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DOMINICAN REPUBLIC DEVELOPMENT TRAINING PROJECT II

USAID CONTRACT 517-0216-C-00-9097-00

FINAL REPORT

Submitted to

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

U.S. Embassy, Santo Domingo, Dominican Republic

**Administered by
Development Associates, Inc.
Arlington, VA
U.S.A.**

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PREFACE

This document constitutes the final report regarding the second phase (DR II) of USAID's Dominican Republic Training Project No. 517-0216. Activities covered herein correspond to USAID Contract No. 517-0216-C-00-0097-00 signed between USAID and Development Associates, Inc. This report covers the period January 24, 1990 to August 24, 1994. Activities corresponding to the first phase of the project (Contract 517-0216-C-00-7089-09) have been described in the DR I Final Report submitted to USAID in August 1991.

The contract's successful implementation was made possible through the good working relationships developed between the project staff of the Consejo Nacional de Hombres de Empresas (CNHE) which, under a USAID grant had the responsibility for the identification and selection of all participant candidates, and the staff of the USAID/Santo Domingo General Development Office, the Training Office and the Contractor Division. We take this opportunity to thank all persons involved in the project for their outstanding cooperation.

EXECUTIVE SUMMARY

I. INTRODUCTION

On January 24, 1990 the second phase (DR II) of USAID's Dominican Republic Training Project No. 517-0216 was initiated with the signature of a second contract (No. 517-0216-C-00-09-0097-00) with Development Associates, Inc. This project had started with a USAID grant to the Consejo Nacional de Hombres de Empresa en August 4, 1986, later amended on August 24, 1988. The DR II contract with Development Associates, Inc. would have a life span of five years - ending on August 24, 1994 - and would endeavor to achieve the following overall objectives:

- To increase and diversify the export of non-traditional products by the Dominican private sectors;
- To increase the production and efficiency of private sector firms, thus contributing to the country's economic growth; and
- To establish and develop cultural and professional ties between the Dominican Republic and the United States.

These overall objectives were to be achieved through provision of management, administrative and technical training to participants selected from among export-oriented businesses and institutions supportive of the export sector industries in the Dominican Republic. Such training would be provided through a series of long-term academic programs and short-term technical training courses.

The contract goals mandated the placement of 36 Dominican professionals in graduate two-year programs at U.S. or third country universities in technical and managerial specialties; and the arrangement of short-term training for 263 key technical staff persons at appropriate sites in the U.S. or third countries.

Development Associates Inc.'s responsibility during the five years of the contract, was to provide technical and participant programming assistance to the National Council of Businessmen (CNHE) in connection with the placement, monitoring and financial and logistic support of the academic students, and the design of courses, selection of training institutions and logistic support for the short-term participants.

The contract also called for Development Associates to arrange - should CNHE so request - for technical assistance for up to 54 in-country workshops and seminars to provide specialized technical and managerial training to top and mid-level local managers, small business and micro-enterprises for up to 1,350 participants.

Activities under this contract began in January 1990 under the direction of Mr. Erich Hofmann, assisted in Santo Domingo by Lic. Sandra Mancebo who acted as DA's local representative.

CONTRACT RESULTS

Academic Participants

At the request of the then CNHE Project Manager, Dr. Jorge Max Fernandez, an agreement was reached by which Development Associates would proceed to place the 36 long-term participants during the first two years of the contract instead over a three year period. Thus, during FY90 18 participants were enrolled in ten different universities and by the end of FY91, the remaining 18 academic students were in place also at 10 institutions of higher learning throughout the United States.

Of these 36 candidates for Master's degrees, all but two completed their assigned work and graduated from their corresponding schools. Of the 34 that graduated, 23 did so within their two-year grant period. The remaining 11 were granted extensions of one semester each to allow them to complete their work. Of the two who did not complete their scholarship, one decided to return home prematurely due to personal reasons, while the other remained in the U.S. in violation of her commitment to return to Santo Domingo. Thus, this goal was achieved at the level of 94.4%.

Short-Term Participants

By December 1993, fully eight months before the end of the contract, Development Associates had succeeded in arranging training courses for a total of 265 persons, 2 above the contract goal of 263. Since January 1994 an additional 83 participants were trained, the total of short-term participants reaching the figure of 348 or 32% above the contract goal. This was made possible by careful management of the contract budget by Development Associates which resulted in substantial savings that allowed CNHE to exceed the training goals.

HBCU Requirement

USAID policy requires that 10% of all participant-months of training be provided by Historical Black Colleges and Universities (HBCU). For this particular contract, a ruling by USAID/Washington dated November 7, 1991 determined that the 10% HBCU requirement would apply to all new training starts beginning in FY92. Since by the start of FY92 all long-term participants had been placed, the HBCU requirement could only apply to short-term participants. Total participant-months of short-term training since the start of FY92 (Oct. 1, 1991) has been 157.72 of which 65.88 have been provided by HBCUs, representing 41.77% of the above mentioned total. Thus, the HBCU requirement was amply complied with.

In-Country Training

Under the direct guidance and responsibility of CNHE, the contract goals for this activity were also exceeded by a wide margin. CNHE was able to conduct 72 in-country training courses that benefitted a total of 2,044 participants. This represents 33% above the goal of 54 courses envisioned by the contract and 51% more participants trained.

Contractual participation by Development Associates would consist in the provision of technical assistance to CNHE on those occasions when such assistance was requested by CNHE. This was accomplished through DA's local representative, Lic. Sandra Mancebo, and consisted mainly in participation in several Participant Evaluation and Selection Committees and in assisting with the monitoring of some of the workshops.

Administrative Aspects

During the life of the contract, management activities were conducted by a Project Director supported by an Executive Assistant, both working out of the Development Associates main headquarters in Arlington, VA. The position of Project Director was filled by Mr. Erich Hofmann from the beginning of the contract until his retirement in October 1991. He was replaced by Mr. Julio E. Alcaine. The post of Executive Assistant has been discharged by Ms. Teresa Copping.

At the local level, work was conducted by Development Associates's Local Representative, Lic. Sandra Mancebo, who provided continuous liaison with, and support to CNHE from contract initiation until December 31, 1993.

Cost Containment

Through careful and judicious management of the contract budget, Development Associates has been able to effect considerable savings regarding the cost of the training activities. Thus, it was possible to train 85 persons in excess of the total training goal without increasing the contract budget. In fact, as of August 31, 1994 the Participant Cost line item still showed a balance of \$104,390. However, a portion of this amount will be needed to cover IRS tax payments for several of the long-term academic participants.

Overall contract budget expenditures - including administrative costs - showed a balance of \$234,062.20 as of the date indicated above.

II. GENERAL PROJECT OBJECTIVES AND TARGETS

The main purpose of the USAID Project was to provide technical and participant programming assistance to the Consejo Nacional de Hombres de Empresa (CNHE). This assistance was to allow the CNHE to achieve the following overall objectives:

- To increase and diversify the export of non-traditional products by the Dominican private sectors;
- To increase the production and efficiency of private sector firms, thus contributing to the country's economic growth; and
- To establish and develop cultural and professional ties between the Dominican Republic and the United States.

The Project was designed to reach these objectives by enabling the CNHE to provide for the necessary management, administrative and technical training to participants selected from among the export-oriented businesses and institutions interested in providing support to the industries within the export sector of the Dominican Republic. Such training would be carried out by means of a series of long-term academic programs and short-term technical courses. The contract targets mandated the placement of 36 Dominican professionals in two-year graduate programs at U.S. or third country universities to pursue master's degrees in technical and managerial specialties; and the provision of short-term technical training for 263 key staff persons from local business concerns. This training would take place at appropriate sites in the U.S. or third countries. Thus, the contract called for the training of 299 persons at training sites outside of the Dominican Republic.

In addition to the above, the contract provided for the organization and implementation of up to 54 in-country workshops and seminars on specialized technical and managerial topics to be offered to top and mid-level local managers of small businesses and micro-enterprises. The goal for this activity would be to train up to 1,350 participants. Development Associates' responsibility concerning this component consisted in providing technical assistance if requested to do so by CNHE.

Contract activities under this contract began in January 1990.

III. PARTICIPANT TRAINING RESULTS

A. Long-term academic participants

The contract called for the placement, over a three-year period, of 36 long-term (2 years) academic Dominican participants in U.S. or third country universities who would pursue master's degrees in career specialties directly relevant to the contract goals. However, at the request of the CNHE Project Manager, Development Associates agreed to accelerate the process in order to complete the placement of the 36 academic participants during the contract's first two years, instead of the original three years stipulated in the contract. Consequently, the 36 participants were divided into two groups of 18 each to be placed during FY90 and FY91.

1. FY90 Group

The CNHE Selection Committee had approved 19 candidates several months prior to the signing of this contract. One of these withdrew his candidacy. At the date of the contract, one of the 18 candidates had already been accepted at the University of Syracuse. Another 3 candidates were in the United States on their own either studying English or obtaining work experience. The remaining 14 started intensive English training at the Instituto Cultural Dominicano Americano (ICDA) in January 1990

Within a few days of contract signature, a Development Associates Placement Specialist traveled to Santo Domingo to assist the candidates regarding placement possibilities and requirements. A total of 64 applications were sent to 29 universities. By July 31, 1990 all participants had received acceptance from at least one university. A list of the FY90 Master's Participants is appended as Annex A.

By the end of August 1992, practically all participants in the group with one exception, had completed their work, had graduated and had returned to Dominican Republic. The exception was Jeannie Castillo who married a U.S. citizen and decided to remain in the United States. Her status as a non-returnee was duly reported to USAID. The following participants requested extension:

- **Luis Rodriguez** requested, and was granted, a six-month extension to allow him to finish his work. He graduated and returned to Santo Domingo in January 1993.

- **Rosalina Rodriguez** requested and was granted, a three-month extension to allow her finish her thesis. She graduated and returned to Santo Domingo on September 17, 1992.

- **Lisette Fernandez** requested and was granted, a three-month extension to carry out a practical training. She returned to Santo Domingo on December 30, 1992.
- **Miguel Molinari** requested and was granted, a six-month extension to carry out a practical training. He returned to Santo Domingo on December 30, 1992.

2. **FY91 Group**

By late October-early November 1990 all candidates for this group had been approved by the CNHE Selection Committee and met with Development Associates Project Director to receive guidance on the selection of universities to which they would apply, commensurate with their fields of study, academic preparation, grade point averages and budgetary limitations.

For this group of 18, a total of 108 applications were completed and sent to universities (an average of six per participant). This was due partially to the fact that five of the candidates had low (below 3) GPA scores, a fact that restricted their possibility of acceptance at many universities and necessitated applying to more universities that was the case for those candidates within GPA score of more than 3. Also, eight members of this group, who had TOEFL scores below 550, came to Washington, D.C. for topping-off English training at ALIGU. By early August 1991, all but two candidates had been placed in a university. These two had some difficulty due to their low GRE and TOEFL scores although, eventually, they were able to enroll. Three others had been accepted conditionally for the same reasons.

Seventeen participants of this group were able to complete their work, although not without effort and delays that required extensions of their grants. One participant, Laura Diaz, citing personal reasons, decided to return to Santo Domingo without completing her work. Of the rest, the following experienced some difficulties and requested extensions:

- **Manuel Capellan** began his work at George Washington University but had to transfer to DePaul University because GWU requirements would not allow him to graduate within the grant's allotted time. Nevertheless, he required one semester's extension until December 1993.
- **Sabrina Diaz** was granted a three-month extension for a practical training until September 1993.
- **Luis Diaz**, at Florida State University was granted six-month extension.

- **Isabel Gonzalez and Judith Marcano**, both at the University of Maryland had difficulties within written English and required extensions of six-months.
- **Luis Ortiz**, at Louisiana State University had problems arising from deficient language training which required a six-month extension.
- **Silvestre Aybar**, Ohio State University also requested for a six-month extension in order to finish his thesis.

However, all members of this group, with the exception of Laura Diaz, were able to graduate and returned to Santo Domingo.

3. Fields of Study for Academic Participants

Bearing in mind the overall objectives of the Project, the needs of the country and the particular requirements of the Dominican enterprises from which candidates were selected, Development Associates assisted the CNHE in identifying the most appropriate fields of endeavor and counselling the candidates on their particular choices. This process took into account the existing restriction regarding enrollment in MBA programs. The resulting distribution of activities was as follows:

TABLE 1**Fields of Study for Academic Participants**

Field of Study	Number of Participants	%
Marketing	8	22.2
Computer Science/MIS	5	13.9
Applied Management/Fin.	5	13.9
Banking/Finance	4	11.1
Law (IL)	3	8.3
Int'l Business/Marketing	3	8.3
Int'l Business/Finance	2	5.5
Int'l Trade/Languages	1	2.8
Textiles/Apparel	1	2.8
Food Science	1	2.8
Agribusiness	1	2.8
Analytical Chemistry	1	2.8
Telecommunications	1	2.8
Totals	36	100.0

4. Compliance with contract targets

Of the mandated 36 long-term academic participants, 34 completed their courses, graduated and returned to Dominican Republic. Of the two remaining participants, one decided to cut short her training citing compelling reasons of a personal nature and return to D.R.; the other married a U.S. citizen and decided to remain in the U.S. Thus, this target was achieved at a level of 94.4%.

B. Short-term Technical Participants

The overall contract target for this category of participants was to provide training for approximately 263 key employees of export-oriented Dominican enterprises and financial institutions. Training would take place in appropriate sites in the U.S. or third countries over an approximately 60 month period.

Selection and approval of candidates were conducted by the CNHE Selection Committee with assistance from Development Associates. The content of the courses was determined by CNHE based on Project overall objectives and the needs expressed by the requesting the training after which Development Associates proceeded to identify the appropriate training institution and make all necessary financial and logistical arrangements to implement the training.

1. **Number of Participants and Compliance with Contract Goals**

Although the contract goal was to train approximately 263 short-term participants, by December 31, 1993, fully eight months before the end of the contract, Development Associates had succeeded in arranging training courses for 265 persons, 2 in excess of the contract target. Since, at that date, the contract budget for Participant Costs showed a surplus of \$373,388, CNHE requested and received approval from USAID to train additional candidates. Consequently, training activities continued and from January to June 1994 an additional 83 participants received training, raising the total of short-term participants trained to 348 which represents 32.3% over the original target figure without additional cost to the contract. This was made possible by careful and judicious management of the contract budget by Development Associates which resulted in substantial savings that allowed CNHE to exceed the training goals and therefore, to achieve increased benefits for the country.

2. **Type of Programs**

Programming of the short-term participants was carried out under two different modes:

- a. Individual observation/training programs (usually pre-existing)
- b. Group training (more than 5 participants) in short courses either pre-existing or specifically designed to meet contract objectives.

3. **Distribution of participants by training mode and calendar year**

Procedures for placement of training varied according to whether they were individuals attending seminars, workshops or existing courses (mode "a") or whether they were groups, consisting usually of 15-20 persons, who attended courses designed specifically for their needs (mode "b").

Under mode "a", upon receipt of the training request from CNHE, Development Associates proceeded to identify the provider of the training and obtain all necessary information to enable registration of the candidate, payment of corresponding fees, issuance of maintenance allowance checks and assisting the participants with lodging arrangements prior to their arrival.

In the case of mode "b", the process began with the issuance by Development Associates of a Request for Proposal (RFP) based on the request for training received from CNHE. The RFP was mailed to several training providers identified as capable of providing the required training. Proposals received were analyzed and rated by Development Associates, to determine the one best suited to the participant situation, and proceeded to sign a contract with the selected institution and to make all the logistical and financial arrangements for the arrival of the group.

During the life of the contract, of the total 348 participants trained, 57 or 16.4% were classified as individuals (mode "a") and 291 or 83.6% were group participants (mode "b"). Their distribution by training calendar year was as follows:

TABLE 2

Distribution of Short-term participants by Group and Calendar Year

Year	Individuals	%	Groups	%	Totals	%
1990	9	18.7	39	81.2	48	13.8
1991	5	12.2	36	87.8	41	11.8
1992	16	32.6	33	67.3	49	14.1
1993	20	15.7	107	84.2	127	36.5
1994	7	8.4	76	91.6	83	23.8
Totals	57	16.4	291	83.6	348	100.0

4. Fields of Study for Technical Participants

Again, overall Project objectives determined the fields of study selected by CNHE, in consultation with the enterprises sponsoring the candidates for short courses and seminars. The 348 participants received training in the following disciplines:

TABLE 3

**DRII Development Training
Distribution of Short Course Participants by Field of Study**

Field of Study	1990	1991	1992	1993	1994	Total	%
Export/Marketing	35			39	22	96	27.6
Agric: Product Handling for Expt	1	30		32		63	18.1
Management Skills/Strategies	2	4	5	24	22	57	16.4
Banking/Bank Restructuring		6	7	18	6	37	10.6
Hotel Management/Tourism			18			18	5.2
Garment Production Management			15			15	4.3
Human Resources Strategic Mgmt				3	12	15	4.3
Financial Management			3		6	9	2.6
Trade Promotion					8	8	2.3
Int'l Finance/Money, Capital Mkt				3	3	6	1.7
Economic Development	5					5	1.4
Food Technology				5		5	1.4
Agro-Industry Management	4			1		5	1.4
Development Training				1	1	2	0.6
Privatization/Industrial Restruc.	1	1				2	0.6
Shrimp Processing/Marketing			1			1	0.3
Housing Finance				1		1	0.3
Technical Evaluation Strategies					1	1	0.3
Bank Security & Fraud Prev.					1	1	0.3
Security Financial Marketing					1	1	0.3
TOTALS	48	41	49	127	83	348	100

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From the preceding table it can be seen that the objectives of the Project have been followed closely: 48.3% of all participants received training in export and marketing related topics (items 1, 2, 9, 16), 31.6% were trained in management skills (items 3, 5, 6, 7, 13), and 15.5% in subjects related to banking and financial matters (items 4, 8, 10, 17, 20), for an overall 95.4% of the participants. The remaining 4.6% attend courses on a variety of other subjects which, although not clearly related to the project objectives, nevertheless will contribute to the country's development.

C. In-Country Training

As indicated earlier, the contract called for the organization and implementation of up to 54 in-country workshops and seminars on specialized technical and managerial topics. This training component was to be offered to top and mid-level local managers of qualifying Dominican businesses including small and micro enterprises. The target for this component was to provide training for up to 1,350 participants.

Responsibility for carrying out this component was assigned exclusively to CNHE, through their Training Division. Development Associates' participation in this matter consisted in arranging for technical assistance - at the request of CNHE - in support of the training. During the life of the project Development Associates was requested to provide only very limited assistance concerning in-country training. This mainly consisted in the participation of our local representative, Lic. Sandra Mancebo in the selection of training provider institutions and agencies and in assisting in the review and evaluation of proposals submitted by potential training providers. On other occasions, DA's representative collaborated with the CNHE Selection Committee with the reception and evaluation of candidate applications, and with limited monitoring of off-shore training course implementation.

CNHE was able to carry out a total of 72 in-country training courses that benefitted a total of 2,044 participants. These figures represent 33% over the target of 54 courses and 51% in excess of the original target of 1,350 participants trained.

IV. OTHER CONTRACT ISSUES

A. Training Venue

Development Associates' contract stipulated that all participant training, with the exception of in-country training, was to be conducted at appropriate sites in the U.S. or third countries. Consequently, of the total 384 participants (36 academics and 348 technical), 350 or 91.1% were placed in training institutions in the U.S. while the remaining 34 (8.9%) attended courses in third countries, mainly Costa Rica and Chile. The following table illustrates the distribution of participants by year:

TABLE 4
Training Venue

Year	U.S.	Third Country*	Total
1990	65	1	66
1991	59	-	59
1992	45	4	49
1993	104	23	127
1994	77	6	83
Totals	350	34*	384

* Of the total participants shown in this column all but one were trained in Costa Rica. The remaining one went to Chile.

B. Participant-months of training providing

The contract calls for "appropriate placements for approximately 299 participants over a period of up to 60 months for both long-term academic programs and short-term training". Although no reference is made to the number of participant-months of training to be provided, following is a table showing the number of participant-months of training actually provided during each contract year:

TABLE 5

Participant-months of training

Type of Training	1990	1991	1992	1993	1994	Total
Academic Programs	106.24	313.08	302.57	125.5	8	855.39
Short-term Technical	17.63	17.27	49.81	71.81	40.57	191.24
Total	123.27	330.35	352.38	197.32	48.57	1,046.63

C. USAID Policy on HBCUs

USAID policy requires that at least 10% of all training provided under USAID-funded projects be conducted at Historical Black Colleges and Universities (HBCU). In this regard, during the early part of 1991, Development Associates conducted a survey of HBCUs to determine which of these appeared to be capable of providing the training required under the Dominican contract. A total of 118 HBCUs were reviewed and a list of 21 was compiled from which - according to their particular field of expertise - HBCUs were selected to receive invitations to submit proposals to provide training. In spite of an initial apparent lack of interest on the part of the HBCUs invited to participate, Development Associates succeeded in arranging training courses for a total of 93 Dominican participants in 5 courses at HBCUs. This training accumulated a total of 65.88 participant-months.

As a result of the ruling regarding the 10% HBCU training target issued by the Chief, Education and Human Resources, Bureau of Latin American and the Caribbean, USAID/Washington, D.C., dated November 7, 1991, it was reaffirmed that "the worldwide A.I.D. policy would use the reporting formula of 10% of person-months for all new participants starting in FY92". Due to the fact that, by the start of FY92 all long-term participants had already been placed, this ruling only applied to short-term participants. Total participant-months of short-term training provided from the start of FY92 (Oct 1, 1991) up to the end of the contract (Aug 24, 1994) has been 157.72 of which, as indicated above, 65.88 have been conducted at HBCUs, representing 41.77% of above mentioned total. Thus, the 10% HBCU requirement has been amply complied with.

D. Women/Men Ratio

In compliance with USAID Training Policies and Directions, Development Associates and CNHE exerted special efforts to increase the percentage of women in the Dominican Training Project. These efforts resulted in the participation of 153 women, representing 39.8% of the total 384 participants trained. Male participation amounted to 231 trainees, or 60.2% of the total of 384. Distribution of participants by sex, year is shown in the following Table 6:

TABLE 6

Distribution of Participants by Sex and Year

Year	Female	%	Male	%	Total
1990	19	28.8	47	71.2	66
1991	13	22.0	46	78.0	59
1992	20	40.8	29	59.2	49
1993	48	37.8	79	62.2	127
1994	53	63.8	30	36.1	83
Totals	153	39.8	231	60.2	384

E. Monitoring and Evaluation

Throughout the life of the contract, Development Associates carried out continuous monitoring activities of the trainees in order to ascertain progress achieved, to answer questions from the participants and to solve any problem connected with the training.

In the case of the academic students, monitoring activities consisted in periodic visits at their training sites, telephone calls and correspondence to verify their progress, and interviews with their academic advisors. Also, these visits aimed at addressing any request or problem related to allowances, living conditions, etc.

The short-term groups also received monitoring attention from DA staff members through weekly telephone calls to talk with training coordinators and the participants themselves. Since these groups tended to be numerous (15-20 persons) escort services to and from the training sites was always provided by a DA staff person.

Evaluation

At the conclusion of all training activities, both academic and technical, a final evaluation was conducted by DA which consisted mainly in the administration of an Exit Questionnaire and oral interviews with participants. This activity provided significant information on the results obtained as perceived by the participants.

1. Academic Training Evaluation Results

The responses of the Exit Questionnaire indicate that practically all participants were totally satisfied with their study programs. Thus, 94% considered the program to be very relevant to their particular employment in the Dominican Republic. 88% indicated they considered the quality of their academic training as "excellent" or "very good", while concern and assistance provided by their professors was rated the same by 83% of the participants. Again, 94% considered that their programs achieved their personal, or their firm's objectives, "very much". Ninety seven percent of participants gave the two highest scores when rating whether the training had provided the courses/classes they needed, while 94% deemed that, from the overall academic viewpoint, the program had been "excellent" or "very good". From the viewpoint of their personal growth, 97% rated the program as "excellent" or "very good". Concerning backstopping and logistics, ratings show a wider range. Regarding their placement by Development Associates, 50% considered it to be "excellent" or very good" while the remaining 50% rated it as "good" to "satisfactory". It must be remembered that low GPA and TOEFL scores of many students were a factor that affected the outcome of this activity. Other items in the questionnaire dealt with: promptness of disbursements by DA and response to letters, phone calls or requests was rated "excellent" and "very good" by 79%; handling of claims by HAC was considered "very good" by 72% while 28% rated this item as "good" to "satisfactory". Monthly living allowances and book allowances received a rating of "very good" by 64% while the remaining 36% rated this from "satisfactory" to "bad". Finally, 86% considered that DA had been "very helpful" while 14% deemed this aspect to be "good".

2. Technical Training Evaluation Results

Results obtained from the Exit Questionnaires administered to short-term technical participants at the conclusion of their particular training courses again confirms the fact that the great majority of the trainees considered their experience to be of great value to them and indicated their satisfaction with the way they were treated. Among the significant aspects of the training program the following was noted: 97% of all trainees agreed that they had benefited from the program; organization and implementation of the course was rated "very good" by 77% while 20% deemed it to be "fair" and 3% considered it deficient. Concerning the balance

between theory and practical application, 82% found this aspect to be "just right" with 13% saying it was "too theoretical" and 5% rating it "too practical". Regarding the quality of instructors, 98% rated them from "excellent" to "very good" while the remaining 2% thought they were "fair". Regarding the duration of the courses, 68% considered this aspect as "just right" while 27% deemed the courses "too short" and 5% said they were too long.

Regarding logistical matters, such as lodging, transportation, etc. 77% found these aspects to be "very good", 20% found them to be "fair" and 3% said they were "unsatisfactory". The main reason for these last ratings was because the participants expected to be housed in single rooms instead of having to share a room with another participant.

Finally, asked if they considered the goals of their courses had been achieved, 65% answered that the goals of the courses had been achieved "completely" or "to a very high degree"; 34% deemed the goals were achieved "to a fair degree" and 1% said the goals had not been achieved.

V. ADMINISTRATIVE ASPECTS

A. Contract Staffing

During the entire duration of the contract there were no major problems involving administrative aspects. This can be attributed to the excellent relationship and good cooperation between the three entities involved, namely USAID/Dominican Republic, CNHE and Development Associates. This successful collaboration was not affected by the following changes in key Project personnel that took place over the project years within the participating institutions:

- In USAID, Project Officer and Chief of Human Resources Development Division, Mr. Paul Struharik, who had overseen the project since its beginning, retired in November 1993 and was replaced by Mr. Jack Thomas. Mr. William Binford, Project Monitor and DA's principal contact officer retired also in November 1993 and was replaced by Ms. Amelia Ramirez, USAID Training Officer.
- In CNHE, Dr. Max Fernández, who was Project Manager since 1988, was replaced in April 1991 by Mr. Arsenio Jimenez. Later, Mr. Jimenez left the project in May, 1992 and was replaced by Lic. Carmen Salcé.
- At Development Associates, Mr. Erich Hofmann was Project Director at the time the contract began in January, 1990. Mr. Hofmann was assisted by Mr. Scott Goldman as Placement Specialist from February 1990 to January 1991 when he was replaced by Mr. Julio Alcaine. Mr. Hofmann conducted contract activities until October 1991 when he was replaced by Julio Alcaine as Project Director.
- At the local level, DA's local Project Representative, Lic. Sandra Mancebo, provided continuity between the previous USAID training program (DRI) and this one (DRII) providing her services until December 31, 1993.

B. Contract Staff Activities

During the first two years of the contract, a substantial amount of staff time was devoted to the placement of the 36 academic participants, their reception, housing and arrival orientation. This involved several trips by the Project Director to Santo Domingo to interview and counsel the candidates. Placement activities were hampered somewhat by the fact that several of the candidates' GRE and TOEFL scores were either too low, necessitating re-testing and/or additional topping-off English training; or the needed tests and scores were not available on a timely basis. These factors resulted in the need to prepare and send a greater number of applications than would be normal in order to secure acceptance for those candidates with low scores. However, by August 1990, the first group (FY90) of 18 participants were enrolled. The second group of 18 (FY91) had likewise been enrolled by August, 1991.

Placement of short-term participants was not as time-consuming as for the academics, especially in the case of pre-existing or "canned" courses. More intensive staff efforts were required, however, in the case of courses especially designed for project participants which involved following a competitive procurement procedure that included research and identification of potential training providers; preparation of requests for proposals, review and analysis of proposals and award of contracts.

As has been mentioned earlier in this report, Development Associates' contract staff carried out continuous monitoring of the participants, both academic and technical through periodic site visits, escort services, telephone conversations and correspondence.

Contract success was dependent to a great degree on the continuous liaison and close cooperation with the CNHE project staff and USAID/Dominican Republic personnel. This was achieved by means of a total of 12 visits to the Dominican Republic by the DA Project Director during, which jointly with CNHE's Project Manager, contract goals were reviewed, annual assessments of training needs were prepared, semiannual training implementation programs were updated and problems were solved. Also, the support provided to CNHE by DA's local Project Representative, Lic. Sandra Mancebo, contributed toward achievement of the contract goals. In addition to assisting with processing candidate application, completing USAID-required documentation, participating in some CNHE Selection Committee meetings, she also participated in the pre-departure orientation for participants and, on two occasions, escorted groups of participants from Santo Domingo to their training sites in the U.S.

C. Problems Encountered

In spite of the length of time involved (5 years) and the number and type of participants trained, there were surprisingly few problems. These were overcome with little adverse effect to the contract. Some of these were:

- Selection of Participants. A good number of academic participants had low GPA, GRE and GMAT scores, a fact that made their acceptance by universities more time consuming and even preventing their access to more prestigious schools. Regarding the English language, many participants required topping-off language classes in order to boost their TOEFL scores before being admitted to a university. However, a more serious situation developed with other students who, although they had obtained satisfactory TOEFL scores, encountered difficulties with written English: they could speak well enough but were unable to meet the requirements of their courses regarding writing reports, papers, etc. This deficiency was responsible for one student to be almost dismissed and for the need to grant extensions to nine participants to enable them to complete their degrees.

Although to a minor extent, in some cases selection of short-term technical participants resulted in groups with a wide variety of education levels, work

experience, economic and social status that taxed the ingenuity of the instructors so as to minimize the differences. It is to the trainers' credit that they were able to overcome the inconsistencies and provide successful training experience.

- Non-returnee participants. In spite of the careful monitoring of participants by DA, there were three short-term participants who deserted their training groups and disappeared. Two of them were attending a course at INCAT, Miami, FL in April, 1990, and the other was to attend a course at MCID, Jackson, MS in July, 1992. Also, one academic student had married a U.S. citizen during her stay at St. Thomas University and decided to remain in the U.S. All four cases were reported to USAID/OIT at the time of occurrence.
- From the fall of 1990 until June 1991, short-term technical training was held in abeyance due to restrictions imposed on Dominican Republic - among other countries - by the Brooke-Alexander Amendment which prohibited the commitment of new USAID funds to any country in arrears with loan and interest payments. Fortunately, this restriction was overcome in June 1991 when short-term training could be resumed. Despite this hiatus, CNHE and Development Associates were able, through diligent promotion and recruiting, to offset the period of idleness and to meet the contract goals.
- Tardiness by HAC in issuing ID cards continued to plague the participants. Processing time for these cards takes so long that, in many cases, trainees had already departed when the cards were received in DA's office.
- One problem - albeit not very serious - was the last minute attrition among candidates prior the beginning of several of the short courses. This necessitated repeated changes in the number of candidates and late cancellations which, in several occasions generated penalty payments on the part of the training providers.
- As mentioned earlier, and especially during the first two years of the contract, it was difficult to engage the interest of HBCUs to participate in the training program. In spite of renewed efforts by DA, invitations to submit proposals were ignored and many of those submitted failed to show an interest to compete. However, DA was able to overcome this problem and to comply with the USAID requirement.

In retrospect, it can be said that there were few problems during the contract execution period and that those that did emerge were not a serious threat to the successful completion of the contract.

D. Cost Savings

In keeping with USAID's cost containment policy, DA's contract staff spared no effort to obtain the most advantageous tuition/training rates as possible without impairment of the quality of the training. As far as academic programs are concerned, it is practically impossible to obtain lower tuition fees from universities. The one exception in this category (academics) where savings were made possible was the Arthur D. Little Management Education Institute which granted a \$500 reduction in tuition fees if said fees were paid prior to a certain date. Also, costs were reduced because the master's degree at ADL required only 11 months as opposed to two years in other institutions. Though tuition at ADL is higher than elsewhere, this is more than offset by saving a year's maintenance allowance per participant. Thus, for five participant the savings amounted to approximately \$10,000.

In the case of short-term courses it was possible to achieve substantial savings by negotiating price reductions with the selected training providers. These reduction were usually forthcoming when the number of participants exceeded a certain level which varied from one provider to another. The level of savings that were obtained on tuition costs oscillated between a minimum of 3% to maximum of 20% with one extraordinary reduction amounting to 60% if the number of participants exceeded 25. In one case of individual programming, through negotiations conducted by CNHE, the participant's employer agreed to pay for 60% of the costs which resulted in a saving of \$5,385. In still other instances, when tuition and participant maintenance costs were included in a contract, savings occurred when participants failed to attend the course reducing thereby the amount of participant maintenance costs.

All in all, by careful and judicious administration of contract financial resources, it was possible to exceed the training targets at significantly lower costs than originally estimated. Thus, total number of trainees was 384 which represents 116% of the contract target. This was achieved at a total cost which is 93.9% of the total contract budget. (See Table 7).

E. Contract Account

As of the closing date of the contract, the amount of funds obligated was \$3,125,945. All expenses chargeable to the contract had been paid, with the exception of the following:

- a) It is anticipated that there will be some tax liabilities generated by academic participants that fall within Category 3 of the IRS regulations, plus the fact that a few of these participants stayed in th U.S. more than 24 months. Also, it is becoming more frequent that certain states are demanding payment of state taxes.
- b) An amount corresponding to the balance of the contractor's fixed fee as stipulated in the contract.

It is estimated that these amounts will be of the order of \$30,000. Based on the foregoing, Development Associates requested that an amendment be introduced to the contract to cover these expenditures.

Acting on such request USAID/DR, on 11/08/94, approved such amendment in the amount of \$30,000. The final budget analysis is shown in Table 7. As can be seen in this table, only one of the original budget line items was exceeded (by 6%) and the total contract cost was \$204,034 less than the original budget estimate.

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TABLE 7

Analysis of Contract Budget

CATEGORIES	CURRENT CONTRACT FUNDING	CHANGES IN APPROVED AMENDMENT	NEW FUNDING PROVIDED BY AMENDMENT	TOTAL BUDGET AMOUNT
Salaries and Wages	195,447.98	0.00	195,447.98	216,479.00
US	126,211.68	0.00	126,211.68	130,748.00
Field	20,267.94	0.00	20,267.94	39,742.00
Local	48,968.36	0.00	48,968.36	45,989.00
Local Staff Benefits	255.72	0.00	255.72	20,922.00
Indirect Costs	156,465.51	0.00	156,465.61	177,301.00
Travel, Transportation, Perdiem	55,960.24	0.00	55,960.24	102,262.00
Other Direct Costs	45,533.29	0.00	45,533.29	53,566.00
Equipment, Supplies, Maintenance	1,805.55	0.00	1,805.55	3,200.00
Participant Costs	2,561,742.53	18,600.00	2,580,342.53	2,666,105.00
Total Estimated Costs	3,017,210.82	0.00	3,035,810.82	3,239,835.00
Fixed Fee	108,734.18	11,400.00	120,134.18	120,144.00
Total Estimated Costs Plus Fixed Fee	3,125,945.00	30,000.00	3,155,945.00	3,359,979.00

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**LIST OF ACADEMIC DOMINICAN PARTICIPANTS
UNDER CONTRACT No. 517-0216-C-00-0097-00**

NAME	UNIVERSITY	DEGREE	STARTING DATE	COMPLETION DATE	DEPARTURE DATE
Ruben Andujar	Rochester Inst. of Technology	Computer Sciences	June 23, 1990	June 30, 1992	June 30, 1992
Gustavo Ariza	Arthur D. Little Management	Management	June 23, 1990	July 31, 1991	Aug. 25, 1991
Claudia Cabral	Georgetown University	Int'l Legal Studies	August 15, 1990	August 31, 1991	Sept 1, 1991
Jeannie Castillos	St. Thomas University	Management	June 23, 1990	Non-returnee	Non-returnee
Fernando Columna	Drexel University	Marketing	June 23, 1990	June 30, 1992	July 15, 1992
Yuan Eu Liao	Rochester Inst. of Technology	Computer Sciences	June 23, 1990	June 30, 1992	July 30, 1992
Lisette Fernandez	Webster University	Marketing	June 23, 1990	June 20, 1992	Dec 30, 1992
Lawrence Hazoury	University of Rochester	Business Adm. (fin)	August 8, 1990	July 30, 1992	Aug. 31, 1992
Luis Henderson	Webster University	Marketing	June 23, 1990	July 31, 1992	Aug. 15, 1992
Marcos Hued	Webster University	Marketing	June 23, 1990	March 15, 1992	March 31, 1992
Federico Lalane	Webster University	Marketing	June 23, 1990	May 16, 1992	June 15, 1992
Juan Lehoux	Webster University	Banking/Finance	June 23, 1990	March 30, 1992	April 16, 1992
Virginia Marmolejos	American University	Int'l Legal Studies	June 23, 1990	May 17, 1992	May 30, 1992
Miguel Molinari	Webster University	Marketing	June 23, 1990	May 16, 1992	Dec. 30, 1992
Lina Montano	Webster University	Management	June 23, 1990	May 16, 1992	June 15, 1992
Carlos Pellerano	Arthur D. Little Management	Marketing	August 6, 1990	July 31, 1991	Aug. 26, 1991
Luis Rodriguez	American University	Information Systems	Aug 15, 1990	Dec. 18, 1992	Jan. 7, 1993
Rosalina Rodriguez	University of Illinois	Textiles/Apparels	June 23, 1990	August 31, 1992	Sept 17, 1992
Francisco Abatte	American University	Int'l Legal Studies	August 7, 1990	August 31, 1992	Sept 3, 1992

**LIST OF ACADEMIC DOMINICAN PARTICIPANTS
UNDER CONTRACT No. 517-0216-C-00-0097-00**

NAME	UNIVERSITY	DEGREE	STARTING DATE	COMPLETION DATE	DEPARTURE DATE
Silvestre Aybar	Ohio State University	Food Science	Sept 12, 1991	Dec 15, 1993	Dec 22, 1993
Denise Canal	University of South Carolina	Int'l Business	May 23, 1991	May 23, 1993	June 5, 1993
Manuel Capellan	DePaul University*	Telecommunications	June 23, 1991	Dec 31, 1993	Jan 23, 1994
Pablo Castillo	University of South Carolina	Int'l Bus/Marketing	May 23, 1991	May 23, 1993	June 5, 1993
Roberto Despradel	University of South Carolina	Int'l Bus/Marketing	May 23, 1991	May 23, 1993	June 5, 1993
Laura Diaz	Eastern Michigan University	Int'l Trade/Language	August 15, 1991	Incomplete	October 5, 1993
Sabrina Diaz	Georgia Tech. University	Computer Science	June 23, 1991	Sep 30, 1993	October 3, 1993
Luis Diaz	Florida State University	Analytical Chemistry	June 23, 1991	May 31, 1994**	May 31, 1994
Isabel Gonzalez	University of Maryland	Int'l Bus/Marketing	August 15, 1991	Dec 31, 1993	Jan 31, 1994
Judith Marcano	University of Maryland	Applied Management	June 23, 1991	January 31, 1993	Feb 23, 1994
Nury Marte	Drexel University	Finance/Banking	June 23, 1991	March 30, 1993	April 16, 1993
Ginangela Mejia	University of Maryland	Computer Science	June 23, 1991	Dec 30, 1993	Jan 23, 1994
Luis Ortiz	Louisiana State University	Agribusiness	June 23, 1991	Dec 31, 1993	Dec 31, 1993
Claudia Pimentel	University of South Carolina	Int'l Bus/Marketing	May 23, 1991	May 23, 1993	June 5, 1993
Ma. del Pilar Ramos	Arthur D. Little Management	Marketing	August 4, 1991	July 23, 1992	August 16, 1992
Carolina Ruiz	Arthur D. Little Management	Finance	August 4, 1991	July 23, 1992	August 16, 1992
Marco Villanueva	Arthur D. Little Management	Finance/Banking	June 23, 1991	July 23, 1992	August 16, 1992

* Mr. Capellan was transferred from George Washington University

** Mr. Diaz received a 2nd extension until May 31, 1994

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SHORT-TERM DOMINICAN REPUBLIC TRAINING

NAME	SEX		PIO/P#	TRAINING DATES	TRAINING INSTITUTION	TRAINING COURSE	TRAINING SITE
	M	F					
Bonifacio Ogando	1		80287	Mar 25 - Apr 7, 1990	INCAE	Agro-Industrial Management	Miami, Florida
Jose Guzman	1		80287	Mar 25 - Apr 7, 1990	INCAE	Agro-Industrial Management	Miami, Florida
Jose Garcia	1		80287	Mar 25 - Apr 7, 1990	INCAE	Agro-Industrial Management	Miami, Florida
Onesimo Goico	1		80287	Mar 25 - Apr 7, 1990	INCAE	Agro-Industrial Management	Miami, Florida
Jose de la Cruz	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Josa Del Pineda	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Reynaldo Mendez	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Pedro Gomez	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Clara Martinez	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Femlin Moya	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Nelson Clase	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Ramon Balbuena	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Norma Almonte	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Samia Terrero	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Francisco Rodriguez	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Aura Rosario	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Antonio Lizardo	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Robert Vazquez	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Pedro Sanchez	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Pedro Nina Castro	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Amallo de Leon	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Silverio Mosquea	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Tiberio Cabrera	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Angelita Alba	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Maricela Nina Castro	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Elizabeth Adams	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Juan Ciprian	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Diana Cruz	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Bernonido Rodriguez	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Ana Maria Casilla	1	1	08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Henry Cabrera	1		08088	Apr 7 - 28, 1990	INCAT	How to Export Successfully to the US	Miami, Florida
Enrique de Marchena	1		80290	June 18 - 29, 1990	INTRADOS	Privatization Mgmt and Implementation	Washington, DC
Gabriel Abkarian	1		80317	Aug 14 - 17, 1990	AGRIDEC	Produc. y Export. de Plantas Ornamentales	Miami, Florida
Ruben Gonell	1		80317	Aug 14 - 17, 1990	AGRIDEC	Produc. y Export. de Plantas Ornamentales	Miami, Florida
Sergio Guillon	1		80317	Aug 14 - 17, 1990	AGRIDEC	Produc. y Export. de Plantas Ornamentales	Miami, Florida
Juan Reyes	1		80317	Aug 14 - 17, 1990	AGRIDEC	Produc. y Export. de Plantas Ornamentales	Miami, Florida
Lijlo Tavarez	1		80317	Aug 14 - 17, 1990	AGRIDEC	Produc. y Export. de Plantas Ornamentales	Miami, Florida
Angela Vitoria	1	1	80317	Aug 14 - 17, 1990	AGRIDEC	Produc. y Export. de Plantas Ornamentales	Miami, Florida
Rafael Calderon	1		80317	Aug 14 - 17, 1990	AGRIDEC	Produc. y Export. de Plantas Ornamentales	Miami, Florida
Pedro Villaman	1		80315	Aug 6 - 31, 1990	University of California	Integrated Pest Management	Davis, CA
Jose De Moya	1		80318	Aug 6 - 31, 1990	CFED	Economia Abierta: Avance hacia el Desarrollo Industr	Washington, DC
Franklyn Figueroa	1		80318	Aug 6 - 31, 1990	CFED	Economia Abierta: Avance hacia el Desarrollo Industr	Washington, DC
Victor Garrido	1		80318	Aug 6 - 31, 1990	CFED	Economia Abierta: Avance hacia el Desarrollo Industr	Washington, DC
Zurida Panlagua	1	1	80318	Aug 6 - 31, 1990	CFED	Economia Abierta: Avance hacia el Desarrollo Industr	Washington, DC
Alejandro Suero	1		80318	Aug 6 - 31, 1990	CFED	Economia Abierta: Avance hacia el Desarrollo Industr	Washington, DC
Oswaldo Diaz	1		00000	Aug 6 - 31, 1990	ILGO	Gerencia de Organizaciones Empresariales	San Jose, Costa Rica
Ramon Flores	1		80319	Oct 15 - 28, 1990	World Trade Institute	Export Market Entry Strategies	New York, NY
Mercedes de la Rosa	1	1	80320	Oct 22 - Nov 2, 1990	World Trade Institute	Habilidades Gerenciales	New York, NY
P. Rivera	1		80321	Jan 1 - Feb 2, 1991	Harvard Business Sch	Owner/President Management Program	Boston, MA
A. Atallah	1		100113	Sep 9 - 20, 1991	CFED	Reestructuración de Bancos	Washington, DC
M. Cedeno	1		100113	Sep 9 - 20, 1991	CFED	Reestructuración de Bancos	Washington, DC
C. Encarnacion	1		100113	Sep 9 - 20, 1991	CFED	Reestructuración de Bancos	Washington, DC
R. Estevez	1		100113	Sep 9 - 20, 1991	CFED	Reestructuración de Bancos	Washington, DC
Alessandro Gincarlo	1		100113	Sep 9 - 20, 1991	CFED	Reestructuración de Bancos	Washington, DC
J.M. Lopez	1		100113	Sep 9 - 20, 1991	CFED	Reestructuración de Bancos	Washington, DC

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SHORT-TERM DOMINICAN REPUBLIC TRAINING

NAME	SEX		PIO/P#	TRAINING DATES	TRAINING INSTITUTION	TRAINING COURSE	TRAINING SITE
	M	F					
L.Rodriguez	1		100124	Oct 5 - 15, 1991	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
A.M.Gomez	1		100124	Oct 5 - 15, 1991	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
N.Rodriguez		1	100124	Oct 5 - 15, 1991	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
R.Guerrero	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
R.Castillo	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Juan.Garcia	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Abud,Bismark	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
A.Castillo	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
V.Checo Pena	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Y.Duran-Garcia	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
R.Flowland-Cruz	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
A. Escamaman	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
C. Espallat	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
A. Germoco		1	10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Juan Jimenez	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Leonel Mareno	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
S. Santiago	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Luis Sosa	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Servio Sosa	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Marco Ufca	1		10066	Oct29-Nov15,1991	INCAT	Control Integrado de Plagas	Miami, Florida
Marcos Diaz	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Beatriz Sanchez		1	90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
R. Alvarado	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Nicolas Conil	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Leo de la Cruz	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Juan Gutierrez	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Juan Jimenez	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Felix Ledezma	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Juan Librado	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Martin Lorca	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Yonis Marte	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Ney Pimental	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Jose Vallejo	1		90322	Nov 18 - 21, 1991	AGRIDEC	Manejo de Plaguicidas	Miami, Florida
Alex Jimenez	1		90323	Dec 2 - 13, 1991	CFED	Reestructuracion de Empresas Industriales	Washington, DC
Francisco Geraides	1		00132	Mar 11 - 18, 1992	PRAGMA	Shrimp Processing and Marketing	Tampa, FL - Boston, MA
Miguel Hernandez	1		00133	Mar 23 - Apr 3, 1992	CFED	Bank Restructuring	Washington, DC
Vicior L. Ceden	1		00133	Mar 23 - Apr 3, 1992	CFED	Bank Restructuring	Washington, DC
Eddy Valeyron	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Isabel Graceequi		1	100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Clarissa Ramirez	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Francisco Castillo	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Mayra Garcia	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Ali Mijail Perez	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Una De La Cruz	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Miguelina Perez	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Dionisio Cuevas	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Maximo Viola	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Roberto Arzeno	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
María Chang	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Johanna Jourdain	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
German Richiez	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Eclides Moncion	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Maximo Bera-Goico	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Jorge Rodriguez	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS
Luis Gonzalez	1		100148	Jun 14-Jul 11, 1992	MCID - Jackson State Uni	Hotel Banquet Dept. Managers	Jackson, MS

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SHORT-TERM DOMINICAN REPUBLIC TRAINING

NAME	SEX		PIO/P#	TRAINING DATES	TRAINING INSTITUTION	TRAINING COURSE	TRAINING SITE
	M	F					
Jose Luis Rojas	1		100150	Jun 22 - Jul 2, 1992	World Trade Institute	Financial Management	New York, NY
Lionel Senior	1		100149	Jun 14 - 26, 1992	Harvard Business Sch	Corporate Financial Mgmt Program	Boston, MA
Martin Belliard	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Lucila de Alba		1	10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Julia A. Duran	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Xiomara Duran	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Kaysi Feliz		1	10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Pedro Florentino	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Jose R. Franco	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Edward Gomez	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Higinio Jimenez	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Julio Jorge-Battista	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Marisol Lopez		1	10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Tania M. Mejia		1	10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Johanny Mercedes	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Carmen Nunez		1	10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Alejandro Suarez	1		10085	Jul 20-Aug 15, 1992	MCID - Jackson State Uni	Garment Production Managers	Jackson, MS
Fernando Duran	1		10088	Aug 2 - 29, 1992	INCAE	Top Management Program	San Jose, Costa Rica
Frank Tejada	1		10088	Aug 2 - 29, 1992	INCAE	Top Management Program	San Jose, Costa Rica
Miguel Reveio	1		10088	Aug 2 - 29, 1992	INCAE	Top Management Program	San Jose, Costa Rica
Lilian Pena		1	10088	Aug 2 - 29, 1992	INCAE	Top Management Program	San Jose, Costa Rica
Ma. Pilar Diaz		1	10087	Aug 3 - Sep 11, 1992	International Institute	Economics & Financial Management	Washington, DC
Julio C. Llibre	1		10098	Oct 19 - 30, 1992	CFED	Bank Restructuring	Washington, DC
Julio C. Tejada	1		10098	Oct 19 - 30, 1992	CFED	Bank Restructuring	Washington, DC
Maria Kidd		1	10098	Oct 19 - 30, 1992	CFED	Bank Restructuring	Washington, DC
Luis E. Gomez	1		10098	Oct 19 - 30, 1992	CFED	Bank Restructuring	Washington, DC
Rosa E. Jaquez		1	10099	Oct 19 - 30, 1992	World Trade Institute	Development of Management Skills	New York, NY
Diamela de Cabral		1	10100	Nov 8 - 20, 1992	INTRADOS	Bank Restructuring through Mgmt Activities	Washington, DC
Pedro Rivera	1		10105	Jan 17 - Feb 20, 1993	Harvard Business Sch	Owner/President Management Program	Boston, MA
Julio Hernandez	1		10110	Feb 15 - 26, 1993	World Trade Institute	Strategic Admin. of Human Resources	Orlando, Florida
Francisco Rodriguez	1		10114	Mar 15 - 19, 1993	INCAE	World Competitiveness In Agribusiness	Miami, Florida
Nelson Mercado	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Suk-Lang Hernandez		1	10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Fernando Canela	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Ivan Alvarez	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Celeste Alcantara		1	10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Reimundo Pena	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Joselyn Pelaez		1	10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Francisco Acosta	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Mauricio Vallejo	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Luciana Pineda		1	10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Luis Osvaldo Gomez	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Virgilio Gomez	1		10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Pragida Ramirez		1	10113	Mar22-Apr2, 1993	AGRIDEC	Post-Harvest Handling	Miami, Florida
Cristina Castro	1		10116	Apr 26 - May 7, 1993	CFED	Bank Restructuring	Washington, DC
María Gil de Jarp		1	10116	Apr 26 - May 7, 1993	CFED	Bank Restructuring	Washington, DC
Opinio Alvarez	1		10116	Apr 26 - May 7, 1993	CFED	Bank Restructuring	Washington, DC
Ignacio Guerra	1		10116	Apr 26 - May 7, 1993	CFED	Bank Restructuring	Washington, DC
Angela Rodriguez		1	10116	Apr 26 - May 7, 1993	CFED	Bank Restructuring	Washington, DC
Maritza Carbejal		1	10120	May 16-21, 1993	ESAN	Strategic Management	Miami, Florida
Manuel Jimenez	1		10120	May 16-21, 1993	ESAN	Strategic Management	Miami, Florida

SHORT-TERM DOMINICAN REPUBLIC TRAINING

NAME	SEX		PIO/P#	TRAINING DATES	TRAINING INSTITUTION	TRAINING COURSE	TRAINING SITE
	M	F					
Ma. Margarita Amaro		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Luis G. Crouseet	1		10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Hilka B. Rodriguez		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Carlos Jose Lopez	1		10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Radhames Abreu	1		10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Jose Manuel Pimentel	1		10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Miguelito Mata	1		10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Ana Matilde Duarte		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Jose Miguel Vasquez	1		10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Felicita Ortiz		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Amada Arcangel		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Pablo Tineo	1		10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Justa Almonte		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Beldie Nova		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Luisa Martinez		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Marieneia Grullon		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Rosa Nieves Sanchez		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Pastora Crouseet		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Ramona Torres		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Angela Estaves		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Carmen Hernandez		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Maria Idania Mora		1	10119	May 1 - 22, 1993	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Roberto F. Mata		1	10127	Jun 5 - 19, 1993	Harvard Business Scho	Strategic Marketing Management	Boston, MA
Enrique Rodriguez		1	10128	Jun 13 - Jul 9, 1993	Cornell University	Executive Development	Ithaca, NY
Francisco Guerrero		1	10131	July 4 - 16, 1993	INCAE	PAG - Strategic Mgmt for Bank Officials	Miami, Florida
Rafael del Toro		1	10131	July 4 - 16, 1993	INCAE	PAG - Strategic Mgmt for Bank Officials	Miami, Florida
Rosa Nilka Abreu		1	10131	July 4 - 16, 1993	INCAE	PAG - Strategic Mgmt for Bank Officials	Miami, Florida
Jose A. De Moya		1	10131	July 4 - 16, 1993	INCAE	PAG - Strategic Mgmt for Bank Officials	Miami, Florida
Laura Hernandez		1	10132	Jul 12 - 30, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Victor Reynoso		1	10132	Jul 12 - 30, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
William Read		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Roberto Rodriguez		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Pablo Nadal del Castillo		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Vilma Pena		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Moises Lora		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Lisette Duran		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Patricia Lopez		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Victor M. Cadral		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Emmanuel Garcia		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Adinson Rayes		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Birio Brea		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Freddy Nunez		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica
Arnoldiz Galan		1	10133	Aug 1 - 27, 1993	INCAE	Strategic Management for Executives	San Jose, Costa Rica

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SHORT-TERM DOMINICAN REPUBLIC TRAINING

NAME	SEX		PIO/P#	TRAINING DATES	TRAINING INSTITUTION	TRAINING COURSE	TRAINING SITE
	M	F					
Rafael Teveres	1		10134	Sep 6 - 11, 1983	URC-CITA	Food Technology	San Jose, Costa Rica
Jose Garcia	1		10134	Sep 6 - 11, 1983	URC-CITA	Food Technology	San Jose, Costa Rica
Yanko Checo	1		10134	Sep 6 - 11, 1983	URC-CITA	Food Technology	San Jose, Costa Rica
Juan R. De La Cruz	1		10134	Sep 6 - 11, 1983	URC-CITA	Food Technology	San Jose, Costa Rica
Norberto Pena	1		10134	Sep 6 - 11, 1983	URC-CITA	Food Technology	San Jose, Costa Rica
Luis Sabater	1		10137	Sep 28-Oct 1, 1983	Santiago, Chile	Housing Financing Seminar	Santiago, Chile
Eduardo Garcia	1		10135	Aug 29-Sep 3, 1983	INCAE	Devel. of High-Level Human Resources	San Jose, Costa Rica
Manna Thomann		1	10135	Aug 29-Sep 3, 1983	INCAE	Devel. of High-Level Human Resources	San Jose, Costa Rica
Nelson Abreu	1		10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Violeta Castillo		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Deyal Concepcion		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Angel del Toro		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Claribel Fabian		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Juan Jose Herasme		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Johanny Medina		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
María Teresa Ozuna		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Narciso Pena		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Angel Manuel Perez		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Maritza Polanco		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Vicenta Polanco		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Ma. Milagros Polanco		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Julio Cesar Silverio		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Yocelin Soto		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Rafaela Torres		1	10138	Sep27-Oct18, 1983	MCID - Jackson State Uni	Export Strategy	Jackson, MS
Diana de Alvarez		1	10140	Oct 11 - 22, 1983	World Trade Institute	Development Managing Skills	New York, NY
Humberto Sangiovanni		1	10144	Oct11-Nov5, 1983	NY Institute of Finance	U.S. Money & Capital Markets	New York, NY
Rafael Hernandez		1	10144	Oct11-Nov5, 1983	NY Institute of Finance	U.S. Money & Capital Markets	New York, NY
Jorge Amar		1	10144	Oct11-Nov5, 1983	NY Institute of Finance	U.S. Money & Capital Markets	New York, NY
Ramon Tiburcio		1	00178	Nov 15 - 19, 1983	Perry Mason "ISO 9000"	Lead Assessor Training	Orlando, FL
Fidelio Despradel		1	00177	Nov 15 - 19, 1983	NY Institute of Finance	Portfolio Management	New York, NY
Leonardo Alfonseca		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Jose Ramon Andujar		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Maribel Chales		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Jose Frankyn Duran		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Ruben Duran		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Jose R. Escarraman		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Johny R. Henriquez		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Jose Antonio Gomez		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Juan Isidro Jimenez		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Juan Lopez		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Fausto Mejia		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Victor Manuel Nin		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Bienvenido Pimental		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Victor Antonio Ramirez		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Juan Rieyes		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Manuel A. Rivas		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Freddy Urena		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Regino Valeria		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL
Luis Jose Veloz		1	10148	Nov 21-Dec4, 1983	AGRIDEC	Post-Harvest Export Products	Gainesville, FL

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SHORT-TERM DOMINICAN REPUBLIC TRAINING

NAME	SEX		PIO/P#	TRAINING DATES	TRAINING INSTITUTION	TRAINING COURSE	TRAINING SITE
	M	F					
Juana Nunez		1	10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Juan Andree Compres	1		10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Mencia Hernandez		1	10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Mario Fernandez	1		10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Jose Manuel Montano	1		10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Carlos Castillo	1		10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Romana Del Orbe		1	10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
George Jose Pou Burt	1		10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Miguel Fajos-Flores	1		10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
María Hermina Amaranzo		1	10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Juan Bienvenido Avalo	1		10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Ivette Simon		1	10147	Dec 6 - 17, 1993	CFED	Reestructuracion de Bancos	Washington, DC
Sonia De La Rosa		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Modesto Alcántara	1		10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Rosay Ravelo		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Fiametta Minervino		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Manuel Cáceres	1		10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Yolanda Salazar		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Flor de King Perez		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Rogelio Amor	1		10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Victor Herrera	1		10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Angel Rivera		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Dolores Custals		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Candida Paulino		1	10149	Feb 7 - 18, 1994	World Trade Institute	Strategic Development of Human Resources	Orlando, FL
Jose Manuel Vela		1	10148	Feb 13 - 18, 1994	Wharton School	Integrating Finance and Management	Philadelphia, PA
Diana Ramos		1	10150	Mar 4-5, 18-19, 1994	Georgetown University	International Finance	Washington, DC
Eric Tejada	1		10154	Mar 21-Apr 1, 1994	CFED	Estrategias Tecnicas de Valoracion	Washington, DC
Jose Regalado	1		10153	Apr 11-22, 1994	CFED	Mergers and Acquisitions	Washington, DC
Yolanda Valdez		1	10153	Apr 11-22, 1994	CFED	Mergers and Acquisitions	Washington, DC
Julio Cesar Sanchez	1		10153	Apr 11-22, 1994	CFED	Mergers and Acquisitions	Washington, DC
Fernando Mamanzini	1		10153	Apr 11-22, 1994	CFED	Mergers and Acquisitions	Washington, DC
Antonio Cáceres	1		10153	Apr 11-22, 1994	CFED	Mergers and Acquisitions	Washington, DC
Jose H. Mamanzini	1		10153	Apr 11-22, 1994	CFED	Mergers and Acquisitions	Washington, DC
Elba Luz Ruseo		1	10155	Apr 6 - 8, 1994	BAI Foundation	Bank Security and Fraud Prevention Conference	New York, NY
German Estavez	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Edwing Llaveries	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Isabel Geronimo		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Otto Eugenio	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
María Luisa Ortiz		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Dagoberto Polonio	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Andrea Velasquez		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Cesar Sanz	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Luis Castillo	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Benita Castillo		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Manuela Calderon		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Juan Jose Jimenez	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Luis Vinales		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Claudia Jerez		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Matilde Penzo	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Arelis Payero		1	10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Antía Arias	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Daisy Rodriguez	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Laura Rodriguez	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Miriam Vaquez	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Maritza Cabrera	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Reynaldo Rancier	1		10156	Apr 18-29, 1994	World Trade Institute	Desarrollo de Habilidades Gerenciales	New York, NY
Julio Jose Vega	1		10157	May 16-27, 1994	INTRADOS/IMG	Security Market Management	Washington, DC

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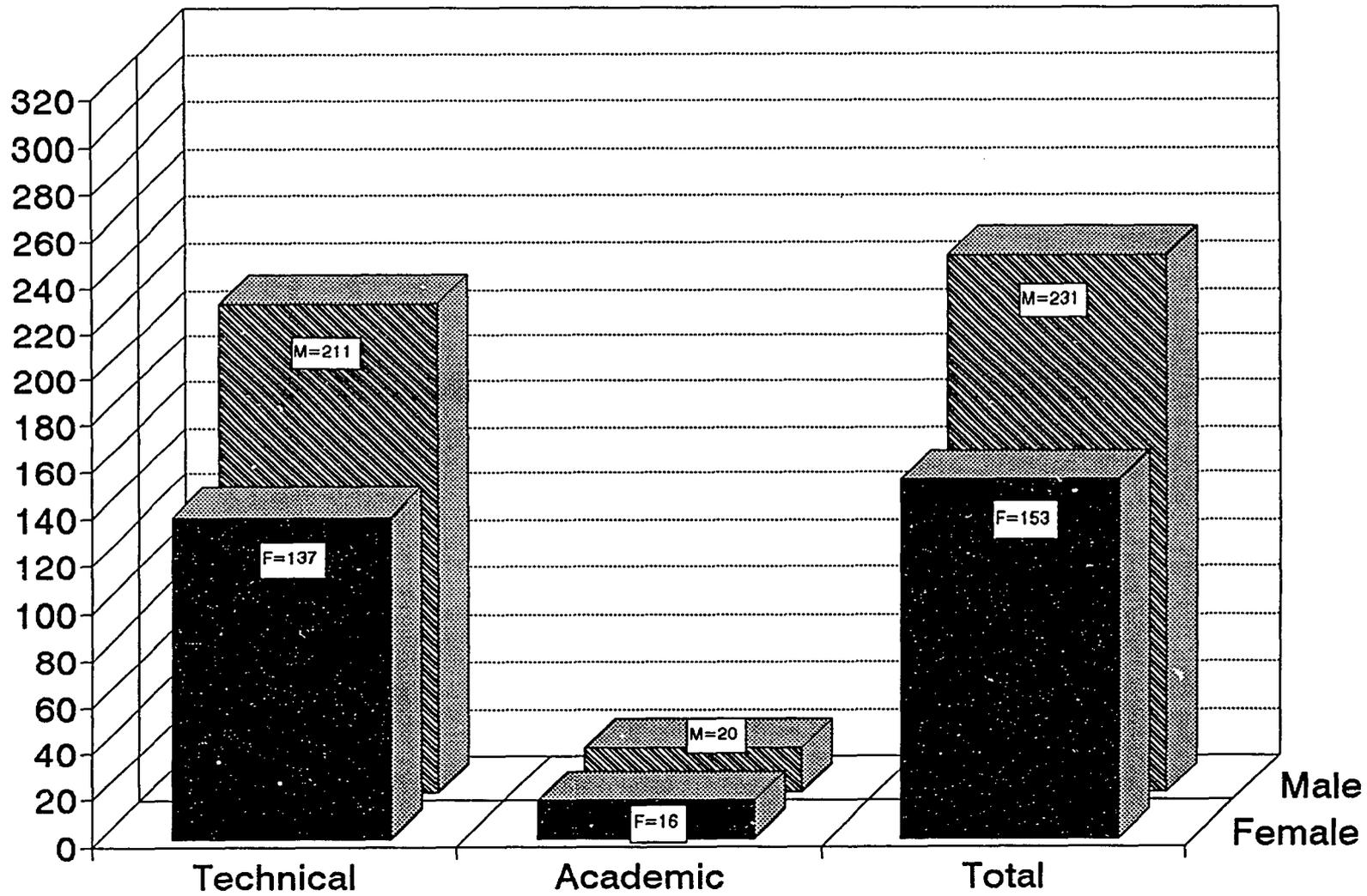
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SHORT-TERM DOMINICAN REPUBLIC TRAINING

NAME	SEX		PIO/P#	TRAINING DATES	TRAINING INSTITUTION	TRAINING COURSE	TRAINING SITE
	M	F					
Suk-Yien Sang		1	10181	June 20-Jul 1, 1994	INTRADOS/IMG	Global Financial Marketing	Washington, DC
Silvia Terrero		1	10182	June 27 Jul 16, 1994	INCAE	Programa de Formacion Bancaria	San Jose, Costa Rica
Fatma Dume		1	10182	June 27 Jul 16, 1994	INCAE	Programa de Formacion Bancaria	San Jose, Costa Rica
Luisa Medina		1	10182	June 27 Jul 16, 1994	INCAE	Programa de Formacion Bancaria	San Jose, Costa Rica
Richard Rosario	1		10182	June 27 Jul 16, 1994	INCAE	Programa de Formacion Bancaria	San Jose, Costa Rica
Luis Lambert	1		10182	June 27 Jul 16, 1994	INCAE	Programa de Formacion Bancaria	San Jose, Costa Rica
Francisco Hernandez	1		10182	June 27 Jul 16, 1994	INCAE	Programa de Formacion Bancaria	San Jose, Costa Rica
Patricia Boumigal		1	10159	June 20 - July 1, 1994	World Bank	Trainers in Development	Washington, DC
Brenda Martinez		1	10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Horacio Alvarez	1		10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Miriam Ortiz		1	10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Engerbert Mejia	1		10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Fernando Gonzalez	1		10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Martha Vasquez		1	10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Carmen Arias	1		10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Jaime Moreno	1		10158	June 13-24, 1994	World Trade Institute	Trade Promotion	New York, NY
Maria Ailda Pagan		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Hilda Peralta		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Miriam Perez		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Fernando Liburd	1		10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Paulina Taveras		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Martha Opando		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Librada Reyes		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Bartola Castanos		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Brigida Reynoso		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Elba Nunez		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Francisca Batista		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Pensia Mendez		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Aida Diaz		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Joselyn Martinez		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Lucia Vanderhorst		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Rafaela Aquino		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Domitila Fermin		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Fernanda Heredia		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Marianela Hernandez		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Leonor Veras		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Celeste Taveras		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Maria Diaz		1	10180	June 27-July 8, 1994	MCID - Jackson State Uni	Export Marketing for S & M Entrepreneurs	Jackson, MS
Total participants	211	137					

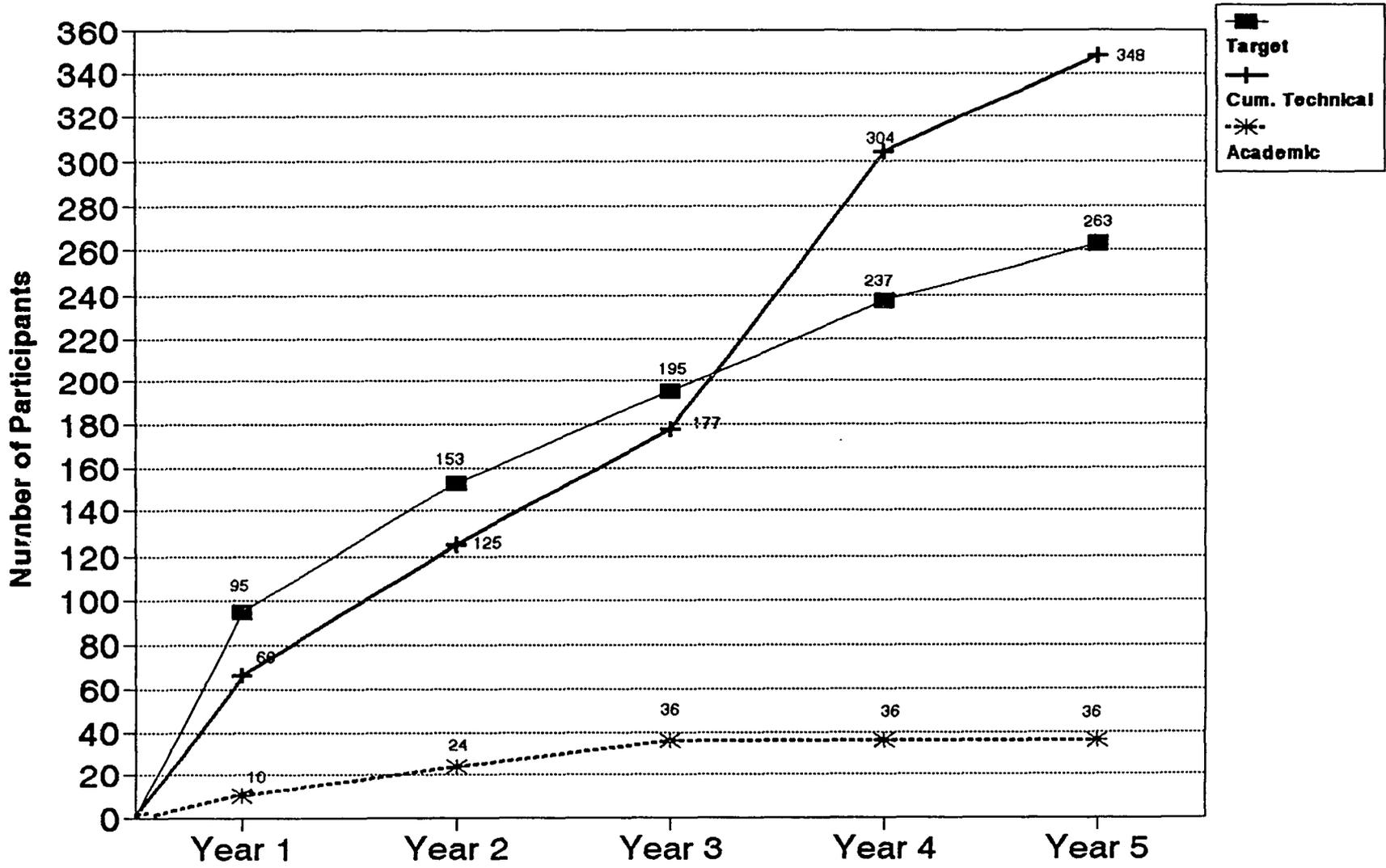
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TOTAL PARTICIPANT TRAINED MALE/FEMALE



38

Technical/Academic Participants Trained By Year - As of 8/31/94



156

November 7, 1991

Mr. Peter B. Davis
President
Development Associates, Inc.
1730 North Lynn Street
Arlington, Virginia 22209-2009

Dear Mr. Davis:

This is in response to your letter of October 11, 1991 in which you requested that the new formula for calculating the 10% HBCU training target for AID-sponsored participants be effective starting in FY 1992.

Your letter was discussed at the monthly HBCU meeting that recently took place and it was reaffirmed that the worldwide A.I.D. policy would use the reporting formula of 10% of person-months for all new participants starting in FY 1992. Since you state in your letter that all Andean Peace Scholarship placement of participants will have been completed before June 1991, your reports in the new reporting format should be easily adaptable to the new person-month format.

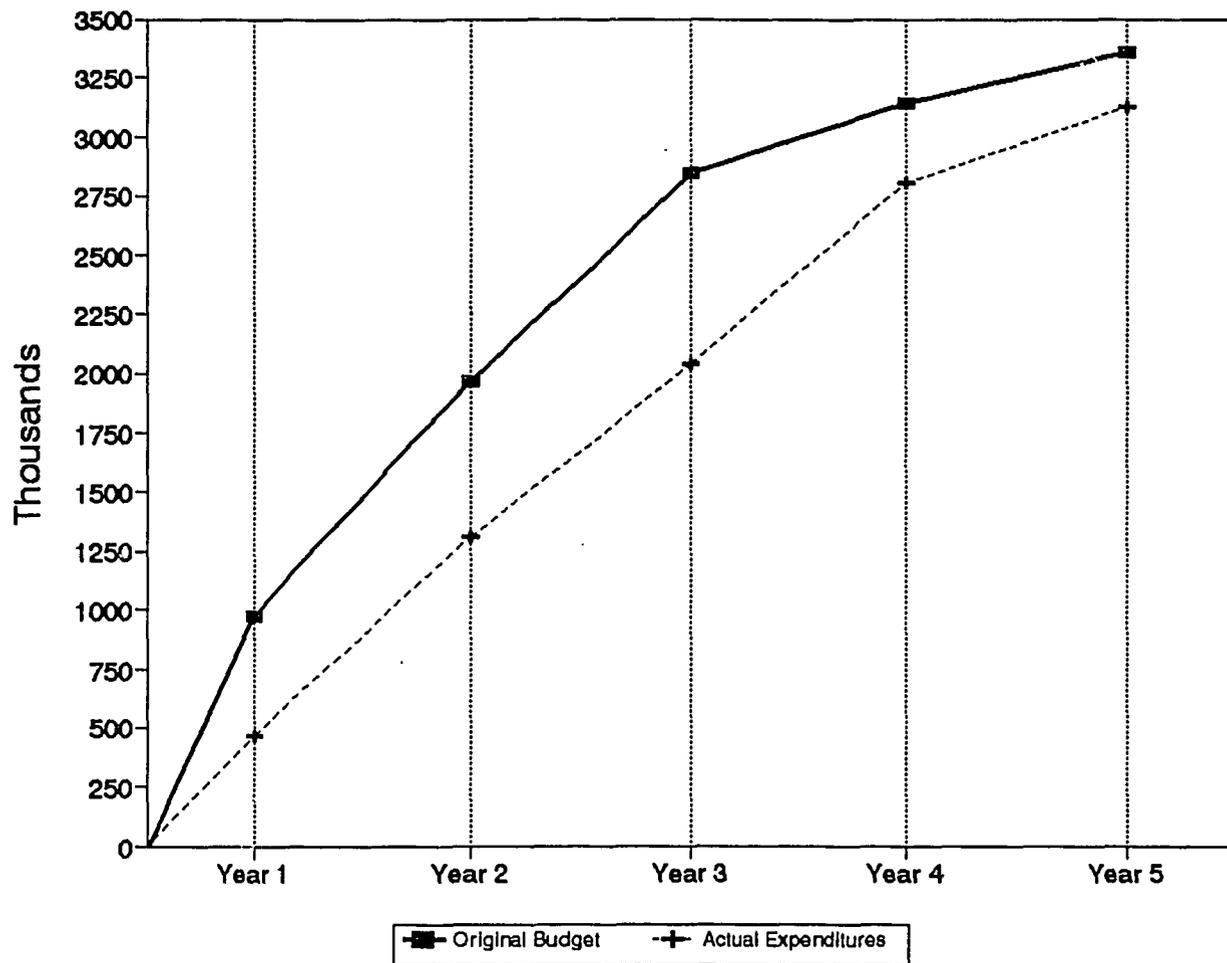
Sincerely,



Joseph P. Carney
Chief
Education and Human Resources
Bureau of Latin America and
the Caribbean

cc: R&D/RUR:CJackson
R&D/OIT:TDonnelly
LAC/DR/EHR:Landerson

DR II. FINANCIAL PERFORMANCE OF PROGRAM



	Budget		Actual Expenditures	
	Yearly	Accumulated	Yearly	Accumulated
Year 1	475,100.00	0.00	485,566.00	0.00
Year 2	990,176.00	1,965,276.00	842,775.00	1,308,341.00
Year 3	877,398.00	2,842,674.00	726,310.00	2,034,651.00
Year 4	301,600.00	3,144,274.00	773,172.00	2,807,823.00
Year 5	215,705.00	3,359,979.00	346,199.95	3,154,022.95