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ESTABLISHMENT OF A RETURNED PARTICIPANT ALUMNI ASSOCIATION

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EXECUTIVE SUMMARY

The purpose of this report is to explore the possibility of establishing a Returned Participant Alumni Association for A.I.D.-financed participants who have returned to the Dominican Republic. The information for preparing the report was obtained through reviewing similar experiences elsewhere and through interviews with: (1) USAID/DR senior staff and training office staff; (2) a cross-section of returned A.I.D. participants; (3) persons who have developed similar organizations in the Dominican Republic; (4) representatives of local organizations which could be supportive of establishing such an organization; and (5) representatives of USIS and ICDA (Instituto Cultural Dominico-Americano).

The anticipated benefits for USAID/DR from such an organization include:

A. Improved future participant training programs and better relations with former participants who may be useful to the Mission.

B. Services to the Mission by former participants in the areas of selecting and orienting new participants, in serving on advisory boards, in providing consulting services and in assisting in negotiating sensitive issues with Dominican counterparts.

C. Support for Mission programs and policy dialogue by an enlightened, sympathetic lobbying group.

D. Assistance for PTIIC Program returnees who require reentry assistance not available from the Mission.

Former participants saw the following benefits for themselves from an alumni association:

A. Opportunities for professional development through seminars, access to technical publications and interaction with Americans and other Dominicans in their technical field.

B. Networking opportunities from others who have shared similar experiences and are in positions to provide assistance.

C. Social opportunities to keep alive some of their American experience.

D. Maintenance of contacts with USAID/DR.

Although returned participants were enthusiastic and USAID personnel favorably disposed to establishing a Returned Participant Alumni Association, a number of difficulties were noted which will make the organizing process more difficult:

A. Returnees, due to current economic conditions, have limited time and money to contribute to the organizing effort.

B. Returnees have very different interests in forming an organization depending on their economic circumstances and professional concerns -- it will be difficult to obtain agreement on organizational objectives among such a diverse set of interest groups.

C. Dominicans typically favor groups which are limited to people of similar economic and social interests -- diversity may complicate organizing efforts.

D. Participants may have unrealistic expectations concerning the level of USAID support for organizing the association and for the character of contacts they wish to have with USAID/DR.

A number of factors, however, will serve to facilitate organizing efforts:

A. Participants sincerely wish to express their gratitude for having received their scholarships -- an association will permit them to demonstrate this gratitude by supporting Mission activities.

B. Participants wish to keep their American experience alive.

The level of enthusiasm among participants clearly demonstrates that a Returned Participant Alumni Association can be organized. It is apparent, however, that it will require significant amounts of attention by USAID staff to complete the task. In addition, it will require the following support by USAID/DR:

A. The Mission must define exactly what it expects from an alumni association (using the suggestions in this report) and what level of commitment it is willing to make to get the alumni association started. Otherwise, the danger exists that association members will believe that far more was offered than was delivered.

B. Mission assistance will be required for forming an organizing committee which is representative of the various participant subgroups. It is suggested that the services of a local person with some outside technical assistance be contracted for four months under a Purchase Order to complete this task -- approximate cost US$8,000 to $US10,000. There were indications of spontaneous interest in forming groups by the PTIIC Program participants and those of the Development Training Project. Limiting alumni activities to these groups would eliminate the need for USAID to actively promote an association.

C. Further Mission assistance will be needed to establish an alumni office so as to get the organization going and to assist it until it can become self-financing -- approximate cost US$25,000 for the first year and US$15,000 for the second year. By year three, it could be self-financing from membership dues, outside donations and services provided to USAID for the selection and orientation of participants. The Education Counseling Office (ECO) is a potential grantee for providing alumni office services.

I. INTRODUCTION

USAID/Dominican Republic requested the services of a short term consultant to explore the possibility of establishing a Returned Participant Alumni Association for A.I.D. financed participants who have returned to the Dominican Republic. The consultant began in Washington by investigating the activities of similar organizations, especially those in the Latin America/Caribbean area. Special attention was given to the establishment of self-financed alumni associations. The results of this investigation are summarized in Annex I.

Upon the consultant's arrival in Santo Domingo, USAID/DR's senior staff and training office staff were asked for their views on how a Returned Participant Alumni Association could be of value to the Mission. Subsequently, a cross-section of returned participants were interviewed to measure their interest in being part of such an association and to determine what benefits they would anticipate from such a membership. Care was taken to include participants who had expressed an interest in forming an organization as well as others selected at random who had not indicated a specific interest in being affiliated with such a group. Finally, a number of contacts were made with a variety of existing local alumni associations and with U.S.-related organizations which could assist or support the creation of a Returned Participant Alumni Association.

This final report contains Annex I which summarized the results of investigating other Missions' and other organizations' experiences with developing and maintaining alumni groups. The report itself is divided into the following sections:

A. Benefits for USAID/DR from a Returned Participant Alumni Association

B. Interest in an Alumni Association by Returned Participants and the Benefits They Anticipate from Such an Organization

C. Existing Organizations which Could Guide or Support a Returned Participant Alumni Association

D. A Detailed Program of Follow-on Activities to Be Carried Out by an Alumni Association.

II. BENEFITS FOR USAID/DR FROM A RETURNED PARTICIPANT ALUMNI ASSOCIATION

For a Returned Participant Alumni Association to receive the sustained support and attention of USAID/DR, the Association must render sufficient benefits to the Mission to justify this assistance. Interviews with members of USAID/DR's senior staff indicated generally favorable receptivity to the creation of such an organization with two offices -- the Human Resources and the Agriculture Offices -- being the most enthusiastic supporters. Those interviewed identified the following benefits to the Mission from the creation of a Returned Participant Alumni Association:

A. Continued contact with returned participants will allow the Mission to more fully understand the benefits and the problems associated with its participant training programs by tracing the progress of these participants over time. Participant training programs can be improved as a result of these efforts. Furthermore, keeping in touch permits the "care and feeding" of important Mission contacts who might otherwise drift away as Mission personnel and program emphases change over time. The Returned Participant Alumni Association offers the opportunity for increased personal contacts with Dominican leaders as well as an updated data base on the location and position of at least some of the returned participants. In a recent survey of returned agricultural sector long-term participants, 97% of those interviewed expressed an interest in having more contacts with USAID/DR.

B. There are some direct services that can be provided the Mission by returned participants. They are valuable resources for the identification, selection, orientation and successful return of new participants. They can perform advisory functions with respect to project design and implementation. They can intercede in delicate negotiations or problem solving where additional comprehension and patience is required between USAID representatives and their Dominican counterparts. Finally, they can provide useful, cost-effective consulting services in highly technical fields as required by the Mission. It was also mentioned that a legally constituted Returned Participant Alumni Association could be a useful local contracting mechanism for administrative or project related services required by the Mission.

C. There was recognition by some senior staff members that training is seldom completed by the time participants return. Additional technical training may be required but also, further instruction about the values of a democratic, free enterprise oriented society may be equally important. The transfer of these values can contribute to developing a politically important local support group which can lobby or otherwise promote USAID development objectives. Policy modifications necessary for

successful project implementation or other broad USAID/DR development objectives can receive valuable support from a properly enlightened alumni association.

D. Although not mentioned by senior staff members, there appears to be an immediate Mission need that could be successfully addressed by an active Returned Participant Alumni Association. That is the reentry of the participants of the Presidential Training Initiative for the Islands of the Caribbean Program (PTIIC). These young people from very low income rural families are returning from two year training programs in U. S. institutions. While many of these young people have acquired valuable skills together with English language skills, they have little understanding of how to market their abilities. The Mission has provided them with reentry training on how to obtain employment and with access to loan funds so they may continue their education in the Dominican Republic. Unfortunately however, there are many of these young people who have not as yet located jobs which utilize their newly acquired skills. Others who are continuing their university programs locally have not received credits for many of the courses which they took in the United States. The networking opportunities offered by a Returned Participant Alumni Association would be beneficial to them to resolve employment and university related reentry difficulties. Otherwise, they may try to illegally migrate to the U.S. in order to apply their skills or they may return to their former rural life allowing their skills to fade away from lack of use. The larger number will migrate to urban areas in the Dominican Republic where they face many unfamiliar problems while trying to integrate into a wholesome, productive environment.

III. INTEREST IN AN ALUMNI ASSOCIATION BY RETURNED PARTICIPANTS AND THE BENEFITS THEY ANTICIPATE FROM SUCH AN ORGANIZATION

There was great enthusiasm among all of the participants interviewed for the establishment of a Returned Participant Alumni Association. The motives for this enthusiasm, however, clearly varied depending on the special concerns of each group. The low-income young people from the PTIIC Program need immediate assistance for obtaining employment and for continuing their university education. While they believe this assistance should be provided them by the Mission, they can see that an alumni association would be beneficial to them in meeting their needs. Returning public sector employees are concerned about salary levels which have eroded due to inflation while they were away or, in some cases, to not having a job upon their return. Once more, they believe that USAID/DR should intervene on their behalf but again concede that an alumni association might be a useful mechanism to convey their message to government leaders. Professionals with ties to universities, especially those in the field of agriculture, view A.I.D.'s efforts to develop a Returned Participant Alumni Association as an indirect means of allowing them to strengthen the alumni organizing efforts of local universities, especially those of the Instituto Superior de Agricultura (ISA). More affluent, established participants see an alumni association as a way of keeping in touch with old friends and professional contacts, with advances in the U.S. in their professional field, and with USAID/DR. It is important to note, therefore, that while enthusiasm is great for the establishment of an alumni association, the motives of different groups vary in response to their own self-interests. Directing these various interests to the establishment of one organization may be a very difficult task.

Despite the high level of enthusiasm of those interviewed, it was consistently pointed out that most Dominicans simply do not have a great deal of time to dedicate to the efforts required to organize an alumni association. Deteriorating economic conditions have obligated middle class professionals to take on additional jobs to make ends meet. They do not have a lot of spare time nor do they have the extra financial resources that they had in the past. A successful alumni association must take this into account both in its organizing efforts as well as in the programs it offers to its members. Association activities will compete with a great many other commitments that members have on their available time. Notwithstanding, a number of people offered to participate in organizing efforts. All agreed that with the great enthusiasm for having an association and with the large number of highly qualified participants, it would not be too difficult to locate a sufficiently interested core group to get the organization going.

Former participants believe an association could provide them with a variety of beneficial services which will be of great help

to them. The benefits they anticipate from membership in such an organization include:

A. Most of those interviewed believed they could have additional opportunities for professional growth. They listed a number of ways this could happen:

1. Seminars and conferences led by A.I.D. TDY consultants, A.I.D. technical officers and recently returned participants could keep them abreast of new activities in their respective fields.

2. Access to technical publications, professional journals and other materials would further add to their professional development.

3. Interaction with other Dominicans in their field will also add to their professional growth. Except for medical doctors and engineers, no other formal professional organizations exist in the Dominican Republic.

B. Many saw the networking advantages of having access to such a diverse and well established group of association members as a way of maximizing the application of the skills they acquired in the U.S. The intended use of this "networking" varied with special interests of those interviewed:

1. Members could provide reentry employment assistance to the PTIIC young people who return without jobs and with few linkages to the job market.

2. Members could also assist in resolving reentry problems with respect to public sector salaries and job continuity or university credit transfers.

3. Members could provide useful information on employment opportunities and the association could be an information bank on the employment needs of its members.

4. Members could provide a wide variety of useful services to other members not only on career development but in supporting useful public service and cultural endeavors.

C. The social advantages of the organization were especially mentioned by those who had returned some time ago. They had lost touch with friends and colleagues with whom they had shared their U.S. educational experiences. They would like to meet with these people again as well as share experiences with other Dominicans who have similar experiences. There was a general impression that former participants want to keep alive the U.S. experience.

D. Generally, participants wanted to maintain contact with USAID/DR. They wanted to know what programs were being developed and implemented and wanted to meet the USAID technical officers in their area of interest. Some expressed interest in serving as USAID consultants when opportunities permitted.

E. A few returned participants saw the association as a way to maintain English language skills and to keep abreast of political and cultural events in the United States.

It was surprising that returned participants saw far more benefits to USAID/DR from a Returned Participant Alumni Association than had been articulated by the Mission's senior staff. These benefits include:

A. An association would congregate a politically sympathetic support group to further USAID/DR's efforts to bring about an improved development climate in the Dominican Republic. The policy and broad economic modifications required for A.I.D. programs to be successful could be supported by an enlightened local group. The Mission could use these opinion molders to further its interests.

B. An association will permit better networking between the Mission and local public and private sector institutions. By going through association members, USAID/DR can not only reach any level but it will do so with local support. In periods of difficult negotiations or differences of opinion, appropriate individuals can be readily identified to assist the Mission in making its points.

C. An association will permit the U.S. Government to receive recognition for the valuable investment it has made over the years thereby improving its image among all Dominicans. Other countries which have provided far fewer scholarships are gaining recognition for their efforts through returned participant associations. Many observers believe the United States is foolish for not doing the same thing.

D. Many former USAID participants are leaving the Dominican Republic due to the current economic crisis. This means the U.S. investment in Dominican development is eroding. An alumni association with its networking advantages will encourage some participants to stay on with support from their colleagues thus protecting USAID's investment in these scholarships. Also, the association would allow recently returned participants to more successfully reintegrate thereby maximizing the application of their newly acquired skills and diverting their rapid return to the U.S.

E. An association would permit USAID employees access to information assisting them in their professional activities and enriching their stay in the country. Informative lectures could be

developed, meetings arranged and documentation provided by the alumni association in areas of importance to A.I.D. project development and implementation. On the personal side, newly arriving A.I.D. families would find rapid acceptance among Dominican families eager to reciprocate some of the hospitality they enjoyed in the U.S.

F. An association could assist A.I.D. in the identification, selection, predeparture and reentry of its participants. Appropriate course suggestions could be made for guiding U.S. studies. Also, advisory groups could be set up to assist A.I.D. in its project development and implementation.

G. With association members throughout the country, the alumni group could enable A.I.D. technicians to better know local conditions and improve their understanding of rural areas or low income places of difficult access to Americans.

IV. EXISTING ORGANIZATIONS WHICH COULD GUIDE OR SUPPORT A RETURNED PARTICIPANT ALUMNI ASSOCIATION

An effort was made to identify and investigate the alumni organizing efforts of institutions in the Dominican Republic. Two excellent examples were discovered which provide insight as to how an alumni organization can be developed. These include the Fulbright returnees alumni association and that of the Instituto Superior de Agricultura (ISA). In addition, two organizations which may be of assistance to an A.I.D. Returned Participant Alumni Association -- the Educational Counseling Office (ECO) and the American Chamber of Commerce -- were interviewed.

The returned Fulbright scholars began their organizing efforts with a small group of close friends who had the drive and determination to get an association started. Using their own resources initially, they began the effort of identifying and locating other Fulbright scholars. While USIS provided them with a list of those who had received scholarships and grants, it was the task of the organizers to locate them as addresses and employment positions were out of date. Informal weekly meetings were held involving USIS personnel to coordinate activities and maintain contact. Work was slow since the organizers had no paid staff to assist them.

As more Fulbright returnees were located, they were sent a questionnaire which had the objective of: (a) categorizing them into eight areas of professional interest, (b) identifying those who would like to join in the organizing functions, and (c) identifying those willing to serve in specific functional areas (e.g. developing the by-laws, organizing events, sharing administrative responsibilities). In this way, the organization expanded to include some 100 members. The association has awarded certificates to Fulbright returnees, developed conferences on a variety of subjects and has tried to start academic committees in the eight professional areas. Also efforts have been made to develop relationships with the major local universities. Finally, the alumni association played a major role in the selection of new Fulbright candidates who are currently being processed for acceptance in the Program.

Another example of a successful organizing effort for an alumni association in the Dominican Republic is the Asociacion de Graduados del Instituto Superior de Agricultura (AGISA). While the organization was originally established over twenty years ago, circumstances were such that it had become virtually dormant. Last year, a small group of about ten former graduates decided they would initiate efforts to revive the organization. They were close friends and they had a strong devotion to the Instituto Superior de Agricultura (ISA). On their own, they began to contact other graduates whom they knew to explore their interest in

rebuilding the alumni association. They traveled, at their own expense, to a variety of areas in the Dominican Republic to measure the interest of other ISA graduates in reviving AGISA. Meeting in homes, they found their interest was shared by a great many others.

With these preliminary contacts, they circulated an invitation to a wide variety of graduates from names and addresses obtained from ISA. Approximately 200 graduates responded to the invitation to a cocktail party. The meeting place was donated through the assistance of an ISA graduate and the drinks for the party were similarly obtained. The small group of organizers paid only for the food. At the party, plans for formally reviving AGISA were discussed and a variety of organizing tasks were distributed among volunteers. For example, a legal basis for the organization had to be developed. An earlier draft of the organization's by-laws were updated and efforts were initiated, using ISA graduate volunteers, to obtain legal recognition for the organization. Also, a data bank on ISA graduates -- potential AGISA members -- had to be established with current information on location and employment. ISA, recognizing the future benefits of AGISA, donated office space and access to its computer to facilitate the organizing efforts. A bi-monthly newsletter was developed to maintain contact with members through the cash donation of one of the ISA graduates. By the time ISA was to have it annual graduation ceremonies, AGISA was able to assemble approximately 400 graduates to attend a social event held in connection with the ceremony.

The organization has since moved on to increasing services to its members. An employment placement system has been put in place where members requiring specialized agriculture related skills list jobs and members seeking employment provide relevant information on their skills. Several placements have been made. The group is investigating a low cost life insurance program that can be made available to members (this is an added incentive to membership and to maintaining updated addresses with AGISA). Later on, a program of unemployment benefits may be explored. Plans are underway to initiate fund-raising activities or locate sources of outside support to cover needed purchases such as a computer or training for the organization's leaders.

AGISA, in addition to providing professional services and social contacts for its members, promotes ISA in a variety of ways. Using the public and private sector connections of its members, it provides wide exposure for the services that ISA provides. It serves as a lobbying organization for obtaining support for ISA. It provides networking possibilities allowing ISA to maintain contact with major institutions in the Dominican Republic. In the future, when it has attained more strength as an institution, it will also engage in fund-raising activities for ISA.

Other organizations were investigated because of their potential assistance for forming an alumni association. The

Educational Counseling Office (ECO) was established in the Instituto Cultural Dominico-Americano (ICDA) with A.I.D. assistance to provide counseling on U.S. opportunities for higher education. The well equipped and centrally located facility continues to exist with USIS support. ECO has been identified by USIS as a support facility for its Fulbright alumni activities and a proposal has been made that it serve the larger community of returned U.S. scholars including A.I.D. participants. ECO has office space, computer facilities and library space.

As part of ICDA, it has access to additional meeting space and the USIS sponsored library. Recent A.I.D. participants have used its services as part of their pre-departure preparation for going to the United States. The PTIIC students had reentry training arranged by ECO. In summary, ECO offers a potential cost effective base for supporting an alumni organization -- a base which is already identified with A.I.D. participant training activities.

The American Chamber of Commerce was also visited to determine if U.S. firms operating in the Dominican Republic might support a Returned Participant Alumni Association. It was reported that U.S. firms are already making contributions to a number of education related activities including some private scholarship programs. There is great interest among the 90 U.S. firms operating in the Dominican Republic and in some of the over 2,000 local firms and organizations registered with the Chamber in identifying qualified U.S. university graduates to fill job openings. It was believed that when the association was able to identify a sufficiently large number of potentially available graduates, Chamber members might see it in their best interests to provide support. Skillful fund-raising activities within this group might generate some US$10,000 to US$20,000 in annual donations.

Time did not permit a complete review of local university alumni associations although it is believed that ISA is the most developed in this area. It was suggested by USAID/DR's Agricultural Office that local universities offer the best intermediary upon which to build an A.I.D. Returned Participant Alumni Association. Neither was there time to investigate the alumni activities of U.S. universities although interviews with returned participants indicated that their activities, to the limited extent they exist, are mostly social events.

V. A DETAILED PROGRAM OF FOLLOW-ON ACTIVITIES TO BE CARRIED OUT BY A RETURNED PARTICIPANT ALUMNI ASSOCIATION

Interviews with returned A.I.D. participants clearly demonstrated a great deal of enthusiasm for participating in a Returned Participant Alumni Association. Similar interviews with the USAID/DR senior staff indicated favorable although not particularly enthusiastic support for organizing an alumni association. Even with this generally favorable climate for undertaking an organizing effort, there are serious difficulties that must be overcome:

A. Returnees, in spite of their great interest, simply do not have time or financial resources to contribute to organizing an association. The current economic crisis has forced those Dominican middle class professionals who have not migrated elsewhere to take on additional jobs to maintain their standard of living at an acceptable level. While talented people are available to take on organizational responsibilities, it will require some effort to search them out. They will certainly require assistance to carry out the organizing efforts.

B. A.I.D. participants are not a homogeneous group. They are divided into a number of very different interests which influence what they expect from an alumni organization. It is unlikely that initial organizing efforts will be able to simultaneously work with all segments of this population but must instead work with selected special interest subgroups.

C. A trait of Dominican society is its propensity to form groups of similar economic and social circumstances. Confidence among individuals is enhanced if they or their families/friends have had previous experience working together. Successful organizing efforts of other organizations have been based on the activities of small groups of friends who have mutual trust and confidence. Bringing a diverse group of people together who do not know each other will be difficult.

D. USAID/DR has an image of supporting very large development projects. Some former participants seem to believe that a Returned Participant Alumni Association will be heavily financed by the Mission permitting them to develop conferences with outside speakers, obtain access to publications and other sources of information, and to benefit from additional scholarships and training opportunities. Care must be taken to clearly define A.I.D.'s level of participation so as not to perpetuate unrealistic expectations.

E. Returned participants see an association as a mechanism to increase their contacts with the Mission. They would like to be

informed about A.I.D. projects, to meet A.I.D. technical staff in their fields and to serve on advisory committees related to project development or to the selection of new participants. Some of those interviewed see the association as a way to obtain Mission support to resolve personal or professional problems (e.g. find jobs, obtain salary increases in the public sector). USAID staff members, however, expressed little interest in developing these kinds of relationships and responsibilities.

F. Organizing efforts for creating an alumni association and the monitoring of its future activities will require significant staff time by USAID/DR. While someone can be contracted to oversee much of the day-to-day organizational activities, a mission staff member must closely monitor their activities. Care must be taken that those participating in the organizing efforts have a realistic understanding of exactly what USAID/DR is prepared to contribute to getting the organization started and to keeping it alive. Also, the mission must be aware of what the alumni association plans to do and the image that it will project with respect to USAID activities. It must be remembered that an association can project an image of A.I.D. activities in the Dominican Republic; an image that may not coincide with USAID/DR's best interests.

On the positive side, there are a number of factors serving to promote the development of a successful organization:

A. Participants are sincerely grateful for having had the opportunity to study in the U.S. They are looking for a way to manifest their gratitude through the establishment of an alumni association that can be of assistance to the Mission and the U.S. Government.

B. They have fond memories of their U.S. experiences. They see an association as a way to keep the American experience alive.

C. There is a sincere interest in improving A.I.D. participant training programs. They believe their experiences in the U.S. and their knowledge of the needs of the Dominican Republic can serve to make future improvements in training programs.

D. Participants are willing to freely provide a number of services of use to the Mission. These include assistance in selecting and orienting new participants, in obtaining needed documents and information, in facilitating access to important contacts for the Mission and in generally supporting USAID development efforts.

It is clear an A.I.D. Returned Participant Alumni Association can be established. The interest is there, especially on the part of the participants. It is also clear, however, that organizing the association will require a great deal of effort

and support from USAID/DR. Organizing the Fulbright alumni group, for example, required the active support of the USIS Public Affairs Officer including weekly meeting with association organizers. A similar level of effort will be required by a USAID representative throughout the organizational process. In addition, the Mission must carry out the following activities: (1) definition of what USAID/DR expects from an alumni association and exactly what it is willing to contribute to its formation; (2) assist in the identification of a local organizing team to coordinate and orient the development of the association; and (3) support the formation of an alumni office which both contributes to organizing the association and promotes its continuation.

A. Defining Mission Expectations and Support

The Mission Human Resources Division (HRD), on the basis of the suggestions included in this report, must define exactly what the Mission expects from such an organization -- what are the anticipated benefits? In addition, it must set a level of effort that USAID is prepared to offer to establish an association. This should include the amount, kind and duration of financing as well as commitments to providing members with access to USAID (e.g. advisory committees), to involvement in selecting and orienting participants and to other meaningful relationships. It was clear from the interviews that potential members clearly want more contact with the Mission as a result of an alumni association. The nature of these contacts must be defined to avoid future feelings of unfilled promises. These clearly defined expectations and the level of resource commitment must be endorsed by the Mission senior staff. As soon as it is discovered that USAID is in the process of creating an organization, many Dominicans will want to participate on the basis of their own perceived expectations of what the Mission will offer. Clarity on the role that the Mission will play in the organizational effort is necessary to avoid impressions that more is being offered than will ever be delivered.

B. Identifying the Organizing Team

Given the diversity of returned participants and the limited time they have available, the Mission will need to provide support for identifying an organizing team -- a small number of returned participant volunteers who will be responsible for coordinating the organizing efforts. Since organizing will revolve around a number of interest groups, the organizing team should represent various subgroups such as: (1) PTIIC Returnees, (2) Public Sector Employees, (3) Agriculture Sector Returnees, (4) Private Sector Returnees, and (5) University Returnees. In some cases, the groups will relate to specific Mission projects such as LAC Training Initiatives, Development Training or PTIIC. In others, it will reflect the current position of the returnee.

The Mission Training Office, although an enthusiastic supporter of forming an alumni association, does not have the time to take on this task. It will require someone who can dedicate full-time to this activity -- perhaps best obtained through a Purchase Order. This person will require the active support and supervision of a U.S. staff member from HRD to effectively communicate USAID's commitment to the organizing effort. Failure to do so may result in expectations exceeding reality.

There were several different suggestions as to the role of the Mission funded individual who will be responsible for identifying the organizing team. Some Dominican observers believe a high pressure, well connected individual with organizing experience in the Dominican Republic is required to get the various groups started. Others see the role as more of a support function leaving the organizational initiative in the hands of the returned participants. In this case, the person providing initial organizational support can continue to work with the association in later phases. There was agreement that this individual should be an A.I.D. returned participant. One observer believed that instead of an organizing team, a Board of Directors should be selected with instructions from USAID as to exactly what kind of an organization should be developed. The danger of using someone with high powered organizational skills or an A.I.D. oriented Board of Directors is that, while they will deliver the required individuals, the commitment of these individuals to the continued development of the organization may not be great. There is an advantage to being able to let the organization or an organizational subgroup die in the early stages if there is no interest in its formation as it will cut A.I.D.'s losses early on.

The USAID financed organizer should identify the special groups that would like to form part of the alumni association. He/she should inform them why A.I.D. is interested and what support can be expected from the Mission. A representative should then be appointed from the group to coordinate subsequent activities. A short questionnaire should then be circulated within the initially identified group to better understand the nature of their interest and the level of their commitment. All persons responding to the questionnaire should be aware of USAID/DR's potential future role in the organizing process to avoid the common complaint that more was offered than was delivered.

When a sufficient level of group interest has been registered, the organizing team should prepare a letter to USAID/DR officially requesting assistance for forming an organization. This letter should present evidence of interest and commitment from each of the subgroups. It should propose how the organizing efforts are to be completed and what resources will be required. References should be made as to what

organizations(s) will collaborate and what their role will be. ECO has been mentioned as a potential support group. Others have mentioned university alumni associations, both local and U.S. Arriving at this level of organization may require some outside technical assistance and some documentation from other similar associations. The Purchase Order should make provisions for these needs. It will probably take about four months of concentrated effort to complete this first level of organizing responsibility at a cost of $8,000 to $10,000.

Two of the groups that were identified in the process of preparing this report indicated a spontaneous interest in forming associations. Specifically, they were the PTIIC Program returnees and the students in Development Training Project. The Mission Training Office can encourage these two groups to move forward with their organizing efforts. If they are successful in making significant progress in getting their respective organizations going and if they require Mission assistance to complete these efforts, they can formally request this assistance. An intermediary grantee such as ECO could be the mechanism for making the assistance available. This is obviously a much easier process than having the Mission initiate the organizing process. However, the resulting alumni groups would represent only a small and highly specialized segment of A.I.D.'s returned participants. These participants may be the least able to meet the Mission's objectives for supporting an alumni group.

C. Supporting the Organizing Team

Once a team of organizers has been developed and a number of subgroups are identified, the Mission must be prepared to provide assistance to get the association started. Increasingly, the responsibility for establishing the character of the organization must pass to the organizing team and the special interest groups. It is to be expected that some groups will develop more rapidly than others. The stronger groups may take over lesser groups. Government employees, for example, may be difficult to differentiate from university professors or agriculture professions, thereby moving them to one of these other categories. Groups may identify themselves along professional lines (e.g. engineers, economists, educators) or along geographic divisions. Only if the subgroups respond to the interests and needs of their membership will they survive. A.I.D must be careful during this process to be supportive of the groups' efforts to identify their own reason for being without interjecting outside pressures.

At this time, the organizing team will need access to USAID records on the names of returned participants. The organizing team, with help from each subgroup, will need to locate the potential members and assess their interest in joining the organization. Again, motives for joining and expectations of

what benefits will be made available to members must be assessed. Development of a legal status for the group and an organizational structure including a Board of Directors, officers and committees will be required. Initiating a communication system such as a newsletter will be necessary to stimulate interest among members and potential members. All of this suggests the need for an alumni office to provide secretarial support to coordinate and complete these tasks. The Mission would have to provide assistance to such an office until the association could initiate its own fund raising activities.

It has been suggested that USIS, USAID, ICDA and the Caribbean/American Community Services Council combine resources to establish an Educational Clearinghouse and Referral Service which would support returned participant alumni activities along with other related services. Such an office would build on the investment already made in the Educational Counseling Office (ECO). Sharing administrative costs would reduce the amount for each participating organization. This appears to be a reasonable proposal. If, however, the A.I.D. Returned Participant Alumni Association is to grow out of the real interests and organizational capacity of its members, a decision as to where the alumni office is placed should require their agreement. It can be anticipated that Mission support will be required for at least two years with perhaps US$25,000 the first year and US$15,000 the second year.

It should be remembered that the above observations on the organization of a Returned Participant Alumni Association are based on very limited contact with the returned participants and with how things are done in the Dominican Republic. Much flexibility will be required in allowing things to proceed in a spontaneous fashion. The above guidance should be used only as a suggestion rather than as a fixed plan of action.

D. Proposed Activities for a Returned Participant Alumni Association

Participants have suggested a number of services and benefits which they anticipate from an alumni association. Noted below are a summary of these activities which should be considered while organizing an association.

1. Information System on Returned Participants

The most important factor for developing an alumni association is an information system including present members, potential members and the names of individuals and organizations which can provide support to the organization. The information system should be developed in reverse order of the participants' completion dates as most recent graduates are easiest to locate and more likely to be interested in joining. The system should

include the name of the participant; field of study; U.S. university; local university; date of return; mailing address; home address and phone number; business address, phone number and fax number; parent's name and address/phone number; friend's name and address/phone number; membership status; and code(s) defining interest in participating in the organization. All communications with members must include a form for advising the alumni office of a change of address. The information can come from two sources. The first is a search based on records of returned participants. The second is based on a publicity campaign requesting all returned participants to provide their current addresses and their interest in being part of an alumni association. Both sources should be used initially to build up the data base. The information can be stored in a simple Lotus program, in a more complex ordering program like D-Base or in a tailor made software such as one available from the Council for the Support and Advancement of Education (CASE).

2. Communications System

Also of importance will be establishing a periodic communications system keeping members and potential members aware of what is happening. A newsletter should be developed early on to fill this need. A word processing system with a laser printer can produce a very attractive newsletter. Participants, especially recent returnees, can be requested to prepare articles of interest to others. With the difficulties of the mail system in the Dominican Republic, the organizing committee may have to use its subgroups to deliver copies of the newsletter to the workplace of colleagues while fax machine communication may also be of assistance for reaching people in the private sector. Questionnaire surveys should ask where is the best place to receive correspondence and this should be recorded in the data base.

3. Improving Professional Knowledge and Maintaining Professional Contacts

This interest was the most widely expressed reason for supporting an alumni association. Returned participants want to accompany improvements in their fields. They want seminars in the Dominican Republic to keep them informed. Visiting A.I.D. consultants, U.S. businessmen and technicians, and returning participants were identified as possible sources of such information. A by-product of the local seminars will be the opportunity to meet other Dominicans in their fields. Also, access to technical journals and publications are requested. Because most participants are concentrated in five professional fields -- agronomy, education, engineering, economics and management/business administration -- it may be possible to maintain a small technical library in these fields in the alumni office or the USIS library to meet participants' interests.

Access to U.S. technical literature services are unfortunately very costly although A.I.D. has developed one system for small business technology transfer which can be operated on a cost effective basis. Contacts can be made with A.I.D.'s CDIE to determine if access to any U.S. information systems are available from that channel.

4. Networking With Other Returned Participants

Some returned participants encounter problems that they believe should be addressed by the Mission. Specifically, these relate to locating new or improved employment opportunities, getting into local universities and having their U.S. university credits accepted, and restoring public sector salary levels to where they were before leaving for the U.S. In conversations, they conceded that a proper networking system could allow them to address these problems with the assistance of other returnees in positions that could be of help. It is clear however that these participants require some guidance on the proper use of networking. Otherwise, the alumni association may become a way to call attention to personal difficulties and perceived injustices rather than a solution to problems. There were many other participants who were fully aware of the networking benefits of an alumni association and capable of utilizing the network without additional assistance.

5. Employment Assistance

Once the organization has built up a larger membership, the possibility of developing a skills bank program is a most attractive feature. Many U.S. firms and some Dominican firms have a preference for U.S. educated professional employees. The alumni associations can be a useful way to locate these people. The skills bank will be an important element for attracting donations from private sector firms. A simple system can be developed on Lotus software while more sophisticated systems can be elaborated or ready made programs purchased. The system should be the same as the data base for membership files so they can be stored together. Individuals seeking work fill out a form summarizing their employment related skills while prospective employers indicate the skills they are looking for. The skills bank allows matches to be made. A.I.D.'s Career Development Office currently uses a system on Lotus software which could be made available to the association.

6. Social Interaction

Returned participants would like an opportunity to see old friends and colleagues whom they met as a result of their U.S. training. Also, they would like to meet other returned participants, A.I.D. technical staff and other Americans resident or passing through the Dominican Republic. They want to keep

alive the U.S. experience through social events which would bring them together. Economic constraints limit to some extent the amount that could be spent on such activities. With some of the items and the meeting place donated, it is likely such social events need not be too costly for the participants. One or two social activities each year would be greatly appreciated.

7. Maintaining English Language Skills

A surprising amount of the participants were utilizing their language skills in some form meaning these skills had not deteriorated. Several did request English refresher courses which could certainly be arranged through ICDA. The opportunity to participate together with other returnees at similar levels would make the classes more attractive.

8. Maintaining Contact With USAID/DR

As has been mentioned previously, almost all former participants indicated a desire to have more contacts with USAID. The character of these contacts has already been discussed.

9. Including Short-Term Participants

The discussion of organizing a Returned Participant Alumni Association has been limited to the interests expressed by long-term participants. It is assumed that the initial organizing efforts will focus on this group because of their longer exposure to U.S. training and their presumed greater identification with and understanding of the U.S. Provisions must be made at some point for opening membership to short-term participants. With the organization of the subgroups, this will be easier because people will more readily identify with the professional interests of these groups. Because of the large number of short-term participants, locating them and assessing their interests will be difficult. Therefore, it appears best to leave the door open for short-term returnees to enter the organization under the same conditions as other participants but without making efforts to foster their membership. Ultimately however, it will be the leadership of the alumni association which makes this decision.

10. Publicity

Publicity will be required to inform potential members that organizational efforts are underway. This will be necessary to locate former participants and to evaluate their interest in the association. It must be remembered however that such publicity will foster expectations with respect to the benefits the association will provide its members. USAID must have its objectives and its level of support clearly established before initiating any publicity to avoid unrealistic expectations by

future members.

11. Reporting/Evaluation Procedures

USAID/DR will wish to allow a returned participant alumni association to have as much freedom as possible without losing contact with the progress that is being made. Therefore, carefully planned reporting and evaluation procedures must be instituted from the very beginning to adequately monitor and evaluate the organizing efforts. Certainly, accountability for the association's resources, including those provided by USAID/DR, must be developed. The progress of making contacts with the sub-groups, of developing the organizing team and of forming the alumni association must be documented. A monthly reporting procedure will be required which provides information on: (1) monthly goals for developing the organization; (2) activities including contacts, meetings and documents that were developed to meet these goals, and (3) financial transactions including sources of income and expenditures (including proof of payment) during the reporting period. An internal evaluation under the guidance of the HRD Office should take place each year during the organizing process. If pre-established goals are not being met, the mission will want to reconsider if the development of the alumni association is in fact a viable activity.

12. Working With Other Alumni Associations

It will be necessary from the very beginning to establish a relationship between the subgroups of A.I.D. returned participants so they benefit from the networking relationships they can obtain by working together. Also, a relationship must be established early on with the Fulbright alumni group especially to benefit from the experiences they have had during their organizing process. Creating a broad federation of returned graduates from U.S. universities should be an eventual goal. Again, networking advantages increase with the linkages established with other groups. Cost savings in the maintenance of a single alumni office is an obvious attraction. Other relationships that will also have to be defined are relationships with the alumni associations of U.S. and local universities. In this case, members will have two affiliations which are complementary. U.S. universities especially can benefit from a central clearing house of information about U.S. university graduates upon which to strengthen their own alumni organizing efforts.

E. Attaining Self-Financed Status

The alumni association will require A.I.D. assistance to complete its organizing functions and attain some level of permanency. Care should be taken during this formative period not to encourage a large expenditure of A.I.D. funds as it will

be subsequently more difficult to move to local sources of funding. The following sources of funds should be considered:

1. Membership dues: Regular annual dues can be charged but they must not be so large as to discourage membership. Alternative larger amounts for those willing and able should be encouraged with adequate recognition for those making these contributions. Membership dues and contributions may result in approximately US$2,000 annually.

2. Donations: As suggested earlier, U.S. firms and private organizations can be a source of funding once the organization is sufficiently developed. This will of course require effort by association members. This may result in approximately US$15,000 annually.

3. Services: The association can provide useful services to A.I.D. in the identification, selection, orientation and reentry of participants. A.I.D. can maintain its contact with the organization in this manner. This could result in about US$5,000 annually.

In summary, it appears the association could raise about $US20,000 annually to cover its operating costs. Social functions and conferences would have to be covered by participant ticket sales and donations (including the speakers time)y. Care should be taken not to create an organization which exceeds this level of annual operating expenses.

ANNEX I

GENERAL INFORMATION ON EXPERIENCES IN
ESTABLISHING ALUMNI ASSOCIATIONS

There have been a number of A.I.D. Returned Participant Alumni Associations established over the years. Some associations, such as one reported to exist in India, are enthusiastically supported by their members without Mission encouragement. In other cases, such as Indonesia, less dynamic groups exist which basically respond to USAID initiatives such as taking advantage of outside speakers or attending Mission sponsored social events. Finally, there are examples of previously existing organizations, such as the one in Peru, which subsequently lost their momentum. Unfortunately, there is very little documentation on these experiences. A report prepared by A.I.D.'s Office of International Training (OIT) on returned participant follow-up activities during FY 1987 indicated a total of 20 alumni associations in the 68 A.I.D. recipient countries which were surveyed. One-half of these responded to all returned participants while the remainder focussed on more specific areas of professional interest (e.g. family planning participants in one case or associations related to specific projects). A search of A.I.D.'s Center for Development Information and Evaluation's (CDIE) documents on Participant Training/Follow-up provided a great many references to proposed Returned Participant Alumni Associations but no documentation on actual efforts to develop or implement such activities. The information that was obtained on these associations came from conversations with A.I.D. Human Resource Officers or A.I.D. contractors who had first hand information (e.g. Donald Foster-Gross, Kenneth Martin, Joseph Carney, Leo Garza, Thomas Donnelly, Paul Knepp, Howard Lusk).

Guidance for establishing A.I.D. Returned Participant Alumni Associations and other follow-up activities are outlined in A.I.D. Handbook 10. Follow-up is defined as:

- activities for returned A.I.D. participants designed to further the technical and non-technical objectives of all A.I.D.-sponsored participant training, and

- the maintenance of Mission records on former participants for the purpose of tracking and content.

Handbook 10 outlines the following procedures for follow-up activities: "the Mission follow-up activities are to be designed to (a) assist all returned participants who were in programs of three months or longer to utilize, reinforce, extend and transmit to others the technical and managerial knowledge acquired during their training, and (b) promote friendship and understanding between the United States and the host country." The specific follow-up activities that are mentioned include: certificates of achievement, conferences, workshops and seminars, publication of newsletters and professional journals, creation of alumni associations, organization of a

technical literature service, extension of membership in American professional societies, use of returned participants to orient new participants, and organization of English language refresher courses. Some other examples of effective follow-up activities are: job placement, involvement in screening and selecting prospective trainees, award ceremonies, and small grants to continue research and other activities initiated and stimulated by the training in the United States.

Handbook 10 assigns participant follow-up responsibilities to three Mission offices. The Mission Director assigns a Mission employee as "Follow-up Officer" with responsibilities for general follow-up activities and record-keeping. The Director gives personal attention and support in collaboration with the host country to implement participant follow-up activities. The Project Officer responsible for participant training supports follow-up by developing projects and activities which involve and support returned participants and which maintain timely and complete records on them, including the identification of successful former participants for supplemental follow-up activities. The Follow-up Officer plans and develops the Mission's general follow-up program and, together with the Project Officer, ensures the implementation of individual follow-up activities.

The Caribbean and Latin American Scholarship Program (CLASP) has recently stimulated interest in all participating Missions in the Latin American/Caribbean (LAC) Region for establishing Returned Participant Alumni Associations. One of the three basic tasks a Mission is required to perform in order to successfully carry out the CLASP Project is that of designing a follow-up program which incorporates additional training and establishes linkages with the United States. It was concluded that a good follow-up program was one that maximizes the impact of U.S. training in the host-country, that supports the participants' reentry (especially long-term participants), and encourages continued closeness to the United States. Since the CLASP Project is relatively new and since follow-up activities by their very nature are the last aspects of the Project to be implemented, there is little documentation as yet concerning LAC Mission efforts to establish Returned Participant Alumni Associations. What little that is known has been collected by A.I.D.'s LAC Bureau and by Aguirre International as a result of their contract to monitor CLASP implementation (See The Follow-up Components of the Caribbean and Latin American Scholarship Program, March 1990). Again, the best information on these activities was obtained through conversations with A.I.D. Human Resource Officers and contractors.

As a result of these conversations and through the limited documentation that is available, a number of general observations can be made about the creation and implementation of Returned Participant Alumni Associations:

A. For associations to have continuity and meaningfulness to their membership, they must grow out of the spontaneous organizing efforts of their members. In those cases where A.I.D. was the principal organizing force, the associations have only continued as long as A.I.D. was willing to continue

that role. The drive and creativity of the association organizers will be dependent, therefore, on the trust that A.I.D. is willing to place in their judgment and organizational skills. One observer commented that the fact that relatively few alumni associations exist is because Missions are fearful of what associations might do or say with respect to A.I.D.'s programs.

B. Alumni organizations will require A.I.D. financial support initially. Successful fund raising efforts can only occur after the organization has been formed and can offer benefits to the community it serves. Future sources of income include: (1) membership dues, (2) donations from organizations supportive of U.S. interests (e.g. U.S. firms, pro-U.S. private sector groups), and (3) services provided by the organization (e.g. recruitment/selection of new participants, pre-departure orientations, reentry activities, counseling/employment services).

C. Missions must have a clear purpose for providing assistance to an alumni association. If the commitment is not clearly understood and accepted, Mission interest and support will fade before the organizing task can be completed.

D. Alumni organizations are most effective when they directly relate to members' specific professional or personal interests. Allowing them to grow too large or too diverse may make them less attractive. Provisions for creating sub-groups based on professions, geographic areas, U.S. university affiliation or year of study may allow the organization to better address members' interests.

E. Returned participants will not have a great deal of time to dedicate to association activities. Programs must be scheduled recognizing that association activities compete with a great many other commitments on members' time.

F. Care must be taken that the task of organizing is not so overwhelming as to dilute interest in the association. Botswana, for example, has spent two years in organizing an association. Some beneficial activities and services must be developed within the first six months if potential members' interest in supporting an organization is to be maintained.

G. Returned Participant Alumni Associations can be particularly important in overcoming the reentry problems of newly returning participants -- especially those in the Caribbean and Latin American Scholarship Program -- CLASP. CLASP returnees may require job search skills and networking assistance in order to find appropriate employment opportunities. Often lower income young people from Latin societies have a fatalistic outlook on life and do not feel they have control of their own lives and destinies; they need mature guidance for goal-setting and confidence-building. Finally, the potential for achieving results in CLASP scholarship diplomacy is increased when programs deal thoroughly with reentry and prepare the scholar to talk about the U.S. experience after his/her return.

In addition to A.I.D. experiences with alumni associations, U.S. universities have developed extensive guidance on their establishment and maintenance. One organization particularly -- the Council for Advancement and Support of Education (CASE) -- has prepared many publications and seminars on organizing and managing alumni associations. In reviewing these materials and in discussions with members of their and Georgetown University Alumni Association staff members, additional general observations were collected:

A. A clear statement of purpose must be established from the very beginning reflecting both the benefits for the university (e.g. public relations, financial support, legislative support) and for the alumni (e.g. contact and involvement with the university).

B. A small nucleus of dynamic, interested volunteers must be identified who are willing to form an association. They will call on their friends and classmates to expand this initial team. It is important that this be a diverse group with representation from a wide variety of membership interests.

C. While the group will determine what its interests and development strategy will be, it is necessary that some of its attention be directed to serving the interests and needs of the university. Members must feel part of the university by participating in advisory boards, in selection/recruitment campaigns, in fund raising and in other university related volunteer programs.

D. Organization of a data base on potential members is an immediate requirement so that the organizing team can begin to stimulate interest in the formation of an association and to identify key players in the organization process.

E. Universities must be prepared to invest in the creation of alumni associations for the time required for them to get on their feet. This may take from three to five years.

F. Alumni association organizers will require at least one professional support person with competence and experience to move the program forward. The person must combine the right personality with sufficient talent and interest to stimulate organizational development, shape policy, improve and reward volunteer efforts while always remaining the background serving the organizing team. Responsibilities will include:

1. Record-keeping related to members, potential members and potential sources of funds.

2. Surveying and determining the needs of alumni and preparing suggestions on how to meet these needs.

3. Designing programs to interest and influence alumni.

4. Bringing events and activities to the attention of alumni.

5. Encouragement of alumni to participate and assist in advancing the interests of the association.

6. Involvement of alumni in university activities requiring their attention.

7. Encouragement of alumni to participate financially on an annual basis.

G. An alumni association must, from the very beginning, maintain a regular and continuous program of communication with members, potential members and potential funding sources. As the organization breaks into component interest groups, these sub-divisions must develop their separate communications systems.

H. The sequence of events leading to the establishment of a university alumni associations was generally indicated to include:

1. Development of a purpose statement reflecting the benefits for the university and for association members.

2. Identification of an organizing committee representing the diverse groups that may become members.

3. Preparation of an organizational strategy which includes a budget outlining the university's commitment to cover start-up costs.

4. Establishment of an alumni office to assist the organizing team in its efforts.

5. Development of a data base on potential members.

6. Preparation of an assessment of who is interested in participating in organizational efforts and what benefits potential member would like to derive from an organization.

7. Expansion of the organizing team to include additional volunteers with specific tasks (e.g. preparations for a general membership meeting; preparation of a draft constitution and by-laws; design of an organizational structure with a governing board, officers and specific committees; preparation of a newsletter).

8. Hold a general membership meeting to ratify the activities of the organizing committee, to accept or modify the by-laws, to plan for elections and other actions to get the association started.

9. Stimulation of special interest activities through different committees to capture the support and involvement of new members so they begin their participation soon after the organization's creation.

I. There was agreement that alumni associations will need initial financial support to get started. Little by little, they will increase their income generating capability as they both offer more services to their members and develop volunteer support from members to engage in fund raising. Some suggestions for generating income include:

1. Alumni dues can pay for part but not all of the association's costs. A nominal annual membership fee should be charged which is not so large as to frighten away members. This should entitle members access to sufficient services that they are motivated to maintain their membership (e.g. newsletters; publications; social, cultural and professional events; access to influential individuals). More expensive membership alternatives should also be available with proper recognition and enhanced benefits.

2. Once the organization has matured sufficiently, it can solicit donations from individuals and organizations which will be attracted to its purpose or which can benefit from the services it provides.

3. Finally, through the efforts of its volunteer members, the association can sell services to the university, other institutions or to is membership (e.g. recruitment and selection of new students, organization of seminars or programs of continuing education, social events, tours, credit cards).

J. Services to members, although not the primary reason for an alumni association's existence, will increase membership interest in participating in the association. These services can include:

1. Keeping in-touch with classmates and faculty members.

2. Access to university facilities such as continuing education, cultural and sports events, the university book store, information and library facilities, etc.

3. Employment related assistance either in seeking jobs or in locating qualified job candidates.

4. Networking and access to influential individuals whether at the university or among alumni association members.

ANNEX II

STATEMENT OF WORK

I BACKGROUND

As part of Handbook 10 regulations on participant training, USAID Missions are required to implement follow-on activities for returned participants and to report to OIT on an annual basis concerning follow-on programs (Report No. U-418). Although USAID/DR complies with OIT requirements, there is a need to expand follow-on activities to encourage friendship and understanding between the United States and the Dominican Republic by broadening returned students' knowledge about the United States, its people, institutions, culture and American goods and services.

II OBJECTIVE

The objective of this consultancy is to obtain information on general student follow-on activities performed by public and private institutions and to provide technical advice to USAID/DR and the Educational Couseling Office (ECO) concerning those activities.

III SCOPE OF WORK

The Consultant, working in close collaboration with Mission staff, AID/W staff, ECO staff, and former US-trained participants shall, over a four week period, design a graduate student follow-on activity program. To accomplish this task the Consultant will:

A.- Review, prior arrival in Santo Domingo, information on follow-on activities and procedures performmed by other USAID Missions as well as by public and private institutions from all over the world. Special emphasis should be given to those programs developed in Latin American countries and to administrative functions, and to activities that have led to self-financing of associations

B.- Advise, upon arrival in the Dominican Republic, USAID and the ECO on procedures for the formation of an Alumni Association in Santo Domingo for Dominican graduate students who have pursued and finished a Master or Doctoral program at a U.S. university. Short term and undergraduate participants will be considered as secondary members, as graduate students will be the main target for the association.

C.- Design a detailed program of follow-on activities to be carried out by the Alumni Association, planning for initial funding from AID for the formation and. start up of the association and the subsequent development of a self-financed organization, and considering the following differences in the make up of participants:

a) degree reached by graduates (e.g. MS/MA, PHD)

b) field of study (e.g. agriculture, health, etc.)

c) scholarship sponsoring institution (e.g. USAID, FULBRIGHT, LASPAU, self-financed, etc.).

The design of the program for follow-on activities should also include:

-publicity plans

-network and skills bank programs

-technical literature services

-English refresher courses

-journal or newsletter publication

-Short term training programs

-evaluation procedures

Elaborate additional follow-on activities that would include returned short term participants.

D. Provide advice on the type of information the Alumni Association should keep and methods of maintaining it.

IV METHODOLOGY

1. Week one (in Washington). During this week the consultant shall:

-Review existing information on activities and procedures implemented by alumni associations, and returned student follow-on activities carried out by public and private institutions from all over the world.

-Consult with OIT personnel to identify specific concerns/issues to be addressed in designing the follow-on activities programs.

-Meet with representatives of PFM/FM/FSP/CD to review organization of skills bank and jobs bank managed by the office.

2. Week two (in Santo Domingo). During week two the consultant shall:

-Meet with Mission and ECO personnel to discuss ideas and perspectives on follow-on activities and alumni associations, scope and limitations for activities to be consultant would like to have explored.

-Review existing documentation and computerized programs on returned participants.

-Meet with the ECO selected committee formed for the formation of an alumni association, to advise them on procedures to be followed and issues to be considered.

3. Week three (in Santo Domingo). Week three will be spent preparing:

-The follow-on activities programs to be developed and implemented by EXD in collaboration with USAID/DR.

-A report containing the following:

1) Information on follow-on activities carried out by worldwide public and private institutions.

2) Recommendations concerning the formation and operation of an Alumni Association in the Dominican Republic including the nature of its organization, management, funding and reporting procedures.

MEETINGS IN WASHINGTON

Allan Broehl, Academy for Educational Development

March 5 - March 9, 1990

March 5	2:00 p.m.	AID Career Development Office Ms. Letty García - AID Skills Bank
	3:30 p.m.	American Council on Education 1 Dupont Circle Washington, D. C. - Library Search on Establishing University Alumni Associations
March 6	12:00 p.m.	Mr. Joseph Carney Mr. Leo Garza - AID/LAC Bureau Human Resources Office
	3:00 p.m.	Ms. Rebecca Adams Aguirre International - Follow-up Programs in the Latin American/Caribbean Region
March 7	10:00 a.m.	Ms. Kate Raihi Georgetown University Alumni Association - Starting and Managing an Alumni Association
	11:00 a.m.	Dr. Howard Lusk CAPS Panama; Georgetown University - Follow-up Activities in Panama
	2:00 p.m.	Mr. Tom Donnelly Mr. Paul Knepp Mr. Allan Kreger Office of International Training - Follow-up Programs for Participants
March 8	10:00 a.m.	Ms. Penny Mitchell Training Coordinator for Academy for Educational Development - Alumni Activities in Botswana, the Eastern Caribbean and Honduras; AED Skills Bank

	2:00 p.m.	- Obtain materials on former participants from the Dominican Republic - OIT - Obtain materials on participant training follow-on activities Center for Development Information and Evaluation (CDIE)
March 9	10:00 a.m.	Ms. Amy Levine USIS Scholarship Programs - USIS Alumni Associations in Central America and the Caribbean
	10:15 a.m.	Ms. Sally Burke Council for Advancement and Support of Education - Starting and Alumni Association

Doc. No. 5493k

MEETINGS IN SANTO DOMINGO, DOMINICAN REPUBLIC

Allan Broehl, Academy for Educational Development

March 12 - March 23, 1990

March 12	8:30 a.m.	Arrival at USAID/DR
	9:00 a.m.	Paul Struharik, HRD Chief Lisa Doig, HRD Project Manager Amelia Ramírez, Training Officer
	10:00 a.m.	Amelia Ramírez, Training Officer
	11:30 a.m.	Raymond Rifenburg, Mission Acting Director
	1:00 p.m.	Lisa Doig, HRD Project Manager
	2:00 p.m.	Kenneth Weigand, Agriculture Office César Cruz, Agriculture Office Carlos González, Agriculture Office Osmar Benítez, JACC Luis Ramón Rodríguez, Instituto Superior de Agriculture (ISA) Lisa Doig, HRD Office
	3:30 p.m.	Robert Barnes, Private Sector Office Chief
March 13	8:30 a.m.	Ramiro Solares, Educational Counseling Office (ECO), Binational Center Lisa Doig, HRD Office
	10:00 a.m.	Sandy Santana, English Language Training (ELT), Binational Center
	2:00 p.m.	Manuel Ortega, Mission Population Office
	3:30 p.m.	César Cruz, Agriculture Office Carlos González, Agriculture Office
	4:30 p.m.	Osmar Benítez, ISA Alumni Association Roberto Castillo Pérez, ISA Alumni Association Alberto Rodríguez Liriano, ISA Alumni Association César Cruz, Agriculture Office

March 14	10:00 a.m.	Paul Struharik, HRD Chief Lisa Doig, HRD Office
	3:00 p.m.	Seolito Velázquez, Returned PTIIC Participant Amelia Ramírez, Training Officer Delsia de Arbaje, Training Office
March 15	9:00 a.m.	Sheldon Avenius, Public Affairs Officer, USIS Patricia Sharp, USIS Lisa Doig, HRD Office
	10:00 a.m.	Luis González Fabra, Banco del Commercio Dominicano (Former Participant)
	12:00 m.	Ramón Portes Carrasco, Dominican Family Planning Association (Former Participant)
	3:30 p.m.	Milcíades Díaz Santil, Universidad Autónoma de Santo Domingo (UASD) (Former Participant) Vanessa Rodríguez de Sánchez, FUNDAPEC Amelia Ramírez, Training Officer Delsia de Arbaje, Training Office
	7:00 p.m.	Former PTIIC Participants: Pedro González Manuel Aponte Juana Mejía Teófila Guillermo Juan Carlos Namis Alexander Miniel Ramón Gómez Manuel Rodríguez Juan Gerónimo Nélson Pérez
March 16	8:30 a.m.	Ramiro Solares, ECO
	10:00 p.m.	Arthur Valdez, American Chamber of Commerce
	2:00 p.m.	Max Fernández, Consejo Nacional de Hombres de Empresa (CNHE)
	3:00 p.m.	Sandra Mancebo, Development Associates, Inc.

March 19	11:00 a.m.	Juan Santamaría, ONAPLAN (Returned Participant) Pablo Sosa, ONAPLAN (Returned Participant)
	12:00 m.	Carlos Rodríguez, Businessman (Returned Participant)
March 20	9:00 a.m.	Dr. Federico García-Godoy, Executive Director, Instituto Cultural Domínico-Americano (ICDA) Lisa Doig, HRD Office
	12:30 p.m.	Angel Enrique Pacheco, Scholar's Association (Returned Participant) Patricia Sharp (USIS) Lisa Doig, HRD Office
March 21	8:00 a.m.	Francisco Humberto Núñez, Johnson & Johnson (Returned Participant)
	10:00 a.m.	Mercedes de Valerio, CASS Coordinator
	11:00 a.m.	Luis Mordán, INDRHI (Returned Participant)
March 23	9:00 a.m.	Paul Struharik, HRD Chief Lisa Doig, HRD Project Manager

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