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THE INTERNATIONAL EXECUTIVE DEVELOPMENT PROGRAM

1985

Final Report and Evaluation

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Part 1 - Program Introduction and Background Issues

The International Executive Development Program (IEDP), begun in 1983, has provided business executives from Costa Rica, the Dominican Republic and Jamaica an intensive six week program of training in management for productivity and in improved marketing, which includes practical internships of four weeks with cooperating U.S. firms. The program is funded mainly by the United States Agency for International Development with contributions in kind provided by the foreign participants employers in the form of international transportation costs, salaries and benefits during training and in some cases supplemental funds. The U.S. firms who agree to accept participants during the internships do so free of charge for the training and its direct or indirect costs to the U.S. companies. The IEDP was originally conceived as a research and demonstration project, to test a small but new and innovative contribution to the vast array of U.S. efforts to strengthen private enterprise in the Caribbean Basin countries. This year's participants bring to ninety one the number of executives who have benefitted directly from the program since its beginning.

At the outset the interested reader may wonder why AID should spend funds training foreign business executives. Part of the answer is that no one else is doing enough of it and doing it as well and as quickly as the need demands. But the more substantive part of the answer is well summarized in AID Program Evaluation Report No. 14, A Review of AID's Experience in Private Sector Development:

"The private sector is made up of individual firms producing goods and services for sale at a profit. It therefore develops through the creation of new firms and the growth and diversification of existing firms, expanding the production of goods and services.

"This process is closely linked to the development of the society as a whole, although the two may diverge when there is market failure. For example, value-added from the firm's perspective may be more or less than social value-added if there are price distortions or significant externalities.

"Despite these caveats, it is important to remember that there can be no private sector development--and therefore no expansion of related benefits--without the growth and development of individual firms. The primary requirement for the expansion of private firms--the sine qua non--is the existence of profitable opportunities. . . .

". . . Existence of profitable opportunities is a necessary but not sufficient condition. Entrepreneurs must also have the capacity to respond to profitable opportunities. This capacity may be separated into the following factors:

- The ability to correctly identify profitable opportunities (with or without formal analysis)
- The ability to assemble key factors of production, including skilled and unskilled labor, the necessary inputs, and technology
- The ability to organize and manage the production, marketing, and financial operation of the firm

These are the fundamental facts that supply the supporting rationale for the IEDP.

The Background and Context of IEDP

In 1982 AID renewed emphasis on development training. More stress was to be placed on higher-level training for managers, scientists, professors, technicians, and institutional leaders in all sectors. Viewed in historical perspective, this represented a commitment to reverse a downward trend in the numbers of participants in AID programs during the 1970s. In 1969 there were 13,500 participants, compared with only 6,700 by 1978. In the Latin American Bureau a special Training Initiatives Project (TIP) earmarked a small portion of its total budget for the initiation of new private sector participant training strategies. The TIP provided the opportunity for IEDP to be created.

In May 1983, a Presidential Task Force on International Private Enterprise was established to examine ways of stimulating private enterprise development and promoting investment and trade in developing countries. Among the several "action briefs" which the Task Force report of December 1984 included was one concerning training for private enterprise. The report proposed that AID's U.S.-based training program should be doubled to 18,000 participants per year. One of the Task Force's activities prior to that recommendation was a review of IEDP results and accomplishments, while the Task Force's final report stopped short of specific endorsement of individual programs such as IEDP both the review of IEDP conducted and their subsequent generic recommendations reflected a keen awareness of the value of ground-breaking programs such as this.

The Task Force's rationale for such a marked increase in training was as follows. Human resources are a key factor in economic development. The training of future business leaders, entrepreneurs, managers, and the work force contribute substantially to economic growth. Enterprises in developing countries often do not have adequate and sufficient institutions and facilities for this needed training. However, in the United States programs are available to develop such skills, from on-the-job training to graduate programs in business administration and related disciplines.

Training for Private Sector Development

As currently defined by AID, private enterprise training falls under a category labeled "miscellaneous." It includes training for banking and finance, investment promotion, trade development, and general management. Other specific categories, such as industry, agriculture, and housing contain elements of private enterprise training. AID does not have current specific information on the percentage of participants training in private enterprise-related activities in the United States.

IEDP has provided training for a wide range of participants as the following table indicates.

TABLE 1

Industry	IEDP PARTICIPANTS BY INDUSTRY						TOTAL
	1983		1984		1985		
	Costa Rica	Jamaica	Costa Rica	Jamaica	Dominican Republic	Jamaica	
AGRICULTURE	1	2	2	-	1	-	6
TRANSPORTATION/ CUSTOMS	4	1	3	-	-	1	9
CONSTRUCTION	1	2	-	-	-	-	3
FINANCIAL	2	3	1	3	2	1	12
EDUCATION	-	1	-	-	-	1	2
MANAGEMENT	-	4	-	1	-	-	5
MANUFACTURING	9	8	1	6	6	4	34
MARKETING/SALES	2	1	1	-	3	3	10
MEDIA/COMMUNICA- TIONS	2	-	-	-	-	1	3
MINING	-	2	-	-	-	-	2
TRADE ASSOCIATIONS	-	2	-	1	-	2	5
TOTAL	21	26	8	11	12	13	91

In general, participants selected for training in the United States have been educated and are at least at mid-career level. In most participant training programs, most participants are recruited from the public sector and are supposed to return to public sector jobs, usually within the agencies for which they worked prior to training. AID policy states that "all feasible steps should be taken to ensure that AID-sponsored trainees return to work in their home countries and in positions where their training is utilized effectively." To date all IEDP alumni have returned to their home countries and in almost all instances have either been substantially promoted within the companies where previously employed or have moved on professionally to other companies. In some instances they have struck out on their own and established their own businesses. In the past two years IEDP has restricted itself, with few exceptions, to private sector participants. In 1983 the original contract called for a balanced mix of public and private sector participants, recognizing the fact that informed and enthusiastic public servants can play a key role in private sector development. The preferential option for private sector participants was not a change in IEDP policy for 1984 and 1985, but merely an accommodation to reduced budgets and fewer openings.

Increasingly, AID is contracting with private and public institutions for participant training programs. There are about 100 private sector contractors used to program and manage the participants who come to the United States. They include universities, private training firms, industry, and labor. Some programs involve specialized technical training as part of the participant training program. Occasionally such on-the-job training is donated or provided at a reduced rate by private industry.

Recently AID's Bureau for Private Enterprise (PRE) began to provide training grants for projects it finances. On a limited scale this has involved innovative programs for technical and management skill development through institution-building and employment of U.S. companies and business associations. For example, a Thai management training institute was provided a grant for training business managers using U.S. models.

The President's Task Force on International Private Enterprise urged AID to develop a strategy for private enterprise training. It proposed that a larger share of AID's training resources be devoted to programs that focus

on managerial and business skills, as well as vocational and technical training rather than on academic training. With respect to participant training, the Task Force urged AID to develop training relationships between private enterprises in the United States and in developing countries. AID could facilitate placement arrangements in cooperation with private firms and other U.S. government agencies. This effort would be enhanced by the establishment of a training advisory board composed of leaders from the private sector.

Problems and Prospects for Participant Training Programs in General

Because of the increased interest in participant training as a major and integral part of U.S. foreign assistance, there have been several studies of the program recently. A review of participant training evaluation studies prepared for the Bureau of Program and Policy Coordination in December 1984 listed the program's weaknesses and strengths. A total of 206 evaluation studies were reviewed from a 30-year period. IEDP as such, was not included in the review.

Among the most frequently cited categories of recommendations in the studies were the following:

More and better orientation of participants before their departure to the United States. (It should be noted that in 1985 IEDP participants rated their orientation as follows: Excellent - 21%, Very Good - 42%, Good - 33%, Fair - 4%, Poor - 0%)

Better communication and coordination among missions, AID/Washington, contractors, and training institutions in the management of the programs. (Communication problems between AID/Washington and the Missions are systemic and so have caused some difficulties with regard to IEDP but in the course of three years there have been some marked improvements. In any case, the obstacles have always been overcome in time to prevent any major flaws in program execution.)

More specialized, practical, and relevant training, as well as more information on training institutions and programs offered. A nearly unique feature of IEDP is that each participant specifies in advance the

key specialized skills he or she needs to acquire and the individual internship placements made are checked by IEDP staff on a weekly basis during the program for adequate relevancy and practicality.

More contact with returned participants, better accountability of returnees, and more support for their professional development. By comparison IEDP candidates submit post-program progress reports on a half yearly or yearly basis. Periodic meetings are held with IEDP alumni to assess post-program professional and business progress. The 1985 IEDP alumni in Jamaica are organizing monthly follow-up meetings to share marketing and productivity experiences and will invite the 1983 and 1984 alumni to participate.

Increased awareness of host government absorptive capacities when planning training design, and better donor coordination in planning and sharing resources. To date all IEDP alumni have advanced in their firms or moved on to larger challenges with other private sector firms, sometimes ones they established themselves.

Some of these themes were also reflected in an Inspector General's (IG) audit report of December 1984. The concerns of the report have to do with issues of program efficiency, effectiveness and economy. Put another way, there are apparently systemic problems that have plagued the AID participant training programs for sometime whether large or small, long-term or short-term, targeted or general and Mission-sponsored or not. The report was based on a review of previous IG audits and was supplemented by on-site examinations of four AID missions. The audit report noted the following concerns regarding participant training programs in general, but it did not include IEDP in its scope of investigation. Next to each concern expressed in the report we note here for purposes of comparison the IEDP accomplishments that are relevant to that issue raised in the report.

During project design, careful consideration is not being given to whether the organization to be developed has the type and number of employees who should receive training. In IEDP, on the other hand, the foreign private business which proposes a participant must specify the reasons why the candidate is specially selected for training and also state what use will be made of his increased skills after the program. This

information is a key element in IEDP decisions to include specific applicants.

Project outcomes are being seriously compromised because training candidates are not available as anticipated. Little or no assessment is being made as to whether sufficient numbers of training candidates will be available once the project is implemented. In contrast, dozens of qualified candidates are now turned away each year in the IEDP program because the program is highly regarded by its alumni who promote new applicants, and applications outstrip resources.

More English language training at regional centers or in-country, and a review of the AID language testing system are needed. Participants are being sent for training who do not meet English language and academic qualifications. By contrast, to date almost all of the 91 IEDP participants have either spoken English as a first language or have demonstrated an adequate facility in English as a second language prior to selection. In a few instances special Spanish language internships with U.S. firms have been arranged to facilitate training for otherwise promising participants whose business English was not quite up to standard.

While these problems have been identified by the IG report as widespread and longstanding issues in numerous programs of participant training, IEDP is a useful model of efforts to make the participant training experience more effective. There is no intention here to hold up IEDP as a flawless program and its weaknesses will be detailed later in this report. But it does have a number of distinctive strengths that can be copied in other programs. In fact, there is a recent groundswell of interest in private sector participation among foreign student advisors and other professionals involved in participant training programs.

Training Done by the Private Sector

The National Association for Foreign Student Affairs (NAFSA) recently hosted a conference in Washington on strategies for professional integration of the foreign student involving the private sector. The conference focused on some of the model programs designed to address the practical and professional needs of foreign students in the United States.

A comprehensive study completed in 1980 revealed that the need least satisfied by educational programs was for practical training. It concluded that the success of the model programs depends on the participation of U.S. businesses in providing opportunities for hands-on experience for foreign students. That is the precise need that IEDP was established to address and has done so successfully for three years.

The response thus far has been encouraging. For example, export-oriented business leaders in communities around the country have recognized the mutuality of interests between their companies and foreign executives. The latter can gain valuable insights into the business methods and social attitudes of Americans as well as useful professional advancement. Practical experience is the key element needed in translating the formal education of the classroom variety to the practical applications of the business world at home. A positive on-the-job training experience with a U.S. firm leads to continuing professional relations and joint venture arrangements between that firm and the participant's own firm have developed in many instances through IEDP and other programs. From the U.S. point of view, an expansion of international trade by small and medium-sized firms is one realistic approach to reducing the balance of payments deficits. Private firms throughout the United States have already recognized the convergence of their export interests and the professional development needs of foreign executives both as a result of IEDP and other separate but concurrent programs.

The following roster lists American firms who have provided full or partial internships for one or more IEDP participants between 1983 and 1985.

TABLE 2

PREVIOUS U.S. PARTICIPANT BUSINESSES AND ORGANIZATIONS

<u>COMPANY</u>	<u>CITY & STATE</u>
Air La Carte	Los Angeles, California
Aluminum Industries	Des Peres, Missouri
America Savings & Loan League	Washington, D.C.
American Greetings Corporation	Cleveland, Ohio
Antillean Marine Shipping Corp.	Miami, Florida
Argrette Enterprise Inc.	Corona, New York
Armadillo Mufflers	Houston, Texas
Atlanta Chamber of Commerce	Atlanta, Georgia

Automated Science Group, Inc.
Belden Electronic Wire and Cable
Botanicas Corporation
Bright Star Industries
Cadbury Schweppes Confections
Carolina Galvanizers Corporation
Carus Chemical Company
Century Mortgage Company
Cheeseborough Ponds
Closure Systems International
Coast Packing Company
Colt Industries, Fairbanks Weighing Division
Colt Industries, Fairbanks Weighing Division
Comprehensive Marketing Systems, Inc.
Cord Laboratories
Cuckler Building Systems
Custom Molders Inc.
Deerfield Federal Savings and Loan
Delaware Port Authority
Development Credit Fund Inc.
Dow Chemical Corporation
Duncan Industries
Economics Laboratory, Inc.
Economics Laboratory, Inc.
Evergreen Air Center
Exxon Chemical Company
F.M.C. Corporation
Federations of Southern Cooperatives
Flambeau Midwest Company
Florida National Bank
Georgetown Hotel
Good Luck Beverages
Grady Management
Gulf & Western Food Products Division
The Harvard Corporation
Highway Safety Design and Fabrication
Hills of Westchester
Hoffman Brothers Packing Company
Honeywell, Inc.
Honeywell, Inc.
Houghton Mifflin Company
Hovnanian, Inc.
Howard Inn
Holiday Inn
Huntington Laboratories, Inc.
Imperial Savings & Loan
Industrial Chemical Labs, Inc.
Input-Output Computer, Inc.
International Lead Zinc Research Organization
Irving Trust Company
Joe Louis Milk Manufacturing Corporation
Joe McLaughlin Olds
Kellogg International
Kleerpak Manufacturing Company
Land O'Lakes
Lawson National Distribution Corporation
Little Laura of California

Silver Spring, Maryland
Richmond, Indiana
New York, New York
Clifton, New Jersey
Naugatuck, Connecticut
Aberdeen, North Carolina
La Salle, Illinois
Gaithersburg, Maryland
Greenwich, Connecticut
Richmond, Indiana
Vernon, California
St. Johnsbury, Vermont
Meridian, Mississippi
Washington, D.C.
Broomfield, Colorado
Monticello, Iowa
Durham, North Carolina
Deerfield, Illinois
Camden, New Jersey
Baltimore, Maryland
Coral Gables, Florida
Everett, Massachusetts
Joliet, Illinois
St. Paul, Minnesota
Marana, Arizona
Houston, Texas
Springfield, New Jersey
Atlanta, Georgia
Wichita, Kansas
Miami, Florida
Washington, D.C.
Abingdon, Virginia
Silver Spring, Maryland
South Bay, Florida
Evansville, Wisconsin
Glastonbury, Connecticut
Brentwood, Maryland
Los Angeles, California
Fort Washington, Pennsylvania
Minneapolis, Minnesota
Boston, Massachusetts
Red Bank, New Jersey
Washington, D.C.
Tuskegee, Alabama
Huntington, Indiana
San Diego, California
Omaha, Nebraska
Waltham, Massachusetts
New York, New York
New York, New York
Chicago, Illinois
Capital Heights, Maryland
Battle Creek, Michigan
North Hollywood, California
Minneapolis, Minnesota
Houston, Texas
Los Angeles, California

M & M International, Ltd.	Atlanta, Georgia
M & M Mars	Hackettstown, New Jersey
Maloney Commodity Services, Inc.	New York, New York
McGean-Rohco, Inc.	Cleveland, Ohio
Merchandise, Mart	Atlanta, Georgia
Metropolitan Sanitary District	Chicago, Illinois
Miami Free Zone Corporation	Miami, Florida
Miami Herald Publishing Company	Miami, Florida
Mid American Dairymen Association	Springfield, Missouri
Mid American Foods	Chicago, Illinois
Midlantic National Bank	Edison, New Jersey
Mobil Polymers	Greenwich, Connecticut
Mobil Polymers	Fitchburg, Massachusetts
Monroe Auto Equipment	Monroe, Illinois
Monsanto	Kearny, New Jersey
Monsanto	St. Louis, Missouri
Mountain Bell	Denver, Colorado
National Association of Minority Contractors	Washington, D.C.
National Endowment of the Arts	Washington, D.C.
National Park Service	Washington, D.C.
National Stabilizers, Inc.	Duarte, California
National Wool Growers Association	Washington, D.C.
Needham, Porter, Novelli	Washington, D.C.
Newark Chamber of Commerce	Newark, New Jersey
Nu-Finish Furniture Company	Chicago, Illinois
Oliver Wine Company, Inc.	Bloomington, Indiana
Oxford of Videlia	Vidalia, Georgia
Ozark Airlines	St. Louis, Missouri
Palote Construction Corporation	Savannah, Georgia
Peter Paul Cadbury	Naugatuck, Connecticut
Port Everglades Foreign Trade Zone	Ft. Lauderdale, Florida
Port of New Orleans	New Orleans, Louisiana
Quinco Manufacturing Corporation	Calumet Park, Illinois
Rainier National Bank	Seattle, Washington
Ralston-Purina	Kansas City, Missouri
Ralston-Purina	Nashville, Tennessee
Raven Systems & Research Inc.	Washington, D.C.
Recycled Paper Products, Inc.	Chicago, Illinois
Richard's Wine Cellars, Inc.	Petersburg, Virginia
S C S Trading Company	Costa Mesa, California
Salerno McGowen Biscuit Company	Chicago, Illinois
Second National Bank of Richmond	Richmond, Indiana
Shenandoah Valley Research Station and McCormick Farm	Greenville, Virginia
Small Business Administration	New York, New York
Small Business Administration	Washington, D.C.
Society National Bank of Cleveland	Cleveland, Ohio
Sonicraft Corporation	Chicago, Illinois
Southern Furniture Manufacturers Association	Atlanta, Georgia
Southern Galvanizers Corporation	Baltimore, Maryland
Mr. John Sponaugle's Farm	Grottoes, Virginia
Stahl Soap Corporation	Hoboken, New Jersey
Stern Chemical	Washington, D.C.
Stuart Land and Cattle Company	Rosedale, Virginia
T. Y. Lin International	San Francisco, California
Terefloth & Company	Atlanta, Georgia
Thacker Organization	Decatur, Georgia

Thomas L. Green & Company, Inc.
Trans-Bay Engineers Corporation
Tropabest Foods, Inc.
Tuffy Service Centers
U.B.M., Inc.
U.S. Air
U.S. Chamber of Commerce
U.S. Customs
U.S. Customs
U.S. Customs
Unified Industries, Inc.
Virginia Polytechnic Institute
WLTW Channel 23
Walgreen Company
Wayne Corporation
Wilbur Chocolate
Willow Run Farm
The World Bank
World's Finest Chocolate
Worth Biscuit Company
Yucatec Farm

Indianapolis, Indiana
Oakland, California
Clearwater, Florida
Saginaw, Michigan
Chicago, Illinois
Washington, D.C.
New York, New York
New Orleans, Louisiana
Houston, Texas
El Paso, Texas
Springfield, Virginia
Blacksburg, Virginia
Miami, Florida
Deerfield, Illinois
Richmond, Indiana
Lititz Pennsylvania
Wytheville, Virginia
Washington, D.C.
Chicago, Illinois
Fort Smith, Arkansas
Williamsville, Virginia

Experience of American Life and "Development Education"

An important aspect of this interaction between U.S. and foreign business persons is technically known as development education. IEDP has asked hundreds of U.S. executives to take participants into their homes and communities as well as into their firms. In this way IEDP accomplishments parallel those of the Partners of the Americas programs and the international visitors programs coordinated by Meridian House International, to cite two well-known examples from a variety of such programs.

In 1983 IEDP tested the hypothesis that every foreign executive participant could spend all or almost all of his or her internship as a guest in the homes of the U.S. host executives or other interested groups in the community. Every year a number of such arrangements have proved to be both possible and very successful, but in most individual instances most or all of the internship period involved use of public accommodations. The reasons for the needed use of public accommodations come down to three factors. First, asking U.S. executives to host and entertain as well as provide on-the-job training became too demanding a request in most, but not all, instances. Second, many executives are willing to do this but simply lack homes of sufficient size to accommodate long-term guests. Third, an

elaborate program of arranging four weeks of short-term living arrangement visits throughout the local community would involve a great deal more lead time and staff attention to coordinating such arrangements than IEDP has ever been able to enjoy. The results for 1985 are as follows:

TABLE 3

PHASE II INTERNSHIP LODGING ARRANGMENTS

By Number of Nights

	Private Homes	Corporate Facilities	Public Accommodations
Dominicans			
Barretto	12	0	16
Berges	0	0	28
Dalmasy	14	0	14
de Boyrie	0	0	28
Gomez	0	7	21
Guzman	1	0	27
Hernandez	21	0	0
Jaquez	25	0	3
Jimenez	0	0	28
Lama	0	0	28
Pichardo	2	0	26
San Miguel	0	1	27
Dominican Sub Total	75 (23%)	8 (2%)	246 (75%)
Jamaicans			
Anderson	0	0	28
Cooke	0	0	28
Deane	28	0	0
Francis	8	0	20
Jenkins	0	0	28
Lewis	0	0	14
McCalla	26	0	4
Peat	0	25	3
Randle	0	0	28
Spence	0	0	28
Townsend	14	0	14
Whyte	14	0	14
Jamaican Sub Total	90 (27%)	25 (8%)	209 (65%)
Program Total	165 (25%)	33 (5%)	455 (70%)

The home stay versus public accommodation issue is not an end in itself. Rather it is viewed in IEDP as a powerful strategy to accomplish some important secondary goals of the program. The rich and varied fabric of

U.S. national life is made up of many threads. The IEDP executives are naturally curious about all aspects of it. Some examples are family life, worship, education, sports, community affairs, local government, and typical patterns of recreation and entertainment. The list is potentially endless. In so far as possible, U.S. host executives, their families and other interested parties help the visitors to experience those aspects of American life and culture that are reasonably available to them in that locale. Host company executives keep the IEDP participants in mind when planning family outings and other social or business activities. There are great personal rewards, not least of which is a profound sense of pride, in sharing all of this with newly arrived colleagues and friends from overseas according to the reports submitted by U.S. executives in evaluating the experience. Prior to departure for home at the end of the program each of the participants is questioned about experiencing enough warmth and hospitality during their internships and whether they were subject to any real or apparant rudeness, neglect or discrimination. IEDP is delighted to report that the program to date has been entirely free of such negative elements.

While each U.S. firm is selected because of its specific appropriateness and suitability as a placement, IEDP encourages them to introduce the visitors to other businesses, business associates, business service clubs and other local aspects of corporate life in America. This rounds out and enriches their experience. Moreover, these contacts are the beginning of some new or expanded "networking" for the IEDP participant trainees and lead, in themselves, to increased business contact and communication.

In this way the International Executive Development Program becomes better known and appreciated throughout the U.S. during each year. The U.S. firms who are the pioneers to participate in the program set an example of business leadership and foresight in their communities and stimulate enquiries and expressions of interest to IEDP from firms motivated to consider participation in the program at a later date if a suitable match between their firm and a future executive participant can be arranged.

It has now become commonplace for IEDP participants to be interviewed on local television and radio programs and to be the subject of business or human interest articles in local newspapers. Many participants report a

number of occasions when they have given speeches about their countries to interested local business or community groups. Since these interships have spanned 48 states from Boston to Minneapolis to Seattle and from San Diego to Houston to Miami and hundreds of places in between, the participants are asked endless questions about themselves, their companies and their countries. Some report their stock of ready answers as well as descriptive literature and tourist information is quickly depleted and remind IEDP to stress even more forcefully in the future that the participants need to be well prepared in that regard. While all the participants are flattered by this interest, some are initially shocked by the extent of ignorance or misinformation about, for example, Jamaica in Seattle or Costa Rica in Colorado or the Dominican Republic in Virginia. It is difficult to quantify the results of their "shirt sleeve ambassadorships" to date but the evidence supports the presumption that their presence and the information they provide is a solid contribution to greater international awareness and understanding at the grass roots level.

While it is difficult to assess the full impact of what the U.S. host firms provide both to IEDP participants and to their own U.S. communities by accepting them and training them, it is possible to report the approximate cost to the U.S. firms in staff time, facilities and other resources. The following table provides the data regarding contributions-in-kind to the success of IEDP made by American firms.

TABLE 4

CONTRIBUTIONS IN KIND MADE BY U.S. HOST COMPANIES DURING IEDP			
	1984	1985	
Cost of salaries and benefits of company employees during time obligated to assist or instruct the IEDP participants	\$102,011 5,369	\$84,038 3,502	Total Per Participant
Cost of company space, facilities and equipment obligated for use during the internship period	9,025 475	3,576 149	Total Per Participant
Materials, supplies, and equipment given as gifts to IEDP participants	2,967 156	3,871 161	Total Per Participant
Costs of food, lodging, entertainment, transportation, etc. given as gifts to IEDP participants	8,533 449	18,371 765	Total Per Participant
Total Contributions-in-kind	\$122,536 \$6,449	\$109,856 \$4,577	Total Per Participant

It is useful to note in this context the other contributions-in-kind made to the success of the program by the foreign firms who sponsor their employees as IEDP participants.

TABLE 5

NON-AID FUNDED PROGRAM SUPPORT FUNDS FROM DOMINICANS

<u>Item</u>	<u>Total</u>	<u>Average Per Participant</u>
Salary for Six Weeks	DR Pesos 32,987	DR Pesos 2,749
Benefits for Six Weeks	8,814	735
International Travel	19,019	1,585
Company Funds Used*	16,986	1,416
Personal Funds Used*	<u>11,582</u>	<u>965</u>
	DR Pesos 89,388	DR Pesos 7,450
	US \$ 29,796	US \$ 2,483

*42% of Participants used none.

TABLE 6

NON-AID FUNDED PROGRAM SUPPORT FUNDS FROM JAMAICANS

<u>Item</u>	<u>Total</u>	<u>Average Per Participant</u>
Salary for Six Weeks	J\$ 87,486	J\$ 7,191
Benefits for Six Weeks	14,548	1,196
International Travel	36,479	2,806
Company Funds Used*	21,038	1,729
Personal Funds Used**	<u>6,793</u>	<u>566</u>
	J\$166,344	J\$13,480
	US\$ 33,269	US\$ 2,696

*33% of Participants used additional employer funds.

**50% of Participants used no personal funds.

IEDP Program Spin-offs

Over the course of three years IEDP has been very responsive to numerous requests for program information from a number of quarters so it is not possible to supply a complete listing of other program initiatives that have benefitted from it.

In the first place many IEDP alumni have staff training and human resource development responsibilities within their own companies in Costa Rica, the Dominican Republic and Jamaica and they have reported back that the IEDP concept and experience has improved the way they accomplish their training tasks with more emphasis on hands-on practical experience, the pairing of employees in instructor-trainee arrangements, the exposure of sales people to production and financing and vice versa. Most notable are instances where private training exchanges between foreign and American firms have occurred as a follow-on based on the IEDP model but without formal IEDP support and funding.

Secondly, U.S. firms who host IEDP executives in some instances have been led by the experience to revise the training program formats for their own American employees, after seeing the wisdom of exposing an IEDP trainee to a wide range of experiences not strictly confined to his own immediate responsibilities back home.

Third, responses to a number of enquiries from various bureaus and divisions within AID have provided details of IEDP as a potential model for a part of other training projects undertaken. This began in 1983 with enquiries from the USAID Mission in Panama and has spread further afield in later years.

Westinghouse Industrial Development Services, Columbia, Maryland, provides AID funded programs in productivity development in Egypt. After a review of the IEDP program, Westinghouse adopted with good results some IEDP internship features in one of its projects for Egyptian businessmen.

The Pragma Corporation, McLean, Virginia, responded to an AID funded initiative in Indonesia whereby an American minority owned and managed firm

would assist a Jakarta-based Indonesian management training institution in providing both training and business and commercial linkages with American firms. IEDP consultants and staff have provided some assistance with program concept development and implementation strategies for Pragma. Later this year or in early 1986, Pragma is prepared to develop a U.S.-based training component which will utilize practical internships with U.S. firms based to some extent on the IEDP model and IEDP staff have agreed to provide advice or assistance if and as needed.

The largest training initiative to date which has derived some benefit at the initial planning stages from the IEDP model is the Training for Private Sector Development Project undertaken by the USAID Mission in Costa Rica. This project is planned to be funded at a level of several million dollars over a period of five years and very comprehensively encompasses both long term and short term training both in Costa Rica and in the U.S. for a total of 4,000 participants from a wide range of academic disciplines and vocational fields. Coalicion Costarricense de Iniciativas de Desarrollo (CINDE) is in the process of developing an in-house training capacity (PROCAP) which will be responsible for overall project coordination and management of various academic and training institutions or organizations who will provide the training in Costa Rica and the U.S.

The IEDP connection is limited but three-fold. First the preliminary project design was undertaken for USAID in Costa Rica by Dr. Robert Ewigliben, an AID consultant who, in discussions, drew upon the IEDP experience of Marielos Calvo, IEDP Associate Director for Costa Rica in limning some of the short term and practical components of the Project Design.

A second future benefit of the Project is that Costa Rica now has a total of 29 IEDP alumni who are committed to the advantages of short term practical training as embodied in IEDP. These men and women constitute a rich collective resource for assistance in selected aspects of this large program. An important stated goal for all AID funded participant training programs is to increase the human resource pool from which other AID programs can draw expertise. In Costa Rica this is already done with, for example, IEDP alumna Ana Dilia Alvarado at Corporación Costarricense de

Financiamiento Industrial (COFISA) and IEDP alumnus Walter Hernandez in a key role with a U.S. Government funded communications project. It is reasonable to assume that CINDE will find among their fellow IEDP alumni a rich human resource that will enhance the effectiveness and efficiency of the project. For example, one of the goals of IEDP is to develop a strong enough group of alumni so the IEDP recruitment, formal instruction and evaluation is left more and more in their hands. Along these lines the IEDP-1985 program included 1983 alumnus Rafael Alvarado from Costa Rica as an instructor during the Phase I Management and Marketing Seminar.

A third possible IEDP input in the future rests on a number of informal enquiries from U.S. entities who hope to assist CINDE with the idea of drawing on IEDP expertise for those same aspects of the projects which are likely to be close to the IEDP format. If and when requested this assistance will be forthcoming.

In view of the size, scope and duration of this new project in Training for Private Sector Development in Costa Rica, IEDP decided to temporarily suspend further program development in Costa Rica and take advantage of the opportunity to introduce IEDP to a new country in 1985, the Dominican Republic. The Costa Rican IEDP alumni, unhappy with this decision, were reassured by IEDP that issues of possible program redundancy and duplication were key in this decision and that, given the opportunity to do so, in the future IEDP would include Costa Ricans on condition that other training and private sector initiatives did not fill IEDP's small but heretofore unique position in a wide array of USAID programs in Costa Rica. Ironically, IEDP's Dominican participants this year were surprised to learn that the program is three years old in Jamaica, two years old in Costa Rica, but only beginning in the Dominican Republic and chided the IEDP Director for being so slow in responding to their needs. Not that they want to supplant Costa Ricans, rather they are curious as to why IEDP programs do not serve all the Caribbean Basin countries.

Recruitment and Placement Issues

In every implementation of IEDP to date a concern of the staff is the hazardously short time allowed to find and secure final Phase II internship placements that meet or exceed program standards.

The reasons for this short period of time follows a pattern that has become so routine that IEDP has learned to cope and surmount it, but it is a situation far from ideal. The sequence of cumulative delays is as follows. Each year there are lengthy delays prior to official AID notification that the program will be continued. For example, between the 1983 and 1984 programs there was a fourteen week interruption before the program could be continued due to contract delays. Between the 1984 and 1985 programs the interruption increased from fourteen weeks to twenty weeks. All recruitment activities and program preparations must then be compressed into a period that allows the program to begin as soon as Easter and Passover holidays are past and still end early enough so that the internships occur before U.S. firms begin to lose the presence of key personnel to vacation schedules which begin in late May.

Associate Directors in the foreign countries are instructed to begin the recruitment process as early as possible after a program contract is signed, with reminders that past experience has shown that duration of lead time is the single most important determinant of the adequacy of the placement. Without fail, in each of the countries Christmas holidays intervene and involve a very long time away from work for potential participants, thus delaying the process of company selection of candidates, candidate applications, candidate interviews and suitability evaluations, consultations with USAID Mission staff for their evaluation of candidate suitability and final concurrence. Meanwhile at IEDP in the U.S. applications are labourously scrutinized for incompleteness, vagueness of goals, unrealistic expectations and inconsistencies. A process of checking back with Associate Directors and candidates begins to improve the quality of applications. All of this information is then reconstructed into a new format which meets the requirements of presenting the candidate in written form to several U.S. host firms who have been identified and short listed

as suitable Phase II internship placements on the basis of the individual candidate's stated program goals. As a consequence of this sequence of delays IEDP frequently has one month or less in which to begin and complete the long and complicated process of identifying a number of suitable potential host firms in the U.S. and bring to a successful completion the detailed task of negotiating and confirming suitable phase II placements for the candidates. The ironic thing is that in the meantime AID/Washington and the respective Missions complain that it takes too long to firm up the internships and inform all parties of the detailed arrangements. For three years U.S. firms have reported that the optimal time needed for them to prepare well for an intern is four weeks between the time they agree to accept him and his arrival. All too frequently less than four weeks for these preparations have been allowed them.

Similarly, IEDP participants are anxious to know the concrete details of their internships a month or more in advance. In order to meet these requirements improvements will have to be made that will stiffen the criteria for IEDP candidacy requiring all written documentation regarding applicants to reach IEDP's U.S. office no later than ninety days prior to the start date of the program, and that these candidates by that date will have already been approved and endorsed by the respective committees in the USAID Missions who have an oversight responsibility to do so. For example, during 1985, with a program start date of April 12th, IEDP requested that the Associate Directors charged with recruitment get the necessary documentation to IEDP by January 15th. In the case of Jamaica the documentation arrived in early to mid February and the Mission concurrence, dated March 6th, arrived March 18th, only 26 days before the program start date. In the case of the Dominican Republic the documentation and Mission concurrence arrived on March 20th, only 24 days before the program start date. As in the past, the IEDP staff in collaboration with some extremely accommodating U.S. host firms managed to accomplish the nearly impossible with notable success in almost every instance. And as soon as each individual placement was firm the Associate Directors were telephoned the information with instructions to pass it on at once to the participants and to the relevant USAID Mission personnel. The following table yields a

profile of the lapsed time between notification and program start dates. The data is that reported by the participants after their arrival to begin the program.

Time elapsed between notification to participants of final acceptance into the program and arrival in the U.S.:

	<u>Dominicans</u>	<u>Jamaicans</u>
3 weeks -	8	0
4 weeks -	3	13
5 weeks -	0	0
6 weeks -	1	0

Time elapsed between final notification of internship placements and beginning of Phase II Internships:

	<u>Dominicans</u>	<u>Jamaicans</u>
1 week -	5	0
2 weeks -	1	4
3 weeks -	4	2
4 weeks -	2	5
5 weeks -	0	2

Given the extremely short lead time allowed for matching participants to internship placements with U.S. firms, the duration of prior notice of placement is nearly miraculous. Nevertheless, no one is satisfied with it. Improvements in the future depend on all parties cooperating in such a way that more time is allowed for internship negotiations prior to program start dates. Absent a long term AID commitment to continue and partly fund a continuation of the program over a period of years without interruption, one strategy could be to begin recruitment in the Autumn months for a program delayed until the following Autumn. An autumn program implementation has never been tried before so the consequences for program quality are unknown. Every year both participants and U.S. host firms have expressed strong preference for a Spring program. Winter is out of the question because of weather considerations that would cause hardships for these participants from tropical climes. The 1983 IEDP tested the appropriateness of Summer placements and found that all parties found them to be a poor choice because U.S. firms cannot accommodate interns with key personnel on vacation in large numbers. The best solution is to continue a Spring program and find a longer term solution to contract and recruitment delays rather than risk jeopardy to the program by giving in to them.

Phase I - Management and Marketing Workshop

The purpose of Phase I of the current IEDP remains unchanged from the previous two years: it is to assure that each participant has an adequate background and preparation to benefit from the remainder of the program. In order to accomplish that objective, and in keeping with the time constraints imposed by AID, one week of intensive classes were given in the fields of finance, productivity and marketing. This year the Phase I curriculum reflected a substantive change from the first two years of operation, based on previously expressed participant recommendations. Thus, the focus this year is less on the theme of "managing for efficiency" and more concentrated instead on management for increased productivity and marketing for export.

Final selection of topics was based on a careful review of the relevant literature, consultation with experts in private sector participant training programs, recommendations from the 1983 and 1984 evaluations and the expressed goals and needs of the participants themselves, as presented in their program application documents. As a result, the actual topics covered in Phase I are a careful distillation of problem areas for critical issues and potential problem areas of importance to private enterprise in Caribbean Basin countries.

SUMMARY OF TRAINING SESSIONS

	Morning	Afternoon
Sunday April 14	<u>Session 1</u> : Overview and Training Framework	Free for sightseeing or other personal activities
Monday April 15	<u>Session 2</u> : Overview of the National Economy of Jamaica	<u>Session 3</u> : Overview of the National Economy of the Dominican Republic
Tuesday April 16	<u>Session 4</u> : Raising Capital and Alternatives to Capital	<u>Session 4</u> , continued
Wednesday April 17	<u>Session 5</u> : Productivity	<u>Session 5</u> : continued
Thursday April 18	<u>Session 6</u> : Marketing I	<u>Session 6</u> : continued
Friday April 19	<u>Session 7</u> : Marketing II	<u>Session 7</u> : continued
Saturday April 20	<u>Session 8</u> : U.S. Business Environment	<u>Session 8</u> : continued
Sunday April 21	<u>Session 9</u> : Closing and Evaluation	

AGENDA

MANAGEMENT AND MARKETING SEMINAR

THE INTERNATIONAL EXECUTIVE DEVELOPMENT PROGRAM

SUNDAY, APRIL 14

Location: The Highland Hotel - Executive Boardroom
1914 Connecticut Ave., N.W.

Session One: Overview and Training Framework

- 9:00 - 10:00 am 1. Introduction and Orientation
a. Welcome addresses
b. Project background and other remarks

Speakers: Jeremiah P. Maloney - IEDP

- 10:00 - 10:45 am 2. Training framework
a. Purposes, goals and objectives of program
b. Statement of major theoretical principles
c. Curriculum overview, stressing training topic linkages

Format: Lecture and question & answer

Speakers: Jeremiah Maloney
Robert Landmann

Handouts: Statement of goals and objectives
Summary of sessions
Session designs

- 11:00 am - 12:00 pm 3. Methodological emphasis
a. Methodologies
b. Roles of trainees
-Active participation
-Evaluation
-Responsibilities in Phase II

Format: Lecture and question & answer

Speaker: Robert Landmann

MONDAY, APRIL 15

Location: The Organization of American States
The Gabriela Mistral Room
1889 F Street, N.W.

Session Two: Overview of the National Economy of Jamaica

- 9:00 am - 12:00 pm
1. Review of principal macro-economic characteristics
 - a. Growth, employment, and stability
 - b. Trade and finance
 - c. Distribution between public and private sector
 2. Review of sectoral characteristics
 - a. Distribution of activity by major sectors
 - b. Relationships among sectors

Format: Panel

Speakers: Robert Beckham - Department of State
James Fox - Agency for International Development
James Thornblade - Bank of Boston
Fabio Arango - United Nations/Economic Commission
for Latin America and the Caribbean
Robert Landmann - Moderator

Session Three: Overview of the National Economy of the Dominican Republic

- 2:00 - 5:00 pm
1. Review of principal macro-economic characteristics
 - a. Growth, employment, and stability
 - b. Trade and finance
 - c. Distribution between public and private sector
 2. Review of sectoral characteristics
 - a. Distribution of activity by major sectors
 - b. Relationships among sectors

Format: Panel

Speakers: John Pitts - Department of State
James Fox - Agency for International Development
James Thornblade - Bank of Boston
Fabio Arango - United Nations/Economic Commission
for Latin America and the Caribbean
Robert Landmann - Moderator

TUESDAY, APRIL 16

Location: The Organization of American States
The Gabriela Mistral Room
1889 F Street, N.W.

Session Four: Raising Capital and Alternatives to Capital

- 10:00 am - 12:00 pm 1. Finding markets in a recessed economy
a. Domestic
b. Foreign
- 2:00 - 3:00 pm 2. Finding capital
a. Multi- and bi-lateral sources
b. Commercial sources
- 3:00 - 5:00 pm 3. Alternatives to capital: collaborative arrangements
a. Joint ventures
b. Shared production
c. Import and export
d. Franchising
e. Licensing

Format: Panel

Speakers: Robert Brandwein - Policy and Management Associates
Galen Hull - Pragma Corporation
Steph Halper - The Palmer National Bank
Graham Williams - Overseas Private Investment Corp.
Robert Landmann - Moderator

WEDNESDAY, APRIL 17

Location: Westinghouse Industrial Development Services
Columbia, Maryland

Bus leaves from Highland Hotel at 8:00 am

Session Five: Productivity

- 10:00 - 11:00 am 1. Concepts of productivity
a. Capital
b. Technology
c. Human resources
- 11:00 am - 12:00 pm 2. Alternative tools of productivity
a. Audits
b. Value analysis
c. Quality circles
d. Data systems and collection
e. Monitoring, evaluation and planning
- 1:00 - 3:00 pm 3. Quality control
a. Concepts of quality control
b. Uses and techniques
c. Measuring productivity and quality
- 3:00 - 4:00 pm 4. Management development for productivity: A case study

Format: On-site workshop

THURSDAY, APRIL 18

Location: The Organization of American States
The Gabriela Mistral Room
1889 F Street, N.W.

Session Six: Marketing I

- 9:00 am - 12:00 pm 1. Concepts of marketing
2:00 - 5:00 am a. Assessing markets
b. Penetrating markets
c. Three case studies

Format: Seminar/workshop

Speakers: Salvatore Divita - George Washington University
Robert Dyer - George Washington University

FRIDAY, APRIL 19

Location: The Organization of American States
The Gabriela Mistral Room
1889 F Street, N.W.

Session Seven: Marketing II

- 9:00 am - 12:00 pm 1. Review of methods for market creation and penetration
2:00 - 5:00 pm a. Create markets and demand
b. Meet existing demands
c. Segment markets
d. Marketing in the U.S.

Format: Seminar/workshop

Speakers: Salvatore Divita - George Washington University
Robert Dyer - George Washington University

SATURDAY, APRIL 20

Location: The Organization of American States
The Gabriela Mistral Room
1889 F Street, N.W.

Session Eight: The United States Business Environment

- 9:00 - 10:30 am 1. U.S. business "culture", review of principal characteristics of organizational life in the U.S.
a. Acquired and ascribed status
b. Universalism and particularism
c. Specificity and diffuseness

Format: Lecture and discussion

Speaker: Robert Landmann

- 10:30 am - 12:00 pm 2. IEDP: A Personal Experience
a. What to expect and look for in Phase II
b. Anticipated outcomes

Format: Lecture and discussion

Speaker: Rafael Alvarado Quintero

IEDP-1983 Participant from Costa Rica

- 2:00 - 5:00 pm 3. The impact of government regulation on doing business in the U.S.
a. Employment practices
b. Consumer relations
c. Occupational safety
d. Environmental protection
e. International Trade

Format: Panel

Speakers: Daniel Campbell - Interstate Commerce Commission
Rick Dagen - International Trade Commission
Robert Landmann - Moderator

SUNDAY, APRIL 21

Location: The Organization of American States
The Gabriela Mistral Room
1889 F Street, N.W.

Session Nine: Closing and Evaluation

9:00 am - 12:00 pm 1. Relation of the content of Phase I to Phase II

Format: Lecture

Speakers: Jeremiah Maloney
Robert Landmann

2. Review of Phase I training

Format: Written evaluation and interviews

Speaker: Robert Landmann

3. Final comments

Speakers: Participants
Jeremiah Maloney
Robert Landmann

4. Completion of any administrative work required for Phase II

Format: Checklist

Speakers: Jeremiah Maloney
Judy Harper

In addition, and upon request of the participants, an impromptu session on the political structures and functions of U.S. government was given. A standard feature of earlier IEDP formats during 1983 and 1984, this session was originally deleted in 1985 to help fit Phase I into a one week format. But it had to be restored at the request of this year's participants. Without it they find the complexities of the U.S. government policies and regulations impossible to understand as they relate to international affairs in general and international trade in particular.

Given the compressed time in which to present a wide range of information, this year only one field trip was taken, to Westinghouse Industrial Services, and it proved to be merely an exchange of classroom sites. In view of the four weeks of practical on-site experience during Phase II of the full program, little appears to have been lost by the deletion of site visits made in previous years.

Another change of note in 1985 was the addition for the first time of an IEDP alumnus who discussed both his experiences and those of his colleagues in the program and the results for both him and other 1983 participants from his country. Rafael Alvarado, General Manager of Empaques Universal in Costa Rica, shared with the group the results of his training in the IEDP and those of fellow participants. Mr. Alvarado very effectively communicated the implications of the amount of freedom and trust IEDP places in its participants during Phase II internships.

Regarding past results, Mr. Alvarado's examples included the IEDP trained customs agent who was able to set up his own company to expedite the handling of international freight, the bakery products manufacturer who has doubled his business, introduced many new product lines and purchased a large quantity of new equipment from one of his IEDP hosts in Indiana, the construction engineer who parleyed his IEDP experience and contacts into being project manager for a large Inter-American Development Bank project for broadcasting relay networks, a newspaper executive who has risen to prominence in organizations promoting hemisphere-wide communications. Mr. Alvarado spoke in most detail about his own company's rapid and profitable entry into U.S. markets with new regional offices in Houston and Miami and the benefits of his continuing relationship with his IEDP host company in

California who help him to purchase at more favorable prices the materials needed for export to his plant in Costa Rica so that his finished goods sell at more competitive prices back here in his U.S. markets. In sum, the presentation was a summary of remarkable accomplishments on the part of IEDP's 1983 Costa Rican alumni who keep in touch with one another and are unanimous in tracing significant increased business results to their IEDP learning experiences.

Mr. Alvarado advised this year's participants what to expect in Phase II and indicated ways in which members of the group could take maximum advantage of the business opportunities afforded them through IEDP. He described how his company was able to expand its operations successfully to the U.S. He candidly addressed some of the obstacles and frustrations that can be encountered during Phase II, and suggested constructive ways to meet them and turn them to advantage. This first example of an IEDP alumnus participating as a member of the team providing the training is the beginning of a much larger scope for such participation. In future recruitment, training and evaluation activities are planned to place greater and greater responsibilities in the hands of the IEDP alumni.

The over all initial participant assessment of Phase I was very positive, as supported by the data presented in the attached rating sheets. Only two classes received less than a seventy-five percent rating of good to excellent. 34 percent felt the session on regulations was only "average" and that it would be better to make it part of Phase III. (During the Phase III evaluation this suggestion was reemphasized.) The class on alternatives to raising capital registered only a 75 percent good to excellent rating. This unit in the future requires better organization and coordination in purpose, format and the balance of the input from the various speakers. Aside from these two instances, the courses were felt to be relevant and were well-received. It should be pointed out that given the mix of skill levels, experience and interest, the courses have attempted to reflect the principal needs and interests of a majority of the participants and have done so quite well during both the 1984 and 1985 programs.

In the past, IEDP has brought in first rate experts to address the various topics in the program and dialogue extensively with the participants. This year is no exception. The sessions on country economic overviews this year, however, did not include officials from the relevant multilateral financial institutions for the following reason. Unfortunately, both in the case of the Dominican Republic and of Jamaica, these officials were either on mission in the countries themselves or otherwise found it impossible to attend. On the other had, for the first time there was representation from the U.N. Economic Commission on Latin America and the Caribbean as well as the Bank of Boston. Inclusion of distinguished private sector speakers in this session of Phase I will now become a permanent feature of the IEDP because it proved to be so beneficial. For the most part, the guest speakers remained the same as in past years. This is particularly helpful as these experts are increasingly familiar with the program and are able to prepare their remarks on the basis of their prior experience. The mix of speakers is now a balanced one with 50% from the private sector and universities while the other half represent their respective government agencies and organizations.

One thing that greatly enhanced this year's Phase I activities was our return to the Sala Gabriela Mistral at the Organization of American States. Phase I began there in 1983, but had to move elsewhere to less commodious donated space during 1984. IEDP is grateful to Ambassador Middendorf who aided us in our return to the OAS.

Other suggestions of importance for consideration from 1985 participants are the following and they should be remembered in planning future implementations of Phase I.

The Workshop Coordinator should put the final agenda and study materials for Phase I together early enough to allow time for distribution to participants in their home countries prior to arrival.

Bring U.S. executives who hosted participants during Phase II Internships into Phase I to provide insights and advice from their point of view.

Make illustrative examples and cases used during Phase I more Caribbean-specific in content and focus and do this in three ways: select U.S. speakers with greater Caribbean expertise, ask participants themselves to act as presentors by pre-arrangement and use written case study materials that are Caribbean-specific, even asking participants to develop and bring their own.

The key unit on productivity needs to be strengthened, expanded and focused more on useful, practical information about productivity rather than on the promotion of one U.S.-based productivity enhancement program and the related corporate capability.

The role of the participant in Phase I needs to be enhanced by means of more "homework assignments" and more active participation.

The melding of participants from two or more countries requires more than informal social contact and discussions on the respective national economies. Time must be found for formal introductions including the specifics of why each participant has come to the program and what he or she plans to gain from it. Also, more information must be given about the respective countries that encompasses much more than just the economic prospects and problems.

In the interest of not "wasting" a single day the IEDP program has now become so compressed that the transition from Phase I to Phase II placements has become too abrupt by sending participants to strange cities on Sunday afternoon and requiring them to report for work early Monday morning. A day or so is needed to allow for better orientation and adjustment, especially since all of the Phase I activities are now compressed into eight demanding days, including weekend days, instead of 10 days in 1984 and 14 days in 1983.

IEDP Phase II - Internships

The IEDP in 1983 proved that the weeks spent with the American host companies are the heart and the highlight of this program. A good or excellent match of the foreign executives with appropriate U.S. counterparts from the same industry results in a tremendous amount of learning and sharing in a relatively short span of time. The format of activities, the schedule and other particulars are not something that the contractor or USAID attempts to impose from the outside. IEDP works on the assumption that U.S. executives certainly know both their own companies and their industries better than the contractor and AID do, and the visiting executive will quickly share that knowledge and learning. The reason for this is that, despite the obvious and interesting differences in nationality, background and culture, these foreign participants are business or professional colleagues with a lot in common with American counterparts because of their technical and management experience to date in the given industry. The participants need to learn the details of how U.S. firms operate, and what practical steps these businesses plan to take to improve business in the near future. These foreign executives are anxious to learn new and different ways of tackling problems, planning the improvements and consolidating the gains that are the core of their own businesses and the U.S. firms where they work.

Past experience in IEDP shows that the process of setting up the program works best when the following process occurs:

First, the interested U.S. firm reviews the necessary background information on a specific participant. A decision is taken that the firm does want to participate in the program and that the individual executive applicant seems a good and appropriate match. This decision is arrived at by considering both the applicant's experience and the interests, concerns and learning objectives detailed in the application documents.

Second, the U.S. host company determines how the visiting executive can be worked into the actual business of the firm or organization for a four week period. This is done while keeping the participant's stated learning goals

in mind at all times. It is important that the U.S. firm decide which one or more members of its executive staff is assigned to serve as the participant's official colleague and counterpart. It is also important to lay out, at least in a general way, the work that will involve the visiting executive in the formal or informal ways in which the productivity and efficiency of its own staff is increased.

Third, IEDP encourages direct contact by telephone, telex or letter between the U.S. host company and the program applicant when there is sufficient lead time in which to do so prior to the beginning of the internship. This has proven to go a long way in setting out the specifics and reduce the time needed to develop final revised firm schedules of activities after the participant arrives at the company. Since the participants arrive in Washington a full week prior to moving on to the U.S. host firm the final arrangements are facilitated by contacting the U.S. companies directly during Phase I of the program in Washington. In this way companies report that no more than a day and a half of further clarification and orientation is needed before all parties concerned get to work.

Finally, it is very helpful if a general outline of the planned activities and arrangements is shared with IEDP so that suggestions and clarifications can be offered based on the combined experience of hundreds of firms that participated in the IEDP program in 1983 and 1984. IEDP acts as a facilitator and advisor regarding the individual program created and accomplished jointly by the U.S. host firm and foreign executive participant. IEDP has received many testimonials that this experience provided rewards for U.S. executives in excess of the time and effort expended sharing with the visitor. It has been learned from all of this to trust the good judgement of the U.S. executives and their counterparts in determining the details of their professional work together. At the same time, IEDP is fully available to the U.S. firms to assist with suggestions and clarifications.

The period of Phase II during the 1983 program was set at six weeks for the first group from Costa Rica. On the basis of their experience the Jamaican participants were given an option for five or six weeks. Most of them chose five weeks. All participants voted during evaluations that the

internship be restricted to four weeks. The U.S. participant firms concurred in this, since many found five or six weeks too burdensome. Moreover, IEDP staff monitoring of weekly participant progress during Phase II indicated that, in general, learning increased markedly from the first week through the fourth, but then in most cases, began to drop off somewhat. The 1985 program maintained the duration of Phase II at four weeks which was established as uniform for the 1984 program.

The data presented in this section of the report consists of three important segments. The first section contains the week by week reports of the Dominican and Jamaican participants during their program internships during April and May, 1985. The second part consists of the data from a three day evaluation of the entire program gathered May 20-22 during Phase III - Program Evaluation and Future Planning. The third segment consists of an individual profile for each of the twenty-five participants which highlights the program accomplishments and the solid business initiatives that resulted from the program for each one.

It is best to allow the data to speak in detail for itself. It is clear that this third implementation of the IEDP has reached a very high level of success in imparting industry specific management, productivity and marketing expertise. At the same time, the capacity of IEDP to be a key element in the foundation of significant business ventures for Dominican, Jamaican and U.S. firms is now established beyond any doubt.

Table 8

RESULTS OF PARTICIPANTS' EVALUATION OF
FOUR WEEKS OF PHASE TWO INTERNSHIPS

First Week: April 21 to April 27, 1985

	Dominican	Jamaican	Total
1. Usefulness of work for the week			
Exceptionally useful	4 (33%)	4 (33%)	8 (33%)
Very useful	7 (59%)	5 (42%)	12 (50%)
Somewhat useful	1 (8%)	3 (25%)	4 (17%)
Insufficiently useful	0	0	0
Not useful	0	0	0
Total	12 of 12	12 of 12	24 of 24
2. Amount of work for the week			
Too much	2 (17%)	0	2 (8%)
More than adequate	2 (17%)	2 (17%)	4 (17%)
Just right	7 (58%)	9 (75%)	16 (67%)
Less than adequate	1 (8%)	1 (8%)	2 (8%)
Inadequate	0	0	0
Total	12 of 12	12 of 12	24 of 24
3. Appropriateness of work for the week			
Exceptionally relevant	5 (42%)	4 (33%)	9 (38%)
Very relevant	6 (50%)	6 (50%)	12 (50%)
Somewhat relevant	1 (8%)	2 (17%)	3 (12%)
Insufficiently relevant	0	0	0
Not relevant	0	0	0
Total	12 of 12	12 of 12	24 of 24

During the initial week of the Phase II Internships the participants reported that as a group their varied individual assignments rated very high on the quality, amount and appropriateness of their assigned tasks. Two individuals found the amount of work leaving some time unused while six individuals found the amount of work required of them somewhat excessive. A two-thirds majority found the proportion of assigned work to available time just right. Regarding work assignment appropriateness 88% were more than satisfied with three individuals (12%) wishing greater relevance. The usefulness of the work (as measured against individual program goals) had a large majority (83%) quite satisfied with four individuals hoping for greater usefulness.

Table 9

Second Week: April 28 to May 4, 1985

	Dominican	Jamaican	Total
1. Usefulness of work for the week			
Exceptionally useful	10 (84%)	5 (45%)	15 (65%)
Very useful	1 (8%)	4 (37%)	5 (22%)
Somewhat useful	1 (8%)	2 (18%)	3 (13%)
Insufficiently useful	0	0	0
Not useful	0	0	0
Total	12 of 12	11 of 11*	23 of 23
2. Amount of work for the week			
Too much	3 (25%)	0	3 (13%)
More than adequate	2 (17%)	2 (17%)	4 (17%)
Just right	7 (58%)	7 (64%)	14 (61%)
Less than adequate	0	2 (18%)	2 (9%)
Inadequate	0	0	0
Total	12 of 12	11 of 11*	23 of 23
3. Appropriateness of work for the week			
Exceptionally relevant	6 (50%)	5 (45%)	11 (48%)
Very relevant	5 (42%)	4 (37%)	9 (39%)
Somewhat relevant	1 (8%)	2 (18%)	3 (13%)
Insufficiently relevant	0	0	0
Not relevant	0	0	0
Total	12 of 12	11 of 11*	23 of 23

*It was necessary for one Jamaican participant to be in Jamaica at his company's expense for previously unanticipated corporate business during this week. This time was made up by staying on with a U.S. corporation after the conclusion of Phase III.

During the second week the participants gave their experiences the same high marks as those reported for the previous initial week. If any change between weeks need be noted, there was even a stronger expression of satisfaction regarding usefulness and appropriateness of work assignments. The amount of work assigned seemed just right for a majority, but the number expressing a feeling that the work load was becoming excessive increased slightly.

Table 10

Third Week: May 5 to May 11, 1985

	Dominican	Jamaican	Total
1. Usefulness of work for the week			
Exceptionally useful	3 (25%)	3 (27%)	6 (26%)
Very useful	8 (67%)	8 (73%)	16 (70%)
Somewhat useful	1 (8%)	0	1 (4%)
Insufficiently useful	0	0	0
Not useful	0	0	0
Total	12 of 12	11 of 11	23 of 23
2. Amount of work for the week			
Too much	2 (17%)	0	2 (8%)
More than adequate	4 (33%)	2 (18%)	6 (26%)
Just right	5 (42%)	9 (82%)	14 (62%)
Less than adequate	1 (8%)	0	1 (4%)
Inadequate	0	0	0
Total	12 of 12	11 of 11	23 of 23
3. Appropriateness of work for the week			
Exceptionally relevant	2 (16%)	3 (27%)	5 (22%)
Very relevant	8 (68%)	8 (73%)	16 (70%)
Somewhat relevant	2 (16%)	0	2 (8%)
Insufficiently relevant	0	0	0
Not relevant	0	0	0
Total	12 of 12	11 of 11	23 of 23

During the third week of the internship the rated usefulness of the participants' work maintains the very strong rating seen in the previous two weeks but a majority find it very useful rather than exceptionally useful, so there is a slight diminution in the strength of this positive rating without altering its favorable direction. As the three-quarters point of the internship approaches, the number of participants who feel pressure about the amount of work to be done in the time allowed increases, but still a two-thirds majority rate the amount of work as just right. The ratings of the work's relevance to program goals increases overall to 92% at least very relevant, but the strength of this positive direction is diminished somewhat since the majority rate the work as very relevant rather than exceptionally so.

Table 11

Fourth Week: May 12 to May 18, 1985

	Dominican	Jamaican	Total
1. Usefulness of work for the week			
Exceptionally useful	7 (64%)	3 (25%)	10 (43%)
Very useful	3 (27%)	9 (75%)	12 (52%)
Somewhat useful	1 (9%)	0	1 (5%)
Insufficiently useful	0	0	0
Not useful	0	0	0
Total	11 of 11*	12 of 12	23 of 23
2. Amount of work for the week			
Too much	1 (9%)	0	1 (4%)
More than adequate	6 (55%)	2 (17%)	8 (35%)
Just right	3 (27%)	10 (83%)	13 (57%)
Less than adequate	1 (9%)	0	1 (4%)
Inadequate	0	0	0
Total	11 of 11*	12 of 12	23 of 23
3. Appropriateness of work for the week			
Exceptionally relevant	5 (45%)	4 (33%)	9 (39%)
Very relevant	5 (45%)	8 (67%)	13 (57%)
Somewhat relevant	1 (10%)	0	1 (4%)
Insufficiently relevant	0	0	0
Not relevant	0	0	0
Total	11 of 11*	12 of 12	23 of 23

*It was necessary for one Dominican participant to forego the final week of Phase II and to return to the Dominican Republic at the end of the previous week.

During the fourth and final week of the internship the participants rating of its overall usefulness remains steady at its peak with 95% of participants rating it exceptional or very useful. The volume of work relative to time increases somewhat with more than a full third of participants finding the work load more than just right as they push to complete assignments before the close of Phase II. The relevancy or appropriateness of assignments reaches a new high with 96% of ratings exceptionally or very relevant.

Table 12

Full Internship Program: April 21 to May 18, 1985

	Dominican	Jamaican	Total
1. Usefulness of work for the full internship period			
Exceptionally useful	24 (51%)	15 (33%)	39 (42%)
Very useful	19 (40%)	26 (56%)	45 (48%)
Somewhat useful	4 (9%)	5 (11%)	9 (10%)
Insufficiently useful	0	0	0
Not useful	0	0	0
Total	47	46	93
2. Amount of work for the full internship period			
Too much	8 (17%)	0	8 (9%)
More than adequate	14 (30%)	8 (17%)	22 (24%)
Just right	22 (47%)	35 (76%)	57 (61%)
Less than adequate	3 (6%)	3 (7%)	6 (6%)
Inadequate	0	0	0
Total	47	46	93
3. Appropriateness of work for the full internship period			
Exceptionally relevant	18 (38%)	16 (35%)	34 (36%)
Very relevant	24 (51%)	26 (56%)	50 (54%)
Somewhat relevant	5 (11%)	4 (9%)	9 (10%)
Insufficiently relevant	0	0	0
Not relevant	0	0	0
Total	47	46	93

This 1985 implementation of IEDP internships confirms, with its strong positive results, the previous outcomes of the 1984 implementation with which it is substantially identical. During two separate consecutive internship programs in 1983 it was found, on careful analysis of results, that four weeks was the optimal duration for almost all internships. Longer internships in 1983 proved to have learning curves that began to lose effectiveness and efficiency by either slowly or (in some cases) dramatically dropping off after four weeks. The 1984 program made the Phase II four week duration standard and 1985 repeated that format. While some individual participants both this year and last asked that the time be lengthened by a week or more, the general consensus of foreign participants, U.S. host companies providing the internship experiences and IEDP staff is that four weeks is optimal in duration and should be maintained for future programs.

INTERNATIONAL EXECUTIVE DEVELOPMENT PROGRAM - 1985

SUMMARY OF EVALUATION

PROGRAM OVERVIEW

1. During the final (Phase III) evaluation days of the program, the participants provided written assessments and ratings of all program components. For each item, the participants indicated whether they rated it as excellent, very good, good, fair, or poor.

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
<u>Recruitment</u>						
A. Your preparation in the Dominican Republic or Jamaica for coming to the U.S. including the logistical arrangements for getting you here (travel arrangements, etc.).						
Excellent	2	17%	3	25%	5	21%
Very Good	6	50%	4	33%	10	42%
Good	4	33%	4	33%	8	33%
Fair	0	0%	1	8%	1	4%
Poor	0	0%	0	0%	0	0%

IEDP Staff Performance

B. Your treatment by IEDP staff during the training program, including the logistical arrangements (hotels, transportation, funds and other services).						
Excellent	10	83%	4	33%	14	58%
Very Good	2	17%	8	67%	10	42%
Good	0	0%	0	0%	0	0%
Fair	0	0%	0	0%	0	0%
Poor	0	0%	0	0%	0	0%

Phase I - Management and Marketing Seminar

C. The value to you of the one week of Phase I activities prior to being placed with one or more companies for four weeks.						
Excellent	6	50%	1	8%	7	29%
Very Good	5	42%	4	33%	9	38%
Good	1	8%	6	50%	7	29%
Fair	0	0%	1	8%	1	4%
Poor	0	0%	0	0%	0	0%

Phase II - Value of Practical Internship Placements

D. The value of your experience during the four weeks of Phase II spent with one or more host companies.						
Excellent	7	58%	5	42%	12	50%
Very Good	4	33%	7	58%	11	46%
Good	0	0%	0	0%	0	0%
Fair	1	9%	0	0%	1	4%
Poor	0	0%	0	0%	0	0%

Phase II - Appropriateness of Individual Placements in View of Individual Expressed Program Goals

E. The appropriateness of your match with one or more American firms for the four-week in-company experience.						
Excellent	6	50%	6	50%	12	50%
Very Good	4	34%	5	42%	9	38%
Good	1	8%	1	8%	2	8%
Fair	0	0%	0	0%	0	0%
Poor	1	8%	0	0%	1	4%

These uniformly high ratings for each of the key program components of IEDP-1985 are consistent with the previous findings concerning IEDP-1984. A marked improvement is noted regarding program preparations for participants prior to their beginning the formal program. During 1984 this component was rated good to excellent by 74% of participants and this year 96% of participants rate it good to excellent.

There are two other improvements to note. The treatment of the participants by IEDP staff was rated good to excellent by 95% of participants during 1984, and this year 100% of participants rate their treatment at the hands of IEDP staff as either very good or excellent.

The ratings for the Phase I Workshop during 1984 were 100% good to excellent, but one dissenter this year slightly depresses the rating to 96% good, very good or excellent.

The ratings for the value of the Phase II Practical Internships in 1984 were 100% good or better. This year 96% rate the experience very good or excellent, with one participant rating the experience as only fair rather than better than that. Similarly the appropriateness of the match between the foreign executives and their U.S. host firms is 100% good or excellent in 1984 and 96% good, very good or excellent in 1985 with one participant rating the match a poor one.

For purposes of comparison the evaluation of the 1983 program indicated that 74% of the participants thought that the matching process was well done. The notable improvements realized in 1984 are sustained in 1985.

The Content of Phase II Practical Placements

The following data refers to nine major areas of executive expertise which taken together form a list of key learning experiences during the internships. This data is gathered in order to record in summary fashion the principal learning experiences from all of the very different and individual internships taken together.

There are many different ways executives can benefit from working for four weeks in carefully selected U.S. companies depending upon the type of business or profession the participants are in, their needs and interests, and the type of company with which they are matched according to individual program requests. For each of the potential benefits listed below, each participant indicated the level of assistance provided them by the companies, or whether the potential benefit listed was not pertinent to their stated goals in applying to the program and therefore are not pertinent to their placements made on the basis of that information.

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
FACTOR A. In introducing you to new information, resources or publications available pertaining to your industry, the U.S. firms provided:						
Excellent Assistance	6	50%	3	27%	9	39%
Very Good Assistance	3	25%	6	55%	9	39%
Average Assistance	1	8%	2	18%	3	13%
Poor Assistance	0	0%	0	0%	0	0%
No Assistance	2	17%	0	0%	2	9%
Not pertinent to my program	0	N/A	1	N/A	1	N/A

This program benefit has been one of the strongest learning elements since the beginning of IEDP in 1983. Every year the participants have rated it a strong and important outcome.

FACTOR B. In terms of useful contacts with people in the areas of sales, supplies, equipment, etc., the U.S. firms provided:

Excellent Assistance	7	64%	1	13%	8	42%
Very Good Assistance	3	27%	5	62%	8	42%
Average Assistance	1	9%	2	25%	3	16%
Poor Assistance	0	0%	0	0%	0	0%
No Assistance	0	0%	0	0%	0	0%
Not pertinent to my program	1	N/A	4	N/A	5	N/A

Factor B has increased in strength and importance each year since 1983 and a more concerted effort is made by IEDP staff to ensure ample opportunity for it. It is in effect a miniature "trade mission" component of the program and it becomes more effective with each year.

FACTOR C. In providing help in the areas of marketing, advertising or product promotion, the U.S. firms gave:

Excellent Assistance	4	40%	3	38%	7	39%
Very Good Assistance	5	50%	1	12%	6	33%
Average Assistance	1	10%	3	38%	4	22%
Poor Assistance	0	0%	1	12%	1	6%
No Assistance	0	0%	0	0%	0	0%
Not pertinent to my program	2	N/A	4	N/A	6	N/A

This marketing factor is considered to be a key element that distinguishes IEDP from other private sector participant training programs. Its ratings, while strong, are surpassed by others. It should be noted that marketing strategies are among a company's most closely guarded and proprietary secrets, and the fact that so much is freely shared with the foreign participants is an indication of the extreme generosity of the U.S. host firms.

FACTOR D. In sharing ideas on supply or inventory acquisition, storage, or maintenance, the assistance provided was rated as:

Excellent Assistance	3	38%	0	0%	3	21%
Very Good Assistance	5	62%	3	50%	8	58%
Average Assistance	0	0%	3	50%	3	21%
Poor Assistance	0	0%	0	0%	0	0%
No Assistance	0	0%	0	0%	0	0%
Not pertinent to my program	4	N/A	6	N/A	10	N/A

The importance of Factor D in controlling overhead and other business costs needs no elaboration here. A considerable amount of this information is shared but the recipients are usually not so enthusiastic about it as they are about elements that directly relate to marketing, production and sales.

FACTOR E. In providing information and experience on technical aspects of the production or manufacturing of products or the development of services, the U.S. firms gave:

Excellent Assistance	5	46%	3	30%	8	38%
Very Good Assistance	4	36%	7	70%	11	52%
Average Assistance	1	9%	0	0%	1	5%
Poor Assistance	0	0%	0	0%	0	0%
No Assistance	1	9%	0	0%	1	5%
Not pertinent to my program	1	N/A	2	N/A	3	N/A

Specific technical information of an applied and practical sort has always been a strong demand among participants with the exception of bankers and financial officers. The need has been well satisfied for a majority of participants during both 1984 and 1985.

FACTOR F. In providing information and experience on staffing or management practices, personnel development or staff training, the U.S. firms gave:

Excellent Assistance	0	0%	2	23%	2	12%
Very Good Assistance	5	72%	4	44%	9	56%
Average Assistance	1	14%	3	33%	4	25%
Poor Assistance	0	0%	0	0%	0	0%
No Assistance	1	14%	0	0%	1	5%
Not pertinent to my program	5	N/A	3	N/A	8	N/A

Since good ideas are the sparks that sustain any prosperous business enterprise, the need for well selected, trained and managed personnel is a critical element. Over the years three out of four IEDP participants have looked for and found new and better ideas in personnel work.

FACTOR G. Regarding financial, accounting, or budgeting expertise and information, the U.S. firms provided:

Excellent Assistance	3	37%	1	17%	4	29%
Very Good Assistance	4	50%	2	33%	6	42%
Average Assistance	1	13%	3	50%	4	29%
Poor Assistance	0	0%	0	0%	0	0%
No Assistance	0	0%	0	0%	0	0%
Not pertinent to my program	4	N/A	6	N/A	10	N/A

FACTOR H. In assisting with ideas about potential new products or service areas for your own company, the U.S. firms provided:

Excellent Assistance	7	78%	2	29%	9	56%
Very Good Assistance	1	11%	3	42%	4	25%
Average Assistance	0	0%	2	29%	2	13%
Poor Assistance	0	0%	0	0%	0	0%
No Assistance	1	11%	0	0%	1	6%
Not pertinent to my program	3	N/A	5	N/A	8	N/A

I. Additional assistance provided by the U.S. companies, not covered by Factors A - H above.

"I learned about the relationship between an advertising agency and Imperial Savings - How the meetings are conducted and the selection of a new ad. Also, I was taught how to develop my own matrix on the (PC) computer and use same to make marketing decisions." J

"Two field visits were most enlightening in that they gave the opportunity to compare real problems faced by small businesses in the U.S. to those in Jamaica. The approaches to client servicing was of special interest as this is a problem area in my company." J

"The greatest experience for me was the Salesmen's Council. The best salesmen from the 15 different sales regions were meeting in Monroe for three days. They worked on revision of Monroe's policies,

programs, products and procedures involving the sale and marketing of Monroe products. Also, the Customer Service Department was a great experience for my future development. I know a lot of new techniques in the sales and marketing area." DR

"Another benefit was learning that to reach their specific purposes people in the U.S. use research and development systems, following schedules for developing products and services." DR

"I was able to discuss specific details with the head chemist on which products, due to their formulation and the availability of local raw materials, could be introduced in the Dominican market." DR

"After this training, I'm thinking of developing my own business. This training had enriched my knowledge and I'll be more effective in my business life." DR

"Some of the information was not as complete as I would like it to be because some people in my host company were on vacation. For future programs this should be taken into consideration." DR

"Yes, I learned about banking in some other countries due to the fact that I spent one month with bankers from 18 countries." DR

3. Overall, would you say your experience during the four weeks at your host companies was:

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Exceptionally Beneficial	7	58%	3	25%	10	42%
Very Beneficial	4	33%	9	75%	13	54%
Somewhat Beneficial	1	8%	0	0%	1	4%
Insufficiently Beneficial	0	0%	0	0%	0	0%
Not Beneficial	0	0%	0	0%	0	0%

Why do you feel that way?

"The four weeks with the companies provided hands on experience and exposure which couldn't have been acquired otherwise." J

"Because not only did I benefit tremendously in the area of management skills development, but my exposure to the different culture, both social and business, has improved the development of my personality and attitude." J

"Gave me the opportunity to see how other people operate and get ideas that will improve my own operations in my job." J

"It gave me the opportunity to see operations in other companies with a view to improving the overall efficiency of my company and to improve in the area of marketing." J

"It has provided me with a working insight into U.S. advertising operations and ideas and the importance and impact good marketing can have on a product's packaging and market impact." J

"The exposure did provide me with much needed information for my company's planning activities." J

"The mutual exchange of ideas and information as well as the establishing of personal contacts.

"I had opportunity to see a wide cross-section of a large U.S. company. To meet several top-level personnel. To investigate new products, services and management ideas."

"The exposure to U.S. businesses was important in giving me a clear appreciation of the possibilities and the limits of possible business cooperation. From my perspective the visits clearly defined the options opened to our Company in doing business with U.S. companies. This will make future planning much easier." J

"New areas and ideas of marketing a financial service have been revealed to me. The collection source - using marketing research internally - is new to me and will make a positive impact on marketing my company's services. Also new information and resources as well as ideas on marketing." J

"I was able to observe administrative/marketing systems in practice. Most beneficial was my placement at Aluminium Industries which is presently in a very dynamic stage as it expands its retail section and looks not only to significantly improve profitability by this more but is also looking to expand national demand by threefold by 1988." J

"The match was most appropriate and it gave me the opportunity to evaluate my company's program based on the experiences of the Small Business Administration." J

"Because the employees were so kind and attentive with me during my visit to Monroe Auto Equipment. I believe that the success of this great company is due mainly to the quality of its employees. This was evident to me when I came in contact with such terrific people. I learned a lot of new things with relation to my own job in the Dominican Republic." DR

"This experience was something extraordinary for my own training as a banker; for me the purpose of the training was more than exceptionally beneficial." DR

"I increased my personal and professional experience, and also I made a good agreement for business and a possible joint venture." DR

"Because of the new contacts made; and seeing how the other people work. They were interested in my work and exchanged ideas with me which increased by knowledge and gave me new enthusiasm." DR

"One of my main reasons for participating in this program was to look for the right types of products which will allow our prompt diversification in our present field, specifically in household products." DR

"I feel strongly that it was exceptionally beneficial because I have learned more about my job, and more importantly, I have contacts in the U.S. to solve the problems that can appear in the Dominican Republic." DR

"Because now I have the opportunity to develop a new source of income for my company through scale fabrication as well as the implementation of Energy Management Systems. As a result of this, more jobs will be available in my country." DR

"Because of all the new techniques I learned and everything I got to see in an American-managed bank." DR

"Because my knowledge of all areas of my business was improved during the four weeks in all aspects." DR

"Because I made very good business contacts. I confirmed the representation of T.Y. Lin International to the Dominican Republic and I learned a lot about the American culture and way of life, and now I feel I am better able to deal with Americans." DR

"Because I learned everything about sugar and its specific business relations with the U.S. and what's more important, the future of sugar in my country." DR

4. Do you now think that new business ventures (for your company) can be developed or show good potential of being developed as a result of this training program?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Yes	9	75%	7	58%	16	67%
No	1	8%	1	8%	2	8%
Not applicable to my company	2	17%	4	34%	6	25%

- A. (IF YES) Please describe briefly the potential venture you have in mind.

"The following ventures are presently under discussion and are being investigated for their feasibility. Manufacture of (1) Mufflers (2) Exhaust Hangers (3) Lawn Mowers (4) Bicycles (5) Textiles (6) Toys (7) Glass ware. Also the distribution of by-pass filters in the Caribbean." J

"An association with the Atlanta Chamber of Commerce to place an overseas office of the Private Sector Organization of Jamaica in Atlanta." J

"Seek new markets, both local and overseas for our products. Introduce new products, and try to improve my overall performance as well as the productivity of the Company." J

"(1) Export Sales of Beef and Feed Ingredients to Jamaica. (2) Joint venture business investment based in Jamaica." J

"Possible new route (Jamaica - St. Louis) for Air Jamaica." J

"(1) Marketing of books by U.S. publishers by our Company throughout the Caribbean especially at the college level. (2) Co-publishing of books on the Caribbean with U.S. publishers and vice versa." J

"Setting up a central data base among banks and S & Ls so that they are up-to-date on market activities and more informed on market conditions and the competitors in the game." J

"New business ventures are severely restricted by the freight costs that would be incurred in shipping raw materials." J

"I am thinking of contacting Monroe Auto Equipment in the future and trying to get the representation for my company. I would like to travel more frequently to U.S. to make contact with our traditional suppliers and with new suppliers. For future business I will contact all the important companies that I met in the Trade Fairs in Michigan and Ohio." DR

"I was looking for new business ventures and I found a company interested in coconut supplies from the Caribbean, so now I am ready to start the company and process the coconut that they need." DR

"We can develop business in metal working, electroplating, raw materials and services - mainly in brass electroplating furniture." DR

"As I mentioned before, we had serious talks with Huntington Labs on a licensing agreement. Additionally, with the Stahl Soap Corporation we had talks toward exporting coconut oil." DR

"We're going to penetrate a potential market, because we now have the contacts to do it." DR

"First, I must sign an agreement for a license for the manufacture and marketing of scales and secondly, I must sign a distributor agreement with Honeywell to sell, install and service Energy Management Systems in the territory of the Dominican Republic." DR

"I met some associations and different groups of persons with the common interest in investing under the CBI - specifically in the Dominican Republic." DR

"Yes, the production of wine coolers in the Dominican Republic, we hope to take 10% of the beer market - around 12 million Dominican pesos annually." DR

5. What other benefits or assistance were you provided by any aspect of IEDP that we haven't covered already?

"Some degree of cultural exchange and interaction." J

"The travel benefits to various cities and the exposure to various industries, people and lifestyles." J

"Exposure to the "middle" states lifestyle and culture. (Missouri and Illinois)" J

"Phase I was a good introduction to the program." J

"The exposure to U.S. business climate, work ethics and value system was most beneficial. Also, a better understanding of the Dominican Republic was gained." J

"It is very important to point out that one of the main aspects of IEDP for us, the Dominicans, could be the language. Through this program we learned how to speak English better, a requirement necessary for the commercial relations between the U.S. and the Dominican Republic." DR

"For me it was also a good experience to live for 4 weeks in a city like New York. It was a very good way to see the lifestyle of the citizens of the U.S." DR

"I met a lot of people in Economic Laboratory and McGean-Rohco that could give my company technical support in various specific areas to improve and maintain quality in existing and new products." DR

"Based on coconut oil exports for Stahl Soap Corp. we also talked of the possibilities to improve our soap manufacturing procedures and the introduction of other types of bar soaps in our market, such as pumice soap, flakes, etc." DR

"Now I have a better understanding of AID's programs and its benefits in our region. Furthermore, as a result of my visit to Washington, I have strengthened a relationship with a U.S. company owned by a minority group who is interested in developing some projects for the Dominican government with AID assistance." DR

"I would like to mention my personal experience which was excellent and I am wishing that it had never ended." DR

"I had the chance to meet a lot of different kinds of persons during the IEDP that would have taken several years to achieve in other conditions. The chance to know more and see more of the U.S. and to get in touch with very important government and private sector people that only in this program could that happen." DR

"Beside the business and economical aspects I learned so much about the American people that now I feel more able to deal with American businessmen because I can understand them better and do better business." DR

6. What unresolved problems, if any, did you encounter during the program, the companies you were placed with, or any other aspect of the program?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
None	11	91%	8	67%	19	83%

"Uncertainty of Phase III program on arrival, i.e. program schedule, time and place." J

"Some problems existed, but they were quickly resolved, i.e. no work program had been developed and some were under the misconception that I was some sort of student." J

"Not enough in-depth exposure to marketing decision-making." J

"Going by my own peculiar requirements, I think the programs could be improved by getting participants or offering them the option of being more involved in the details of their placements, certainly during the first week in Washington. Happily the program is flexible in a way which allows the participant to make changes depending on the situation encountered at his placement. To my mind this is the particular strength of the IEDP." J

"All my problems were resolved on time for the correct development of the training program." DR

"We have actually had the first talks on the different matters for future business worked out with Huntington Labs and Stahl Soap Corp. Yet we understand that there has to be more information fed back as well as more trips before coming to a final agreement." DR

"As mentioned in question 2-I, the internship should be scheduled in such a manner that the intern is able to meet those people who can provide the information requested by us. Vacations this time of the year seems to affect this program somewhat." DR

"I would like to have had the chance to visit Stern Chemicals again to finish absorbing all that that company and its owner offered me." DR

7. In what ways do you feel the training program could be improved?

"More details to the participants with regards to the selection process. Restructuring Phase I, i.e. more on marketing and productivity. Longer period of notification of selection so that more concrete arrangements can be made in Jamaica." J

"By seeking placements in both very large and very small companies to better experience the related differences in management techniques." J

"By IEDP's obtaining and approving ahead of time a work program for Phase II so that at least you can be sure that one exists." J

"I think at the start of the program more emphasis could be placed on marketing and production." J

"I think it could be expanded in terms of the number of applicants accepted, because on-site experience is something that a book cannot replace." J

"Adjust the length of the program. Develop a better system for initiating contact with the host firms. There must be more involvement of the participant in this process." J

"More emphasis on productivity and methods to improve it." J

"Participants should be provided with relevant information on their own countries before coming to the U.S." J

"Put more emphasis on marketing in your Phase I. Eliminate field trips such as Westinghouse and provide a more practical and applicable case study." J

"The introduction to CBI in Phase I. Better briefing of companies and participants on expectations of Phase II. In both instances there were discrepancies in opinions of the program's goals." J

"Marketing aspect of Phase I should focus on Jamaican case studies (actual experience)." J

"The training program could be improved in regards to communication. In this sense, the participants must received their programs before each Phase begins. For example, when the participant travels to Washington, D.C. he should know his placement. In other words, we could make contacts and arrangements with those companies before we arrive in the U.S." DR

"You have to tell the participants where they are going to stay in the Phase II of the program before they leave their countries." DR

"Research can be done in other areas for development such as agriculture and systems to work with poor countries, but I know markets and relationships are more necessary." DR

"Maybe the participants should be given the opportunity to decide a little more on their placement and the type of program they will be going through beforehand." DR

"The only problem that I found was the communication, it has to be improved in future programs." DR

"First, providing more accurate information on U.S. participants so that we can get in touch with them before arriving at these companies. In this way they will have more opportunity to be prepared in advance. Secondly, make changes in program schedule so that most personnel are available at host companies during the internship." DR

"The only thing I can say is that I have never seen something like this program. I also want to thank you all. Besides all this I would like to suggest that the candidates that already have participated have another chance, that way I could be in it again." DR

"The per diem should be increased to a more realistic level (US\$ 100.00); the training could be organized (the visits) with more lead time so the participants could get to know some material concerning their host companies." DR

"Adding more Latin American countries to the program because there are more countries that need this kind of program." DR

"In the way they select people, because choosing 12 from 24 is not fair. It is also not fair to choose people who can afford it." DR

In order for the IEDP to be as excellent a program as possible, we welcome your comments regarding various aspects of the program. As we have done in the past, we will do our best to incorporate your suggestions into future programs.

1. A. Should the IEDP be continued for new groups of participants?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Yes	12	100%	12	100%	24	100%
No	0	0%	0	0%	0	0%

B. Why?

"It's an excellent opportunity for exposure and education for the visiting executives and also for the companies with which they are placed." J

"Because this type of exposure, training and experience rapidly enhances the development of developing countries." J

"The program is an extremely useful one in terms of the opportunity it provides for exposure." J

"The program offers great exposure both for the executive and his company." J

"Because on-site experience is something that never leaves an individual." J

"International two-way contact is essential for the development of international business." J

"Excellent opportunity and facility for exchange of ideas and exposure to new thoughts and cultures." J

"Because it is very helpful." J

"Yes, because I have benefitted personally and professionally from the program and it is particularly suited to the needs of business people." J

"It has relevance and will help individuals to promote growth and development in their countries." J

"It is a very practical program and provides excellent insight into successful business operations." J

"Extremely useful." J

"Because this program provides its participants with new skills or experience for their professional development. Also, we can make new contacts with U.S. businesses for future business." DR

"Because it's something that can help a lot of businessmen in our countries." DR

"It is a very important program that increases the relations between U.S. companies and Dominican ones." DR

"Because it helps new business in the Caribbean and opens new doors for other countries and each learns what the other needs and has to offer." DR

"There will be a lot more people through whom to find out the benefits of the program for new participants which will improve recruitment." DR

"Because the U.S. is a developed country and we have to learn from it in order to help our country." DR

"If participants are duly selected, there is a great opportunity for improving relationships with the U.S. participants and beginning new ways to do business with them." DR

"I would like to see that all countries from Latin America have the same chance I had." DR

"Because each group is going to carry back a lot of ideas and new business." DR

2. A. Should it be continued for Dominican and Jamaican participants?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Yes	12	100%	12	100%	24	100%
No	0	0%	0	0%	0	0%

B. Why?

"Our proximity to the U.S. which is our largest market and an international center for cultural exchange." J

"Because it plays an integral role in the development of trade freedom and understanding between the USA and Jamaica." J

"It is a good program!!" J

"As developing countries, I think we need all the assistance we can get." J

"Because of the close ties that are being established with the U.S. and the technology here is more advanced and should be shared." J

"These countries can benefit from this program." J

"Because we need the help and I expect experience will show that it results in practical gains in our countries." J

"Because the interaction between countries in the hemisphere is crucial. I have had useful discussions with one Dominican about placing print jobs in his country." J

"The program is still in its "baby" stages and you will need more time to see its practical success. Thus it does not seem the right time to include other territories." J

"Both countries are leaders in the region and can effect change not only in the respective countries but also in the region." J

"Because the main business of the DR and Jamaica are with the U.S. and this program provides the opportunity to contact new companies, and the participants receive the opportunity to increase their skills which are necessary for our development." DR

"When something like this program starts, it better not be stopped! It should go on as long as possible." DR

"The Caribbean countries need to make contacts and this is the only way they can develop." DR

"Because there are so many different ways to help us and we are very close to the U.S." DR

"There is a lot in this program for our people, especially regarding bringing manufacturing procedures up-to-date." DR

"Because the training in the U.S. is good for us since our country is developing and the U.S. is a potential market and supplier for us." DR

"Dominicans and Jamaicans both as a part of the Caribbean Basin share common developing problems that must be settled with common strategies: the IEDP program." DR

"It is a chance of a lifetime and besides, a lot of Jamaicans and Dominicans need international training." DR

"Yes, because I think the Dominican Republic needs development and that is a very good way to reach it." DR

"Because their countries are the ones that most need this kind of development." DR

3. For what time of the year should the program be scheduled?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Spring (as in 1985)	10	91%	8	67%	18	79%
March and April	1	9%	0	0%	1	4%
Spring or Fall	0	0%	4	33%	4	17%

4. How long should the total program and each of its components last?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
A. Phase I						
3 days	-	-	1	8%	1	4%
1 week	1	9%	8	67%	9	39%
1 1/2 weeks	9	82%	3	25%	12	53%
2 weeks	1	9%	0	0%	1	4%
B. Phase II						
3 weeks	-	-	2	17%	2	9%
3 to 4 weeks	-	-	4	33%	4	17%
4 weeks	7	64%	6	50%	13	56%
5 weeks	2	18%	-	-	2	9%
6 weeks	2	18%	-	-	2	9%
C. Phase III						
2 days	1	9%	7	58%	8	35%
3 days	4	36%	2	17%	6	26%
4 days	2	18%	-	-	2	9%
1 week	2	18%	3	25%	5	22%
6 days	1	9%	-	-	1	4%
2 weeks	1	9%	-	-	1	4%
D. Total Program Duration						
3 weeks	-	-	1	8%	1	4%
3 to 4 weeks	-	-	1	8%	1	4%
5 weeks	-	-	3	25%	3	13%
5 1/2 weeks	3	27%	1	8%	4	18%
6 weeks	2	18%	6	50%	8	35%
7 weeks	3	27%	-	-	3	13%
8 weeks	3	27%	-	-	3	13%

5. What changes or improvements should be set in place next year to overcome the obstacles or deficiencies found in this year's program?

A. In Phase I?

"Longer sessions on Marketing and Productivity Developments and some pointers as to what to expect on Phase II." J

"The section on Productivity should be conducted in a manufacturing plant. (A factory tour and then discussion on design, development and costing of product)." J

"Consolidation of the program into a tighter one in terms of time." J

"Extend the time on marketing and production." J

"Shorten this time to one week and stress the Marketing and Production aspects more." J

"Eliminate all the formal lectures. Give reading assignments to prepare participants. Concentrate on the non-academic political data such as - Data Banks, OPIC, CBI, U.S. Government functions, etc." J

"More on productivity." J

"(1) Participants should be required to either prepare and deliver short papers. (2) Participants should be involved in the workshop panels. (3) An attempt should be made to include one or more executives from host companies in either Phase I or Phase III activities." J

"First 3 days did not contribute much." J

"Inclusion of a speaker from CBI and IMF." J

"This Phase must begin on Monday and not on Sunday. Also, the travel to the placement must be on Saturday and not on Sunday. The Phase I program must be sent to the participants before their trip to the U.S." DR

"Panelists that understand Caribbean points and can give examples that we can use better." DR

"To use a different bank for your checks. To keep more information about other countries in the Caribbean and Latin America - what they have and what they need." DR

"Should review the program to shift some of the issues from Phase III." DR

"Marketing class should be more Latin America oriented." DR

"Take one morning so one participant from each country can address the group about their country's history, lifestyle, production, etc." DR

"The regulations session could be done in Phase III." DR

"Extend it 1 week so it would be possible to study the topics more deeply." DR

B. In Phase II?

"At least two placements should be made per applicant." J

"Getting of the work schedule or program by the host companies." J

"Try to have the program pre-arranged." J

"More contacts in some instances to ensure a wide and varied exposure for the participant." J

"Fit participants with firms with which they do have active or potentially active business relationships." J

"Four weeks is too long in one place." J

"Program schedule should be known to IEDP before applicant goes for internship." J

"Better explanation of the program and the individual's goals to the placement companies." J

"The participants must know their placement before their trip to the U.S. or in the beginning of the Phase I." DR

"It's fine, but it would be good to have a guide to U.S. industries of a business guide." DR

"We cannot think of accomplishing everything we would like to in a first contact with any American firm. Therefore, individual placements should not be longer than 2 weeks." DR

"Placement confirmations and internship programs for each individual intern should be known well in advance for both parties." DR

"Get to know enough in advance where and what are the different choices you have." DR

"None. It is very well designed." DR

C. In Phase III?

"Better structured reception on returning from Phase II, reduction on repetitive questions." J

"No change." J

"Two days only" J

"This phase is quite acceptable as is." J

"Nothing." J

"I have wasted three days plus a weekend. The actual program could have been done last Friday. This is regrettable." J

"None." J

"Phase III is the weakest part of the program. Can be improved by participants giving brief presentations to the entire group on their Phase II program." J

"Should be two days - one day for evaluation and one day for each participant to orally (in front of others) give his other experiences." J

"Schedule interviews at the end of this summary phase." J

"The Phase III program must be sent during the Phase II to the participant." DR

"None." DR

"Agendas should be sent out before coming back to Washington." DR

"Change the conference on regulations from Phase I to the last day of Phase III." DR

6. What changes and further personal career development work do you plan for your own professional future as a result of this program?

"Still thinking about it." J

"(1) Further academic development in business administration. (2) The establishment of a manufacturing plant and distribution warehouse." J

"None as a direct result of this program, but certainly future development is definitely going to be continued whenever possible." J

"Develop my management and marketing skills." J

"To implement a good marketing base for new products within the company I am with at present." J

"The program has not changed or influenced my own plans. It fitted into my existing career plan viz. International Agribusiness." J

"None as a direct result, however, I plan to expand my qualifications." J

"Developing own personal venture." J

"No immediate change foreseen." J

"To continue more training in marketing." J

"Data processing." J

"I am thinking about making more contacts with new suppliers. Also I will introduce new controls, techniques and processes in my department." DR

"After my graduation from college, I'll try to do my MBA here and work for a bank for a year or two." DR

"Better planning of my activities, including doing a marketing survey for electroplating products." DR

"I now understand our soap company should move a little more to the detergent side." DR

"I'll be more effective in my job and professional future." DR

"I will have to put more emphasis in the marketing of new and existing products carried by my company." DR

"A higher level of results and maybe a promotion!" DR

"I know I have more tools to work with in my career as I am more organized in order to obtain the goals I have set for my future." DR

"To do anything else but sugar, because it doesn't have any future thanks to the U.S. policy." DR

7. What value does this program have for the Dominican Republic or Jamaica and economic development there?

"Too early to make any definite comment or assessment." J

"Economic growth should significantly be made from continued success of this program by providing the country with the necessary expertise." J

"Considerable, as everyone is able to gain contacts which ultimately benefit the business development and export drives of the countries." J

"An ongoing program of this type will definitely enhance two-way business activity between Jamaica and the U.S." J

"A great deal." J

"It will allow new ideas to be introduced into various industries with the intention of increasing production and employment and thus economic development." J

"Excellent value for direct improvements in the private sector - the most dynamic sector for influencing economic growth." J

"Achievement of stated program goals." (of participant from National Development Foundation of Jamaica)

"The Dominican Republic's economic development depends mainly on the quality of our people and through this program our people can increase their skills and experience." DR

"We have the opportunity to meet business people and introduce them to our economic going." DR

"I believe in the private sector development and this program is designed for this objective, so it is very important." DR

"It is very hard to evaluate as such the reach of this program for the future of our country. Yet I must say it will definitely pay off for the country's future development." DR

"A lot because we made business contacts here that can invest in our nation; or we can import goods and services or we can export to the U.S." DR

"First, save energy through the implementation of EMS and secondly, develop human resources in the scale fabrication shop that we will open late this year." DR

"Now that it has 12 better trained executives, it will make the country more profitable." DR

"This is the chance to prepare a useful group of people with energy and the right tools and knowledge to get our countries out of the situation we are in now." DR

"Unmeasurable because 25 businessmen and women are going back to the Dominican Republic and Jamaica yearly with so many opportunities that it is almost impossible for them to follow up on them all." DR

"Extraordinary value because all the contacts we made and things we learned improve our capacity for helping our countries." DR

8. Adding up all the benefits to you and your firm, was this program worth the time, effort and expense to you and your firm? In other words, if you had to do it all over again, would you participate in this program?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Yes	12	100%	12	100%	24	100%
No	0	0%	0	0%	0	0%

Please explain:

"A single exposure cannot exact changes without chaos or revolution, but a period of ongoing implementation may effect changes." J

"Because the opportunities, exposure, training and experiences gained are immeasurable." J

"The contributions cannot be doubted in terms of the opportunities for exposure and the making of contacts." J

"The exposure was in fact essential to the development plans of our firm." J

"The value to me and my company is excellent." J

"Several areas in my company will benefit from the information which I have collected." J

"Yes I would participate but from a personal standpoint I would capsule it into perhaps 3 to 4 weeks. I think the program can be run at two different levels." J

"Due to my experience on this program I have learned a great deal about marketing financial services which will benefit my firm to a great extent." J

"The program seems to be unique in its direct relationship between the private sectors. The U.S. companies are very co-operative and helpful." J

"My firm wil recover the time, effort and expense of my program in a short time when I use the new skills, experience and contacts that I got in the U.S." DR

"Because I think that this program is a very good experience for young people like me." DR

"If you have very clear objectives this program can help you get what you are looking for." DR

"I would participate because there are still a lot of new things to do and new ideas about the same thing to look into." DR

"Because it is a good program that has to continue working to help our countries to develop." DR

"During these six weeks I learned that a lot of things can be done in a better way in my company." DR

"I hope I could do it 2 or 3 times more." DR

"Because it will give me the chance to improve myself as a person and as a professional again." DR

"I would be very glad to participate again. I think the opportunities, experiences and achievements I got in this program are worth many times the expenses incurred by me, my company and the U.S. government." DR

9. Should USAID spend money on this program or on some other program in place of it?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Yes	12	100%	12	100%	24	100%
No	0	0%	0	0%	0	0%

"Too much USAID money is spent on projects with no long-lasting benefits. This program is a worthy recipient because much of the money is actually spent on or b the participants." J

"Yes, they should spend money on this program and if possible they should make it twice a year." DR

10. If future applicants from the Dominican Republic or Jamaica asked for your advice about applying for the program, would you be mainly positive or mainly negative in your overall recommendations?

	<u>DOM. REP.</u>		<u>JAMAICA</u>		<u>TOTAL</u>	
Negative	0	0%	0	0%	0	0%
Mainly positive	4	36%	5	42%	9	39%
Positive	5	45%	3	25%	8	35%
Totally positive	2	19%	4	33%	6	26%

Jose Antonio BARRETTO Reid

Import and Export Manager of Cristóbal Colón, CxA, cultivators of sugar cane, and exporters of sugar cane, molasses and CJM.

Mr. Barretto wanted to further develop his knowledge of exporting, specifically of sugar - especially regarding U.S. sugar industry development and its substitutes such as corn syrup.

U.S. Host:

Mr. Martin Maloney
President
Maloney Commodity Service, Inc.
150 Broadway, 18th Floor, New York, NY 10038

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	Too much	Exceptionally relevant
Week 2	Exceptionally useful	Too much	Exceptionally relevant
Week 3	Very useful	Too much	Very relevant
Week 4	Exceptionally useful	Too much	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. Barretto noted that he received excellent assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; financial, accounting, and budgeting expertise

Mr. Barretto noted the following highlights:

"They introduced me to a lot of important sugar people who explained to me everything about the sugar market."

"They taught me all the numbers and rules needed for loading sugar vessels in the U.S."

"I learned that there isn't any future in exporting sugar to the U.S. because of U.S. policies."

In view of the gloomy future for sugar, Mr. Barretto took advantage of an opportunity to begin negotiations with a Baltimore manufacturer to supply tropical hardwood components for agrobusiness machinery to replace metal parts subject to rapid corrosion in tropical climates.

Summary:

Mr. Barretto rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. were good and the value of Phase I and his treatment by IEDP staff were excellent.

Bernardo BERGES Matos

Vice President of **Bodegas Conde de Cavas (Bocavas)**, producers of wine, cider and champagne for the Dominican market and exporter of concentrated apple and grape juice fermentation; as well as Vice President of **BBPeña, Publicidad**, an advertising agency.

Mr. Bergés wanted to expand his knowledge of wine production and marketing in the U.S. He also wanted to improve his knowledge and skills of general management and executive work in the advertising field, especially regarding office organization and efficiency. As a secondary interest, he was interested in updating his knowledge of publicity in the U.S. and establishing a bi-lateral relationship with other advertising corporations, as well as reactivating a temporarily dormant initiative to collaborate with T.Y. Lin in large scale construction projects in the Dominican Republic.

U.S. Hosts:

Mr. Fred McClellan
Vice President
Good Luck Beverages
Deadmore Street, Avingdon, Virginia 24210

Mr. Wink Lanier
Vice President
Richards Wine Cellars
120 Pocahontas Street, Petersburg, Virginia

Mr. Archie Smith
President
Meredyth Vineyards
P.O. Box 348, Middleburg, Virginia

Mrs. Carmen Garagorri
T.Y. Lin International
315 Bay Street, San Francisco, CA 94133

Mr. William M. Oliver
Oliver Winery Company, Inc.
8024 N. Hwy 37, Bloomington, Indiana 47401

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 2	Exceptionally useful	Just right	Exceptionally relevant
Week 3	Exceptionally useful	Just right	Exceptionally relevant
Week 4	Exceptionally useful	Just right	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. Bergés noted that he received excellent assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; ideas on marketing; ideas about new products or service areas.

Mr. Bergés noted the following highlights:

"Richards Winery took me to their broker who offered me very good prices on used and new small equipment."

"They went with me to the retailers and showed me the best ways to place the products on the shelves, in addition to the rest of their system."

"I also learned some technical improvements for my company in the area of wine production."

"We have begun to think about the production of wine coolers in the Dominican Republic."

"I made very good business contacts. I also confirmed the representation of T.Y Lin International in the Dominican Republic and I learned a lot about the American culture and way of life and now feel I am better able to work with American businessmen."

Additionally, Mr. Bergés is pursuing an agreement with Computers and Software, Inc., San Francisco, to franchise Mr. Bergés' company to supply software in conjunction with a seminar to introduce these systems to Dominican engineers.

The relationship with T.Y.Lin in the long run could be of tremendous importance relative to very early stage proposals to build a subway system in Santo Domingo which would entail the work of approximately 25 Dominican construction firms as sub-contractors and involve 30,000 direct or indirect jobs. In the shorter run there are plans for collaboration between the Bergés Group and T.Y. Lin in the construction of Dominican bridges, dams, stadiums and office buildings.

Summary:

Mr. Bergés rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. and the value of Phase I were very good and his treatment by IEDP staff was excellent.

Juan José DALMASY Duluc

Assistant Project Manager of **Promociones Industriales, CxA**, Producers of household cleaning products and food products, and of raw materials for pasteurizers and cheese producers.

Mr. Dalmasy wanted to improve his skills and knowledge of forecast analysis and planning; business planning and control; and employee relations.

Mr. Dalmasy' particular assignment for the first half of his internship was to develop a proposal for his company's participation in the development of a new industrial park in Santo Domingo with assistance from AID's Private Enterprise Bureau and to locate possible sources of external financing for this project. Since one of the best opportunities in the industrial park is wood products manufacturing, the focus of his proposal was that kind of manufacturing. During the second half of his internship, Mr. Dalmasy wished to focus on expanding the product lines of his current business.

U.S. Hosts:

Coordinated by Mr. Robert Clairmont

Small Business Administration

1441 I Street, N.W. Washington, D.C.

Meetings with Mr. Guillermo Rivera, World Bank - Executive
Director Alternate

Mr. Phil Eason, Caribbiana Council

Mr. Howard Aller, Agency for International

Development, Bureau for Private Enterprise

Mr. Stuart Sexton

Council Craftsmen, Inc.

P.O. Box 398, Denton, North Carolina 27239

Mr. David Eden

Crown Wood, Inc.

Bethel Church Road, Mocksville, NC

Ms. Janet Johnson

Membership Director

National Association of Industrial & Office Parks

Suite 100, 1215 Jeff Davis Highway, Arlington, VA 22202

Mr. Mark Frazier, President and

Ms. Betsy Cooksey-Davis, Vice President

Free Zone Authority, Ltd.

317 C Street, N.E., Washington, D.C. 20002

Mr. Justin Manvitz

President

Omaha Compound Company

2001-T Nicholas, Omaha, Nebraska

Mr. Don Brouillette

Operations Director

James Skinner Baking

5322 Center Street, Omaha, Nebraska

Caribbean Basin Initiative Conference
Omaha, Nebraska
Contacts: Mr. Harvey Rothman, Conference Organizer
Sue Kopera, Transportation Director/Coordinator

Mr. Shanahan
Stern Chemical Company, Inc.
2040 West Virginia Ave, NE, Washington, D.C.

Mr. Lloyd Mattson
President
Industrial Chemical Labs, Inc.
1015 N. 14th Street, Omaha, Nebraska

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 2	Exceptionally useful	Just right	Very relevant
Week 3	Very useful	More than adequate	Very relevant
Week 4	Very useful	More than adequate	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Dalmasy noted that he received excellent assistance in the following areas:

Contacts in the areas of sales, supplies, equipment, etc.;
information and experience on technical aspects of production;
financial, accounting and budgeting expertise; ideas about new
products or service areas.

Mr. Dalmasy noted that he received very good assistance in the following areas:

Information, resources and publications; ideas on marketing; ideas on
supply and inventory; information and experience on staffing and
management.

Mr. Dalmasy noted the following highlights:

"They gave me the chance to know their point of view regarding
problems and the solutions of some of my problems as well as
theirs."

"They showed me the latest advances in technology to improve
efficiency and suggested new ways of ordering to maintain an
adequate inventory."

"They gave me all the information about the requirements for
obtaining financial aid."

"They taught me the next step in the diversification of the line
of products in Promociones Industriales."

"I made excellent contacts with associations and different groups of persons with interest in investing under the CBI, specifically in the Dominican Republic, which could have taken years to achieve in other conditions."

Of particular importance was the opportunity to learn the key elements needed to develop successful business proposals. Additionally, a plan with Prime International could result in Mr. Dalmasy's firm being franchised to market their chemicals, fertilizers and machinery throughout the Caribbean market.

Advanced discussions are also underway with Mr. William Mitchell, Director of Marketing for Group Bermudez in El Paso, Texas, to assist Promociones Industriales with domestic and international marketing. Mr. Terry Robachou of International Investors, Inc. in Omaha has also expressed interest in marketing the firm's current products in the U.S. A firm customer is Mr. Lloyd Mattson of Industrial Chemicals Lab., Omaha, who is anticipating purchases from Mr. Dalmasy's current product line and offer assistance in expanding the product line beyond its current limits.

Summary:

Mr. Dalmasy rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and the value of Phase I were very good and his treatment by IEDP staff was excellent.

Emile DE BOYRIE

Chief of Promotion for the **Banco de Santander Dom.**, a commercial bank.

Mr. de Boyrie wanted to increase his knowledge of International Banking Operations and Loan Departments.

U.S. Host:

Mr. W. Ronald Nock
Vice President
Irving Trust Company
1 Wall Street, 9th Floor, New York, NY 10015

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Exceptionally relevant
Week 2	Exceptionally useful	Just right	Exceptionally relevant
Week 3	Exceptionally useful	Just right	Exceptionally relevant
Week 4	Exceptionally useful	Just right	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. de Boyrie noted that he received excellent assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; ideas on marketing; information and experience on technical aspects of production; and ideas about new products or service areas.

Mr. de Boyrie noted that he received very good assistance in the following areas:

Information and experience on staffing and management; and financial, accounting and budgeting expertise.

Mr. de Boyrie noted the following highlights:

"Irving Trust Company introduced me to a large number of new techniques and information about today's banking, including those that they use in marketing and sales which I will be able to use back in the Dominican Republic."

"I also learned about banking in some other countries due to the fact that I spent the month with bankers from 18 countries."

Banco de Santander judged the IEDP so beneficial that the Bank promoted Mr. de Boyrie to Bank Officer while he was at Irving Trust. Irving Trust paid IEDP the very unusual compliment of allowing Mr. de Boyrie full participation in their internal training program for personnel from their world wide network of corresponding banks and this is a very exceptional departure from standard policy for major international banks.

Summary:

Mr. de Boyrie rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. were very good and the value of Phase I and his treatment by IEDP staff were excellent.

Luis A. GOMEZ

President of **Procedimientos Industriales, CxA**, manufacturers representatives for industrial control systems and weighing control systems. They also provide installation, maintenance and repair services.

Mr. Gomez wanted to learn how to prepare a proposal on energy management services in small buildings, how to install the system and then start it up. He also wanted to learn about after-sale services and repair work. In the weighing business, Mr. Gomez wanted to learn the process of scale fabrication (casting, etc.) and assembling.

Specifically, with the **Honeywell Company** he wanted a program of:

- 1) Executive Work. To learn how to prepare a proposal for a program on energy management services in small buildings (such as supermarkets, office buildings, hospitals, restaurants, etc.) including executive summary, agreement documentation, economic analysis, program description and proposal presentation.
- 2) Technical skills. To visit existing buildings where EMS are already installed or in process of installation, for field experience of installation and start up.

With **Colt Industries** he wanted a program of:

- 1) Executive Work. To learn how to set up a manufacturing shop for small 10 Ton capacity livestock scales, including assembling procedure and pit construction techniques.
- 2) Technical skill. To visit a manufacture shop and the site of a scale installation, for field experience of construction and start up.

With the **Fairbanks Company** he wanted to discuss, while in training, some sort of collaborative arrangements for the manufacture of 10 Ton stock scales in his sales territory.

U.S. Hosts

Mr. Phil Stempel
International Marketing Manager
Colt Industries, Fairbanks Weighing Division
P.O. Box 328, St. Johnsbury, VT 05819

Mr. Herb Stott
Manager, Heavy Capacity Operations
Colt Industries, Fairbanks Weighing Division
P.O. Box 5501, Meridian, Mississippi

Mr. Manoel Victor Campos
Manager, Commercial Division
Honeywell High-Tech Trading, Inc.
P.O. Box 524, Honeywell Plaza, Minneapolis, Minnesota 55440

Mr. Bud Bevenour
International Coordinator, International Sales PCD
Honeywell, Inc.
1100 Virginia Drive, Fort Washington, Pennsylvania 19034

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	Just right	Very relevant
Week 2	Exceptionally useful	Just right	Exceptionally relevant
Week 3	Very useful	Less than adequate	Somewhat relevant
Week 4	Exceptionally useful	Just right	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Gomez noted that he received excellent assistance in the following areas:

Contacts in the areas of sales and supplies; ideas on marketing; ideas on inventory acquisition; information and experience on technical aspects of production; and ideas about service areas.

Mr. Gomez noted that he received very good assistance in the following areas:

Information, resources and publications; information and experience on staff training; and budgeting expertise.

Mr. Gomez noted the following highlights:

"Each company I was in provided me with very useful information on sales techniques. Personnel were readily available to provide me with almost all information I requested."

"They helped me to design market strategies successfully used by similar Latin American subsidiaries and distributors."

"After surveying the Dominican market for Energy Products and weighing scales both Colt Industries and Honeywell ought to find a way to stock inventory in the Dominican Republic in order to boost sales not only in the Dominican Republic but in the Caribbean region as well."

"They provided my company with drawings and technical details for assembling animal scales. Further information will be provided as soon as we reach a written license agreement."

"Honeywell set up a Energy Management Seminar to train me in the application of Energy products. When requested by my company, new seminars will be conducted by the host company in the U.S. territory or Caribbean."

"Colt Industries is going to modify some of its original scale designs in order to meet our company requirements. Honeywell is now opening a new division in the Miami area to better serve the Caribbean and Central and South American distributor."

As a result of this IEDP placement, Colt has negotiated an exclusive agreement to license Mr. Gomez' firm to now begin to manufacture scales in the Dominican Republic and to sell them in a territory that includes the Dominican Republic, Jamaica, Haiti, Panama, Costa Rica, Honduras, El Salvador and Guatemala.

As a result of this placement, Honeywell is providing Mr. Gomez' firm with a three year agreement that includes an expanded credit line, more training of personnel and a much larger stock inventory. The value of this distributorship package is estimated by Honeywell to be US\$1.2 million.

Summary:

Mr. Gomez rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and the value of Phase I were very good and his treatment by IEDP staff was excellent.

Julio GUZMAN

Export Manager of **Envases Antillanos, CxA**, manufacturers of cans, provided empty to customers.

Julio Guzman is responsible for the export and transportation department and shipping. During the IEDP program he wanted to increase his knowledge of transportation management; importation of empty metal containers to the U.S. including U.S. customs regulations; market requirements of empty metal containers and ends in the U.S. and Caribbean.

U.S. Hosts:

Ms. Adela Babun
Vice President
Antillean Marine Shipping Corporation
P.O. Box 350-762, 3060 NW N. River Drive, Miami, Florida 33135

In addition to the principal placement above, while in Miami Mr. Guzman also worked with:

Mr. Frank Bertot, Polar Enterprises, Inc.
Mr. Elio Gonzalez, Agrotrading Company
Mr. Juan Pernas and Mr. Jay Miranda, Transconex
Mr. Carlos Bengochea, Overseas Forwarding
Coordinated Caribbean Transport

Mr. John Maxwell and Mr. Wade Battles
Port of Miami
1015 North American Way
Miami, Florida

Mr. John Macho
International Representative
State of Florida, Department of Commerce
2701 LeJeune Road, Suite 330
Coral Gables, Florida 33134

Mr. Larry Reeder
Howard S. Reeder Company

Mr. Samuel Simon-Joy
Regional Representative for Florida and the Caribbean
Zim-American Israeli Shipping Co., Inc.
P.O. Box 011470, Flagler Station, Miami, Florida 33101

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 2	Exceptionally useful	Too much	Exceptionally relevant
Week 3	Very useful	More than adequate	Very relevant
Week 4	Exceptionally useful	More than adequate	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. Guzmán noted that he received excellent assistance in the following areas:

Information, resources and publications; and ideas about new products or service areas.

Mr. Guzmán noted that he received very good assistance in the following areas:

Contacts in the areas of sales, supplies, equipment, etc.; ideas on marketing; information and experience on technical aspects of production; and financial, accounting and budgeting expertise.

Mr. Guzmán noted the following highlights:

"After the training, I'm thinking of developing my own business. This training has enriched by knowledge and I'll be more effective in my business."

"They offered all their cooperation to help me. They helped me get good ocean and island freight. From now on we're going to consolidate all the goods that we can to save money."

"They are going to give us the opportunity to pay the ocean freight in the Dominican Republic when we import goods from the U.S."

"They are going to help us develop new markets in the U.S."

"I made firm arrangements with the Port of Miami to allow up to 30 days of free storage of landed goods on all future shipments and this will help our export business tremendously."

Summary:

Mr. Guzmán rated his internship experience as exceptionally beneficial, noting that the value of Phase I was very good and the arrangements prior to coming to the U.S. and his treatment by IEDP staff were excellent.

Julio HERNANDEZ Khury

Production Manager of **Cibao Tropical, S.A.**, producers of plastic products, including sandals.

Mr. Hernandez wanted to increase his knowledge and skills of personnel management as well as production budgeting, costing, scheduling, and quality control.

U.S. Host:

Mr. George Coste
Botanicas Corporation
944 Amsterdam Ave - 106-107, New York, NY 10025
212-866-1510

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Somewhat useful	Too much	Somewhat relevant
Week 2	Somewhat useful	Too much	Somewhat relevant
Week 3	Somewhat useful	Too much	Somewhat relevant

Results of Participant's Final Evaluation Report:

Mr. Hernandez noted that he received very good assistance in the following areas:

Information, resources and publications; ideas on marketing; ideas on supply and inventory control; information and experience on staffing and management; and financial, accounting and budgeting expertise.

Mr. Hernandez noted the following highlights:

Summary:

Mr. Hernandez rated his internship experience as somewhat beneficial, noting that the arrangements prior to coming to the U.S. were very good and the value of Phase I and his treatment by IEDP staff were excellent.

Mr. Hernandez' Phase II internship was terminated by mutual consent one week early for reasons already reported to AID in a lengthy report. All parties felt that Mr. Hernandez had accomplished as much as could be done in three weeks. The basic problem was the inability to find one or more U.S. manufacturers of small plastic goods (especially footwear) to agree to assist Mr. Hernandez and his company. Unless the climate of protectionist sentiment changes markedly in that industry, then IEDP should prudently refuse the applications of small plastic goods manufacturers from overseas since the likelihood of an adequate Phase II placement appears to be nil on the basis of this effort.

Hector Rafael JAQUEZ

Assistant Administrator of **Jaboneria Valencia, CxA**, manufacturers of laundry, toilet, and liquid soap.

Mr. Jaquez considers himself to be a more practical than theoretical manager and wanted to increase his theoretical knowledge of management. He wanted to learn about all aspects of toilet soap manufacture as well as other uses for liquid soaps.

U.S. Hosts:

Mr. Gary Mullennix
President
Huntington Laboratories
970 East Tipton Street, Huntington, Indiana 46750

Mr. Ken Stahl
President
Stahl Soap
1413 Willow Avenue, Hoboken, NJ 07030

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	Just right	Very relevant
Week 2	Exceptionally useful	Just right	Very relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Somewhat useful	Less than adequate	Somewhat relevant

Results of Participant's Final Evaluation Report:

Mr. Jaquez noted that he received excellent assistance in the following areas:

Contacts in the areas of sales, supplies, equipment, etc.; and ideas about new products or service areas.

Mr. Jaquez noted that he received very good assistance in the following areas:

Ideas on marketing; ideas on supply and inventory acquisition; and information and experience on technical aspects of production.

Mr. Jaquez noted the following highlights:

"I was given names and addresses of raw material and equipment suppliers for the different projects we have in mind."

"I had every opportunity to ask, to see and to contact anyone I wanted to in the fields of supplies and inventory."

"Not going as far as being given any type of formulation, I had explained to me all other technical procedures in manufacturing the products of my interest."

"I was given all the literature and information sheets for all the products we could be producing under an eventual licensing agreement."

"I was able to discuss specific details with the head chemist regarding various products which, because of their formulation and the availability of local raw materials, were able to be introduced in the Dominican market."

"One of the major interests in our trip to the U.S. in this program was to look for the right types of products which will yield our prompt diversification in the field we are already in, specifically household products."

"We had serious talks with Huntington Labs regarding a licensing agreement and with Stahl Soap we had talks about exporting coconut oil."

"Based on coconut oil exports for Stahl Soap, we also talked of the possibilities of improving our soap manufacturing procedures and the introduction of other types of bar soaps such as pumice soap, flakes, etc. in our market."

Huntington Laboratories will license Jaboneria Valencia to supply the following products to hotels and other commercial enterprises throughout the Dominican Republic and neighboring countries: liquid soap, waxes, solvents, detergents, germicidal materials and body shampoos.

Mr. Jaquez also spent nearly a week interviewing purchasing agents for large U.S. department store chains to ascertain the feasibility of exporting his company's toilet soap for U.S. markets.

Summary:

Mr. Jaquez rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and the value of Phase I were good and his treatment by IEDP staff was very good.

Victor Armando JIMENEZ Padua

Quality Control Manager and Production Manager of Quimocaribe, S.A., manufacturers of products for the treatment of metal surfaces (such as anti-rust, anti-corrosion, degreasing and phosphatizing products and services).

Mr. Jimenez wanted to increase his knowledge and skills of the field of metal working, especially regarding production technology and marketing management.

U.S. Hosts:

Mr. Richard Sandberg
Manager of Research and Development
Economic Laboratory International Ltd.
Osborn Building, St. Paul, Minnesota 55102

Mr. Ricardo Perez
Plant Manager
Economic Laboratory International Ltd.
Joliet, Illinois Plant

Mr. Gary Clark
General Manager
McGean-Rohco
1250 Terminal Tower, Cleveland, OH 44113

Ms. Fabish, President of Operations
Continental Chemical Company
2686 Lisbon Road
Cleveland, Ohio

Mr. Lloyd H. Mattson, Jr.
President
Industrial Chemical Laboratories
1015 North 14th Street, Omaha, Nebraska 68102

Caribbean Basin Initiative Conference
Omaha, Nebraska
Contacts: Mr. Harvey Rothman, Conference Organizer
Sue Kopera, Transportation Director/Coordinator

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Less than adequate	Exceptionally relevant
Week 2	Exceptionally useful	Just right	Very relevant
Week 3	Exceptionally useful	Just right	Very relevant
Week 4	Very useful	More than adequate	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Jimenez noted that he received excellent assistance in the following areas:

Information, resources and publications; information and experience on technical aspects of production; and ideas about new products or service areas.

Mr. Jimenez noted that he received very good assistance in the following areas:

Contacts in the areas of sales, supplies, equipment, etc.; and ideas on supply and inventory acquisition.

Mr. Jimenez noted the following highlights:

"I asked for equipment suppliers, laboratories and raw materials, and they helped me with information and excellent ideas for the highest performance of my goals."

"They taught me how they apply the computer to production and manufacturing systems and services."

"I now have about forty (40) new products that I can improve or change for my company."

"I also learned that to reach their specific purposes people in the U.S. use research and development systems, following schedules for developing products and services."

"We can now develop business in metal working, electroplating, raw materials and services (mainly in brass electroplated furniture) with a new U.S. partner I contacted, Harsbow Chemicals."

"Economic Laboratories showed me how to produce new lines of products in the Dominican Republic for treatment of boilers, chillers and other refrigeration and air conditioning equipment as well as for better industrial use in pharmaceuticals. This provides us with new formulas for our existing production that are much less expensive and also reach much higher performance standards."

Summary:

Mr. Jimenez rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. were good, his treatment by IEDP staff was very good and the value of Phase I was excellent. He added that working with new people in his field and exchanging ideas with them has given him new enthusiasm toward his work."

Miguel LAMA Rodriguez

Vice President of **Circuito Cinematografico Cinelama, CxA**, managers of movie theaters. Mr. Lama also represents **Inversiones Lama** which is diversifying into cocoa production.

Mr. Lama wanted to gain knowledge of the market for cacao and its derivatives. He also wanted to gain technical knowledge of the production processes, new machinery, quality control, etc. Inversiones Lama is planning to open a new company which will process cacao and its products (cocoa, cocoa butter, chocolate bars and powder and fine chocolates).

U.S. Host:

Mr. Jack Tatigian
Senior Vice President
Peter Paul/Cadbury
New Haven Road, Naugatuck, Connecticut 06770

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 2	Very useful	More than adequate	Very relevant
Week 3	Very useful	More than adequate	Very relevant
Week 4	Exceptionally useful	More than adequate	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Lama noted that he received excellent assistance in the following areas:

Information and experience on technical aspects of production.

Mr. Lama noted that he received very good assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; ideas on marketing; and ideas on supply and inventory acquisition.

Mr. Lama noted the following highlights:

"In addition to providing me with contacts now, they are ready to help me in the future with any contact that I need."

"I learned about raw material and technical specifications and how those materials are bought and how the inventory is controlled."

"I increased my personal and professional experience and made a good agreement for business and a possible joint venture - processing the coconut that they need."

Peter Paul/Cadbury has agreed with Mr. Lama in principal that they wish to purchase a part of their annual purchases of 12 million pounds of desiccated coconut now imported from Asian countries. The agreement being negotiated for the coming year will enable Mr. Lama's company to supply 2

to 3 million pounds of desiccated coconut with a growth potential to 5 or 6 million pounds per year. Peter Paul/Cadbury has already provided Mr. Lama with complete plans and documentation to establish a desiccation process plant in the Dominican Republic, based on a very successful plant currently in operation in Malaysia. Additionally, Peter Paul/Cadbury has agreed to assist Inversicnes Lama in putting together the desiccation plant machinery which will be secured from a number of American and European manufacturers of machinery components.

Summary:

Mr. Lama rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. were good, the value of Phase I was very good and his treatment by IEDP staff was excellent.

Bernardo PICHARDO

Loan Officer for the Banco de Desarrollo FINADE, S.A., a development bank.

Development goals of Banco de Desarrollo FINADE included expansion of its lending and investment activities in three priority areas: export oriented projects; agroindustrial development projects; and tourism.

U.S. Host:

Mr. Dave Bourne
Vice President
Midlantic National Bank
Metro Park Plaza, 499 Thornall St., 9th Floor, Edison, NJ 08818

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	More than adequate	Exceptionally relevant
Week 2	Exceptionally useful	More than adequate	Exceptionally relevant
Week 3	Very useful	More than adequate	Very relevant
Week 4	Exceptionally useful	Just right	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. Pichardo noted that he received excellent assistance in the following areas:

Financial, accounting and budgeting expertise and information, especially in the credit department.

Mr. Pichardo noted that he received very good assistance in the following areas:

Information and experience on technical aspects of the production and development of products and services; and information and experience on staffing and management, especially with letters of credit and other related activities.

Mr. Pichardo noted the following highlights:

"They introduced me to their computer facilities and also showed me how to improve the operations of Finade."

"I learned through their 'Cross Cell' program, which is an internal training program for all departments, something of all the different areas of the bank."

"It was also a good experience for me to live for four weeks in a city like New York and see the lifestyle of the citizens of the U.S."

Midlantic Bank gave Mr. Pichardo the relevant software from his training experiences so that it can be put to use at FINADE. Mr. Pichardo also had an opportunity to meet with Mr. Brandon Ninov at Chase Manhattan in New York City. The purpose of this was to orient Mr. Pichardo to some important technicalities regarding the administration of a recent US\$ 2

million loan from AID's Private Enterprise Bureau through Chase Manhattan to FINADE to finance private sector development projects. At FINADE Mr. Pichardo will work on selecting the clients and managing the loan portfolios for these AID funded loans. This is a good current and concrete example of an important secondary benefit of IEDP, namely the fact that it has provided important training for key personnel who later work on other projects funded by AID in Costa Rica, Jamaica and now the Dominican Republic.

Summary:

Mr. Pichardo rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. were very good and the value of Phase I and his treatment by IEDP staff were excellent.

Luis Manuel SAN MIGUEL Camino

Assistant to the General Manager, Parts and Bearings Department of La Antillana Comercial, S.A., importers and distributors of light and heavy construction, agriculture, transportation and industrial equipment, parts and service.

Mr. San Miguel wanted to increase his knowledge and skills in the areas of administration, marketing and finance in general. He also wanted to participate in marketing studies, spare parts department inventory control, customer service policy studies, etc. La Antillana Comercial, S.A. wished to explore new U.S. supply channels for spare parts, and ball and roll bearings.

U.S. Host:

Mr. Allen Radlinski
Employment Services Manager
Monroe Auto Equipment Company
One International Drive, Monroe, Michigan 48161

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	More than adequate	Exceptionally relevant
Week 2	Exceptionally useful	More than adequate	Very relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Very useful	More than adequate	Very relevant

Results of Participant's Final Evaluation Report:

Mr. San Miguel noted that he received excellent assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; and ideas on supply and inventory acquisition.

Mr. San Miguel noted that he received very good assistance in the following areas:

Ideas on marketing; information and experience on technical aspects of production; information and experience on staffing and management; financial, accounting and budgeting expertise and information; and ideas about new products and service areas.

Mr. San Miguel noted the following highlights which included work in the sales department, customer services department and the department for purchasing and inventory control.

"I was in training in all of the departments pertinent to my company."

"I worked in the field with the sales force, attended two trade fairs, and got information on future suppliers for my company."

"I greatly increased my knowledge of marketing, inventory control and purchasing, engineering, production, new product development and testing, costing, personnel development, credit, billing, and budgeting among other things."

"I was introduced to a product they are developing, a "Suspension Kit" which is very interesting to our company."

"The greatest experience for me was attending the Salesmen's Council. The best salesmen of the 15 different sales regions met in Monroe for three days to discuss various topics. Also, the customer service department was a great experience for my future development; I learned a lot of new techniques in the sales and marketing areas."

Additionally, Mr. San Miguel has developed a network of new contacts for purchasing U.S. supplies needed by his firm.

Summary:

Mr. San Miguel rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. were very good, and the value of Phase I and his treatment by IEDP staff were excellent.

Winston ANDERSON

Technical Controller of **Berec Caribbean Ltd.**, manufacturers of dry cell batteries.

Mr. Anderson wanted to be better able to appreciate and understand the quality and engineering processes associated with the production of paper-lined cells and ultimately dry cell batteries. He also wanted to increase his knowledge of quality control and engineering audit management and planning and gain as much information and working knowledge of the entire cell-making process as possible.

U.S. Hosts:

Mr. Anton Oswald
Vice President, Engineering
Brightstar Industries, Kidde
600 Getty Avenue, Clifton, New Jersey 07015

Coordinated by Mr. Jack Schaffer
Marketing Officer
Second National Bank
8th and Promenade, Richmond, Indiana 47374
Includes placements at Belden Electronic Wire and Cable
Dana Corporation
Amedco Casket Stamping Company
Closure Systems International,
Division of Alcoa

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 2	Very useful	More than adequate	Exceptionally relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Very useful	More than adequate	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Anderson noted that he received very good assistance in the following areas:

Information, resources and publications; and information and experience on technical aspects of production.

Mr. Anderson noted the following highlights:

"I spent an especially profitable time with Personnel with direct responsibilities for Research and Development and Raw Material Testing at Bright Star."

"The second week's program (at Belden Corporation) was well put together, it had been comprehensive and informative; indeed, I have benefitted tremendously from all who assisted. I was especially impressed with the employees dedication to their work and willingness to work with me."

"The four weeks with the companies provided hands on experience and exposure which couldnt' have been acquired otherwise."

"I also had some degree of cultural exchange and interaction."

Mr. Anderson added that the training with Belden Corporation provided excellent information on quality control, data processing, and personnel management. Noting that "this kind of training (IEDP) is real; in classrooms and seminars training is unreal and completely theoretical even if you use case studies." The exposure at Alcoa provided further help with quality control applications, especially its statistical applications. A totally unexpected benefit was the opportunity to sit in and observe a number of business transactions with clients in order to improve negotiating skills.

Summary:

Mr. Anderson rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and his treatment by IEDP staff were very good and the value of Phase I was good.

Richard COOKE

Managing Director of **Purffit Mufflers Ltd.**, semi-manufacturers and installers of exhaust systems.

In order to effectively expand into manufacture of small motor vehicle spare parts such as filters and electrical components, Mr. Cooke needed to improve his knowledge of production, marketing and accounting. To this end, he wanted to experience the financial planning, production and marketing methods of an efficiently run factory and its distribution network. His primary desire was to learn the methods of manufacturing and the systems for costing and marketing.

U.S. Hosts:

Mr. John Healy
Manager, Corporate Development
Tuffy Service Centers, Inc.
5462 State Street, Saginaw, Michigan 48603

Mr. Jim Stauff
President
Harvard Fluidguards, Inc.
U.S. Highway 14 North, Evansville, Wisconsin 53536

Mr. John R. Teithman
President
Armadillo Mufflers Corporation
10606 Brookbend, Houston, Texas 77035

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	Just right	Exceptionally relevant
Week 2	Exceptionally useful	Just right	Exceptionally relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Exceptionally useful	Just right	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. Cooke noted that he received excellent assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; ideas on marketing; information and experience on technical aspects of production or manufacturing; financial, accounting, and budgeting expertise and information; and ideas about potential new products and service areas.

Mr. Cooke noted that he received very good assistance in the following areas:

Ideas on supply and inventory acquisition and maintenance; and information and experience on staffing and management practices.

Mr. Cooke noted the following highlights:

"With the companies I had open and in-depth discussions and practical demonstrations of various management skills and technical expertise."

"Marketing managers were made available to me to discuss, design, demonstrate and evaluate new proven methods of marketing and advertising."

"Diversified products and services were recommended to me and methods of implemented them were demonstrated and then the results of such decisions were calculated."

"Not only did I benefit tremendously in the area of management skills development, but my exposure to the different culture, both social and business has improved the development of my personality and attitude."

"The following ventures are presently under discussion and are being investigated for their feasibility. Manufacturing of (1) mufflers (2) exhaust hangers (3) lawn mowers (4) bicycles (5) textiles (6) toys (7) glass ware. Also the distribution of by-pass filters in the Caribbean."

Summary:

Mr. Cooke rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. and his treatment by IEDP staff were very good and the value of Phase I was excellent.

Megan DEANE

Deputy Director, Business Development of The Private Sector Organization of Jamaica (PSOJ), an umbrella organization for private sector organizations and individuals representing private sector interests within Jamaica.

Miss Deane was interested in gaining more exposure to financial and commercial international organizations, especially those noted for their skills in international marketing and investment promotion. She wanted exposure to the practical operations of these areas in order to increase her understanding of the constraints, frustrations and rewards which are involved.

U.S. Host:

Ms. Carol Martel
Manager, International
Atlanta Chamber of Commerce
1300 N. Omni International, Atlanta, GA 30303

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 2	Somewhat useful	Less than adequate	Somewhat relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Very useful	Just right	Very relevant

Results of Participant's Final Evaluation Report:

Miss Deane noted that she received very good assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; and information and experience on technical aspects of the development of services.

Miss Deane noted the following highlights:

"The program gave me the opportunity to see how other people operate and get ideas that will improve my own operations in my job."

"We have begun an association with the Atlanta Chamber of Commerce to place an overseas office of the PSOJ in Atlanta."

Miss Deane, a qualified marketing analyst, made excellent use of the diverse resources of the Atlanta business community. She began negotiations for two separate joint venture projects for inland fish culture in Jamaica with a projected value of US\$ 3 million. Additionally, Miss Deane began discussions with H.J. Russel, Inc., Atlanta, for a large scale construction management project in Jamaica. She has solidified contact between PSOJ and the Georgia World Congress Institute. She has advanced negotiations with the World Trade Mart for permanent exhibition space for Jamaican products.

Internal to her own organization, PSOJ, Miss Deane will substantially revamp and improve data collection and information systems as a result of her IEDP program experiences, in addition to designing new market analysis methods. During IEDP Miss Deane completed a study with recommendations regarding the optimal and most cost effective placement of PSOJ facilities in the U.S.

Summary:

Miss Deane rated her internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and her treatment by IEDP staff were excellent and the value of Phase I was good.

Jean-Marie FRANCIS

Executive Assistant for **Zesty Food Processors & Exporters Ltd.**, processors of foods such as onion sauce, macaroni & cheese, base for ice cream and fruit mixes.

Mrs. Francis wanted to achieve greater efficiency and productivity and further develop marketing and overall management expertise in order to contribute to the development of this young company. She was interested in increasing her general management skills, doing research on product technology, and exploring new markets for the firm's products.

U.S. Host:

Mr. Steve McConihay
President
Tropabest
12300 Automobile Blvd, Clearwater, Florida 33520

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Somewhat useful	Just right	Somewhat relevant
Week 2	Very useful	Just right	Very relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Very useful	Just right	Very relevant

Results of Participant's Final Evaluation Report:

Mrs. Francis noted that she received excellent assistance in the following areas:

Ideas about potential new products and service areas.

Mrs. Francis noted that she received very good assistance in the following areas:

Information, resources and publications; contacts in the areas of sales, supplies, equipment, etc.; ideas on marketing; information and experience on technical aspects of production; and financial, accounting, and budgeting expertise and information.

Mrs. Francis noted the following highlights:

"Regarding new products for our market, they provided product knowledge and offered to introduce samples to test market response."

"The internship gave me the opportunity to see operations in other companies with a view to improving the overall efficiency of my company, especially in the area of marketing."

"We will now seek new markets, both local and overseas for our products. Introduce new products and I will try to improve my overall performance as well as the productivity of the company."

Before this IEDP experience, Mrs. Francis reports that Zesty Food Processors and Exporters were concentrating only on fruit and fruit juice mixes. She is now prepared to develop highly profitable new lines in puddings, pie and pastry fillings and bakery product glazes. Tropabest arranged for Mrs. Frances to contact several new customers at the Kansas City Trade Show and anticipates a large increase in exports to the U.S. market. Additionally, Mrs. Francis believes that the product information she takes back to Jamaica from Tropabest will facilitate substantial improvements in both marketing and production. The key is to increase productivity per worker through a much more sophisticated implementation of supervision and quality control.

Summary:

Mrs. Francis rated her internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and her treatment by IEDP staff were excellent and the value of Phase I was very good.

Sandra JENKINS

Head of the Art Department of **Grace Kennedy & Company Ltd.**, manufacturers and distributors of consumer non-durables, especially food.

Ms. Jenkins goals were to improve her technical skills in terms of the design of food labels, their printing and their relationship to package design. She also wanted to increase her management know-how of an art and design department in relation to an advertising and marketing firm and improve her design techniques for packaging of export products.

Specifically:

1. Packaging Design and Printing (especially in the areas of color separations and photography), with some marketing inputs and, to a lesser extent methods of production of packaging.
2. Design and Production of greeting cards - with a special interest in methods of printing.
3. Advertising - exposure to some general aspects beyond Graphics.

U.S. Hosts:

Ms. Lois Slachowitz
Creative Services
Cheeseborough Ponds
33 Benedict Place, Greenwich, Connecticut 06830

Mr. Raymond Evans
General Manager
Terfloth & Company
41 Marietta Street, N.W., Suite 607, Atlanta, GA 30303

Mr. Jack Porter
Needham Porter Novelli
3240 Prospect Street, N.W., Washington, D.C.

Mr. Bob Sperli
Administrator, International Operations
American Greetings
10500 American Road, Cleveland, Ohio 44144

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	Just right	Exceptionally relevant
Week 2	Exceptionally useful	More than adequate	Exceptionally relevant
Week 3	Exceptionally useful	Just right	Very relevant
Week 4	Exceptionally useful	More than adequate	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Ms. Jenkins noted that she received excellent assistance in the following areas:

Information, resources and publications; ideas on marketing, advertising and product promotion; and information and experience on technical aspects of production.

Ms. Jenkins noted that she received very good assistance in the following areas:

Contacts in the areas of sales, supplies, equipment, etc.; ideas on supply and inventory maintenance; and information and experience on staffing and management.

Ms. Jenkins noted the following highlights:

"I was given many contacts in the packaging and promotion areas and there will be continued correspondence with these people so that we can effectively promote additional sales of their products in Jamaica."

"The new ideas on supply will help me achieve the effective administration of an art studio to promote efficiency and speed in a big company's small studio."

"I learned what I had hoped to about colour separation, cost-efficient label printing and product packaging."

"I now have a working insight into U.S. advertising operations and ideas and the importance and impact good marketing can have on a product's packaging and market impact."

Summary:

Ms. Jenkins rated her internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. and her treatment by IEDP staff were excellent and the value of Phase I was very good.

Roderick LEWIS

Managing Director of **Master Blend Feeds Ltd.**, a subsidiary of the Jamaican Broilers Group, marketing a full range of animal feeds to farmers.

The Jamaica Broiler Group of Companies has recently been integrating backward. Having started out as poultry processors, with contract farmers who produce for them, they have moved into hatcheries, animal feeds, experimental planting of sorghum and other ingredients and are now moving into beef cattle production and meat packing and processing. They plan to export prime cuts to Caricom and to substitute for imports of offal in the local market. They have also embarked on an extensive program of aqua culture - both fresh water fish and prawns.

Mr. Lewis was leading this new venture of the Group into unfamiliar development and wished to have a new perspective and be exposed to a new experience. In his words,

"There are a number of firms in North America engaged in Agribusiness who have developed a global strategy for their corporate activity. It would be particularly useful to be able to interact with such firms to explore the possibilities of joint ventures in this region with them; to seek their assistance with sourcing and supplying technology, equipment and materials and to investigate their interest in purchasing products which can be produced in this region with competitive advantage."

U.S. Hosts:

Mr. William J. Fielding
President
Excel Corporation
2901 N. Mead, P.O. Box 2519, Wichita, Kansas 67201

Mr. Jack Wilmoth
Director of International
Peterson Industries, Inc.
Main Street, Decatur, Arkansas 72722

Max Bauer Meat Packers, Inc.
Mr. Frank Bauer
President/Owner
151 N.W. 5th Street, Miami, Florida 33128
Attended the Florida Department of Agriculture 19th Annual
Livestock Meeting in Tampa with Mr. Bauer.

American Feed Manufacturers' Convention
Minneapolis, Minnesota

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 4	Very useful	Just right	Very relevant

Weeks 2 and 3 of Mr. Lewis' program were transferred to after Phase II due to last minute scheduling changes at Perdue Farms and with the Carnation Corporation, the latter because the company has been recently purchased by Nestle International.

Results of Participant's Final Evaluation Report:

Mr. Lewis noted that he received very good assistance in the following areas:

Contacts in the areas of sales, supplies, equipment, etc.; and information and experience on technical aspects of production.

Mr. Lewis noted the following highlights:

"I was offered much help in making contact with suppliers of equipment and machinery for the beef and animal feed industries."

"The exposure did provide me with much needed information for my company's planning activities."

"We now have in mind export sales of beef and feed ingredients to Jamaica and a joint venture business investment based in Jamaica."

Summary:

Mr. Lewis rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and the value of Phase I were good, and his treatment by IEDP staff was very good.

Howard McCALLA

Director, Maintenance Production for **Air Jamaica Ltd.**, Jamaica's international airline.

Mr. McCalla's professional advancement required further exposure to management training, in particular to operations management as well as maintenance management with a general introduction to marketing/sales and finance. He also wanted to increase his organizational and planning skills; human resource development skills; and budgeting skills with an emphasis on senior/executive management levels.

U.S. Host:

Mr. Dennis Manibusan
Director, Engineering and Technical Services
Ozark Airlines
P.O. Box 1007, Lampert Field
St. Louis, Missouri 63145

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	More than adequate	Very relevant
Week 2	Exceptionally useful	More than adequate	Very relevant
Week 3	Exceptionally useful	More than adequate	Exceptionally relevant
Week 4	Exceptionally useful	Just right	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. McCalla noted that he received very good assistance in the following areas:

Contacts in the areas of sales, supplies, equipment, etc.; ideas on supply and inventory acquisition and maintenance; information and experience on technical aspects of production and the development of services; information and experience on staffing and management; financial, accounting, and budgeting expertise and information; and a very important exposure to the actual operations of quality circles.

Mr. McCalla noted the following highlights:

"I learned a system for distributing spares from the stores to the shop floor, got ideas for improvement of maintenance control systems and methods and learned new budget control practices."

"There was an exchange of information on industrial relations and performance appraisal as well as ways of dealing with absenteeism."

"I also established personal contacts and learned a great deal from my exposure to the "Middle" States lifestyle and culture (Missouri/Illinois)."

"We are in discussions for a possible new route (Jamaica - St. Louis) for the airline."

Most important, Mr. McCalla has developed with Ozark Airlines a whole formal program of exchange visits for Air Jamaica personnel on the basis of the IEDP experience.

Summary:

Mr. McCalla rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. were good, and his treatment by IEDP staff and the value of Phase I were very good.

Dwight PEAT

Installation and Repairs Manager for **Jamaica Telephone Company Ltd.**, a public utility company providing telephone and telecommunication services.

Mr. Peat wanted to increase his knowledge and skills of development planning and financing; maintenance planning and administration, especially outside plant; and data communications and administration of on-line systems.

U.S. Host:

Mr. Michael R. Markham
Manager, Distribution Services
Mountain Bell
2929 W. 32nd Avenue, Room 4, Denver, CO 80211

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	Just right	Very relevant
Week 2	Very useful	Just right	Very relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Very useful	Just right	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Peat noted that he received excellent assistance in the following areas:

Information and experience on staffing and management practices, personnel development and staff training.

Mr. Peat noted that he received very good assistance in the following areas:

Introduction to information, resources and publications; contacts in the areas of supplies and suppliers; and ideas about potential new products and service areas.

Mr. Peat noted the following highlights:

"I was shown the newest equipment on the job as well as rehabilitated equipment. I also observed the sale of telephone service to the public and had discussions on budgeting for the company."

"I had face to face discussions with several senior staff members and was provided copies of several manuals regarding personnel practices."

"I had opportunity to see a wide cross-section of a large U.S. company and to meet several top level personnel as well as to investigate new products, services and management ideas."

Mr. Peat emphasized the wealth of new procedures he has learned and many better ideas for personnel management. His experience at Mountain Bell was so comprehensive that he was able to collect a great body of manuals and other technical materials and shipped forty (40) pounds of training materials to Jamaica Telephone Company.

Additionally, Mr. Peat has already developed a network of free consultation for technical assistance whereby individuals at Jamaica Telephone Company can contact a wide array of counterpart specialists at Mountain Bell for continuing free assistance via telephone consultations.

Finally, Mr. Peat noted that the experience at Mountain Bell increased his confidence by comparing what Jamaica Telephone Company does now and is planning to do with the current and planned innovations at Mountain Bell, a company fifty (50) times as large as Jamaica Telephone Company. So as not to waste a minute, Mr. Peat also did some market research with a view to finding U.S. customers for a small business in floriculture (antheriums) he is developing as a sideline.

Summary:

Mr. Peat rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and his treatment by IEDP staff were very good and the value of Phase I was good.

Ian RANDLE

Managing Director of **Heinemann Educational Books (Caribbean) Ltd.**, a publishing company specializing in educational textbooks.

Mr. Randle wanted to see how a major publishing firm develops and produces major textbook projects - how they are designed, costed, priced and the budgetary controls which are exercised over them. Additionally, he wanted to learn about the sale of subsidiary rights as well as licensing. As part of the overall program, Mr. Randle wished specifically to learn of paper supply sources in the U.S. and paper buying practices as well as major U.S. printers and printing practices. He also wanted to look at the materials already produced by major U.S. educational publishers with a view to adapting such material for use in the Caribbean area.

U.S. Hosts:

Mr. Robert Janas
Riverside Publishers
Citicorp Plaza, 8420 Bryn Mawr Avenue, Chicago, IL 60631

Mr. Pierre Balliet
Vice President, International Affairs
Houghton-Mifflin
1 Deacon Street, Boston, Massachusetts 02108

Attended the International Reading Association Convention
New Orleans, Louisiana

Meetings with various publishers in New York.
Heinemann, Inc.
Monthly Review Press
Grove Press
Prentice Hall
Publishing Institute (University of Denver)
Association of American Publishers

Meetings with publishers in the Washington, D.C. area.
John Hopkins University Press
Three Continents Press

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Somewhat useful	Less than adequate	Somewhat relevant
Week 2	Very useful	Just right	Very relevant
Week 3	Exceptionally useful	More than adequate	Exceptionally relevant
Week 4	Very useful	Just right	Exceptionally relevant

Results of Participant's Final Evaluation Report:

Mr. Randle noted that he received very good assistance in the following areas:

Information and experience on technical aspects of production and the development of services; and information and experience on staffing and management practices.

Mr. Randle noted the following highlights:

"The convention in New Orleans brought together 15,000 teachers of reading and also all the leading U.S. publishers, who then had their materials on display."

"The convention also attracted a number of small West Coast publishers who are producing some innovative material and who I would not normally have heard about or seen."

"Dominic Press has agreed to distribute one of our textbook series. We have reached agreement in principle with Johns Hopkins to market their books in their 'Studies in Atlantic History and Culture'. There is also an agreement in principle to explore areas of joint publishing for this series."

"Held extensive discussions with editorial director of Houghton Mifflin on current projects with a view to adaptation of one course on business communication. Also held useful discussions with marketing executives and discussed details of possible marketing of Houghton Mifflin Books in Caribbean by H.E.B."

"My stay at Houghton Mifflin included a visit to a large book printer where I observed their printing and binding operations. In practical terms we intend to send them specimen material for printing quotes."

"One of my meetings in NYC was with Elizabeth Geiser, Director of the Publishing Institute (University of Denver). As a result of our discussions the Institute will accept one of our staff members for their 1985 summer program."

"The exposure to U.S. businesses was important in giving me a clear appreciation of the possibilities and the limits of possible business cooperation. From my perspective the visits clearly defined the options opened to our company in doing business with U.S. companies. This will make future planning much easier."

The principal benefit of the IEDP experience for Mr. Randle was the important opportunity to completely revamp his approach to joint ventures with American publishers. Before the program, Mr. Randle was convinced that the way to go was to try to negotiate agreements with the larger principal publishers. IEDP taught him that the opposite was true. The larger very profitable publishing houses are usually purchased by large multinational conglomerates that have no need or interest in such joint ventures. Alternatively, IEDP placed Mr. Randle in very productive contact with a large number of smaller but very high quality firms that welcome his initiatives toward collaboration. A number of such contacts are now firmly grounded with solid prospects at hand. In terms of his own professional skills, Mr. Randle reports that IEDP exposure was of great importance in concept development and implementation planning, the basis of successful publishing, as a result of many very productive consultations with his U.S. counterparts.

An added feature of the IEDP experience is that it enabled Mr. Randle to discuss with fellow participant, Bernardo Bergés, the prospects of having some of Heinemann's printing done in the Dominican Republic rather than in The Republic of China (Taiwan), the current printer.

Summary:

Mr. Randle rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. were fair, his treatment by IEDP staff was very good and the value of Phase I was good.

Roy SMITH

Director of Marketing and Finance for **Tourism Enterprise Ltd.**, a tourism product and services oriented company offering professional training services in the field of institutional feeding and catering.

Mr. Smith wanted to improve his knowledge and skill in convention marketing and management as well as other promotional activities in the tourism sector. He wanted to see and work in the development and marketing of conventions. To make contacts with firms and individuals desirous of holding conventions/meetings in Jamaica to obtain tax benefits and concessions on such conventions/meetings.

U.S. Host:

Mr. John Stancati
Director, Finance & Administrative
Century Center
120 South St. Joseph Street, South Bend, Indiana 46601

Mr. Roy Smith voluntarily withdrew from the IEDP Program and returned to his home in Jamaica on April 24, 1985 at the end of Phase I. The reason for his departure was that tests conducted at George Washington University Hospital in Washington, D.C. confirmed the presence of a growth and the need for immediate major surgery. Given by IEDP the option of having the operation at once or returning home, Mr. Smith chose to return to Jamaica for immediate surgery since a long period of convalescence was anticipated.

Prior to his early termination Mr. Smith expressed the opinion that Phase I had been excellent for him and that his recruitment and preparation for the program had been very good. He rated his treatment by IEDP staff while in the program here in the U.S. as excellent. He expressed the hope that in view of his surgical emergency he would be considered for inclusion in a future IEDP that would allow him to undertake and complete his planned internship at Century Center.

Emile SPENCE

Marketing Manager of the Jamaica National Building Society, a savings and loan institution.

Mr. Spence wanted to obtain first hand experience of the technical and managerial resources available in the U.S. His primary interest was to acquire a deeper understanding of marketing concepts and wider knowledge of marketing principles and practices, as well as the tools to employ them in marketing tasks. A secondary but important interest was exposure to the processing of applications and the disbursement of funds. His third interest was computer applications to savings and loan companies as the operations of J.N.B.S. are now computerized.

U.S. Host:

Mr. Bob Stuart
Vice President and Director of Marketing
Imperial Savings
8787 Complex Drive, San Diego, California 92123

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Exceptionally useful	Just right	Exceptionally relevant
Week 2	Exceptionally useful	Just right	Exceptionally relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Very useful	Just right	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Spence noted that he received very good assistance in the following areas:

Introduction to information, resources and publications; information and experience on technical aspects of the development of services; ideas about potential new products and service areas; and excellent help with marketing research, hotline surveys and services as well as advertising and public relations.

Mr. Spence noted the following highlights:

"All necessary documents and source material which would aid me in understanding the operations of the company and the marketing department were made available and explained to me. I was shown how their budget was prepared and monitored."

"I was allowed to attend meetings with the advertising company to see how to launch and promote products and the creation of advertising these products."

"I was given access to the internal market research database using a computer to extract information on competitors' products and to create similar or improved products."

"I was taught how to develop my own matrix on the computer and use it to make marketing decisions."

"New areas and ideas of marketing a financial service have been revealed to me. The collection source - using marketing research internally - is new to me and will make a positive impact on marketing my company's services."

"We are now working on setting up a central data base among banks and S & Ls so that they are up to date on market activities and more informed on market conditions and the competitors in the game."

His hosts gave Mr. Spence both written examples and the software needed to develop his company's strategic planning for both marketing and for the overall corporation for one year and five year intervals.

Summary:

Mr. Spence rated his internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. were good, his treatment by IEDP staff was very good but that the value of Phase I was only fair in his view.

Nadia TOWNSEND

Sheet and Contract Sales Manager of **Alcan Products of Jamaica (ALPROJAM)**, manufacturers of aluminium products including roof sheeting, sidings, extrusions and fabricated products.

The primary interest of Miss Townsend was to be exposed to the marketing of metal products - the general principles of marketing as applied within and to the construction industry (which need not be limited to a metal products company). Additionally, she was interested in increasing her skill and knowledge of general and production management, including administrative techniques.

U.S. Hosts:

Mr. Til Helvenston
President
Cuckler Building Systems - Division of Lear Seigler
102 W. South Street, Monticello, Iowa 52310

Mr. John Elliot
Controller
Aluminum Industries, Inc.
1611 Des Peres Road, Des Peres, Missouri 63131

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Very useful	Just right	Very relevant
Week 2	Somewhat useful	Less than adequate	Somewhat relevant
Week 3	Very useful	Just right	Very relevant
Week 4	Very useful	Just right	Very relevant

Results of Participant's Final Evaluation Report:

Miss Townsend noted that she received excellent assistance in the following areas:

Ideas on marketing, advertising and product promotion; and information and experience on staffing, personnel development and management.

Miss Townsend noted that she received very good assistance in the following areas:

Introduction to information, resources and publications.

Miss Townsend noted the following highlights:

"I obtained alternative suppliers for a new product for which we are presently trying to locate a good supplier. I was put in contact with an existing customer who may be able to do more business with our company, ALPROJAM."

"I was allowed to view their retail operation, attend sales meetings and observe their telemarketing and mailer systems. I toured each company's manufacturing facilities and met with the

production and purchasing managers. I had exposure to the administrative systems in place including data processing, and personnel recruitment. Additionally, I was given exposure to their accounting department as it affects sales. In depth discussions with the financial controller for retail sales proved very informative."

"Generally the product lines being explored or anticipated here were very limited; however, for service areas this was very comprehensive - a reflection of the extreme competitiveness of the aluminum industry now."

"Most beneficial was my placement at Aluminum Industries which is presently in a very dynamic stage as it expands its retail section and looks not only to significantly improve profitability by the move but is also looking to expand nation-wide by threefold by 1988."

"Unfortunately, new business ventures are severely restricted by the freight costs that would be incurred in our shipping and importing needed raw materials for expansion."

Miss Townsend noted that IEDP provided her with an unprecedented learning opportunity because Alcan Jamaica uses only training resources available in Jamaica which precludes the richness and diversity of her experience with IEDP.

Summary:

Miss Townsend rated her internship experience as very beneficial, noting that the arrangements prior to coming to the U.S. and the value of Phase I were good and her treatment by IEDP staff was very good.

Barrington WHYTE

Operations Manager of the **National Development Foundation of Jamaica**, a private, non-profit volunteer organization which offers financing and training to small business operators.

The goals of Mr. Whyte were to develop greater skill and knowledge in the management of credit programs in general and in particular, venture capital and high risk lending programs. To examine alternative lending strategies and loan instruments. To examine credit and delinquency control systems, organization of departments and use of automated systems in billing and collections. He wanted to gain exposure to problems of general management, specifically human resource management. Formulation and development of financial marketing strategies. He was also interested in examination of the U.S. Government Financial Assistance program to small businesses, its strategies and problems. Application of financial management techniques to business management.

U.S. Host:

Mr. Bert Haggerty
District Director
Small Business Administration
26 Federal Plaza, 31st Floor, New York, NY 10278

Results of Participant's Weekly Evaluation Reports:

	<u>Quality of work</u>	<u>Quantity of work</u>	<u>Relevancy of work</u>
Week 1	Somewhat useful	Just right	Very relevant
Week 2	Exceptionally useful	Just right	Exceptionally relevant
Week 3	Very useful	Just right	Exceptionally relevant
Week 4	Very useful	Just right	Very relevant

Results of Participant's Final Evaluation Report:

Mr. Whyte noted that he received excellent assistance in the following areas:

Introduction to information, resources and publications; and information and experience on technical aspects of production and the development of services.

Mr. Whyte noted that he received very good assistance in the following areas:

Ideas about potential new products and service areas.

Mr. Whyte noted the following highlights:

"The S.B.A. publishes a wide range of information on nearly all types of small businesses which was made available to me. Arrangements were made for continued supply of such information."

"The standard operating procedures of all departments of interest were made available. This was supplemented by detailed discussions of programs with each department head. I was also

given exposure to the different Small Business Development programs, some of which are in existence in my companies. Others are areas of potential service development."

"Two field visits were most enlightening in that it gave the opportunity to compare real problems faced by small businesses in the U.S. to those in Jamaica. The approaches to client servicing was of special interest as this is a problem area in my company."

"The match was most appropriate and it gave me the opportunity to evaluate my company's program based on the experiences of the S.B.A."

"The exposure to the U.S. business climate, work ethics and value system was most beneficial. Also, a better understanding of the Dominican Republic was gained."

Most importantly Mr. Whyte was able to contrast his organization's weakness and inefficiencies ("We tend to try to control clients too much") with the SBA approach ("They reach out to the clients internal resources"). Mr. Whyte took back to his organization a wealth of small business training materials specially tailored for individual clients according to industry and company size so that Jamaican adaptations can be developed. Mr. Whyte's visits to twenty (20) SBA clients gave him an in-depth experience in better business problem diagnosis techniques so that surface problems are seen in relation to the underlying systemic obstacles standing in the way of further development. All of this information is being worked into a format for presentation at a NFDJ staff development retreat to occur in Jamaica during July 1985.

Summary:

Mr. Whyte rated his internship experience as exceptionally beneficial, noting that the arrangements prior to coming to the U.S. and the value of Phase I were very good and his treatment by IEDP staff was excellent.

Phase III - Evaluation

Phase III - Evaluation has been every year the least attractive part of the program from the participants' point of view. For that reason it has been condensed from one week in 1983 to three days in the 1984 and 1985 programs. The principal reason for its unpopularity relative to the high regard for Phase I and even higher regard for Phase II is a basic one. During the previous phases candidates received a great deal of highly valued information and practical experience. In Phase III the tables are turned and they are required to give back a great deal of written and interview information to IEDP staff and AID personnel.

An added burden from the participants point of view is the process of reviewing all of their expense vouchers mailed into IEDP weekly during their Phase II internships for any inconsistencies, incompleteness or lack of supporting documentation. Finally, they are questioned about any inconsistencies regarding their weekly program evaluation reports as contrasted and compared with their final overall evaluations of the total program. There are a few complaints about the meticulousness of all of these procedures, but in general most participants remain cheerful and find Phase III an opportunity to express their thanks repeatedly to IEDP staff and to AID personnel as they compare notes with one another concerning the highlights of their individual and separate Phase II internship experiences.

An enjoyable Phase III task is the election by participants from each country of three participants whom they feel are best qualified to act in the future as volunteers who assist in candidate recruitment and preparation for future programs and who also form a nucleus of the returned group to ensure that they continue to share information and experiences for continued mutual benefit. In 1985 the Dominicans elected Bernardo Bergés, Luis Gomez and Hector Jaquez for this purpose while the Jamaicans elected Megan Deane, Ian Randle and Emile Spence.

Some participants find all of the written forms and interview questions to be repetitious, burdensome and sometimes very slanted to probe for any possible negative comment or complaint. But the reason for this is to make

sure that all possible information is available to IEDP to plan and implement appropriate improvements. As for repetition, experience has shown that written forms alone without detailed interviews would leave important program gains unmentioned and therefore unrecorded.

In order to offset the demanding tasks of program evaluation and accountability on the part of the participants; the final day of Phase III is devoted to giving the participants more information to help them and their companies take advantage of existing programs geared to assist them in continuing their efforts when they return home.

The following schedule for all of Phase III indicates the content of this final day.

TABLE 13

PHASE III - PROGRAM REVIEW AND EVALUATION

Schedule

Monday, May 20, 1985

- | | |
|-------------------------|--|
| 9:00 a.m. to 12:00 noon | A. Opening remarks, Gretchen Berry, AID Project Monitor |
| | B. Distribution and discussion of various IEDP evaluation forms, Jerry Maloney, IEDP |
| | C. Settlement of financial accounts and weekly reports, Judy Harper, IEDP |
| | D. Travel arrangements, Cassandra Williams, IEDP |
| 1:00 p.m. to 2:00 p.m. | Completion of IEDP evaluation forms and continuation of unfinished business from the morning session |
| 2:00 a.m. to 5:30 p.m. | Individual evaluation sessions with Gretchen Berry, Robert Landmann and Jerry Maloney. Approximately thirty minutes per participant. See proposed schedule in your information packet. |

Tuesday, May 21, 1985

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| 9:00 a.m. to 5:30 p.m. | Continuation of individual evaluation sessions and continuation of the completion of the various IEDP evaluation forms, reports and accounts. |
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Wednesday, May 22, 1985

- 9:00 a.m. to 10:00 a.m. Mr. Lawrence H. Theriot, Director
Caribbean Basin Business Information Center
Department of Commerce
- 10:00 a.m. to 10:45 a.m. Ms. Teresa Mastrangelo
Overseas Private Investment Corporation
Registration of the companies represented by
IEDP participants in the OPIC Opportunity
Bank
- 10:45 a.m. to 11:30 a.m. Ms. Helen Santiago
Caribbean/Central American Action
Caribbean Information Network
Registration of the companies represented by
IEDP participants in the CBIN Data Base.
- 11:30 a.m. to 12:15 p.m. Mr. Steven Carlson, Assistant General Counsel
Bureau for Private Enterprise
Agency for International Development
- 12:15 p.m. to 12:45 p.m. Election of three participants in the 1985
program to form a Board of Advisors in Jamaica
and the Dominican Republic to assist with the
future program preparations. The duties of these
volunteer advisors will include assistance with
candidate selection and preparation, publicity,
and other program preparations.

The key notion in this last day is to make sure that the participants are well aware of the continuing resources available to them under the sponsorship of AID's Private Enterprise Bureau, Caribbean/Central American Action, the Overseas Private Investment Corporation and to remind them of the resources, opportunities and accomplishments to date of the implementation of the Caribbean Basin Recovery Act.

This information is, of course, not entirely new to the participants. They are familiar with the CBI now that it has completed one year of its twelve year implementation schedule and the other resources have been mentioned to them by various speakers during Phase I, but this is a recapitulation and reinforcement to remind them and their companies not to ignore these important resources. These presentations are the best part of Phase III from the participants' point of view. It fills them with a final dose of enthusiasm and encouragement as the IEDP program ends and they return to their jobs.

Suggestions for future improvements in Phase III are two. First, find a way to juxtapose the unit in Phase I on U.S. Government regulations with the information on the support programs in Phase III so that the assistance and constraints are seen together in balance. Second, distribute the detailed agenda of Phase III by mail to the participants while still in the Phase II internships to provide them more information in advance than just the bare facts of time, place, etc. for Phase III which accompanies the confirmation of travel arrangements and reservations that are provided in advance.

Problems and Prospects for IEDP

The problems in IEDP have been noted in some detail throughout this report when the relevant issue has been discussed. They may be summarized here for purposes of review.

From the point of view of the IEDP participant trainees the principal complaints are that the program is too small, serving neither enough suitable candidates from the countries it serves and restricting itself to too few countries who need it, especially throughout the Caribbean Basin area. A number of lesser complaints point to the need to place it on a more permanent organizational basis so that time frame deficiencies can be addressed more constructively. Also, this would allow IEDP to act as a kind of ombudsman in overcoming some obstacles and delays in program follow up as it pertains to seeing that the business opportunities begun in IEDP are brought to maturity. There is mounting evidence that this would be a productive use of resources. But it is important to point out that full scale joint ventures frequently and even typically take about five years to come to fruition. Since IEDP is still only three years old it would be premature to tally up these program results at this point.

From the point of view of the U.S. firms the principal concern is more lead time for working out internship details between agreeing to accept an IEDP participant and the date the internship begins. There is no doubt that this would improve even further the quality of the internships and increase the number (and perhaps the quality) of U.S. firms willing to cooperate. A fuller discussion of this issue was presented earlier in this report.

From the point of view of IEDP staff the principal concern is the lack of adequate time frames required to better sustain the current successful level of program accomplishments and to bring the level even higher.

From the point of view of AID the concerns during 1983 covered a range of issues typical in participant training in areas of program effectiveness, efficiency and costs. During 1984 substantial improvements in some areas (not all) of program effectiveness and efficiency pointed to program cost as the main expressed concern and it is likely that an AID review of the

1985 program results and costs will continue that focus as the main expressed concern.

In any balanced discussion of program costs it is important to note that AID is not now and has not been the sole contributor to the program. For example, this year the program cost AID approximately a quarter of a million dollars. In addition to this the contributions in kind from Dominican and Jamaican sources (as noted earlier in this report) total US\$ 63,038. As previously noted it is not the policy of IEDP to pay the U.S. host firms for providing the interns' training. This training is only accepted as a gift: a concrete, personal contribution to a small part of AID's overall mission. As previously noted in this report the contributions in kind provided by these U.S. firms total \$109,856. A third source of contributions in kind are the presenters during Phase I who charge no fee and the organizations who donate the training facilities free of charge. These Phase I contributions in kind have a value of \$8,600. The total contributions in kind in support of the program total \$181,494 this year from all sources. The percentage of total program costs that are donated as contributions in kind exceed 70% of AID's cash outlay. 58% of all program related costs are paid for by AID.

In the course of its three year history none of the Costa Rican, Dominican or Jamaican firms have contacted IEDP to complain that they did not receive good value for money. Moreover, during that same period none of the U.S. host firms have complained that what IEDP asked them to contribute was too costly. Nevertheless there persists a concern that AID's costs for IEDP are too high at least among some of its staff, and in the scarce resource environment of a federal agency's budget this concern deserves attention.

The nature of this concern over costs could take one of three forms. The principal funder of IEDP could have wanted more program for less money, the same program for less money or less program for less money. All indications to date are that the concern has been one of more for less or the same for less.

This concern over costs has been expressed in terms of comparisons that are wholly inappropriate. AID typically used the traditional academic measures

of educational outcomes and cost effectiveness. When applied to primary, secondary, tertiary or post graduate formal education these measures make conventional sense. Time spent, credits earned, degrees, certificates, honors or awards obtained are the traditional outcome measures. Against these academic effectiveness measures of educational attainment costs are assessed in terms of the average cost per participant or per participant month. With this formula longer is going to usually appear to be more cost effective and consequently better.

In the realm of adult educational applied practica, where IEDP by definition belongs, these criteria obscure rather than assess real value and cost effectiveness. When the value of resulting increased local or international business resulting from a program like IEDP is considered, the evaluation model breaks down completely and is unable to support valid comparisons except among similar programs such as IEDP and a close executive training alternative, if one exists.

As one evaluation expert in AID's Office of International Training noted in 1983, "If IEDP accomplishes in this short time and at this cost half of what it sets out to do the benefits are tremendous in relation to its costs and we have no evaluation criteria in place here (AID) to accurately assess these results."

Nevertheless it is incumbent upon IEDP to devise ways to increase contributions in kind on the one hand and to revamp the program in ways that require less from AID's budget.

Contributions in kind could be increased in three general ways. First, the foreign firms sponsoring IEDP candidates could be charged a fee to help defray recruitment costs, domestic transportation and per diem costs and a portion of administrative costs. To date, this strategy has not been tested but it could be phased in over future program implementations to test its effectiveness. A gradual approach is best here since in the past many foreign banks and financial institutions, for one example, have turned to IEDP because the costs of alternative specialized international training programs for them have involved prohibitive costs.

A second source of external funds could be the U.S. firms who host the participants. Some of them have proved to be extraordinarily generous, but there is a risk involved here. Since 1984, all such firms are routinely invited to make cash contributions to the program if they chose to do so. To date not a single U.S. firm or individual has made such a cash contribution. Or as one U.S. executive put it, "I contribute my time and the resources of my company free of charge to the participant and by cash contribution comes in the form of my taxes." A valid point. In any event, raising cash in this manner has met with no success to date.

A third source of funding could be grants from large U.S. corporations and foundations. To date exploratory efforts along these lines have shown that the potential donors have already earmarked the available funds for older, more established programs.

A fourth way to reduce AID's direct costs could be by means of sharing its other established resources and these possibilities should be pursued more constructively by both IEDP and AID. Here are some concrete possibilities:

IEDP could share in AID's recruitment resources and thereby reduce recruitment costs. To date constraints on USAID Mission budgets and staff levels have made it necessary for IEDP to incur all the direct costs of establishing and maintaining recruitment capabilities in each country where it recruits participants and this is a very costly arrangement. IEDP did not set out to have it happen this way. Rather, in every country where it has done recruitment IEDP has had to clearly promise that it would require nothing from USAID Missions beyond the bare minimum of processing applications internally and securing visas in addition to a general oversight responsibility to be kept informed of progress to date and provide concurrence. Perhaps IEDP recruitment could be more fully supported by extensive direct USAID Mission involvement from start to finish. But a caveat here is important. IEDP has no choice but to accept the Mission's version of its predicament regarding internal resources. So these internal resources would have to be expanded, it would appear, before IEDP would have a practical way at hand to substantially reduce recruitment costs.

A second costly element in IEDP is the amount of time and other direct costs staff and others must spend each year on developing a reliable and appropriate pool of potential U.S. host firms to be ready to meet the expressed training needs of the new group of applicants. For those not familiar with the inner workings of this process it could appear that by now IEDP should be able to pick up the telephone and make an internship placement in a day or two. This fantasy is born of a total lack of understanding of the laborious process whereby the connections between an average of one or two hundred U.S. firms must be begun and nurtured on behalf of each candidate. In such a totally individualized and specialized training program the number of telephone conversations, written communications and sometimes personal visits and explanations required to begin, nurture and conclude the specific training agreement is very demanding and costly. Still, it is this element, more than anything, that guarantees the successful results to date. Where cost saving short cuts have been attempted as alternatives in the past the results have constituted program failures, all the more glaring because they differ so markedly from the program successes.

Two avenues suggest themselves. First, since all this time, money and effort has already been expended to enlist the help of these U.S. corporate volunteers, AID should identify ways to harness their established and tested volunteerism in support of other AID programs, as appropriate.

Second, IEDP could in future experiment with some reverse programming. That is, find through intermediary agencies, organizations and associations a ready supply of U.S. firms who specify in advance what they want in a foreign executive intern and potential business partner, and then have IEDP communicate these specific requirements to USAID Missions to see if they can find the suitable candidates. Either of these strategies could prove to be more cost beneficial than the present IEDP process of matching U.S. firms to participants recruited first.

One concrete possibility comes to mind. Early in 1983 the Vice President for Planning at the International Executive Service Corps (IESC) requested a briefing about IEDP from its director. At that point IEDP had yet to

train a single executive, but word of IEDP had come to IESC headquarters through IESC field staff overseas.

In the course of the briefing the IESC Vice President recalled that at various times in the twenty year history of IESC there emerged the idea of a companion program which would bring the foreign executives to the U.S. for training in some coordinated relationship to sending the IESC volunteer executive to that foreign firm, thus enhancing and multiplying the effect of IESC's mission. For a variety of reasons over the years the idea did not materialize into a companion program or integral extension of IESC. Noting the many difficulties and obstacles to success in a program concept such as the one that IEDP had newly undertaken, the IESC Vice President expressed high hopes for IEDP's success. Almost three years have passed and if from the IESC point of view IEDP success to date warrants it, every effort should be made to pursue avenues of collaboration that will enhance the effectiveness of both programs and develop new approaches to further economies with IEDP.

As of June 1985 the work of the current IEDP implementation has been completed. The infrastructure in support of IEDP is at least temporarily dismantled and its staff reassigned. This has happened twice before. In the past, efforts to continue the program after two long interruptions were successful and that may augur well for a further continuation of the program in its present form or some adaptation of it. The value of the program is found principally in the current and future accomplishments of the executives who have put the training to good use. On the first and last days of each IEDP program the participants are reminded that while they are the recipients of the program, its real intended beneficiaries are those Costa Ricans, Dominicans and Jamaicans who will benefit from the increased prosperity the IEDP participants will bring to their countries.