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FINAL REPORT

"HUACULI" TRADITIONAL
POTTERY REINFORCEMENT PROJECT

FACET ANDINA

Consultores de Pequeña y Micro Empresa

La Paz - Bolivia
1995

FINAL REPORT
"HUAYCULI" TRADITIONAL
POTTERY REINFORCEMENT PROJECT

Introduction

The Huayculi Traditional Pottery Reinforcement Project was carried out by ONUDI in the Cochabamba high valley as project US/BOL/86/232. FACET ANDINA was subcontracted for the training of the beneficiaries of the project so these people may take over the administration of the project.

The activities proposed by FACET ANDINA are described in the corresponding terms of reference and it was contracted that these activities be completed in 189 man days of work. Annex 1 details the activities together with their duration and name of the person in charge of carrying them out.¹

This report presents the state of the project at its completion and contains:

- i) An overview
- ii) A summary of the results highlighting the project's strengths and successes
- iii) A synthesis of expectations and concerns that describes the weaknesses and the less consolidated aspects of the project
- iv) Conclusions and recommendations.

¹ See "Informe de Seguimiento del Proyecto de Fortalecimiento de la Alfarería Tradicional". Facet Andina, November 1994.

I OVERVIEW OF THE STATE OF THE PROJECT

The project began in the early eighties with the construction of a shelter for a candle factory. For ten years the project could not obtain a sustainable intervention and even developed conflicts between the community and itself. During 1991 ONUDI initiated an intervention aiming at the recovery of the confidence of the local counterpart CORDECO as well as the community and having them contribute their share.

The project's reinitiation began with the construction of the central shop and its conditioning for traditional pottery production. The shop was organized and the necessary equipment and supplies were provided. The contracts and works of the previous administration were inherited along with their defects as in the case of the extrusion line and the gas furnace.

There was a preparatory stage when the way in which the training services were to be rendered was redefined. Even though it was difficult to regain confidence, an acceptable degree of community participation was obtained and it was observed that the greater the poverty level was the lesser participation was obtained. The most active craftsmen soon incorporated other members of their family in the training activities and they, most notably wives and daughters learned new administration skills.²

Between 1991 and 1993 the craftsmanship was visibly transformed and incorporated new designs and enamels. The experience obtained out of participation in national displays proved to the craftsmen the greater value added to the obtained in these approaches. Some family shops began to transform also and new administration techniques were implemented.³

During the second half of 1993, the Huayculi crafts cooperative was incorporated and it began to develop joint production and commercialization experience. There were problems in the timeliness of the payments for the products sold at fairs, mainly attributable to the payment per work process method employed by the Project's coordinators of the time. Cash flow problems were also experienced by the project having to do with the disbursements.⁴

² For more details, see "Informe Fiana del Período junio 1991 a mayo 1992, proyecto de Desarrollo de la Cerámica Artesanal en Huayculi". Facet Andina 1992.

³ See "Informe de Avance, Proyecto de Apoyo al Desarrollo Artesana en Cerámica, Huayculi" Facet Andina 1993.

⁴ See "Summary of expectations and concerns" in the 1993 Intermediate Report and Final Report.

The Final Report of the Project, written by FACET ANDINA in December 1993 emphasized the segmentation of the Huayculi population and specifically of the Projects' participants.⁵ This report pointed out that Huayculi's population is strongly segmented based on factors induced by the economic and political environment, the analysis of which identified power groups and tendencies.⁶

As a conclusion of the study it was found that 15% of the population is not so poor, 70% is poor and 15% is very poor. Out of these three groups differentiated on the basis of economic standing and political influence, two other groups could be drawn based on their reaction to the activities of the project. The first of these two groups was formed by the poorest and some of the poor, and it was evidenced that in communal activities as well as in those directly related to the project, this group imposed its demands upon the rest and became the greatest beneficiary of the results. The second group was composed of the less disadvantaged along with the rest of the middle group.

From the above observation it was concluded necessary to maintain an approach that differentiated results, activities and services between the two groups, as well as in the apportionment of the offerings. This differentiation was carried out unnoticed to the community members.

In view of the pressure and social control exerted by the second group, the project faced the dilemma that to get to group one it had to satisfy the demands of the second group first because it was virtually impossible to work with group one first. Due to this, the corresponding report stated that the future direction of the project should obtain the participation of the poorest and the less poor and to do this, direct its services as follows:

- Training, practice and production to group one at the training shop; and
- commercialization and technological conversion of the family shops for group two.

⁵ See "Final Report: Project to Support the Development of Ceramics Artisans in Huayculi" (Second Stage). Facet Andina, La Paz, 1993.

⁶ In the preliminary investigation, Facet Andina made a relationship map between the people who occupied the most important positions in the community and the project. That study found that in all cases the positions were occupied for members of four main families who had also linkages.

As a consequence of the above, as final activities of a stage of the project in January of 1994, a meeting was held between the members of the cooperative with the participation of ONUDI and FACET ANDINA where the piping of natural gas to the family production units and the coordination with FACET ANDINA for a workshop on community planning with the craftsmen, were discussed.

On February 28, 1994 a community planning workshop was held at a community assembly. On March 1st, the meeting of the inter-institutional committee was held, which was attended by Mr. Niels Bering, back stopping officer for the project in Vienna where the review of the project's advance and the planning of the following actions of the project were conducted.

FACET ANDINA worked with the craftsmen during the first week of march 1994, helping in the drafting of the proposal. On the basis of this document, ONUDI's personnel at location with the help of FACET ANDINA prepared the counterproposal for the work plan, which was then agreed upon with the craftsmen. This document was sent to Vienna the third week of march.

On april 29, 1994 ONUDI's director Mr. Ivan Contreras signed with the craftsmen the "Agreement for the Implementation of the Planned Activities for 1994".

On may 6, 1994 the project's coordinator called upon FACET ANDINA for a coordination meeting with the craftsmen on the functioning of the production activities, where the replacement of Mr. Timo Huovilainen was announced, as well as the trip to Europe of the project's coordinator to attend a Pottery course.

ONUDI granted a provisory authorization for the initiation of FACET ANDINA's activities starting on may 9th, 1994. FACET ANDINA's staff together with the project's staff coordinated work in the shop, the reinitiation of natural gas supply and electric service and, after a meeting with the craftsmen, the cooking of work in progress and its marketing together with already finished products.

Even though ONUDI had expressed suggestions in the agreement signed with the craftsmen, the project maintained its strategy of fostering the efforts of the craftsmen in the central shop, because it was not possible to supply natural gas directly to the family units or present a prototype furnace. The undifferentiated services offered at the central shop increased the dissatisfaction of group two because:

- a) Their expectations of natural gas supply to the family units and a prototype furnace were not met.
- b) Their needs for individual attention.

On July 7th, 1994 a letter was directed to ONUDI requesting the removal of the Project's national coordinator, based on the delays in the payments for work done in the central shop and sold at the Fourth National Arts and Crafts Exhibition held at La Paz in 1993. However, the main problem was the gas piping that the craftsmen saw impractical and therefore demanded the installation of electric furnaces, as had been requested at the beginning of the Project.

This outcome was foreseeable since the demands expressed by the craftsmen in the march 1994 meeting had not been met fast enough.

FACET ANDINA was summoned to a meeting by the Project Coordinator where a strategy that combined two actions was drawn. The first action was to lower the uneasiness on the part of the craftsmen by satisfying their most urgent demands. The second action involved accelerating the project's development by attending the more fundamental complaints.

A meeting of all the member craftsmen was held on July 15, 1994, where it was determined that the project's documentation would be checked to determine the origin of the shortage of funds that prevented the settlements and had caused marked grievances on the members. This revision and analysis was to be done jointly by with the members of the Administration Council and Supervision as well as Mr. Flavio Luis Alarcon as technical advisor assigned by FACET ANDINA.

A statement of accounts dating from 12th August 1991 to 28th February 1994 was drafted, which showed a loss of Bs 1,235.36 attributable to debts that the craftsmen had incurred as advance payments on production. This incident suspended all activities relating to the project until September 19, 1994 due to the social control exercised by the powerful members over the rest and therefore inhibited the continuance of ONUDI's programs and FACET ANDINA's work.

On September 21, 1994 following a visit by ONUDI's Director in Bolivia Mr. Gonzales Roda, the craftsmen had to come to a decision on the project. This aspect determined a general assembly of the members where nineteen craftsmen attended and where each member was individually asked whether the project should continue or it should be concluded due to the members' grievances with the project's man in Cochabamba.

This situation forced an acceptance on the corresponding responsibilities and it was pointed out that if the project was to continue, all the planned activities that met the objectives had to be carried out. As a response to this situation, the craftsmen organized themselves to produce and participate in the fifth national crafts fair that was held in La Paz as well as in the international fair in Cochabamba, which are held in October and November 1994, respectively.

On July 20, 1995, the final meeting of the project was held with the participation of the back stopping officer from Vienna Mr. Niels Vering, ONUDI's Director in Bolivia Mr. Gonzales Roda, ONUDI's program officer Ms. Martinez, ONUDI's administrative assistant Mr. Salazar, CORDECO's manager of projects Mr. Guzman, FACET ANDINA's Director Mr. Baudoin and the assigned consultant Mr. Alarcon. The cooperative's board, composed of its President Mr. Illanes, its directors Mr. Caro, Mr. Caballero and Mr. Ancieta also attended as well as other members of the cooperative and from the community.

It was agreed that the project would be concluded with the upgrading of the gas furnace for vitrification, the supply of a raw materials testing laboratory and the financing of research on raw materials carried out by those who attended a pottery course in Santa Cruz. The procedures for the transfer of equipment and installations were agreed upon and ONUDI offered specific assistance to the cooperative in the future, based on its results.

II) Summary of results and achievements; strengths and successes.

2.1 Situation at the beginning of the intervention.

An analysis of the situation was conducted at the beginning of the project, with the following results.

The Huayculi community is comparatively privileged with respect to the access to basic public services in the rural context. Seventy four percent have electricity, thirty five percent have running water in their homes and the rest have it nearby and fifteen percent have toilets. The community has an infirmary and is adequately connected by road with important towns such as Cliza, Tarata as well as to Cochabamba. There is a nearby public telephone in Cliza.

Compared with the rest of the rural areas, the community has reasonable access to education. Fifty percent of those asked had attended basic level education and all the young people knew how to read, write and used the fundamental arithmetic. The pottery craftsmanship allows incomes far greater than the rural average.

The study determined that there existed a small number of influential families that controlled the community's public offices as well as those of the project. With respect to the project, the community was divided up into two groups; those who had participated from the beginning and those who did not and consequently could not participate.

The demands expressed by the community at the beginning of the project were as follows:

ORGANIZATIONAL AREA:

- organization of road maintenance;
- organization for street delimitation and creation;
- organization to rescue the community's traditions;
- organization to have Huayculi become an official educational node at the school level;
- lack of understanding among the community members;
- lack of unity among the community members;
- lack of responsibility.

ECONOMIC ASPECTS:

- lack of electricity for the school;
- water for all community members;
- lack of a stage for school activities;
- need for a resident doctor;
- need for toilet in the school;
- no street lighting;

- building of a public square in front of the church;
- need for improvements in the multipurpose sports field;
- need for medicines at the infirmary;
- electrical installation in the entire community;
- cobbling of the road to Ansaldo.

SOCIAL PROBLEMS:

- all the income from work is used up in Chicha drinking;
- there is no conception of alcoholism.

MANUFACTURING SHOP PROBLEMS:

- lack of technical skills on the part of the craftsmen;
- no improvements in the shops;
- lack of resources to conduct the work better;
- technical advisory at the shops.

TRAINING PROBLEMS:

- computer skills needed to be taught;
- shortage of school teachers;
- need for english teachers;
- adult education.

2.2 Evolution of the Project

The main challenge of the Project in all its stages was to obtain the participation of the craftsmen. The project did a significant effort towards working for the most pressing needs of the community. It was determined that the response to the Project's services was segmented and that there existed a group with the ability to impose its demands upon the rest of the Community. A study of this segmentation was undertaken and it was determined that there existed three groups that could finally be grouped into two. The first of these was formed by the poorest and the other was composed of the less poor. The project attempted to provide differentiated services to each.

At the beginning the Project worked well with an intense participation of the community members of the second group, who began to gradually transform their family units and adopt administrative practices within them.

The bottleneck appeared in the final stage of the project when services were rendered to the first group while the second group pressed for the technological reconversion of their family shops. This reconversion involved natural gas supply and the design of a prototype furnace for the family shops. This was a logical consequence of the evolution of the actions of the project with the most advanced family units.

Due to the fact that the natural gas supply required authorization from the financiers and also a substantial contribution from the families that required credit, the response to this demand was delayed which in turn was aggravated by the national coordinator's trip. This caused an uncertainty crisis in the second group which controlled the cooperative's board and therefore paralyzed the project until it ended.

2.3 Final Situation of the project.

The following results and achievements can be noted from the final phase of the project:

- a) The craftsmen specially those in the advanced group have learned and incorporated new designs. These designs are accepted in markets with a larger purchasing power and have given more value added to the products twenty or thirty fold. For example, two to three kilos of puddy were transformed into a traditional product that sold for two or three Bolivianos; that same amount of puddy with the new designs can be sold for forty to sixty Bolivianos without a significant increase in the cost of the input materials.
- b) The craftsmen have developed contacts with other consumers and have penetrated markets that would have never been open to them without the Project. The national fairs and shows have opened a sales outlet where most of the year's production can be sold either from stock or taking orders.
- c) The craftsmen have learned the use of a technology that allows them to compete with other crafts with much commercial value. The adequate handling of input materials, controlled production, non-toxic enamels and the design of new production lines as well as the introduction of new technology allowed the penetration of more affluent markets.

This technology incorporates the following added values:

- elimination of the use of lead which was hazardous to the community;
- environmental benefits from the reduction in the use of wood;
- can incorporate domestic activities;
- the decorating activities gave value to women's work in the craftsmanship.

- d) Even though the craftsmen have not incorporated totally the techniques and advantages of production outside of their family shops, there is a central shop available to them that is capable of offering integral productive services for the development of craft production.

These services are particularly useful to the craftsmen of the first group who have deficiencies in their family productive unit and therefore require of these services.

- e) The craftsmen have incorporated a cooperative organization that provides self-help activities such as:

- development of common service systems that are traditionally accepted by the community.

- have the necessary legal standing that allows them to speak with other projects and programs.

- Some elements related to self-initiative, self administration and self control that were introduced by the projects will become useful tools so they operate more efficiently as a base organization in the new framework of the people's participation law.

- f) The use of documented accounting demonstrated its importance and eliminated suspicions among members because all handling of funds is duly recorded and backed up. This administrative control was successfully applied in the most advanced workshops of group two, where the participation of wives and daughters was significant.

- g) The craftsmen have developed credit experience that will allow them to approach financing from rural credit organizations.

- h) The women of the community have developed experience in self administration and in the handling of credit under self-help schemes.

- i) The project additionally worked on the needs felt by the community as a whole, helping in the paperwork and organization for their demands.

Considering the expectations at the beginning of the project, the corresponding actions undertaken by the project are shown below.

STATED PROBLEM	SOLUTION SUGGESTED BY THE COMMUNITY	ACTION TAKEN BY THE PROJECT
FIRST PRIORITY		
Alcoholism	Take the decision to stop drinking	Study on alcoholic beverage consumption Visit to an specialized institution Consultation with the craftsmen to develop a program to curb drinking
Public drinking in the Community	Switch religions	Evaluation on the influence of holidays
Fighting among the community.	Think like human beings and settle disputes.	Outside of the scope of the project.

STATED PROBLEM	SOLUTION SUGGESTED BY THE COMMUNITY	ACTION TAKEN BY THE PROJECT
SECOND PRIORITY		
Street cobling	Ask the Development Corporation for help while the community will supply labor	Project already approved by the Development Corporation as part of the Acacio Anzaldo road. USAID had offered financing but there was no follow up to this on the part of the community.
Drinking water.	Seek help for half of the need and the community furnishes the rest	Outside of the scope of the project.
Doctor and medicines.	Let the need be known to the sanitary authorities. Obtain low cost medicines or ask an international institution for help.	The project asked for and obtained a doctor and a nurse for the infirmary which was reconditioned. The distribution of medicines for cholera control was highly successful.

STATED PROBLEM	SOLUTION SUGGESTED BY THE COMMUNITY	ACTION TAKEN BY THE PROJECT
THIRD PRIORITY		
Lack of understanding among community members.	Everyone must come into agreement.	Courses on organization, self-help and cooperative organization.
Lack of union among community members.	Everyone must come into agreement.	Development of community initiatives. - communal store - mutual credit - public transport - joint commercialization - working capital for the communal store
No responsibility	Make up to one's commitments.	Formation of the cooperative. Supervision of the collective administration of the communal store.
Street organization	Come to agreements and get to work.	Outside of the scope of the project.
Huayculi become a school district.	Get organized and request it.	Paperwork at the school district authority. Electricity service to the school. Maintenance work at the school. Drafting and presentation of the school remodeling project to the Social investment fund.
Road clearance.	Tools.	Outside of the scope of the project.

STATED PROBLEM	SOLUTION SUGGESTED BY THE COMMUNITY	ACTION TAKEN BY THE PROJECT
FOURTH PRIORITY		
No advancement of the craft shops	Improve craftsmanship	- Production guided by the most experienced craftsmen of the Community. - Training in administration - Advisory to the family shops. - Procurement of credit for operations capital. - Transformation of the artisan productive structure and insertion into the market.
Lack of technology in the shops.	Obtain electric furnaces.	- Improvement of the electric furnaces in the central shops. - Installation of a gas furnace. - Drafting and presentation for obtaining credit for investment capital.
Training in Pottery	Get help from professional potters.	International technical assistance for designing. Local technical assistance in pottery production, decoration and enameling.
Work already completed	Obtain a market to sell it.	Selling spots opened in the Cochabamba market. Participation in national industry and craft fairs. Store opened in Cochabamba.

- j) The project was able to partially break the divisio between those that had signed the original agreemnet and those that did not. The cooperative was persuaded to accept as new members through an agreement of payment in labor and kind equivalent to the initial contribution of the original members. This even allowed the inclusion of a new member into the board, albeit he belonged to the more powerful group of families.

Likewise, the acceptance of women in the central shop was obtained, and these were employed in the decorating work.

III SYNTHESIS OF EXPECTATIONS AND CONCERNS

The greatest expectations and concerns with respect to the project are:

- a) The conflict that arose at the last stage of the project has virtually paralyzed it and therefore has not allowed the technological conversion of the family shops or the implantation of self administration. These problems have raised doubts about the sustainability of the project.
- b) The craftsmen have lost faith in the technological conversion through the supply of natural gas to the family shops and therefore the main gas line laid out by ONUDI may remain unused. The decision to improve the gas furnace however, seems like an adequate solution that in the short run will mostly benefit the artisans of the first group who are also the neediest.
- c) The evolution of the project in the last stage did not allow the full realization of the benefits of the project to the poorest craftsmen in respect to the use of the central shop and other communal services due to the social control exercised by the more prominent members of the community.

IV) CONCLUSIONS AND RECOMMENDATIONS

The document of Project US/BOL-85-232, revised in the meeting of June 16 1992, states that the development objective of the project was "the improvement of the socio-economic conditions of the pottery-producing communities of the Cochabamba high valley, with special emphasis on integral development of women."

The above main objective was to be realized through two immediate objectives that were:

1. Improve the technology, working habits, raw materials, product designs, and the technical know-how of the family pottery shops of Huayculi, in order to improve the quality, increase production and therefore increase its financial viability.
2. Provide to Huayculi the means and community services necessary for the reinforcement of the small family shops, while at the same time offer services and activities such as commercial production and sales outlets that reinforce women's role and protect the community's heritage.

In accordance with the above and for the arguments explained in chapter two, the project has reached its proposed objectives because:

- 1.- It is undoubtable that there has been a change in the productive technology employed at Huayculi.

The use of lead as raw material has been replaced by non-toxic enamels.

The know-how on the handling and preparation of raw materials has improved.

New production lines such as mayolic, which have wide market acceptance, have been introduced.

Innovations in the designs have been introduced for traditional products such as glass holders and pachamamas.

Traditional products have been improved and have increased their value as in the case of jars and pots.

New products such as dishes and soup bowls have been created.

Markets with higher purchasing power have been penetrated.

Experience was gained in attending fairs where sales potential is virtually unlimited in relation to the current productive capacity of the community.

The craftsmen have established client relationships which tend to be permanent as is the case of restaurants.

The craftsmen and their families have learned administrative tools that allows them a more entrepreneurial approach in the management of their family productive units.

2. Even though the craftsmen have at their disposal a central shop equipped with the main elements for pottery production and there exists an organized cooperative for the sustained administration of that shop, it was not possible to develop the necessary mechanisms for that type of administration. It has turned out that the facilities are available to the craftsmen that need them the least but actually use them in the most intensive way, while at the same time the neediest families find themselves barred.

The project could not break the social barriers that exist within the community although at times it was able to fracture them. The patterns of income distribution and access to opportunities have suffered temporary changes which do not guarantee that things will improve in the future.

Later visits to Huayculi from FACET ANDINA's staff indicate that there is an accelerated development of the most advanced shops belonging to group two, to the extent that housing has been improved and electric furnaces installed.

The use of the shop is still restricted to members of group two which use it frequently but not systematically.

On the basis of the above the following recommendations can be made:

1.- Complete the final support offered to the cooperative by improving the gas furnace and providing the shop with a materials analysis laboratory.

2.- Follow up and provide specific support to the cooperative specially in commercialization by:

- a) Helping their participation in fairs;
- b) Fostering the development of new commercial relations;
- c) Stimulating the technological conversion of the family shops.

Experto	Actividad	Duracion Dias/h.	Total Dias/h.
Experto I		87
	Considerar 22 dias/mes (5 meses)		
	ASESORIA Y CAPACITACION		35
	Rediseño estructura organizativa del Taller Central.....	6	
	Elaboración Manual de funciones y asignación de cargos.....	5	
	Realizar análisis de costos hora Taller, Maquina, etc.....	13	
	Apoyo en Campana de promoción de servicios a la comunidad.....	1	
	Diseño e implementación de un sistema contable y de información.....	5	
	Cursos de soporte a la autogestión:		
	Autodiagnostico I.....	5	
	Autodiagnostico II.....	0	
	DESARROLLO DE SERVICIOS COMPLEMENTARIOS.....		40
	Elaboración proyectos de crédito.....	12	
	Seguimiento gestión crédito.....	5	
	Diseño e implementación de un programa de crédito.....	8	
	Cursos de créditos:		
	Manejo y Administración I.....	5	
	Manejo y Administración II.....	5	
	Créditos y recuperación I.....	5	
	ASISTENCIA EN COMERCIALIZACION		12
	Diseño sistema de ventas.....	7	
	Cursos:		
	Mercadeo I.....	0	
	Mercadeo II.....	0	
	Ferias I.....	5	

Considerar 22 días/mes (7 meses)

DESARROLLO ORGANIZACIONAL

11

Apoyo en tramitación de Personería

Judicial y Renta

7

Apoyo en reestructuración de
directiva para la Cooperativa

5

Elaboración reglamento interno

4

Cursos de Cooperativismo

Dirección y Liderazgo I

5

Gestión Administrativa I

5

Gestión Administrativa II

3

Cooperativismo I

5

Cooperativismo II

3

ASESORIA Y CAPACITACIÓN

20

Rediseño estructura organizativa

del Taller central

6

Elaboración Manual de Funciones

y asignación de cargos

5

Realizar análisis de costos

hora taller, Máquina, etc

4

Apoyo en campaña de promoción

de servicios a la comunidad

1

Diseño e implementación de un sistema

contable y de información

8

Cursos de soporte a la Auto-gestión

Organización I

5

Organización II

5

DESARROLLO DE SERVICIOS**COMPLEMENTACIONES**

11

Elaboración proyectos de crédito

4

Diseño e implementación de un

programa de crédito

5

Cursos de créditos

Asesoría diseño contenidos

2

ASISTENCIA EN COMERCIALIZACION

20

Diseño sistema de ventas

5

Cursos

Comercialización

5

Comercialización

5

Apoyo en gestión de ventas en C.U.A.

5

Apoyo en campaña de promoción

5

Apoyo en presentación de ofertas

5

Tecnico I	3
Considerar 22 dias/ mes	
ASISTENCIA EN COMERCIALIZACION	3
Identificacion necesidades de capacitacion y apoyo.....	3
Total dias consultores	<u>189</u>