

memorandum

DATE: February 11, 1991
 REPLY TO: Bambi Arellano, *Arellano* / ODDT
 ATTN OF:
 SUBJECT: Development Training and Support Project (520-0384)
 TO: See Distribution

Attached please find the Executive Summary, Technical and Financial Assessment of the DT&S Project. A meeting has been scheduled for Thursday, February 21, 1991 at 8:30 am at the Second Floor Conference Room, to discuss the assessment.

A second point on the agenda will be the current status of the Reimbursable Training Program (607). A separate information memo will be sent later this week on major issues related to this program with the GOG.

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Development Training & Support Project, 520-0384
Technical Assessment and Financial Review

E X E C U T I V E S U M M A R Y

The DT&S Project has been burdened with a heavy administrative taskload due to the inclusion of a broad array of training activities, each of which requires their own implementation mechanism. Based on the Semi-Annual Review, the determination was made to postpone the mid-project evaluation and in its place conduct an internal assessment of the technical and financial performance under each Project activity. The purpose of the internal assessment is to make recommendations for determining key areas for future training programming, improving the implementation mechanism and determining whether a reduction in the authorization level is feasible. In addition, the technical assessment will identify critical issues to be part of the Scope of Work for the Project's mid-term evaluation.

DT&S utilizes a three-tiered training modality, or "sandwich training," consisting of an initial in-country training workshop from which a select group of trainees are chosen to receive specific technical training in the U.S. or third-country. These select trainees return to Guatemala and provide multiplier effect training (MET) for staff within their organizations. The impact of training provided under DT&S is measured by the support which the sponsoring institution provides the returned participant in order to carry out MET activities. Through MET activities, Guatemalan leaders who were direct beneficiaries of training share their newly acquired skills and expertise with other leaders thereby maximizing a rapid, high level impact on institutional change.

An overall Project concern apparent under all four project components, is the lack of women as direct beneficiaries of training opportunities under the Project. To date, it appears that women's participation has reached only 20%. Future training assistance should be contingent upon the sponsoring institution's commitment to target a minimum of 40% participation of women.

Also, it appears that invitational travel was utilized over the PIO/P mechanism for funding per diem of officials to attend conferences, seminars, etc. In these instances, international travel was funded through the local currency trust fund and conference fees were funded through purchase orders. It seems that this method was utilized over the PIO/P because not only are per diem rates under the PIO/P somewhat lower than per diem rates under invitational travel, but the participants viewed themselves as "official" representatives of Guatemala rather than "participants in an activity. The Mission determined that due to the senior level of these individuals, they should attend these events as official representatives of Guatemala rather than participants. Therefore, invitational travel orders were utilized rather than the PIO/P mechanism. When these situations arise in the future, the Mission should explain AID training regulations to the proposed participants, and suggest that their sponsoring institution provide any required additional funding for per diem, together with international travel, as their counterpart contribution.

Finally, a concern which has recently surfaced is the effect the travel restrictions will have on Project implementation. Although training under this Project is for the most part provided in-country, the technical assistance required to execute the training comes from U.S. and third-country institutions. The Project is ready to initiate training activities utilizing experts from the U.S. Department of Labor, the Bureau of Census, the University of New Mexico and a Central or South American *Camara de Construccion*. Because of the travel ban, all new DT&S activities are at a standstill. If the restrictions continue, not only will the Project be unable to meet all its objectives, but the Project will lose the confidence of the local Guatemalan institutions with whom we are working.

As one can judge from the technical assessment, the number of individual activities funded under the DT&S Project is staggering. Although each activity has fallen under the objectives of a specific Project Component, or in some instances, a cross section of components, they are discrete training activities and the follow-on multiplier effect training (MET) activities (the major focus of all DT&S-funded training endeavours) are very difficult to monitor. Many times, because the training activities are randomly selected, the sponsoring institutions do not view them as a necessary ingredient towards their overall strategy for development and, therefore, do not provide the support necessary for the participants to carry out MET activities. In order for DT&S funding to have the required impact, it is recommended that the Project no longer fund these random activities but rather focus training at the program level with identified Guatemalan organizations in priority areas, so that all phases of training are seen as integral parts leading towards the realization of specific objectives.

Based on the financial review of project activities and taking into consideration the additional funding required to fully fund the Merit Scholarship Program (approximately \$411,000), there remains under the current Grant Agreement with SEGEPLAN approximately \$500,000 (please refer to Annex A, DT&S Funding Information, 520-0384) which to date has not been committed. It is therefore recommended that there be a reduction in the Project authorization level from the original amount of \$8,000,000 to \$7,350,000. This reduction in the Project authorization will allow for the funding of additional activities not to exceed \$500,000, plus an additional \$500,000 which pertains to a proposed deob/reob to initiate training activities with the *Banco de Guatemala*.

Recommendations:

Component I, Strengthen Private Sector Participation in the Social and Economic Development Process: the Mission should continue to support training activities funded under the PASA with the Department of Labor. If possible, the Mission should amend the current PASA to allow for the provision of worker rights training. If there are not enough funds available under the current PASA to provide this training, it is recommended that the PASA be increased to

allow for the training.

The tourism training program should be allowed to play itself out even though the training is not having the desired impact. This program has had serious problems from the start. The tourism industry's interests always seemed to lie at the operational level rather than the policy level and as demonstrated by their reluctance to recognize the need for training, it would appear that the project should have postponed training endeavours until the Embassy, USAID/Guatemala and the tourism industry had reached a consensus of opinion. Trying to salvage the activity has resulted in a series of personality conflicts which have further hampered the implementation of MET activities. To try and "fix" the situation would require large amounts of time and resources, both of which are in short supply.

The Skills Training for Productivity activity with the *Camara Guatemalteca de Construccion (CGC)*, *Instituto Tecnico de Capacitacion y Productividad (INTECAP)* and the *Instituto Tecnico de Capacitacion y Productividad* on la

Component III, Education Sector Support and Improvement: it is recommended that the Mission fund the UFM proposal for U.S.-sponsored Total Productivity Management Training utilizing the PIO/P mechanism. All other activities presently funded under this Component should run themselves out with no additional support required, except for that required to fully fund the Merit Scholarship Program. During FY 1991, the Merit Scholarship MOU should be amended to fund calendar years 1991 through 1994.

Regarding the M.A./Ph.D. scholarship program under University Faculty Improvement, the Mission should be insistent on not providing any extensions for completion of degrees. ODDT has made it very clear to the Contractors and all participants that because of funding constraints their will be absolutely no extensions granted under this program.

Component IV, Training Outreach and Support: should proceed as scheduled, with thought given to providing one additional week of technical assistance to *Jovenes por Guatemala* in order to provide closure to the program.

Because of the Project's "three-tiered" approach to training, it would be difficult to measure its impact to date, since the very vital third phase (in-country MET) has not been initiated under all project areas. Furthermore, many important initiatives, i.e., Finance Management/Anti-corruption, Skills Training for Productivity, are in their initial stages of implementation and an evaluation at this time would be inopportune. Therefore, ODDT recommends deferring the Project Evaluation scheduled for mid-term and doing in its place a very comprehensive final evaluation during the first quarter of FY 1994. The present assessment would replace the mid-term evaluation.

Development Training & Support (DT&S) Project
(520-0384)
Internal Review to Determine
Priority Areas for Future Programming

Background:

The Development Training and Support (DT&S) Project has two central foci: the provision of training for key Guatemalan leaders in order to maximize rapid high level impact on institutional change; and, using that training to establish and/or strengthen communication between the private/public sectors for mutual consent in setting policies, programs and priorities in management and labor, management and government; and, labor and government. The DT&S Project is based on the GOG objective of supporting the consolidation and institutional strengthening of Guatemalan democracy, with the specific purpose of developing a cadre of public and private sector leaders and mid-level professionals with the policy making, planning, management and technical skills required to support Guatemalan social and economic reform.

The primary focus of DT&S activities is to support Guatemalan human resources development, thereby enabling the GOG and private sector to examine and pursue broad organizational, policy and program issues needed to accelerate development. The premise of DT&S is that by selecting senior and mid-level professionals who can promote and effect needed changes along with the establishment of a sounder public/private sector dialogue, the project will assist the GOG to more effectively deal with some of the major political, social and economic issues it faces.

The authorized life of project funding (LOP) is \$8,000,000, of which \$6,850,000 has been obligated to the Government of Guatemala (GOG) through a Grant Agreement with the National Economic Planning Council (SEGEPLAN) dated August 12, 1988. This analysis will determine whether there are adequate funds under the current Grant Agreement to fully fund on-going and proposed new Project activities and whether a reduction in the authorization level is feasible (refer to DT&S Project funding information, Annex A). The LOP counterpart contribution is \$2,500,000. As of March 30, 1990 it was reported that a total of ~~\$1,109,687~~ had been provided in counterpart. The Mission has requested current data on counterpart contribution, but to date has not received the information. Refer to Table I for a breakdown of counterpart contribution received to date.

\$1,048,382

The original PACD of September 30, 1993 was extended per Amendment No. 2 of the Grant Agreement to September 30, 1994. This no-cost extension was required to allow for the required amount of time necessary to complete the academic program financed under the Merit Scholarship Program and for the Ph.D. participants to complete required academic study in the U. S. and third countries.

Following, are the Project's areas of training:

Component I: Strengthen Private Sector Participation in the Social and Economic Development Process

- 1) Industrial Relations
- 2) Public/Private Enterprise Dialogue
- 3) Industrial Relations
- 4) Other Programs
 - a) Tourism
 - b) Skills Training for Productivity
 - c) Observation/Study Tours
 - d) Agribusiness Development

Component II: Improve Public Sector Policy and Program Analysis

- 1) Financial Management Training
- 2) Civil Service Training
- 3) Statistical Training
- 4) Other Programs
 - a) Environment and Natural Resources
 - b) Women in Development
 - c) Drug Abuse Prevention
 - d) Bank of Guatemala Training (pending deob/reob)

Component III: Education Sector Support and Improvement

- 1) Merit and Zamorano Scholarship Programs
- 2) University Faculty Improvement
 - a) M.A./Ph.D. Scholarship Program
 - b) M.A. Economics/INCAE
 - c) Total Productivity Management (pending)
- 3) Other Programs
 - a) Scholarship Program for EARTH
 - b) Food Processing Technology Upgrade
 - c) English Language Training (ELT)

Component IV: Training Outreach and Support Program

TABLE I
COUNTERPART CONTRIBUTION

INSTITUTION	THROUGH	Q AMOUNT	\$ AMOUNT
Partners of the Americas *	03/90	58,382.25	11,676.45
FUNDESA	09/90	222,591.47	44,518.29
Universidad del Valle *	03/90	4,182,146.00	836,429.20
Camara de Turismo *	03/90	316,922.00	63,384.40
INE **			0.00
Ministry of Labor **			0.00
INAP/CGC **			0.00
Education Sector Improvement **	09/90	N/A	91,814.00
Jovenes por Guatemala	09/90	2,800.00	560.00
T O T A L		Q 4,782,841.72	\$ 1,048,382.34

Exchange Rate: Q5.00 = US\$1.00

* Mission has not received the most recent Counterpart Contribution report reflecting data pertaining to the last semester of FY 1990 (03/90 - 09/90)

** In the past, the Project never requested Counterpart Contribution information from these institutions. We have recently requested the data which to date, we have not yet received.

Discussion:

The DT&S Project has been burdened with heavy administrative tasks due to the inclusion of a broad array of training activities, each of which requires their own implementation mechanism. Based on the Semi-Annual Review, the determination was made to postpone the mid-project evaluation and in its place conduct an internal assessment of the technical and financial performance under each Project activity. The purpose of the internal assessment is to make recommendations for determining key areas for future training programming, improving the implementation mechanisms and determining whether a reduction in the authorization level is feasible. In addition, the technical assessment will identify critical issues to be part of the Scope of Work for the Project's mid-term evaluation.

DT&S utilizes a three-tiered training modality, or "sandwich training," consisting of an initial in-country training workshop from which a select group of trainees are chosen to receive specific technical training in the U.S. or a third country. These select trainees return to Guatemala and provide multiplier effect training (MET) for staff within their organizations. The impact of training provided under DT&S is measured by the support which the sponsoring institution provides the returned participant in order to carry out MET activities. Through MET activities, Guatemalan leaders who were direct beneficiaries of training share their newly acquired skills and expertise with other leaders thereby maximizing rapid, high-level impact on institutional change.

Originally, the Project was authorized with the understanding that the then-current ESF agreement permitted the use of A.I.D.-administered local currency trust funds for transportation cost requirements for participants funded under PIO/P's. The Project was designed in such a manner that, where possible, AID dollar funding was supplemented by GOG owned SDF local currency (Technical Support Trust Funds), in support of international air fares and other support for project trainees from the public sector. Therefore, all international travel for all DT&S-funded participants representing the public sector has been funded utilizing the LCTF.

Upon the arrival of the new USAID/Guatemala Controller, the usage of LCTF in this manner was questioned, due to the budget cuts experienced in FY 1991 and the probable continuing cutbacks in ESF and operating levels which have strong implications for the Mission's Operating Expense (OE) operations. Based on the above, the Mission determined that beginning in FY 1991, the LCTF would no longer be utilized for international travel and other support for project trainees, and, therefore, these expenses would comprise part of the sponsoring institution's counterpart contribution. The Project evaluation should analyze the impact this determination has made on the part of the Guatemalan institutions in requesting U.S.-sponsored training assistance for their employees.

An overall Project concern apparent under all four project components, is

the lack of women as direct beneficiaries of training opportunities under the Project. To date, it appears that women's participation has reached only 20%. Future training assistance should be contingent upon the sponsoring institution's commitment to target a minimum of 40% participation of women.

A more aggressive stance will need to be taken to make the participating institutions aware of the necessity for a fair representation of women in all activities. DT&S-funded training should be viewed by the sponsoring institution as a means towards the promotion of women to higher decision-making levels.

In this manner, the Project will meet its objective of supporting the consolidation and institutional strengthening of Guatemalan democracy by developing a cadre of public and private sector leaders and mid-level professionals, including women, with the policy making, planning, management and technical skills required to support Guatemalan social and economic reform.

Following is a technical review of all Project activities which includes a short description of type of training provided, amount spent to date for the provision of training, beneficiaries of training, desired impact of training, issues identified with the training activity, and recommendations for future programming:

Component I: Strengthen Private Sector Participation in the Social/Economic Development Process -- total amount committed, \$703,345

The purpose of this component is to strengthen the capabilities of private sector organizations and entities to participate in the social/economic development process by improving communication and coordination between the private and public sectors in order to achieve mutual understanding of each sector's issues, perceived problems, strengths, weaknesses and constraints to growth and development.

Component I is divided into four separate sub-components, each sub-component and often times activities within each sub-component having a discrete implementation mechanism. The following breakdown describes each sub-component and their related activities in detail.

1. **INDUSTRIAL RELATIONS** -- total commitment amount, \$333,981

Obligation Mechanism: PIO/P -1-80266 for two participants to attend Bureau of Labor Statistics Collective Bargaining Course
Commitment to Date: \$ 5,136
Expenditures to Date: \$ 5,136
Balance: \$ 0
Local Counterparts: Guatemalan National Congress

Expected Impact of Training: introduce methods for utilizing statistics in the collective bargaining process.

Observation: These participants were the first to receive training under the DT&S Project.

Obligation Mechanism: PASA No. LAC-0384-P-DL-9017-00 Department of Labor,
Peter Acolla
Commitment to Date: \$329,000
Expenditures to Date: \$ 69,000
Balance: \$260,000
Local Counterparts: Guatemalan Labor Unions, Guatemala Ministry of Labor,
BANDEGUA (Del Monte Foods) and *Empresa Electrica de Guatemala*

Expected Impact of Training: establish labor dispute negotiation and settlement models; worker rights legislation; mediation legislation; and, a cadre of trained professionals with the expertise and authority to assist labor, management and government in settling labor disputes.

Brief Description of Training: This training activity is implemented directly through the U.S. Embassy Labor Attache in conjunction with the U.S. Department of Labor. Mission support is provided for processing PIO/P's, visas, medical certifications, etc.

In order to ensure a sound labor-management cooperation system in Guatemala, tri-partite training (private sector working through CACIF, labor unions and the Ministry of Labor) is provided in mediation, arbitration and conciliation in order to minimize non-productive work stoppage and reduce the number of labor strikes. Approximately 400 Guatemalan leaders in management, in the labor movement and in government involved with the private sector will be recipients of in-country training, with an additional 25 being recipients of U. S.-sponsored training over a period of three years.

Issue: The participation of women in this activity has not reached 40%. The Mission will discuss this concern with the Embassy Labor Attache and the DOL representative in order to develop strategies for incorporating a larger percentage of women in all stages of this activity.

Furthermore, third phase activities, which were scheduled to begin in February will be delayed due to the recently enstated travel restrictions.

Progress to date:

National Mediation Service Training for Ministry of Labor: Through the coordinated efforts of the Department of Labor and the Federal Mediation Service, two U.S. mediation experts provided a one week technical training in Guatemala on mediation techniques for Ministry of Labor "Inspectors." It is

anticipated that through this training and pursuant to the new Labor Code, a National Mediation Service comprised of ten members representing labor, government and management will be formed and will be recognized as the official entity for dispute mediation.

The next phase of training, which will take place in the U.S., will utilize a tri-partite approach and will be devoted to mediation techniques for managers. Labor, government and management will be fully represented, as will the nascent Guatemala National Mediation Service.

Training under this activity has enjoyed considerable success -- although not documented, the "Inspectors" who have been recipients of mediation training have in fact provided multiplier effect training (MET) to other inspectors working in the Ministry of Labor. Although a Mediation Service has not yet been fully recognized (Inspectors do not have a mandate to mediate), the Ministry of Labor is aware of the need for this type of service. Based on Project activities to date, it is anticipated that with the introduction of the new labor code, a National Mediation Service will be fully recognized by the interested parties and will be given the support to carry out its function.

Issue: The success of this activity depends on the passage of the new labor code and the creation and acceptance of the National Mediation Service. It appears that the reason that the Mediation Service has not yet been fully recognized is due to a lack of personnel in the Ministry of Labor. This is apparent in that the Ministry has been unable to replace the "inspectors" which were trained to be mediators. Upon addressing this issue, the government will publicly recognize and offer the availability of the mediators to anyone requiring their services. Although everything appears to be on track, it may take time to orient the new government to the idea of the National Mediation Service. This activity must be closely monitored -- the Mission, along with the Labor Attache, should set a time limit for the creation of the National Mediation Service. If the time limit is not honored, thought should be given to refocusing this activity to be more in line with Guatemala's reality.

Private Sector: Working in cooperation with BANDEGUA (Del Monte) and the *Empresa Electrica*, training opportunities have been provided to lower level supervisors and union stewards at the company/plant level in procedures and techniques to establish labor-management communication at the company/plant level. Training at the managerial level in dispute resolution has also been provided. Management at these private sector concerns is anxious to improve relations with labor and government, and in fact it has been brought to our attention that several potential strikes have been avoided due in large part to the DT&S-funded training provided to date.

Future training activities in this area involve follow-up training in dispute resolution utilizing conciliation and mediation techniques. The

Project is considering a third company for inclusion under this training program. It appears that Philip Morris has been identified as a prime candidate for this training because of its demonstrated progressive attitude towards labor-management relations.

During the follow-on phase, the Ministry of Labor will be brought into the training by having the "Inspectors" who were recipients of Phase I mediation training, provide portions of this training together in conjunction with U. S. DOL experts. Furthermore, key people from each company, representatives from labor and representatives from government will be chosen to go to the U.S. in order to have a first-hand experience observing dispute resolution.

Issue: The Private Sector will need to demonstrate continued commitment in working collaboratively with government and labor in order to carry out effective dispute resolution.

Management, Government and Labor: Tri-partite training is being provided on techniques for problem-solving and consensus decision making along with a proposed model for dispute resolution. Based on this training, a national-level multiplier effect conference on labor-management cooperation will be provided.

Also, technical courses on the importance of Utilizing Statistics for Negotiation Facilitation is being provided. Two DOL experts came to Guatemala in September, 1990 to give the first course which was designed for people

Observation: This activity, which began approximately one and a half (1 1/2) years ago has concentrated on defining relationships, roles and responsibilities between labor, government and management and developing strategies for a collaborative and progressive labor-management relationship. Through the initial training provided under this PASA, it has been determined that their is commitment on behalf of the three sectors for the tri-partite cooperation model to be successful in developing a mechanism for continued dialogue and positive action among government, labor and management.

There has been very little project activity during the last semester due to the political campaign process leading to the General Elections. Training activities are scheduled to begin in earnest again in February, pending receipt and approval of the Department of Labor's Annual Work Plan and the lift in the recently enstated travel restrictions. New training activities under the work plan will be closely monitored in order to ensure a greater participation of women and that the degree of commitment demonstrated by labor, government and management be measured and training be adapted to the situation, as the need arises.

Due to the inactivity experienced during the last semester, it is possible that their will be unused funds remaining under the PASA. If this is in fact the case, ODDT recommends funding DOL-sponsored training in workers' rights, utilizing remaining funds under the PASA. The Mission has recently received a proposal from the Department of Labor to provide Guatemalan public and private sector leaders training on U.S. legislation related to worker rights and how internationally recognized worker rights criteria contained in the legislation could affect Guatemala. Training content would be based on international labor standards reflected in ILO conventions and provisions of U.S. trade law with particular references to possible implications for the current situation in Guatemala, e.g., loss of U.S. trade preferences and investment guarantees.

Given the present human rights climate in Guatemala coupled with the Mission's focus on trade and development, this training activity appears to be opportune. If their are not sufficient remaining funds under the present PASA to cover all aspects of the worker rights training activity -- estimated cost is \$50,000 -- thought should be given to amending the PASA to decrease the amount of U.S.-sponsored training and also to delete from the worker rights training proposal the U.S.-sponsored training in order to fund in-country training in this area. This suggestion is open for discussion.

Because of the short-term positive results experienced to date and the high probability of continued positive impact, the Mission will continue to support these activities through the scheduled termination date of September 30, 1993. Furthermore, serious thought should be given to funding the additional worker rights training under the existing PASA. The Department of Labor is in agreement with decreasing the amount of U.S.-based training to allow for training in worker rights. If their still are not sufficient funds

remaining under the PASA to implement the training activity in workers' rights, this activity should be given high priority for potential future DT&S endeavours, pending availability of funds.

2. Public/Private Enterprise Dialogue -- total commitment amount, \$18,350

Obligation Mechanism: Grant No. 520-0384-G-00-0264-00 Guatemalan Development Foundation (FUNDESA), Juan Carlos Cheves

Commitment to Date: \$ 18,350

Expenditures to Date: \$ 18,350

Balance: \$ 0

Local Counterparts: Individuals from Private and Public Sectors, Politicians, Labor, Press and Academicians

Expected Impact of Training: expose recognized leaders from key Guatemalan sectors to the policies and programs causing the outstanding social and economic changes in Chile, in order that they may apply lessons learned to accelerate Guatemalan economic development.

Brief Description of Training: This activity was coordinated with USAID/Guatemala's Office of Private Enterprise Development (OPED) to provide a cadre of public and private sector leaders the opportunity to travel to Chile for a "hands on" experience with Chilean leaders who were instrumental in saving a failing economy. The leaders were committed to returning to Guatemala and sharing expertise and experiences via the multiplier effect. It was hoped that significant economic measures and policy dialogue would result.

While FUNDESA claims that as a result of this travel the presidential candidates based their political platform, the Mission does not view the project as having the desired impact due to FUNDESA's lack of commitment to share the insights gained from their experience via the multiplier effect. It should also be brought out that FUNDESA's director told an AID Contractor hired to evaluate DT&S multiplier effect training activities not to meddle in FUNDESA's affairs.

Issue: The Grant with FUNDESA expired on March 20, 1990; however, uncommitted funds in the amount of \$37,900 remained under the Grant. FUNDESA submitted a proposal to OPED months after the Grant termination date, in which was requested approval to utilize approximately \$25,000 of the uncommitted funds for in-country follow-up activities -- activities which initially should have been provided by FUNDESA to show its commitment to the Project.

The Mission determined that based on FUNDESA's past performance in this area and the fact that the Grant had already expired, this activity would not receive further support. The uncommitted funds were therefore decommitted from the Grant.

Observation: The Project Evaluation should analyze the impact which this

observation tour has had on shaping Guatemala's social and economic policy and document areas, if any, in which FUNDESA has provided multiplier effect training.

3. Non-Profit NGO Capability Enhancement -- Cost Estimate, \$1,520

Obligation Mechanism: PIO/P
Commitment to Date: \$ 1,520 (estimate)
Expenditures to Date: \$ 0
Balance: \$ 0
Local Counterparts: *Fundacion de Asesoría Financiera a Instituciones de Desarrollo y Servicio Social (FAFIDESS)*

In June, 1990 the Mission approved a request from FAFIDESS to fund the participation of two members of FAFIDES to attend the "World Congress on Philanthropy" to be held in Miami, Florida June 9 - 12, 1991. FAFIDES will take advantage of this opportunity to meet other funding institution with whom they would be able to develop a relationship.

The original intent of DT&S in funding attendance at this conference was to determine activities for future USAID/Guatemala collaboration. It was later determined that before activities could be initiated in this area, an in-depth analysis would need to be carried out to determine the feasibility and level of interest such assistance would generate. Due to DT&S funding constraints coupled with the amount of analysis which would be required to initiate activities in this area, ODDT recommends utilizing scarce DT&S funds for other priority areas.

ODDT recommends that no other activities be contemplated in this area.

4. Other Programs -- total commitment amount, \$351,014

a) Tourism -- total commitment to date \$115,966

Obligation Mechanism: PIO/P's 520-0384-1-80530, Cornell University School of Hotel Administration
Commitment to Date: \$ 5,894
Expenditures to Date: \$ 5,894
Balance: \$ 0
Local Counterparts: Instituto Guatemalteco de Turismo (INGUAT)

Expected Impact of Training: develop management and advertising skills relative to the tourism industry, with special emphasis on efficiency and productivity, motivation of employees, incentives and sound management practices.

Observation: Training provided under the above-mentioned PIO/P has proven to be a wasted effort, for the sponsoring institution has not demonstrated support in ensuring that participants provide MET activities. No further training activities in the tourism area should be contemplated for future DT&S funding.

The Project evaluation should analyze the training received, and document, if any, the participants' cooperation together with INGUAT's support to the participants in providing multiplier effect training (MET) activities.

Obligation Mechanism: PIO/P 520-0384-1-80513/90364/90175 -- short-term (10 days) technical training conducted at World Trade Institute
Commitment to Date: \$ 27,010
Expenditures to Date: \$ 5,504
Balance: \$ 0
Local Counterparts: INGUAT

Expected Impact of Training: provide the necessary marketing skills to attract U.S. investment in the Guatemalan tourism industry.

Observation: Again, training provided under the above-mentioned PIO/P's has proven to be a wasted effort, for the sponsoring institution has not demonstrated support in ensuring that participants provide MET activities. No further training activities in the tourism area should be contemplated for future DT&S funding.

The Project evaluation should analyze the training received, and document, if any, the participants' cooperation together with INGUAT's support to the participants in providing multiplier effect training (MET) activities.

Obligation Mechanism: PIO/P 520-0384-1-80351 -- short-term (10 days) technical training conducted at Pragma, Inc.
Commitment to Date: \$ 40,390
Expenditures to Date: \$ 40,390
Balance: \$ 0
Local Counterparts: Guatemala National Tourism Institute (INGUAT) and Camara de Turismo (CANTUR)

Expected Impact of Training: develop skills to allow the tourism industry to initiate a dialogue with the GOG on policy and agendas, in order to set the ground work for initiating change in the tourism sector.

Observation: Based on this U.S.-sponsored training, the ten participants (20% female participation) were to return to Guatemala and share their expertise through the multiplier effect to other tourism industry leaders. USAID/Guatemala noted however, that neither CANTUR nor INGUAT demonstrated their support to the participants in order to provide follow-up to the training which they

had received. It was explained that the participants felt that while they had the knowledge, they did not have the necessary training skills to deliver multiplier effect training (MET) programs. Therefore, they were unable to share with other leaders in the tourism industry the expertise which they had acquired as a result of the training they received in the U.S.

It should be pointed out, however, that from the initial stages of this activity CAMTUR did not display interest in the development impact of this training endeavor. This can be demonstrated by the fact that they did not involve high level decision makers during the planning phase of this training, nor did they display interest in the policy dialogue/policy formulation possibilities which could be achieved through training. Rather, their interest seemed to lie at the operational level of the tourism industry rather than at the policy level.

In order to ensure that these tourism leaders would provide the required MET activities, the Mission determined, based on a request from the tourism industry, that an additional in-country "training of trainers" program would be beneficial for the original ten recipients of the initial training received at Pragma, as well as for an additional fifteen Guatemalans working in the tourism industry. Pragma was contracted to provide this additional training, the purpose of which was to equip the participants with the necessary skills to plan and implement workshops:

Obligation Mechanism: P.O. 520-0384-0-9686 -- with Pragma, Inc. to provide in-country training
Commitment to Date: \$ 25,000
Expenditures to Date: \$ 25,000
Balance: \$ 0
Local Counterparts: INGUAT and CAMTUR

Expected Impact of Training: establish a strategy to plan and implement a tourism industry training program and develop training modules for addressing tourism industry training priorities.

Observation: A "training of trainers" workshop was delivered to twenty-five tourism industry leaders in April, 1990. Upon receipt of this training, the recipients were to begin their in-country multiplier effect training activities within the tourism industry. It became apparent, however, that these individuals were not motivated (neither by INGUAT nor CAMTUR) to provide the multiplier effect training even after the "training of trainers" workshop.

In an effort to salvage this activity, USAID/Guatemala requested proposals from CAMTUR and a local firm, Omnitur S.A., to provide guidance and support services to the trainers by coordinating the multiplier effect training activity. CAMTUR did not respond to the request. Omnitur S.A., which is owned by one of the original recipients of the U.S. training provided through Pragma, responded to the request and in fact was awarded a purchase

order to coordinate the tourism industry multiplier effect training activity:

Obligation Mechanism: P.O. 520-0384-00-0582-00 with Omnitur, S.A., to coordinate multiplier effect training activities
Commitment to Date: \$ 22,172
Expenditures to Date: \$ 8,085
Balance: \$ 14,087
Local Counterparts: INGUAT and CAMTUR

Expected Impact of Training: coordinate multiplier effect training (MET) activities designed to provide members of the tourism industry with the foundation to build internal structures such as management, personnel and accounting systems and external infrastructures such as hotel, restaurant, travel agency and tourism bureau services to ensure that corporate and strategic objectives are met.

Brief Description of Training: This activity got off to a very shakey, slow start, in part due to personal conflicts between the members of CAMTUR and the General Manager/Owner of Omnitur, coupled with conflicts in defining roles and responsibilities for each entity (CAMTUR, INGUAT and Omnitur) under the multiplier effect training activity.

It came to the Mission's attention that because of the lack of communication and coordination between INGUAT, CAMTUR and Omnitur, the initial training assistance coordinated by Omnitur was geared more toward the operational rather than policy level of the industry. ODDT requested a meeting with Omnitur to discuss the MET training plan, at which time it became apparent that while Omnitur had established a relationship with the INGUAT, there was a serious lack of communication/coordination as a result of personality conflicts between individuals representing the CAMTUR and Omnitur's General Manager. Furthermore, it was brought out in the meeting that without the support of the CAMTUR, Omnitur would not get the cooperation of certain participants who are required to carry out MET activities nor of their sponsoring institutions to allow employees to participate in MET endeavours.

It was therefore decided that ODDT would arrange a meeting between CAMTUR, Omnitur and the Mission in order to discuss the project and the need for CAMTUR's support of the MET endeavour being coordinated through through the services of Omnitur. Before CAMTUR would agree to a joint meeting, they requested a meeting between USAID/Guatemala and CAMTUR only. CAMTUR was represented by Susie Rogers, a board member, and Iris de Reyes, Manager of CAMTUR. USAID/Guatemala was represented by the DT&S Project Manager, Annette Tuebner. At this meeting, it became even more apparent that there were major personal and professional conflicts between the two involved parties.

Basically, CAMTUR wanted clarification on individual (CAMTUR/INGUAT/OMNITUR) roles and responsibilities in relation to the MET program. It was made

clear to CAMTUR that Omnitur was contracted to coordinate and provide the required support to the 25 INGUAT and CAMTUR "trainers" who will execute all MET activities. It was further brought out that because it was Omnitur's responsibility to set training priorities in accordance with INGUAT, CAMTUR, other tourism industry managers, etc., it was to everyone's advantage to open channels of communication.

Since the above-mentioned meeting, relations have improved somewhat. CAMTUR, INGUAT, Omnitur and USAID/Guatemala have met on separate occasions to identify priorities and discuss scheduling of multiplier effect training activities. A fully coordinated training plan has been approved by CAMTUR and INGUAT and is presently being implemented. However, relations can not be considered friendly. It is ODDT's general impression that the negative feelings displayed by these two entities towards one another run very deep, and while to the outsider it may appear that the three entities are committed to working in a coordinated manner, the reality of the situation is quite different.

This activity should continue to be monitored closely; however, at this late date (the purchase order with Omnitur is scheduled to terminate on April 4, 1991) ODDT recommends that the MET activities continue with or without the participation of CAMTUR through the scheduled termination date. Omnitur, in coordination with INGUAT has developed a schedule of training events which they can administer without the participation of CAMTUR. It should be noted, however, that this training is not addressing priority areas nor is it reaching the desired audience.

Observation: The final Project evaluation should delve deeper than just study activities which occurred. Based on the tourism industry's reluctance to first accept the necessity of training and then actually carry out viable training endeavours, one questions whether a more thorough investigation of the sector should have been completed before training opportunities were provided.

The evaluation should analyze whether the training program was indeed appropriate to meet the needs of the tourism industry. It is ODDT's impression that a vital "first step" was missing in preparing the strategy for and recipients of training in this area. Therefore, a determination should be made whether the objectives of the training program were made clear to the involved parties from the start; whether the training reached the appropriate target group; and, whether the provision of training was in fact premature, taking into consideration the reluctance for change as displayed by the tourism industry. Based on the above, the evaluation should determine whether there was a commitment towards the Project's objectives on behalf of the GOG and the tourism industry. If such a commitment existed, the evaluation should analyze the mistakes made and recommendations for improvement.

Furthermore, the evaluation should analyze the support which Omnitur has provided to the participants in coordinating their multiplier effect training efforts, i.e., logistic arrangements, assistance with curriculum development,

announcing training programs, etc. It should be pointed out that to date, Omnitur has only been able to mobilize seven (7) trainees who were recipients of the U.S.-sponsored Pragma training along with an additional seven (7) individuals who were not recipients of any type of USAID/Guatemala-sponsored training to provide MET activities. According to Omnitur's training plan for future activities, the original three (3) trainees plus an additional four (4) who were recipients of the U.S.-based training will provide MET activities. In total, seven (7) out of the original ten (10) who were recipients of the U.S. training will provide MET.

Not one person out of the additional fifteen (15) recipients of the in-country Pragma training has offered to provide MET. The evaluation should analyze this phenomenon and determine why these additional fifteen individuals are not responding to their commitment, i.e., training program was not appropriate, target group was not appropriate, training objectives were not made clear, etc.

b) Skills Training for Productivity -- total commitment to date, \$222,463

Obligation Mechanism: P.O. 520-0384-0-0204 with Academy for Educational Development to prepare a comprehensive report relative to skills training for productivity in Guatemala

Commitment to Date: \$ 23,573
Expenditures to Date: \$ 23,573
Balance: \$ 0

Local Counterparts: Camara Guatemalteca de la Construccion (CGC) and Instituto Tecnico de Capacitacion y Produccion (INTECAP)

Expected Impact of Training Assistance: provide short-term technical assistance to conduct a review of training needs as well as an initial orientation of CGC and INTECAP regarding training in the area of skills training for productivity.

Observation: Two vocational education experts conducted a training needs assessment of the construction industry, which included a strategy to develop curriculum reform. Based on this assessment, it was determined a worthwhile endeavour to provide additional technical assistance to the CGC and INTECAP to develop the concept of establishing a private sector, demand-driven technical training institute for the construction industry.

Issue: The estimated cost for this activity is \$144,000. An RFP to provide the above-mentioned U.S.-based assistance was issued; however, the Mission did not receive any responses. Upon further consultation with other vocational education experts, it has been recommended that we include trade certification as an objective under the Scope of Work and that we invite bids from other Central American, South American and Mexican *Camaras de Construccion* who have expertise in this area.

It appears that training materials have already been developed under a USAID/El Salvador Project which are now being utilized by the Honduran Advisory Council for Human Resources Development (CADERH). Furthermore, in the early 1980's USAID/Panama funded a Project working through the Sindicatos and the Panamanian *Camara de Construccion*, in which training curriculum as well as standards for the industry were developed. The CGC also informs us that the Chilean and Mexican *Camaras de Construccion* are very advanced in this area.

ODDT is in the process of amending the PIO/T to allow for the participation of other CACM, South American and Mexican *Camaras de Construccion*. The start-up of this activity will therefore be delayed for approximately 3 - 6 months.

Obligation Mechanism: PIO/P No. 520-0384-1-80541, *Medicion Productividad Laboral*, Bureau of Labor Statistic (BLS), Washington, D.C.
Commitment to Date: \$ 5,009
Expenditures to Date: \$ 5,009
Balance: \$ 0
Local Counterparts: Instituto Tecnico de Capacitacion y Productividad (INTECAP) and INGUAT

Expected Impact of Training: develop skills necessary to utilize data and statistics to measure productivity in the construction and tourism industries.

Observation: Training has been completed. The Project evaluation should focus on the participant's cooperation in providing MET activities along with INTECAP's support to the participant in carrying out these activities. This participant should be required to provide assistance to the CGC/INTECAP program described above. It should be further determined whether INGUAT has provided support to the participant in carrying out MET activities. No other similar activities are contemplated in this area.

Obligation Mechanism: PIO/P No. 520-0384-1-80544, *Analisis de Estadisticas Laborales*, Bureau of Labor Statistics
Commitment to Date: \$ 8,028
Expenditures to Date: \$ 8,028
Balance: \$ 0
Local Counterparts: Instituto Tecnico de Capacitacion y Productividad (INTECAP)

Expected Impact of Training: to provide the participant with the skills necessary to utilize data and statistics for planning training activities in the construction and tourism industries.

Observation: Training has been completed. The Project evaluation should focus on the participant's cooperation in providing MET activities along with

INTECAP's support to the participant in carrying out these activities. This participant should be required to provide assistance to the CGC/INTECAP program described above. No other similar activities are contemplated in this area.

Obligation Mechanism: PIO/P No. 520-0384-1-80545/90286, *Desarrollo de Habilidades Gerenciales*, World Trade Institute
Commitment to Date: \$ 42,138
Expenditures to Date: \$ 42,138
Balance: \$ 0
Local Counterparts: Instituto Tecnico de Capacitacion y Productividad (INTECAP)

Expected Impact of Training: develop skills required to execute job responsibilities within INTECAP. Special emphasis centers on efficiency and productivity, motivation of employees, incentives and sound management practices.

Observation: Training has been completed. The Project evaluation should focus on the participant's cooperation in providing MET activities along with INTECAP's support to the participant in carrying out these activities. This participant should be required to provide assistance to the CGC/INTECAP program described above. No other similar activities are contemplated in this area.

c) Observation/Study Tours -- total amount committed, \$3,890

Obligation Mechanism: GUAT-90-284 and TA-520-90-440
Commitment to Date: \$ 3,890
Expenditures to Date: \$ 3,890
Balance: \$ 0
Local Counterparts: National Planning Secretariat (SEGEPLAN)

Expected Impact of Training: The invitational travel and observational study tour was requested by two officials of SEGEPLAN. One official visited other Economic Planning Offices throughout South America in order to observe and learn how they access available human resources through computer-based tracking systems so that a similar system could be adapted for use in Guatemala. The use of invitational travel instead of the PIO/P can be questioned.

The other official met with the Dean of the Pan American Agriculture School (PAS), other PAS officials and DT&S-funded Guatemalan scholars in order to receive a thorough orientation regarding the program of studies being pursued by these participants.

Observation: These activities have been completed. The Project evaluation should analyze the impact the observation tour of select South American Economic Planning Offices has had on the implementation of a human resources tracking system for use at SEGEPLAN. The travel to Zamorano was for informa-

tion purposes only and does not need to be addressed in the evaluation. These types of activities should not be funded in the future.

d) Agribusiness Development -- total amount committed, \$500

Obligation Mechanism: P.O. 520-0384-0-00-0484, to pay registration fee for training at the *Instituto Latinoamericano de Fomento Agroindustrial (IFAIN)*

Commitment to Date: \$ 500

Expenditures to Date: \$ 500

Balance: \$ 0

Local Counterparts: Comision Nacional para el Fomento de la Microempresa y la Pequena Empresa

Expected Impact of Training: improve dialogue between the agricultural and industrial sectors and promote agribusiness development.

Observation: This participant was a recipient of an IFAIN scholarship. The assistance provided by DT&S paid the course registration fee only. This type of activity should not be funded in the future.

e) Telecommunications -- total amount committed, \$1,527

Obligation Mechanism: PIO/P -1-90241, to attend USTTI's Digital/Optical Fiber Transmission Course

Commitment to Date: \$ 1,527

Expenditures to Date: \$ 1,527

Balance: \$ 0

Local Counterparts: Empresa Guatemalateca de Telecomunicaciones (GUATEL)

Expected Impact of Training: Improve public sector services delivery as it relates to Guatemala's socio-economic development.

Observation: As a prerequisite for award of this scholarship (USTTI provided costs related to training while DT&S funded per diem, administrative and HAC costs), the participant was required to enter into a contract with GUATEL to assure continued employment for a period of time double to the duration of the training program (34 days).

The evaluation should determine whether the participant returned to work at GUATEL, and if so, for how long. Also, it should analyze the type of organizational support given to the participant to provide follow-on activities for other GUATEL staff.

f) Public Sector Executive Training -- total amount committed, \$6,668

Obligation Mechanism: PIO/P -1-90187, to attend Harvard Institute for International Development (HIID)

Commitment to Date: \$ 6,668
Expenditures to Date: \$ 6,666
Balance: \$ 0
Local Counterparts: Guatemalan National Congress and *Lineas Maritimas de Guatemala, S.A. (LMG)*

Expected Impact of Training: provide insight into familiar operational problems, broader perspectives on public policy decision making and analytical methods of assessing personal managerial style and performance.

Observation: The LMG is a Guatemalan National Shipping Line privately owned with Guatemalan flag tonnage. The GOG supports the Shipping Line through enactment of proper legislation and government cargo. The owner/manager of LMG was also a *Diputado* at the time that he participated in this training activity. The evaluation should analyze the effect this training has had on public policy decision making and how the participant utilized this training to improve his effectiveness as a member of Congress.

Component II: Improve Public Sector Policy and Program Analysis -- total amount committed, \$777,824

Component II is divided into four separate sub-components, with each sub-component and often times activities within each sub-component having a discrete implementation mechanism. The following breakdown describes each sub-component and their related activities in detail.

1. Financial Management Training -- total commitment to date, \$250,194

Obligation Mechanism: Invitational travel for eight Guatemalans to attend the *Cuarta Conferencia Anual sobre Nuevos Acontecimientos en la Gestion Financiera*

Commitment to Date: \$ 6,580
Expenditures to Date: \$ 6,580
Balance: \$ 0
Local Counterparts: Ministry of Finance, *Instituto Nacional de Administracion Publica (INAP)* and the *Contraloria General de Cuentas (CGC)*

Expected Impact of Training: provide GOG leaders the opportunity to exchange experiences and expertise with U.S. counterparts who have financial management responsibility in the public sector.

Observation: Per diem and registration fee for this event were funded utilizing Project funds while international travel costs were funded utilizing the Local Currency Trust Fund.

These individuals were attendees and not panelists at the conference;

therefore, according to Handbook 10, Participant Training, they should have been funded utilizing the PIO/P. The Missions'd decision to approve invitational travel instead of the PIO/P was made based on the fact that they hold very senior level positions within their institutions and wanted to be recognized as officials rather than students representing Guatemala, and furthermore, the per diem rates utilizing the PIO/P would not have covered the cost of the hotel room, not to mention meals.

The Project evaluation should determine the impact the attendance at this conference has had on improving Guatemala's Public Administration by documenting activities which were implemented by the attendees as a result of the conference.

Obligation Mechanism: P.O. 520-0384-0-00-0405-00, Registration fee for eight Guatemalans to attend the *Cuarta Conferencia Anual Sobre Nuevos Acontecimientos en la Gestion Financiera*

Commitment to Date: \$ 2,520

Expenditures to Date: \$ 2,520

Balance: \$ 0

Local Counterparts: Ministry of Finance, *Instituto Nacional de Administracion Publica (INAP)* and the *Contraloria General de Cuentas (CGC)*

Expected Impact of Training: strengthen the financial management capabilities of the Guatemalan public service and INAP's ability to educate, train and provide support to Guatemalan public sector leaders.

Observation: The Project evaluation should determine the impact the attendance at this conference has had on improving Guatemala's Public Administration by documenting activities which were implemented by the attendees as a result of the conference.

Obligation Mechanism: P.O. 520-0384-0-0123 to prepare a Public Administration Needs Assessment/Action Plan

Commitment to Date: \$ 23,661

Expenditures to Date: \$ 23,661

Balance: \$ 0

Local Counterparts: *Instituto Nacional de Administracion Publica (INAP)* and the *Contraloria General de Cuentas (CGC)*

Expected Impact of Training: identify areas and prepare a plan of action which will allow the GOG to upgrade its public administration capabilities in the areas of public administration management with particular emphasis on financial management practices.

Observation: Based on the results and recommendations of this needs assessment/training plan, GOG and INAP officials, along with the U.S. expert from

the University of New Mexico/Department of Public Administration (UNM/DPA) who coordinated the assessment, travelled to Spain and Costa Rica to observe other financial management institutions and inventory available training materials to determine areas for application/adaptation for use in Guatemala. Also, a detailed training plan was developed in finance management/anti-corruption training.

Furthermore, the UNM/DPA submitted for USAID/Guatemala approval an unsolicited proposal for Research and Training Development in Public Administration, Financial Management and Anti-corruption. USAID/Guatemala has accepted the proposal and final negotiation for a Grant Agreement with the UNM/DPA is in process. This activity is scheduled to begin in mid-March, 1991, if the present ban on travel is lifted.

Obligation Mechanism: Invitational travel for eight Guatemalans and one U.S. expert to observe financial management institutions in Spain and Costa Rica
Commitment to Date: \$ 12,415
Expenditures to Date: \$ 12,415
Balance: \$ 0
Local Counterparts: *Instituto Nacional de Administracion Publica (INAP)* and the *Contraloria General de Cuentas (CGC)*

Expected Impact of Training: provide officials of the INAP and the CGC the opportunity to make contact with other financial control institutions in Spain and Costa Rica for inspection of their operations and their training efforts for ideas in organizational development as well as for review of their curriculum to assess the suitability of materials for application/adaption in Guatemala.

Observation: As a result of this visit, it was determined that the difference between Europe and Central America is too great to allow easy application of materials., i.e., the differences in government (parliamentary) and the autonomous nature of some states, which makes for a very different fiscal process.

It was further determined that the *Contraloria General de la Republica (CGR)* in Costa Rica is an ideal model for the CGC to study and in certain areas, to replicate. The above-mentioned Grant Agreement with the UNM/DPA will facilitate an on-going relationship between the CGC and the CGR.

Obligation Mechanism: *PIO/P -1-80542, Programa de Entrenamiento Economico, INCAE/Costa Rica*
Commitment to Date: \$ 35,518
Expenditures to Date: \$ 26,264
Balance: \$ 9,254
Local Counterparts: *Instituto Nacional de Administracion Publica (INAP)*

and the *Contraloria General de Cuentas (CGC)*

Expected Impact of Training: institutionalize sound modern financial management systems of anti-corruption activities in the public sector.

Observation: Eighteen participants were funded under this PIO/P to receive training in the strategies, skills and information to be utilized to improve financial management systems with the public sector. Also, the training included information useful for establishing anti-corruption programs in the public sector. The recipients of this training will continue working in this area under the USAID/Guatemala - UNM/DPA Finance Management/Anti-corruption Training Grant.

Obligation Mechanism: Grant with the UNM/DPA to provide training in Finance Management/Anti-Corruption (in final negotiation)
Commitment to Date: \$ 170,000 (estimate cost)
Expenditures to Date: \$ 0
Balance: \$ 0
Local Counterparts: *Instituto Nacional de Administracion Publica (INAP)*
and the *Contraloria General de Cuentas (CGC)*

Expected Impact of Training: strengthen Guatemalan Public Administration in its efforts to cooperate with the private sector, to improve its public image and to upgrade its efficiency in human resource and financial management.

Observation: The Grant Agreement between the University of New Mexico/Department of Public Administration and USAID/Guatemala is in its final stages of negotiation. Training to be provided under the Grant, which is scheduled to begin in march, 1991, will focus on a) financial management at the national, regional and local level in the CGC and line ministries; b) general supervision, administration and human resource management; and, c) values, ethics and anti-corruption by addressing basic skill development in areas such as basic accounting, auditing, typing, report writing and by introducing modern accounting/auditing practices.

The INAP will be accessed and included in all training endeavors in order to maximize the utilization of available resources and to enhance institutionalization efforts. Throughout implementation of this activity, ODDT will maintain close contact with the USAID/Guatemala's Controller's Office and with James Wesbury of the LAC Finance Management Project, to ensure that project activities are on-line with other similar AID endeavours.

It should be noted, however, that before this assistance will yield positive benefits, there are major changes which will need to be implemented within the GOG. For instance, the CGC's Organic Law needs to be changed in order to allow for decentralization of the auditing function; the CGC should be given its own financing so that it does not have a dependency on the Ministry of Finance; and, the GOG should initiate anti-corruption programs for

all members of the GOG (AID's Inspector General's Office could be a model). The CGC has in fact presented a bill to the Guatemalan Congress detailing a few of the required changes in the organic law; however, it has not yet been passed by the Congressional committee.

2. Statistics Training -- total commitment to date, \$396,319

Obligation Mechanism: PASA No. LAC-0384-P-CA-9030-00 with the Dept. of Census, Bureau of the Census/ESAYTEC to implement a statistics training program

Commitment to Date: \$ 395,619

Expenditures to Date: \$ 161,915

Balance: \$ 255,297

Local Counterparts: *Instituto Nacional de Estadisticas (INE)*

Expected Impact of Training: institutionalize a sophisticated and accurate data collection and analysis capacity within the INE, so that it may respond to Guatemala's development needs such that the entities involved in the collection, processing, interpretation and utilization of data will possess the skills to upgrade and expand current operations and at the same time minimize recurrent costs to the GOG.

Observation: This training activity has proven to be very successful, in large part due to the fact that the Director of the INE, himself a recipient of ESAYTEC training, has been the motivational force which ensures that the returned participants provide multiplier effect training (MET). The Mission recently received the INE's Five Year Multiplier Effect Training Plan, 1991-1995, in which it is anticipated that 1,325 members of the *Sistema Estadistica Nacional (SEN)* will be recipients of MET through the efforts of the 19 ESAYTEC graduates. This plan, a coordinated effort between the INE and the SEN, is truly ambitious; however, if Mr. Hernandez remains as Director of the INE, ODDT is certain that through his determination and leadership the objectives will be met and that statistics training within the INE will become institutionalized.

Although the PASA was to provide U.S.-sponsored training opportunities and in-country follow-on support to twentyfive (25) participants, the budget provided sufficient funds to cover ESAYTEC training costs for 19 Guatemalan participants and in-country follow-on MET support for the first seven participants who graduated from the U.S.-based ESAYTEC Program. According to data provided by the Bureau of Census, there remains approximately \$6,000 of uncommitted funds under the PASA.

The Project evaluation should analyze whether the ESAYTEC training program was relevant to the needs of the Guatemalan participants and determine which areas it can be improved upon to make the training more appropriate to Guatemala's situation. Furthermore, the in-country support provided to the participants through the technical assistance provided by ESAYTEC staff as

well as the institutional support provided through INE should be analyzed. Recommendations should be developed to determine methods for improving MET activities.

Issue: The Bureau of Census/ESAYTEC has submitted a proposal to amend the PASA to fund an additional six (6) participants for ESAYTEC training in the U.S., to bring the total number of recipients of U.S. training to twentyfive (25) as well as to provide follow-on activities for all ESAYTEC participants. The total cost of this proposal is \$135,000.

Even though this activity has proven to be successful, as can be demonstrated by the effect the ESAYTEC Program has had on statistics training in Guatemala, not only is it very expensive, but a lot of resources have already been devoted to this program. Taking into consideration USAID/Guatemala's present budget situation, it is not feasible to provide additional funding for this activity.

ODDT recommends utilizing the remaining \$6,000 in uncommitted Project funds by providing whatever follow-up support can be programmed utilizing the uncommitted balance in the area of curriculum development assistance to the final twelve (12) ESAYTEC graduates of the Economic Analysis training program. In this manner, they may begin to implement their MET activities, as scheduled. We have explained the above to the Bureau of Census and also asked if they would care to demonstrate their interest in and commitment to the effective implementation of MET activities by providing any additional advisory assistance which would be required during start-up of the Economic Analysis MET activities. Their response indicates that while they are committed to this activity, their budget does not allow for them to provide services without direct reimbursement.

Regarding the concern over the INE Director's position, the president-elect has not yet appointed anyone for this position, nor are we certain that there will be a change in this position. ODDT prepared an Action Memorandum for the Mission Director which outlined our concern and stressed the importance of relaying to the president-elect transition team the idea that this institution should be viewed as a technical rather than political institution and that the present INE Director remain in his position in order to provide continuity to the INE so that the institution may fully benefit from the long-term objective of our assistance to the institution.

It appears that the first two (2) participants sent for the ESAYTEC training were funded under a PIO/P; however, they were also included under the PASA. Upon realizing the error, the Mission prepared a PIO/P to decommit all funds related to this training. Although this decommitment document was prepared in 1989, it has not yet been put on AID/W's books, for we are still receiving requests to increase the original PIO/P amount to cover full training costs. The Training Office is presently researching this problem.

Obligation Mechanism: PIO/P -1-80511/90263/80495, maintenance advance for
ESAYTEC Training
Commitment to Date: \$ 700
Expenditures to Date: \$ 700
Balance: \$ 0
Local Counterparts: *Instituto Nacional de Estadisticas (INE)*

Expected Impact of Training: see above

Observation: This PIO/P funded maintenance advance for participants only.

3. Civil Service Training

This activity has been combined with the Financial Management/Anti-Corruption Training Program, to be implemented through the Grant with the University of New Mexico/Department of Public Administration.

4. Other Programs -- total amount committed, \$131,311

a) Environment and Natural Resources -- total amount committed, \$95,981

Obligation Mechanism: P.O. 520-0384-0-00-9732-00 with the Companeros de las
Americas to prepare an ENR training needs assessment.
Commitment to Date: \$ 16,611
Expenditures to Date: \$ 16,611
Balance: \$ 0
Local Counterparts: *Universidad de San Carlos, "Centro de Estudios Conser-
vacionistas" (USAC/CONAP)*

Expected Impact of Training: re-evaluate environment and natural resources training priorities in the Peten and develop a report detailing needs, describing the appropriate methodology and describing available resources to address training priorities and research for the planning and implementation of ENR activities at the university level.

Observation: This activity has been completed. The evaluation should determine whether the interested universities have utilized this information in the planning and implementation of their ENR training endeavours. If so, level of acceptance and/or appropriateness should be determined and recommendations for improvement should be made.

Obligation Mechanism: P.O. 520-0384-0-00-9733-00 with the Companeros de las Americas to prepare a final report relative to an ENR workshop held in the Peten
Commitment to Date: \$ 4,590
Expenditures to Date: \$ 4,590

Balance: \$ 0
Local Counterparts: *Universidad de San Carlos, "Centro de Estudios Conservacionistas" (USAC/CONAP)*

Expected Impact of Training: provide guidance for the planning and implementation of ENR training activities in the Peten involving local government education institutions, CONAMA and NGO's.

Observation: Timing for this activity was crucial and because USAID/Guatemala was unable to provide a timely financial commitment to support initial ENR activities, the *Companeros de las Americas* independently implemented and funded a three-day workshop held in the Peten. The purpose of this workshop was to review, coordinate and plan training endeavours relative to ENR priorities in the Peten. USAID/Guatemala financed the development of the final report for this activity.

Obligation Mechanism: GUAT-90-060, to attend the "International Nonpoint Source Management Symposium" and the "Ninth Annual International Symposium of North America Lake Management Society"

Commitment to Date: \$ 780

Expenditures to Date: \$ 780

Balance: \$ 0

Local Counterparts: *CONAMA*

Expected Impact of Training: provide opportunities to exchange experiences and expertise with U.S. counterparts.

Observation: Although this activity (per diem and registration fees) was funded utilizing an official travel authorization, it should have been funded utilizing the PIO/P.

Obligation Mechanism: Grant No. 520-0384-G-SS-9658-00 with the *Companeros de las Americas* to plan and implement environmental education programs.

Commitment to Date: \$ 74,000

Expenditures to Date: \$ 24,017

Balance: \$ 51,983

Local Counterparts: *Universidad de San Carlos, "Centro de Estudios Conservacionistas" (USAC/CONAP)*

Expected Impact of Training: to provide orientation and training of political leaders, decision makers, the public, university professors, representatives of influential private sector industries, primary and secondary level teachers and GOG high level officials relative to environmental protection and natural resource management in order to initiate policy dialogue, legislation enactment, planning and implementation of environmental protection and natural

resource management action plans and finally, developing conservation education programs which reach Guatemalan citizens through mass media.

Observation: This has been a very successful training endeavour and complements other USAID/Guatemala ENR activities. Phase I in-country/in-Peten training activities have been completed, which included a study tour for public and private sector ENR organization leaders to observe the impact of uncontrolled utilization of flora and fauna and to formulate a strategy to respond to ENR priorities; an ENR seminar at which 50 primary and 50 secondary school teachers of the Peten were invited to attend; and, the development of three training manuals geared for students and the community on "*Como Plantar y Cuidar Arboles: Introduccion a la Botanica*", "*Conceptos de Ecologia*" and "*Guia de la Fauna de Peten*".

The focus for activities contemplated under Phase II has changed from providing 16 ENR leaders from the Peten with third-country observation tours/hands-on training activities to providing additional in-country technical training based on priority needs. Based on a needs survey executed by the *Companeros de las Americas*, the Mission approved utilizing up to eighty percent (80%) of the Phase II third-country training budget, or \$25,600, for additional in-country technical training, while the remaining twenty percent (20%), or \$6,400 will be kept in reserve for third-country training, as opportunities arise.

The activities executed under Phase I have been considered a success on all counts. The Mission has recommended that during Phase II training, follow-up be given to recipients of Phase I training in order to keep the commitment to and momentum of environmental education in the Peten an active and growing concern. The Mission is also requesting that the printing and distribution of books continue throughout Phase II and that follow-up meetings be provided to the teachers who were recipients of Phase I training in order that they may discuss among themselves progress made, problems encountered and suggestions for improving their MET Programs.

Due to the more specific technical nature of Phase II training, a broader spectrum of experts will be required to carry out these training endeavours. Added to the administrative/logistic requirements required under Phase II, is the necessity to carry out Phase I follow-up throughout Phase II activities. Therefore, the Mission has recommended that *Companeros de las Americas* provide more administrative and logistical support under Phase II than that which was provided during Phase I activities. Furthermore, we have recommended that Phase II activities be enhanced by seeking the greater involvement of CONAP and other institutions such as the Belize Zoo in course preparation and implementation.

The Project Evaluation should analyze the effect this training has had on consciousness raising relative to environmental protection/natural resource management issues of the Peten. To this end, it should determine the impact this training has had with regards to generating political support for

enactment of legislation to support natural resource management, environmental protection and education; utilizing existing GOG policy for immediate efforts in natural resource management and environmental protection; and, ascertaining level of knowledge of the *Peteneros* relative to natural resource management and the detrimental impact which careless actions have on the environment.

Issue: The USAID/Guatemala Controller's Office has demonstrated concern over the manner in which *Companeros* presents their liquidation vouchers vis-a-vis the type of receipts being submitted and, further, questions the validity of their accounting system. It appears that although we have had the Grant with *Companeros* for over one year, a meeting was never scheduled between members of *Companeros* and USAID/Guatemala's Controllers and Contracts Office to discuss administrative and financial procedures required by USAID of all Grantees. Recently, a meeting was scheduled with *Companeros*, ODDT, and CONT to discuss the required procedures. Based on this meeting, *Companeros* has determined that they will contract the services of a USAID/Guatemala-certified accounting firm to take over Project accounting responsibilities. The Controller's Office has scheduled an audit for this activity to take place in April, 1991.

b) Women in Development -- total amount committed, \$30,890

Obligation Mechanism: PIO/P Nos. 520-0384-1-90095 and -1-90096
Commitment to Date: \$ 30,890
Expenditures to Date: \$ 11,771
Balance: \$ 19,119
Local Counterparts: N/A

Expected Impact of Training: acquaint participants with training for urban and rural women of Guatemala, as well as projects which significantly involve women in Guatemala's economic, social and political development.

Observation: A female student of the *Universidad Francisco Marroquin* and her friend, who is a part-time student and who was employed at the Christian Children's Fund submitted for USAID/Guatemala approval a training proposal for a nine-month internship to be organized and executed by the Organization of American States, the United Nations and the Interamerican Development Bank. Through the AID/W Office of International Training, the Mission negotiated with the above-mentioned institutions, that they provide each participant a "hands-on" practical training environment for a period of three months relative to Women in Development (WID) activities of each organization. To this end, the purpose of each internship is to orient the participants to the sponsoring institution's WID activities and provide training in developing strategies for promoting the participation of women in social, economic and political development and in sensitizing the public and private sectors to the need for equality of opportunity in the workplace.

Based on the proposal presented to the Mission and the motivation demonstrated by these individuals, the Mission approved the proposed intern-

ship. The participants have completed their first three month intern with the United Nations and are presently mid-way through their second three month internship with the Organization of American States.

The Mission recently received a letter from the United Nations Development Fund for Women (UNIFEM), in which their Latin America and Caribbean Unit commends the contribution which one of the participants assigned to that unit has provided during her three month internship. Moreover, the UNIFEM has expressed interest in continuing to provide similar training environments for USAID/Guatemala-funded internships. Our response to this letter indicated that while we appreciated the UNIFEM's support of this activity, due to a decrease in our funding levels it was unlikely that we would be able to fund similar activities.

Issue: Although these individuals have displayed enthusiasm throughout their training endeavour, they are not affiliated in any way with Guatemalan organizations working with women's issues. Furthermore, since these women are themselves students -- one is a full-time student while the other studies part-time -- they will return to Guatemala to complete their academic degree. Because there is no committment from any Guatemalan institution working in this area to support these individuals in carrying out their multiplier effect training activities, it brings to question how and if the participants will share the knowledge they have gained through this costly training endeavour.

Judging from the above, the Mission should have worked more closely with recognized, local organizations working in this area to first determine the feasibility of the proposed training and second, to select appropriate individuals as recipients of training. A priority training objective for these participants is the development of an Action Plan for MET activities to execute upon return to Guatemala. The Project evaluation should analyze the success rate of the participants in carrying out the plan, vis-a-vis the support provided to the participants through their respective universities and through the support of local women's organizations.

c) Drug Abuse Prevention -- total amount committed, \$4,440

Obligation Mechanism: TA Nos. 520-90-456/520-90-455/520-90-456 for an observation trip to Puerto Rico
Commitment to Date: \$ 4,440
Expenditures to Date: \$ 3,875
Balance: \$ 565
Local Counterparts: Three doctors affiliated with Guatemala's National Mental Health Hospital

Expected Impact of Training: implement strategies for fighting the abuse and trafficking of drugs.

Observation: This observation study tour was coordinated directly by the

participants, together with a staff member of the *Secretario de Salud Publica de Puerto Rico* in order to introduce the public health officials to successful strategies utilized in Puerto Rico for implementing drug abuse prevention programs and procedures for informing authorities when drug trafficking is suspected.

This training activity has been completed and no similar activity is being contemplated for future DT&S funding. The Project evaluation should determine the impact this observation tour had on drug abuse prevention in Guaremla by analyzing MET activities, if any, and also assessing the support which the Mental Health Hospital has provided to the participants in order that they may carry out MET activities, i.e., the provision of space for training seminars, the provision of training materials, approval to carry out training activities normal work hours and permitting other staff members who are recipients of MET to provide additional training activities.

Issue: Per diem costs for this activity were funded utilizing invitational travel orders, with corresponding travel funded through the local currency trust fund. Because the purpose of this travel was to receive training in strategies to fight drug abuse and drug trafficking, it should have been funded utilizing the PIO/P.

d) Bank of Guatemala Training -- pending deob/reob, estimated amount, \$500,000

Obligation Mechanism: To be determined
Commitment to Date: \$ N/A
Expenditures to Date: \$ N/A
Balance: \$ N/A
Local Counterparts: Bank of Guatemala

Expected Impact of Training: strengthen Guatemalan banking officials technical skills.

Observation: The Mission, in consultation with officials of the Bank of Guatemala (BOG), has determined to deobligate approximately \$500,000 remaining under the Agribusiness Development Project, 520-0276, and reobligate these funds into the DT&S Project. Initial discussions have taken place between BOG Officials and USAID/Guatemala's Office of Economic Policy and Analysis (OEPA), OPED and ODDT to discuss the BOG's training requirements.

Originally, the BOG wanted to initiate a new Project with the Mission to address their training needs, utilizing the above-mentioned remaining funds. It was explained to the BOG that the Mission was not in the position to initiate a new Project development activity and that our intention was to use readily available resources. Furthermore, the training requirements of the BOG fit nicely with the objectives of the DT&S Project. The BOG is requesting training assistance in two areas -- first, to provide support in carrying out

in-country training endeavours and second, the provision of U.S.-sponsored training for M.A. degrees in Economics.

While ODDT does not foresee problems in providing support for the proposed in-country training activities, it should be noted that due to DT&S timing constraints (PACD is September 30, 1994) and the time that will be required to carry out the deob/reob, it does not appear likely that the Project will be able to provide training for MA's in Economics, as requested by the BOG.

Thought should be given to sending M.A. candidates to the two-year M.A. in Economics Program sponsored through INCAE/Costa Rica. Once again, due to the Project's timing constraints coupled with Handbook 10 regulations regarding lead-time for long-term training, all documentation for the deob/reob must be completed by April, 1991 if the Project is to sponsor long-term training participants. It must be further pointed out that again due to timing constraints, the Project would only be able to send one group of participants in September, 1991.

No further action can be taken regarding the deob/reob until the Mission receives a formal request for assistance from the BOG, together with their detailed training/technical assistance plan. ODDT will work in coordination with PRM, PDSO and OPED during the deob/reob process.

Component III: Education Sector Support and Improvement -- total commitment amount, \$3,854,640

Component III is divided into four separate sub-components, with each sub-component and often times activities within each sub-component having a discrete implementation mechanism. The following breakdown describes each sub-component and their related activities in detail.

1. Merit and Zamorano Scholarship Programs

A) Merit Scholarship Program:

Obligation Mechanism: MOU 520-0384-G-8583 with the *Universidad del Valle de Guatemala (UVG)* to implement a five-year university scholarship program

Commitment to Date: \$ 835,135

Expenditures to Date: \$ 348,317

Balance: \$ 486,818

Local Counterparts: Guatemalan Universities

B) Zamorano Scholarship Program:

Obligation Mechanism: MOU 520-0384-ZAMORANO with the Pan American Agricultural School Zamorano/Honduras (PAS)

Commitment to Date: \$ 1,533,188
Expenditures to Date: \$ 1,108,188
Balance: \$ 424,628
Local Counterparts: N/A

Expected Impact of Training: strengthen and increase Guatemala's human resource base; facilitate the participation of the country's disadvantaged in the development process and increase their share of the benefits; contribute to a better understanding of democratic processes; and, strengthen the ties of friendship and depth of understanding between the United States and Guatemala.

Observation: These programs were originally under the Mission's Central America Peace Scholarship (CAPS) Project; however, due to an AID/Washington policy shift concerning CAPS "buy-ins," these particular components had to be withdrawn from CAPS. Since these components were considered to be useful parts of the Mission's training strategy and could not be easily dropped from the portfolio, they were incorporated into the DT&S Project.

Progress to date:

A) Merit Scholarship Project: this five-year scholarship assistance program for students to attend Guatemalan universities of their choice has been administered in an excellent manner by the UVG. Initially, one hundred (100) students were financed under the program; however, due to drop out rate and a few students being accepted into the USIS-sponsored CAMPUS Program, there are presently ninety two (92) students being financed under the Merit Scholarship Program.

During FY 1991, eight (8) of the 92 students are being financed under the Guatemala Peace Scholarship "Academic Year Abroad". They will return in FY 1992 to complete their degree program under the Merit Scholarship Program. One of these students will complete her academic training under this program one year after the others; however, the UVG made the decision to absorb all administrative costs related to this extra year of study so that the student could take advantage of the opportunity to study in the United States. Training costs will continue to be DT&S-funded.

Observation: According to the terms of the MOU, the Project is to provide two more tranches of incremental funding. In FY 1991, the Project is scheduled to amend the MOU an additional \$372,655 and in FY 1992, an additional \$209,065. Total amount pending is \$581,720 while the total amount committed for this program is \$1,416,865.

Because of the fluctuation in the exchange rate, the UVG notified USAID/Guatemala that it has been able to save a total of \$163,600 since the initiation of the program in January, 1989. Together with the notification, the Mission received a formal request from the UVG to utilize this excess money for funding additional scholarships. Due to our budget constraints,

ODDT recommends not funding additional students but rather utilizing these unexpended funds towards the FY 1991 MOU amendment to continue funding the 92 scholars already involved in the program. ODDT estimates that an additional \$411,000 will be required to fully fund the Merit Scholarship Program as detailed in the following chart and taking into account the savings of \$163,600:

MERIT SCHLARSHIP PROGRAM
PLANNED FUNDING LEVEL FOR LIFE OF MOU

ITEM	CY 1991	CY 1992	CY 1993	TOTAL
No. of Students	84	92	66*	245
Training Cost (\$2,000 x yr x student)	168,000.00	184,000.00	132,000.00	386,400.00
Administrative Cost (\$300 x yr x student)	25,200.00	27,600.00	19,800.00	72,600.00
Sub-total	193,200.00	211,600.00	151,800.00	556,600.00
Inflation (3.2%)	6,240.36	6,834.68	4,903.14	17,978.18
Less Savings				163,600.00
T O T A L	199,440.36	218,434.68	156,703.14	410,978.18

* FY 1993 included one AYA scholar who will be completing her Merit Scholarship Program in FY 1994. Project will fund training fees only while the *Universidad del Valle* will absorb administrative costs associated with this individual's study program.

B) Zamorano Scholarship Project: Forty-seven (47) scholarships are provided by which the DT&S Project funds 70%, the PAS finances 15% and the remaining 15% is a loan financed by USAID/Guatemala to the student. Most of these scholarships are three year scholarships; however, a limited number of fourth year scholarships were awarded to the super achievers in FY 1990. The indigenous population and women are grossly underrepresented in this program -- the only woman enrolled in the program failed a course and is now having to repeat a trimester.

The only manner in which the student could repeat the trimester was for her family to take out a private loan to cover tuition costs of the PAS. Her DT&S-financed scholarship is being frozen until she successfully completes this trimester so that she may continue on with the program. The Mission has never been contacted directly by the PAS regarding this problem -- the participant came to USAID/Guatemala during Christmas holidays to discuss the problem. Upon learning this, the Mission sent a letter to the PAS requesting clarification which we have recently received.

It should be brought out that, for the most part, scholarship recipients have been very successful in maintaining a satisfactory academic standing. Drop out rate has been very low in comparison to other countries who send youths to study at *El Zamorano*.

Observation: Training is very expensive, with each scholarship costing on average \$40,000. Coupled with the high cost of the degree is the fact that it (the degree) is not recognized by universities in Guatemala (nor in Honduras!). Normally, however, because the training is perceived as being of such high quality, Zamorano graduates have been quickly absorbed by the private sector.

A potential problem exists however, since it is anticipated that there may not be enough jobs in the private sector for the participants who are under DT&S-funding. If the students are not gainfully employed within two months of graduation, they may have problems repaying their 15% loan. Furthermore, students who find employment within the public sector may have trouble repaying the loan due to the public sector's low salary level. For the one female participant, this problem is compounded due to the fact that she will have two separate loans to repay. If this scenario is in fact the case, the Mission may wish to examine the feasibility of a loan forgiveness program for public sector employees.

2. University Faculty Improvement -- total amount committed \$1,441,40538

a) M.A./Ph.D. Scholarship Program:

Obligation Mechanism: 1) Individual PIO/P's totalling \$540,415 for placement of 10 individuals through OIT/PIET for 8 M.A.'s and 2 Ph.D.'s in the U.S.

2) Contract No. 520-0362-C-00-9374-05 (\$66,345) to provide ELT in Puerto Rico for 6 M.A./Ph.D candidates

3) Contract with META, Inc. for approximately \$635,000, pending signature, to provide M.A. training for 7 and Ph.D. training for 4 participants in Puerto Rico and Mexico

4) Individual PIO/P's totalling \$2,050 to provide maintenance advance for META, Inc. participants

Commitment to Date: \$ 1,299,585
Expenditures to Date: \$ 85,471
Balance: \$ 1,214,114
Local Counterparts: Guatemalan Universities

Expected Impact of Training: improve curriculum and instruction at the

university level by providing M.A./Ph.D training to junior university faculty and university administrators.

Observation: As envisioned in the Project Paper, all M.A./Ph.D. participants were to receive their training at a U.S. university. The recruitment and selection of candidates was a coordinated effort between the Mission and the five local Guatemalan universities. During the recruitment and selection process thought was not given to the candidates' English language proficiency and/or capability.

When it was brought to the Mission's attention that approximately sixteen out of the twenty identified participants did not possess the required TOEFL score of 550 to allow them to enroll in U.S. universities, the Mission began to look for alternative programs for these individuals. Regretably, the process had moved so far along that the candidates and their universities had already worked out arrangements to compensate for the time they would be away on training, and in many instances, the participants had already resigned from their university positions. The Mission determined that these individuals could not be "deselected" based on English proficiency and therefore, a search for alternative programs began in earnest.

Five individuals possessed sufficient English skills to commence their studies and therefore were immediately placed in U.S. universities through OIT/PIET. Spanish-language M.A. Programs at U.S. universities were located through OIT/PIET for an additional five participants; therefore, they were also placed immediately. Apart from the fact that one out of the total ten participants placed in the U.S. has withdrawn from his Ph.D. program, there have been no problems/issues with this OIT/PIET group.

One participant has mentioned that his sponsoring university (USAC/CUN-ROC) will not re-employ him upon completion of his program and return to Guatemala. It appears that this participant was nominated through SEGEPLAN for the U.S.-sponsored degree program and had already begun his program before his university was notified. Although his university supported his inclusion into the program after the fact, the Mission does not have a written commitment from the University stating that they will re-employ the participant upon his return.

For the remaining eleven candidates who did not possess the required English skills or for whom Spanish-language programs could not be located, the decision was made to place them in Puerto Rican or Mexican universities. Because the timing element was so crucial and OIT/PIET was unable to locate programs and then place the participants in a timely manner, the Mission, in consultation with AID/W/OIT, determined that META, Inc. (an 8-a firm which implemented the CAPS/JYA Program) would be able to provide the services which the Mission required working within the given time constraints.

Therefore, while META worked on placing the individuals in academic programs, the Mission amended their contract to administer the CAPS/JYA

Program to include providing placement and monitoring services for these DT&S-funded participants. While META was able to place the candidates in Puerto Rican Universities, they were not able to begin with the academic program immediately. Because six out of the eleven participants had already left their positions at their Guatemalan universities, it was determined that these six should receive six months of ELT in Puerto Rico before their M.A./Ph.D. Programs would begin.

The remaining five candidates were able to remain in Guatemala up until the time that their academic program would begin. Therefore, the contract amendment with META provided for the placement and monitoring of six participants in ELT Programs. The provision of the actual academic training for the total group of eleven would be administered through a new contract with META.

Issue: While all eleven participants are now studying under their M.A./Ph.D. programs (and have been for approximately one year) the Mission has been unable to finalize a contract due to the fact that META has been unable to provide a precise budget proposal from which a final contract can be negotiated. They have been administering this program through a \$50,000 pre-contract expense letter. The Mission has recently received an updated budget proposal and while there are a few clarifications which need to be addressed before the contract can be finalized, the clarifications are minor and META's response should be forthcoming.

The Controller's Office has just brought to ODDT's attention that training and services provided under the ELT Program have been charged to the CAPS Project and not the DT&S Project. We are presently requesting from META the amount paid to date for the ELT Program so that we may transfer DT&S funds to the CAPS Project.

Attention to detail was not strictly adhered to during the selection process of participants for this training. Because of this shortcoming, many problems have occurred with regards to the META participants which would have been avoided had a strict selection process occurred. For example, because the training would be in Spanish, the participant's English capability was not taken into account and now a few of these students, even though they received at least a quarter of ELT, are having difficulties with their studies because their assigned reading material is normally in English. In one instance, the Mission received a request for an eight month extension so that the participant could study English in the U.S. before completing his M.A. degree in Puerto Rico. The Mission reacted negatively to this request.

Also, three participants were awarded scholarships towards a Ph.D. without having a valid M.A. degree. Therefore, for these individuals, the Project is funding a joint M.A./Ph.D. degree; however, with the explicit understanding that under no circumstances will the Project provide extensions beyond the completion date established by the university. In one instance, this will be problematical, for the amount of time required for degree completion is four years, which happens to fall at the same time as the PACD

which is September, 1994. According to Handbook 10, no participant should be funded for a period over three years and, training should be completed six months prior to the PACD in order to allow sufficient time for the participant's reintegration into the local situation.

The participant's academic advisor has communicated to META that it would be possible for the participant to complete his doctoral degree program by August, 1993; however, they cautioned that doctoral research in organic chemistry involves experiments that do not always result as anticipated. The participant has stated that he would continue at the university at either his own expense or would locate the required funding to complete his degree program. He further stated that immediately upon completion of his doctorate, he would return to Guatemala to resume his position at the University of San Carlos. The Mission needs to determine if this course of action falls in line with HB 10 guidance.

In another instance, it came to the Mission's attention that although a participant had a M.A. degree from a Guatemalan University, the Project was funding an additional M.A. degree leading towards a Ph.D. in Education. Upon the Mission's realization that the participant already had an M.A., it was recommended that the participant immediately enter a Ph.D. program. The university was in agreement with this, for they felt that the participant was ready to assume a vigorous Ph.D. program.

During the participant's interview with the Director of the Ph.D. program, it became apparent that the participant had never completed the requirements for his Guatemalan M.A. degree. Even though he was not truthful in filling out his application form, he has demonstrated that he is a "good" student and therefore, ODDT has decided to continue funding his M.A. degree only.

Finally, the only woman under this program was awarded a scholarship towards an M.A. degree in Tourism without the Mission knowing whether such a program existed. As it turns out, Puerto Rican universities do not offer M.A.'s in Tourism as such; however, META was able to place the participant in a Public Relations program with a major focus on Tourism. The participant refused to enter this program, stating that it was too general and did not meet her training objectives.

META searched, without any luck, throughout South America, the Caribbean and Mexico for an M.A. tourism program. Upon consultation with the Secretary General of the Inter-American Tourism Institute, they were able to locate and place the participant in an M.A. in Tourism Program at the *Instituto Politecnico de Mexico* -- the only university in Mexico which offers a Master's Degree in Tourism. The participant is very unhappy at this university and would like to return to Puerto Rico to enter the program which she had originally turned down. ODDT has determined that this participant must make the best of her present situation or else return to Guatemala without completing her M.A. degree.

b) M.A. Economics/INCAE -- total amount committed, \$ 141,820

Obligation Mechanism: PIO/P Nos. 520-0384-1-90366/90367/90368/00205/
00212/00213/00214 to study at INCAE/San Jose
Commitment to Date: \$ 141,820
Expenditures to Date: \$ 24,311
Balance: \$ 117,509
Local Counterparts: Guatemalan Universities

Expected Impact of Training: improve curriculum and instruction at the university level by providing two MBA and five M.A./Economic degree training programs to junior university faculty.

Observation: These participants are midway through their course of study with no problems/issues to speak of.

c) Total Productivity Management -- pending Mission approval, estimated cost \$160,000

Obligation Mechanism: PIO/P
Commitment to Date: \$ N/A
Expenditures to Date: \$ N/A
Balance: \$ N/A
Local Counterparts: *Universidad Francisco Marroquin*

Expected Impact of Training: training provided to assist the *Universidad Francisco Marroquin (UFM)* to establish a permanent M.A. level program in Industrial Productivity.

Observation: The UFM, in coordination with the International Executive Services Corps (IESC), submitted a formal request to USAID/Guatemala's Office of Private Enterprise Development (OPED) which was later transferred for the action of ODDT, to fund the provision of U.S.-sponsored short-term technical training to approximately twenty-five Guatemalans representing private sector mid-level management in Industrial Productivity. The UFM proposal outlines other in-country training activities to be funded through the private sector and through the UFM; however, the success of the program rests heavily on the U.S. portion of training, for which they request DT&S assistance. It is anticipated that five out of the twenty-five recipients of U.S. training will become full-time UFM professors and will establish a permanent M.A. level program in Industrial Productivity.

ODDT had already displayed interest to the UFM and IESC in funding this activity, but has further explained that the final determination would be forthcoming, based upon availability of funds. As outlined in the Project's financial analysis, there appears to be approximately \$500,000 available in uncommitted funds. ODDT therefore recommends moving forward on this activity; however, only if the UFM is in agreement to compete the U.S. training portion

utilizing the PIO/P. The UFM is adamant in its assumption that the University of Miami is the only institution capable of providing the required training assistance. The Mission has insisted that this activity must be completed.

3. Other Programs -- total amount committed \$44,912

a) *Escuela Agricola de Regiones Tropicales Humedas (EARTH)* -- total amount committed, \$ 7,600

Obligation Mechanism: PIO/P Nos. 520-0384-1-80514/80515/80516/80518/80519
Commitment to Date: \$ 7,600
Expenditures to Date: \$ 7,600
Balance: \$ 0
Local Counterparts: N/A

Observation: Funding under the above-mentioned PIO/Ps provides one year partial scholarships to complement the scholarships provided by EARTH for Academic Year 1990 only. This support provides for international travel, school fees, required clothing and other costs not covered by the EARTH scholarship. All scholarship recipients are males. No further DT&S support will be provided under this program.

b) Food Processing Technology Upgrade -- total amount committed, \$29,590

Obligation Mechanism: PIO/P -1-90228, Food Processing Seminar at Auburn University
Commitment to Date: \$ 29,590
Expenditures to Date: \$ 2,016
Balance: \$ 27,574
Local Counterparts: *Centro Universitario del Suroccidente (CUNSUROC)*,
University of San Carlos (USAC), Mazatenango

Expected Impact of Training: establish a practical food processing program of studies at CUNSUROC, share expertise with surrounding communities and utilize the experience to share with other institutions interested in food processing programs

Observation: Fifteen participants, made up of faculty members and students of the CUNSUROC, were recipients of a one month Food Processing Seminar sponsored by Auburn University. While the training program was considered to be very interesting by all participants, they all expressed their inability to adapt the content to the local Guatemalan situation because of its high level of technical sophistication. The training has had minimal impact in establishing a university-level food processing study program.

c) English Language Training -- total amount committed, \$4,382

Obligation Mechanism: PIO/P -1-80290, three-month ELT at Auburn University

Commitment to Date: \$ 4,382
Expenditures to Date: \$ 4,382
Balance: \$ 0
Local Counterparts: Partners of the Americas

Expected Impact of Training: improve English skills.

Observation: ELT was provided to this participant, a former president of Partners of the Americas, Guatemala/Alabama, so that principally she could act in the capacity of liaison between USAID/Guatemala and a group of CAPS-funded aquaculture participants from USAC who were also studying at Auburn University. Another reason for this training was to improve her English skills as required by her position as President, Partners of the Americas. It should be noted that DT&S is also funding her husband's M.A. study program at the *Universidad Interamericana*, located in Puerto Rico. She and her family have recently joined him in Puerto Rico.

Component IV: Training Outreach and Support -- total amount committed,
\$60,861

Component IV is more directly involved with monitoring and support than it is with training, and is directed towards all Guatemalan students studying in the U.S. The objective of this component is to maintain communication with these students by keeping them culturally, socially and professionally informed of life in Guatemala, thereby encouraging their return to Guatemala upon completion of studies. Total amount committed to date for the implementation of Component IV, Training Outreach and Support has reached \$60,861.

Obligation Mechanism: 1) P.O. 520-0384-0-0161 with *Jovenes por Guatemala*
Commitment to Date: \$ 14,825
Expenditures to Date: \$ 14,825
Balance: \$ 0
Local Counterparts: FUNDESA/Jovenes por Guatemala (JPG)

Obligation Mechanism: 2) P.O. 520-0384-0-00-0524 with Institute for International Education
Commitment to Date: \$ 22,999
Expenditures to Date: \$ 22,999
Balance: \$ 0
Local Counterparts: FUNDESA/Jovenes por Guatemala (JPG)

Obligation Mechanism: 2) P.O. 520-0384-0-00-9185 with Institute for International Education
Commitment to Date: \$ 21,667
Expenditures to Date: \$ 21,667
Balance: \$ 0
Local Counterparts: FUNDESA/Jovenes por Guatemala (JPG)

Obligation Mechanism: 4) PIO/P 520-0384-1-00147 to provide advance maintenance allowance U.S. technical training
Commitment to Date: \$ 1,370
Expenditures to Date: \$ 1,370
Balance: \$ 0
Local Counterparts: FUNDESA/Jovenes por Guatemala (JPG)

Expected Impact of Training: returned scholars will contribute to Guatemala's economic, social and political development.

Observation: The Institute for International Education (IIE) has provided in-country and U.S. training activities to members of *Jovenes por Guatemala (JPG)* to assist the JPG in developing/expanding communication strategies to reach all Guatemalan students studying at U.S. post secondary educational institutions. Training has included publications development, research and survey techniques, internship program development, job placement data bank organization, volunteer recruitment/management and fund raising.

The Mission has a purchase order with the JPG to enhance it's student outreach program based on the assistance provided through the IIE. By means of the purchase order, an in-country multiplier effect training plan is being developed, a computerized data bank will be developed, the JPG's mailing list will be expanded, a monthly information packet will be distributed to Guatemalan students studying in the U.S. and a newsletter will be distributed three times a year.

Issue: The JPG has experienced delays in initiating the implementation of this activity and therefore requested a seven month no-cost extension. The delay was due to the longer than expected time which was required to incorporate all U.S. government-funded participants as well as privately-sponsored students on to the JPG mailing list. There have been no other problems encountered with this program.

The IIE has recommended verbally to the Mission that follow-up should be provided to the JPG some time during FY 1991 in order to bring closure to the program. They have proposed sending a facilitator to Guatemala for five workdays in order to assess and bring to closure the training program and to assist the JPG in developing a strategic plan for future activities. Although the Mission does not view the additional proposed assistance as a top priority, the JPG has demonstrated commitment to and motivation for carrying out this activity. If the JPG feels that they would benefit from receiving this additional technical assistance and pending availability of funds, the Mission should look favorably towards providing it.

Administrative Arrangements -- total amount committed, \$422,901

Overall management of the DT&S Project is the responsibility of a contract-funded personal services contractor (PSC) within the Office of

Democratic Development and Training (ODDT). The person originally contracted to provide this function resigned from this position in June, 1990 to become chief-of-party under another AID-funded contract. In November, 1990, the Mission contracted a new PSC DT&S Project Manager.

Under the original contract with the former PSC Project Manager, a Project vehicle and house furniture were provided; however, it appears that there were not sufficient funds under the PSC contract to furnish an entire house. The USAID Executive Office loaned the PSC furniture from another USAID/Guatemala Project to compensate for the shortfall, with the understanding that the Project would eventually purchase the remaining required furniture and give the newly-purchased furniture to the Project which made the loan. The PSC resigned from his position before procuring this additional furniture.

Under the new Project Manager's contract, Project vehicle and furniture are not provided and therefore, these Project-funded commodities must be returned to USAID/Guatemala. Apparently, as a favor to the former Project Manager, the Mission agreed to loan him the DT&S-funded and "loaned" furniture for the time it would take for furniture under his new contract to arrive -- this arrangement has been in effect for approximately seven months. It appears that the new furniture has been arriving in Guatemala; however, the necessary documents have not been completed so that the DT&S furniture may be returned to the USAID warehouse. ODDT will work with the individual to ensure that all furniture is returned in a timely manner.

The Project vehicle was returned to USAID and is physically located at the USAID warehouse parking lot. ODDT has requested that the vehicle title be transferred to the Office of the Human Rights Ombudsman. C&SO is presently determining the procedures required to execute this transaction.

	SPONSORING INSTITUTION	OBLIGATION REFERENCE	TRAINING DATES	TRAINING INSTITUTION	COMMITMENT	BALANCE
COMPONENT I						
INDUSTRIAL RELATIONS	LABOR, UNIONS, BANDERUA EMPRESA ELBCTEICA	PASA LAC-0284-P-DL-9017-0005/12/89 - 09/30/93 AMENDMENT NO. 1		DEPARTMENT OF LABOR	233,920	233,920
					94,925	25,906
SUB-TOTAL					328,845	259,826
	GUATEMALAN CONGRESS	PIO/P -1-80266	09/18/88 - 10/07/88	BUREAU OF LABOR STATISTICS	5,136	0
TOTAL					333,981	259,826
PUBLIC/PRIVATE SECTOR	FUNDESA	G 520-0384-G-0264	01/11/90 - 03/20/90	STUDY TOUR/PROJECT CHILE	18,350	0
NGO	THEIR WILL BE NO ACTIVITY UNDER THIS COMPONENT					
OTHER PROGRAMS						
TOURISM	INGUAT	PIO/P -1-80530	05/22/90 - 06/29/90	CORNELL UNIV./HOTEL ADMIN.	1,394	1,224
	INGUAT	PIO/P -1-90364	10/09/90 - 11/08/90	WORLD TRADE INSTITUTE	4,500	3,625
	CANTOR/INGUAT	PIO/P -1-80351	03/03/89 - 03/15/90	PRAGNA	40,390	33,855
	CANTOR/INGUAT	P.O. -0-5636	08/25/89 - 06/08/90	PRAGNA	25,000	0
	CANTOR/INGUAT	P.O. -0-00-0582	07/05/90 - 04/04/91	OMNITURSA	22,172	9,356
	INGUAT	PIO/P -1-90175	06/18/89 - 07/31/89	WORLD TRADE INSTITUTE	17,006	0
	INGUAT	PIO/P -1-80513	03/19/90 - 03/30/90	WORLD TRADE INSTITUTE	5,504	0
SUB-TOTAL					115,966	48,060
SKILLS TRNG/PRODUCTIVITY						
	INTECAP/CAMARA CONSTRUCCION	P.O. -0-0204	01/03/90 - 04/30/90	AED	23,573	23,573
	INTECAP/CAMARA CONSTRUCCION	CONTRACT	01/01/91 - 09/30/94	TO BE DETERMINED	143,715	143,715
	INTECAP	PIO/P -1-80541	07/15/90 - 08/15/90	BUREAU OF LABOR STATISTICS	5,009	4,109
	INTECAP	PIO/P -1-80544	09/17/90 - 11/09/90	BUREAU OF LABOR STATISTICS	8,028	7,038
	INTECAP	PIO/P -1-80545	10/10/90 - 11/02/90	WORLD TRADE INSTITUTE	11,992	9,367
	INTECAP	PIO/P -1-90286	10/22/89 - 11/05/89	WORLD TRADE INSTITUTE	30,146	0
SUB-TOTAL					222,463	187,802
TELECOMMUNICATIONS						
	GUATEL	PIO/P -1-90241	08/30/89 - 09/15/89	USTTI, WASRDC	1,527	0
PUBLIC SECTOR TRAINING	LINERAS MARITIMAS/GUATEMALA	PIO/P -1-90187	07/30/89 - 08/20/89	HIID	6,668	0
STUDY TOUR	SEGEPLAN	GUAT-90-284	06/08/90 - 07/15/90	ECONOMICAL PLANNING OFFICES IN S.A.	3,430	215
INV TRAVEL	SEGEPLAN	TA-520-90-440	07/26/90 - 07/29/90	ZAMORANO	460	168
AGRIBUSINESS DEVELOPMENT	CHMPE	P.O. -0-00-0484	04/15/89 - 04/30/89	INST. L.A./FOMENTO AGROINDUSTRIAL	500	500
SUB-TOTAL					12,585	882
COMPONENT I TOTAL					703,345	496,570
COMPONENT II						
FINANCIAL MANAGEMENT						
	MIMPIN/INAP/CGC	GUAT-90-279	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	450
	MIMPIN/INAP/CGC	GUAT-90-280	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	434
	MIMPIN/INAP/CGC	GUAT-90-281	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	286
	MIMPIN/INAP/CGC	GUAT-90-282	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	285
	MIMPIN/INAP/CGC	GUAT-90-274	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	292
	MIMPIN/INAP/CGC	GUAT-90-276	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	286
	MIMPIN/INAP/CGC	GUAT-90-277	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	271
	MIMPIN/INAP/CGC	GUAT-90-278	03/25/90 - 03/29/90	4TH CONF. GESTION FINANCIERA	760	276
	MIMPIN/INAP/CGC	P.O. -0-00-0405	03/25/90 - 03/29/90	4TH CONF. REGISTRATION FEE	2,520	0
	INAP/CGC	TA-520-90-450	07/22/90 - 07/28/90	I.T. SPAIN FINANCIAL MANAGEMENT	1,480	584
	INAP/CGC	TA-520-90-459	08/01/90 - 08/04/90	I.T. SPAIN FINANCIAL MANAGEMENT	1,480	466
	INAP/CGC	TA-520-90-453	07/22/90 - 07/28/90	I.T. SPAIN FINANCIAL MANAGEMENT	1,380	371
	INAP/CGC	TA-520-90-457	07/22/90 - 07/28/90	I.T. SPAIN FINANCIAL MANAGEMENT	1,380	370

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DT&S PROJECT FUNDING INFORMATION, 520-0384

08-Feb-91

	SPONSORING INSTITUTION	OBLIGATION MECHANISM	TRAINING DATES	TRAINING INSTITUTION	COMMITMENT BALANCE	
	INAP/CGC	TA-520-90-463	07/29/90 - 08/04/90	I.T. CRICA FINANCIAL MANAGEMENT	980	84
	INAP/CGC	TA-520-90-462	07/29/90 - 08/04/90	I.T. CRICA FINANCIAL MANAGEMENT	980	179
	INAP/CGC	TA-520-90-461	07/29/90 - 08/04/90	I.T. CRICA FINANCIAL MANAGEMENT	980	70
	INAP/CGC	TA-520-90-470	07/19/90 - 08/04/90	I.T. FOR UMW FINANCIAL MANAGEMENT	2,775	228
	INAP/CGC	P.O. -0-0123	11/30/89 - 06/01/90	UNW-PUBLIC ADMIN ACTION PLAN	23,661	31
	MINPIN/INAP/CGC	CONTRACT	01/15/91 - 09/30/94	UNW-FINANCE MGMT./ANTI-CORRUPTION	170,000	170,000
	GOG	PIO/P -1-86542	07/02/90 - 08/31/90	FINANCE MGMT/ANTI-CORRUPTION-INCAR	35,518	9,254
SUB-TOTAL					250,194	184,302
STATISTICS	INE	PASA LAC-0384-P-9030	08/31/89 - 12/30/91	STATISTICS TRAINING (ESAYTEC)	395,619	151,475
	INE	PIO/P -1-86511	08/31/89 - 12/30/91	STAT TRNG/MAINT. ADV (ESAYTEC)	400	0
	INE	PIO/P -1-90263	08/31/89 - 12/30/91	STAT TRNG/MAINT. ADV (ESAYTEC)	200	0
		PIO/P -1-80495	08/31/89 - 12/30/91	STAT TRNG/MAINT. ADV (ESAYTEC)	100	0
SUB-TOTAL					396,319	151,475
OTHER PROGRAMS						
ENVIRONMENT	USAC/MUN. AUTHOR./TEACHERS	520-384-G-9658-0	08/14/89 - 08/13/91	COMPANEROS NAT. RES. MGMT./PETEN	74,000	51,983
	USAC	P.O. -0-9732	09/06/89 - 09/29/91	COMPANEROS/UNIV. ALABAMA ENR	16,611	0
	USAC	GUAT-90-060	11/06/90 - 11/12/89	INT'L SYMPOSIUM/LAKE MANAGEMENT	780	284
	USAC	P.O. -9733	09/07/89 - 09/20/89	COMPANEROS WORKSHOP FINAL REPORT	4,590	0
SUB-TOTAL					95,981	52,267
VID	UNIVERSITY STUDENTS	PIO/P -1-90095	08/19/90 - 05/17/91	OAS/UM/IDB STUDY TOUR	15,243	9,433
		PIO/P -1-90096	08/20/90 - 08/14/90	OAS/UM/IDB STUDY TOUR	15,647	9,686
SUB-TOTAL					30,890	19,119
DRUG ABUSE	GOG PUBLIC HEALTH OFFICIAL	TA-520-90-456	07/17/90 - 07/26/90	STUDY TOUR/PUERTO RICO	1,480	188
		TA-520-90-455	07/17/90 - 07/26/90	STUDY TOUR/PUERTO RICO	1,480	191
		TA-520-90-454	07/17/90 - 07/26/90	STUDY TOUR/PUERTO RICO	1,480	186
SUB-TOTAL					4,440	565
COMPONENT II TOTAL					777,824	407,727
COMPONENT III						
MERIT SCHOLARSHIP PROGRAM	UNIVERSITY STUDENTS	MOU-520-0384-G-8583	01/01/89 - 09/30/93	UNIVERSITY SCHOLARSHIP PROGRAM	528,045	179,728
		MOU 520-0384-G-8583-02			307,090	307,090
SUB-TOTAL					835,135	486,818
ZAMORANO SCHOLARSHIP PROG.	UNIVERSITY STUDENTS	MOU-ZAMORANO	01/02/89 - 12/31/92	AGRICULTURE SCHOLARSHIP PROGRAM	1,533,188	291,451
SUB-TOTAL					1,533,188	291,451
UNIVERSITY/FACULTY IMPROV.	UNIVERSITY PROFESSORS	PIO/P -1-90296	01/05/90 - 09/30/93	PIET/PH.D. STUDY PROGRAM	89,403	65,559
		PIO/P -1-90281	09/03/89 - 07/02/90	PIET/PH.D. STUDY PROGRAM	8,576	1,214
		PIO/P -1-90297	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	76,000	75,283
		PIO/P -1-90298	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	75,000	74,500
		PIO/P -1-90299	01/05/90 - 09/30/93	PIET/PH.D. STUDY PROGRAM	100,000	99,500
		PIO/P -1-90300	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	29,000	28,500
		PIO/P -1-90301	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	24,557	18,711
		PIO/P -1-90302	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	29,000	28,500
		PIO/P -1-90303	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	24,557	16,038
		PIO/P -1-90304	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	30,000	20,142
		PIO/P -1-90306	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM	82,879	58,842
		PIO/P -1-80548	04/05/91 - 09/30/93	PIET/MA STUDY PROGRAM	25,000	25,000
		PIO/P -1-80549	01/05/90 - 09/30/93	PIET/MA STUDY PROGRAM		

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SPONSORING INSTITUTION	OBLIGATION MECHANISM	TRAINING DATES	TRAINING INSTITUTION	COMMITMENT	BALANCE
	PIO/P -1-90357	01/05/90 - 09/30/93	META/MAINTENANCE ADVANCE/PR	100	0
	PIO/P -1-90358	01/05/90 - 09/30/93	META/MAINTENANCE ADVANCE/PR	100	0
	PIO/P -1-90359	01/05/90 - 09/30/93	META/MAINTENANCE ADVANCE & TRV/PR	400	98
	PIO/P -1-90360	01/05/90 - 09/30/93	META/MAINTENANCE ADVANCE/PR	100	0
	PIO/P -1-80510	01/05/90 - 09/30/93	META/MAINTENANCE ADVANCE & TRV/PR	1,250	505
	CO 520-0362-C-00-9374-05	01/05/90 - 09/30/93	META/ENGLISH LANGUAGE TRNG/PR	46,000	46,000
	CO 520-0362-C-00-9374-05	01/05/90 - 09/30/93	META/ENGLISH LANGUAGE TRNG/PR	20,345	20,345
	CO 520-0362-C-00-9374-05	01/05/90 - 09/30/93	META/PH.D & MA STUDY PROGRAM	635,376	635,376
	GUAT-90-044	10/05/89 - 10/19/89	GEOLOGY SEMINAR/USSAC	921	0
	GUAT-90-045	10/05/89 - 10/19/89	GEOLOGY SEMINAR/USSAC	921	0
SUB-TOTAL				1,299,585	1,214,114
BA'S AGRICULTURE	UNIVERSITY STUDENTS				
	PIO/P -1-80514	01/01/90 - 12/31/90	EARTH PROGRAM	1,120	1,120
	PIO/P -1-80515	01/01/90 - 12/31/90	EARTH PROGRAM	1,120	1,120
	PIO/P -1-80516	01/01/90 - 12/31/90	EARTH PROGRAM	1,120	1,120
	PIO/P -1-80518	01/01/90 - 12/31/90	EARTH PROGRAM	1,120	1,120
	PIO/P -1-80519	01/15/90 - 12/31/90	EARTH PROGRAM	3,120	3,120
SUB-TOTAL				7,600	7,600
MA'S ECONOMICS	PRIVATE SECTOR EMPLOYEES				
	PIO/P -1-00205	09/01/90 - 08/31/92	MA ECONOMICS/INCAR	20,260	16,787
	PIO/P -1-90366	09/10/90 - 09/09/92	MBA/INCAR	20,260	16,787
	PIO/P -1-90367	09/10/90 - 09/09/92	MBA/INCAR	20,260	16,787
	PIO/P -1-90368	09/10/90 - 09/09/92	MA ECONOMICS/INCAR	20,260	16,787
	PIO/P -1-00212	09/10/90 - 09/09/92	MA ECONOMICS/INCAR	20,260	16,787
	PRIV.SECT. & USAC EMPOTER				
	PIO/P -1-00215	09/10/90 - 09/09/92	MA ECONOMICS/INCAR	20,260	16,787
	PIO/P -1-00214	09/10/90 - 09/09/92	MA ECONOMICS/INCAR	20,260	16,787
SUB-TOTAL				141,820	117,509
OTHER PROGRAMS					
FOOD PROCESSING	USAC/MAZATENANGO				
	PIO/P -1-90228	08/22/89 - 09/10/89	AUBURN UNIV. FOOD PROCES. SEMINAR	29,590	27,574
MICRO PROPOGATION	USAC				
	PIO/P -1-90244	09/02/89 - 11/17/89	CATIE/COSTA RICA	3,340	0
RLT	PARTNERS OF THE AMERICAS				
	PIO/P -1-80290	01/15/89 - 03/15/89	RLT/AUBURN UNIVERSITY	4,382	0
COMPONENT III TOTAL				3,854,640	2,145,065
COMPONENT IV					
TRAINING OUTREACH & SUPPORT	UNIVERSITY STUDENTS				
	P.O. -0-00-0524	06/11/90 - 06/22/90	T.A./JOVENES POR GUATEMALA/IIR	22,999	0
	P.O. -0-00-9185	02/20/89 - 03/05/89	T.A./JOVENES POR GUATEMALA/IIR	21,667	0
	PIO/P -1-00147	06/08/90 - 09/30/90	ADV. MAINTENANCE ALLOWANCE/IIR	1,370	870
	P.O. -0-0161	12/08/89 - 03/15/90	JPG OUTREACH PROGRAM	14,825	10,446
COMPONENT IV TOTAL				60,861	11,316
ADMINISTRATIVE COSTS	IMPLEMENTATION UNIT				
	CO 520-0384-9131	02/12/90 - 10/31/90	DT&S SECRETARY (FORMER)	3,394	1,197
	CO 520-0384-s-1104	12/01/90 - 11/31/93	DT&S SECRETARY	11,722	11,531
	CO 520-0384-S-9450	05/15/89 - 05/14/92	DT&S PROJECT MANAGER (FORMER)	119,591	34
	CO 520-0384-S-00-1052	11/12/90 - 10/11/93	DT&S PROJECT MANAGER	53,254	44,496
				133,746	133,746
	SUMMER HIRE				
	CO 520-0365-0558	06/18/90 - 08/10/90	JULIE PORCH	2,485	615.84
	COMPUTER EQUIPMENT				
	P.O. -0649	07/31/90 - 08/30/90	EDP HARD/SOFTWARE	10,090	0.00
	TECHNICAL ASSISTANCE				
	P.O. -00-3114	11/23/88 - 02/22/89	DEMSTRIO MARTINEZ	25,000	0.00

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DTAS PROJECT FUNDING INFORMATION, 520-0384

08-Feb-91

SPONSORING INSTITUTION	OBLIGATION MECHANISM	TRAINING DATES	TRAINING INSTITUTION	COMMITMENT BALANCE	
LOGISTICS	PIO/C -80357		VEHICLE PROCUREMENT	16,980	0
	P.O. -0258	01/17/90 - 01/16/91	VEHICLE INSURANCE	1,213	177
MISCELLANEOUS	P.O. -0-9404	05/15/89 - 06/01/89	PRINTING COSTS/ICA	1,000	0.00
	RRQ 042790		TELEGRAM TO PARTICIPANTS	151	0
COMPUTER EQUIPMENT	P.O. -0-1006	10/05/90 - 11/15/90	CARDS & DISKETTES	1,468	1,468
SUB-TOTAL				404,993	193,264
HOUSING EXPENSES	P.O. -0-0018	10/16/89 - 12/31/89	LAWN MOWER	129	0
	P.O. -0-0020	10/16/89 - 12/31/89	LAMPS	106	0
	P.O. -0-0021	10/16/89 - 12/31/89	FIRE EXTINGUISHER	28	0
	P.O. -0-9498	06/06/89 - 12/31/89	IRONING BOARD	35	0
	P.O. -0-9499	06/06/89 - 12/31/89	BEDROOM FURNITURE	1,743	0
	P.O. -0-9500	06/06/89 - 12/31/89	MISC.	194	0
	P.O. -0-9501	09/19/89 - 12/31/89	PORCH UMBRELLA	75	0
	P.O. -0-9502	06/06/89 - 12/31/89	LAMPS	232	0
	P.O. -0-9503	06/06/89 - 12/31/89	VACUUM CLEANER	188	0
	P.O. -0-9505	06/06/89 - 12/31/89	DESK & BOOKCASE	1,046	0
	P.O. -0-9507	06/12/89 - 12/31/89	LIVING & DINING ROOM SETS	10,295	0
	P.O. -0-9511	07/06/89 - 12/31/89	BEDROOM SETS	1,221	0
	P.O. -0-9518	06/05/89 - 12/31/89	HALL TABLE	196	0
	P.O. -0-9519			79	0
	P.O. -0-9714	09/07/89 - 12/31/89	RUGS	880	0
	P.O. -0-0041	01/03/90 - 02/28/90	ALARM SYSTEM	1,461	132
SUB-TOTAL				17,908	132
TOTAL ADMINISTRATIVE COSTS				422,901	193,396
PROJECT TOTAL				5,819,571	3,254,075

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OBLIGATION STATUS	
TOTAL AMOUNT OBLIGATED	6,850,000.00
TOTAL AMOUNT COMMITTED	5,819,570.56
AMOUNT AVAILABLE	1,030,429.44
MERIT SCHOLARSHIP PROGRAM	411,000.00
UNCOMMITTED FUNDS AVAILABLE	619,429.44
AMOUNT TO LIQUIDATE/DECOMMIT	377,231.40