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TRADE AND INVESTMENT DEVELOPMENT PROJECT

Final Report

**Latin American and Caribbean Trade
and Investment Development
Project**

SUBMITTED TO
U.S. Agency for International Development
Global Resources Bureau and Latin
American and Caribbean Bureau
Washington, D.C.

SUBMITTED BY
Nathan Associates Inc.
Economic and Management Consultants
Arlington, Virginia

UNDER
Contract No. LAG-0797-C-00-2046-00

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1.0 INTRODUCTION

1.1 General Background of the Project

On September 30, 1992, the Latin American and Caribbean Bureau (LAC) of the U.S. Agency for International Development (USAID) awarded a contract for its Latin American and Caribbean Trade and Investment Development Project (the "LAC/TIDP") (Contract No. LAG-0797-C-00-2046-00, the "Contract") to Nathan Associates Inc. of Arlington, Virginia, USA as prime contractor in consortium with AG International Consulting Corporation, a Gray Amendment entity. This Final Report is submitted in compliance with Section C.4.(a)(5) of the Contract which requires submission of a Final Report containing sections that (a) summarize the Project's accomplishments or failures; (b) describes the activities undertaken under the Project; (c) describes the methods of work used; (d) provides comments and recommendations regarding unfinished work (by country); and (e) provides a fiscal report describing in detail how contract funds were used.

The LAC/TIDP was a three-year, authorized \$3.7 million effort by USAID, to foster greater economic integration and a free trade environment in Latin America and the Caribbean. It was designed to stimulate and support macroeconomic reforms, restructuring, and market-opening initiatives throughout Latin America and the Caribbean through the provision of USAID-financed technical assistance and services. The Project originally provided services to USAID/LAC's Office of Trade and Investment as well as to individual USAID missions in the region, primarily to identify and propose remedies to nontariff barriers to international trade and investment, with particular emphasis on legal and regulatory constraints thereon, including intellectual property rights (IPR) regimes.

The RFP for the LAC/TIDP was originally issued in April, 1992. Nathan Associates submitted its proposal in response on May 07, 1992 and was invited to submit its Best and Final Offer on July 31, 1992 which was submitted on August 17 of that year. The Contract was awarded to Nathan Associates and signed on September 30, 1992 and the Project's Core Staff began operations on the following day, October 01, 1992. The Contract authorized the provision, over three years, of 137 person months. The Contract contemplated management of the Project by a three-person Core Staff with the majority of technical assistance services to be provided by short-term, outside consultants engaged under Technical service Orders (TSOs). USAID management was provided by USAID/LAC's Office of Trade and Investment until August, 1994, when the Project and its Contract were transferred to USAID's newly-established Global Resources Bureau (GRB), where it thereafter was managed by GRB's Office of Economic and Institutional Reform of the Bureau's Center for Economic Growth.

1.2 Contract Substantive Provisions

The LAC/TIDP was based on and intended to implement the Trade and Investment pillar of the Enterprise for the Americas Initiative, e.g., expansion of U.S. trade and foreign direct investment (FDI) in and with the LAC region and economic integration looking eventually to creation of some form of Western Hemisphere-wide free trade zone based on the North American Free Trade Agreement (NAFTA) or other U.S. free trade agreements with nations or groups thereof of the LAC region.

Under the Contract, deliverables included: (1) information inputs to be used by USAID/LAC's Office of Trade and Investment to develop its data management system; (2) technical services to assist USAID missions and representative offices in examining their private sector programs as related to their impact on trade and investment; and (3) direct support for USAID's outreach program to the U.S. business community. Under section C.2.(a) of the Contract, the contractor was to "... provide technical inputs to identify constraints and approaches to modify the macroeconomic, business and regulatory, and legal and judicial environments to remove impediments to, and promote opportunities for, competitive production." Outputs specified for the Contract included "recommendations for strategic trade and investment developments and for the reform of macroeconomic, business and regulatory, and other nontariff barrier impediments to trade and investment". "End results" of the work under the Contract were to include: (1) USAID missions' development of regional trade and investment (T/I) strategies; (2) USAID missions' modification of bilateral programs; (3) development of regional T/I approaches independent from USAID bilateral programs; and (4) examination of specific T/I issues and development of approaches thereto.

The Contract's scope of work contemplated technical (substantive) services, managerial/administrative services, and reports and other deliverables. The technical services under the Contract were to include: (1) conducting T/I country/subregional assessments; (2) developing country T/I regional profiles; (3) identifying legal, regulatory, and other constraints to T/I; (4) identifying targets of opportunity for expanded T/I; (5) developing recommendations for Donor interventions; (6) developing "as requested", strategies for implementing enhanced T/I in selected LAC countries or subregions; (7) identifying determinants of Business T/I decisions; (8) identifying potential LAC trading partners; (9) identifying specific trade flow problems; (10) identifying potential approaches to resolve specific trade flow problems; and (11) preparing certain occasional papers.

The Contract provided for preparation of Annual Workplans as well as a series of semi-annual substantive and administrative reports, semi-annual level-of-effort reports, quarterly transaction and financial reports, monthly reports, trip reports, minutes of quarterly meetings between Project Core Staff and staff of the USAID/LAC Trade and Investment Office, and this Final Report.

1.3 Project Staffing

As established in the Contract, Nathan Associates employed a three-person Core Staff to administer its responsibilities for the LAC/TIDP, e.g., a Project Director, Project Manager, and Project Administrative Assistant. The Project Director was James L. Kenworthy, Esq.,

employed as provided for in the Contract on a half-time basis, who acted as Technical Director for the Project and was responsible for overall policy direction and technical supervision of the Core Staff and all outside consultants. He also served as the principal contact with the USAID Project officers (at least 4 over the life of the Project) on all substantive matters and provided strategic guidance and specific technical advice for all contract activities, personnel identification and supervision, and overall managerial and budget control support for the staff. The Project Manager, Mr. Wesley Boles, was employed on a full-time basis and served as the principal contact with USAID on all non-substantive matters. His duties included (1) translating the Project director's guidance into specific, discrete contract activities; (2) identifying and accessing appropriate technical expertise to carry out Project tasks; and (3) managing human and budgetary resources under the Contract, as well as overseeing contract operations on a day-to-day basis and acting as the contact point for administrative matters under the Contract. The Project Administrative Assistant, Ms. Jeanine Hubler, was responsible for administrative support tasks.

In addition to Core Staff, the Contract authorized use of outside T/I specialists to provide short-term contract services in support of Project activities. TSOs were the mechanism utilized to supply such services. They were similar to Indefinite Quantity Contract delivery orders, but, since they were centrally-funded by USAID/Washington, they required no formal PIO/T from a USAID mission or bureau. The Nathan Core Staff responded to requests from USAID/LAC's Office of Trade and Investment for specific technical services, or from USAID missions in the LAC region relayed to the Project through the Office of Trade and Investment. That office usually made requests for Project service only after having received specific requests from missions in the field that included a set of terms-of-reference and background information describing the services needed, their staffing, the extent thereof in hours or days per consultant, etc. Core Staff then prepared a TSO following guidelines established by the Contract. A draft TSO was submitted by Core Staff to the USAID Project Officer. If approved by that officer, the final version of the TSO was forwarded to the Project's USAID Contracts Officer. Upon approval by the responsible Contracts Officer, Nathan then proceeded to undertake the TSO.

2.0 SUMMARY OF PROJECT ACCOMPLISHMENTS

2.1 Project Accomplishments

Major accomplishments of the LAC/TIDP include the following:

(1) The LAC/TIDP provided real, tangible assistance to some countries for the assessment and subsequent enhancement of their T/I-related legal and regulatory regimes, actual drafting of legislative initiatives to that end, and recommendations for necessary improvements in implementing administrative institutions and procedures, for example, in El Salvador, Haiti, and Jamaica, as described infra.

(2) The LAC/TIDP evoked positive responses for most of its LAC regional-targeted activities, including its telecommunications studies and trade data studies, and had positive responses as well from national governmental authorities for its legal/regulatory-focused activities in Ecuador, El Salvador, and Haiti.

(3) The Project demonstrated that it could respond efficiently and effectively on a short turnaround basis to urgent requests for technical assistance and services. In particular, the Project received high assessments of its response to USAID/Haiti's requests for five different technical assistance interventions in Haiti, in support of the Emergency Economic Recovery Program and the Presidential Commission on Economic Modernization and Growth - the Mission wrote back to USAID/Washington that:

Had it not been for the timely and targeted responsiveness of the TIDP . . . we couldn't have convinced the NSC, Mark Schneider, and the DOC that we are contributing in a meaningful way to making the business environment conducive to investments and trade and to the recreation of permanent jobs.

The Haitian private sector has, through the Presidential Commission, expressed its appreciation to USAID for providing critical technical assistance which is forming the basis for vital ongoing economic reforms.

2.2 Project "Failures"

From its beginning, the Project was severely constrained in meeting the goals and expectations that formed the conceptual basis for the Project because of a series of occurrences, within USAID and without, that effectively inhibited its ability to pursue those goals in the manner contemplated for the Project. The very month the Project began to operate, the famous "60 Minutes" broadcast aired, which had a number of impacts that effectively operated to delay the onset of real Project activity, e.g., first the political, then the legislative responses and the imposition of Section 599 which raised concerns about Project activities related to investment promotion in the LAC region. Then a round of external and internal reorganizations that effectively deprived the Project of meaningful USAID direction. During the early period of the Project, it was converted through USAID/Washington inaction, from the regional/subregionally-focused, proactive, Washington-directed activity contemplated in the RFP and Nathan's proposal, into a purely reactive, USAID mission-driven activity that was never adequately marketed by USAID/LAC/TI to USAID missions, with the result that little was done during its first full year of operation.

There were a number of other problems that affected Project activities:

- (a) Too much use of the Project to substitute for internal mission professional competency, such as the drafting of program documents and amendments of an internal operational nature not really contemplated under the original purpose or activities of the Project;
- (b) Some of the Project's technical studies and recommendations were essentially undermined by the timidity or un-related political or diplomatic concerns on the part of local USAID missions;

(c) Certain of the Project's projected activities, consistent with the nature of the Project as contemplated in the RFP and Proposal, were undermined because of USAID/LAC/TT's failure properly to advance and coordinate these possibilities within the U.S. Government.

3.0 PROJECT ACTIVITIES AND OUTPUTS

Substantive accomplishments of the Project comprised (a) the 31 TSOs and (b) a series of eight (8) substantive memoranda prepared by the Project Director providing information and analyses of various aspects of international trade and investment relevant to the scope of work and activities of the Project.

3.1 Technical Service Orders

3.1.1 TSOs # 001, 004, 005, 014, & 018 - DOMINICAN REPUBLIC: Trade Practices and Productivity Improvement Project

At the request of USAID/Dominican Republic, the Project provided technical assistance and services to assist the Mission to draft a Project Identification Document for the proposed Trade Practices and Productivity Improvement Project (TPPI). Under TSO #001, the Project Manager assisted in developing goals and a conceptual basis for further development of the TPPI project. Thereafter, under TSOs # 004 and 005, the LAC/TIDP provided a Chief-of-Party and a four-person technical team to build on the PID to elaborate the two major components of the TPPI - (a) addressing a range of specific legal/regulatory constraints to trade and investment (customs procedures, product standards, IPR protection, and dispute settlement) and (b) assisting in designing activities to help improve Dominican industrial productivity at the level of the worker, management, and institution. TSO #014 provided services for the Project Manager and U.S. Government personnel from the Department of Commerce/Patent and Trademark Office and a labor specialist from the Democracy and Governance Center of USAID's Global Programs Bureau, to develop specific background and documentation necessary to implement selected components of the TPPI project, specifically, protection of IPR and worker rights. Outputs under this series of Dominican Republic-related TSOs included: (a) an initial draft of the TPPI PID; (b) an annotated outline of a TPPI project paper; (c) recommendations for structuring of the TPPI Productivity component; (d) economic financial, and institutional analyses for the project paper; (e) a final draft of the TPPI Project Paper; (f) draft budgets and scopes of work for USAID/Dominican Republic Participating Agency Services Agreements (PASAs) with the DOC/PTO; (g) draft budgets and scopes of work for USAID/Dominican Republic procurement of Dominican consultants; and (h) a memorandum on the status of Dominican implementation of its June 1992 Labor Code. TSO #018 provided for further modification of the TPPI Project to reflect program reorganization and budgetary changes within USAID.

3.1.2 TSO #002 - GUYANA: Private Sector Assessment

In support of USAID's Regional Development Office for the Caribbean's (RDO/C) effort to identify obstacles to improved trade and investment in Guyana, the Project fielded a two-person team to assess the position and needs of the Guyanese private sector with respect to its willingness and capacity to undertake proactive involvement in that country's economy and make risk-based investments necessary to realize its Economic Reform Program and to recommend specific activities for RDOC. Some forty members of the Guyanese private sector were interviewed. The team found that, while Guyana had shown substantial economic progress as a result of the Economic Reform Program, there remained deficiencies in the country's human resource base, its economic and commercial infrastructure, and its legal/regulatory/judicial framework. Activities suggested to RDO/C included technical assistance to the Guyanese Private Sector Commission for project preparation; a long-term advisor to the Ministry of Finance; technical assistance to the Ministry of Trade, Tourism, and Industry; assistance in developing an environmental policy; and staff training for the national technical institutes.

3.1.3 TSO #003 - LAC REGION: Intellectual Property Information Base

At the request of the USAID/LAC Office of Trade and Investment, the Project engaged an intellectual property attorney to survey, assemble, and review documentation available in the Washington, D.C. area related to IPR regimes and the status of intellectual property protection throughout Latin America and the Caribbean. The resulting report reviewed the existing data base, assessed the adequacy of available LAC area IPR documentary information, examined the participation of LAC area countries in international IPR conventions and agreements, and provided recommendations for future USAID activities to enhance LAC area IPR programs.

3.1.4 TSOs #006, 007 - JAMAICA: EDIP Project Development Supplement

USAID/Jamaica requested the Project to provide technical assistance for amendment and extension of its existing Export Development and Investment Promotion Project (EDIP) to reflect changes in the Jamaican trade and investment climate, in Foreign Assistance Act authorities, and recommendations of a Project Mid-Term Evaluation. The goal was to amend the EDIP to extend its life while redirecting its activities away from direct investment promotion towards strengthening of Jamaica's capital markets and reducing constraints to trade and investment. The Project fielded a team leader with macroeconomic policy, export development, and USAID project development experience together with three other specialists, one each in: (a) legal/regulatory aspects of privatization, corporate restructuring, and employee stock option plans; (b) securities operations and financial markets; and (c) customs administration. Thereafter, in response to changes in available funding and upon resolution of certain policy issues, USAID/Jamaica requested the team leader to return for an additional period to prepare a final draft of the project supplement document. The document proposed an array of activities designed to pen further the Jamaican economy to trade and investment.

3.1.5 TSO #008 - ECUADOR: Investment Climate Comparison Study

At the request of USAID/Ecuador, the Director of the LAC/TIDP and a two-person team undertook a comparative survey and analysis of the foreign direct investment (FDI) climates of Ecuador, Chile, Colombia, and Costa Rica in order to provide recommendations to USAID/Ecuador for assistance to the Government of Ecuador (GOE) for development of an FDI regime competitive with those of its neighbor countries consistent with international FDI standards and practices. The three-person team carried out nine weeks of field research in the four countries. The work involved: (a) data gathering in Washington, D.C. and on-site in the four countries studied; (b) development of a basic methodology and protocol for assessing and comparing the relative appropriateness, attractiveness, and effectiveness of the countries' respective FDI regimes and incentive programs; (c) preparation of individual country profiles; (d) an in-depth analysis of investment incentives in Ecuador; (e) identification and analysis of Ecuadorian disincentives for FDI; (f) interviews with over 95 individuals in government and the private sector; and (g) preparation of a 100 page Final Report plus appendixes setting forth findings and recommendations for action. The report found that, while Ecuador has made considerable progress in recent years in liberalizing its FDI regime, making it comparable if not more liberal than equivalent regimes elsewhere, it has lagged seriously in creating a business and regulatory environment attractive to foreign investors, so that substantial efforts will be required to make the country an effective competitor for foreign capital. Feedback indicated the report was well-received by officials of the Ecuadorian Government, which expressed interest in follow-on activities.

3.1.6 TSO #009 - GUATEMALA: Regional Economic Integration Analysis

The Project provided a three-person team at the request of USAID/Guatemala to provide a survey, analysis, and synthesis of recent studies and projects carried out by USAID and other Central American institutions in support of Central American economic integration. The consultants interviewed over 50 people and developed an extensive bibliography of some 113 documents, the most important of which were abstracted with data sources evaluated and deficiencies described. Their report reviewed and assessed available regional and institutional data sources relevant to Central American economic integration and offered a series of recommendations on utilization of data in strengthening the regional integration process and developing an appropriate role therein for USAID.

3.1.7 TSOs #010,012 - HONDURAS: Securities and Insurance Regulatory Legislation

Upon request of USAID/Honduras, the Project provided the services of a legal specialist in financial markets/securities regulation to assist the Government of Honduras in the development of a legislative initiative for establishment of a Honduran securities exchange and elaboration of financial markets regulations. The Project specialist produced draft legislation for introduction by the Government and an extensive regulatory analysis in support thereof. The draft took into consideration recent developments in the securities exchange field as well as the characteristics of the civil and commercial codes of Honduras, the Central Bank Law, and standards implemented by the two existing Honduran stock exchanges. The draft comprised twelve chapters covering the full range of regulatory requirements for trade in securities.

including provisions for establishment of a Honduran Securities and Exchange Commission. The Superintendency of Banks and Insurance found the draft satisfactory and it later formed the basis for the Ministry's submission of a legislative initiative to the newly-elected Honduran national congress. Thereafter, the Project was requested to provide a two-person team to provide similar assistance in the development of draft legislation for regulation of insurance services, both to modernize the existing law and to harmonize insurance regulation with the regulatory regimes of other Central American nations in order to facilitate economic integration efforts. The work included extensive consultation with Honduran regulatory officials and the development and drafting of a proposed legislative initiative for submission to the Superintendency of Banks and Insurers.

3.1.8 TSO #011 - HONDURAS: Central Bank MIS System Design

USAID/Honduras requested the Project to provide technical assistance to the Central Bank of Honduras to analyze the data processing requirements of the Securities and Public Debt Division of the Bank and to provide the design of an appropriate management information system in support of USAID/Honduras' effort to strengthen and modernize the Honduran financial and banking system. The Project's consultant provided a detailed analysis, design, and specification report that developed a data processing system design appropriate to the Division's operations and set forth specifications for the requisite computer and ancillary equipment.

3.1.9 TSOs #013, 019 - EL SALVADOR: Revision of International Trade and Investment Laws

USAID/El Salvador requested Project assistance in evaluating the need for changes in that country's international trade and investment laws, specifically the laws governing FDI, Free Zones, and export promotion. A three-member team led by the Project Director, that included the Project Manager and a Salvadoran attorney, undertook legal review, analysis, and evaluation of the three laws; review of similar laws in Costa Rica, the Dominican Republic, Guatemala, and Honduras; consultation with Salvadoran public officials (including the Ministers of the Economy and of the Treasury) and private sector representatives; and drafting of a Final Report with three draft legislative initiatives. The study's review and analysis of El Salvador's laws suggested that problems existed with regard to the scope of its FDI legal regime and the consistency of its export promotion laws with basic international standards governing subsidies in global trade and provided three draft legislative initiatives for the amendment or repeal and replacement of laws to reflect changed macroeconomic policies and the need to conform such laws to current international standards governing global trade and investment. Thereafter, the Project was requested to provide a professionally accurate legal translation of the TSO #013 report for consideration by Salvadoran officials and local business advocacy organizations. The Mission requested that the LAC/TIDP Project Director make himself available for further consultations regarding the subject matter of the TSO #013 report.

3.1.10 TSO #015 - HONDURAS: FIDE Final Evaluation

TSO #015 responded to a request of USAID/Honduras to field a team of four specialists to undertake a final evaluation of the Foundation for Research and Business

Development (FIDE) component of its Export Development and Services Project. The purpose of the evaluation was to draw conclusions about the results of the FIDE component of the EDS Project over its last six years, e.g., determine the relevance, effectiveness, efficiency, impact, and sustainability of the FIDE component as well as lessons learned that may be applied to future USAID projects. A secondary purpose was to evaluate workers' rights, environmental protection, and policy and legal activities undertaken by FIDE over the last eight months and suggest and assist USAID/Honduras in the development of new, follow-on activities in those areas.

3.1.11 TSO #016 - COSTA RICA: Mid-Term Evaluation of the Financial Services Project

Under TSO #016, USAID/Costa Rica requested the Project to undertake a mid-term evaluation of its Financial Services Project involving Ohio State University and the National Federation of Savings and Loan Cooperatives and Multiple Services of Costa Rica (FEDECREDITO). The focus of the evaluation was the overall quality and quantity of applied research by OSU in terms of its relevance and impact sufficiency of analysis, effective dissemination of analysis results, and resulting policy initiatives, as well as on project implementation by FEDECREDITO, the constraints to achieving project outputs recommendations for activities for the second phase thereof, and the potential benefits and problems occasioned by implementation of such recommendations.

3.1.12 TSO #019 - CENTRAL AMERICA: IPR Educational Program

USAID/Guatemala requested the Project to provide a qualified expert to speak at two seminars on IPR rights and enforcement. A well-regarded expert was recruited and served as the principal speaker at seminars held in Guatemala and San José, Costa Rica, attended by government officials, lawyers, business people, and academics.

3.1.13 TSO #020 - HAITI: Analysis of Legal and Regulatory Framework for International Trade and Investment

USAID/Haiti requested the Project to field a team, led by the LAC/TIDP Project Director, to conduct a diagnostic needs assessment and analysis of the current status of that country's legal and regulatory environment for international trade and investment. The study was the first in a series of Project activities in Haiti designed to provide technical support to the Presidential Commission on Economic Modernization and Growth (the Commission) pursuant to an agenda developed by the Government of Haiti (GOH) as part of its ongoing commitment to reform its economy under the Emergency Economic Recovery Program. After an intensive three-month study, the Final Report, authored by the LAC/TIDP Project Director, found the commercial law system essentially dysfunctional in accommodating trade and investment and made 63 specific recommendations for improvement in 19 different commercial law areas. The acceptance of the report on the part of the GOH, the private sector, and international lenders was such that it led to four more follow-on Project activities in Haiti.

3.1.14 TSO #021 - LAC REGION: Application of Information Technology to Trade

USAID/Washington's LAC Bureau requested Project assistance in analyzing current developments in computer and telecommunications technology, with emphasis on the United Nations-sponsored Global Trade Points program, and the potential impact of these developments to improve access to trade information. The TIDP Project's five-member team analyzed several existing trade data bases and then conducted a four-country field survey to assess the effectiveness and reach of the new electronic data interchange systems. The Final Report assessed developments and effectiveness of several newly-offered commercial systems and made recommendations designed to increase the ability of LAC trade promotion entities to take advantage of the new technologies.

3.1.15 TSO #022 - JAMAICA: Fair Trade Commission Economic Analysis Support

USAID/Jamaica requested services of an economist with experience in economic analysis, competition policy administration, and antitrust enforcement. The Project provided the services of a Nathan Associates economist who assisted the members and staff of the Jamaican Fair Trade Commission in establishing a process and procedures for decision support economic analysis involved with competition policy formation and enforcement actions before the Commission.

3.1.16 TSO #023 - COSTA RICA: Mid-Term Evaluation of FUNDEX

USAID/Costa Rica asked the Project to undertake a mid-term evaluation of the activities of the Fundación para Exportaciones (Export Foundation or "FUNDEX"). The Project provided a project development specialist who assessed FUNDEX in terms of its project evaluation process and monitoring procedures as well as its results in terms of growth and diversification of Costa Rican exports.

3.1.17 TSO #024 - LAC REGION: CITEL Telecommunications Studies

USAID/Washington's LAC Bureau requested the Project to assist the International Telecommunications Commission of the Organization of American States (CITEL) in developing methodologies for the collection of Hemisphere-wide information regarding radio frequency spectrum allocation and use and telecommunications equipment certification and approval procedures. Two qualified specialists were selected who analyzed the type and availability of the relevant data and their reports recommended approaches to the collection and analysis of the data.

3.1.18 TSO #025 - GUATEMALA: Alternative Dispute Resolution

USAID/Guatemala requested assistance of the Project to obtain services of an expert to make a presentation to the Central American Conference on Arbitration and Conciliation to be held in Guatemala. The Project selected a recognized expert in the field who made the presentation to the Conference and then met with university law faculties in Guatemala and

with members of the Arbitration and Conciliation Commission of the Chamber of Commerce of Guatemala to enhance their understanding of alternative dispute resolution mechanisms and latest developments in the field.

3.1.19 TSO #026 - HAITI: Insurance and Private Pension Legislation

In response to a request from USAID/Haiti, the Project provided services of two legal specialists experienced in insurance and private pension fund administration, from Chile and Haiti, respectively, to undertake an assessment of the current legal and regulatory framework governing insurance and private pension funds. After consultation with local industry sectors and the Inter-American Development Bank, they developed a draft legislative initiative to give Haiti the necessary legal and administrative foundation for a modern insurance industry and a reliable private pension program.

3.1.20 TSO #027 - LAC REGION: CITELE Radio Spectrum Analysis

As a follow-on to TSO #024, assistance was requested to permit development of a standalone personal computer-based data matrix usable by the concerned authorities in each of the OAS member states. The consultant developed a requisite software program which was explained and demonstrated to delegates at a meeting of the Inter-American Telecommunications Commission (CITELE) in August 1995.

3.1.21 TSO #028 - HAITI: Technical Assistance to the Tripartite Commission

This TSO provided services of a labor relations specialist to Haiti's Tripartite Commission on Labor Conciliation and Arbitration for the elaboration of the Commission's By-Laws and formulation of its First Year's Action Agenda.

3.1.22 TSO #029 - HAITI: Regional Economic Integration

At the request of USAID/Haiti for the Presidential Commission, this TSO provided services of two international trade consultants, including the LAC/TIDP Project Director, to provide information to the Presidential Commission with regard to existing regional free trade arrangements and concessionary trade preference programs, together with recommendations for a Haitian strategy to enhance the formulation of Haitian trade policies and enhance its market access and export possibilities through involvement with regional economic integration arrangements.

3.1.23 TSO #030 - HAITI: Haitian - Dominican Republic Trade Complementarities

Upon request of USAID/Haiti, the Project provided two consultants to provide the Presidential Commission with information, analysis, and recommendations for enhancing Haiti-Dominican Republic bilateral trade and investment through exploiting and capitalizing upon complementarities between their sectoral endowments and commercial systems.

3.1.24 TSO #031 - HAITI: Strengthening The Investment Climate

The Project provided a consultant who assessed the existing institutional capacities of Haiti's public and private sector institutions to promote and facilitate new foreign investment and international trade. The consultant recommended ways of enhancing both public and private - and mixed - programs for attracting investment and increasing national exports.

3.2 Substantive Memoranda

Over the three years of the Project Contract, the LAC/TIDP Project Director authored and submitted to USAID/LAC's Office of Trade and Investment over 20 memoranda addressing substantive matters or concerns related to the scope of work contemplated under the Contract, a number of which qualified as Occasional Papers within the meaning of section C.3.(b)(3)(B) of the Contract. These included both substantive analyses of aspects of trade and investment directly involved with Project activities or discussions of substantive possibilities for future Project activities. Among the areas addressed were: IPR, Trade and Investment Climate Assessment, the Caribbean Basin Initiative (CBI), CBI parity legislation, the Generalized System of Preferences, Post-NAFTA problems and possibilities, Antitrust/Competition law and policy, deregulation and institutional reform, and "fast track" trade negotiation legislative authorities.

The following substantive memoranda were prepared by the Project Director:

- "Central American IPR Seminar"
- "LAC/TI Project IPR Activities: Strategic Planning Memorandum"
- "Protocol for Trade & Investment Climate Assessment"
- "Hearing on HR 1403: Caribbean Basin Free Trade Agreements Act of 1993"
- "Summary/Analysis of S. 1155: Caribbean Free Trade Agreements Act of 1993"
- "Honduras Securities Law/TSO #009: Some Threshold Considerations"
- "GSP Reviews: Impacts on LAC Region"
- "Legislation Affecting Section 936"
- "LAC Bureau Private Sector Strategy Review"
- "GSP Update: GSP Eligibility Hearings Begin"
- "Adapting the NAI LAC/TI Project to A.I.D.'s New Sustainable Development Agenda"

- "Post-NAFTA Possibilities for LAC/TI Project Activities"
- "Post-NAFTA: Problems & Project Possibilities for Central America and the Caribbean"
- "GSP Update: LAC Region Eligibility Determinations"
- "Technical Assistance in Antitrust/Competition Law & Policies"
- "Deregulation and Institutional Reform: Some Considerations"
- "GSP Update: Recent Developments"
- "Possible IPR Activities Under the LAC/TI Project"

4.0 METHODS OF WORK USED

The LAC/TIDP utilized a number of work methods in providing technical assistance and services to USAID missions, governments, and other entities in the LAC region. These included:

- (a) review, analysis, and drafting of internal USAID mission documents or amendments thereto - for USAID/Dominican Republic (TSO #s 001, 004, 005, 014, and 018) and USAID/Jamaica (TSO #s 006 and 007);
- (b) evaluation and assessment of USAID mission-funded technical assistance programs - for USAID/Honduras (TSO #015) and USAID/Costa Rica (TSO #023);
- (c) external institutional capability assessments - for USAID/Guyana (TSO #002) and Haiti (TSO #031);
- (d) topical research and data compilation for the LAC Region as a whole - relating to Intellectual Property Data Base (TSO #003), Application of Information Technology to Trade Data (TSO #021), Telecommunications Studies (TSO #024), Radio Spectrum Analysis (TSO #027), Central American Regional Economic Integration Data (TSO #009) - and for specific countries, e.g., Haiti: Economic Integration (TSO #029) and Haiti: Haiti-Dominican Republic Trade Complementarities (TSO #030);
- (e) legal and regulatory diagnostic and/or investment climate assessments in Ecuador (TSO #008), El Salvador (TSO #s 013 and 017), and Haiti (TSO #s 026 and 028);

(f) legislative or other legal drafting - for USAID/Honduras (TSO #s 010 and 012), USAID/El Salvador (TSO #s 013 and 017), and USAID/Haiti (TSO #s 026 and 028);

(g) MIS systems and administrative procedures design - for USAID/Honduras (TSO #011) and USAID/Jamaica (TSO #022); and

(h) provision of resources and seminars, e.g., LAC-wide (TSO #s 019 and 027) and for USAID/Guatemala (TSO #025).

5.0 UNFINISHED WORK/ACTIVITIES NOT UNDERTAKEN

As seen in the foregoing section 1.2 hereof, the USAID creators of the NAI LAC/TIDP conceived of a very wide spectrum of possible Project activities. Actual Project output of 31 TSOs completed and some 20 substantive memoranda or papers are described above. Actual Project output, however, does not reflect the scope of possible Project activities considered at one time or another during the life of the Project, that might have been but were never, in fact, undertaken. Although conceived of as a proactive undertaking, the Project was converted early in its life to an essentially reactive operation dependent upon USAID/LAC/TI marketing of it to individual LAC region missions and their requests for its services in response. USAID/LAC/TI did not adequately market the Project's no buy-in capabilities or possibilities, nor did it permit Project staff to do so. Above and beyond the TSOs actually completed, the missions or LAC/TIDIP staff itself generated a number of other possibilities for Project activities, matters however, that never matured into actual TSOs, generally either for failure of the missions to follow-up on their suggestions or requests with more definite terms-of-references or scopes-of-work or because the USAID/LAC/TI Office had policy, resource allocation, or other reservations about the activities or services contemplated. These suggestions primarily were country-specific, but some contemplated subregional undertakings. They are described below either in country-specific or in subregional contexts.

5.1 Country-Specific Activities

5.1.1 Argentina (a) Technical assistance and services to provide a study and needs assessment of requirements for enhancement of Argentina's legal/regulatory framework to promote and implement that country's macroeconomic reforms, especially deregulation and privatization, e.g., quality and suitability of its legal/regulatory infrastructure and its competition policy.

(b) Technical assistance (after enactment of the pending new Patent Law) for needs assessment of training and MIS systems requirements of its IPR agencies and bureaucrats for the adequate administration and enforcement of the new Patent Law and other IPR laws and regulations.

5.1.2 Ecuador (a) USAID/Ecuador indicated a high degree of Ecuadorian official interest in the conclusions and recommendations of the Final Report in the Project's TSO #008 Comparative Investment Climate Survey study and intimated that it might request

certain follow-up activities under the LAC/TIDP, but, never followed through with a detailed request for such assistance.

(b) In the light of the recent Andean Pact directives regarding the protection of IPR rights and conclusion of an Ecuadorian-U.S. bilateral IPR Agreement, the USAID mission in Quito indicated some desire for technical assistance in the drafting of a new Ecuadorian IPR law to implement these new bases for that country's IPR regime.

(c) Ecuador is the only major country in the LAC region not a member of the General Agreement on Tariffs and Trade (GATT) nor, hence, the new World Trade Organization. Some years ago it indicated its desire to apply for GATT membership and developed an initial Memorandum of Foreign Trade Regime to initiate the process of GATT accession. However, the memorandum was not well received by the Contracting Parties and it was suggested to USAID/Ecuador that the country needed technical assistance to reformulate the memorandum and help it through the GATT accession process.

(d) A review of USAID/Ecuador's response to a USAID/LAC/TI cable describing the LAC/TIDP and soliciting mission requests for its services, indicated Mission interest in services relating to: (1) enhancement of Ecuador's Customs administration; (2) reform of its Labor Code; and (3) enhancement of its commercial law framework, but, no requests for such services were ever received by the LAC/TIDP.

5.1.3 El Salvador In addition to technical assistance provided by the LAC/TIDP under TSO #013 and the follow-up assistance under TSO #017, a cable was received from USAID/El Salvador's Economics Office requesting Project assistance to develop a post-NAFTA study addressing: (1) Salvadoran global competitiveness; (2) that country's involvement in subregional (CACM) and bilateral free trade agreements and regional economic integration arrangements; and (3) issues and concerns raised regarding its accession to the NAFTA.

5.1.4 Guatemala USAID/Guatemala's Office of Economic Analysis and Policy Reform Implementation had a "Trade and Labor Relations Development Project" that included a cooperative agreement with the Camara Empresarial (Businessman's Chamber) under which the latter was to organize a series of conferences, seminars and related efforts to address and discuss such topics as productivity, labor-management relations, IPR, trade or business negotiations, trade rules, and commercial dispute resolution. The Mission indicated it might ask the Project to identify and suggest U.S. experts in these subject areas as speakers (although not fund them under the Project) but no specific requests therefor were ever received.

5.1.5 Honduras As described above, the Project provided services to USAID/Honduras under three TSOs (#s 010, 011, and 012) involving Securities and Insurance Regulatory Legislation and Central Bank MIS System Design. USAID/Honduras also indicated interest in receiving technical assistance in connection with:

(a) Technical assistance to the Superintendency of Banks for the development of administrative and regulatory procedures required for effective implementation of new national banking and insurance legislation, e.g., drafting of new

standards, regulations, and procedures designed to carry out the intent of the new banking and related financial services legislation.

(b) Assistance to survey Honduran contract law and commercial litigation procedures leading up to development of recommendations for more efficient court procedures and better enforcement of contracts.

(c) Assistance with regard to Honduran trade negotiations to (a) enhance prospects of Honduras' entrance into multilateral and/or bilateral subregional free trade agreements and accession to the NAFTA and (b) address and resolve objections raised in connection with Honduras' recent GATT accession process.

5.1.6 Jamaica Interest was expressed by USAID/Jamaica in technical assistance to facilitate the lowering of Jamaican tariffs in implementation of CARICOM's Common External Tariff.

5.1.7 Mexico USAID/Mexico indicated an interest in requesting assistance of a trade and investment specialist to (a) assess USAID/Mexico's trade and investment portfolio in the light of the conclusion of the NAFTA and (b) provide an assessment of need areas in terms of legal/regulatory framework and trade policies to ensure successful Mexican implementation of its NAFTA obligations.

5.1.8 Nicaragua (a) USAID/Nicaragua expressed interest in assistance for management strengthening and industrial productivity enhancement.

(b) USAID/Nicaragua's Agricultural Development Office indicated interest in assistance for development of an agricultural commodities market, in part, through privatization of grain elevators and establishment of a private sector company to buy and sell agricultural outputs and inputs.

(c) Mission staff indicated interest in assistance relating to: (1) a stock market operations training plan; (2) rural credit alternatives; and (3) a needs assessment and plan for training of banking personnel.

5.1.9 Panama USAID/Panama indicated interest in a study analyzing the current Labor Code with recommendations for changes to bring it to conformity with Panama's move to open its domestic market to foreign trade.

5.1.10 Paraguay The USAID representative in Paraguay indicated interest in Project assistance to assess and make recommendations regarding the needs for adequate legal, regulatory, and judicial reforms necessary to implement Paraguay's macroeconomic policy reforms, in particular, with regard to privatization and competition policy.

5.1.11 Peru (a) USAID/Peru indicated interest in Project assistance to undertake a review of its (commercial) dispute resolution and arbitration resources, including a comparative analysis of other nations' systems.

(b) USAID/Peru requested assistance in enhancing the economic climate and infrastructure for microenterprise development.

5.1.12 Uruguay The USAID representative office in Uruguay requested assistance in finding a speaker from the United States to keynote a conference on "Regulation, Deregulation, and Social Justice" for what would have been the first major event sponsored by the new Economic Research Center of the Catholic University of Uruguay.

5.2 Regional/Subregional Activities

5.2.1 Central America (a) The Special Projects (regional) section of USAID/Guatemala's Office of Economic Analysis and Policy Reform Implementation generated a number of suggestions for Project technical assistance focusing on the goal of subregional economic integration. These included studies leading eventually to the holding of a USAID/Guatemala-sponsored Central America-wide conference on regional economic integration which would have been designed to address harmonization of legal/regulatory regimes to facilitate Central American economic integration as well as enactment and enforcement of adequate standards relating to IPR and worker rights.

(b) The Guatemala Mission also indicated interest in a survey of tariff and nontariff barrier constraints in the Central American area to both intra-regional and external trade in agricultural commodities.

(c) The Mission indicated interest in economic projections of the costs to individual countries of the Central American subregion if Section 301 (of the Trade Act of 1974, as amended) complaints involving violation of IPR and labor rights were to result in suspension of trade preferences under the GSP and/or the CBI.

(d) The Guatemala Mission also requested consideration of a study focusing on improvements needed in the Central American countries' international transportation linkages (air, land, sea) to improve market access into and from the subregion.

5.2.2 MERCOSUR The USAID representative office for Argentina and Uruguay sought assistance of the Project to support reform of the internal trade and investment legal/regulatory regimes of the four nations of the MERCOSUR (Argentina, Brazil, Paraguay, and Uruguay) in order to increase the comparability of their trade and investment regimes with those of the NAFTA countries in order to accelerate eventual accession of MERCOSUR to the NAFTA or conclusion of bilateral free trade agreements among the MERCOSUR countries and the USA.

5.2.3 Regional IPR Staff of the Project met with officials of the Patent and Trademark Office of the U.S. Department of Commerce - as well as with private sector IPR business advocacy organizations - to consider coordination and joint activities between USAID (Global Resources Bureau, LAC Bureau), the PTO (in consultation with the Office of the Special Trade Representative or USTR), and the Project to support USAID's objectives of providing assistance to LAC countries for reforms in their intellectual property rights protection and enforcement regimes.

List of Technical Service Orders

1. TSO #001 *Dominican Republic: Technical Assistance in PID Development for Trade and Investment Project.*

Completed during the period March 4 - March 25, 1993.

Total cost invoiced - \$16,017

2. TSO #002 *Guyana: Private Sector Assessment.*

Completed during the period March 4 - March 27, 1993.

Total cost invoiced - \$43,279.

3. TSO #003 *Project Information Resource Base: Intellectual Property Protection.*

Completed during the period April 18 - May 8, 1993.

Total cost invoiced - \$6,386.

4. TSO #004 *Dominican Republic: Technical Assistance for PP Development - Team Leader.*

Completed during the period March 26 - June 2, 1993.

Total cost invoiced - \$39,109.

5. TSO #005 *Dominican Republic: Technical Assistance for PP Development/ Economic, Financial and Productivity Specialists.*

Completed during the period April 9 - June 2, 1993.

Total cost invoiced - \$63,578.

6. TSO #006 *Jamaica: Technical Assistance for Project Supplement Development, EDIP Project.*

Completed during the period May 21 - June 18, 1993.

Total cost invoiced - \$77,155.

7. TSO #007 *Jamaica: Additional Technical Assistance for Project Supplement Development, EDIP Project.*

Completed during the period June 27 - July 9, 1993.

Total cost invoiced - \$15,287.

8. TSO #008 *Ecuador: Investment Climate Comparison.*

Completed during the period July 6 - October 22, 1993.

Total cost invoiced - \$65,721.

9. TSO #009 *Guatemala: Regional Integration Data Analysis.*

Completed during the period August 27 - December 22, 1993.

Total cost invoiced - \$33,603.

10. TSO #010 *Honduras: Securities Exchange Legislation.*

Completed during the period September 5, 1993 - January 7, 1994.

Total cost invoiced - \$32,554.

11. TSO #011 Honduras: MIS Design - Central Bank Operations.

Completed during the period November 8 , 1993 to May 20, 1994.

Total cost invoiced - \$ 37,871.

12. TSO #012 Honduras: Insurance Legislation Revision.

Completed during the period February 11 - June 8, 1994.

Total cost invoiced - \$38,591.

13. TSO #013 El Salvador: Revision of Trade/Investment Laws.

Completed during the period April 14 - June 28, 1994.

Total cost invoiced - \$54,041.

14. TSO #014 Dominican Republic: Assistance in Project Implementation.

Completed during the period June 5 - 21, 1994.

Total cost invoiced - \$13,235.

15. TSO #015 Honduras: Final Evaluation - FIDE.

Completed during the period July 7 - November 3, 1994.

Total cost invoiced - \$67,922.

16. TSO #016 /#016A Costa Rica: Mid-Term Evaluation - Financial Services Project

Completed during the period September 6, 1994 - February 10, 1995.

Total cost invoiced - \$77,971

17. TSO #017 El Salvador: Revision of Trade and Investment Laws: Part II.

Completed during the period August 15 - November 14, 1994.

Total cost invoiced - \$22,704.

18. TSO #018 Dominican Republic: Modification of TPPI Project Document.

Completed during the period November 10 - December 22, 1994.

Total cost invoiced - \$12,514.

19. TSO #019 Central America: Intellectual Property Rights - Educational Program

Completed during the period February 23 - April 23, 1995.

Total cost invoiced - \$12,984.

20. TSO #020 Haiti: Analysis of Legal and Regulatory Framework for Trade and Investment.

Completed during the period February 3 - May 12, 1995.

Total cost invoiced - \$82,258.

21. TSO #021 Latin America and Caribbean: Application of Information Technology for Trade.

Completed during the period April 24 - November 28, 1995.

Total cost invoiced - \$71,953.

22. TSO #022 Jamaica: Fair Trade Commission - Economic Analysis Support

Completed during the period September 8 - September 24, 1995.

Total cost invoiced - \$13,567.

- 23. TSO #023 Costa Rica: Export Fund - Evaluation.**
Completed during the period April 4 - Sept. 12, 1995.
Total cost invoiced - \$51,487.
- 24. TSO #024 Latin America and Caribbean: CITES-Telecommunications Studies.**
Completed during the period April 14 - August 22, 1995.
Total cost invoiced - \$25,085.
- 25. TSO #025 Guatemala: Alternative Dispute Resolution.**
Completed during the period April 28 - May 30, 1995.
Total cost invoiced - \$15,108.
- 26. TSO #026 Haiti: Insurance and Private Pension Fund Legislation.**
Completed during the period June 12 - Nov. 10, 1995
Total cost invoiced - \$41,177.
- 27. TSO #027 Latin America and the Caribbean: CITES - Radio Spectrum Analysis.**
Completed during the period July 20 - August 28, 1995.
Total cost invoiced - \$15,464.
- 28. TSO #028 Haiti: Technical Assistance to the Tripartite Commission.**
Completed during the period August 30 - Oct. 27, 1995
Total cost invoiced - \$16,808.
- 29. TSO #029 Haiti: Regional Economic Integration.**
Completed during the period August 30 - Nov. 28, 1995.
Total cost invoiced - \$32,711.
- 30. TSO #030 - Haiti: Assessment of Complementarity of Trade Between Haiti and the Dominican Republic.**
Completed during the period Aug. 29 - Nov. 28, 1995.
Total cost invoiced - \$49,883.
- 31. TSO #031 Haiti: Strengthening the Investment Climate.**
Completed during the period September 8 - October 20, 1995.
Total cost invoiced - \$14,051.

Technical Service Orders under the Latin America and the Caribbean Trade and Investment Project

| TSO | Country | Title | Dates | Description |
|------|---------------------------------|---|--------------------|---|
| 1 | Dominican Republic | Technical Assistance in Developing a Project Identification Document for Trade and Investment Project | March-*April 1993 | At the request of USAID/Dominican Republic, the project provided technical assistance to develop an A.I.D. Project Identification Document (PID) to generate the Trade Practices and Productivity Improvement Project. Technical assistance involved defining goals and a conceptual basis for further development of the project (see TSOs 4 and 5). |
| 2 | Guyana | Private Sector Assessment | March-*April 1993 | In order to identify obstacles to furthering improvement in trade and investment in Guyana, A.I.D.'s Regional Development Office for the Caribbean (RDO/C) requested an assessment of the position and needs of the Guyanese private sector in its willingness and capability to become actively involved in the Guyanese economy and make risk-based investments in support of Guyana's Economic Reform Program. A two-person team recommended suitable assistance projects to RDO/C given A.I.D. budgetary constraints. |
| 3 | Latin America and the Caribbean | Project Information Resource Base: Intellectual Property Protection | April -*May 1993 | In conjunction with A.I.D.'s Latin America and Caribbean Bureau, an attorney specializing in intellectual property rights (IPR) assembled and reviewed documentation in Washington, D.C. on IPRs in Latin America. The final report reviewed existing documentation, assessed the adequacy of available information on IPR in LAC, examined the participation of individual LAC countries in international agreements related to IPR, and provided recommendations for A.I.D. activities to enhance IPR regimes in LAC. |
| 4 | Dominican Republic | Technical Assistance for Development of Project Paper (Team Leader) | March-*May 1993 | On the basis of the PID developed by under TSO 1, USAID/Dominican Republic requested fielding of a follow-through team of experts to prepare a full-scale Project Paper (PP) that would further develop the Dominican Trade Practices and Productivity Improvement Project (TPPIP). A team leader was sent first to help plan for development of the PP and management of a forthcoming team (see TSO 5). |
| 5 | Dominican Republic | Technical Assistance for Development of Project Paper (Economic, Financial and Productivity Specialists) | April -*May 1993 | A team of specialists in education and management productivity, macroeconomics, finance, and institutional development prepared economic, financial, and productivity analyses that provided technical bases for this effort. The trade practices component examined customs standards and administration; intellectual property rights protection; dispute settlement mechanisms; product and workplace standards; investment-related real property rights; and the overall legal framework for investment, technology transfer, and exports. The productivity component addressed means for providing management consulting, basic adult education and skills training, and information and workshops on worker and plant productivity enhancement. |
| 6, 7 | Jamaica | Technical Assistance for Developing a Project Supplement to Export Development and Investment Promotion Project | May-*June 1993 | USAID/Jamaica requested technical assistance to amend and extend its existing Export Development and Investment Promotion Project (EDIP) to reflect changes in the Jamaican trade and investment climate, changes in Foreign Assistance Act authorities, and recommendations of a Project Mid-term Evaluation. The project fielded a team leader with macroeconomic policy, export development, and A.I.D. project development experience, as well as specialists in the legal and regulatory aspects of privatization, corporate restructuring, and employee stock option plans; securities operations and financial markets; and customs administration. As a result of changes in available funding and resolution of certain policy issues, USAID/Jamaica later requested the services of the team leader for an additional period to prepare a final draft of the project supplement document. The amended project proposes an array of activities designed to further open the Jamaican economy to trade and investment. |
| 8 | Ecuador | Investment Climate Comparison Study | July-*October 1993 | USAID/Ecuador requested a comparative survey and analysis of the foreign direct investment (FDI) climates of Ecuador, Colombia, Chile, and Costa Rica. From the survey, recommendations were provided to USAID/Ecuador to help the Government of Ecuador develop an FDI regime competitive with those of its neighbor countries and consistent with international standards and practices. Staff and consultants visited all four countries and interviewed some 95 individuals. The final report included a review of general factors affecting FDI, analysis of the FDI regimes of each country, discussion of Ecuadoran disincentives for FDI, analysis of the utility of positive FDI incentives, and recommendations to A.I.D. on assistance to enhance Ecuador's FDI regime and attractiveness for new FDI. |

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| TSO | Country | Title | Dates | Description |
|-----|--------------------|---|------------------------------|---|
| 9 | Guatemala | Review of Central American Regional Economic Integration Activities | August-*October 1993 | USAID/Guatemala requested assistance with inventory and synthesis of recent studies and projects carried out by A.I.D. and Central American institutions favoring Central American economic integration. The analysis involved a review of Central American economic integration activities by institutions since 1990, preparation of an extensive bibliography, and a database review. Of the 113 documents reviewed, 29 were abstracted and data sources, programs, and deficiencies described. Recommendations were made for future activities to encourage and support economic integration. |
| 10 | Honduras | Securities Exchange Legislation | September 1993-*January 1994 | USAID/Honduras requested technical assistance for the Honduran Superintendency of Banks and Insurers in the development of draft legislation to establish a legal and regulatory framework for a sound and efficient system of securities exchanges. Activities undertaken included extensive review of legal and commercial documentation; consultation with the Central Bank and superintendency officials, stock exchange executives, and business leaders; preparation of a draft legislative proposal for submission to the superintendency; and follow-up technical assistance to facilitate legislative consideration of the proposal. |
| 11 | Honduras | MIS System Design for Central Bank Operations | November 1993-*May 1994 | The Central Bank of Honduras needed assistance in analyzing the data processing requirements of the Securities and Public Debt Division of the bank and in designing an appropriate management information system in support of USAID/Honduras' efforts to strengthen and modernize the Honduran financial and banking system. At the request of USAID/Honduras, a Nathan Associates consultant (1) analyzed the division's data processing requirements, (2) designed a computerized management information system to manage the division's operations, and (3) prepared specifications for the required computer equipment. |
| 12 | Honduras | Insurance Legislation | January-*June 1994 | In response to a request from USAID/Honduras, the Honduran Superintendency of Banks and Insurers was provided technical assistance in revising and modernizing the Honduran Insurance Law. The goal of the assistance was to improve the insurance regulatory regime and harmonize it with the regimes of other Central American republics in support of their efforts at economic integration. The Nathan Associates financial expert carrying out the assignment consulted with Honduran regulatory officials and developed a proposed legislative initiative for consideration by the Superintendency of Banks and Insurers and private sector organizations. |
| 13 | El Salvador | Revision of International Trade and Investment Laws | April-*July 1994 | USAID/El Salvador requested assistance in evaluating the need for changes in El Salvador's international trade and investment laws, specifically, laws governing foreign direct investment, free zones, and export promotion. A three-member team undertook a legal review, analysis, and evaluation of the three laws. The team also reviewed similar laws in Costa Rica, the Dominican Republic, Guatemala, and Honduras; consulted with the Salvadoran public and private sectors; and drafted a final report that included three draft legislative initiatives. The initiatives would amend or repeal the laws and replace them with laws that reflect not only revised macroeconomic policies but also the need to adapt such laws to current international standards governing global trade and investment. |
| 14 | Dominican Republic | Project Implementation Planning Assistance | June 1994 | The USAID/Dominican Republic's Trade Practices and Productivity Improvement Project was approved August 31, 1993, but no activities were immediately begun. The services of a consultant were provided to assist in implementing the project. The purpose of the services was to assist experts on intellectual property rights and labor matters in assessing the Dominican Republic's need to improve the protection of intellectual property and workers' rights. Following the assessment, the consultant prepared draft documentation—«a PASA agreement and two PIO/Ts—«which will be required to support actual project implementation for these two trade practice areas. |

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| TSO | Country | Title | Dates | Description |
|-----|-----------------------|---|----------------------------------|---|
| 15 | Honduras | Final Evaluation of FIDE | July-*November 1994 | <p>USAID/Honduras requested a four-person team to conduct the final evaluation of the Foundation for Investment and Development of Exports (FIDE) component of the Export and Development Services Project. During the 10-year life of the project, FIDE promoted nontraditional industrial exports and investment, principally in export assembly industries. The evaluation team found that FIDE had exceeded project goals for foreign investment, foreign exchange earnings, and employment generated from its investment promotion activities and that it had contributed to industrial growth now responsible for as much as 6 percent of GDP in Honduras. The team also found that through financial assistance from USAID, FIDE had also become financially self-sufficient, able to continue its promotion activities without further assistance. FIDE's efforts in 1994 in policy advocacy were not very successful, however, owing to a very short time frame, an unfocused project design, and lack of adequate experience and human resources, especially with respect to environmental issues.</p> <p>The evaluation team submitted two reports: one on FIDE's investment promotion activities from 1988 to 1994 and a second on its policy advocacy activities in 1994. The team's principal recommendation was that FIDE continue to view national trade and investment promotion as its first priority and engage in policy advocacy only if additional resources should become available.</p> |
| 16 | Costa Rica | Mid-Term Evaluation of Financial Services Project | September 1994-* January 1995 | <p>At the request of USAID/Costa Rica, a team of three financial specialists conducted the midterm evaluation of the Mission's financial services project. The project consisted of three main elements: policy analysis and dissemination; improvement in prudential regulation and supervision of the banking system, especially savings and loan cooperatives; and financial innovations to improve access to credit for microenterprises. The team noted that substantial contributions were made in improving the policy and regulatory environment for the financial sector, but that the draft Central Bank Law faced strong political opposition in the 1994 Congress, requiring that further efforts be made to disseminate the rationale for financial sector reform to the public. The project contributed to new legislation regulating the activities of S&L cooperatives and to the administrative strengthening of Costa Rica's national federation of S&L cooperatives. Innovation in credit programs for microentrepreneurs had to be delayed to concentrate project resources on strengthening the private voluntary organizations involved in microenterprise credit programs.</p> |
| 17 | El Salvador | Translation of Report and Draft Laws | August 1994-*November 1994 | <p>In a previous technical service order, a consulting team developed extensive proposed draft legislation to reform the investment and export development laws of El Salvador. Owing to limited time, the draft legislative initiatives were prepared only in English. USAID/El Salvador requested that they be translated into technically correct Spanish and that the project director be prepared to meet with appropriate Salvadoran officials to discuss the initiatives. The translation was completed and submitted to the Mission. However, no seminars or discussions were held because of a change in national administrations in El Salvador.</p> |
| 18 | Dominican Republic | Modification of TPPI Project | November 1994-* February 1995 | <p>As a result of changes in USAID policy and staffing, USAID/Dominican Republic requested assistance in amending its Trade Practices and Productivity Improvement Project, initiated August 30, 1993. Working in conjunction with USAID staff, a trade specialist developed a draft project amendment that modified and reduced the Trade Practices Component but maintained the Productivity Enhancement component of the newly named Equitable Development Project.</p> |
| 19 | Guatemala, Costa Rica | Intellectual Property Rights | February-*April 1995 | <p>An expert in the protection and administration of intellectual property rights participated as a principal speaker at seminars held in Guatemala City, Guatemala, on March 1, 1995, and in San José, Costa Rica, on April 20, 1995. Seminar participants included government officials, attorneys, and business executives concerned with the administration and enforcement of laws governing intellectual property rights. The purpose of the seminars, and of the workshops that followed, was to inform participants about international developments in this field and to emphasize the importance of effective enforcement.</p> |

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| TSO | Country | Title | Dates | Description |
|-----|--|---|---------------------|---|
| 20 | Haiti | Analysis of Legal and Regulatory Framework for Trade and Investment | February-April 1995 | The director of the LAC/TI project's core staff, accompanied by two attorneys, carried out an analysis of Haitian laws and regulations affecting trade and investment. Field work undertaken in Haiti included an extensive review of Haitian legal codes and interviews with numerous Haitians in government and in the private sector. The final report identified and analyzed a broad range of legal and regulatory problems and prioritized an extensive list of recommended remedial actions. The principal user of the study is expected to be the Presidential Commission for Economic Growth and Modernization, a mixed private-public sector body set up by the Government of Haiti to oversee the economic recovery program. However, findings were also shared with A.I.D., IDB, and IFC as part of a coordinated effort by these institutions to promote economic recovery in Haiti. |
| 21 | Chile, Colombia, Dominican Republic, Guatemala | Latin America and Caribbean: Application of Information Technology to Trade | April-July 1995 | A five-person team analyzed existing trade databases directed at Latin America and the Caribbean. Their efforts included (1) assessing the technical effectiveness of two new electronic data interchange (EDI) services, especially the Trade Points System of the U.N. Conference on Trade and Development; and (2) conducting a field survey in four countries to evaluate the usefulness of these systems in facilitating and promoting international trade. An expert in electronic commerce served as study director and principal technical evaluator. A trade specialist was responsible for assessing trade data and its usefulness to prospective exporters in the field. Three telecommunications experts shared in the field evaluation of the EDI systems. The final report was designed to help A.I.D.'s LAC Bureau to determine what role, if any, it should play in the future development of electronic commerce systems in Latin America and the Caribbean. |
| 22 | Jamaica | Fair Trade Commission: Economic Analysis Support | July 1995 | An economist assisted in training the staff economists of the Jamaican Fair Trade Commission, which was established in 1994 as a result of new legislation. The economist provided 2 weeks' intensive orientation and training in the type of economic analysis required to identify and substantiate anti-competitive business behavior. |
| 23 | Costa Rica | FUNDEX Evaluation | April-July 1995 | Two economists evaluated the Export Fund, an A.I.D. financed fund intended to support nontraditional trade and investment in Costa Rica. The fund is to be administered in a series of subgrants to Costa Rican institutions involved in foreign trade, tourism, and equity investment. The economists assessed (1) the impact of the fund's activities to date in supporting expanded trade and (2) the effectiveness of fund administration in terms of both efficiency and adherence to Costa Rican policy. The fund will be continued beyond 1996 only if it is found to be effective. |
| 24 | United States | CITEL: Telecommunications Studies | April-June 1995 | The purpose of the study, "Allocation and Use of the Radio Spectrum," was to analyze record keeping in the United States and other OAS member countries and to propose a data matrix that would permit the Telecommunication Commission (CITEL) to compile in easily accessible form information on the allocation and use of the radio frequency spectrum in each country in the Western Hemisphere. After discussions with individuals involved in this field at the National Telecommunications and Information Administration, the Federal Communications Commission, and CITEL Commission staff, the consultant developed a reasonably simple matrix for an appropriate computer-based database, which together with his explanation of the methodology used, comprised the essence of his report to the CITEL Secretariat in August 1995. |
| 25 | Guatemala | Alternative Dispute Resolution | April-May 1995 | A legal specialist in commercial arbitration and conciliation was sent to Guatemala to: give a presentation to the Central American Convention on Arbitration of the Chamber of Commerce and Industry of Central America with respect to current developments in this field; to give a series of lectures on alternative dispute resolution to three Guatemalan law faculties; and, to provide training to the staff of the recently created Guatemala Center for Conciliation and Arbitration. |

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| TSO | Country | Title | Dates | Description |
|-----|---------------|---|-------------------------|---|
| 26 | Haiti | Insurance and Private Pension Law | June-*November 1995 | In response to a request from USAID/Haiti, Nathan Associates provided the services of two legal specialists from Chile and Haiti to assess the current legal and regulatory framework governing insurance and private pension funds in Haiti. The two specialists—«experienced in insurance and private pension fund administration—«developed legislative initiatives which, when enacted, will provide Haiti with the necessary legal foundation for a modern insurance industry and a reliable pension program. |
| 27 | United States | CITEL: Radio Spectrum Analysis | June-*August 1995 | As a follow-on to the study “Allocation and Use of the Radio Spectrum,” ± Nathan Associates was requested to create an executable computer database program for collecting the information required to utilize the radio spectrum database matrix previously developed for the Telecommunications Commission (CITEL) and to demonstrate the program at upcoming CITEL technical committee meetings. The consultant developed the database program and demonstrated it to the CITEL delegates at the meeting of the Inter-American Telecommunications Commission in Mexico City in August 1995. The delegates' favorable comments indicated that the program was easy to use and sufficiently complete to serve as a mechanism for maintaining data on spectrum allocation and use. CITEL members were given copies of the software for further review and possible formal acceptance. |
| 28 | Haiti | Technical Assistance to the Tripartite Commission on Labor Conciliation and Arbitration | August-*October 1995 | A labor specialist provided technical assistance to the Tripartite Commission on Labor Conciliation and Arbitration, recommending Commission by-laws and drafting a one-year action agenda. The specialist (1) researched, reviewed, and prepared model by-laws for business, labor, and government entities to address labor and management and other labor-related issues; (2) interviewed members of the Tripartite Commission to establish a frame of reference and to identify past successes or failures; and (3) reviewed the Presidential decrees of January 1995 that reconstituted the Commission. The labor specialist also met with the Minister of Social Affairs and consulted with Commission members to identify activities undertaken by the Commission to date, tasks with which the Commission is charged, and modes of operation informally adopted and employed to date. |
| 29 | Haiti | Regional Economic Integration | August-*November 1995 | Two consultants provided USAID/Haiti with information, analysis, conclusions, and recommendations for possible future actions to support the Government of Haiti in its international trade and investment-related policy formulation activities, particularly activities related to developing a strategy to enhance the government's use of regional economic integration arrangements and trade preference programs to maximize market access and increase Haitian exports. |
| 30 | Haiti | Trade Complementarities Identification | August-*November 1995 | Two consultants provided USAID/Haiti with information, analysis, and guidance for possible future activities to support Haiti and the Dominican Republic in cooperating to develop their bilateral trade, and in taking advantage of opportunities to expand existing industries or service sectors. The analysis was designed to help the two countries develop new industries or service businesses based on exploiting complementarities in their economic and commercial systems. |
| 31 | Haiti | Strengthening the Investment Climate | September-*October 1995 | A consultant reviewed the capabilities of public and private institutions within Haiti for promoting foreign investment and international trade and recommended ways to enhance trade and investment promotion and facilitation. The review focused on timely collection and dissemination of business information and the provision of support services for prospective traders and investors. The critical issue addressed was how investments and exports could be encouraged and how a unit could be structured to handle their promotion and facilitation. |

Trade and Investment Development Project - Technical Assistance Component
Contract No. LAG-0797-C-00-2046-00

| | Total Budget | December Actual | | Oct.92 - Dec. 95 | | | Remaining Budget | |
|---------------------------------|--------------------|-----------------------|-----------------------|-------------------|--------------------------|-------------------------------|--------------------|--------------------|
| | | Managerial/ Admin. | Technical Services | Total Mgmt./TS | Cumulative Managerial | Cumulative Technical Serv. | | Total Mngmt./TS |
| | | | | | | | | |
| 1. Salaries & Wages | 617,916 | 3,834 | 0 | 3,834 | 426,563 | 126,645 | 553,207 | 64,709 |
| 2. Fringe Benefits | 143,671 | 1,265 | 514 | 1,779 | 101,577 | 57,487 | 159,064 | (15,393) |
| 3. Overhead | 311,718 | 2,087 | 3,226 | 5,313 | 216,272 | 167,873 | 384,145 | (72,427) |
| 4. Consultants | 513,500 | 0 | 7,367 | 7,367 | 0 | 229,589 | 229,589 | 283,911 |
| 5. Travel, Trans. & Per Diem | 594,480 | 0 | 3,284 | 3,284 | 8,890 | 161,718 | 170,608 | 423,872 |
| 6. Nonexpendable Equipment | 21,600 | -230 | 0 | -230 | 7,294 | 0 | 7,294 | 14,306 |
| 7. Subcontracts | 667,546 | 0 | 22 | 22 | 0 | 173,531 | 173,531 | 494,015 |
| 8. Other Direct Costs | 153,868 | 1,056 | 533 | 1,589 | 67,402 | 33,382 | 100,783 | 53,085 |
| 9. General & Admin. | 534,394 | 1,124 | 2,097 | 3,221 | 97,645 | 152,821 | 250,466 | 283,928 |
| Total Costs | \$3,558,692 | \$9,135 | \$17,044 | \$26,179 | \$925,643 | \$1,103,045 | \$2,028,687 | \$1,530,005 |
| 10. Fixed Fee | 150,000 | 385 | 3,000 | 3,386 | 39,049 | 57,028 | 96,077 | 53,923 |
| Grand Total | \$3,708,692 | \$9,521 | \$20,044 | \$29,565 | \$964,691 | \$1,160,073 | \$2,124,764 | \$1,583,928 |

Total Funds Obligated = \$2,217,379
 Remaining Funds Obligated = \$92,615
 Percentage of Obligated Funds Expended = 95.8%
 Percentage of Budgeted Funds Expended = 57.2%.

Trade and Investment Development Project - Nathan Associates Component
 Contract No. LAC-0797-C-00-2046-00
 Expenditures by Country (September 30, 1992 - December 31, 1995)

| Country | TSO# | Technical Services Total | Managerial/ Admin. Total | Grand Total |
|--------------------|-------------------------|--------------------------------|--------------------------------|-------------------------|
| Central America | #19 | 12,984 | | |
| Costa Rica | #16,#16A,#23 | 129,458 | | |
| Dominican Republic | #1,#4,#5,#14,#18 | 144,453 | | |
| Ecuador | #8 | 65,721 | | |
| El Salvador | #13,#17 | 76,745 | | |
| Guatemala | #9,#25 | 48,711 | | |
| Guayana | #2 | 43,279 | | |
| Haiti | #20,#26,#28,#29,#30,#31 | 236,888 | | |
| Honduras | #10,#11,#12,#15 | 176,938 | | |
| Jamaica | #6,#7,#22 | 106,009 | | |
| U.S.A. | #3,#21,#24,#27 | 118,888 | 964,691 | |
| Total | | 1,160,074 | 964,691 | |
| Grand Total | | | | <u>2,124,765</u> |

Contract No. LAG-0797-C-00-2046-00

Budget v. Cumulative Incurred Analysis

Period Ending: December 31, 1995

| Summary Budget Category | Core | | | TSO's | | | Total | | |
|--------------------------------|---------------|---------------------|-----------|---------------|---------------------|----------|---------------|---------------------|-----------|
| | Budget Amount | Cumulative Incurred | Variance | Budget Amount | Cumulative Incurred | Variance | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 470,981 | 426,563 | 44,418 | 146,935 | 126,646 | 20,289 | 617,916 | 553,209 | 64,707 |
| Consultants | 255,476 | 0 | 255,476 | 258,024 | 229,589 | 28,435 | 513,500 | 229,589 | 283,911 |
| Fringe Benefits | 79,797 | 101,576 | (21,779) | 63,874 | 57,488 | 6,386 | 143,671 | 159,064 | (15,393) |
| Overhead | 121,156 | 216,272 | (95,116) | 190,562 | 167,873 | 22,689 | 311,718 | 384,145 | (72,427) |
| Travel/Transport./Per Diem | 355,514 | 8,890 | 346,624 | 238,966 | 161,717 | 77,249 | 594,480 | 170,607 | 423,873 |
| Nonexpendable Equipment | 21,600 | 7,294 | 14,306 | 0 | 0 | 0 | 21,600 | 7,294 | 14,306 |
| Subcontracts | 474,612 | 0 | 474,612 | 192,934 | 173,532 | 19,402 | 667,546 | 173,532 | 494,014 |
| Other Direct Costs | 81,947 | 67,402 | 14,545 | 71,921 | 33,381 | 38,540 | 153,868 | 100,783 | 53,085 |
| General & Administrative | 342,808 | 97,644 | 245,164 | 191,586 | 152,821 | 38,765 | 534,394 | 250,465 | 283,929 |
| Total Costs | 2,203,891 | 925,642 | 1,278,248 | 1,354,801 | 1,103,046 | 251,753 | 3,558,692 | 2,028,687 | 1,530,003 |
| Fixed Fee | 92,972 | 39,049 | 53,923 | 57,028 | 57,028 | 0 | 150,000 | 96,077 | 53,923 |
| Total Costs plus Fixed Fee | 2,296,863 | 964,691 | 1,332,171 | 1,411,829 | 1,160,074 | 251,753 | 3,708,692 | 2,124,764 | 1,583,926 |

| Level of Effort | Budget | Cumulative | Variance | Budget | Cumulative | Variance | Budget | Cumulative | Variance |
|-----------------------|-----------|------------|-----------|----------|------------|----------|-----------|------------|----------|
| Key Personnel | 74.9 mos | 76.1 mos | (1.2 mos) | 15.1 mos | 11.9 mos | 3.2 mos | 90.0 mos | 88.0 mos | 2.0 mos |
| Home Office Staff | 0.0 mos | 0.0 mos | 0.0 mos | 33.7 mos | 32.7 mos | 1.0 mos | 33.7 mos | 32.7 mos | 1.0 mos |
| Subcontract Staff | 27.4 mos | 0.0 mos | 27.4 mos | 9.6 mos | 8.9 mos | 0.7 mos | 37.0 mos | 8.9 mos | 28.1 mos |
| Consultants | 53.3 mos | 0.0 mos | 53.3 mos | 13.0 mos | 10.0 mos | 3.0 mos | 66.3 mos | 10.0 mos | 56.3 mos |
| Total Level of Effort | 155.6 mos | 76.1 mos | 79.5 mos | 71.4 mos | 63.5 mos | 7.9 mos | 227.0 mos | 139.6 mos | 87.4 mos |

Contract No. LAG-0797-C-00-2046-00
 Budget v. Cumulative Incurred Analysis
 Period Ending: December 31,1995

| Budget Category | Core | | | TSO #1 | | | TSO #2 | | | TSO #3 | | |
|----------------------------|---------------|---------------------|-----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance | Budget Amount | Cumulative Incurred | Variance | Budget Amount | Cumulative Incurred | Variance | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 470,981 | 426,563 | 44,418 | 4,985 | 4,985 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consultants | 255,476 | 0 | 255,476 | 0 | 0 | 0 | 7,966 | 6,846 | 1,120 | 3,319 | 3,319 | 0 |
| Fringe Benefits | 79,797 | 101,576 | (21,779) | 1,575 | 1,575 | 0 | 613 | 527 | 86 | 256 | 256 | 0 |
| Overhead | 121,156 | 216,272 | (95,116) | 2,685 | 2,685 | 0 | 3,512 | 3,018 | 494 | 0 | 0 | 0 |
| Travel/Transport./Per Diem | 355,514 | 8,890 | 346,624 | 3,319 | 3,224 | 95 | 5,975 | 4,963 | 1,012 | 2,836 | 1,344 | 1,492 |
| Nonexpendable Equipment | 21,600 | 7,294 | 14,306 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 474,612 | 0 | 474,612 | 0 | 0 | 0 | 19,246 | 19,118 | 128 | 0 | 0 | 0 |
| Other Direct Costs | 81,947 | 67,402 | 14,545 | 1,269 | 560 | 709 | 1,489 | 675 | 814 | 0 | 238 | (238) |
| General & Administrative | 342,808 | 97,644 | 245,164 | 2,444 | 2,302 | 142 | 6,856 | 6,210 | 646 | 1,133 | 911 | 222 |
| Total Costs | 2,203,891 | 925,642 | 1,278,248 | 16,276 | 15,332 | 944 | 45,657 | 41,357 | 4,300 | 7,544 | 6,068 | 1,476 |
| Fixed Fee | 92,972 | 39,049 | 53,923 | 685 | 685 | 0 | 1,922 | 1,922 | 0 | 318 | 318 | 0 |
| Total Costs plus Fixed Fee | 2,296,863 | 964,691 | 1,332,171 | 16,961 | 16,017 | 944 | 47,579 | 43,279 | 4,300 | 7,862 | 6,386 | 1,476 |

| Level of Effort | Core | | | TSO #1 | | | TSO #2 | | | TSO #3 | | |
|-----------------------|-----------|----------|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Key Personnel | 74.9 mos | 76.1 mos | (1.2 mos) | 0.8 mos | 0.8 mos | 0.0 mos |
| Home Office Staff | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 1.1 mos | 1.0 mos | 0.1 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Subcontract Staff | 27.4 mos | 0.0 mos | 27.4 mos | 0.0 mos | 0.0 mos | 0.0 mos | 1.0 mos | 1.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Consultants | 53.3 mos | 0.0 mos | 53.3 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.5 mos | 0.5 mos | 0.0 mos |
| Total Level of Effort | 155.6 mos | 76.1 mos | 79.5 mos | 0.8 mos | 0.8 mos | 0.0 mos | 2.1 mos | 2.0 mos | 0.1 mos | 0.5 mos | 0.5 mos | 0.0 mos |

Nathan Associates Inc.
 Contract No. LAG-0797-C-00-2046-00
 Budget v. Cumulative Incurred Analysis
 Period Ending: December 31, 1995

3/19/96

| Budget Category | TSO #4 | | | TSO #5 | | | TSO #6 | | | TSO #7 | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 0 | 0 | 0 | 8,630 | 7,966 | 664 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consultants | 15,360 | 14,880 | 480 | 10,395 | 10,439 | (44) | 17,120 | 16,506 | 614 | 0 | 0 | 0 |
| Fringe Benefits | 1,183 | 1,146 | 37 | 3,527 | 3,320 | 207 | 1,318 | 1,271 | 47 | 0 | 0 | 0 |
| Overhead | 6,771 | 6,559 | 212 | 9,231 | 8,892 | 339 | 7,547 | 7,276 | 271 | 0 | 0 | 0 |
| Travel/Transport./Per Diem | 8,445 | 8,293 | 152 | 11,606 | 9,813 | 1,793 | 14,676 | 14,220 | 456 | 0 | 0 | 0 |
| Nonexpendable Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 0 | 0 | 0 | 10,668 | 10,391 | 277 | 22,955 | 22,337 | 618 | 12,566 | 12,463 | 103 |
| Other Direct Costs | 2,925 | 898 | 2,027 | 2,220 | 840 | 1,380 | 2,179 | 1,189 | 990 | 0 | 0 | 0 |
| General & Administrative | 6,129 | 5,615 | 514 | 9,944 | 9,129 | 815 | 11,626 | 11,097 | 529 | 2,220 | 2,202 | 18 |
| Total Costs | 40,813 | 37,391 | 3,422 | 66,221 | 60,790 | 5,431 | 77,421 | 73,896 | 3,525 | 14,786 | 14,665 | 121 |
| Fixed Fee | 1,718 | 1,718 | 0 | 2,788 | 2,788 | 0 | 3,259 | 3,259 | 0 | 622 | 622 | 0 |
| Total Costs plus Fixed Fee | 42,531 | 39,109 | 3,422 | 69,009 | 63,578 | 5,431 | 80,680 | 77,155 | 3,525 | 15,408 | 15,287 | 121 |

| Level of Effort | TSO #4 | | | TSO #5 | | | TSO #6 | | | TSO #7 | | |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Key Personnel | 0.0 mos |
| Home Office Staff | 2.2 mos | 2.1 mos | 0.1 mos | 2.7 mos | 2.6 mos | 0.1 mos | 2.5 mos | 2.4 mos | 0.1 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Subcontract Staff | 0.0 mos | 0.0 mos | 0.0 mos | 0.6 mos | 0.6 mos | 0.0 mos | 1.1 mos | 1.1 mos | 0.0 mos | 0.6 mos | 0.6 mos | 0.0 mos |
| Consultants | 0.0 mos |
| Total Level of Effort | 2.2 mos | 2.1 mos | 0.1 mos | 3.3 mos | 3.2 mos | 0.1 mos | 3.6 mos | 3.5 mos | 0.1 mos | 0.6 mos | 0.6 mos | 0.0 mos |

Contract No. LAG-0797-C-00-2046-00
Budget v. Cumulative Incurred Analysis
Period Ending: December 31,1995

| Budget Category | TSO #8 | | | TSO #9 | | | TSO #10 | | | TSO #11 | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 14,735 | 14,457 | 278 | 1,154 | 1,327 | (173) | 0 | 0 | 0 | 0 | 0 | 0 |
| Consultants | 8,250 | 8,251 | (1) | 12,777 | 12,778 | (1) | 15,600 | 15,600 | 0 | 18,850 | 18,848 | 2 |
| Fringe Benefits | 5,289 | 5,202 | 87 | 1,348 | 1,403 | (55) | 1,201 | 1,201 | 0 | 1,451 | 1,451 | 0 |
| Overhead | 11,573 | 11,424 | 149 | 6,254 | 6,347 | (93) | 6,877 | 6,877 | 0 | 8,309 | 8,309 | 0 |
| Travel/Transport./Per Diem | 16,619 | 11,975 | 4,644 | 6,874 | 4,119 | 2,755 | 13,608 | 952 | 12,656 | 800 | 350 | 450 |
| Nonexpendable Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Direct Costs | 2,912 | 2,044 | 868 | 2,249 | 1,292 | 957 | 2,346 | 1,366 | 980 | 6,094 | 1,731 | 4,363 |
| General & Administrative | 10,492 | 9,427 | 1,065 | 5,417 | 4,818 | 599 | 7,003 | 4,594 | 2,409 | 6,274 | 5,423 | 851 |
| Total Costs | 69,870 | 62,780 | 7,090 | 36,073 | 32,084 | 3,989 | 46,635 | 30,591 | 16,044 | 41,778 | 36,112 | 5,666 |
| Fixed Fee | 2,941 | 2,941 | 0 | 1,519 | 1,519 | 0 | 1,963 | 1,963 | 0 | 1,759 | 1,759 | 0 |
| Total Costs plus Fixed Fee | 72,811 | 65,721 | 7,090 | 37,592 | 33,603 | 3,989 | 48,598 | 32,554 | 16,044 | 43,537 | 37,871 | 5,666 |

| Level of Effort | TSO #8 | | | TSO #9 | | | TSO #10 | | | TSO #11 | | |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Key Personnel | 2.3 mos | 2.2 mos | 0.1 mos | 0.0 mos |
| Home Office Staff | 1.4 mos | 1.4 mos | 0.0 mos | 0.5 mos | 0.5 mos | 0.0 mos | 2.2 mos | 2.2 mos | 0.0 mos | 3.7 mos | 3.7 mos | 0.0 mos |
| Subcontract Staff | 0.0 mos |
| Consultants | 0.0 mos | 0.0 mos | 0.0 mos | 2.6 mos | 2.6 mos | 0.0 mos |
| Total Level of Effort | 3.7 mos | 3.6 mos | 0.1 mos | 3.1 mos | 3.1 mos | 0.0 mos | 2.2 mos | 2.2 mos | 0.0 mos | 3.7 mos | 3.7 mos | 0.0 mos |

Contract No. LAG-0797-C-00-2046-00

Budget v. Cumulative Incurred Analysis

Period Ending: December 31,1995

| Budget Category | TSO #12 | | | TSO #13 | | | TSO #14 | | | TSO #15 | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 0 | 0 | 0 | 14,827 | 13,964 | 863 | 5,172 | 4,022 | 1,150 | 9,194 | 9,236 | (42) |
| Consultants | 18,256 | 16,264 | 1,992 | 9,692 | 5,493 | 4,199 | 0 | 0 | 0 | 7,499 | 6,211 | 1,288 |
| Fringe Benefits | 1,406 | 1,252 | 154 | 5,430 | 4,834 | 596 | 1,634 | 1,271 | 363 | 3,482 | 3,355 | 127 |
| Overhead | 8,047 | 7,169 | 878 | 12,258 | 9,943 | 2,315 | 2,785 | 2,166 | 619 | 8,258 | 7,695 | 563 |
| Travel/Transport./Per Diem | 14,265 | 4,952 | 9,313 | 12,469 | 8,152 | 4,317 | 3,669 | 2,827 | 842 | 10,436 | 7,327 | 3,109 |
| Nonexpendable Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,248 | 19,354 | 10,894 |
| Other Direct Costs | 3,855 | 1,229 | 2,626 | 2,948 | 1,114 | 1,834 | 1,437 | 343 | 1,094 | 2,540 | 1,571 | 969 |
| General & Administrative | 8,098 | 5,454 | 2,644 | 10,182 | 7,686 | 2,496 | 2,597 | 1,878 | 719 | 12,662 | 9,622 | 3,040 |
| Total Costs | 53,927 | 36,321 | 17,606 | 67,806 | 51,186 | 16,620 | 17,293 | 12,507 | 4,786 | 84,319 | 64,372 | 19,947 |
| Fixed Fee | 2,270 | 2,270 | 0 | 2,855 | 2,855 | 0 | 728 | 728 | 0 | 3,550 | 3,550 | 0 |
| Total Costs plus Fixed Fee | 56,197 | 38,591 | 17,606 | 70,661 | 54,041 | 16,620 | 18,021 | 13,235 | 4,786 | 87,869 | 67,922 | 19,947 |

| Level of Effort | TSO #12 | | | TSO #13 | | | TSO #14 | | | TSO #15 | | |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Key Personnel | 0.0 mos | 0.0 mos | 0.0 mos | 2.2 mos | 2.1 mos | 0.1 mos | 0.8 mos | 0.6 mos | 0.2 mos | 1.5 mos | 1.5 mos | 0.0 mos |
| Home Office Staff | 2.5 mos | 2.3 mos | 0.2 mos | 0.0 mos | 1.1 mos | 0.9 mos | 0.2 mos |
| Subcontract Staff | 0.0 mos | 1.4 mos | 0.9 mos | 0.5 mos |
| Consultants | 0.0 mos | 0.0 mos | 0.0 mos | 1.4 mos | 0.8 mos | 0.6 mos | 0.0 mos |
| Total Level of Effort | 2.5 mos | 2.3 mos | 0.2 mos | 3.6 mos | 2.9 mos | 0.7 mos | 0.8 mos | 0.6 mos | 0.2 mos | 4.0 mos | 3.3 mos | 0.7 mos |

Contract No. LAG-0797-C-00-2046-00
Budget v. Cumulative Incurred Analysis
Period Ending: December 31,1995

| Budget Category | TSO #16 | | | TSO #16A | | | TSO #17 | | | TSO #18 | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 10,953 | 10,684 | 269 | 0 | 0 | 0 | 8,851 | 2,845 | 6,006 | 9,539 | 3,801 | 5,738 |
| Consultants | 0 | 0 | 0 | 5,669 | 4,818 | 851 | 6,462 | 6,462 | 0 | 0 | 0 | 0 |
| Fringe Benefits | 3,460 | 3,409 | 51 | 437 | 371 | 66 | 3,293 | 1,396 | 1,897 | 3,013 | 675 | 2,338 |
| Overhead | 5,899 | 5,768 | 131 | 2,499 | 2,124 | 375 | 7,615 | 4,381 | 3,234 | 5,137 | 1,832 | 3,305 |
| Travel/Transport./Per Diem | 4,687 | 3,445 | 1,242 | 2,785 | 2,052 | 733 | 9,330 | 2,323 | 7,007 | 4,639 | 2,092 | 2,547 |
| Nonexpendable Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 34,159 | 29,292 | 4,867 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Direct Costs | 2,101 | 1,467 | 634 | 454 | 310 | 144 | 4,652 | 194 | 4,458 | 1,857 | 1,547 | 310 |
| General & Administrative | 10,824 | 8,907 | 1,917 | 2,093 | 1,710 | 383 | 7,104 | 3,110 | 3,994 | 4,273 | 1,371 | 2,902 |
| Total Costs | 72,083 | 62,972 | 9,111 | 13,937 | 11,385 | 2,552 | 47,307 | 20,712 | 26,595 | 28,458 | 11,316 | 17,142 |
| Fixed Fee | 3,027 | 3,027 | 0 | 587 | 587 | 0 | 1,992 | 1,992 | 0 | 1,198 | 1,198 | 0 |
| Total Costs plus Fixed Fee | 75,110 | 65,999 | 9,111 | 14,524 | 11,972 | 2,552 | 49,299 | 22,704 | 26,595 | 29,656 | 12,514 | 17,142 |

| Level of Effort | TSO #16 | | | TSO #16A | | | TSO #17 | | | TSO #18 | | |
|-----------------------|---------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| Key Personnel | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 1.3 mos | 0.4 mos | 0.9 mos | 1.5 mos | 0.6 mos | 0.9 mos |
| Home Office Staff | 1.5 mos | 1.5 mos | 0.0 mos | 0.9 mos | 0.8 mos | 0.1 mos | 0.0 mos |
| Subcontract Staff | 1.5 mos | 1.5 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Consultants | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.9 mos | 0.9 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Total Level of Effort | 3.0 mos | 3.0 mos | 0.0 mos | 0.9 mos | 0.8 mos | 0.1 mos | 2.2 mos | 1.3 mos | 0.9 mos | 1.5 mos | 0.6 mos | 0.9 mos |

Nathan Associates Inc.
 Contract No. LAG-0797-C-00-2046-00
 Budget v. Cumulative Incurred Analysis
 Period Ending: December 31, 1995

| Budget Category | TSO #19 | | | TSO #20 | | | TSO #21 | | | TSO #22 | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 2,897 | 1,093 | 1,804 | 21,107 | 19,183 | 1,924 | 8,438 | 8,438 | 0 | 4,063 | 4,063 | 0 |
| Consultants | 2,655 | 2,655 | 0 | 9,958 | 9,626 | 332 | 16,927 | 16,928 | (1) | 0 | 0 | 0 |
| Fringe Benefits | 714 | 492 | 222 | 5,056 | 7,054 | (1,998) | 4,126 | 4,049 | 77 | 1,341 | 1,341 | 0 |
| Overhead | 2,697 | 1,736 | 961 | 14,784 | 14,679 | 105 | 12,071 | 12,040 | 31 | 2,212 | 2,212 | 0 |
| Travel/Transport./Per Diem | 4,967 | 4,427 | 540 | 21,042 | 15,179 | 5,863 | 20,869 | 16,283 | 4,586 | 3,133 | 2,718 | 415 |
| Nonexpendable Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Direct Costs | 1,252 | 369 | 883 | 3,353 | 3,296 | 57 | 5,098 | 2,652 | 2,446 | 981 | 1,071 | (90) |
| General & Administrative | 2,092 | 1,484 | 608 | 13,305 | 9,511 | 3,794 | 9,306 | 8,328 | 978 | 1,646 | 1,600 | 46 |
| Total Costs | 17,275 | 12,256 | 5,018 | 88,605 | 78,528 | 10,077 | 76,835 | 68,718 | 8,117 | 13,376 | 13,004 | 372 |
| Fixed Fee | 728 | 728 | 0 | 3,730 | 3,730 | 0 | 3,235 | 3,235 | 0 | 563 | 563 | 0 |
| Total Costs plus Fixed Fee | 18,003 | 12,984 | 5,018 | 92,335 | 82,258 | 10,077 | 80,070 | 71,953 | 8,117 | 13,939 | 13,567 | 372 |

| Level of Effort | TSO #19 | | TSO #20 | | TSO #21 | | TSO #22 | |
|-----------------------|---------|------------|---------|------------|---------|------------|---------|------------|
| | Budget | Cumulative | Budget | Cumulative | Budget | Cumulative | Budget | Cumulative |
| Key Personnel | 0.6 mos | 0.2 mos | 3.0 mos | 2.7 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Home Office Staff | 0.0 mos | 0.0 mos | 1.4 mos | 1.3 mos | 4.4 mos | 4.4 mos | 0.6 mos | 0.0 mos |
| Subcontract Staff | 0.0 mos | 0.0 mos |
| Consultants | 0.4 mos | 0.4 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Total Level of Effort | 1.0 mos | 0.6 mos | 4.4 mos | 4.0 mos | 4.4 mos | 4.4 mos | 0.6 mos | 0.0 mos |

| Budget Category | TSO #23 | | | TSO #24 | | | TSO #25 | | | TSO #26 | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 10,157 | 10,326 | (169) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consultants | 0 | 0 | 0 | 13,542 | 13,542 | 0 | 6,094 | 4,740 | 1,354 | 31,486 | 15,235 | 16,251 |
| Fringe Benefits | 3,434 | 3,408 | 26 | 1,018 | 1,018 | 0 | 458 | 356 | 102 | 2,368 | 1,063 | 1,305 |
| Overhead | 5,563 | 5,621 | (58) | 5,960 | 5,960 | 0 | 2,682 | 2,086 | 596 | 13,856 | 6,671 | 7,185 |
| Travel/Transport./Per Diem | 4,575 | 3,685 | 890 | 400 | 127 | 273 | 6,143 | 4,979 | 1,164 | 11,999 | 7,386 | 4,663 |
| Nonexpendable Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 20,760 | 18,613 | 2,147 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Direct Costs | 2,231 | 1,631 | 600 | 1,350 | 461 | 889 | 1,433 | 410 | 1,023 | 7,771 | 2,971 | 4,800 |
| General & Administrative | 6,438 | 5,965 | 473 | 3,069 | 2,909 | 160 | 2,316 | 1,732 | 584 | 9,299 | 4,668 | 4,631 |
| Total Costs | 53,158 | 49,249 | 3,909 | 25,340 | 24,018 | 1,322 | 19,126 | 14,303 | 4,823 | 76,779 | 37,945 | 38,834 |
| Fixed Fee | 2,238 | 2,238 | 0 | 1,067 | 1,067 | 0 | 805 | 805 | 0 | 3,232 | 3,232 | 0 |
| Total Costs plus Fixed Fee | 55,396 | 51,487 | 3,909 | 26,407 | 25,085 | 1,322 | 19,932 | 15,108 | 4,823 | 80,012 | 41,177 | 38,834 |

| Level of Effort | TSO #23 | | | TSO #24 | | | TSO #25 | | | TSO #26 | | |
|-----------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Key Personnel | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Home Office Staff | 1.4 mos | 1.4 mos | 0.0 mos | 1.8 mos | 1.8 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Subcontract Staff | 1.2 mos | 1.2 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Consultants | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.8 mos | 0.6 mos | 0.2 mos | 4.3 mos | 2.1 mos | 2.2 mos |
| Total Level of Effort | 2.6 mos | 2.6 mos | 0.0 mos | 1.8 mos | 1.8 mos | 0.0 mos | 0.8 mos | 0.6 mos | 0.2 mos | 4.3 mos | 2.1 mos | 2.2 mos |

Contract No. LAG-0797-C-00-2046-00
 Budget v. Cumulative Incurred Analysis
 Period Ending: December 31,1995

| Budget Category | TSO #27 | | | TSO #28 | | | TSO #29 | | | TSO #30 | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|---------------|---------------------|----------|
| | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 0 | 0 | 0 | 0 | 0 | 0 | 7,871 | 5,985 | 1,886 | 0 | 0 | 0 |
| Consultants | 7,110 | 7,110 | 0 | 5,927 | 5,927 | 0 | 7,110 | 7,110 | 0 | 0 | 0 | 0 |
| Fringe Benefits | 496 | 496 | 0 | 414 | 414 | 0 | 3,094 | 2,471 | 623 | 0 | 0 | 0 |
| Overhead | 3,113 | 3,113 | 0 | 2,595 | 2,595 | 0 | 7,398 | 6,371 | 1,027 | 0 | 0 | 0 |
| Travel/Transport./Per Diem | 2,807 | 2,020 | 787 | 6,537 | 4,570 | 1,967 | 5,983 | 4,495 | 1,488 | 0 | 0 | 0 |
| Nonexpendable Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subcontracts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 42,332 | 41,964 | 368 |
| Other Direct Costs | 980 | 212 | 768 | 1,477 | 521 | 956 | 1,507 | 867 | 640 | 0 | 0 | 0 |
| General & Administrative | 2,035 | 1,817 | 218 | 2,377 | 1,968 | 409 | 4,624 | 3,830 | 794 | 5,939 | 5,887 | 52 |
| Total Costs | 16,541 | 14,768 | 1,773 | 19,327 | 15,994 | 3,333 | 37,587 | 31,129 | 6,458 | 48,271 | 47,851 | 420 |
| Fixed Fee | 696 | 696 | 0 | 814 | 814 | 0 | 1,582 | 1,582 | 0 | 2,032 | 2,032 | 0 |
| Total Costs plus Fixed Fee | 17,237 | 15,464 | 1,773 | 20,141 | 16,808 | 3,333 | 39,169 | 32,711 | 6,458 | 50,303 | 49,883 | 420 |

| Level of Effort | TSO #27 | | | TSO #28 | | | TSO #29 | | | TSO #30 | | |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Key Personnel | 0.0 mos | 1.1 mos | 0.8 mos | 0.3 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Home Office Staff | 1.0 mos | 1.0 mos | 0.0 mos |
| Subcontract Staff | 0.0 mos | 2.2 mos | 2.0 mos | 0.2 mos |
| Consultants | 0.0 mos | 0.0 mos | 0.0 mos | 1.1 mos | 1.1 mos | 0.0 mos | 1.0 mos | 1.0 mos | 0.0 mos | 0.0 mos | 0.0 mos | 0.0 mos |
| Total Level of Effort | 1.0 mos | 1.0 mos | 0.0 mos | 1.1 mos | 1.1 mos | 0.0 mos | 2.1 mos | 1.8 mos | 0.3 mos | 2.2 mos | 2.0 mos | 0.2 mos |

Nathan Associates Inc.
 Contract No. LAG-0797-C-00-2046-00
 Budget v. Cumulative Incurred Analysis
 Period Ending: December 31, 1995

3/19/96

| Budget Category | TSO #31 | | | Total | | |
|----------------------------|---------------|---------------------|----------|---------------|---------------------|-----------|
| | Budget Amount | Cumulative Incurred | Variance | Budget Amount | Cumulative Incurred | Variance |
| Salaries and Wages | 4,362 | 4,271 | 91 | 617,916 | 553,209 | 64,707 |
| Consultants | 0 | 0 | 0 | 513,500 | 229,589 | 283,911 |
| Fringe Benefits | 1,439 | 1,409 | 30 | 143,671 | 159,064 | (15,393) |
| Overhead | 2,374 | 2,325 | 49 | 311,718 | 384,145 | (72,427) |
| Travel/Transport./Per Diem | 3,473 | 3,475 | (2) | 594,480 | 170,607 | 423,873 |
| Nonexpendable Equipment | 0 | 0 | 0 | 21,600 | 7,294 | 14,306 |
| Subcontracts | 0 | 0 | 0 | 667,546 | 173,532 | 494,014 |
| Other Direct Costs | 961 | 311 | 650 | 153,868 | 100,783 | 53,085 |
| General & Administrative | 1,769 | 1,654 | 115 | 534,394 | 250,465 | 283,929 |
| Total Costs | 14,378 | 13,446 | 932 | 3,558,692 | 2,028,687 | 1,530,005 |
| Fixed Fee | 605 | 605 | 0 | 150,000 | 96,077 | 53,923 |
| Total Costs plus Fixed Fee | 14,983 | 14,051 | 932 | 3,708,692 | 2,124,764 | 1,583,928 |

| Level of Effort | Budget | Cumulative | Variance | Budget | Cumulative | Variance |
|-----------------------|---------|------------|----------|-----------|------------|----------|
| Key Personnel | 0.0 mos | 0.0 mos | 0.0 mos | 90.0 mos | 88.0 mos | 2.0 mos |
| Home Office Staff | 0.8 mos | 0.8 mos | 0.0 mos | 33.7 mos | 32.7 mos | 1.0 mos |
| Subcontract Staff | 0.0 mos | 0.0 mos | 0.0 mos | 37.0 mos | 8.9 mos | 28.1 mos |
| Consultants | 0.0 mos | 0.0 mos | 0.0 mos | 66.3 mos | 10.0 mos | 56.3 mos |
| Total Level of Effort | 0.8 mos | 0.8 mos | 0.0 mos | 227.0 mos | 139.6 mos | 87.4 mos |