipal budget officials	\$186,210	Short Courses	In-Country	Municipal Finance	Sept.-Dec. 2006 <sup>1&amp;2</sup>	1,500	1500	3,000		
<b>TOTAL - Actual and Planned</b>			<b>\$1,170,982</b>					<b>3,305</b>	<b>2319</b>	<b>5,624</b>	<b>8,496</b>	<b>599</b>

<sup>1</sup> Planned training delivery

<sup>2</sup> Multiple training events