



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

20434

Distr.
RESTRICTED

IO/R.293
15 November 1993

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

ORIGINAL: ENGLISH

20434
T. Adde

TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE
FOOD-PROCESSING INDUSTRY IN CENTRAL AMERICA

US/CAM/92/061

CENTRAL AMERICA

Mission report: Preliminary assessment of the project counterpart
institution (findings and recommendations)*

Prepared for the
Instituto de Nutrición para Centro America y Panamá (INCAP)
by the United Nations Industrial Development Organization

Based on the work of Rosa E. Santizo,
chief technical adviser

Backstopping officer: Roger Ramanantoanison
Industrial Human Resource Development Branch

* This document has not been edited.

TABLE OF CONTENTS

	Page
I. SUMMARY	1
II. BACKGROUND	2
III. OBJECTIVES OF THE PROJECT	2
IV. BRIEFING OF THE CTA AT UNIDO HEADQUARTERS	3
V. INSTITUTO DE NUTRICION PARA CENTRO AMERICA Y PANAMA (INCAP)	3
VI. GENERAL SITUATION IN CENTRAL AMERICA	5
VII. IMPLEMENTATION OF THE PROGRAMME	6
VIII. INSTITUTIONS CONTACTED FOR CO-OPERATION	8
IX. REVISION OF THE PROJECT BUDGET	10
X. CONCLUSIONS AND RECOMMENDATIONS	11

ANNEXES

- Annex 1 BTGs staffing
- Annex 2 Mission schedule
- Annex 3 Management project workplan

I. SUMMARY

1. This report highlights the activities carried out by the Chief Technical Adviser during her briefing in Vienna and first mission to Guatemala (INCAP's Headquarters) and Central America, including Belize and Panama.
2. The objectives of this first mission were to:
 - a. establish contacts with relevant personnel at UNIDO Headquarters and be briefed on issues applicable to the project implementation and evaluation;
 - b. assist the counterpart institution to start to implement the project;
 - c. to prepare, discuss and finalize a detailed work plan with the Basic Technical Groups and establish the methodology and guidelines to start the in-depth assessment of the food processing sector, small scale industries and the training needs of women.
 - d. to get a personal and general impression, through visits to the seven countries, of the situation of women entrepreneurs in the food processing industry;
 - e. to establish contacts with institutions and organizations for future coordination and co-operation; and
 - f. to revise the project budget according to actual costs and the detailed work plan.
3. INCAP was prepared for the commencement of the project concerning the designation of the project staff counterpart, provision of office space and secretarial support.
4. Training and support for women entrepreneurs in Central America is definitely necessary in business management and food processing technology. The assessment of the training needs of women entrepreneurs will be extremely important for the future activities of the project.
5. Two countries out of the seven had advanced the compilation of the information for the in-depth assessments. In this regard, the CTA recommended and INCAP, as a positive indication of their interest, agreed to advance funds - under the sub-contract component - to initiate the assessments.

6. Actual costs of the sub-contract component were revised. The new total amounts to US\$110,000, which represents an additional amount of US\$41,000 to the US\$69,000 originally allocated. It is strongly recommended to proceed with signature and allocation of funds to INCAP according to the schedule of payments.

II. BACKGROUND

7. The UNIDO Training Programme for Women Entrepreneurs in the Food Processing Industry was originally developed and field tested in South-East Africa, but the concept can be used also in other regions of the world. In this connection, a representative of INCAP participated as an observer in the workshop held in Zambia in 1989 and felt that such a training programme would fit well into the objectives and activities of INCAP. As a response, UNIDO staff visited INCAP's headquarters in Guatemala City in 1991 and drafted the Project Document which was approved for financing under special purpose contribution of the Government of Switzerland in June 1993.
8. On 28 August 1993, the Chief Technical Adviser was appointed for a 12 month assignment (on spilt missions); the first mission should be carried out during 1.5 w/m -including one week briefing at UNIDO Headquarters in Vienna- to initiate project activities together with counterpart personnel and make the necessary recommendations for a smooth implementation of the project activities.

III. OBJECTIVES OF THE PROJECT

9. As described in the Project Document the development objective is "to improve the quality of processed food by increasing the participation of women in the industrialization process of the Central American region".
10. The immediate objective is "to provide women entrepreneurs with the skills required to establish and operate small-scale manufacturing enterprises in the food-processing sector.

IV. BRIEFING OF THE CTA AT UNIDO HEADQUARTERS

11. The CTA was briefed at Headquarters from 30 September to 03 October 1993. During that period, meetings were held with staff members of the Industrial Operations Support Division, Department of Administration, and the Department for Programme and Project Development (see Annex 2)).
12. The main topics discussed were project implementation, reporting and evaluation; financial rules and regulations; subcontracting procedures; project training activities, women in development and food processing technologies. Several working meetings were held with Mr. Roger Ramanantoanison of the Industrial Human Resource Development Branch, who is the backstopping officer for this project.

V. INSTITUTO DE NUTRICION PARA CENTRO AMERICA Y PANAMA (INCAP)

13. INCAP and their Basic Technical Groups (BTGs) in the different member countries are the counterpart for this project; in addition INCAP will be subcontracted to carry out the tasks outlined in the terms of reference described in Annex III of the Project Document which includes in-depth assessments in each INCAP member country, preliminary adaptation of the training material, country specific adaptations to each of three selected countries, and arrange pilot courses for women entrepreneurs in the same three countries.
14. In order to better reach its objectives, INCAP is undergoing changes in its institutional structure to fit their expertise on nutrition, food science and technology to the social and economic development of the countries. In this regard, 3 processes have been identified which replace the previous four coordinating units and 3 divisions. The first, science and technology development includes:
 - a. Integrated Systems in agriculture, feeding, nutrition and health (SIAANS),
 - b. Micronutrients,
 - c. Food socioeconomy,
 - d. Food consumer protection and orientation,
 - e. Nutrition and infection,

- f. Human nutrition,
 - g. Food technology,
 - h. Human resources development and training,
15. The other two processes under implementation are:
- a. Science and technology transfer, and
 - b. Strategic planning and management.
16. Under this new scheme, the project counterpart staff is working within SIAANS's framework and no changes are foreseen in the immediate future.
17. INCAP has had experience working with various institutions at international, regional and national level. It seems, however, that this is the first time it will be the counterpart for a UNIDO project as well as the subcontractor. The CTA has been briefed by INCAP headquarters concerning PAHO's regulations since BTGs have a common administration with PAHO. On the other hand, the CTA briefed the BTGs and INCAP counterpart personnel concerning UNDP's role and, when possible, introduced to UNDP's staff personnel involved with project activities. It is hoped that this coordination will continue during the life of the project.
18. The Basic Technical Groups established in the member countries are staffed with 3-4 professionals and 3 support personnel, except Costa Rica with one professional hired in September 1993 and Belize one professional hired in July 1993. BTG's are executing activities in three main subjects, that is,
- a. health and nutrition,
 - b. production and food processing
 - c. human resources and training (social area)
19. Within those three areas, BTGs distribute the activities originated in the 8 programmes supervised at INCAP's headquarters. In this connexion, the project has become part of their fourth quarter plan in 1993 and the Annual Work Plan for 1994 and 1995. In general, the food technologist of each BTG will be in charged of the project activities and backstopped by the other professional staff.

V. THE GENERAL SITUATION IN CENTRAL AMERICA

20. The CTA visited the seven countries in order to get acquainted with the BTGs staff and initiate contacts with relevant institutions for future coordination and co-operation (see Annex 1 and 2 which include the terms of reference for the visits).
21. An average of two working days were spent in each country, except for Belize where the CTA stayed one full day for practical reasons. It was decided together with the Coordinator that BTGs would make all the necessary arrangements for the CTA including hotel reservations, appointments, etc. in order to avoid confusion and/or duplication of efforts with UNDP offices. Whenever it was necessary, the CTA requested support from the UNDP offices, otherwise all logistical support was provided by the BTGs according to the agenda prepared.
22. The project had almost been forgotten by GTEs and UNDP offices who were rather surprised to know that the CTA was already appointed. Nevertheless, most of them were willing to cooperate in getting things started.
23. Integration efforts among Central American countries continues to be the main objective in the region which should enable the establishment of development institutions and programmes based on the growth of domestic demand for primary products and the timely availability of external resources.
24. During the next seven months, 4 out of the 7 countries visited will have presidential election, therefore, no official commitments can be established until the new officials are designated and informed of this project. Presidential election will take place in Panama (May 1994), Costa Rica (February 1994), Honduras (28 November 1993) and El Salvador (March 1994); nevertheless, training of human resources is among the subjects included in the drafts treaties being discussed with multi, regional and bilateral institutions.
25. In general, the project has been well accepted and some institutions even thought that UNIDO had already prepared the adapted version for Central America and was ready to distribute it through the project.
26. It was noted in all countries, that support to women entrepreneurs was provided by different institutions, specially in the area of business management. The UNIDO Programme approach as a whole - business management and technology - is regarded as the ideal training package if,

the target groups find the time to participate in a 5 week course and if the various groups of women entrepreneurs throughout Central America can benefit from this Programme.

27. All countries expressed their interest to be selected for the pilot courses, all expressed to meet the requirements and all expressed the importance to participate in the "training of trainers" workshop (TOT) even if the country is not selected for the pilot course.
28. Although the Governments recognize the integration of women in industrial development, the majority continue to perform labour intensive and time consuming tasks without appropriate and improved technologies, specially in the food-processing industry. The in-depth assessments should identify the main problems and requirements that women have managing income generating food processing businesses.
29. It was evident the lack of coordination among the different institutions dealing with women in development. Duplication of efforts in some areas should be avoided, specially with food technologies under implementation.

VII. IMPLEMENTATION OF THE PROGRAMME

30. The following professional staff was appointed as part of the in-kind counterpart contribution:

Ms. Hedi Deman, Counterpart Coordinator
Mr. Mario Melgar, SIAANS Coordinator
Ms. Florence Tartanac, women in development
Mr. Mario Molina, food technologist
31. The detailed workplan was prepared, discussed and revised at INCAP's Headquarters and discussed with all GTBs. The management project workkplan is attached as annex 4 for easy reference.
32. The remaining woman/months for the CTA were distributed according to the activities considered most important. For 1994, the CTA should be during 4.5 w/m from February to May/beginning of June 1994 to review the results of the in-depth assessments and make recommendations for the preliminary adaptation of the training material, the selection of trainees to the TOT workshop, and the planning and organizing of the TOT workshop.
33. Two woman/months in October to November 1994 to assist in the adaptation of the training material for the pilot course

in Country number one, selection and interviews of women entrepreneurs, and in the planning and organization of the pilot course which should be the basis for organizing pilot courses in countries number two and three.

34. Four woman/months in 1995 (two missions of 2 w/m each) to assist to finalize adaptation of the training material and the development of the pilot course country number one and country number three. It was agreed that the three pilot courses should not take place simultaneously in order to take advantage of the experience gained in each course.
35. Pilot course for country number two would be entirely under INCAP's responsibility.
36. BTGs were given written guidelines for the elaboration of the in-depth assessments. Panama and Costa Rica are already working on this.
37. Translation of the material into Spanish has already begun. First output is due in November the 10th.
38. The PAHO/WHO Representative and the BTG Coordinator in Belize have requested that all correspondence and material be sent in English, eventhough both have Spanish as their mother tongue. It was decided to translate into English all documents that originate at project level, since both the Coordinator and the CTA are using Spanish as the working language for the other 6 countries.
39. The terms of reference for the international consultants are circulating in the region. Candidacies will be sent to UNIDO/HQ for consideration through the UNDP office.
40. The revision of the project budget was made according to the workplan and the schedule of payments proposed in the draft subcontract also reflects payments well in advance to meet financial commitments for the activities under the subcontract component. This subject will be detailed further on.
41. The request for allotments for local expenditures in 1994 will be submitted in early 1994. The proposed travel schedule for the CTA will also be submitted accordingly.

42.VIII. INSTITUTIONS CONTACTED FOR CO-ORDINATION AND CO-OPERATION

43. The agenda for the seven countries included visits to:
- a. UNDP Resident Representative.
 - b. PAHO/WHO Representative.
 - c. PAHO Consultant. Women, Health and Development Programme.
 - d. NGOs working with BTGs.
 - e. National institutions related to the project.
44. A brief report was left with the ETGs which includes a complete list of persons/institutions contacted as well as comments on different subjects dealing with project activities. The reports were copied to the Coordinator for her attention and files. It is considered important to list herebelow the most important.
45. PANAMA - Ms. Dagmar de Alvarez, Coordinator of the NGOs for Women in Panama; Coordinator National Business Women Found; Director of the Women Promotion Fund. There are networks of community development workers in rural and urban areas that are linked, some times to Government institutions. The groups constitute important target groups to be considered. Their main objective is to prepare their access to credit and reduce the work load as a consequence of inappropriate technologies in food processing.
46. Ministry of Agriculture, Agroindustrial Division. The project would complement their training programmes for women and would strengthen own initiatives in food processing. This Ministry is very interested in participating in all stages of the project.
47. COSTA RICA - CITA - Mr. Luis Jimenes Silva, Coordinator, Technological Support to Industry. Very interested to follow project activities. They are providing technical assistance to medium and large scale industries but are very interested to see that the UNIDO Programme be implemented in Costa Rica to complement their activities.
48. IICA - Mr. Francois Boucher, Executive Director, PRODAR. Very interested to work closely with the project. Made very useful comments based on their experience with training material, validation and training of trainers. A similar programme is being implemented in agriculture and business management.
49. CCC-CA Confederacion de Cooperativas del Caribe y Centro America. Mr. Jorge Vargas, Director, Social Development. Very interested to participate in the assessment, definition

of target groups and trainers profile. Invited the GTB/Costa Rica to use their data on Cooperativas.

50. NICARAGUA - Instituto Nicaraguense de Promocion Humana, Somoto, Department of Madriz (NGO). There are networks of community development for women in the rural area linked to INCAP's programmes. These groups constitute important target groups to be considered. Trainers have over 20 years of experience and elaborate their own educational material. Excellent reference for adaptation of UNIDO Programme.
51. Universidad Nacional Autonoma de Nicaragua, nucleo Leon. Escuela Tecnologica de Alimentos. The school is supporting industry through quality control. They are beginning to support business management and product marketing. They head INCAP's programme of fortified craker and "horchata" (soft drink) to be distributed to the school children of the area. The food technologist of the GTB works part time in the school. School authorities expressed their interest that the project be implemented through their school.
52. EL SALVADOR - Ministerio de Agricultura y Ganaderia. They have a lot of experience in training. They are working on food diversification and processing. ONUDI Programme complements their business management and food processing activities. They have suggested to linked the project to the community banks under Secretaria de la Familia.
53. HONDURAS - Interamerican Development Bank. Mr. Eduardo Casati, Representative a.i. Credits for the micro and small enterprises are channeled through Private Funds. Enterprises linked to training programmes similar to the UNIDO Programme are favoured. The Representative a.i. expressed interest to know if Honduras would be selected and if the target group could be linked to credits from IDB or similar.
54. Banco Centroamericano de Integracion Economica - BCIE/CABEI. Mr. Pedro A. Lovo, Mr. Ruben Rodezno, Mr. Ramon Zuniga, Social Development Department. Very interested to follow the project activities in view that their department is sponsoring programmes for women entrepreneurs. Expressed interest to read the assessments and to know the countries selected for the pilot courses. It was mentioned that a second phase of the project would be advisable taking into consideration that 4 countries will not have the opportunity to organize pilot courses and adapt the material with project resources. It is worth mentioning that INCAP has signed an agreement with CABEI establishing interinstitutional relationships.

55. Escuela Agricola Panamericana. Zamorano. Dr. Jorge Moya, Director, Agricultural Economy Department. They are offering programmes to the peasants in the area to bring up the value added of their micro rural enterprises. Training is offered on Saturdays using the "learning by doing" method and the adult education scheme. Very interested to follow closely the project activities specially the adapted material.

IX. REVISION OF THE PROJECT BUDGETS

56. The CTA, upon arrival, revised project costs, specially the subcontract. Ms. Tartanac, who had the opportunity to work closely with M. Sorensen when editing the Project Document had the worksheets prepared at that time. A careful review showed that the subcontract activities need resources for a total of US\$110,000.
57. The CTA strongly recommends that funds be reallocated in order to provide the necessary resources for the preparation of the assessments, adaptation of the training material and the organization of the pilot courses for women entrepreneurs. Annex 4 describes the reallocation of funds. Detailed project budgets and explanations are sent by facsimile in view that INCAP will contact UNIDO on this anytime.
58. Under separate cover, the CTA is transmitting to UNIDO/HQ a draft sub-contract, according to the guidelines which did not meet INCAP's administrator requirements; in turn, she is preparing a shorter version for submission to UNIDO through the UNDP Office. The CTA has explained that UNIDO will contact INCAP, through UNDP, with the most appropriate standard format used for this type of subcontracts.

X. CONCLUSIONS AND RECOMMENDATIONS

59. INCAP and the Basic Technical Groups will be the counterpart of the project in the implementation of the UNIDO Training Programme. INCAP provides office space, secretarial support, access to computer services, and communications.
60. INCAP has well qualified staff that meet the staff requirements for the training programme. They all have solid academic background and experience to conduct the in-depth assessments in the food processing industry and the training needs assessments.
61. Revision of the subcontract costs showed an increase of US\$41,000 to the US\$69,000 already allocated in order to meet subcontract requirements. The new total amounts to US\$110,000. It is recommended to approve this new amount and proceed with the signature of the subcontract.
62. Contacts with relevant institutions were made and close coordination is expected during and after the in-depth assessments, including credit institutions. Regular meetings and exchange of information will maintain a good working relationship which will benefit project activities.
63. A smooth conduct of the assessments should be guaranteed through the appropriate funding to INCAP from the subcontract resources.
64. Special attention should be given to the target groups already under consideration. The justification to work with either rural or urban groups should be concise and well documented.
65. It would be advisable to have the visit in February 1993 of the backstopping officer from UNIDO to assess in-situ project development while evaluating the assessments from the 7 countries and organizing the TOT workshop.

ANNEX 2

MISSION SCHEDULE

1. Briefing UNIDO/HQ (Vienna) - 28/08 - 04/09/93
Mr. Roger Ramanantoanison, Backstopping Officer
Ms. C. Becker, Women Unit
Ms. Sahroui, Recruitment and Administration
Mr. S. Miranda da Cruz, Technology Division
Mr. Markku Kohonen, Chief, Contracts Section
Ms. D. Hanny, Finance Section

2. INCAP Headquarters - 06/09 - 17/09/93
Meeting with INCAP authorities, staff counterpart, and
BTGs Coordinators during Annual Scientific Week.
Introduction of UNIDO Training Programme. Preparation of
tentative workplans, budget revisions, tentative list of
institutions to be contacted in Central America, preliminary
assessment INCAP, preparation of guidelines for assessments,
request for quotations for translation, administrative
arrangements for project execution.

3. Central America (BTGs) 20/09 - 12/10/93
Introduction of UNIDO Training Programme in the region.
Institutional set up on regional level. Discussions project
workplan, guidelines for assessments, preliminary assessment
of BTGs.

Panama 20-22 September
Costa Rica 22-25 September
Nicaragua 27-29 September
Headquarters 30 September - 01 October
El Salvador 04-06 October
Belize 07 October
Honduras 07-09 October
Guatemala 11-12 October

4. INCAP Headquarters - 13/10 - 15/10/93
Final discussions with counterpart staff detailed workplan,
guidelines for assessments, project budget, translation
schedule of outputs, priorities during phase I, subcontract,
mission report, definition second mission and travel plans
of the CTA for 1994, coordination with UNDP office.

ANNEX 1

UNDO TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE FOOD PROCESSING INDUSTRY

US/CAM/92/061

SITUATION OF THE BASIC TECHNICAL GROUPS

R. Santizo - Mission Report (October 1993)

SUBJECT COUNTRY	HEALTH & NUTRITION	PRODUCTION & FOOD PROCES.	EDUCATION (SOCIAL)	LOGISTICAL SUPPORT**	TRAINING CAPACITY	WOMEN IN DEVELOP.	ELECTION DAY***
PANAMA	C	X	X	X	X	X	MAY/94
COSTA RICA	C*			PARTIAL			FEB/94
NICARAGUA		X	CX	X	X	X	1996
EL SALVADOR	C	X	X	X	X	X	MARCH/94
BELIZE	C*			PARTIAL			
HONDURAS	X	X	CX	X	X	X	28NOV/93
GUATEMALA	XX	X	CX	PARTIAL	X	X	1995

* The Coordinator in Costa Rica arrived in September 1993 and the Coordinator in Belize in July 1993.

** Presidential inauguration may take up to two months after election day.

*** Logistical support refer to administrative assistant, secretary, driver and car.

The letter "C" refer to the Coordinator. The subject matters are assigned to professional staffed according to academic background.

ANNEX 3

015 FOC/CTO HS/CAR/52/061

1.

Programa de Capacitación para Empresarias de la Industria Procesadora de Alimentos
(1991P / CUBEL)
Plan de Trabajo Gerencial

ACTIVIDADES	1993				1994								1995								1996		OBSERVACIONES						
	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN		JUL	AGO	SEP	OCT		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		23	24				
1. Contratación ATP (12 u)																												Licda. Rosa Santizo GUA	
2. Diagnósticos																													
3. Contratación Consultores Capacitación																													
4. Curso Capacitadoras																													
5. Curso País 1																													
6. Curso País 2																													
7. Curso País 3																													
8. Evaluación final																													
9. Informes de avance																													
10. Informe preliminar																													
11. Informe final																													
12. Informe de evaluación																													
GESTION ADMINISTRATIVA																													
1. Firma subcontrato																													Propuesta es parte del informe de misión ATP.
2. Traducción material																													
3. Programa versión regional																													
4. Programa versión País 1																													
5. Programa versión País 2																													
6. Programa versión País 3																													

CTA Proposed travel schedule for 1994 from 20 February to 20 March and 7 to 11 November.