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**UNCLASSIFIED**

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
Washington, D. C. 20523

DOMINICAN REPUBLIC

**PROJECT PAPER**

GRADUATE MANAGEMENT TRAINING

AID/LAC/P-245

Project Number:517-0157

**UNCLASSIFIED**

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add  
 C = Change  
 D = Delete

Amendment Number

DOCUMENT CODE

3

COUNTRY/ENTITY  
 DOMINICAN REPUBLIC

3. PROJECT NUMBER  
 517-0157

4. BUREAU/OFFICE  
 Latin America and The Caribbean

5. PROJECT TITLE (maximum 40 characters)  
 Graduate Management Training

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY  
 06 22 91

7. ESTIMATED DATE OF OBLIGATION  
 (Under "B." below, enter 1, 2, 3, or 4)

A. Initial FY 83 B. Quarter 3 C. Final FY 85

8. COSTS (\$000 OR EQUIVALENT \$1 = )

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	470	70	540	6,333	167	6,500
(Grant)	( 470 )	( 70 )	( 540 )	( 6,333 )	( 167 )	( 6,500 )
(Loan)	( - )	( - )	( - )	( - )	( - )	( - )
Other U.S. 1.						
U.S. 2.						
Host Country	0	2,400	2,400	-	9,884	9,884
Other Donor(s)						
<b>TOTALS</b>	<b>470</b>	<b>2,470</b>	<b>2,940</b>	<b>6,333</b>	<b>10,051</b>	<b>16,384</b>

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EHR	660	635		5,000	-	100	-	6,500	-
(2)									
(3)									
(4)									
<b>TOTALS</b>				<b>5,000</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>6,500</b>	<b>-</b>

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code RR PART TNG  
 B. Amount

11. SECONDARY PURPOSE CODE  
 680

13. PROJECT PURPOSE (maximum 480 characters)

To establish a quality program of graduate management education training and research and to improve and expand hotel management and training.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000  941  Local  Other (Specify) 899

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP. Amendment.)

This amendment adds a new component to the Project to be implemented over a three-year period to improve and expand hotel management and tourism training offered by the UCMM.

17. APPROVED BY

Signature

Title

Date Signed

MM DD YY  
 08 10 91

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

AMENDMENT NUMBER ONE  
TO THE  
PROJECT AUTHORIZATION

Name of Entity; Catholic University Madre y Maestra (UCMM)  
Name of Project; Graduate Management Training  
Number of Project; 517-0157

1. Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, the Graduate Management Training Project was authorized on June 23, 1983. That authorization is hereby amended as follows;

A. Paragraph 1 is deleted in its entirety; substituted therefore is the following;

"1. Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Graduate Management Training Project for the Dominican Republic involving planned obligations of not to exceed \$6,500,000 in grant funds over a three (3) year period from date of authorization, subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project is eight (8) years from the date of initial obligation. The Project consists of; 1) establishing a quality program of graduate management education, training and research; and 2) expanding and improving hotel management and tourism training at the Catholic University Madre y Maestra to educate technicians, managers and administrators for both the private and public sectors of the Dominican Republic. The Project will include the financing of technical assistance, equipment and materials, long and short-term training, and project evaluation/audit."

B. Paragraph 3 is amended to add a new section c. as follows;

"3.c. Books and periodicals financed by AID under the Project may have their source and origin in countries included in A.I.D. Geographic Code 899."

C. Paragraph 5. is deleted in its entirety; substituted therefore is the following:

"5.a. The Grantee, in close collaboration and coordination with the technical assistance contracting institutions, shall covenant to submit to A.I.D., for annual approval throughout the life of the project, a progress report, implementation plan, and budget for the coming year of Project implementation. This is to be submitted to A.I.D. by June 30 of each project year.

b. The Grantee shall covenant to agree that, consistent with the results of a curriculum study, 1) the five-year Bachelor's level and three-year Associate level programs will be intensified and shortened to four years and two years, respectively, and 2) an accelerated program to retrain persons interested in working in the hotel management area will be developed and implemented."

2. Except as amended herein, the Authorization remains in full force and effect.

  
Henry Bassford  
Director

9/20/85  
Date

PROJECT PAPER SUPPLEMENT  
TO GRADUATE MANAGEMENT TRAINING (517-0157)  
FOR A  
HOTEL MANAGEMENT AND TOURISM TRAINING COMPONENT

T A B L E O F C O N T E N T S

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1. SUMMARY AND RECOMMENDATION

A. Summary Project Description

The purpose of this PP Supplement is to add a new component to the Graduate Management Training Project to assist UCMM in improving and expanding a quality program of hotel management and tourism training, with an increased number of graduates. While the program will be an extension of the existing management training activities, it will be designed to provide practical, as well as theoretical training for managers and technicians in the specific areas of hotel management and tourism training in the Dominican Republic.

The component will include activities at the Montemar Hotel School at Puerto Plata at the technical level and the UCMM Santo Domingo campus in hotel management. It will provide long and short-term technical assistance for curriculum and new program development; long and short-term participant training; and procurement by UCMM of: (1) a food technology laboratory, (2) language laboratory equipment, (3) library books and periodicals, (4) audio/visual equipment and materials; and (5) reception desk equipment.

AID will provide \$1.5 million in grant resources to be used for: 1) technical assistance and training (\$1.1 million); and 2) commodity procurement (\$400,000). The UCMM counterpart contribution for direct support costs, administrative support, maintenance, physical plant, and component evaluation, is estimated to be \$400,000.

B. Issues

The issues raised during the component review are summarized below and have been addressed in the text of this PP Supplement.

1. Currently, a three-year Associate level program and a five-year Bachelor's degree are being offered, which have an excessive number of requirements and limit the numbers of students graduating in the hotel training area. UCMM recognizes the problem and the need to accelerate graduates. In the first stage of the component, a curriculum study will be conducted to determine how the course of study can be reduced while at the same time improving the quality of the skills of the graduating students. This will also have an impact on the costs per graduate.

2. It appears that there is an increasing demand for both mid-career entrants seeking employment in the hotel trade and those already employed in the hotel industry who want formal hotel management training. UCMM and USAID have discussed the possibility of a 12 to 18 month accelerated program of study. A feasibility study will take place within the first eight months of the project and, based on the results, UCMM will covenant that it is willing to develop and implement the proposed accelerated course.

### C. Recommendation

Considering the size of the sector, the demand for employees, and the potential for increasing foreign exchange, the AID investment of \$1.5 million is a modest and relatively safe investment -- regardless of the mix of instructional modes. On that basis, the Project Committee recommends that the Mission approve the Project Paper Supplement as submitted. After the studies outlined above are completed, a USAID/UCMM Committee will program the remaining short-term technical assistance. In order to implement the hotel management and training component an additional \$1,500,000 in grant resources will be provided bringing total project funding to \$6,500,000. The revised project will be implemented within the current life of project.

## II. RATIONALE FOR THE AMENDMENT TO THE GRADUATE MANAGEMENT PROJECT

### A. Background

The rapid growth and increasing complexity of the Dominican economy over the past two decades has resulted in a demand for skilled managers at all levels. Management deficiencies in both the private and public sectors continue to constrain the economic development of the country and are particularly critical in the area of business administration, public administration, and in the new and growing major foreign exchange earning tourist industry. In order to overcome business and public administration deficiencies, USAID in collaboration with UCMM, approved the Graduate Management Training Project on June 23, 1983, to provide high quality management education and training. The Project has served to build an in-country academic capability to provide education and training on a continuous basis with programs tailored to the Dominican environment and employment demands. As a logical extension to the original project, this Project Paper Supplement applies management training to the specific area of hotel management and tourism training.

The tourism industry in the Dominican Republic is a relatively new sector. During the past ten years, the number of tourists visiting the island has increased dramatically, from 67,000 in 1970 to 520,000 in 1984. On an average, the number of tourists has grown at an annual rate of 17% since 1975.

There is a close relationship between the number of visitors to the Dominican Republic, the availability of rooms, and employment opportunities. In 1985, room availabilities will number 7,800, which is almost double the number in 1981. By the end of 1985, approximately 760,000 visitors could be accommodated per year. If the number of available rooms increases by 3,000 as anticipated over the next five years, a total of approximately 4,000 new jobs per year for qualified personnel will be created in the tourism industry.

The unfilled demand for trained personnel in the tourism industry is currently being met by unqualified and/or underqualified personnel. Recognizing this deficiency and the demand for qualified personnel, UCMM, in

1978, started a hotel school in Puerto Plata, the major tourism growth area, to train technical level personnel and in 1981 began the hotel administration program in Santo Domingo, with technical assistance from Cornell University. However, due to the recent unification of the exchange rate and the financial difficulties of UCMM to continue payment of the dollar salaries of the Cornell professors, this assistance was phased-out. The lack of technically qualified personnel to assist in the continued development of the program has been a major constraining factor to improving and expanding the hotel management program. Other constraining factors include the lack of adequately equipped laboratories for food technology and English language courses; the lack of qualified faculty to teach courses; the need to review and revise the curriculums which currently includes superfluous course requirements, is overly academic, and too long (5 years); a shortage of up-to-date tourism reference materials; and lack of a formal relationship with the tourism industry to discuss important topics, such as the tourism business climate, employment demands, and training requirements.

#### B. UCMM's Involvement in Hotel Training

The current UCMM training activities include four levels: technical, associate, Bachelor's and in-service. Technical level training is offered at the Montemar Hotel School located in Puerto Plata. The school includes programs in reception, cooking, restaurant, and room service which are designed to last one year and include six months of theory and a six month practicum. Students are almost all economically disadvantaged. Of the 199 students currently enrolled in the Montemar Hotel School, 185 have educational credit loans from an AID-financed Human Resources Development Project administered by the Educational Credit Foundation (FCE). These educredit loans provide financial access to trainees who would otherwise be unable to further their academic preparation due to economic constraints. Associate level training is a two-year program, started in 1981 at the Santo Domingo campus. Its main objective is the development of mid-level technicians and managers. A four-year bachelor degree program in hotel administration was also started in 1981 at the Santo Domingo campus in response to market demand. The program is designed to provide trained personnel for managerial positions in the hotel industry. Subsequently, the Associate level course was changed to three years and the Bachelor's level to five. Finally, there are also short orientation and in-service courses for personnel already working in the hotel industry.

#### C. Other Donor and Institutional Activities

A World Bank loan originally financed the renovation of the Montemar Hotel School facilities, and a monthly sum of RD\$20,000 continues to subsidize the operational costs of the school. Other donors interested in the area are the United Nations Development Program (UNDP) which has expressed an interest in conducting a broad-based tourism demand study and the InterAmerican Development Bank (IDB) which has developed a \$37 million loan for tourism facilities. The IDB Loan provides financing for 1,250 new tourism hotel rooms

and facilities in the following geographic areas: Puerto Plata, Santo Domingo, and/or Barahona. The Loan has just been ratified by the Dominican Congress.

An in-country Governmental institution, the Dominican Institute for Technical and Professional Training (INFOTEP), offers courses in floor cleaning, laundry, beverage assistant, waiter assistant, room service, front desk, and housekeeping. These courses are for upgrading in-service personnel and are held at hotel installations throughout the country. UCMM has, in the past, cooperated with INFOTEP in offering facilities to conduct courses. Another institution, National University Pedro Henríquez Ureña (UNPHU), is considering the possibility of offering a hotel/tourism program, but to date it has not been developed.

D. Relationship to AID Strategy

USAID's FY 1986-1996 Program Strategy provides high priority to economic stabilization, foreign exchange earnings and savings, private sector expansion and supporting physical and institutional infrastructure.

In part, achievement of the objectives within these strategies is dependent on increasing foreign exchange earnings and on continued development and expansion of tourism services industries. Because the Project's goal remains the upgrading of human resources as a basis for equitable national development, the Hotel Management and Tourism Training Component will focus on the human resource capabilities and capacities necessary for expanding hotel and tourism development. This industry presently contributes nearly 40% to the nation's export earnings. The achievement of the amended project objectives and purposes will, therefore, directly impact on and contribute to both USAID's and the GODR's developmental strategies by providing the necessary training and manpower development necessary to support these targets.

III. PROJECT DESCRIPTION

A. Project Goal and Purpose

The original sector and program goals to upgrade the human resource base necessary for the national development of the Dominican Republic are unchanged. However, the Project purpose has been modified to include the new component. The project purpose is: 1) to establish a quality program of graduate management education, training and research; and 2) to improve and expand hotel management and tourism training. The principal objective of this component is to improve the quality of the product and/or service offered to visitors in order to encourage and promote the Dominican Republic as a tourist destination on an international scale. To increase the quality of the product, a program of training employees in the tourism sector is essential. This component will focus on trainees in hotel management, and will serve to increase the efficiency and effectiveness of the existing UCMM programs by improving academic support systems, upgrading faculty skills, updating the courses of study at both campuses, and mounting in-service programs on special interest topics.

The long-term viability and success of the component will be based on: 1) the institutionalization of efficient training programs to fill the existent need for managerial skills at all three training levels in the hotel industry, 2) the retention of the well-trained faculty, and 3) the continued linkage of the program with hotel owners, managers, and other important representatives in the tourism sector. The long-term effects of better trained managers will be improved quality and efficiency in hotel services which, in turn, will lead to increased tourism and indirectly, foreign exchange earnings and economic growth.

## B. Component Activities

In order to improve and expand hotel management and tourism training, the project will finance technical assistance, training and commodities for the Montemar Hotel School and UCMM hotel program in Santo Domingo. An accelerated retraining program in Santo Domingo may be added pending the findings of a curriculum study to be conducted within eight months after the signing of this PP Supplement.

### 1. Technical Level

The principal objective of the technical level program is to train persons who can provide efficient service to hotel clients. Students study in one of four technical areas: restaurant, food and beverage, room service, and reception/night audit. Since 1978 the Montemar Hotel School has graduated 722 trainees and plans to increase the number of students per year from 200 to 250. Therefore, over the life of this component, 1,000 will be trained.

In order to meet the goal of increasing the number of graduates and improving the quality of instruction, a number of constraints must be overcome: 1) underqualified faculty; 2) inadequate English language training and resources, materials and equipment; 3) the shortage of current tourism reference materials; 4) the need to revise and update the curricula used in each technical area; and 5) the need to establish a formal relationship with the tourism industry to discuss issues, such as the quality of services, and manpower supply and demand needs.

To address these constraints, financing under the project will be available for technical assistance, training and commodities. The Montemar Hotel School will receive a minimum of 8 person-months of short-term technical assistance. This T.A. will carry out up to 50 staff development training sessions in areas such as hotel administration, the importance of tourism, human and cultural relations, reception and room service, the use and maintenance of hotel equipment, English language training, use of the hotel computer system, nutrition and hygiene, food and beverage preparation and presentation, sanitation, teaching methodology, as well as student placement and follow-up. At least 5 seminars will be held in coordination with the TA and hotel industry representatives to disseminate new information and materials or to discuss various topics related to tourism.

Faculty members will also be sent for short-term training and observational visits to the U.S. and other LAC countries to attend seminars and workshops on tourism-related topics such as current innovations and trends in the industry; marketing; facility maintenance; organizational and management models; and hotel utilization. In-service training seminars will also be conducted by specific hotels. Approximately 15 trips for seminars, workshops, and/or observational visits will be made by faculty members and administrators of the Montemar Hotel School over the life of the component.

Specific commodities to be procured to improve the laboratory and reference resources include: 1) English language laboratory training equipment - cassette recorders, a portable laboratory, a high speed rewind machine, basic texts, reference materials, and English Language tapes; 2) audio-visual equipment to include an overhead and a slide projector; 3) reception desk equipment comprised of a typewriter, rack and calculator; and 4) 500 library books and 5 periodicals.

## 2. Associate and Bachelor's Level

The principal objective of the Associate and Bachelor's programs is to train persons for mid-level supervisory and hotel management and administration positions. Currently, a three-year Associate and a five-year Bachelor training program are given. The five year curriculum consists of 55 specifically required courses (19 directly related to the hospitality industry) and two unspecified electives for a total of 57 courses. Students must take the same courses throughout the five-year program. This program trains persons as hotel and restaurant managers, managers of reception desks, controllers, auditors, sales and marketing representatives, and managers of food and beverage, housekeeping and personnel. During the final year of academic preparation, students participate in work-study programs in various hotels to gain on-the-job experience. A class of 21 students will graduate from the program in September, 1985. The Associate level course consists of the first three years of the Bachelor's program. Persons at the Associate level are trained to fill mid-level positions which include assistant managers in reception, housekeeping, food/beverage personnel; receptionists; cashiers; night auditors; assistant accountants; and reservations manager. Since the beginning of this program in 1981, 69 students have completed their studies.

To meet the growing demand for trained graduates, UCMM wishes to increase by 67% per year the number of Bachelor level graduates, and 117% the number of Associate level graduates. In order to achieve this goal, however, the existing program must be substantially improved by eliminating the following conditions: 1) a part-time, underqualified faculty; 2) lack of a food technology laboratory; 3) out-dated curriculums with inadequate courses; 4) a shortage of up-to-date tourism references materials; 5) the need to emphasize practical experience, as well as theoretical and academic content; and 6) the need for more exchanges and participation with representatives from the tourism industry.

The inputs and specific activities to increase the efficiency and effectiveness of the program include faculty training, commodity/reference material procurement, curriculum revisions, and technical assistance. AID will support this activity by financing 120 person months of long-term training for five faculty members who will return to the Dominican Republic as the full-time core faculty. These faculty members will be trained at the Master's level in the areas of hotel planning, design, engineering, maintenance and layout; management; finance and accounting; marketing of tourism; food chemistry and technology; and food and beverage administration. Equipment for a professional food technology laboratory will also be financed under the component as detailed in Annex IV; and a contract will be financed to assess the quality of the programs at all levels. Thirty-six months of long-term and 29 person-months of short-term technical assistance will be funded to improve the program through resident teaching assignments, curriculum development and revision activities, and workshops, seminar and in-service offerings. A long-term resident hotel administration specialist will coordinate TA activities over a two-year period and will coordinate all short-term advisors as well as long and short-term training requirements.

Approximately 1500 library books and 12 periodicals will be purchased and made available to students enrolled in the program to increase their access to current reference materials. In addition, the curriculum will be the subject of a study to be conducted within the first six months of the project to determine the feasibility of a condensed academic program from the current 5 and 3 year courses of study to 4 and 2 years, respectively. Course content, length, emphasis, curriculum design and sequence will be reviewed and revised as a result of this study.

### 3. In-Service and the Proposed Accelerated Training Program

To assist UCMM to upgrade faculty skills and to offer workshops and courses for persons working in tourism related fields, an on-going in-service program will be strengthened. Short-term technical assistance under the umbrella TA contract will offer courses to the faculty at the Montemar School as discussed earlier. In addition, courses for support personnel such as: taxi drivers, airline personnel, shop owners, sports shop managers, and others in both the private and the public sector who provide services for the tourism industry will be offered. Short courses will be designed to increase the cultural awareness of persons in the hospitality industry by improving the attitude of hotel employees toward serving clients and client demands. The goal will be to link more closely the in-service programs with industry and employer needs.

A 12 to 18 month course as outlined in Annex II for an accelerated program to retrain professionals already working or wanting to work in the industry will also be developed and implemented based on the results of the curriculum study. The inability of a person to change career

fields without being enrolled in the entire 5 year course of study is viewed as a constraint. Therefore, a program to retrain individuals in an intensive, shortened course will be implemented.

#### 4. Budget

The total cost of the inputs required to strengthen the ability of UCMC to meet the tourism industry manpower demand will be \$1.5 million. The A.I.D. grant resources will finance: 1) 65 person months of technical assistance; 2) 120 person months of long-term participant training in the U.S.; 3) 32 person months of short-term U.S. and third-country training; 4) commodities; and 5) evaluation, contingencies, and inflation.

TABLE I  
SUMMARY USAID INPUTS

	Technical Level	Bachelor's/ Associate Level	In-service Accelerated	Total
	(\$000)			
1. Technical Assistance	250	500	50	800
2. Participant Training	-	150	60	210
3. Short-term Training	50	30	10	90
4. Commodities				
a) Library publications	10	20	10	40
b) English Language Lab.	12	-	-	12
c) Food Technology Lab	-	200	50	250
d) Logistics/reception	3	-	-	3
e) Audiovisual	3	-	-	3
5. Evaluation/Audit	10	15	10	35
6. Contingencies/Inflation	12	30	15	57
T O T A L	<u>350</u>	<u>945</u>	<u>205</u>	<u>1,500</u>

The \$400,000 host country institution counterpart will finance: 1) direct salary support; 2) administrative support; 3) maintenance costs; 4) physical plant; and 5) international airfare costs.

#### IV. PROJECT ANALYSES

##### A. Economic Analysis

##### 1. Background

Tourism in the Dominican Republic has grown markedly in recent years. In 1970, for instance, the number of foreign visitors to the country was just over 67,000. With the implementation of a government strategy to encourage tourism development, there were 301,000 visitors in 1980 which grew to 520,000 by 1984. Of these, 412,000 came by air and the rest by sea. Only those coming by air have a significant impact on hotel demand. No other country (except the Cayman Islands) in the region has had such a high growth rate.

The growth has been steady throughout, with no significant reduction in any year, except 1982, a recession year in the United States and Canada. On average, the number of foreign visitors has grown at an annual rate of 17% while other Caribbean countries experienced a more modest average of 7%. Successful new programs in the tourism industry usually show a very high early growth rate, which subsequently slows. Therefore, although still growing and successful, the local tourism industry is not expected to maintain the same growth rate. While at the beginning it was mistakenly assumed that tourist facilities should be located in the capital city most tourism development projects are now beach oriented. In fact, hotels in Santo Domingo rely on business travelers.

An important limiting factor to the continued growth of the industry is physical capacity as defined by the number of hotels and the total number of rooms available. In 1981, the number of available rooms for tourism was 4,746, a significant increase from 1970, when there were only 1,000 of which only 300 were located near a beach. By the end of 1985, rooms will number 7,800, or nearly twice the number in 1981. There are almost 6,000 new-starts currently planned which, if built, will increase the country's total room supply to 13,800 by the year 1990. This means over 1,000 new rooms a year. However, 600 new rooms a year would likely be a more realistic projection. According to the number of rooms available in 1984, the country could receive about 600,000 visitors a year, assuming stays of 4.5 days, with 1.5 persons per room and an 80% overall occupancy. In reality, there is an average occupancy of about 60% all year round. With approximately 8,000 rooms, the DR is still below the Bahamas, Jamaica and Puerto Rico, which have 11,300, 9,500 and 8,331 rooms respectively. Puerto Rico has closed about 1,000 rooms, and is therefore falling behind the DR. At full occupancy (80%), the DR could host 760,000 visitors a year.

Whether the country reaches or achieves full occupancy will depend on a host of factors, principally: domestic tranquility, administrative considerations by both the public and private sectors, advertising, and

publicity. Administrative changes, bureaucratic government procedures and political problems can seriously undermine the tourism industry. The government has committed itself to protect local state airlines and has therefore restrained international carriers from entering the market. Recently, American Airlines was denied permission to operate daily flights to Puerto Plata, one of the country's major tourist resorts. Similar decisions have been made in the past with other European and American carriers, thereby preventing a faster growth in the number of visitors. Because of rivalries between political factions, Congress only recently approved a \$37 million loan from the IDB to further develop and finance 1,250 additional tourism hotel rooms and facilities. Continued investment in the tourism sector by private or foreign investors also depends on overall domestic tranquility. The tourism industry is very fragile and can be easily affected by both internal and external factors. Although some of the current difficulties are considered to be of a temporary nature in the Dominican Republic, they may nevertheless slow down the pace of tourism growth.

## 2. Economic Impact of the Tourism Factor

The Central Bank has only just begun to look for a method to disaggregate tourism sector data to measure its effect on GDP annual growth rates. Nevertheless, there are some statistics available that help to analyze, in general terms, the economic impact of this growing sector.

Total sales attributable to the tourism sector can be estimated from arrivals of foreign and non-resident Dominican visitors and from surveys made by the State Secretariat of Tourism. In 1983, 600,000 tourists came to the country and accounted for foreign exchange sales totaling over US\$300 million. In 1984, this figure jumped to US\$388 million (preliminary Central Bank estimates). In addition, there is a multiplier effect of the sector, that is to say, every dollar spent by a tourist generates national production and income by a multiple of that dollar. When the indirect effects are considered, it is estimated that the added value of the sector represented 7% of the GDP in 1984.

The impact of the inflow of foreign exchange into the country attributable to the tourism sector is increasing. The following table shows the share of tourism in the generation of export earnings in 1980-1984.

<u>Year</u>	<u>Tourism</u>	<u>Exports</u>	<u>Percentage Tourism/Exports</u>
1980	\$172.5	961.9	17.9
1981	206.3	1,188.0	17.4
1982	266.1	767.7	34.7
1983	320.5	785.2	40.8
1984	388.0	871.7	44.5

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Source: Central Bank

The contribution of the sector is growing in absolute and relative terms. Whereas the value of merchandise exports is subject to fluctuations in international prices, tourism revenue shows less uncertainty with respect to this variable. In addition, the development of attractive areas for domestic tourism saves foreign exchange for the country.

One of the principal arguments used to justify the economic relevance of the tourism sector is employment generation, directly and through the multiplier effect in different economic activities. From a sector assessment prepared under the auspices of the Central Bank and Secretariat of Tourism in 1982, it was concluded that the total employment generation (direct and indirect, including hotel construction) in 1980 was 29,606. With this general view about the role of the tourism sector in the overall economy of the country, one should ask what additional benefits a training project can provide to the sector, and to the Dominican economy as a whole.

The best way to assess the impact of this investment is through income generation. By a short and general survey, it was estimated that salaries directly connected to the tourism industry range from RD\$900 monthly for a waitress to RD\$90,000 yearly for a hotel manager. At each employment level in the tourism sector, two times the amount of income is generated than at the same level of qualification in other sectors of the economy. As a result, it is calculated that, if the graduates trained under this component enter the tourism employment market, the annual total income generation could be over RD\$30 million, or more than five times the initial investment.

### 3. Demand for Personnel

In the 1980-85 period, the number of available rooms increased by about 3,000. Specialists in the industry estimate that every room generates 1.18 direct jobs, with 16 other positions generated in the restaurant industry for every 100 rooms. On this basis, 3,540 direct jobs were created in the hotel industry and 480 restaurant jobs in the past five years. Assuming the same rate of growth, over 800 new jobs will be created in each of the next 5 years.

A demand study was undertaken during the intensive review to define the future demand for personnel in the tourist industry for the 1986 to 1989 period. This study compared the number of employees needed at each level of experience in the hotel business, i.e. technical, associate, bachelor's; the employee to room ratio; and the hotel room to restaurant worker ratio. The results of that study indicate that by 1989 an estimated demand for personnel trained at the BA level will be 397, while this project will train 140 Bachelor's; at the Associate level demand will be 1351 by 1989 while the project will train 200; at the technician level 4,669 employees will be needed in 1989 while 1,000 will be trained under the project; finally at the "other" level (mid-career entrants, etc.) 1,589 will be needed and 500 will be trained. (See Annex VII for method of calculations.) Thus, it can be seen that the demand at every level of training is far greater than the numbers

trained under this project. However, in view of the great need for trained and/or experienced manpower the AID investment in a training program will have a considerable impact on the sector.

#### B. Institutional/Technical Analysis

The Universidad Catolica Madre y Maestra began its involvement in the tourism industry in 1978. Since then, the UCMM has become involved in the four areas of training already described, including the Hotel School in Puerto Plata for the technical level training, the Associate and Bachelor's level training in management at the Santo Domingo campus and the in-service program. Thus far, 722 have graduated from the Hotel School; 68 have received Associate's degrees; 21 students will receive BA's in August, 1985; and 40 in-service courses have been held for 1,200 hotel and restaurant employees.

Nonetheless, UCMM recognizes the need for the additional assistance to be provided under this component to: 1) improve the existing program inefficiencies; 2) train untrained or semi-qualified faculty members; 3) revise and improve the curriculums to an acceptable international standard; 4) provide current literature and reference materials; and 5) offer food technology courses in a sufficiently equipped laboratory. Through the provision of the above, not only will the standards of the academic program improve significantly, but so will the efficiency and effectiveness of the program in preparing managers for the world of work in the tourism sector.

The capability of UCMM to absorb the assistance was assessed focusing on its present physical facilities, institutional capacity and administrative structure as described below:

a) Physical facilities: In 1983, the Hotel School at Puerto Plata moved to the 96 room Hotel Montemar and installed modern equipment specially designed for hotel training. In addition, there are 5 new classrooms and laboratories, and dormitories. There is also room for a library. The associate and bachelor degree programs are at the Santo Domingo campus. While the facilities at both locations are adequate and there are sufficient classrooms, additional resources for equipment are required.

b) Institutional Capacity: In response to the university's interest in upgrading its institutional capacity and to the need for trained managers in the tourism industry, the hotel management and tourism training component is being developed as part of the Graduate Management Training Project. UCMM is institutionally organized to carry out the additional component and has demonstrated its ability to manage the original \$5 million USAID grant. Currently, programs have been established for Master's degree in the business and public administration areas. The first group of MBAs and MPAs will graduate in August, 1985. The tourist training component will be incorporated into the management and administrative systems of the original project, which have proven to be successful in carrying out the original project.

c) **Administrative Feasibility:** UCMM will be responsible for the overall direction of the component; and the support provided will strengthen and improve the existing programs, as well as develop an accelerated training program. The hotel management and tourism training component will be organized and coordinated under the direction of the UCMM Vice-rector in Santo Domingo, who will receive guidance from the Rector and from the Board of Directors of the University. Both campuses, Santo Domingo and Puerto Plata, will have a director for the hotel management program who will meet on a regular basis with the Vice-rector to coordinate all project activities. The original project Advisory Council will be expanded to include two representatives from the tourism industry and will serve an important liaison function with tourism-related activities. The flow of general inter-departmental responsibilities and relationships in the project has been revised to include the hotel management and tourism training component. (See Annex VIII.)

In general, the basic conclusions of the Institutional Analysis carried out for the original PP are valid. The university has wide experience in the administration of programs, has an excellent academic reputation and a close relationship with both the public and private sectors in the Dominican Republic. As such, the USAID concludes that UCMM has the institutional and technical capability to implement the proposed component.

### C. Social Analysis

There is a clear cut distinction between the Bachelor and Associate-degree student population and the technical level student. A sample taken from the admissions record showed that 84% of the students at the associate and bachelor levels come from families with income over RD\$1,000 a month. By Dominican standards only 7% of the current population has earnings similar to or above that level. The situation of students at the technical level is quite the opposite. None of these students come from a middle or high income family and most of them require scholarships or credit in order to finance their education.

The average age of students at the Bachelor and Associate level is 18 years, 67% are female and 67% come from the city of Santo Domingo. In the Hotel School at Puerto Plata the average age is about the same. Student origins by geography are diverse, rather than concentrated in one single city. According to sex, there is a significant variation. About 20% of the student population is female and are being trained in the area of housekeeping; whereas students in the food and beverage, waiter and/or front desk areas are mostly males.

It is expected that both student populations will begin to change in the future. Specifically, students from lower income families will achieve a higher participation in the bachelor and associate program once they realize it is a profitable career and more information about the program is available

to them. In Puerto Plata, and for the same reasons, we expect a higher presence of students coming from middle class, urban families lured by the high salaries, the scarcity of jobs in other areas and an improved status for jobs in this sector which in the past were considered poorly paid and socially unrewarding. Sex disaggregated information will be maintained throughout the life of the component to record any significant gender changes with, for example, more women moving into non-traditional professions. Recruitment practices and student counselling services will be encouraged to promote the application of women into non-traditional areas and outside the main stream housekeeping course.

The direct beneficiaries of the Project are the students enrolled in the formal programs and those who participate in the mature entry level and/or in-service programs. After four years, approximately 250 students per year will complete the technical program for a total of 1000 students; 50 per year will complete the associate level training for a total of 200; and 35 will graduate at the Bachelor's level for a total of 140. Based on the findings of the study and the implementation of the mature entry programs for in-service (1 year to 18 months career change training), adult students would also be added to the number of beneficiaries. These would be mostly persons working in the industry and recommended by the hotel management for additional formal training in hotel administration. Other direct beneficiaries of this component will be the hospitality industry employees who attend courses at UCNM (in-service short courses, seminars, workshops, conferences, etc.) Conservatively estimated, 1,000 students of this type could be involved over the life of the project.

Institutions in the hotel/tourism industry will indirectly benefit as a result of improved community relationship through seminars, workshops, conferences, and private sector collaboration. This is an area that should be exploited to the maximum, as it will help the population to become aware of the importance of the industry, the work being carried out by the schools, and impact on the communities which they serve, as well as overall national development.

#### D. Environmental Concerns

The Initial Environmental Examination for the original Graduate Management Training Project reached a negative determination in terms of possible environmental effect. Since this component emphasizes training activities, the negative determination remains valid.

### V. IMPLEMENTATION PLAN

#### A. Implementation Responsibilities

The hotel management and tourism training component will be established and implemented as an integral program of the Universidad Católica Madre y Maestra on its Santo Domingo and Puerto Plata campuses. Direction and

implementation of the project will be the responsibility of the coordinator, the Executive Vice Rector of the Santo Domingo campus. He will exercise overall management direction and control of project activities under the general policy guidance of the Rector of UCMM. Such management functions will be exercised in collaboration with a resident Chief of Party of a contractor to be selected. The Chief of Party shall be responsible for supervision of the performance of all duties undertaken by the contracting firm or institution in the Dominican Republic. Project implementation will be subject to the technical review and monitoring of the USAID/DR Human Resources Division.

All technical assistance as well as participant training will be funded under the contract. A time-phased implementation plan will be the responsibility of the contractor and will be designed in cooperation with UCMM. The first such plan will be submitted three months after the signing of the contract (see B. below for details). UCMM will be responsible for all commodity procurement; however, the commodity list will be finalized with technical assistance provided by the contractor. Assistance with curriculum, research efforts, long and short-term participant training, management training, and procurement, must all form part of an integrated program. There will be continual consultation between the UCMM coordinator and the contractor Chief of Party on all matters relevant to on project success.

#### 1. Universidad Católica Madre y Maestra

As the institution responsible for total project implementation and the recipient institution of technical assistance, UCMM will provide the necessary office and classroom space, and administrative and logistical support, including normal project accounting and housekeeping functions. UCMM will also be responsible for: 1) faculty appointments and remuneration, 2) student admissions, 3) commodity procurement, 4) selection of participants for training, and 5) other matters affecting project progress including the coordination of supporting university functions; provision of facilities for the various instructional activities, provision of faculty offices, monitoring progress, preparing necessary reports and conducting evaluations. UCMM will designate the USAID to sign a contract with the selected technical assistance institution.

#### 2. The Contractor

The firm or institution contracted to provide assistance to UCMM will carry out its responsibilities under the component as indicated above. The contractor will provide technical assistance and will administer long and short-term participant training. Appropriate resumés of all personnel recommended for assignment to the component will be submitted and reviewed for prior approval by the UCMM Coordinator and USAID/HRD. The contractor will participate in all phases of component implementation; and with guidance from UCMM, he/she will identify short-term technical assistance requirements as planned jointly with UCMM, provide in-country and short-term

U.S. or third country training for UCMM faculty, and arrange long-term participant training for UCMM personnel, as scheduled. The contractor will also assist in the identification of books, periodicals and other library equipment needs, the food technology laboratory equipment, and perform such other services as are described in this Project Paper Supplement.

### 3. USAID/Dominican Republic

USAID will fund the component and will monitor progress, relying extensively on UCMM and the contractor for regular information on such progress. USAID will also participate in component and/or overall project evaluations in close consultation with UCMM and the contractor and will provide normal logistic support available to AID contractors.

#### B. Detailed Implementation Schedule

An illustrative time-phased schedule is presented in Annex IX, with detailed projections for the first year. As indicated in the Schedule, the Contractor is required to submit an Initial Implementation Plan within 60 days after the signing of the contract.

##### 1. Contracting Requirements

After the issuance of a grant to UCMM, an RFP will be prepared and published in the Commerce Business Daily. After the bids have been received, the USAID will review the submissions with the participation of one or two representatives from UCMM. In accordance with the Gray Amendment precepts, the services of minority and disadvantaged firms, and historically black colleges will be promoted.

Depending upon the number of qualifying bids, a short list of two or three institutions may be visited by a team composed of representatives from the USAID/DR and UCMM. At the conclusion of the visitation, a contractor will be selected for negotiations. This process should take no longer than one month. Upon the awarding of a contract, the Chief of Party should arrive in Santo Domingo within 30 days to initiate three years of service. The role of the Chief-of-Party will be to coordinate all Contract activities and short-term TA personnel and to assist in the implementation of the program by: 1) teaching at a minimum two courses per semester, 2) assisting UCMM in the selection, processing, and placement of participant trainees, 3) providing input on in-service and seminar activities at Puerto Plata, assisting in the development of the proposed accelerated program, and ensuring that the library, language laboratory and reception desk laboratory are established. The Chief-of-Party should have both academic and practical experience in hotel management and tourism training and should be qualified as a hotel school management administrator with a minimum of five years experience.

Three other specialists will be expected to arrive in the Dominican Republic 60 days after the contract signing. Their fields of expertise and expected outputs are as follows:

a) A Curriculum Specialist - 4 months

- The existing curricula for the one-year technician course, three-year associate program, and five-year Bachelor's program will be analyzed in cooperation with UCMM faculty. Relevance, sequence, length of programs, methodology, on-the-job training, and employer feedback will be studied and specific recommendations made. Proposed refinements and modification of the current associate and Bachelor's degree programs to two and four year courses of study are outlined in Annex IV.

- A study and recommendations will be made as to the feasibility and content for special programs: (a) making it possible for career people in other fields to become certified in various fields of the hotel and tourism specialties; and (b) providing in-service personnel in the industry with training in special courses for upgrading credentials. A proposed curriculum for a one year to eighteen month accelerated retraining course is detailed in Annex II. UCMM will initiate such courses in the beginning of the second year of the component activity, based on the findings of the study.

- A study of using more core courses in the program and of supplementing existing faculty through greater use of personnel serving in the hotel industry or from other sources.

- A proposed course outline over the LOP of in-country in-service training, and short-term third country training.

b) A Food Technology Laboratory Specialist - 2 months

- A review of the proposed list of equipment with specific recommendations for procurement.

- A recommendation as to the placement, care and maintenance of all equipment items, including the need for electrical outlets, gas containers, and safety factors.

- A suggested plan of scheduling classes in the laboratory so that maximum utilization will be made of the most costly learning facility in the activity.

- A suggested plan for in-service training over the LOP.

c) A Library (Learning Center) Specialist - 2 months

- A study of the books, periodicals and equipment needs of the libraries at the main campus, as well as in Puerto Plata. Account should be taken of the funds already provided and used for the procurement of books under the project and specific recommendations should be made for immediate procurement.

- A suggested plan of in-service training.

## 2. Commodity Procurement and Waivers

All equipment items will be placed on order within 8 months after the signing of the contract. A specialist on a short-term consultancy will assist UCMM in equipment specifications, logistics, and sources for the equipment. All commodity equipment will be purchased directly by UCMM, with prior advice from the contractor. It is expected that all equipment will be received within six months of placing the order.

A source/origin waiver is requested and recommended from Code 941, the approved source for printed materials, to Code 899 for the purchase of library books and reference materials to be used for both the graduate management and tourism resource centers. Under the project, a basic collection of some 10,000 business and public administration, and 2,000 tourism related books and periodicals will be procured. The library books and periodicals will cost approximately \$100,000. Although most of the materials are available from suppliers in 941 Code countries, many Spanish language publications are written and published in Spain, including the textbooks used in the Hotel School classrooms. Other state of the art publications and books are from England and Germany and many American firms are publishing books in other countries. For these reasons, a waiver is requested to permit procurement of these materials from Code 899 countries. The reference materials procurement is an important element to the successful establishment of both the graduate and tourism training programs. AID HB 1B, Chapter 5 B4 (17) provides that commodity source waivers may be granted when "the commodity is not available from countries or areas included in the authorized Geographic Code (941). Since the procurement is estimated to be in an amount less than \$100,000, per Redelegation of Authority to the field No. 23.6 dated November 2, 1984, the AID Mission Director has the authority to waive source and origin. It is also appropriate for the Mission Director to certify in accordance with the requirement of AID HB 1B, Chapter 5.B4 to that "exclusion of procurement from Free World countries other than the cooperating countries and countries included in Code 941 would seriously impede attainment of U.S. foreign policy objectives and objectives of the foreign assistance program."

Upon signature of the Project Authorization, the Mission will make the above certification and accomplish the above source, origin waiver for library books and journals. All project procurement will be undertaken by the UCMM pursuant to AID standard host-country contract procedures, except for technical services which will be contracted directly by A.I.D.

## 3. Long-term Participant Training

Through the UCMM staff, the Chief of Party, and the suggestions of the specialists, the 5 candidates for long-term Master's degree training will be identified. Each will be trained in one of the following: finance and

## VII. FINANCIAL ANALYSIS AND PLAN

### A. The Institution

The total on-going tourist training program, including both campuses, is practically self-sufficient in terms of student fees and hotel income. Instructional costs exceeded the income sources by RD\$7,000 in 1984.

The Financial Analysis and Plan in the original Project Paper has already cited sources testifying to the financial viability of UCMM.

### B. The Financial Plan

The original project provided \$5 million in grant funds with a UCMM counterpart contribution of \$9.5 million; an additional \$333,000 is being contributed to cover construction cost overruns, bringing the total UCMM contribution to \$9.8 million. The summary cost estimates and financial plan for the Graduate Management Training Project is attached including hotel management and tourism training component (Table II). Table III explains the financial details of the new component only and Table IV projects the expenditures by fiscal year during the life of the component.

Table II

REVISED FINANCIAL PLAN AND COST ESTIMATES SUMMARY  
(U.S.\$000)

	<u>AID FX</u>	<u>AID LC</u>	<u>TOTAL AID</u>	<u>UCMM LC</u>	<u>TOTAL</u>
1. Technical Assistance	3,385		3,385		3,385
2. Participant Training	910		910	10	920
3. Short-term Training	166		166		166
4. Commodities:					
a) Computers	309		309		309
b) Library, publications and equipment	416		416		416
c) Logistic support	64	44	108		108
d) Simultaneous translation equip- ment/materials/classrooms/ food tech. lab/English Language lab/audiovisual equipment	403		403		403
5. Physical Plant					
a) Construction				2,750	2,750
b) Equipment	400		400	250	650
c) Land				2,000	2,000
6. Operational Expenses/UCMM					
a) Salaries	50	123	173	1,980	2,153
b) NTI & CAER expenses				402	402
c) Library				345	345
d) Equipment Maintenance				265	265
e) Miscellaneous (physical plant depreciation)				127	127
f) Support and Adm. Services				755	755
g) International Airfare				25	25
7. Students loans				510	510
8. Evaluation/Audit	35		35	75	110
Sub-Totals	6,138	167	6,305	9,494	15,799
Inflation	139	-0-	139	57	196
Contingencies	<u>56</u>	<u>-0-</u>	<u>56</u>	<u>333</u>	<u>389</u>
TOTALS	6,333	167	6,500	9,884	16,384

The total cost of the Hotel Management and Tourism Training Component is \$1.9 million. An AID grant will provide \$1.5 million, and the UCMM will contribute \$.4 million (RD\$1,200,000). The following summary cost estimate details the respective cost contributions:

Table III

Hotel Management and Tourism Component  
Financial Plan and Cost Estimates

	<u>AID FX</u>	<u>UCMM LC</u>	<u>TOTAL</u>
1. Technical Assistance	800		800
2. Participant Training	210		210
3. Short-term Training	90		90
4. Commodities			
a) Library publications	40		40
b) English language lab.	12		12
c) Food Technology lab.	250		250
d) Logistics/Reception	3		3
e) Audio visual	3		3
5. Evaluation/Audit	35		35
6. Direct support (salaries)		118	118
7. Administrative support		185	185
8. Maintenance costs		33	33
9. Physical plant (depreciation)		16	16
10. International Airfare		25	25
11. Contingencies/inflation	<u>57</u>	<u>23</u>	<u>80</u>
T O T A L S	\$1,500	\$ 400	\$1,900

Table IV

Hotel Management and Tourism Training  
Grant Budget Summary

	<u>1985-86</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>TOTAL</u>
I. Technical Assistance:					
a) Long-term (36 pm)	150,000	150,000	150,000		450,000
b) Short-term (24 pm)	100,000	125,000	50,000		275,000
c) Indirect Costs	25,000	25,000	25,000		75,000
II. Participant Training:					
a) Long-term (120 pm)	210,000				210,000
b) Short-term (22 trips)	30,000	45,000	10,000	5,000	90,000
III. Commodities:					
a) Library publications	18,000	15,000	5,000	2,000	40,000
b) English Language Lab	12,000				12,000
c) Food Technology Lab	200,000	50,000			250,000
d) Logistics/Reception	3,000				3,000
e) Audiovisual	3,000				3,000
IV. Evaluation/Audit		15,000		20,000	35,000
V. Contingencies/Inflation	<u>25,000</u>	<u>15,000</u>	<u>15,000</u>	<u>2,000</u>	<u>57,000</u>
GRAND TOTAL	\$776,000	\$440,000	\$255,000	\$29,000	\$1,500,000

The \$1.5 million grant which shall be made to UCMM will be divided between contract costs and commodity costs. The university shall request AID to contract technical assistance with a firm or institution. These costs add up to \$1.10 million, plus \$57,000 of the contingency/inflation element, to a total of \$1.157 million. The balance of \$400,000 will be disbursed for commodities (\$358,000) and evaluation (\$35,000), according to standard AID procurement regulations as determined in the original Project Paper and subsequent agreements. Annex VI contains a detailed, narrative description of project costs and methods of financing by component.

#### VII. EVALUATION PLAN

The UCMM Project Coordinator and the Chief-of-Party will evaluate the implementation of the project and will report on progress, problems and delays on a quarterly basis. In addition the Annual Report of the overall Project will include information about the progress of the component and will be structured within the framework of the purpose, outputs and yearly performance indicators.

In October 1986, UCMM will participate in an overall project evaluation. A team will be contracted for this purpose whose members should have the necessary skills to carry out such evaluation and who do not have direct involvement with the concerned parties. The team will review: 1) the progress of the participant training element; 2) the skill improvement program; 3) the use, maintenance, and effectiveness of the equipment purchased at all levels; 4) industry demands; 5) applications, admissions, graduates; 6) project activities in Santo Domingo and in the Hotel-School Montemar to include curriculum revision and new courses; 7) library and audio-visual facilities purchased with Project funds; and 8) financial statements.

In 1989, another evaluation will be conducted to measure the strengths and weaknesses of the overall Project. Specific areas to be evaluated in reference to the component include follow-up all those aspects considered in the initial evaluation, an assessment of the achievements, cost-effectiveness, and long-term viability of the training program in relation to the planned objectives.

## ANNEXES

- I. Log Frame
- II. Recommended Program for Accelerated Retraining
- III. Original Curricula & Recommended Revisions
- IV. Illustrative Equipment List
- V. Request for Assistance
- VI. Detailed Project Costs by Component
- VII. Economic Analysis - Demand Study
- VIII. Organizational Chart
- IX. Detailed Implementation Schedule

NARRATIVE SUMMARY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																										
<p><b>Sector Goal:</b> To upgrade the human resources base necessary for national development.</p>	<p><b>Measures of Goal Achievements:</b>            Significant increase in the availability of trained managerial personnel</p>	<p>(1) Government human resource records            (2) University records</p>	<p>Continued political, economic, and social stability</p>																																										
<p><b>Program Goal:</b>            To improve the administrative capacity of managers and technicians at various levels in the private and public sectors as a means of greater productivity in the private sector and more effective delivery of public services</p>	<p>(1) Increased productivity and salary levels in private sector            (2) Increase effectiveness of private and public sector services</p>	<p>(1) Interviews            (2) Government records            (3) Record of firms</p>	<p>Improved management will contribute to development            Improved management skills will contribute to service delivery and productivity</p>																																										
<p><b>Project Purpose</b>            (1) To establish a quality program of graduate management education, training and research; and as amended            (2) to improve and expand hotel management and tourism training with emphasis on mature level entries.</p>	<p><b>EOP's:</b>            1. The entire faculty trained to provide more relevant education for meeting hotel management and tourism industry needs.            2. A mature entry and in-service training programs established with formal linkages to the hotel industry for maintaining the program.            3. Tourism resource centers established at both the Santo Domingo and Puerto Plata campuses.            4. A fully functioning food technology laboratory for the asociado and the licenciatura level students at the Santo Domingo campus.</p>	<p>(1) Student records            (2) UCHM records            (3) Observation            (4) Schedules and records of executive training            (5) Learning Center (Library) records</p>	<p>Training programs will be relevant.            Demand for training will continue.</p>																																										
<p><b>Output:</b>            1. Faculty              a. Long-term U.S. training completed              b. Short-term U.S./third country training completed.              c. In-country in-service training completed.            2. Curricula              a. Improved and tied more closely to employer's needs.              b. Intensive curriculum developed for mature entry students.              c. Curriculum for tecnico, asociado &amp; BA levels revised and improved.            3. Resource Materials and Equipment              a. Commodity procurement completed.              b. Resource centers adequately supplied.              c. Support equipment procured.            4. Graduates              a. Increased number of program graduates at all formal levels.              b. In-service and mature entry student graduates enrolled.</p>	<p>1.a. 5 Faculty members completed MA level training.            b. 22 person months of specialized training completed in areas such as hotel management and professional meetings.            c. 8 courses completed in priority areas for faculty, mature entry students and tourism employees.            2.a. Two representatives of the hotel industry and/or tourism sector participate on the Project Advisory Council.            b. One curriculum for mature entry students in place.            c. 3 revised curriculums in place            3.a. One food technology laboratory supplied.            b. 2 libraries/resource centers furnished with: (1) 1500 books &amp; 12 periodicals in Sto. Domingo; (2) 500 books &amp; periodicals in Pto. Plata; (3) 1 overhead projector.            c. 1 reception desk area equipped in Puerto Plata; 1 English laboratory equipped.            4.a. 1340 students graduate: 1,000 at the technical level; 200 at the Associate and 140 at the Bachelor's.            b. 500 students enrolled in the mature entry level program and in-service programs.</p>	<p>(1) Curriculum documents and catalogs            (2) Transcripts and diplomas            (3) Observation            (4) Minutes of meeting            (5) Records            (6) Records and Studies</p>	<p>(1) Inputs will be provided in a timely manner            (2) Participants will ret and teach            (3) University is amenable to changing curricula            (4) Associations between University/Hotel industry formally established</p>																																										
<p><b>Input:</b></p>	<table border="1"> <thead> <tr> <th>AID</th> <th>UCHM CTP</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr><td>1) 800</td><td></td><td>800</td></tr> <tr><td>2) 210</td><td></td><td>210</td></tr> <tr><td>3) 90</td><td></td><td>90</td></tr> <tr><td>4) 40</td><td></td><td>40</td></tr> <tr><td>5) 250</td><td></td><td>250</td></tr> <tr><td>6) 118</td><td>118</td><td>118</td></tr> <tr><td>7) 185</td><td>185</td><td>185</td></tr> <tr><td>8) 33</td><td>33</td><td>33</td></tr> <tr><td>9) 16</td><td>16</td><td>16</td></tr> <tr><td>10) 25</td><td>25</td><td>25</td></tr> <tr><td>11) 35</td><td>35</td><td>35</td></tr> <tr><td>57</td><td>23</td><td>80</td></tr> <tr><td>1,500</td><td>400</td><td>1,900</td></tr> </tbody> </table>	AID	UCHM CTP	TOTAL	1) 800		800	2) 210		210	3) 90		90	4) 40		40	5) 250		250	6) 118	118	118	7) 185	185	185	8) 33	33	33	9) 16	16	16	10) 25	25	25	11) 35	35	35	57	23	80	1,500	400	1,900	<p>Contractor Reports            UCHM/AID records</p>	<p>(1) Technical assistance available            (2) AID funding available            (3) Qualified participant available</p>
AID	UCHM CTP	TOTAL																																											
1) 800		800																																											
2) 210		210																																											
3) 90		90																																											
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57	23	80																																											
1,500	400	1,900																																											

**1 Year Program  
Hotel Accounting**

40 crs

Basic Math.	3 crs.	Hotel Accounting	3 crs.
Business Math.	3 crs.	Hotel Finances	3 crs.
Basic Accounting	3 crs.	Purchasing	2 crs.
Introduction to Computers	3 crs.	Tourism in the Dom. Rep.	3 crs.
Business English	3 crs.	Hotel Computers Operations	3 crs.
Basic Economy	3 crs.	Economy of the Dom. Rep.	3 crs.
Hotel Internship	2 crs.	Statistics	3 crs.
	<u>20 crs.</u>		<u>20 crs.</u>

During the two semesters, the students will be trained in hotels in the Accounting area. After the completion of the requirements, a certificate will be given to them.

**Food and Beverages**

37 crs.

Applied Math.	3 crs.	Nutrition and Menu Planning	3 crs.
Business English	3 crs.	Food and Beverage Production	3 crs.
Library Resources (F and B)	3 crs.	Mgt. of Restaurant and Fast Food Production	3 crs.
Purchasing	3 crs.	Food and Beverage Control	3 crs.
Food Chemistry	4 crs.	Food Laboratory Training	3 crs.
Seminar on rel. subjects	3 crs.	Seminar on related subjects	3 crs.
	<u>19 crs.</u>		<u>18 crs.</u>

Practice in Food Technology Lab throughout the academic year.

**Front Desk and Room Services Administration**

36 crs.

Math I	3 crs.	Applied Psychology	3 crs.
Basic Accounting	3 crs.	Room Service Administration	3 crs.
Business Commercial	3 crs.	Professional Ethics	3 crs.
Tourism & the Hotel Industry	3 crs.	Hotel Accounting	3 crs.
Front Desk	3 crs.	Human & Personnel relations	3 crs.
Use of WP Computer	3 crs.	On-the-job Front Desk Trng.	3 crs.
	<u>18 crs.</u>		<u>18 crs.</u>

On-the-job training throughout the academic year.

Economics and Marketing

40 crs.

Business English	3 crs.	Business Math	3 crs.
Math I	3 crs.	Purchasing	3 crs.
Tourism & the Hospitab. Ind.	3 crs.	Marketing	3 crs.
Basic Economics	3 crs.	Economy of the Dom. Rep.	3 crs.
Geography of Tourism	3 crs.	Tourism Administration	3 crs.
Commercial Law	3 crs.	Microeconomy	3 crs.
Promotion and Sales	<u>2 crs.</u>	Seminar on related subjects	<u>2 crs.</u>
	20 crs.		20 crs.

18 Month Training Program (45 crs)

Hotel Accounting

Business English	3 crs.	Business English II	3 crs.
Basic Math	3 crs.	Business Math	3 crs.
Basic Accounting	3 crs.	Accounting II	3 crs.
Introd. to Computers	3 crs.	Computers in Hotel Operat.	3 crs.
Tourism & the Hospitab. Ind.	3 crs.	Purchasing	3 crs.
Basic Economy	<u>3 crs.</u>	Hotel Finances	<u>3 crs.</u>
	18 crs.		18 crs.

Hotel Accounting	3 crs.
Statistics	3 crs.
Marketing	3 crs.
Tourism and Economy of the DR	3 crs.
Microeconomics	3 crs.
Commercial Law	<u>3 crs.</u>

18 crs.

Food and Beverage

Business English I	3 crs.	Business English II	3 crs.
Library Resources (F and B)	2 crs.	Business Math	3 crs.
Basic Math	3 crs.	Applied Psychology	3 crs.
General Chemistry	4 crs.	Food Chemistry	4 crs.
Tourism and the Hosp. Industry	3 crs.	Tourism and History of D.R.	3 crs.
Nutrition and Menu Planning	<u>3 crs.</u>	Seminar on related subjects	<u>2 crs.</u>
	18 crs.		18 crs.

Purchasing	3 crs.
Food and Beverage Production	3 crs.
Restaurant & Fast Food	
Business Administration	3 crs.
Food & Beverage Admin.	3 crs.
Marketing	3 crs.
Seminar on related subjects	<u>3 crs.</u>
	18 crs.

Food Lab training during course duration.

Front Desk and Room Service Administration

English I	3 crs.	Business English	3 crs.
Math I	3 crs.	Accounting I	3 crs.
Tourism & the Hosp. Industry	3 crs.	Tourism & the Economy of DR	3 crs.
Applied Psychology	3 crs.	Professional Ethics	3 crs.
Front Desk Administration	3 crs.	Room Services Administr.	3 crs.
Intr. to WP & Computers	<u>3 crs.</u>	Human Relations	<u>3 crs.</u>
	18 crs.		18 crs.

Hotel Accounting	3 crs.
Statistics	3 crs.
Public Relations	3 crs.
History of the Dom. Rep.	3 crs.
Marketing (Hotel)	3 crs.
Hotel Personnel Admin.	<u>3 crs.</u>
	18 crs.

Front Desk, Room Services Adm. on-the-job practice through the course.

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Economy and Marketing

English I	3 crs.	Business English	3 crs.
Math I	3 crs.	Business Math	3 crs.
Applied Psychology	3 crs.	Tourism & Economy of D.R.	3 crs.
Basic Economics	3 crs.	Accounting I	3 crs.
Marketing	3 crs.	Hotel Marketing	3 crs.
Seminar on rel. subjects	3 crs.	Seminar on related matters	3 crs.
	<u>18 crs.</u>		<u>18 crs.</u>
Hotel Accounting	3 crs.		
Hotel Administration	3 crs.		
Operation Costs of Hotels	3 crs.		
Geography of Tourism	3 crs.		
Computers in the Hotel Ind.	3 crs.		
Seminar on rel. subjects	3 crs.		
	<u>18 crs.</u>		

Two-semester on-the-job training in Hotels.

ANNEX III

ORIGINAL CURRICULA

&

RECOMMENDED REVISIONS

Departamento de Administración  
 Carrera de Administración Hotelera  
 Año 1984

PENSUM DE LA CARRERA DE  
 ADMINISTRACION HOTELERA

PRIMER AÑO

PRIMER SEMESTRE

		<u>T</u>	<u>P</u>	<u>C</u>
LET-101	Español I	4	0	4
ING-101	Curso Introductorio Inglés I	5	0	5
HG -101	Fundamentos de la Cultura Occidental	3	0	3
MAT-101	Matemáticas Universitarias I	5	0	5
ORI-101	Orientación Académica	1	0	1
FIL-121	Introducción a la Filosofía	3	0	3
		<u>21</u>	<u>0</u>	<u>21</u>

SEGUNDO SEMESTRE

LET-102	Español II	4	0	4
ING-102	Curso Introductorio Inglés II	5	0	5
HG -103	Introducción General Historia Dominicana	3	0	3
MAT-102	Matemáticas Universitarias II-B	5	0	5
ADH-171	Ciencias Alimenticias	3	0	3
		<u>20</u>	<u>0</u>	<u>20</u>

VERANO

CURSO INTENSIVO DE INGLES

SEGUNDO AÑO

TERCER SEMESTRE

ADH-131	Introducción Operaciones Alimentos y Bebidas	2	3	3
CNT-205	Contabilidad I	5	0	5
ADM-102	Introducción a la Administración	3	0	3
ADM-232	Matemáticas Financieras I	3	0	3
ADH-101	Introducción a la Industria de la Hospitalidad	2	0	2
ED -121	Introducción a la Psicología	3	0	3
		<u>18</u>	<u>3</u>	<u>19</u>

CUARTO SEMESTRE

EC -203	Fundamentos de Economía	3	0	3
ADH-132	Técnicas de Preparación de Alimentos y Bebidas	2	3	3
ADM-375	Principios de Administración I	3	0	3
ADM-234	Matemáticas Financieras II	3	0	3
ADH-222	Compras	2	0	2
CNT-206	Contabilidad II	5	0	5
	Artes, Deportes o Servicio Social	0	2	2
		<u>16</u>	<u>5</u>	<u>21</u>

VERANO

PASANTIA NO. 1

1)

TERCER AÑO

QUINTO SEMESTRE

		T	P	C
TSS-221	Técnicas de Investigación Bibliográfica			
DER-351	Introducción al Derecho y Derecho Comercial	3	0	3
ADH-281	Administración del Desarrollo Turístico	3	0	3
ADH-122	Contabilidad Hotelera	3	0	3
EC -206	Teoría Microeconómica	2	2	3
ISC-351	Introducción a la computación	3	0	3
		2	2	3
		<u>16</u>	<u>4</u>	<u>18</u>

SEXTO SEMESTRE

ADH-223	Controles Internos de Alimentos y Bebidas	4	0	4
ISC-352	Cómputos Aplicados a la Ind. de la Hospitalidad	2	4	4
ADM-461	Personal I	3	0	3
ADM-441	Mercadeo I	3	0	3
DER-402	Derecho Laboral	3	0	3
		3	0	3
VERANO	PASANTIA NO. 2	15	4	17

CUARTO AÑO

SEPTIMO SEMESTRE

EC -362	Introducción a la Economía Dominicana	3	0	3
ADH-233	Administración de Restaurantes	2	5	3
ADM-442	Mercadeo II - Hotelero	3	0	3
ADH-383	Geografía del Turismo I	3	0	3
ADM-462	Personal II - Hotelero	3	0	3
PT -	Electiva en Estudios Teológicos	2	0	2
		<u>16</u>	<u>5</u>	<u>17</u>

SEPTIMO SEMESTRE

PT -	Electiva en Estudios Teológicos	2	0	2
ADM-451	Planificación y Diseño de Proyectos Hoteleros	3	0	3
ADH-361	Oratoria = Técnicas de Comunicación Oral	3	0	3
ADM-464	Relaciones Humanas	3	0	3
EC-362	Etica Profesional	2	0	2
ADM-	Estadística I	3	0	3
		<u>16</u>	<u>0</u>	<u>16</u>

QUINTO AÑO

NOVENO SEMESTRE

ADH-152	Ingeniería Hotelera	3	0	3
ADH-302	Técnicas de Entrenamiento	3	0	3
ADM-545	Relaciones Públicas	3	0	3
ADH-	Técnicas de Comunicación Escrita	2	0	2
ADH-321	Contabilidad Administrativa para Hoteles	3	1	3
ADH-331	Banquetes y Catering	2	4	3
		<u>16</u>	<u>5</u>	<u>17</u>

DECIMO SEMESTRE

ADH-401	Administración Departamento de Habitaciones	3	0	3
ADH-402	Seminario de Operaciones Hoteleras (TIP)	3	0	3
ADH-302	Análisis de Casos Hoteleros	3	0	3
	Electiva	3	0	3
	Electiva	3	0	3
		<u>15</u>	<u>0</u>	<u>15</u>

RECOMMENDED REVISIONSHotel Administration Training at the Bachelor's Level  
- Five Year Program -

## First Year

First Semester			Second Semester	
Eng 101 - Oral & Written Comm. Skills in English	4 crs.!	:	Eng. 102 - Oral & Written Comm. Skills in English	4 c
Spa 101 - Oral & Written Comm. Skills in Spanish	4 crs.!	:	Spa. 102 - Oral & Written Comm. Skills in Spanish	4 c
ORI 101 - Academic Orientation	1 cr.!	:	LRT Library Resources	2 c
MATH 101 - Mathematics I	5 crs.!	:	MATH Business Mathematics	4 c
HM 101 - Tourism and Hospitalibility Industry	3 crs.!	:	HM Reception and Room Service Administration	3 c
FCF 101 - Fundamentals of the Christian Faith	2 crs.!	:	FCF 102 - Fundamentals of the Christian Faith	2 c
	<u>18 crs.!</u>			<u>18 c</u>

## Second Year

First Semester			Second Semester	
Eng. 201 - Oral & Written Comm. Skills in English	3 crs.!	:	Eng. 202 - Oral & Written Comm. Skills in English	3 c
GH 101 - Modern and Contemporary History	3 crs.!	:	HIST History of the Dominican Republic	3 c
BA 205 - Accounting (Basic)	5 crs.!	:	AM 206 - Hotel Accounting	5 c
HM 131 - Food & Beverage Adm.	3 crs.!	:	PSYCH. Applied Psychology	3 c
HUM 101 - Introduction to Philosophy	3 crs.!	:	HUM 362 - Professional Ethics	2 c
HM Seminar on selected topics	3 crs.!	:	HM 222 - Purchasing	2 c
	<u>20 crs.</u>			<u>18 c</u>

SUMMER PRACTICE IN HOTEL

Third year

First Semester		Second Semester	
HM 442 - Marketing (Hotel)	2 crs.!	HM Food Chemistry (inorganic)	3 crs.
HM Fundamentals of Economy	3 crs.!	EC 362 - Tourism and Economy of the Dominican Republic	3 crs.
HM Nutrition and Menu Planning	3 crs.!	HM 102 - Food Production (large scale) (Theory and Lab)	3 crs.
HM Hotel Personnel Adm.	3 crs.!	EC 206 - Microeconomy	3 crs.
HM Food Chemistry (org)	3 crs.!	AM Business Finances Adm.	3 crs.
HM 223 - Geography of Tourism	3 crs.!	BA 351 - Commercial Law	3 crs.
	<u>17 crs.!</u>		<u>18 crs.</u>

SUMMER PRACTICE IN HOTEL

---

Fourth Year

First Semester		Second Semester	
HM 203 - Food and Beverage (cost) Control	3 crs.!	HM Restaurant and Fast Food Services	3 crs.
BA Labor Law	3 crs.!	HM 331 - Banquets and Catering Serv.	3 crs.
HM 151 - Hotel Planning and Design	3 crs.!	BA Labor-Industrial Relations	3 crs.
HM Tourism Administration	2 crs.!	ICS Computers in the Hospitality Industry	3 crs.
TCU Introduction to Computers	3 crs.!	Seminar on Public Relations	2 crs.
Seminar on Human Relations	2 crs.!	Elective	3 crs.
	<u>16 crs.!</u>		<u>17 crs.</u>

SUMMER PRACTICE IN HOTEL

---

Fifth Year

First Semester		Second Semester	
HM 546 - Promotion and Sales	2 crs.!	HM 152 - Hotel Engineering and Maintenance	3 crs.
TA International and Internal Tourism	3 crs.!	GEOG 223-Geography of Tourism	3 crs.
HA 501 - Seminars on Hotel Adm. (selected topics)	3 crs.!	HA 502 - Seminars on selected topics dealing with Tourism	3 crs.
HA 491 - Research Project (outline or bibliog. data)	3 crs.!	HA 492 - Research Project	3 crs.
Free Elective	3 crs.!	Free Elective	3 crs.
	<u>14 crs.!</u>		<u>15 crs.</u>
		TOTAL NO. OF CREDITS: 171 crs.	

RECOMMENDED REVISIONS

Associate Degree in Hotel Management Training  
- Two Year Program -

First Year

First Semester		Second Semester	
Eng 101 - Oral & Written Communication in English	3 crs.!	Eng 102 - Oral & Written Comm. in English	3 crs.
ORI 101 - Academic Orientation	1 cr.!	LRT Library Resources Techniq.	2 cr.
Spa 101 - Oral & Written Comm. in Spanish	3 crs.!	Spa 102 - Oral & Written Comm. in Spanish	3 cr.
MATH 101- Mathematics (General)	4 crs.!	MATH Business Mathematics	4 cr.
ED Applied Psychology	3 crs.!	Professional Ethics	2 cr.
HMA 101 - Tourism and the Hospita- bility Industry	3 crs.!	Nutrition and Menu Planning	3 cr.
FCF 101 - Fundamentals of the Christian Faith	2 crs.!	FCF Fundamentals of the Christian Faith	2 cr.
	<u>20 crs.!</u>		<u>20 cr.</u>

SUMMER TRAINING IN A HOTEL

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Second Year

First Semester		Second Semester	
Basic Accounting	4 crs.!	Hotel Accounting	3 crs.
Principles of Economics	3 crs.!	Food Production (large scale)	3 crs.
Purchasing	2 crs.!	Sanitation and Maintenance of Facilities	3 crs.
Food and Beverage Control	3 crs.!	Principles of Statistics	2 crs.
Labor Industrial Relations	3 crs.!	Reception & Room Service Dept.	3 crs.
Marketing and the Tourism Business	3 crs.!	Term Project on relevant subject to tourism, Hotel industry, community-relations etc.	3 crs.
Seminars (2 or 3 during semester relevant to stu- dies in Hospitality Ind.)	2 crs.!	Free Elective	3 crs.
	<u>20 crs.!</u>		<u>20 crs.</u>

TOTAL OF CREDITS: 80

5

Third Year

First Semester

Second Semester

HMA	Nutrition and Menu Planning	3 crs.!	LAW 402 - Labor Law and Labor-Industrial Relatives	3 crs.
EC 203	- Fundamentals of Economy	3 crs.!	EC 362 - Tourism and the Economy of the Dominican Republic	3 crs.
HMA	Hotel Personnel Adm.	3 crs.!	LAW 351 - Commercial Law	3 crs.
HM	Statistics	3 crs.!	HMA 132 - Food Production (large scale)	3 crs.
HMA 152-	Hotel Engineering and mainte- nance of Physical Plant	3 crs.!	HMA 151 - Planning and Design	3 crs.
HMA 223-	Food and Beverage (cost) Control	2 crs.!	HMA Seminar (most relevant on subjects of the moment)	3 crs.
		<u>17 crs.!</u>		<u>18 crs.</u>

PRACTICE IN HOTEL DURING THE SUMMER

Fourth Year

First Semester

Second Semester

CS	Introduction to Computers	3 crs.!	CSH	Computers in the Hotel Industry	3 crs.
TA	Geography of Tourism and Tourism Administration	3 crs.!	TA 546	- Promotion and Sales	3 crs.
HMA	Restaurant o Fast Food Business	3 crs.!	HMA	Banquets and Catering	3 crs.
HMA	Research project (on subject of interest to the community, the tourism or the Hotel industry of the D. R.)	3 crs.!	HMA	Research project (on subject interest to the community, tourism, Hotel industry, etc.)	3 crs.
	Seminars (2 or 3 during the se- mester on most relevant subject regarding interest on local Tourism, economy, hotel business, Public Relations, Dominican Business, etc)	3 crs.!		Seminars (2 or 3 during the semester on most relevant subject regarding Human Relations, Computers)	3 crs.
	Free elective	3 crs.!		Free elective	3 crs.
		<u>18 crs.!</u>			<u>18 crs.</u>

TOTAL NUMBER OF CREDITS: 144 credits

36

ANNEX IV

ILLUSTRATIVE EQUIPMENT LIST

ANNEX IV

EQUIPMENT FOR A KITCHEN LAB (Recommended)

Receiving Areas

Scales

- 3 small scales 25 lbs. portion scale
- 1 big scale
- 5 portion scales (Gram/Oz.)

Moving Equipment

- 1 dollie

Storage

- 1 refrigerator - commercial
- 1 walk-in unit - refrigerator (commercial)
- 1 quick-chill refrigerator (commercial)
- 1 shelving and storage containers
- 1 freezer

Preparation

Food Mixers

- 5 hand electric food mixer
- 1 food mixer (bench-cap. 2 qt.)
- 1 food mixer (floor-cap. 140 qt.)
- 1 food mixer (counter-cap. 5 qt.)
- 2 wire whip (used for lighter whipping operations)
- 1 dough arm (used for bread and roll doughs)
- 1 pastry knife (used for blending flour and shortening together)
- 1 flat beater (used for most mixing process)
- 1 heavy duty wire (used for sponges and lighter marshmallows)

Food Cutters

- 1 food cutter (Hobart) - with attachments
- 1 VCM (vertical cutter and mixer) (Hobart)

Food Slicer

- 1 food slicer

Vegetable Peeler

- 1 vegetable peeler (Hobart) (15 pounds machine)

Other Equipments

- 2 can openers (electric) ~ commercial
- 3 blenders
- 1 knife sharpener
- 1 waste disposal system
- 1 chopper (meat processing)
- 5 portable "minute minder" Internal Timer

Ovens

- 1 deck oven ~ (conventional)
- 2 micro wave oven
- 1 all purpose conventional oven (12" to 15" door opening)
- 1 broiler

Steam Cooking Equipment

- 1 high compression compartment unit (15 to 17 psi)
- 1 steam-jacketed Kettles (10 qts to 150 gallons)
- 1 stationary kettle (stainless steel)

Fryers

- 2 small deep fat fryers (with thermostatic temp. control)

Pots

- 2 double boiler
- 2 stock pot
- 3 Bain Marie pot and steam table insert

Serving Equipment

- ~ steam tables
- ~ mobile carts
- ~ display cases
- ~ carts (hot and cold)
- 1 ~ coffee machine (expresso)
- 1 ~ ice machine
- 48 ~ banquet covers (stainless steel)

Dishwashing Equipment

- 1 - undercounter dishwasher (30 inches model):
  - racks
  - rack dollies
  - carts
  - stainless silver baskets
  - service ware dispensers
  - "steril-sil" carrying baskets
  - "steril-sil" cylinders
  - "poker chip" aluminum dish dolly

Buffet Service

- 1 set of mixing bowls with mobile stand
- 1 set of mobile plastic bins round style
- 1 set of mobile plastic bins square style
- 7 shelf low aluminum rack
- 11 shelf tall aluminum rack
- 5 shelf pot and pan storage cart
- 5 shelf food pan storage cart
- mobile food warmer
- portable automatic electric percolators (36 cups)
- insulated stainless steel hot coffee carriers (5 gal.)

ANNEX V

REQUFST FOR ASSISTANCE



UNIVERSIDAD CATOLICA MADRE Y MAESTRA

Santiago de los Caballeros  
República Dominicana

Aug 12 3 15 PM '85  
RECEIVED  
AID C&R

Oficina del Rector

12 de agosto de 1985

Sr. Craig Buck  
Director Interino  
Agencia para el Desarrollo Internacional (AID)  
Santo Domingo, D. N.

Estimado señor Buck:

Como es de su conocimiento, el Proyecto AID No. 157-0157, suscri-  
por esa Agencia para el Desarrollo Internacional y la Universidad  
Católica Madre y Maestra el 23 de junio de 1983, para la creació  
de la Facultad de Ciencias Económicas y Administrativas del Re-  
cinto Santo Tomás de Aquino, se ha venido desarrollando de confo  
midad con lo programado. Como parte de este Proyecto, próximam-  
mente graduaremos los primeros profesionales a nivel de Maestría  
en Administración Pública y Administración de Empresas y se han  
desarrollado distintos programas de Educación Continuada para pr  
fesionales de los sectores público y privado. Las relaciones co  
la Universidad de Carolina del Sur se mantienen en forma satis-  
factoria para ambas instituciones, y las facilidades físicas,  
equipadas en su casi totalidad, están en proceso de terminación.

Desde esta Facultad, con las excelentes facilidades que contará,  
estaremos en condiciones de ofrecer un servicio de vital importa-  
cia para mejorar la capacidad gerencial de los sectores público  
y privado en nuestro país.

El Programa de Administración Hotelera que ha venido ofreciendo  
la Universidad, está relacionado, de manera especial, con la apli-  
cación a un sector específico del Proyecto de Educación en  
Administración. La Universidad inició sus actividades en el área  
de Educación Hotelera, en el año 1978, en la ciudad de Puerto  
Plata, como un apoyo a los programas de desarrollo turístico pro-  
gramados por el Gobierno Nacional en la Costa Norte.

.../...

ACTION	
HRD	
DATE DUE	
8-23-85	
DIR	<input type="checkbox"/>
DD	<input checked="" type="checkbox"/>
PDO	<input type="checkbox"/>
PRG	<input type="checkbox"/>
CON	<input type="checkbox"/>
MGT	<input type="checkbox"/>
HRO	<input type="checkbox"/>
HPO	<input type="checkbox"/>
PSO	<input type="checkbox"/>
AID	<input type="checkbox"/>
CHRON	<input checked="" type="checkbox"/>

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Página 2  
12 de agosto de 1985

Desde su inicio, el Hotel Montemar sirvió de laboratorio a estos programas y por recomendación de técnicos del Banco Mundial y del propio Banco Central, se construyeron facilidades de ampliación y remodelación de dicho establecimiento como parte de un paquete completo de adiestramiento en un programa de nivel técnico-vocacional de un año de duración. A la fecha, se han graduado más de 700 jóvenes de ambos sexos, procedentes, en su mayoría, de la zona norte, quienes están trabajando en los distintos establecimientos de servicio de Turismo de la zona.

A solicitud de la Secretaría de Estado de Turismo y ante la evidente necesidad de contar con personal adiestrado, a niveles más elevados, en 1981 se inició en el Recinto Santo Tomás de Aquino un programa a nivel de Asociado y de Licenciatura en Administración Hotelera. A la fecha hemos entregado a la Industria Hotelera 69 graduados en el Programa de Nivel Asociado y en los próximos días entregaremos la primera promoción de 21 licenciados en Administración Hotelera. Los egresados de estos dos programas también han sido contratados por el sector Hotelero y Turístico.

Para continuar ofreciendo estos programas, necesitamos, en primer lugar, capacitar personal dominicano para la docencia y, en segundo lugar, contar con el personal profesional extranjero requerido, mientras preparamos los recursos profesionales docentes necesarios y que nos pongan en condiciones de:

- a) Mejorar la calidad de nuestra Facultad a través de adiestramiento en la República Dominicana, en los Estados Unidos y en otros países.
- b) Aumentar el número de graduados de:
  - 1) los programas académicos vigentes;
  - 2) los programas especiales para personal en servicio a fin de satisfacer la demanda urgente de técnicos y gerentes.
- c) Mejorar las facilidades existentes mediante la adquisición de equipos para un laboratorio de tecnología de alimentos y la adquisición de material bibliográfico para ambas bibliotecas, la de Puerto Plata y la de Santo Domingo; un laboratorio de idioma (Inglés) y equipo para el área de Recepción en Puerto Plata.

.../...

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Página 3  
12 de agosto de 1985

- d) Mejorar el nivel de nuestros egresados mediante vínculos más formales con el sector turístico y la industria hotelera nacional.

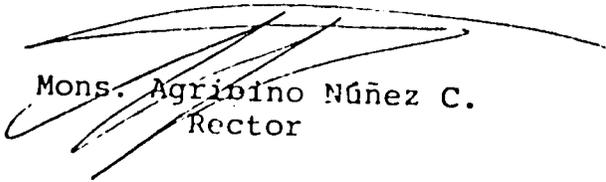
Estamos en condiciones de dirigir y ejecutar el programa de administración hotelera y adiestramiento en Turismo con la misma estructura administrativa con que actualmente se maneja el proyecto. El costo total de estos componentes asciende a US\$1,900,000. (UN MILLON NOVECIENTOS MIL DOLARES).

Por este medio estamos solicitando a la Agencia para el Desarrollo Internacional una donación de US\$1,500,000.00 (UN MILLON QUINIENTOS MIL DOLARES). La Universidad contribuirá con US\$400,000.00 (CUATROCIENTOS MIL DOLARES) mediante la asignación de costos locales por RD\$1,200,000.00 (UN MILLON DOSCIENTOS MIL PESOS).

Esta nueva contribución de la Agencia para el Desarrollo Internacional se administrará en la misma forma en que se está desarrollando el proyecto original. Nos permitimos sugerir que la donación se haga como una ampliación del proyecto en ejecución.

En nombre de la Universidad Católica Madre y Maestra y mío personal agradezco la favorable acogida a esta solicitud para programas que tendrán un impacto significativo en el desarrollo socioeconómico de nuestro país.

Le saluda con sentimientos de consideración y estima



Mons. Agripino Núñez C.  
Rector

ANC/mrc

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ANNEX VI

DETAILED PROJECT COSTS BY COMPONENT

Detailed Project Costs by Component

Major components of the Project include:

1. Technical Assistance (\$800,000 - Grant)

A total of \$800,000 will finance 5 years of technical services under an institutional contract, of which 3 person-years will be for a long-term Chief of Party, and 2 years will be for short-term services to : (1) conduct studies and make recommendations for the implementation of the mature entry programs; (2) propose equipment for the food technology laboratory, library and logistic services; (3) assist in curriculum development; and (4) give seminars and short courses such as hotel accounting, reception services, food chemistry, purchasing, marketing and tourism development, mature entry courses, promoting cooperation between the industry and training institution, and 5) provide other services to be identified during detailed curriculum and planning assessments. The short-term T.A. requirement will be calculated at 15 pm during year one; 10 months during year two; and 4 months during year three.

In the Dominican Republic (contract costs):

- Long-term salaries (3 years) \$450,000  
Assumes \$150,000 a P.Y. for salary  
fringe benefits, facilities and allowance, travel and transportation, all overhead, plus NTE \$5,000 total for teaching materials in support of the component
- Short-term salaries (29 months) \$275,000  
Assumes \$9,375 p.m. for salary  
fringe benefits, per diem, travel and transportation and all overhead costs

In the United States:

- Backstop services \$75,000  
Assumes one quarter time backstop services of one professional officer including all support costs a.d overhead in his/her services
- T O T A L \$800,000

2. Participant Training Long Term (\$210,000 ~ Grant)

A total of 10 person years is scheduled at an estimated cost of \$21,000 per year. Five faculty will receive graduate training and/or M.A. degrees. Through a contractor, the AID input will finance tuition, maintenance in the U.S. and travel. UCMM will be selecting professors for employment upon return, will provide all salary payments as required, and will fund travel costs to the U.S. port of entry.

3. Short Term Training (\$90,000)

Travel costs for short term training will be provided to UCMM faculty and administrators for 22 trips during the project, including contractor selection, hotel management, international professional meetings, to be identified through implementation plans. The estimated cost for each trip is approximately \$4000 for 1 person month. UCMM will pay the cost of travel to the U.S. port of entry.

The above three items will be funded under a contract, with \$50,000 for contingencies/inflation, for a total of \$1,100,000 of contractual services.

4. Commodities

a. Hotel Montemar School at Puerto Plata

- 500 library books and 5 periodicals	\$10,000
- 1 ea. typewriter, rack and calculator for reception desk	3,000
- Overhead projector, slide projector	3,000
- 12 cassette tape recorders, English language tapes, high speed rewind, portable laboratory and basic texts for language laboratory	12,000

b. Santo Domingo Campus

- 1,500 library books and 12 periodicals	\$30,000
- Food Technology Laboratory	250,000

Added to the above will be \$42,000 in contingencies/inflation for a total of \$350,000

5. <u>UCMM Contribution</u> (\$400,000 Counterpart, equivalent in U.S. Dollars)	
- Direct Support (salaries) - The full and part-time salaries of faculty at the Puerto Plata and Sto. Domingo campuses	\$118,000
- Administrative support This represents a 15 percent share of university administrative salary and operational costs apportioned on the basis of the share of the hotel mana- gement/tourism training faculty	\$185,000
- Maintenance Costs This represents 6.7% of the total UCMM maintenance costs and which can be attributed to this component	\$33,000
- Physical Plant (depreciation) This represents less than a five percent depreciation on buildings and fixed equipment at Puerto Plata and the apportioned share at Sto.Dgo.	\$16,000
- Travel UCMM will pay international airfares from the Dominican Republic to the port of entry in the U.S. for all long and short term participant trainees.	\$25,000

**ANNEX VII**

**ECONOMIC ANALYSIS - DEMAND STUDY**

ECONOMIC ANALYSIS

ANNEX VII  
Page 1 of 2

A demand study was conducted to obtain the necessary data to define the future demand for personnel. This study quantifies the number of people for every hotel position and allows one:

a) To identify and classify the number of employees according to the necessary standards of academic and technical preparation, expressed in %;

	<u>Hotels</u>	<u>Restaurants</u>
Bachelor's degree	5.0%	4.2%
Associates	14.6%	13.2%
Technicians	58.4%	67.8%
Others	22.0%	14.8%
	<u>100.0%</u>	<u>100.0%</u>

b) To determine the employee to room relationship rate (coefficient = 1.18)\*

c) To calculate the growth rate in the restaurant area, according to the growth in new rooms. It has been estimated as 16 jobs in restaurants for every 100 rooms or .16 per room.\*\*

d) To estimate the number of potential employment positions per every 100 rooms in the following way:

$$1.18 \text{ employee/room} \times 1000 = 1,180 \text{ employment positions.}$$

The estimated demands for classified graduated specialists for hotels and restaurants have been combined in order to obtain the total demand factor, to be applied to the foreseen annual growth of rooms. These are the results:

Aggregated demand factor hotel and restaurant

	<u>Hotels</u>		<u>Restaurant</u>		<u>Factor %</u>
Bachelor's degree	5%	+	.16 x 4.2%	(0.05 + .16x 0.042) =	0.0567
Associates	17.2%	+	.16 x 13.2	(.172 + .16x .132) =	0.193
Technicians	55.9%	+	.16 x 67.6%	(55.9 + .16x .677) =	0.667
Others	21.9%	+	.16 x 4.8%	(0.219 + .16x .048) =	0.227

\* "Estudio sobre necesidades de capacitación y formación turística en República Dominicana." Enero 1981, pág. 25.

\*\* Idem, pág. 59.

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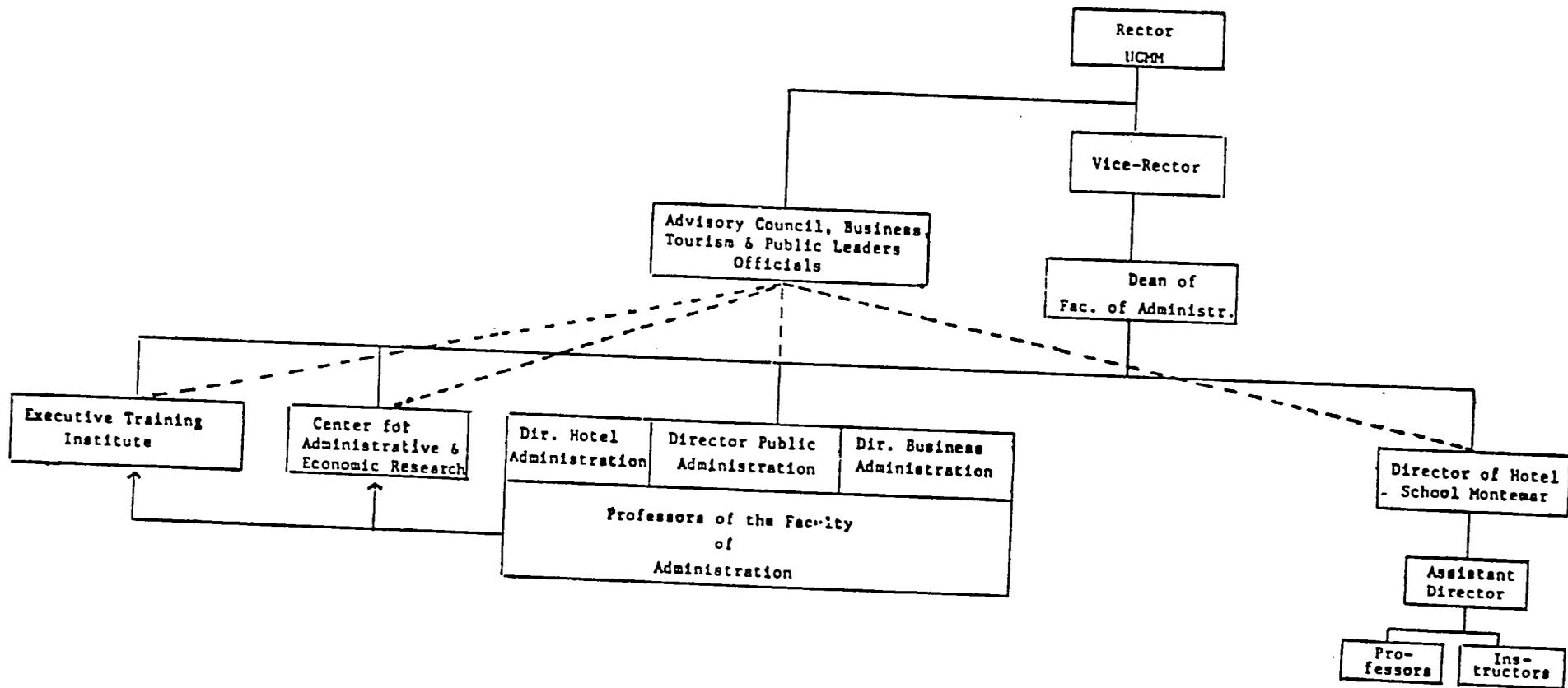
		<u>Estimated Future Demand</u>			<u>Estimated Component Graduates</u>
<u>Year</u>		1984	1986	1989	
<u>Number of Rooms</u>	<u>Factor</u>	<u>1000</u>	<u>3000*</u>	<u>4000</u>	<u>FY 86 - 89</u>
Bachelor's degree	(.0567)	57	170	227	140
Associates	(.193)	193	579	772	200
Technicians	(.667)	667	2001	2668	1000
Others	(.227)	227	681	908	500

\* Most likely by 1990.

**ANNEX VIII**

**ORGANIZATIONAL CHART**

ORGANIZATIONAL CHART  
GRADUATE MANAGEMENT PROJECT



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**ANNEX IX**

**DETAILED IMPLEMENTATION SCHEDULE**

