

PD-ALD-159

MEXICO GTD TRAINING PROJECT

April 30, 1997 - July 30, 1999

FINAL REPORT

Submitted to:

**The U.S. Agency for International Development
American Embassy, Mexico City, Mexico
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By:

**Development Associates, Inc.
Arlington, Virginia
U.S.A.**

USAID CONTRACT No. OUT-FAO-I-00-96-0021-00, Task Order #800

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Preface

On April 30, 1997, following the completion of the Mexico ADC Training Program, the U.S. Agency for International Development initiated the Mexico Global Training for Development (GTD) project. This was one of a series of contracts between USAID/Mexico and Development Associates, Inc. which began in 1982 with the Mexico Training Initiatives project.

The training services under the GTD task order responded to the re-structured, results-oriented training needs identified under each Strategic Objective (SO).

The original term of the contract between USAID and Development Associates was April 30, 1997 to April 30, 1998 and was extended through June 30, 1999. A final no-cost administrative extension through July 31, 1999 was granted for project close-out.

In the course of two years and three months, 4,305 participants received training under the contract.

This report begins with an overview of the GTD project in the context of the evolution of human capacity development activities in Mexico over the past 17 years. It then describes program administration, both in Mexico and in the U.S. A section on financial management follows with an analysis of, and some surprising conclusions regarding, administrative and participant costs. Finally, the report presents "lessons learned" from over the years.

MEXICO TRAINING PROJECT

FINAL REPORT

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I. Overview

Program History

Training and technical assistance activities changed dramatically over the course of the 17-year USAID/Mexico-Development Associates partnership, reflecting the priorities of different eras in USAID development assistance. This is most evident in the different program focuses of the last two contracts in the series with Development Associates Advanced Developing Countries (ADC), and Global Training for Development (GTD) 1997 - 1999.

The ADC project, a more broad-based human capacity development activity, included 11 different fields of training, academic as well as technical training. Activities were to build institutional relationships across the border and foster the ability of Mexican leaders to address problems of mutual concern, e.g., narcotics control, democratic values. The majority of programs were conducted in the U.S.

Training under the GTD project altered significantly. All activities under the re-engineered USAID were tied closely to the intermediate results of each sector. As illustrated by the table below, most participants (92%) were trained in the Environment/Energy sectors with a small proportion trained in Democracy, Health and Population. With the exception of one special year-long certificate program in Mexico in which 1,289 participants were trained under the energy SO and constituted 3% of all training, most of the training programs (99.99%) were short-term technical courses or conferences. And, notably, the vast majority of participants (96%) were trained in programs that took place in Mexico (see table below).

Location of Training by Strategic Objective May 1997 - July 1999				
Strategic Objectives	U.S.	In-Country	Third Country *	Total
Energy	30	1996	3	2029
Environment	61	1859	7	1927
Democracy	6	178	2	186
Health	28	100	12	140
Population	2	20	1	23
Total	127	4153	25	4305

- * Third country training sites included: Korea, 2; Costa Rica, 6; Australia, 2; Canada, 2; Peru, 4; Switzerland, 6; Brazil, 2; Bolivia, 1.

Perhaps the most striking difference evident in the GTD contract was in the sheer numbers of participants trained. Under the ADC project, 997 participants were trained over a 6½ year period frequently in specially tailored, technical programs. Under the GTD project, 4,305 participants received training over a two year period, representing more than a 400% increase in participants trained in approximately 1/3 the time.

The GTD project thus reflected the shift in training from broad human capacity development objectives to the support of very specific performance improvement objectives. The concentration of in-country training with input from Mexican institutions and NGOs allowed the project to target a greater critical mass. This collaboration between USAID and in-country stakeholders also supported several core values of the re-engineered USAID: customer focus, empowerment & accountability, and participation.

Strategic Objectives

At project start, USAID/Mexico identified two Strategic Objectives and three Special Objectives as detailed below.

Strategic Objective 1: Population: Sustainable Increase in Contraceptive Prevalence

Strategic Objective 2¹: Environment: Environmentally Sound Natural Resources and Energy Use Increased

Special Objective 1²: Broad-Based Economic Growth: Support the Successful Implementation of NAFTA

Special Objective 2: Democracy: Support Judicial Reform and Good Governance

Special Objective 3: Health: Improved Knowledge of and Use of Modes of Prevention of HIV/AIDS in Selected Populations

As already mentioned, 92% of participants were trained in programs within the Environment/ Energy Strategic Objective. The Population Strategic Objective and the Democracy and Health Special Objectives had <1%, 4%, and 3% of the participant total, respectively.

¹Due to the growing importance attached to this Strategic Objective, it was subsequently subdivided into two categories, Environment and Energy, which were tracked and reported separately.

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II. Project Administration

A team of Development Associates staff in the U.S. and Mexico carried out the implementation and management functions of the Mexico GTD contract. A full-time representative in Mexico and four part-time home office staff fulfilled the participant placement and support roles as well as the financial and program reporting requirements.

In-Country Activities

Development Associates' representative in Mexico, a full-time training administrator, handled the liaison between USAID and the Mexican counterpart institutions, maintained contact with potential candidates for scholarships, provided orientation and in-country logistical support as needed, and maintained follow-up contact with returned participants. This representative ensured that ADS 253 guidelines were observed in each request for funding. She explained USAID training objectives to candidates and facilitated the application process necessary for each candidate.

Before the participants' departure for U.S. or third country programs, the representative assisted with visa applications and other participant support activities. When called for, she assisted with international travel arrangements by escorting non-English speaking participants to their training site.

As cost sharing between the U.S. and Mexican institutions was a fundamental component of the project, the Development Associates' representative also articulated the policy and arranged an appropriate sharing of program costs. This cost sharing included transportation to the training site and sometimes paying a portion of the per diem or training fees. In a report submitted January 1999 to the USAID Global Bureau, Development Associates reported the FY98 cost sharing for Mexico at an estimated \$1,600 per participant for US programs. This figure included travel, in-country expenses such as medical exams, visas, local travel as well as in kind contributions.

Home Office Activities

The Development Associates Arlington Office consisted of four part-time staff: two training specialists, the D.O. Manager, and the Program Development Specialist, as well as logistical support, an Administrative Assistant, and a Financial Administrator. This team was responsible for providing technical expertise in training design, placement, evaluation, and program monitoring and assumed primary responsibility for program reporting. The training specialists were available to provide needs assessments and other integrated services specified in the GTD contract.

The Contract Manager ensured compliance with USAID contract management regulations as well as overall program quality. The Program Development Specialist was responsible for processing training requests and served as the primary liaison with the Development Associates

Mexico representative. The Administrative Assistant worked with the Program Development Specialist to carry out program administration and was responsible for processing administrative and participant payment requests. The Financial Administrator was responsible for financial tracking and payments.

For U.S. programs, Arlington staff negotiated contracts and costs with training providers and handled such logistics as health and accident insurance enrollment, per diem disbursement, tuition payments, and federal income tax filing.

Upon Mission request, the Arlington staff also identified and recruited U.S. experts for in-country training programs. This involved recruiting subject matter specialists, reviewing credentials, and selecting an individual appropriate for the needs of the training group. Logistics, such as travel arrangements, per diem and health insurance were handled by Arlington staff for each U.S. expert via a purchase order. Arlington staff also took responsibility for soliciting information from the Mission regarding the characteristics of the training group, the training objectives, and desired outcomes and communicating this information to the training provider to ensure a tailored training design.

The Contract Manager and other team members traveled to Mexico on a number of occasions to carry out several technical assistance activities. These included developing annual training plans for both years of the project, contributing to the training portion of the Mission's Country Strategic Plan, and conducting an institutional training needs assessment of counterpart institutions in the environmental sector for achievement of the Environment/Energy SO's Intermediate Results.

III. Financial Management

Administrative vs. Participant Costs

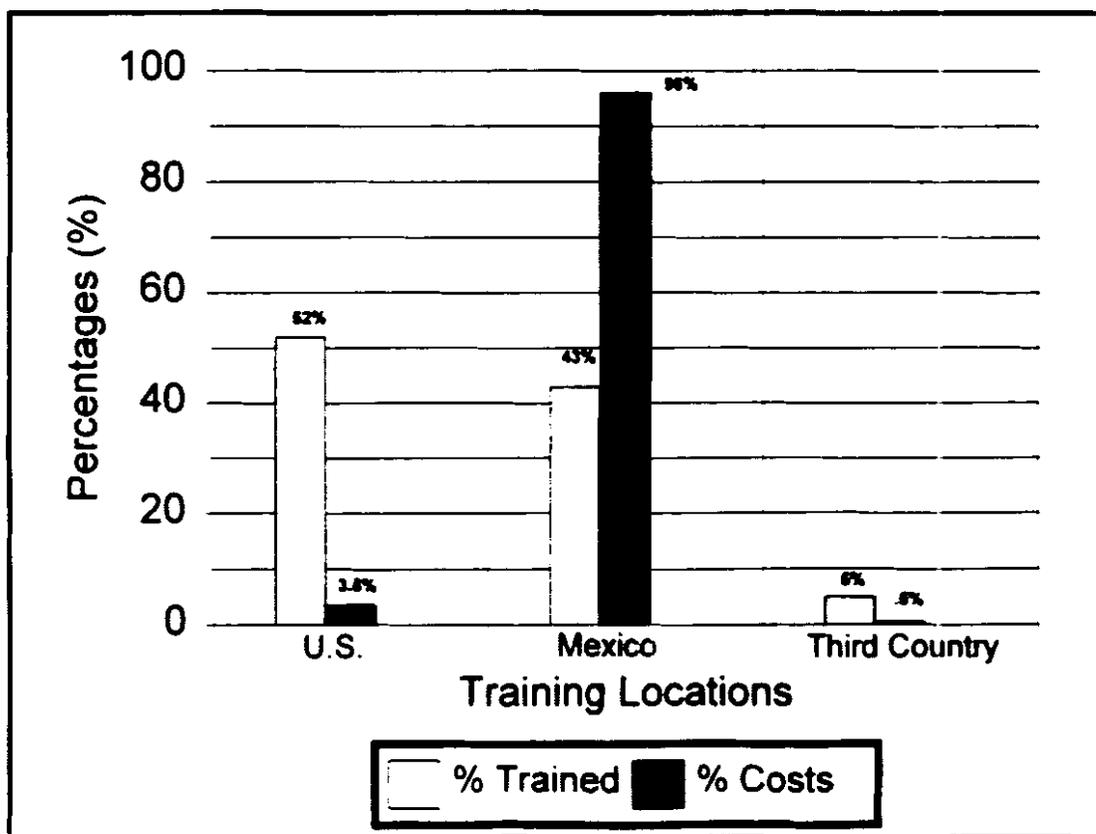
Throughout Development Associates partnership with USAID/Mexico in the development and implementation of training programs over the past 17 years, we have consistently sought to provide the highest quality training at the lowest possible price; enabling the Mission to maximize its training efforts. As mentioned previously, the differences between the ADC and GTD contracting mechanisms were not limited to the technical focus and the types of training provided. Prior to USAID's issuance of the GTD contract, Development Associates and other training contractors divided the costs of training activities into two variables - administrative expenses and participant costs. Given that tasks such as training design and implementation were handled by subcontractors or training vendors prior to GTD, these costs were reported as part of participant costs. Under GTD, responsibility for managing these tasks has fallen to Development Associates staff, thus the associated costs have been shifted from participant costs into administrative costs. Though this reallocation may not appear to be significant, the shift of these costs gives the false impression that administrative costs under GTD have increased over those under prior training contracts. Development Associates estimates that the reallocated expenses for training design and implementation from participant to administrative costs,

constitute 15% of administrative costs under GTD. Thus, though administrative costs under GTD are approximately 35% of our overall expenditures versus 27% under ADC, if the reallocation is taken into account, this percentage is reduced to 20%.

Not only are administrative costs under GTD lower than under previous funding mechanisms, but overall training costs are also lower. Following the receipt of comments from USAID Missions worldwide that training under GTD appeared to be more costly than under previous funding mechanisms, Development Associates undertook an analysis to compare the cost of training provided to USAID/Mexico under GTD versus those under previous mechanisms. In addition to looking at Development Associates costs, we evaluated the training costs of three other USAID contractors whom we have business relations with. Please see Annex 2. Obviously, we have not identified the other contractors since the information is proprietary and confidential. The resulting outcome was a pleasant surprise. Our analysis indicates that training under GTD actually results in a cost savings to USAID/Mexico over prior training mechanisms.

Participant Costs by Training Location

The chart below shows the percentage of participant costs by location and the percentage of participants trained by location: In-Country (Mexico), Third Country and U.S.



As expected, the percentage of participant costs accrued for in-country training was disproportionately low (43% of participant costs for 96% of the total number of participants). In-country training in Mexico offers a unique cost savings due to lower travel costs, the ability to target large numbers of participants, and the opportunity for greater cost sharing by in-country partner institutions.

Less obvious, however, is the reason for the much higher percentage of participant costs for U.S. training (52%) relative to third country training (5%), both of which constitute a small percentage of the total training provided (3.5% and 0.5% respectively). The primary reason for this lies in the different types of training provided and their associated costs. Three-quarters (75%) of third country training programs were short courses/conferences lasting less than 7 days. In contrast, 45% of the U.S. based programs were longer than 7 days, with 30% being between 15 and 30 days. In addition, the U.S. based programs were largely more labor intensive and costly tailor made programs designed to meet the specific needs of each training group.

IV. Lessons Learned

Development Associates has formed a number of conclusions about what has worked in training and what could be improved. Some of these "lessons learned", reinforced through the years, mirror today's thinking about "best practices" in training. Others are more specific recommendations pertinent to the current needs and realities of USAID/Mexico in the new era of re-engineered USAID.

Best Practices

- ✓ **Needs Assessment:** A thorough needs assessment is an important first step in planning a training program and should not be minimized in an effort to effect cost savings. Program design, program implementation, and follow-on, all depend upon accurately identifying the causes of performance problems. In addition to providing training that effectively targets the needs of the group, a proper needs assessment can also uncover conflicting agendas or objectives that may be inconsistent with the Mission's overall Country Strategy or Strategic Objectives.
- ✓ **Trainable Groups:** Just as important as conducting a detailed needs assessment is assembling a group of trainees with the same or similar technical skills, and professional objectives. The more heterogeneous the group, the more likely it is to pose problems for trainers who must juggle individual needs and agendas with the fulfillment of established program goals. The more diverse the group needs, the more generalized and superficial the content design.
- ✓ **Impact Evaluation:** In order to measure the impact of training programs once participants have returned to their respective places of employment, we recommend that USAID develop a strategy to maintain contact with participants and cooperating institutions to assess individual performance improvement and institutional sustainability in the medium/long-term.

USAID/Mexico Issues

- ✓ **Contracting:** The Mission requires a contracting mechanism that permits an ongoing training program in support of its Strategic Objectives. This mechanism should: permit the Mission the flexibility to implement training activities across the spectrum of training types, avoid the guesswork inherent in detailed advance planning by formulating a broad scope of work, cluster various training activities within a given delivery order such that a single delivery order can be used for all or most SO activities, and define the level of services requested so as to reduce overall costs of administering training.
- ✓ **Desired Outcomes:** It is important for the Mission to identify clearly what it wants to measure in terms of program success and desired outcomes.
- ✓ **Training Location:** USAID/Mexico has evolved to the point where most of its training activities now take place in Mexico. This has several obvious advantages. As previously discussed in this report, the predominance of in-country training under GTD has enabled the Mission to reach far greater numbers of people than ever before and to do it more efficiently. Local training also involves in-country stakeholders to a greater extent in the development and implementation of training activities. Such participation helps foment institutional partnerships.

On the other hand, while in-country training has been particularly useful in skills training, it is not appropriate in all situations, especially, when the objective is to change attitudes or to introduce participants to new systems or technology not yet widely available in Mexico. A case in point is the training-of-trainers program in renewable energy technologies conducted by New Mexico State University in Las Cruces, New Mexico. As this is a new field in Mexico, participants expressed in their evaluations that exposure to U.S. institutions that use renewable energy helped them to envision future technological advancements in their own workplaces. Thus, U.S. and third country training appear to continue to be viable alternatives for carrying out USAID/Mexico's Strategic Plan, when the pros and cons of the different training locations are carefully weighed according to the objectives of each training activity.

ANNEXES

- Annex 1 Mexico Training - GTD Participant List (4 pages)
- Annex 2 Comparison of GTD/Mexico Costing vs. Traditional Modes (1 page)
- Annex 3 Contract Modifications (13 pages)

ANNEX 1
MEXICO TRAINING - GTD
TECHNICAL TRAINING
FROM: April 30, 1997 - July 30, 1999

Strategic Objective	Program Name and Training Site	Participant Name	Program Start Date	Program End Date	Number of Partic.
Energy	Air Pollution, University of Mass. Hamherst, MA	Alvarado, Alejandro	07/01/97	08/15/97	1
	Solar World Congress, Taejeon, Korea	Estrada, Claudio A	08/24/97	08/30/97	
		Martinez, Manuel	08/24/97	08/30/97	2
		Vilegas, Martin	09/15/97	09/19/97	1
	Fluid Dynamics, White River Junctions, VT	CANCELED (M A Sandoval)	09/22/97		
	Cleaner Produc/Pollution Prevention, Univ. of Mass in Mexico	70 paxs - 5 presenters	09/22/97	09/26/97	70
	ESCOS/ATPAE Conference, Mexico	50 paxs - 1 presenter	09/22/97	09/26/97	50
	Power Quality, Mexico	Guerra, Luis Manuel	10/21/97	10/22/97	
	Forum, Texas Conservation Fund, Las Cruces, NM	Mejia, Gerardo Manuel	10/21/97	10/22/97	2
		Landa, Hugo	10/28/97	10/30/97	
	Emissions Inventory, Air & Waste Management, Raleigh, NC	Ramirez, Enrique	10/28/97	10/30/97	2
		60 paxs - 1 presenter	10/29/97	10/31/97	60
	Clean Energy Technology, Mexico	Estrada, Pedro Carlos	04/19/98	05/04/98	1
	Sustainable Development, San Jose, Costa Rica	100 paxs - 4 experts	04/20/98	03/12/99	100
	Diplomado Admin. Ahorro Integral Energia, Mexico	150 paxs.	05/15/98	05/16/98	150
	Wind & Photovoltaic Water Pumping, Tuxtla G. Chiapas, MX	20 paxs.	06/09/98	06/10/98	20
	Renewable Energy & Rural Electrification, Mexico	Alvarez, Gabriela	06/13/98	06/18/98	
	Renewable Energy, Albuquerque, NM	Cabanillas, Rafael	06/13/98	06/18/98	
		Martinez, Rodolfo	06/13/98	06/18/98	
		Oskam, Adnan	06/13/98	06/18/98	
		Sanchez, Aaron	06/13/98	06/18/98	5
	Financing Study Tour, Hagler Bailly, Inc., NY & Wash., DC	Angeles, Felipe	07/27/98	07/31/98	
		Chavez, Ricardo	07/27/98	07/31/98	
		Gutierrez, Alejandro	07/27/98	07/31/98	
		Moore, Thelma	07/27/98	07/31/98	4
	Evaluation StudyTour, Hagler Bailly, Madison, WI & SF, CA	Alarcon, Mauncio Jose	08/03/98	08/07/98	
		Barrero, Luis	08/03/98	08/07/98	
		Buitron, Horacio	08/03/98	08/07/98	
		De Diego, Manuel	08/03/98	08/07/98	
		Morales, Guillermo	08/03/98	08/07/98	
		Perez, Alejandro	08/03/98	08/07/98	6
	Financial Tool Kit Preparation, Mexico City, MX	60 paxs.	08/27/98	08/28/98	60
	Grid-Connected Renewable Energy, CONAE, Saltillo, Coahuila, MX	150 paxs.	10/21/98	10/23/98	150
	N.West Mexico NGO Conservationist Meeting, Guaymas, MX	25 paxs - 5 trainers	11/12/98	11/14/98	25
	ILUMEX Retrospective Wrokshop, Puerto Vallarta, MX	122 paxs. and 5 presenters	03/24/99	03/25/99	122
	Renewable Energy Technologies, UNM, Las Cruces, NM	Arango, Jose Manuel	04/14/99	04/28/99	
		Ascencio, Hilda Marcela	04/12/99	05/28/99	
		Cabrera, Ramiro Javier	04/12/99	05/28/99	
		Delgado, Hector Daniel	04/12/99	05/28/99	
		Granados, Miguel Angel	04/12/99	05/28/99	
		Montufar, Octavio Alfonso	04/14/99	04/28/99	
		Ortiz, Simon	04/12/99	05/28/99	
		Parada, Jesus Gabriel	04/12/99	05/28/99	
		Sanchez, Aaron	04/22/99	05/22/99	9
	3 Conferences on Energy Topics, ATAPAE, Mexic City, MX	189 paxs.	04/22/99	06/25/99	189
	Institutional Strengthening, ATPAE, Mexico City, MX	1,000 paxs.	05/10/99	06/29/99	1000
		Subtotal for Energy			
Environm	Training Needs Assessment, Mexico	Special Employee (J. Connor)	02/08/98	02/21/98	
	Coastal Management, URI, Narragansett, RI	Armijo, Natalia	06/01/98	06/26/98	
		Cantu, Antonio	06/01/98	06/26/98	
		Garcia, Juan Manuel	06/01/98	06/26/98	
		Molina, Concepcion	06/01/98	06/26/98	4
	Burned Area Rehabilitation, USDA, Linares, NL, Mexico	28 paxs.	06/15/98	06/19/98	28
The Border Academy, Tucson, AZ	Chavama, Elena	06/21/98	07/04/98		
	Valdes, Carlos	06/21/98	07/04/98	2	

Environm	Emissions of Greenhouse Gases. Pullman, WA	Castaneda, Eundice	06/27/98	07/25/98	1
	Wildland & Protected Areas. U of Colorado. Fort Collins, CO	Pizano, Arturo	07/08/98	08/10/98	
		Moreno, Ruben A	07/08/98	08/10/98	2
	Nurseries & Reforestation. SEMARNAP. Mexico City	40 pxs. 3 experts	07/29/98	07/31/98	40
	Low Impact Tourism. U R I. Chetumal, QR, Mexico	25 pxs	07/29/98	07/31/98	25
	Econ Aspects of Biodiversity. SEMARNAP. BCS. MX	150 pxs. 40 expts 20 prsnts	07/30/98	07/31/98	150
	Tools for Environmental Mngmt.. Harvard Univ. Boston. MA	Gutierrez, Victor J	08/09/98	08/15/98	
		Rios, Rolando C	08/09/98	08/15/98	2
	National System of Conservation. Costa Rica	Arrocha, Ana	08/23/98	08/28/98	
		Gutierrez, Martin	08/23/98	08/28/98	
		Sanchez, Paul	08/23/98	08/28/98	3
	Atmospheric Science & Risk Projections. Harvard U. Boston. MA	Paramo, Victor	08/23/98	08/29/98	
		Sanchez, Luis	08/23/98	08/29/98	2
	Forest Conservation. Colorado State Univ. Fort Collins. CO	Becerra, Francisco	08/23/98	09/11/98	
		Moreno, Francisco	08/23/98	09/11/98	2
	Ecotourism & Protected Wild Areas. San Jose. Costa Rica	Cantu, Cesar	08/24/98	09/04/98	
		Montemayor, Maria Cecilia	08/24/98	09/04/98	2
	Ordenamiento Ecologico e Impacto Ambiental. UNAM. MX	Gomez, Rebeca	09/28/98	10/16/98	1
	Public Participation International Conference. TNC. Phoenix. AZ	Acosta, Efran A.	10/02/98	10/08/98	
		Lara, Guillermo	10/02/98	10/08/98	
		Martinez, Maria Elena	10/02/98	10/08/98	
		Molina, Concepcion	10/02/98	10/08/98	
		Esquinca, Froilan	10/02/98	10/08/98	
		Martin, Martin Francisco	10/02/98	10/08/98	
		Hernandez, Alejandro	10/02/98	10/08/98	7
	Talleres en INEGI, Aguascalientes. MX	Cervantes, Jose R	10/05/98	10/23/98	
		Delgado, Selene A.	10/05/98	10/23/98	
		Galan, Flor E.	10/05/98	10/23/98	
		Lopez, Maria	10/05/98	10/23/98	
		Ocana, Mauricio E.	10/05/98	10/23/98	5
	Forest Fire Prevention. SEMARNAP. MX	207 paxs.	10/14/98	10/15/98	207
	Forest Fire Prevention. SEMARNAP. Hunucma. Yucatan. MX	25 paxs.	10/29/98	10/30/98	25
	Conservation of Natural Protected Areas. Valle de Bravo. MX	Diaz, Jose Joaquin	10/26/98	10/31/98	1
	Forest Fire Prevention. SEMARNAP. Tonala. Chiapas. MX	30 paxs.	11/04/98	11/06/98	30
	Forest Fire Prevention. SEMARNAP. Villa Corzo. Chiapas. MX	30 paxs.	11/11/98	11/13/98	30
	Forest Fire Prevention. SEMARNAP. Dzitam. Yucatan. MX	25 paxs.	11/12/98	11/13/98	25
	GLOBE Interantional Wrkshop. The Globe Program. Miami. FL	Galvan, Raul	11/15/98	11/21/98	
		Perez, Veronica	11/15/98	11/21/98	
		Rocha, Maria Barbara	11/15/98	11/21/98	3
	Partners of the Americas. Washington. D.C.	Alcocer, Maria Eugenia	11/17/98	11/22/98	1
	Forest Fire Prevention. SEMARNAP. Ocozocouautla. Chiapas. MX	30 paxs.	11/18/98	11/20/98	30
	Forest Fire Prevention. SEMARNAP. Michoacan. Chiapas. MX	30 pax.	11/25/98	11/27/98	30
	Forest Fire Prevention. SEMARNAP. Tamaulipas. MX	30 paxs.	11/25/98	11/27/98	30
	Int'l Tropical Marine Ecosystems Mngmt.. Townsville. Australia	Bezaury, Juan E.	11/23/98	11/28/98	
		Gutierrez, David	11/23/98	11/28/98	2
	Aguas Industriales Residuales. UNAM. Mexico	Anzures, Maria del Carmen	11/09/98	11/13/98	
		Sanchez, Julio	11/09/98	11/13/98	2
	Forest Fire Prevention. SEMARNAP. DelCarmen. Campeche. MX	30 paxs.	12/10/98	12/11/98	30
	Forest Fire Prevention. SEMARNAP. LaCondordia. Chiapas. MX	30 pxs.	12/02/98	12/04/98	30
	Forest Fire Prevention. SEMARNAP. Ocampo. Coahuila. MX	24 pxs.	12/02/98	12/04/98	24
	Forest Fire Prevention. SEMARNAP. VillaCorzo. Chiapas. MX	30 pxs.	12/09/98	12/11/98	30
	Forest Fire Prevention. SEMARNAP. 4 Cienegas. Coahuila. MX	20 pxs.	12/09/98	12/11/98	20
	Forest Fire Prevention. SEMARNAP. Tizimin. Yucatan. MX	25 pxs.	12/17/98	12/18/98	25
	Forest Fire Prevention. SEMARNAP. Calakmul. Campeche. MX	20 pxs.	01/09/99	01/12/99	20
	Forest Fire Prevention. SEMARNAP. Celestun. Yucatan. MX	20 pxs.	01/15/99	01/16/99	20
	Forest Fire Prevention. SEMARNAP. Kantunilkun. Q Roo. MX	40 pxs.	01/18/98	01/18/98	40
	Forest Fire Prevention. SEMARNAP. Tulum. Q Roo. MX	30 pxs.	01/18/98	01/18/98	30
	Forest Fire Prevention. SEMARNAP. X-Maben. Q Roo. MX	60 pxs.	01/19/98	01/19/98	60
	Forest Fire Prevention. SEMARNAP. Dircn de laReserva. QR. MX	10 pxs.	01/20/98	01/20/98	10
	Forest Fire Prevention. SEMARNAP. FranciscoMay. QR. MX	30 pxs.	01/20/98	01/20/98	30
	Forest Fire Prevention. SEMARNAP. Jaumave. Tamaulipas. MX	30 pxs.	01/20/99	01/22/99	30
	Forest Fire Prevention. SEMARNAP. PequeñosProp. QR. MX	20 pxs.	01/21/99	01/21/99	20
	Forest Fire Prevent. SEMARNAP. CentauroNorte. Campeche. MX	23 pxs.	01/23/99	01/26/99	23
	Forest Fire Prevention. SEMARNAP. Ejido El Cedral. QR. MX	20 pxs.	01/26/99	01/26/99	20
	Forest Fire Prevention. SEMARNAP. 10 Ejidos. QR. MX	30 pxs.	01/28/99	01/28/99	30
	Forest Fire Prevention. SEMARNAP. Ejido Tillocan. QR. MX	50 pxs.	01/29/99	01/29/99	50
	Forest Fire Prevention. SEMARNAP. 7 Ejidos. QR. MX	30 pxs.	01/29/99	01/29/99	30
	Forest Fire Prevention. SEMARNAP. 8 Ejidos. Q Roo. MX	30 pxs.	02/03/99	02/03/99	30
	Forest Fire Prevention. SEMARNAP. 15 Ejidos. Q Roo. MX	50 pxs.	02/04/99	02/04/99	50

Environm	Forest Fire Prevention. SEMARNAP. 12 Ejidos. Q Roo. MX	50 pxs	02/05/99	02/05/99	50
	Forest Fire Prevention. SEMARNAP. Tonola. Chiapas. MX	30 pxs	2/99	2/99	30
	Forest Fire Prevention. SEMARNAP. Arnaga. Chiapas. MX	30 pxs	2/99	2/99	30
	Forest Fire Prevention. SEMARNAP. Pijjiapan. Chiapas. MX	30 pxs	2/99	2/99	30
	Forest Fire Prevention. SEMARNAP. Tula. Tamaulipas. MX	30 pxs	02/17/99	02/19/99	30
	Forest Fire Prevention. SEMARNAP. Tizimin. Yucatan. MX	30 pxs	02/18/99	02/19/99	30
	SatellitesforSolarEnergyAss. Nat'l Rnwbl Energ Lab Golden. CO	CANCELED (V Estrada)	02/02/99		
	Environmental Mntmg. The Nature Conservancy. Yucatan. MX	32 pxs	03/02/99	03/04/99	32
	Env Education. Comision de Financ Red Nat'l. SL Potosi. MX	15 pxs	03/04/99	03/07/99	15
	Steering Committee Mtng of the Env Funds Network. Chile	1 presenter	03/23/99	03/24/99	
	Industrial & Radioactive Waste Mngmt. Xochitla. MX	Limon, Arturo	03/26/99	03/27/99	1
	Ecotechnologies to Achieve Sustainable Dev. Huixquilucan MX	5 paxs	05/03/99	05/24/99	5
	Info Systems for Disaster Mgmt. Conference. Mexico City. MX	185 pxs.	05/11/99	05/14/99	185
	Energy Efficiency & Environmental Mngmt. Mexico City. MX	30 pxs. 2 presenters	06/14/99	06/18/99	30
	Photovoltaic Water Pumping. SWTD Institute. Morelos. MX	40 pxs	06/15/99	06/17/99	40
	Energy Efficiency Management Dev. ATPAE. Mexico City. MX	30 pxs	06/21/99	06/22/99	30
	Biological Control. Yautepec. Mexico. MX	10 pxs.	06/28/99	06/30/99	10
	5th Conservation Trng. Week. The Nature Conserv.. Miami. FL	Altamirano. Marco Antonio	06/13/99	06/19/99	
	.	Acosta. Efran	06/13/99	06/19/99	
	.	Andrade. Mana	06/13/99	06/19/99	
	.	Arellano. Alfredo	06/13/99	06/19/99	
	.	Auza. Luis Miguel	06/13/99	06/19/99	
	.	Barnos. Martha Eugenia	06/13/99	06/19/99	
	.	Beutetspacher. Carlos R.	06/13/99	06/19/99	
	.	Cabrera. Ignacio	06/13/99	06/19/99	
	.	Camara. Rene I.	06/13/99	06/19/99	
	.	Camarena. Tomas	06/13/99	06/19/99	
	.	Carvajal. Ma. de los Angeles	06/13/99	06/19/99	
	.	Cotera. Maunco	06/13/99	06/19/99	
	.	Cruz. Miguel Angel	06/13/99	06/19/99	
	.	Durand. Fernando	06/13/99	06/19/99	
	.	Enkerlin. Ernst C.	06/13/99	06/19/99	
	.	Escalante. Roberto	06/13/99	06/19/99	
	.	Ferriz. Norma B.	06/13/99	06/19/99	
	.	Galaz. Marina del Carmen	06/13/99	06/19/99	
	.	Hernandez. Alejandro	06/13/99	06/19/99	
	.	Jimenez. Francisco Javier	06/13/99	06/19/99	
	.	Lopez. Carlos	06/13/99	06/19/99	
	.	Lopez. Eduardo Ernesto	06/13/99	06/19/99	
	.	Martinez. Norma Patricia	06/13/99	06/19/99	
	.	Mendez. Adrian	06/13/99	06/19/99	
	.	Moncada. Susana A.	06/13/99	06/19/99	
	.	Parades. Rafaela	06/13/99	06/19/99	
	.	Pizana. Jose Carlos	06/13/99	06/19/99	
	.	Rincon. Rosa Oralia	06/13/99	06/19/99	
	.	Roccati. Nathalie	06/13/99	06/19/99	
	.	Rodriguez. Jose Bernardo	06/13/99	06/19/99	
	.	Rojas. Mana Susana	06/13/99	06/19/99	
	.	Rubio. Jose Ramiro	06/13/99	06/19/99	
	.	Sastre. Armando	06/13/99	06/19/99	
	.	Tec. Eugenio	06/13/99	06/19/99	34
	Climate Change & Development. Harvard. Cambrdge. MA	Leyva. Mana Guadalupe	06/14/99	06/25/99	1
	Subtotal for Environment				1927
Democracy	Angloamerican Law. University of Texas at Austin. TX	Hernandez. Julio Humberto	07/19/97	08/01/97	
	.	Meigar. Mano	07/19/97	08/01/97	
	.	Parra. Maria del Pilar	07/19/97	08/01/97	
	.	Perez. Alberto Gelacio	07/19/97	08/01/97	
	.	Samano. Fatima	07/19/97	08/01/97	
	.	Temblador. Rosa Mana	07/19/97	08/01/97	6
	Educacion. Democracia y Ciudadania. Mexico	Rivera. Mario	08/04/97	08/08/97	
	.	Corona. Bertha	08/04/97	08/08/97	
	.	Hernandez. Ricardo	08/04/97	08/08/97	
	.	Munillo. Mercedes	08/04/97	08/08/97	
	.	Reyes. Carmen	08/04/97	08/08/97	5
	State Reform. Instituto Tecnologico, Mexico	70 pxs -1 pres-2 interpreta	08/22/97	08/23/97	70
	ICMA Conference. Vancouver. British Columbia. Canada	Herrash. Mana Luisa	09/12/97	09/18/97	
	.	Gutierrez. Luis Fernando	09/12/97	09/18/97	2

Democracy	Budget Systems & Corruption Control, Mexico	100 pgs. 3 prestra-2 intrprtrs	02/11/98	02/13/98	100
	Inter-American Forum on Microenterpse, Mexico	Zepeda, Cristina	03/26/98	03/28/98	
	-	Hernandez, Mana	03/26/98	03/28/98	
	-	Sharrz, Beatriz	03/26/98	03/28/98	3
	Subtotal for Democracy				
Health	HIV-AIDS Prevention, Int'l Health Programs, Santa Cruz, CA	Aburto, Beatriz Teresa	10/12/97	11/08/97	
	-	Betancourt, Silvia Mancela	10/12/97	11/08/97	
	-	Ceron, Francisco Jorge	10/12/97	11/08/97	
	-	Hernandez, Alejandra	10/12/97	11/08/97	
	-	Jaime Alejandro	10/12/97	11/08/97	
	-	Loo, Ramona Elia	10/12/97	11/08/97	
	-	Pacheco, Gila Mercedes	10/12/97	11/08/97	
	-	Peniche, Sandra Noemi	10/12/97	11/08/97	
	-	Perez, Salvador	10/12/97	11/08/97	
	-	Precado, Jorge	10/12/97	11/08/97	
	-	Reyes, Leopoldo	10/12/97	11/08/97	
	-	Rodriguez, Hector Guillermo	10/12/97	11/08/97	
	-	Sosa, Araceli	10/12/97	11/08/97	
	-	Tamayo, Enka Lusa	10/12/97	11/08/97	4
	HIV-AIDS Prevention, Lima, Peru	Recinas, Yolanda	12/03/97	12/07/97	
	-	Bravo, Enrique	12/03/97	12/07/97	
	-	Pineda, Yolanda	12/03/97	12/07/97	
	-	Magis, Carlos Leonardo	12/03/97	12/07/97	4
	HIV-AIDS Prevention, Int'l Health Programs, Santa Cruz, CA	Avalos, Pedro	04/06/98	05/01/98	
	-	Alec, Abigail G.	04/06/98	05/01/98	
	-	Balcazar, Guillermo	04/06/98	05/01/98	
	-	Cervantes, Monica	04/06/98	05/01/98	
	-	Gaber, David Jose	04/06/98	05/01/98	
	-	Gandanilas, Mana Virginia	04/06/98	05/01/98	
	-	Gutierrez, Georgina	04/06/98	05/01/98	
	-	Hernandez, Octaviano	04/06/98	05/01/98	
	-	Huerdo, Jorge Ramon	04/06/98	05/01/98	
	-	Ramirez, Consuelo	04/06/98	05/01/98	
	-	Romero, Francisco Javier	04/06/98	05/01/98	
	-	Santaella, Alejandra E.	04/06/98	05/01/98	
	-	Santos, David Kelvin	04/06/98	05/01/98	
	-	Vitalobos, Martha Gabriela	04/06/98	05/01/98	14
	HIV-AIDS Prevention, Tlaxcala, Mexico	100 pgs.	04/26/98	04/29/98	100
12th World AIDS Conference, Geneva, Switzerland	Hernandez, Griseida	06/28/98	07/03/98		
-	Garcia, Carlos	06/28/98	07/03/98		
-	Magis, Carlos	06/28/98	07/03/98		
-	Brito, Alejandro	06/28/98	07/03/98		
-	Gonzalez, Edgar	06/28/98	07/03/98		
-	Saavedra, Jorge	06/28/98	07/03/98	6	
SIDA/AIDS Conference "Reality for Immig. Latinos", Riverside, CA	CANCELED (J.A. Montesinos)	09/23/98			
HIV/AIDS Conference, Rio de Janeiro, Brazil	Gutierrez, Georgina	10/15/98	10/25/98	2	
-	Luna, Anuar	10/15/98	10/25/98		
Subtotal for Health					140
Population	Empleo y Economia Informal-Aguascalientes, Mexico	Roman, Cesar Gilberto	08/18/97	08/29/97	1
	Comm Strategies Reproductive Health, Cochabamba, Bolivia	Vidal, Isauro	03/08/98	03/22/98	1
	Congress on Sexology & Sex Education, Aguascalientes, MX	Flores, Sylvia	10/28/98	10/31/98	
	-	Rivera, Angelica	10/28/98	10/31/98	
	-	Wilson, Diana	10/28/98	10/31/98	3
	7th International Congress on Adolescent Health, MX	16 pgs., 5 presenters	03/22/99	03/25/99	16
	Geographical Data Bases Regional Wrksp, Aguascalientes, MX	CANCELED (F. Mundo)	05/10/99		
	LessonWithoutBorders Conf./WomenMeanBusiness, Chicago, IL	Paredes, Esperanza	06/01/99	06/03/99	2
	-	De la Vega, Guadalupe	06/01/99	06/03/99	
	Subtotal for Population				
TOTAL NUMBER OF PARTICIPANTS					4305

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ANNEX 2
COMPARISON OF GTD/MEXICO COSTING VS. TRADITIONAL MODES

GTD COST METHOD
 Development Associates

TRADITIONAL METHOD
 Development Associates

TRADITIONAL METHOD
 Contractor A

	NOTES	AMOUNT	NOTES	AMOUNT	NOTES	AMOUNT
A DIRECT LABOR U S		\$36,475		\$36,475		\$36,475
B DIRECT LABOR OVERSEAS		\$30,425		\$30,425		\$30,425
C FRINGE BENEFITS	Incl. in Multiplier		Incl. in OH		35% of salaries	\$22,077
D OVERHEAD U S	Incl. in Multiplier		122% of U.S. Labor	\$44,500	16% U.S. Labor + Fringe	\$7,879
E OVERHEAD OVERSEAS	Incl. in Multiplier		110% of Overseas Labor	\$33,488	16% O'seas Labor + Fringe	\$6,572
F G & A			Incl. in OH		19% All Costs, Incl Labor & Frmg	\$179,662
G MULTIPLIER	1.3131 (GTD Yr 2)	\$87,646	NA		NA	
H TRAVEL & ODC's		\$28,731		\$28,731		\$28,731
I PARTICIPANT COSTS		\$865,962		\$865,962		\$865,962
J FEE ON NON-PART COSTS	Incl. in Multiplier		7%	\$12,843	7%	\$21,827
K FEE ON PARTICIPANT COSTS	Incl. in Multiplier		3%	\$25,979	3%	\$25,979
TOTAL COST		\$1,049,439		\$1,078,282		\$1,226,588

TRADITIONAL METHOD
 Contractor B

TRADITIONAL METHOD
 Contractor C

	NOTES	AMOUNT	NOTES	AMOUNT
A DIRECT LABOR U S		\$36,475		\$36,475
B DIRECT LABOR OVERSEAS		\$30,425		\$30,425
C FRINGE BENEFITS	33% of salaries	\$23,415	Incl. in OH	
D OVERHEAD U S	70% U.S. Labor + Fringe	\$9,921	150% of U.S. Labor	\$54,713
E OVERHEAD OVERSEAS	70% O'seas Labor + Fringe	\$8,276	115% of O'seas Labor	\$34,989
F G & A	18% All Costs, Incl Labor & Frmg	\$190,609	Incl. in OH	
G MULTIPLIER	NA		NA	
H TRAVEL & ODC's		\$28,731		\$28,731
I PARTICIPANT COSTS		\$865,962		\$865,962
J FEE ON NON PART COSTS	7%	\$22,950	7%	\$12,973
K FEE ON PARTICIPANT COSTS	3%	\$25,979	3%	\$25,979
TOTAL COST		\$1,242,742		\$1,080,246

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES
2. AMENDMENT/MODIFICATION NO. 01	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO. USAID/Mex e-mail dtd. 09/23/97	5. PROJECT NO. (If applicable) See Block 14
6. ISSUED BY Regional Contracting Office USAID/El Salvador Embassy - USAID Unit 3110 APO AA 34023	CODE	7. ADMINISTERED BY (If other than Item 6)	CODE
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) DEVELOPMENT ASSOCIATES, INC. 1730 North Lynn Street Arlington, VA 22209-2023		9A. AMENDMENT OF SOLICITATION NO.	
		9B. DATED (SEE ITEM 11)	
		10A. MODIFICATION OF CONTRACT/ORDER NO. X OUT-FAO-(00-96-0002)-00	
		10B. DATED (SEE ITEM 13) 30 April 1997	
CODE	FACILITY CODE		

653000

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of offers is extended, is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 3 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
See Block 14.

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
X	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (SUCH AS CHANGES IN PAYING OFFICE, APPROPRIATION DATA, ETC.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCP section headings, including solicitation/contract subject matter where feasible.)

The purpose of this administrative modification is to change the appropriation information of the subject Task Order as follows:

- 1) TRANSFER \$20,000 from LDV7 to LC0X. This amount shall be allocated to Project 598-0616.03.
- 2) Account LDV7, TRANSFER \$40,000 from Project 598-0616.20 to Project 598-0616.02.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) PETER J. DAVID, DIRECTOR	15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED SEP 30 1997	15D. UNITED STATES OF AMERICA BY <i>Leonel P. Pizarro</i> (Signature of Contracting Officer)	15E. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Leonel P. Pizarro (MBdeCH)	15F. DATE SIGNED 09/23/97
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NSN 7540-01-152-8070
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30-105

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR 48 CFR 53.243



TELEFAX COVER SHEET

USAID/ES/CO FAX MESSAGE NO: C _____ Date: 29 September 1997

Please deliver the following pages to:

NAME : Peter B. Davis, President FAX NO: (703)276-0432
OFFICE : Development Associates, Inc. TEL NO: (703)276-0677
ADDRESS: Arlington, VA

Total Number of Pages, Including this Cover Sheet: 6

FROM:

NAME : María Beatriz de Chinchilla FAX NO: (503)298-2155
OFFICE : Regional Contracting Office TEL NO: (503)293-2338
ADDRESS: USAID/El Salvador

PROJECT FAX: YES: _____ NO: XXX PROJECT NUMBER: _____

SENT - TIME: _____ DATE: _____ NUMBER OF MINUTES: _____

COST: _____

REMARKS:

Subject: Mods. 01 and 02 to Task Order No. OUT-FAO-I-800-96-00021-00

Following please find copies of mods. 01 and 02 to the subject Task Order. (Mod. 01 was an administrative unilateral modification). Upon your review and approval of Mod. 02, please have it duly signed, and fax us a copy of the signed cover sheet. We will fax you a fully executed copy as soon as the Contracting Officer signs it. Should you have any comments/questions, please call us.

NOTE: Afterwards, we will also be mailing you two hard copies of Mod. 02, already signed by the Contracting Officer. Please sign both of them, keep one, and send the other one back to us, in order to have an original in the files. Thank you very much.

RELEASE APPROVAL. _____

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTACT USE	PAGE OF PAGES 1 2
2. AMENDMENT/MODIFICATION NO. 02	3. EFFECTIVE DATE One Blank 14C	4. REQUISITION/PURCHASE EST. NO. AAAD 525-PAO-5833-97003	5. PROJECT NO. (If applicable) S08-0616.T0 8 .03
6. ISSUED BY Regional Contracting Office USAID/El Salvador Ambassy - USAID Unit 3110 APO AA 34023	CODE	7. ADMINISTERED BY (If other than Item 6)	CODE
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) DEVELOPMENT ASSOCIATES, INC. 1730 North Lynn Street Arlington, VA 22209-2023		9A. AMENDMENT OF SOLICITATION NO.	
		9B. DATED (SEE ITEM 11)	
		10A. MODIFICATION OF CONTRACT/ORDER NO. X OLT-PAO-1-800-96-00021-00	
		10B. DATED (SEE ITEM 11) 30 April 1997	
CODE	FACILITY CODE		

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of offers is extended, is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) by completing items 6 and 13, and returning copies of the amendment; (b) by acknowledging receipt of this amendment in each copy of the offer submitted; or (c) by separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
 APP: 72X1005 OPC: LCRX-97-2523-UC13 ITE: 9192.716.00
 APP: 727/81021 OPC: LCVI-97-2523-UC13 ITE: 901.776.00

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, (IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 10.)

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT/ORDER NO. IS ITEM 10A.
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF PAR 43.105(b).
C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: X TAA OF 1961 AND E.O. 11223 AS AMENDED
D. OTHER (Specify type of modification and authority)

8. IMPORTANT: Contractor is not, is required to sign this document and return 01 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The above numbered Task Order, as previously amended, is hereby further amended to: a) modify Appendix 1 and b) increase the total estimated cost by \$224,192, from \$824,950 to \$1,049,442.00. To that end, the following changes are required and hereby effected:

1) Cover Sheet, ACCOUNTING AND APPROPRIATION DATA, is amended to read as follows:

< See Continuation Sheet(s) >

Except as provided herein, all terms and conditions of the document referenced in item 9a or 10A, as heretofore amended, remain unchanged and in full force and effect.

15A. NAME AND TITLE OF SENDER (Type or print) WYER E DAVIS PRESIDENT	15B. DATE SIGNED SEP 30 1997	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Loomel T. Pizarro (M/DCR)	16B. DATE SIGNED 9/30/97
15C. UNITED STATES OF AMERICA (Signature of person authorized to sign)		16C. UNITED STATES OF AMERICA (Signature of Contracting Officer)	

FORM 7540-01-153-8076
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16-105

STANDARD FORM 30 (REV. 10-87)
Prescribed by GSA
FAR (48 CFR) 53.243

2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (if applicable)
02	See Block 16C	MAARD 523-FAO-5855-97005	598-0616.10 & .03

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) - CONTINUATION

*Amount Obligated: \$ 1,049,442.00

- 1. MAARD : 523-FAO-5855-97005 + Amds. 1 & 2
- 2. APP : 727/81021 and 72X1095
- 3. BPC : LDV7-97-25523-KG13 and LNDX-97-25523-KG13
- 4. Projects : 598-0616.02, .03, .10, and .20"

2) Article IV, Work Days Ordered, paragraph A, is amended to read as follows:

*A. Functional Labor Category & Specialist	Work Days Ordered	Burdened Fixed Daily Rate	Total
Home Office			
Contract Manager	29	\$ 816.14	\$23,668.00
Program Development Specialist	130	307.53	39,979.00
Financial Manager	44	272.05	11,970.00
Financial Manager	37	236.56	8,753.00
Field Office			
On-Site Contractor Coordinator	238	195.71	46,379.00
TOTAL BURDENED SALARIES			\$154,749.00

* Based on 2.3124 multiplier*

3) Article V, Ceiling Price, is amended to read as follows:

*For Work Days Ordered	\$154,749.00
For Other Direct Costs	28,731.00*
For Participant Costs	\$55,962.00**
Ceiling Price	\$1,049,442.00

*Other Direct Costs include travel, airport transfers, per diem, overseas and U.S. transportation, visas, document reproduction, office supplies, communications, etc.

**Based on Appendix I

Note: The Contractor will not be paid any sum in excess of the ceiling price. The only person authorized to commit or deobligate additional funds is the Contracting Officer. Incurrence of costs in excess of the total amount obligated based on directions received from any individual other than the Contracting Officer and without prior Contracting Officer's approval, shall not be reimbursed to the Contractor."

4) Appendix I is hereby substituted in its entirety, as per the attached pages.

ALL OTHER TERMS AND CONDITIONS REMAIN IN FULL FORCE AND EFFECT.

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 2
2. AMENDMENT/MODIFICATION NO. 03	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO. NAARD No. 523-FAO-5855-97005	5. PROJECT NO. (If applicable) 598-0616.10 & .33
6. ISSUED BY Regional Contracting Office USAID/El Salvador Ambassy - USAID Unit 3110 APO AA 34023 El Salvador	CODE	7. ADMINISTERED BY (If other than item 6)	CODE
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) DEVELOPMENT ASSOCIATES, INC. 1730 North Lynn Street Arlington, VA 22209-2023		9A. AMENDMENT OF SOLICITATION NO.	
		9B. DATED (SEE ITEM 11)	
		10A. MODIFICATION OF CONTRACT/ORDER NO. CUT-FAO-1-800-96-00021-00	
		10B. DATED (SEE ITEM 13) 30 April 1997	
CODE	FACILITY CODE		

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of offers is extended, is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) by completing items 8 and 15, and returning _____ copies of the amendment; (b) by acknowledging receipt of this amendment on each copy of the offer submitted; or (c) by separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (if required)
NO CHANGE

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAA of 1961 and E.O. 11223 as amended
D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return 06 copies to the issuing office.

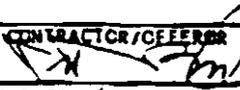
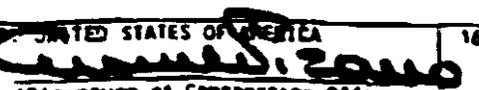
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The above numbered Task Order, as previously amended, is hereby further amended to: a) Extend the period of services from 30 April 1998 to 30 July 1998, with no increase to the total estimated cost; b) Revise Articles IV and V to readjust numbers of work days ordered and burdened daily rates. To that end, the following changes are required and hereby effected:

1) Article III, TERM OF PERFORMANCE, is amended to change the completion date to read "30 July 1998".

< See Continuation Sheet(s) >

Except as provided herein, all terms and conditions of the document referenced in item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) PETER B. DAVIS, PRESIDENT	15B. CONTRACTOR/OFFEROR  (Signature of person authorized to sign)	15C. DATE SIGNED APR 15 1998	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Leonel T. Pizarro (MBdeCH)	16B. UNITED STATES OF AMERICA  BY (Signature of Contracting Officer)	16C. DATE SIGNED 23 APR 1998
--	--	---------------------------------	--	--	---------------------------------

NSN 7540-01-152-8070
PREVIOUS EDITION UNUSABLE

30-105

STANDARD FORM 30 (REV. 10-63)
Prescribed by GSA
FAR 48 CFR 53.243

18

DEPARTMENT OF COMMERCE
BUREAU OF ECONOMIC ANALYSIS
WASHINGTON, D.C. 20540

OFFICE OF CONTRACT ADMINISTRATION
1000 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C. 20540

CONTRACT NO. 07-710-1-800-94-0001-00

DATE OF ORDER 10 APR 11 1997

CONTRACT TITLE DEVELOPMENT OF CONTRACT ADMINISTRATION

CONTRACTOR DEVELOPMENT ASSOCIATES, INC.
1730 BOSTON LANE
ALLURTON, VA 22209-2023

BUYER U.S. DEPARTMENT OF COMMERCE
1000 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C. 20540

DATE OF ORDER 10 APR 11 1997

(Form 4.../2)

1) Article IV, WORK DAYS ORDERED, Paragraph A, is amended to read as follows:

The above numbered task order, as previously amended, is hereby further amended to revise Section IV and A to include numbers of work days ordered. To that end, the following changes are required and hereby enclosed:

E. IMPORTANT: CONTRACTOR IS NOT IS REQUIRED TO SIGN THE DOCUMENT AND RETURN IT TO THE ISSUING OFFICE

1. THE ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS
IT MODIFIES THE CONTRACT ORDER NO. AS DESCRIBED IN ITEM 1A

2. THE ABOVE PROJECT WILL BE MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES SUCH AS CHANGES IN PAYING OFFICE
APPROPRIATE AND SET FORTH IN ITEM 1B. PURSUANT TO THE AUTHORITY OF 48 CFR 101-11.6

3. THIS SPECIAL MODIFICATION IS ENTERED WITH PRIORITY TO FULFILLMENT OF:

4. THIS CONTRACT ORDER IS MODIFIED TO REFLECT THE CHANGES NOT SHOWN IN THIS ORDER IN THE ORIGINAL CONTRACT ORDER.

5. THE ABOVE CONTRACT ORDER IS MODIFIED TO REFLECT THE CHANGES NOT SHOWN IN THIS ORDER IN THE ORIGINAL CONTRACT ORDER.

6. THE ABOVE CONTRACT ORDER IS MODIFIED TO REFLECT THE CHANGES NOT SHOWN IN THIS ORDER IN THE ORIGINAL CONTRACT ORDER.

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

12. ACCOUNTING AND AMENDMENT DATA BY METHOD

13. THE ABOVE CONTRACT ORDER IS MODIFIED TO REFLECT THE CHANGES NOT SHOWN IN THIS ORDER IN THE ORIGINAL CONTRACT ORDER.

14. THE ABOVE CONTRACT ORDER IS MODIFIED TO REFLECT THE CHANGES NOT SHOWN IN THIS ORDER IN THE ORIGINAL CONTRACT ORDER.

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. CONTRACT NO. 07-710-1-800-94-0001-00

2. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

3. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

4. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

5. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

6. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

7. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

8. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

9. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

10. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

11. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

12. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

13. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

14. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

15. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

16. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

17. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

18. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

19. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

20. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

21. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

22. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

23. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

24. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

25. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

26. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

27. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

28. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

29. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

30. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

31. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

32. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

33. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

34. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

35. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

36. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

37. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

38. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

39. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

40. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

41. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

42. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

43. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

44. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

45. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

46. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

47. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

48. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

49. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

50. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

51. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

52. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

53. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

54. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

55. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

56. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

57. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

58. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

59. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

60. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

61. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

62. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

63. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

64. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

65. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

66. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

67. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

68. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

69. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

70. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

71. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

72. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

73. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

74. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

75. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

76. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

77. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

78. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

79. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

80. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

81. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

82. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

83. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

84. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

85. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

86. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

87. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

88. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

89. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

90. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

91. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

92. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

93. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

94. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

95. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

96. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

97. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

98. REQUEST FOR QUOTE/RFQ NO. 598-0511-02-03-10

99. REQUEST FOR PROPOSAL/RFQ NO. 598-0511-02-03-10

100. REQUEST FOR INFORMATION/RFI NO. 598-0511-02-03-10

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. CONTRACT D CODE PAGE OF PAGES
 1 1 2

2. AMENDMENT/MODIFICATION NO. 04
 3. EFFECTIVE DATE See Block 16C
 4. REQUISITION/PURCHASE REG NO MAARD 523-FAO-5855-472115
 5. PROJECT NO (If applicable) 59A-2A16-02-03-110

6. ISSUED BY Regional Contracting Office
 USAID/EI Salvador
 Amembassy - USAID Unit 3110
 APO AA 34023
 7. ADMINISTERED BY (If other than Item 6) CODE

8. NAME AND ADDRESS OF CONTRACTOR (No. street, country, State and ZIP Code)
 DEVELOPMENT ASSOCIATES, INC.
 1730 North Lynn Street
 Arlington, VA 22209-2023
 Attn.: Peter B. Davis, President
 9A. AMENDMENT OF SOLICITATION NO.
 9B. DATED (SEE ITEM 11)
 10A. MODIFICATION OF CONTRACT/ORDER NO.
 X OUT-FAO-I-800-96-00021-00
 10B. DATED (SEE ITEM 11)
 30 April 1997

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers is extended, is not extended.
 Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:
 (a) By completing Items 8 and 16, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. **FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER.** If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
 NO CHANGE

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

(X) A. THIS CHANGE ORDER IS ISSUED PURSUANT TO (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT/ORDER NO. IN ITEM 10A.
 B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).
 C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
 X FAA of 1961 and E.O. 11223 as amended
 D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return 04 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Approved by DCF action headings, including solicitation or contract subject matter where applicable.)

The above numbered Task Order, as previously amended, is hereby further amended to revise Article IV and V to readjust numbers of work days ordered. To that end, the following changes are required and hereby effected:
 1) Article IV, WORK DAYS ORDERED, Paragraph A, is amended to read as follows:

(Cont'd..../2)

EXCEPT AS PROVIDED HEREIN, ALL TERMS AND CONDITIONS OF THE INSTRUMENTS REFERENCED IN ITEM 9A OR 10A, AS HERETOFORE CHANGED, REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.

15A. NAME AND TITLE OF SIGNER (Type or Print)
 Peter B. Davis, President
 15B. NAME AND TITLE OF CONTRACTING OFFICER (Type or Print)
 Leonel T. Pizarro (MBDeCH)
 15C. CONTRACT/ORDER NO.
 15D. DATE SIGNED
 15E. UNITED STATES OF AMERICA
 15F. DATE SIGNED
 BY _____ (Signature of Contracting Officer)

MODIFICATION NO. 4
TASK ORDER NO. OWT-FAO-I-609-96-00021-00
DEVELOPMENT ASSOCIATES, INC.

A. functional labor Category & Specialist	Work Days Ordered	Burdened Fixed Daily Rate	Total
<u>Home Office</u>			
Contract Manager Program Development	23.90	\$816.14 - \$835.14	\$19,745.71
Specialist	138.02	\$307.53 - \$314.69	\$42,851.22
Financial Manager	102.46	\$272.05 - \$278.40	\$28,123.93
Financial Manager	49.76	\$236.56 - \$242.07	\$11,869.74
Special Employee	19.00	\$828.21	\$15,735.99
<u>Field Office</u>			
On-Site Contractor Coordinator	299.89	\$295.71 - \$302.60	\$89,396.27
TOTAL BURDENED SALARIES			\$207,723

* Based on a 2.3124 multiplier"

2) Article V, CEILING PRICE, is amended to read as follows:

*For Work Days Ordered	\$207,723
For Other Direct Costs	28,731*
For Participant Costs	812,988**
Ceiling Price	\$1,049,442

* Other Direct Costs include travel, airport transfers, per diem, overseas and U.S. transportation, visas, document reproduction, office supplies, communications, etc.

** Based on Appendix I

Note: The Contractor will not be paid any sum in excess of the ceiling price. The only person authorized to commit or obligate additional funds is the Contracting Officer. Incurrence of costs in excess of the total amount obligated based on directions received from any individual, other than the Contracting Officer and without prior Contracting Officer's approval, shall not be reimbursed to the Contractor."

ALL OTHER TERMS AND CONDITIONS REMAIN IN FULL FORCE AND EFFECT.

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 2	
2. AMENOMENT/MODIFICATION NO. 05	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REG. NO. MAARD 523-FAO-5855-97005 Amd 5	5. PROJECT NO. (if applicable) 598-0616.02.03.10.20	
6. ISSUED BY Regional Contracting Office USAID/El Salvador Embassy - USAID Unit 3110 APO AA 34023	CODE	7. ADMINISTERED BY (if other than Item 6)	CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) DEVELOPMENT ASSOCIATES, INC. 1730 North Lynn Street Arlington, VA 22209-2023 Attn.: Peter B. Davis		9A. AMENDMENT OF SOLICITATION NO.		
		9B. DATED (SEE ITEM 11)		
		10A. MODIFICATION OF CONTRACT/ORDER NO. X OUT-FAO-1-800-96-00021-00		
		10B. DATED (SEE ITEM 13) 30 April 1997		
CODE	FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of offers is extended, is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (if required)
NO CHANGE

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAA of 1961 and E.O. 11223 as amended
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return 04 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The above numbered Task Order, as previously amended, is hereby further amended to: a) Extend the period of services from 30 July 1998 to 30 April 1999, with no increase to the total estimated cost, and b) Revise Articles IV and V to readjust numbers of work days ordered. To that end, the following changes are required and hereby effected:

- 1) Article III, TERM OF PERFORMANCE, is amended to change the completion date to read "30 April 1999".

< See Continuation Sheet(s) >

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) LEVED V. SANCHEZ CHAIRMAN	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Leonel T. Pizarro (MBdeCH)
15B. CONTRACTOR/OFFEROR <i>[Signature]</i> (Signature of person authorized to sign)	16B. UNITED STATES OF AMERICA BY <i>[Signature]</i> (Signature of Contracting Officer)
15C. DATE SIGNED JUL 13 1998	16C. DATE SIGNED 7/22/98

NSN 7540-01-152-8070
PREVIOUS EDITION UNUSABLE

30-105

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (-8 CFR) 53.243

23

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. CONTRACT ID CODE

PAGE NO.

2

2. AMENDMENT/MODIFICATION NO.

3. EFFECTIVE DATE

4. REQUISITION/PURCHASE REQ. NO.

5. PROJECT NO.
(if applicable)

05

See Block 16C

MAARD 523-FAO-5855-97005 Amd 5

598-0616.02..03..10..10

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) - CONTINUATION

a) Article IV, WORK DAYS ORDERED, Paragraph A, is amended to read as follows:

"A. Functional Labor Category & Specialist	Work Days Ordered	Burdened Fixed Daily Rate*	Total
Home Office			
Contract Manager	41.00	\$816.14 - \$835.14	\$35,542.44
Program Development Specialist	217.00	\$307.53 - \$314.69	\$63,614.68
Financial Manager	174.00	\$272.05 - \$278.40	\$48,017.26
Financial Manager Subject Matter Specialist	69.00	\$236.56 - \$242.07	\$15,297.88
	28.00	\$828.21	\$22,502.28
Field Office			
On-Site Contractor Coordinator	476.00	\$295.71 - \$302.60	\$143,928.97
TOTAL BURDENED SALARIES			\$328,904

* Based on 2.3124 multiplier*

3) Article V, CEILING PRICE, is amended to read as follows:

"For Work Days Ordered	\$ 328,904.00
For Other Direct Costs	59,544.00*
For Participant Costs	660,994.00**
Ceiling Price	\$1,049,442.00

*Other Direct Costs include travel, airport transfers, per diem, overseas and U.S. transportation, visas, document reproduction, office supplies, communications, etc.

**Based on Appendix I

Note: The Contractor will not be paid any sum in excess of the ceiling price. The only person authorized to commit or obligate additional funds is the Contracting Officer. Incurrence of costs in excess of the total amount obligated based on directions received from any individual, other than the Contracting Officer and without prior Contracting Officer's approval, shall not be reimbursed to the Contractor."

ALL OTHER TERMS AND CONDITIONS REMAIN IN FULL FORCE AND EFFECT.

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 2
2. AMENDMENT/MODIFICATION NO. 06	3. EFFECTIVE DATE 19 August 1998	4. REQUISITION/PURCHASE REQ. NO. MAARD 523-FAO-5855-97005 And 6	5. PROJECT NO. (If applicable) 598-0616.02,.03,.10,.20
6. ISSUED BY Regional Contracting Office USAID/El Salvador Ambassy - USAID Unit 3110 APO AA 34023 El Salvador	CODE	7. ADMINISTERED BY (If other than Item 6)	CODE
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) DEVELOPMENT ASSOCIATES, INC. 1730 North Lynn Street Arlington, VA 22209-2023 Attn.: Peter B. Davis		9A. AMENDMENT OF SOLICITATION NO.	
		9B. DATED (SEE ITEM 11)	
		10A. MODIFICATION OF CONTRACT/ORDER NO. X OUT-FAO-I-800-96-00021-00	
		10B. DATEZ (SEE ITEM 13) 30 April 1997	
CODE	FACILITY CODE		

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers is extended, is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
NO CHANGE

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAA of 1961 and E.O. 11223 as amended
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return 04 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The above numbered Task Order, as previously amended, is hereby further amended to: a) Extend the period of services from 30 April 1999 to 30 June 1999, with no increase to the total estimated cost, and b) Revise Articles IV and V to readjust numbers of work days ordered. To that end, the following changes are required and hereby effected:

1) Article III, TERM OF PERFORMANCE, is amended to change the completion date to read "30 June 1999".

< See Continuation Sheet(s) >

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) LEVEO V. SANCHEZ, CHAIRMAN	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Lyonel T. Pizarro (MBdeCH)
15B. CONTRACTOR/OFFEROR <i>Leveo V. Sanchez</i> (Signature of person authorized to sign)	15C. DATE SIGNED 2/25/99
16B. UNITED STATES OF AMERICA BY <i>Lyonel T. Pizarro</i> (Signature of Contracting Officer)	16C. DATE SIGNED 3/2/99

NSN 7540-01-152-8070
PREVIOUS EDITION UNUSABLE

30-105

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.243

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. CONTRACT ID CODE

PAGE NO.

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2. AMENDMENT/MODIFICATION NO. 06	3. EFFECTIVE DATE 19 August 1998	4. REQUISITION/PURCHASE REQ. NO. NAARD 523-FAO-5855-97005 Amd 6	5. PROJECT NO. (if applicable) 598-0616.02,.03,.10,.20
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14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) - CONTINUATION

a) Article IV, WORK DAYS ORDERED, Paragraph A, is amended to read as follows:

"A. Functional Labor Category & Specialist	Work Days Ordered	Burdened Fixed Daily Rate*	Total
Home Office			
Contract Manager Program Development	62.36	\$816.14 - \$870.43	\$35,542.44
Specialist	237.30	\$307.53 - \$327.99	63,614.68
Financial Manager	198.91	\$272.05 - \$290.14	54,017.26
Financial Manager	80.76	\$236.56 - \$252.30	15,297.88
Subject Matter			
Specialist	28.31	\$828.21 - \$847.21	22,502.28
Field Office			
On-Site Contractor Coordinator	609.22	\$295.71 - \$315.37	\$143,928.97
TOTAL BURDENED SALARIES			\$328,904

* Based on 2.3124 multiplier*

3) Article V, CEILING PRICE, is amended to read as follows:

"For Work Days Ordered	\$ 328,904.00
For Other Direct Costs	59,544.00*
For Participant Costs	660,994.00**
Ceiling Price	\$1,049,442.00

*Other Direct Costs include travel, airport transfers, per diem, overseas and U.S. transportation, visas, document reproduction, office supplies, communications, etc.

**Based on Appendix I

Note: The Contractor will not be paid any sum in excess of the ceiling price. The only person authorized to commit or obligate additional funds is the Contracting Officer. Incurrence of costs in excess of the total amount obligated based on directions received from any individual, other than the Contracting Officer and without prior Contracting Officer's approval, shall not be reimbursed to the Contractor."

ALL OTHER TERMS AND CONDITIONS REMAIN IN FULL FORCE AND EFFECT.

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

CONTRACT ORDER NO.

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2. AMENDMENT/MODIFICATION NO. 07	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO. MAARD 523-FAO-5855-97005 And 7	5. PROJECT NO. (If applicable) 598-0616.02.103.10.0
6. ISSUED BY CODE Regional Contracting Office USAID/El Salvador Ambassy - USAID Unit 3110 APO AA 34023 El Salvador		7. ADMINISTERED BY (If other than item 6) CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) DEVELOPMENT ASSOCIATES, INC. 1730 North Lynn Street Arlington, VA 22209-2023 Attn.: Peter B. Davis, President		9A. AMENDMENT OF SOLICITATION NO.	
		9B. DATED (SEE ITEM 11)	
		10A. MODIFICATION OF CONTRACT/ORDER NO. OUT-FAO-I-800-96-00021-00	
		10B. DATED (SEE ITEM 13) 30 April 1997	
CODE	FACILITY CODE		

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of offers is extended, is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (if required)

NO CHANGE

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: X FAA of 1961 and E.O. 11223 as amended
D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return 04 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The above numbered contract, as previously amended, is hereby further amended to extend the period of contract from 30 June 1999 to 31 July 1999, with no increase to the total estimated cost. To that end, the following changes are required and hereby effected:

Article III, TERM OF PERFORMANCE is amended to have the completion date to read 31 July 1999.

Except as provided herein, all terms and conditions of the document referenced in item 9A or 10A, as heretofore changed, remain unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) PETER B. DAVIS, President	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (Print name)
15B. CONTRACTING OFFICER (Signature of person authorized to sign)	16B. UNITED STATES OF AMERICA BY (Signature of Contracting Officer)
15C. DATE SIGNED APR 1 1997	16C. DATE SIGNED