



Management by Design

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STRENGTHENING REGIONAL ECONOMIES THROUGH NON-GOVERNMENTAL ORGANIZATIONS (STRENGTH)

(Grant Management Activity funded by the Regional Center for Southern Africa (USAID/RCSA))

**STRENGTH - CONTRACTOR
PERFORMANCE MONITORING REPORT
1 JANUARY 2000 - 31 MARCH 2001**

Contractor: DATEX, Inc.

Contract #: 690-C-00-98-00226-00

Project: 690-0287, SO-1, SO-2, SO-3, SO-4, Strengthening Regional Economies Through Non-Governmental Organizations (STRENGTH)

Dollar Value of Contract: \$17,022,432.99

Obligated Contract Amount: \$10,911,755

Reporting period: January 1, 2001 - March 31, 2001

I. Narrative: DATEX (Contractor Report)

- A. Background:** STRENGTH was awarded to DATEX, Inc., on August 18, 1998. This is the eleventh quarterly performance report submitted under this contract.

- B. Expected Results:** In accordance with Section C.1.(b)(2), the primary indicator of achievement for the STRENGTH activity will be, at a minimum, the increased capacity of approximately 12 NGOs operating across the spectrum of the RCSA's Strategic Objectives contributing to the achievement of the Intermediate Results through regional programs. Attachment A is a list of specific results expected at conclusion of contract. These are part of the standard USAID quarterly report format under this heading.

- C. Major Activities: Core Activities Scheduled: (for reporting period 1 January –31 March)**
1. **Survey of NGOs in the Southern Africa Region and Database of Information on NGOs: NGO Database:** Upon receipt from RCSA, (a) further refine and maintain the NGO database created by the short-term contractor; and (b) link the RCSA and partner NGOs to other existing databases on the Internet. **Grant-Management Database:** the contractor shall be responsible for developing and maintaining grant files, including all required or relevant pre-award and post-award documentation and data.
 2. **Screening and Reviewing/Evaluating Applications and Notification to Unsuccessful Applicants:** In conjunction with RCSA SO Team Management Committee and USAID Bilateral Missions, Screen and review/ evaluate applicants and take appropriate action as directed by the COTR.
 3. **Conduct of Pre-Award Organizational Assessments and Pre-Award Evaluations:** As part of the institutional strengthening and capacity building of grantee organizations, the Contractor shall assist the NGOs which are included on the shortlist to undertake more in-depth Organizational Capacity Assessments (OCAs).
 4. **Follow-Up Technical Assistance:** If the pre-award evaluations reveal significant or material deficiencies in any of the potential grantee systems, the Contractor shall, as requested or directed by the COTR, develop a brief proposal for providing or arranging for follow-up technical assistance as necessary in order to make the prospective grantee “grantworthy.”
 5. **Assistance in Program Proposal Preparation:** Following the OCA and/or technical assistance, the Contractor, under the direction of the COTR, shall assist the applicants in preparing a revised application/ addendum to the original application. This process may be done directly by the Contractor or through a grant to the NGO, at the COTR’s discretion.
 6. **Technical Discussions/Negotiations and Submission of Revised Applications/Addenda to Original Application:** The Contractor shall conduct written technical discussions/negotiations (in the form of a letter) with the short-listed applicants in order to ensure that the applications contain all information necessary for adequately defining

the work to be performed, benchmarks and milestones, and anticipated results.

7. Evaluation of Revised Applications/Addenda: The revised applications or addenda to the original application will be reviewed according to previously established processes. The successful revised applications/addenda will form the basis of a Partnership Agreement and Action Plan between the NGO and the RCSA, and the grant between the Contractor and the NGO.
 8. Analysis of Applications: For those applicants recommended for funding, the Contractor shall analyze the applications in accordance with Federal and USAID laws, regulations, policies and guidance.
 9. Grant Approval and Award of the Grants: Contractor will sign and award grants on behalf of USAID, in accordance with applicable Federal and USAID regulations and requirements for file documentation, under RCSA direction, and subject to funds availability.
 10. Post Award Administration of the Grant: Following the award of grants, the contractor shall, on behalf of USAID, perform post-award administration of such grants.
 11. Post-Grant Technical Assistance to NGOs: As part of post-grant assistance to NGOs, the Contractor shall identify appropriate resources and coordinate technical assistance/training. To the greatest extent possible, technical assistance and training services will utilize southern African resources.
 12. Short-Term Training and Logistics Support: The Contractor shall arrange a series of short-term training programs, including seminars, conferences, and study or exchange visits for NGOs tailored to each organization's needs.
- D. Reports and Other Deliverables: Performance Monitoring Reports**: The Contractor is to submit quarterly reports summarizing the progress of major activities in process in relation to the contract.
1. **Current Buy-Ins**: None
 2. **Current subcontracting activities**: None

II. Performance: Summary of Activities Accomplished:
(to parallel outline topic B & C Above).

B. Expected Results: In accordance with Section C.1.(b)(2), the primary indicator of achievement for the STRENGTH activity will be, at a minimum, the increased capacity of approximately 12 NGOs operating across the spectrum of the RCSA's Strategic Objectives contributing to the achievement of the Intermediate Results through regional programs.

Selected NGOs/partners

As of the end of March the project has worked with or has selected to work with:

SO1: The original NGOs under the SARDF project including the SADC Parliamentary Forum, and Human Rights Trust of Southern Africa. (SAHRIT)

SO2: Southern African Railway Association, Federation of Regional Road Freight Associations, Telecommunications Regulators Association of Southern Africa, Federation of Clearing and Forwarding Associations of Southern Africa, Southern Africa Enterprise Network, Cross Border Trade Association, Association of the SADC Chambers of Commerce and Industry.

SO3: Peace Parks Foundation, Kalahari Conservation Society, The University of Botswana, Chobe Wildlife Trust and the Wildlife Colleges of Southern Africa.

SO4: Food, Agriculture and Natural Resources Policy Network for Southern Africa (FANRPAN) and Sorghum and Millet Improvement Network (SMINET).

C. Major Activities

1. ***Scheduled Activity:*** Survey of NGOs in the Southern Africa Region and Database of Information on NGOs: NGO Database: Upon receipt from RCSA, (a) further refine and maintain the NGO database created by the short-term contractor; and (b) link the RCSA and partner NGOs to other existing databases on the Internet. *Grant-Management Database:* the contractor shall be responsible for developing and maintaining grant files, including all required or relevant pre-award and post-award documentation

Completed this Quarter: Weaknesses in the NGO Database received from RCSA were identified by DATEX and reported to the COTR. It is recommended that either the past contractor or a new contractor be identified to rectify the deficiencies, and to clean up the data.

2. ***Scheduled Activity: Screening and Reviewing/Evaluating Applications and Notification to Unsuccessful Applicants:*** In conjunction with RCSA SO Team Management Committee and USAID Bilateral Missions, screen and review/evaluate applicants.

Completed this Quarter: DATEX staff has continued to hold meetings with the SO teams. Discussions focused on the process for evaluating and choosing individual projects submitted to them by the NGOs that have been selected as partners and potential grantees. Part of the criteria used are the needs of the individual NGO organization and how a proposal would fit into the SO team's intermediate results strategy.

ASSOCIATION OF SADC CHAMBERS OF COMMERCE & INDUSTRY (ASSCI): In February the a SO2 team member and a DATEX staff member met with ASSCI in South Africa and discussed its program. They presented a concept paper and broad based proposal for development.

INTERPRESS SERVICES (IPS): A proposal has been submitted to USAID/RCSA. DATEX received the proposal after the 15th of March and is in the process of reviewing it.

KALAHARI CONSERVATION SOCIETY (KCS): KCS submitted a discussion document on a proposed expanded role for the organization as a regional player. DATEX staff has met with them. The paper was reviewed and has been taken under advisement at this time.

PEACE PARKS FOUNDATION proposal was reviewed in January by the SO1.2 STRENGTH committee. It was agreed to request that the Foundation expand on its proposal to track course graduates as they return to work in order to evaluate the impact the course has had on increasing their ability to perform on the job and to track their career path.

3. ***Scheduled Activity:*** Conduct of Pre-Award Organizational Assessments and Pre-Award Evaluations: As part of the institutional strengthening and capacity building of grantee organizations, the Contractor shall assist the NGOs, which are included on the shortlist, to undertake more in-depth Organizational Capacity Assessments.

Completed this Quarter: No activity was undertaken this quarter.

4. ***Scheduled Activity:*** Follow-Up Technical Assistance: If the pre-award evaluations reveal significant or material deficiencies in any of the potential grantee systems, the Contractor shall, as requested or directed by the COTR, develop a brief proposal for providing or arranging for follow-up technical assistance as necessary in order to make the prospective grantee “grant worthy.”

Completed this Quarter:

SADC PARLIAMENTARY FORUM (SADC PF): A DATEX Staff member participated in/observed the selection committee and provided guidance in interviewing and the selection of a full time accountant for the Forum.

FOOD, AGRICULTURE, AND NATURAL RESOURCES POLICY ANALYSIS NETWORK (FANRPAN): A DATEX Staff member participated in/observed the selection committee to interview and hire a full time accountant for the Forum.

5. ***Scheduled Activity:*** Assistance in Program Proposal Preparation: Following the OCA and/or technical assistance, the Contractor, under the direction of the COTR, shall assist the applicants in preparing a revised application/addendum to the original application. This process may be done directly by the Contractor or through a grant to the NGO, at the COTR’s discretion.

Completed this Quarter:

SOUTHERN AFRICA HUMAN RIGHTS TRUST (SAHRIT): DATEX staff helped to revise and strengthen the proposal to develop a regional strategy and establish a common platform for policy makers, civil society, and anti-corruption institutions to share experiences in fighting corruption.

ASSOCIATION OF SADC CHAMBERS OF COMMERCE & INDUSTRY (ASCCI): ASCCI: DATEX staff provided support for formulating an agenda for a pre-proposal workshop. The purpose of the workshop was to refine the proposal setting priorities, defining its structure and sources of financing.

SOUTHERN AFRICA ENTERPRISE NETWORK (SAEN): SAEN is revising their original proposal using a consultant ICC. DATEX's staff has had ongoing discussions with SAEN. When the report is completed it will be resubmitted for consideration.

SOUTHERN AFRICA RAILROAD ASSOCIATION (SARA) DATEX staff has been working with SARA on a proposal(s) to provide capacity building in information technologies, public relations, strategic planning, and market research.

WILDLIFE COLLEGES OF SOUTHERN AFRICA: DATEX's staff continued to provide guidance for the preparation of a proposal for a meeting by the colleges, to formulate an agenda for the development of the regional coordination strategy on curriculum, accreditation and other issues.

ICRISAT: DATEX's staff continues to work with ICRISAT to refine the proposal/scope of work to develop SMINET, a network of key stakeholders in the production and marketing of sorghum and millet.

TELECOMMUNICATIONS REGULATORS ASSOCIATIONS OF SOUTHERN AFRICA (TRASA): In January DATEX's staff again met with and assisted in reviewing and revising the proposal for the sustainability and capacity building of TRASA's Secretariat.

PEACE PARKS The STRENGTH team continues to have discussion but limited them to the proposal for tracking course graduates to evaluate the impact of the course on their work performance.

6. ***Scheduled Activity:*** Technical Discussions/Negotiations and Submission of Revised Applications/Addenda to Original Application. The Contractor shall conduct written technical discussions/negotiations (in the form of a letter) with the short-listed applicants in order to ensure that the applications contain all information necessary for adequately defining the work to be performed, benchmarks and milestones, and anticipated results.

Completed this Quarter:

HUMAN RIGHTS TRUST OF SOUTHERN AFRICA (SAHRIT): DATEX's staff continued to work with the Trust to refine their proposal and see that necessary information was included for consideration.

FEDERATION OF CLEARING AND FORWARDING ASSOCIATIONS OF SOUTHERN AFRICA (FCFASA): Staff continued to work with the FCFASA to revise and refine their proposal.

TELECOMMUNICATIONS REGULATORS ASSOCIATION OF SOUTHERN AFRICA (TRASA): DATEX's staff met with TRASA in January and February to provide feed back from SO2 Team to refine the proposal.

7. ***Scheduled Activity: Evaluation of Revised Applications/Addenda:*** The revised applications or addenda to the original application will be reviewed according to previously established processes. The successful revised applications/addenda will form the basis of a Partnership Agreement and Action Plan between the NGO and the RCSA, and the grant between the Contractor and the NGO.

Completed this Quarter:

HUMAN RIGHTS TRUST OF SOUTHERN AFRICA (SAHRIT): The revised application was reviewed and it was agreed that the program was within SO1's objectives. The Trust has previously been approved as a partner with RCSA.

FEDERATION OF CLEARING AND FORWARDING ASSOCIATIONS OF SOUTHERN AFRICA (FCFASA): The revised application was reviewed and it was agreed that the application/addenda would form the basis of a Partnership Agreement and Action Plan between FCFASA and RCSA and the grant between the Contractor and the NGO.

TELECOMMUNICATIONS REGULATORS ASSOCIATION OF SOUTHERN AFRICA (TRASA): Because of earlier activity TRASA is one of the NGOs that SO2 team has chosen as a partner. They submitted a revised/expanded proposal and there have been meetings with the SO2 and STRENGTH teams to evaluate the proposal.

8. ***Scheduled Activity: Analysis of Applications***: For those applicants recommended for funding, the Contractor shall analyze the applications in accordance with Federal and USAID laws, regulations, policies and guidance.

Completed this Quarter:

HUMAN RIGHTS TRUST OF SOUTHERN AFRICA (SAHRIT): STRENGTH's staff reviewed and performed a cost analysis to determine if costs were reasonable and allowable for the proposal and recommended approval by the SO3 team to provide a grant.

ICRISAT: DATEX's staff reviewed and performed a cost analysis to determine if costs were reasonable and allowable for the proposal and recommended approval by the SO3 Team to fund a business and management plan.

9. ***Scheduled Activity: Grant Approval and Award of the Grants***: Contractor will sign and award grants on behalf of USAID, in accordance with applicable Federal and USAID regulations and requirements for file documentation, under RCSA direction, and subject to funds availability.

Completed this Quarter:

HUMAN RIGHTS TRUST OF SOUTHERN AFRICA (SAHRT) : A grant was awarded on 1 October to fund the program for two years.

FEDERATION OF ROAD FREIGHT ASSOCIATION (FRRFA) A contract was awarded to MEC Consulting to conduct the Business Plan. They begin the first of April.

10. ***Scheduled Activity: Post-Award Administration of the Grant***:

Completed this quarter:

(a) Where grants are longer than one year, annual work plans have been obtained or requested. STRENGTH provided assistance to all existing grantees and those pending award assistance with work plans, quarterly reports, cash flow analysis, four-month cash projections, liquidation reports, and preparation of quarterly financial reports. All reports for grant advances are carefully reviewed and checked for accuracy and compliance for verification and subsequent payment under the USAID letter of Credit prior to their submission to the STRENGTH/DATEX home office. Grantee liquidation reports are current, and the monthly advances are routinely programmed with the home office. Payments to

all grantees under the advance system go out at approximately the same time each month.

(b) Copies of the Work Plans and Progress Reports received to the present date have been provided to RCSA and DATEX home office

11. ***Scheduled Activity:*** Post-Grant Technical Assistance to NGOs: As part of post-grant assistance to NGOs, the Contractor shall identify appropriate resources and coordinate technical assistance/training. To the greatest extent possible, technical assistance and training services will utilize southern African resources.

Completed this Quarter:

Arrangements were made for NGO partners to attend two Training courses in South Africa on "Financial Management of USAID Awards", and "USAID Administrative Compliance Requirements" given by Robert E. Stross. The participants included 2 people from TRASA, 3 people from University of Botswana, 1 person from Chobe Wildlife Trust, 1 person from SADC PF, 1 person from MISA, 1 person from SAEN and 1 person from SARDC.

12. ***Scheduled Activity:*** Short-Term Training and Logistics Support: The Contractor shall arrange a series of short-term training programs, including seminars, conferences, and study or exchange visits for NGOs tailored to each organization's needs.

Completed this Quarter:

SADC PARLIAMENTARY FORUM (SADC PF): A STRENGTH team member continued to provide support to the SADC PF in logistics and cash-management distribution, control of funds for (per diem and payment of accounts) and record keeping for its programs.

In addition STRENGTH provided logistics support to organize for the new Forum account to come to the STRENGTH office and discuss accounting and closeout procedures as well as review the cash management that DATEX's staff had undertaken for the Forum.

CROSS BORDER TRADERS ASSOCIATION (CBTA): A STRENGTH team member visited CBTA and their account in Zambia to provide support and discuss financial and close-out procedures.

In addition the DATEX staff worked with CBTA to review the best way for CBTA to produce a manual for its members. Two bids were

reviewed by CBTA. The STRENGTH team agreed that the best way to proceed was to use CBTA staff and produce the manual in-house. ICRISAT: The DATEX staff has been working with ICRISAT and their consultant IRED on finalizing the business plan and mission statement. A DATEX staff member has met with the consultant in Zimbabwe to review the first draft of the report.

TELECOMMUNICATIONS REGULATORS ASSOCIATION OF SOUTHERN AFRICA (TRASA): The DATEX staff continues to meet with TRASA's administrative staff to review the progress made in preparation of quarterly and financial reports.

III. Reports and Other Deliverables:

- A. ***Scheduled Activity: Performance Monitoring Reports***: The Contractor is to submit quarterly reports summarizing progress of major activities in process in relation to the contract.

Completed this Quarter: DATEX submitted the PMR in accordance with the contract.

- B. ***Scheduled Activity: Annual Work Plan***: Sixty days prior to the anniversary of the effective date, the Contractor shall provide an annual work plan. Work plans shall describe activities to be conducted during the year at a greater level of detail than the statement of work in the contract.

Completed this Quarter: DATEX submitted the Annual Work plan in accordance with the STRENGTH contract.

IV. Modifications: Non this quarter.

Section II – PROJECT OFFICER’S COMMENTS

1. Comment on contractor's technical performance (quality of technical assistance, professional services, and/or products) and provide examples, if appropriate.

2. Comment on contractor's administrative performance (timeliness in meeting schedules and/or delivering materials/products) during the quarter and give example(s), if appropriate.

3. Comment on contractor's management (cost-effectiveness, quality of communication with staff and with USAID for the quarter and provide examples as appropriate.

4. React to contractor's assessment of performance regarding any of the activities/deliverables described in section IA, number 4 above.

5. Note areas for potential contractor improvement regarding management/provision of any services related to the activities/deliverables and/or specific contract results.

SO TEAM 1 Leader/RCSA/ADNR/D&G: _____
SO TEAM 2 Leader/RCSA/ADNR/EG: _____
SO TEAM 3 Leader/RCSA/ADNR/NRM: _____
SO-A TEAM 4 Leader/RCSA/ADNR: _____

Date _____

Attachment A

SPECIFIC RESULTS EXPECTED AT CONCLUSION OF CONTRACT

(1) Tasks to be Completed by Contractor Under Section C, Statement of Work			
	Task		Task
X	Mobilization of Core Field Team	*	Analysis of Applications
X	Establishment of Local Office	*	Grant Approval and Award of the Grants
*	Survey of NGOs in the Southern Africa Region and Database of Information on NGOs		Post-Award Administration of the Grants
*	Grants Management Database	*	Post-Grant Technical Assistance to NGOs
X	Drafting and Advertisement of the RFA	*	Short-Term Technical Training and Logistics Support
X	Issuance/Distribution of the RFA	*	Program Performance Plans and Performance Reports
X	Receipt and Acknowledgment of Applications	*	Logistic and Administrative Support
*	Screening and Reviewing/Evaluating Application and Notification to Unsuccessful Applicants	X	Annual Work Plan completed for CY 2000
*	Conduct Pre-Award Organizational Assessments and Pre-Award Evaluations	X	Performance Monitoring and Evaluation Reports (Progress & Financial)
*	Follow-up Technical Assistance		Special Reports
*	Assistance in Program Proposal Preparation		Reports on Advances to Grantees and Interest/Refunds Remitted by Grantees
	PVO Registration	X	Other Reports and Information Products
*	Technical Discussions/Negotiations and Submission of Revised Applications/Addenda to Original Applications		Final Completion Reports
*	Evaluations of Revised Applications/Addenda		

X completed

* In progress/on-going

(2) Performance Standards:

- Quality of Work and Reports/Deliverables
- Cost Control/Effectiveness
- Timeliness Cost Control/Effectiveness
- Customer Satisfaction by USAID
- Customer Satisfaction by End-Users
- Effectiveness of Key Personnel