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PAN AMERICAN HEALTH ORGANIZATION -PAHO-

INSTITUTE OF NUTRITION OF CENTRAL
AMERICA AND PANAMA -INCAP-

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

US/CAM/92/061

CENTRAL AMERICA

FINAL REPORT

**Prepared for United Nations Industrial
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ABSTRACT

Within the framework of the Training Programme for Women Entrepreneurs in Food Processing Industry in Central America, which is jointly implemented by the United Nations Industrial Organization -UNIDO- and by the Institute of Nutrition of Central America and Panama -INCAP. The report will emphasize on all the activities executed by INCAP with the help of the CTA since the beginning of the project (September 1995), including previous activities begun during the period August 1993 to February 1994.

The first activity of the project was to realize the in-depth assessment of the food processing sector with special reference to women entrepreneurs in small scale manufacturing units and the training needs assessment among women entrepreneurs. This study was prepared by INCAP Headquarters on the basis of the 7 diagnosis made by each INCAP staff in the countries. It summarizes the main topics in regard to: The Situation of the Food Industry in the Region, with emphasis on micro and small businesses; the status of women and their role in the micro and small food business, the institutional support existing in Central America for training business women, and existing training needs.

As conclusions and recommendations, it emphasized the importance of the food industry in the economies of the countries, its characteristics of low productivity and competitiveness due to the lack of technological development and training of their personnel. Also, as regards women, their importance in the active economy and their problems in becoming inserted in productive activities was reported. As to training, a series of public and private institutions supporting the sector and its training needs were identified. Finally, it was recommended to carry out training programs, giving priority to female participation in aspects of Food Technology, Administrative, Financial and Marketing Management in the areas of baking, dairy products, fruits and vegetables in El Salvador, Nicaragua, Guatemala and Honduras.

The second activity was the adaptation of the UNIDO Training Programme. The work of this phase was based on the analysis and recommendations resulting from the in-depth assessments. Three of the countries surveyed were selected to take part in the next steps of the project, according to specific selection criteria determined by INCAP : Honduras, Guatemala and Nicaragua.

The adaptation was carried out on two levels : on regional level and country level. The adaptation on regional level was carried out following the in-depth assessments in all the member countries, and thus incorporated general characteristics of the business environment, the food processing sector and the training needs of women entrepreneurs in the region. After the first Training of Trainers Workshop organize, the regional adaptation was finalized and a regional version of the UNIDO Training Programme for Women Entrepreneurs in the Food Processing Sector adapted to Central America was available.

Then INCAP carried out country specific adaptations to the regional Central American version of the UNIDO Training Programme in the three countries selected. This implied close contact and co-operation with national institutions working with women in development, entrepreneurship development and food processing in the respective countries. Information provided in the country-specific versions of the training programme was detailed, specified and verified in order to facilitate the work of the national trainers. A set of training materials in Spanish adapted to Central America in general and to Guatemala, Honduras and Nicaragua is now available at regional level.

The third activity was the Training of Trainers : 23 trainers from the region were trained in adapting and delivering the UNIDO Training Programme for Women Entrepreneurs in the Food Processing Industry, during a Training of Trainers Workshop held in El Zamorano School in Honduras, from May 5 to June 1, 1996.

The group was quite homogeneous with a majority of medium education level (15 participants) and several professionals (8 participants). Most of the participants with medium education had no specialization : school teacher, social developer, home education teacher. The professionals were : food technologists (3), management (2), agronomist (1), nutritionist (1), social worker (1). Twenty participants were women and three were men.

The institutions represented were mostly NGOs (11 institutions with 12 participants), government agencies (6 institutions with 6 participants), one university (2 participants) and international organizations as FAO, UNIDO and INCAP (3 institutions with 3 participants). The distribution among the countries was : 9 from Guatemala, 9 from Honduras, 4 from Nicaragua and 1 from El Salvador.

The Workshop presented the following contents : gender approach, adult training management, entrepreneurship/management, technological skills, business plan, national pilot course planning. It is important to mention that the learning by doing methodology was applied, including 12 food technology practices to prepare 23 food products, such as white bread, cakes, blackberry concentrate, papaya fruit in syrup, different kinds of sausages, cheeses, cream and ice-cream.

The third activity was three Pilot Training Courses for Women Entrepreneurs in Honduras, Guatemala and Nicaragua. In Honduras, the course was held in three parts, from 7 to 18 October 1996, from 4 to 15 November 1996 and from 1 to 6 December 1996, in Comayagua and San Pedro Sula, Honduras, with the coordination of a National Committee of the trainers trained during the TOT workshop. It was attended by 23 women entrepreneurs selected by the trainers and coming from all the country. In Guatemala, the course was held from 10 to 21 February and from 10 to 21 March 1997, in Guatemala city, with the coordination of INCAP Headquarters. It was attended by 21 women entrepreneurs selected by the trainers and coming from all the country. In Nicaragua, the course was held from 24 February to 8 March and from 31 March to 11 April 1997, in Esteli, Nicaragua, with the coordination of a National Committee of the trainers trained during the TOT workshop. It was attended by 20 women entrepreneurs selected by the trainers and coming from all

the country. During the courses, the trainees were very satisfied and commented that it strengthened their abilities in their businesses.

Additionally to these planned activities, the project increased the training capacity in each country. Each national committee was still weak and might depend on some trainers desertion, in particular in Guatemala. In order to strengthen training capacity in the country and to insure some future to the project, it was decided to repeat one Training of Trainers Workshop at regional level. It was organized in Guatemala, on September 1997, and was very successful, in these aspects:

- it allowed to strengthen the training capacity of the participant institutions and to amplify the coverage with new ones.
- it allowed to strengthen or introduce the Training Programme with the institutions foreseen to be the national counterparts for the second phase of the project: University of Leon and PAMIC (4 trainers now) in Nicaragua, CERTEC and UNITEC (3 trainers) in Honduras and REDAR network's member institutions in Guatemala.

At the end of the project, an evaluation of the women entrepreneurs trained was made. It gave very good results about the impact of the Training programme on the enterprises activities, especially on administrative and productive areas. Some limitations remains in the marketing area.

For the elaboration of the second phase of the project, the proposal would concentrate on actual direct beneficiaries, i.e. women entrepreneurs, with activities such as technical assistance, credit and follow-up. It would also need to amplify the cover and to train and assist more women entrepreneurs in each country.

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1. INTRODUCTION

Within the framework of its programme for the integration of women in industrial development, UNIDO has developed a training programme for women entrepreneurs in the food processing industry.

The aim of the present project is to increase the training opportunities of women entrepreneurs by introducing and adapting the UNIDO Training Programme for Women Entrepreneurs in the Food-Processing Industry to Central America. The UNIDO Training Programme for Women Entrepreneurs in the Food-processing Industry comprises entrepreneurial awareness stimulation and management skill training combined with training in technical aspects of production. It aims at providing women entrepreneurs simultaneously with the managerial skills and technical knowledge required in order for them to establish and operate small scale enterprises in the food processing sector.

The programme was originally developed for countries in Africa, but the concept can be used also in other regions of the world. The training materials developed under the programme can create the basis for a Central American version of the UNIDO Training Programme taking into consideration the business environment and characteristics of the food processing sector in the region.

In connection with the development of the UNIDO Training Programme a regional Training of Trainers Workshop was organized in Zambia in 1989. A representative of Instituto de Nutrición de Centro América y Panamá (INCAP) participated as an observer in this workshop and felt that such a training programme would fit well into the activities of this institute. This was later confirmed by the management of INCAP, and as a response a staff member of the Unit of the Integration of Women in Industrial Development visited INCAP headquarters in Guatemala City in June 1991 to formulate a project document for UNIDO Technical Assistance.

The present project is the outcome of the discussions hold with INCAP during this visit, in which the "UNIDO Training Programme for Women Entrepreneurs in Food Processing Industry" in Central America, was implemented by INCAP. In addition to being the counterpart institution, INCAP was sub-contracted to carry out several tasks of the project.

This report emphasizes on all the activities executed by INCAP with the help of the CTA since the beginning of the project (September 1995), including previous activities begun during the period August 1993 to February 1994.

The project was regional and an in-depth assessment of the food processing sector, business environment and women's training needs was carried out in each member country. Following the in-depth assessments, INCAP selected three of their member countries to participate in a pilot Training of Trainers Workshop and to organize pilot courses for women entrepreneurs. The UNIDO

Training Programme for Women Entrepreneurs in the Food Processing Industry was adapted to the conditions prevailing in the region, and this regional Central American version of the Training Programme was used as the basis for subsequent specific adaptations in three countries. Additionally to the activities scheduled in the project document, an second regional Training of Trainers Workshop was also carried out to strengthen training capacity in each selected country.

At the end of the project, INCAP in co-operation with the CTA carried out an in-depth evaluation of the project, in order to assess the impact of the training on women entrepreneurs who have received training based on the UNIDO Training Programme for Women Entrepreneurs in the Food Processing Industry.

2. IN-DEPTH ASSESSMENTS IN INCAP MEMBER COUNTRIES

This study was prepared by INCAP Headquarters on the basis of the seven studies made by each INCAP staff in the countries regarding small food processing industries involving women, within the framework of the Training Programme for Women Entrepreneurs in Food Processing Industry in Central America carried out jointly by UNIDO and INCAP. It summarizes the main topics in regard to: The Situation of the Food Industry in the Region, with emphasis on micro and small businesses; the status of women and their role in the micro and small food business, the institutional support existing in Central America for training business women, and existing training needs.

The consolidated report of the in-depth assessments in each member country was completed and sent to Vienna in December 1995.

This phase of in-depth assessments has suffered of the administrative problems that the project faced in 1995. Actually, the contracts with the local consultants were signed at the end of 1993, and the seven reports of the countries were received at INCAP's headquarters at beginning of 1994. But the pause in technical activities between February 1994 to September 1995 had got the result that no revision, neither that follow-up were done at this moment. This had for consequence that the national reports were very heterogeneous in quality : 4 were good and 4 were quite insufficient. Then , when the project activities began again, INCAP had had to re-take the old reports and to actualize, synthesize and re-write them. This new work was done in a very short time and with very little allotted budget, then the main part was spent in 1993.

In spite of these restrictions, the final report was very useful for the project itself, being used as the baseline, for the counterpart and the CTA. Actually, it was used to identify the situation of women entrepreneurs in the food processing sector in Central America, as well as to identify national institutions that trained this sector. It was directly used for the selection of the three countries

participating in the project and for the selection of the institutions and the participants for the TOT Workshop.

Additionally, the report is being used by other INCAP's projects, such as the "Food and Nutrition Security in Local Development Processes within Borders of Solidarity" Project and the Rural Agroindustry Networks, with the purpose to introduce gender aspects and women participation in productive activities.

The following part presents the principal results of this phase :

2.1 INTRODUCTION TO THE STUDY

The changes in economic globalization and structural adjustment policies at world level impose very difficult conditions on Central America.

In this regard, topics of recent concern of the United Nations such as Environment and Development, Ethnic Movements and Women, as well as Gender issues, have penetrated into government agendas and require efforts at all levels to achieve a more balanced development.

The Central American countries enjoyed accelerated growth during the sixties. For various internal as well as external factors, in the eighties they were involved directly or indirectly in armed confrontations, which provoked a drastic turndown in the economies of Central America, to the point of having the eighties called the lost decade.

With this background, the nineties began with a series of actions which sought to reverse the conditions of poverty in the region, the opening democratic spaces in Central America, particularly in El Salvador and Guatemala, but about which there is uncertainty with regard to achieving substantial progress in the solution of the major issues of Central America.

As can be observed throughout this study, the role of the food sector has been a strategic one for the economy of Central American, especially if focused on the small and micro food business, which is largely an agroindustry, providing food to large segments of the population and consuming raw materials of domestic origin, generating employment and income for urban and rural families.

The core of this work is constituted by an approach of the status of the women, who have participated in productive processes throughout history without their participation being evaluated fairly. With the Central American economic crisis, women found they needed to look for additional income to partially offset the loss of purchasing power of the national currencies or else to avoid succumbing in a hostile environment derived from cultural patterns, which have not allowed women to become inserted into the national economy on an equal footing with men.

In view of strategic aspects of the micro and small food agribusiness and the importance of the participation of women, the importance of training becomes apparent in various food areas, addressed especially to women to provide them with better technical and methodological tools to allow women with greater capabilities to make inroads in the national spheres.

For the study as such, the information compiled from the country reports was summarized and divided into four sections: The first section contains a general description of the food sector in Central America; the second one contains relevant aspects of the role of women in Central America, and the third one covers the characteristics of the institutions with support training and its needs in Central America. The last section contains the conclusions which stress the importance of training women in the food sector and the priority assigned to countries such as El Salvador, Nicaragua, Guatemala and Honduras because their needs are greater, because they have the infrastructure and the support institutions, and because field experiences already exist there.

2.2 GENERAL ASPECTS OF CENTRAL AMERICA

Central America is made up of seven countries: Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama and Belize. The historical development of each one of these countries has given them common characteristics as well as elements which distinguish them from each other.

As a region, Central America has an area of 511,217 square kilometers and a population (1993) of 31 million of which 50% is rural.

Table 1 contains some basic indicators of the countries of the region. From this table it can be observed that one of the greatest problems faced by the region is the high degree of illiteracy, especially in Guatemala, El Salvador and Honduras.

TABLE 1
CENTRAL AMERICA - BASIC INDICATORS

Country	Area Km ² 1993	Total Population (Millions)	Rural (%) 1993	Illiteracy 1993
Belize	22,965	2.03	52.5	9.2
Costa Rica	50,900	3.269	52.0	7.2
El Salvador	20,935	5.517	53.2	27.0
Guatemala	108,889	10.030	59.4	26.9
Honduras	112,088	5.336	53.9	26.9
Nicaragua	118,358	4.117	34.2	13.9
Panamá	77,082	2.538	45.1	10.7
TOTAL	511,217	31.010	50.04	19.84

SOURCE: Constructed on basis of data reported by the IDB (1).

Table 2 gives some human development indices and from these some inferences can be drawn immediately. One of these is that given the rate of illiteracy the Central American countries are also facing problems of poverty and malnutrition. It is a fact that 47% of the Central American population, excluding Belize, is immersed in poverty, to which we must add that an average of 41% of the children in the area suffer from malnutrition.

TABLE 2
CENTRAL AMERICA
PRINCIPAL HUMAN DEVELOPMENT INDICES

Index/country	BEL	COR	ELS	GUT	HON	NIC	PAN	Total Average
Persons in absolute poverty (in millions in 1992)	-	0.9	2.8	6.9	2.0	0.8	1.1	14.5
Child malnutrition	-	16	48	61	50	47	24	41
Human Development Index (1992)	-	0.842	0.498	0.485	0.473	0.496	0.816	0.6
Expenditures on Food (% of family income)	-	33	33	36	39	-	38	36
Year when population doubles (present growth rate)	2025	2020	2023	2015	2014	2010	2027	2020

SOURCE: Constructed on basis of UNDP 1994 Human Development Report (3).

*World Bank data (1).

For 1992 the Human Development Indices (HDI) for the region were 0.6. The Central American countries with the highest HDI were Costa Rica (0.842) and Panama (0.816), while the Honduras and Guatemala had the lowest (0.473 and 0.485).

From Table 2 it can also be deduced that one of the greatest challenges for Central America is the increase of productivity in the various sectors, especially in the food sector, since by the year 2020 it is projected that the population will double, which will undoubtedly bring about a greater demand for products.

2.3 GENERAL PROFILE OF THE FOOD INDUSTRY IN CENTRAL AMERICA

In the agroindustry, the food industry is most important system in Central America and the Caribbean. For example, in the case of Panama, the food industry represents 74% of the national industry, making up more than 51% of the employment in the industrial sector and 6% of the gross domestic product (GDP). For Guatemala, the food industry represents 3.5% of the GDP and in Honduras 60% of the economically active population (EAP) works for the food industry.

In an analysis of production and productivity in the food industry and according its capacity for absorbing technology, the food industry in Central America can be classified into high and medium categories. Costa Rica is the only country of the group which absorbs high technology and the rest of the countries of Central America belong to the group with medium technological absorption.

As a result of the economic and social conditions and of the technological dynamics of each country, in the 1980-92 period there were differentiated components as regards growth of production (measured in terms of value) and productivity (measured in terms of increased value of production by workers).

As regards the increase of production in Table 3, Honduras had a growth rate of between 60% and 80%, followed by Panama with a growth rate of 75%, El Salvador with 40%, Nicaragua with 30%, and Costa Rica with a growth rate between 15% and 20%, with Guatemala being last with a growth rate of between 10% and 15%.

TABLE 3
CHANGES IN PRODUCTION & PRODUCTIVITY
OF CENTRAL AMERICAN INDUSTRY
(1980-1992)

Country	Growth in Production (%)	Productivity Increase per Worker
Honduras	60-80	-2
Panama	65	0
El Salvador	40-45	-2
Nicaragua	30	-5
Costa Rica	15 - 20	-1.5
Guatemala	10 - 15	1.5 to 2

As to the relationship of the increased productivity per worker (Table 3), only Guatemala had a positive growth rate of close to 2% during this period (1).

To show a little more of the evolution of the food industry in the decade from 1980 to 1990, Table 4 shows the participation of added value in the food industry in total manufactured added value. It can be seen that in the period that added value ranged between 10% and 35%, with lower levels for El Salvador, which in general terms was the only country which had a clear fall in this index during the period concerned.

Table 4
PARTICIPATION IN ADDED VALUE OF THE FOOD INDUSTRY IN THE TOTAL MANUFACTURED ADDED VALUE (%)

Country	1980	1985	1990
Costa Rica	30.6	32.7	30.9
El Salvador	17.4	14.0	10.4
Guatemala	25.7	30.5	30.5
Honduras	26.8	26.2	28.2
Nicaragua	21.5	27.3	25.3
Panamá	32.5	30.6	35.6

Source: Prepared on the basis of data of Figure 1-7 of Boucher y Riveros (2).

There are a number of factors which have affected or benefited the growth and development of agribusiness. Among these are the globalization of the economy and the creation of economic blocks, including the European Union, the United States, Canada and Mexico (NAFTA), and finally Japan and its Asian neighbors.

In addition, there was a resurgence of nationalism and of integration in Central America, in which mutual concessions of safeguard clauses and bilateral treaties including special treatment, anti-dumping measures, non tariff barriers, import quotas, flexible tariff systems and floor or minimum prices abound (Cano, C.G., cited by Boucher (2)).

On the other hand, the implementation of structural adjustment programs has greatly affected not only industrial growth and development, but also the economic growth and social well-being of the region.

Finally, it is important to mention some special features of the regional agribusiness, such as: its level of concentration, the lack of coordination with the primary sector, the high participation of foreign companies, its lack of institutional support, and the tendency to reduce its participation in the global economy.

2.4 ANALYSIS OF THE MICRO AND SMALL FOOD INDUSTRY IN CENTRAL AMERICA

Micro and small businesses play a relevant role in agroindustry of all the countries of Central America, Panama and Belize, contributing in a major way to the generation of employment, to the food production and marketing for local consumption.

The largest part of micro and small businesses corresponds to food processing, generally carried out with inherited or self-taught traditional technologies. It can also be said that there is a trend to improve the technological level to broaden the coverage of the markets and to improve competitiveness.

However, the technological variable is one of the greatest weaknesses of micro and small businesses. In the analyses of the Central American countries, as characteristics of this activities the following aspects were found: low productivity, poor product handling, great physical effort, inadequate design of equipment, lack of information on available technologies and of the possibility of evaluating and adapting this supply. As a result, the quality is heterogeneous, product designs and presentation are deficient.

Most of the products of micro and small agroindustry in Central America are final consumer goods for the direct consumer. Another feature of the products of micro and small businesses and rural agribusiness's is that their markets are concentrated mainly in the production areas themselves, and only attain regional and national coverage in some cases. There are exceptional cases of attempts being made to reach international markets.

As regards the ownership of micro and small businesses in Central America, these are mostly family and individual enterprises. In the case of Guatemala for example, close to 75% of micro businesses engaged in food processing have a family type organization, and in the small and medium enterprises, half are individually owned with the rest being under collective ownership. In Costa Rica, the most common micro businesses ownership is the family type, and in El Salvador close to 30% is under personal ownership.

Generally, human resources, operators and helpers of micro and small businesses have little training and schooling.

In conclusion, it is important to summarize the common characteristics of micro and small enterprises in Central America and Panama :

- The owners of all or nearly all these activities are highly involved. There is little specialization in production and also a low level of schooling and training.
- The production process is based on technologies which are not highly developed, with low levels of efficiency and inadequate working methods.

- Low levels of investment, especially by micro businessmen.
- Low profit margins, which limit self-financing and growth possibilities.
- Little use of administrative and production controls and records.
- Low employment rates and the use of intensive labor.
- Little access to financial and technical assistance or to trade information support services, etc.
- Use of raw materials which are basically of domestic origin.

Among the positive features are:

- Flexibility potential to readjust the business production and management.
- Less impact on import demand per unit of currency invested, in comparison to other sectors.
- Greater absorption of female workers.
- Great absorption of stable employment at low investment costs.

As to the different kinds of foods in the micro and small business sector, prominent in most of the Central American countries are: bakeries and milling products (Guatemala, Honduras, Nicaragua and Costa Rica) and the processing of fruits and vegetables (all countries, including Belize). In addition, the production of brown sugar loaf is of importance to Central America (Costa Rica, Nicaragua, Guatemala and Panama) as well as the production of native foods (tortillas in Guatemala, *pupusas* in El Salvador, typical sweets in Honduras and Nicaragua, and fried plantains in Honduras and Costa Rica).

2.5 THE SITUATION OF WOMEN IN CENTRAL AMERICA

The 1994 UNDP (3) Human Development Report in general terms states that the economic indicators of any country show that men are better off than women, except in life expectancy, where for biological reasons men's life expectancy tends to be lower.

In the case of Central America, there are many difficulties in quantifying the participation of women in the national economies. On the basis of the country reports available, the situation of women in Central America is given below.

2.5.1 Legal framework

In all the countries of Central America, at institutional level there a legal framework exists which supports the development of women and, in their constitutions it is stressed that men and women are equal and that equal work requires equal pay.

Added to the constitutional precepts are some derived laws, such as in the case of Guatemala, whose Labor Code contains special provisions for women, and in Nicaragua they created the Nicaraguan Institute for Women (INIM).

2.5.2 Women participation in the economy of Central America

Based on Table 5, it can be said that the Central American population is 50% female and that its participation in the EAP is significant, especially in El Salvador (35%) and Nicaragua (34%).

In the economically active population, working women are found especially in the informal economy. In Nicaragua it is reported that this sector absorbs 75% of them, while in Guatemala the percentage is 55%.

TABLE 5
FEMALE POPULATION IN CENTRAL AMERICA
(PERCENT OF TOTAL POPULATION)

COUNTRY	% OF TOTAL POPULATION	% OF EAP
Guatemala	-	24.5
El Salvador	-	35.0
Honduras	51.0	29.0
Nicaragua	-	33.9
Costa Rica	50.4	30.6
Panamá	49.4	28.9
Belize	50.8	-

Source: Prepared on the basis of the country reports.

2.5.3 Roles of women

At societal levels, in most of the Central American countries, women are considered only in their role of mothers. However, all the data indicate that their role does go beyond this. For example, the 1987 Census in Guatemala found that 17.3% of homes had female heads, understanding by this term the person who contributes the family income totally or substantially.

This percentage is highest for Costa Rica with 20% and even higher for El Salvador, which due to its war had the percentage of female heads of households rise to 50%.

At economic levels, very few women hold management positions either in public or private entities, with the greatest occupation of women occurring in services and agriculture.

It should be noted that there are differences in the economic roles between the urban and rural areas, as well as in micro and small enterprises. In the case of Panama, 83.5% of the female labor force works in the service sector and of this percentage 39% in domestic service. For El Salvador, 51% of the female labor force works in the same sector, while for Guatemala it is found that in the urban area most of them worked as salespersons and operators, and in the rural area they worked in agriculture and handicrafts. In Nicaragua most of them work in domestic service.

In the large and medium size enterprises, women are usually employed at the more operational levels. Only in the case of El Salvador was it found that women held supervisory and management positions. In Honduras, women work as packers in the fruit exporting firms.

In micro and small agribusiness's, the role of women is more important, since they work as managers, supervisors or owners.

2.5.4 Difficulties in women's development

Despite the foregoing, serious limitations exist in the support of the development of women. These limitations are not always of legal nature, but are found at the operating level, as the aspect of gender has only recently been incorporated into social agendas and up-to-date there is discrimination by sex. In the case of Guatemala, for example, the law contains a series of provisions supporting women, but there are other laws which intervene, such as the Guatemalan Civil Code which provides that the husband can oppose his wife's working.

There are also difficulties in the aspects of schooling, as the illiteracy rates are higher for women than men, with the exception of Costa Rica, which has the lowest female illiteracy rate (3.5%). In 1990 it was found that in the economically active population, 3.1% of women had no schooling at all, 17% had not finished primary school, and 18% had no higher education (as against 10% for the male population).

In the case of Guatemala, the educational levels of the EAP are extremely low. More than two thirds have no schooling or have attended only some grades of primary school.

In the training sector, support programs for women have only recently been implemented and still require much coverage.

2.6 TRAINING CAPACITY

2.6.1 Institutionalility of the existing support

At country levels, no explicit supply and background on training programs exists for the micro and small food business. In the assessments of the countries, interesting institutions and programs have been found, as indicated below:

GUATEMALA :

Asociación Red de Desarrollo Agroindustrial Rural (REDAR) (Rural Agroindustry Network): It is a private association providing technical assistance and training in management technology, project formulation, and food processing through its member institutions.

Instituto Tecnico de Capacitación (INTECAP): A quasi-official autonomous institution, offering training to the labor force which wishes to improve its skills. There are specific programs for women in the industrial food sector.

Centro Tecnológico de la Carne (Technological Center for Meat): This is a center which belongs to INTECAP and is engaged in training of personnel working in the food industry in meat processing.

Sistema Multiplicador de Microempresarios (SIMME) (Multiplying System for Micro-entrepreneurs): This is a program of the Vice Presidency of the Republic for the purpose of providing integral support to the economic and social development of micro-enterprises.

Proyecto de Desarrollo de la Fruticultura y Agroindustria (PROFRUTA) (The Fruit Growing and Agribusiness Development Project): This is a governmental program of the Ministry of Agriculture, Livestock and Food whose mission it is to provide development to the fruit growers and agribusiness's through training and technical assistance activities.

Proyecto de Apoyo a la Seguridad Alimentaria (PROSAF) 91/022 (Support Program for Food Security): This project works with a national counterpart, USPADA, in the Zacapa-Chiquimula area and provides credits for training and technical assistance.

PRODERE/Programa de Desarrollo Humano Sostenible a Nivel Local (PDHSL) -GUA/95/005 (PRODERE/Sustainable Human Development Program at Local Level): This organization works with refugee and returnee populations in El Quiche and Huehuetenango. Its objectives are to create income and employment through the production of handicrafts and the growing of organic coffee.

There are also a number of NGOs working with micro-entrepreneurs, such as: FUNDAP, FAFIDESS, GENESIS, FUNDATEP, CEMAT, Vision Mundial, Asociacion Cristiana de Jovenes, Red Integral, Hogar y Desarrollo, MICROS, FUNDESEPE, FUNAAP, CARE, FAPE, FUNDES, Vivamos Mejor, FEPYME, ASODESP.

EL SALVADOR :

Centro Nacional de Tecnología Agrícola (CENTA) (National Agricultural Technology Center): This center provides support to the training of women in food technologies.

Escuela Nacional de Tecnología Agrícola "Roberto Quiñonez" (ENA) (National "Roberto Quiñonez" Agricultural Technology School): This is a government university which trains agricultural technicians. It also has training projects for meat and dairy agribusiness projects.

There are also a number of NGO, associations and federations providing support to training and technical assistance for micro and small businesses. These include the "Asociacion de Medianos y Pequeños Empresarios" (AMPES) (The Association of Medium and Small Entrepreneurs), the "Federacion de Cajas de Credito" (FEDECREDITO) (The Federation of Credit Funds), the AGAPE Association and the Poligono Industrial Don Bosco (Don Bosco Industrial Estate). For training, the Rural Agribusiness Network (Red de Agroindustria Rural) is being established. This brings together a number of training institutions and some of its members have been trained in the fields of administration and technological management of small rural agroindustries.

HONDURAS :

There are many institutions giving support to micro and small industries in Honduras. Among the institutions specializing in training and technical assistance. there are two of great prestige: The "Escuela Agrícola Panamericana El Zamorano" (EAP) "The El Zamorano Pan-American Agricultural School) and the "Instituto Nacional de Formación Profesional" (INFOP) (The National Professional Training School), a state institution.

The Pan-American Agricultural School: This school provides training in various specialties of agricultural sciences. It recently began to develop community extention work with a training component or a section oriented towards agribusiness in small and medium industries.

The National Professional Training Institute (INFOP): This is a governmental institution providing training services in a number of areas. Two of its programs are The Food Processing Workshop (TPA), with headquarters in San Pedro Sula, and the Honduran Support Program to the Urban Informal Sector (PASIUH).

NICARAGUA :

Nicaragua does not have a substantial supply of support services for training and technical assistance. Some of the entities providing technical assistance and training are:

National Program of Support to Micro-enterprises (PAMIC), which provides credits, training and technical assistance.

National University of Leon: Through its Food Technology School, this university provides services and training in food technology.

Rural Agroindustrial Development Network (REDAR), a network of eleven associations to give support to small rural agribusinesses by providing training activities.

National Technological Institute (INATEC), which strongly supports the participation of women, but there is no specialized center for training in the food sector.

UNIDO Project "Support for the transformation of small nicaraguan industries", which provides support through selective technical training.

San Dionisio Development Project (PRODESSA), which has experience in agribusiness development.

There are other organizations supporting the micro-entrepreneurs in the food sector, such as the Luis Amanda Espinosa Women's Association (AMNLAE), The National Union of Small and Medium Enterprises (UNIPYME), The Nicaraguan Bakers' Association. The National Chamber of Small and Medium Industry (CONAPI), The Federation of Associations and Cooperatives of the Small Industries of Nicaragua (FACOOPI).

COSTA RICA :

In this country, of the institutions providing technical support. NGOs represent 60.9% of the total, government organizations 34.8%, and quasi-government institutions 4.3%.

Set forth below are the governmental institutions providing training and technical assistance to women:

The Ministry of Agriculture and Livestock, the Center for the Development of Women, the Coeducational Institute for Social Development (IMAS), the Agrarian Development Institute (IDA), the Ministry of Education, through the Education, Work and Production Project (EDMUJER); the National Learning Institute (INA), engaged in technical training, with a specialized unit for the education of women; the Ministry of Public Health, which in 1988 created the National Health and Development Commission for Women.

Among the NGOs with actions specifically oriented towards supporting women working in micro-enterprises, the Integral Women's Labor Development Association (ASODELFI), the Women's Foundation, and the Foundation for Training and Alternative Actions stand out.

Technical training at the level of the food sector is developed fundamentally by INA and by the Center for Technological Research of Foods (CITA), a specialized center of the University of Costa Rica and of the Ministry of Agriculture and Livestock.

PANAMA :

Among the governmental institutions related to the promotion and development of rural agribusinesses in Panama are The Ministry of Agriculture and Livestock Development (MIDA), the Ministry of Trade and Industry (MISI), the Panamanian Foreign Trade Institute (IPCE), the Agricultural and Livestock Marketing Institute (IMA), the Technological University of Panama (UTP), and the University of Panama (UP). All of these institutions have specific responsibilities in this sector. There are also other institutions which participate indirectly, such as the Ministry of Planning and Economic Policies (MIPE), the Agricultural and Livestock Research Institute (IDIAP), the Panamanian Institute of Cooperatives (IPACOP), and some banks, such as the Agricultural and Livestock Development Bank (BDA), and the National Bank of Panama (BNP).

On the side of the NGOs, the Rural Agribusiness Development Network (REDAR), comprising more than ten public and private institutions, gives strong support to agribusiness mainly through its training activities.

BELIZE :

Many NGOs offer training programs, such as the Belize Enterprise for Sustained Technology (BEST), the YWCA, YMCA, the Red Cross, the Inter-American Development Bank, SPEAR, BOWAND, BFLA, the Chamber of Commerce, BRWA, the Council of Churches and others.

The access to educational institutions is limited due to poverty; the capacity for involvement of the institutions is limited and there are not enough educational centers.

Specific technical assistance and training in administration and management are offered by BEST and NDFB, as well as by the Belizan Management Institute.

2.6.2 Training needs

On the basis of the foregoing, in regard to the situation of micro and small enterprises, the role of women as entrepreneurs, and the diagnosis, it can be stated that there is a broad range of training needs which must be met to improve production and competitiveness of the small and micro food enterprise operated by women. The main training needs identified as having priority in all the countries of Central America, Panama and Belize are summarized below:

- Food technology
- Quality control and hygiene
- Production control
- Product diversification
- Business management
- Administration and merchandising
- Marketing, and
- Food and nutrition education.

2.7 CONCLUSIONS AND RECOMMENDATIONS OF THE IN-DEPTH ASSESSMENTS

2.7.1 Conclusions

- The Central American region is characterized by its highly rural population (50%), with high illiteracy, malnutrition and poverty rates, with low human development rates (with the exception of Costa Rica and Panama).
- Among the challenges facing Central America is the one of increasing its productive efficiency and efficacy, as it is expected that the population will double by the year 2020.
- Despite its importance in the national economy and in the industrial sector, the food industry in Central America, like the rest of the industries, is low in productivity and competitiveness. Most of the industry uses obsolete production technologies, has low technological development, and its human resources have little education and training. This situation is more dramatic for the micro and small food industries, which also face financing problems.

- In Central America, most women continue to work in the home, particularly in the rural areas. However, women's work outside the home is increasing, especially in urban areas. It cannot be denied that the female population, through its activities in the home or at work, is contributing to the development of Central America.
- Women represent a significant percentage of the EAP, but most of the working women are in the informal sector. In large companies, women hold unskilled jobs, while in small and micro enterprises, they hold more important positions, such as those of directors or managers or in many cases as owners.
- Despite the fact that there is a legal framework for the development of women, it is difficult to apply it due to cultural issues and gender discrimination.
- Although a great need for training exists, there is no substantive supply in Central America of support services as regards training and technical assistance for micro and small enterprises in the food sector. At present, there are a number of public and private institutions offering these services in an isolated manner.

General conclusions :

- In Central America, one of the sectors which must be supported in a more decided manner is the sector of the food agribusiness to promote the participation of women.
- Special attention must be paid to countries such as El Salvador, Nicaragua, Guatemala and Honduras, which have the smallest human development indices of Central America. These countries have a physical and organizational capacity which could permit obtaining better results from training.
- In institutional terms, the organizational potential of the rural agribusiness networks which exist in all the countries and in institutions with regional coverage, such as INCAP, ICAITI AND PRODAR, should be taken advantage of.

2.7.2 Recommendations

- In order to improve the capacity of micro and small entrepreneurs in the food sector, training programs in Food Technology, Administrative and Financial Management, and Merchandising and Marketing should be implemented.
- In these training activities, priority should be assigned to the participation of women, taking their potential and limitations into account, and using adequate technologies.

- On the basis of the branches of the food industry in which micro and small enterprises are engaged in most, it is recommended to improve the capabilities of the entrepreneurs and workers in bakeries, dairy products and the processing of fruits and vegetables.

3. ADAPTATION OF TRAINING MATERIALS

The second activity of the project was the adaptation of the UNIDO Training Programme. The work of this phase was based on the analysis and recommendations resulting from the in-depth assessments. Three of the countries surveyed were selected to take part in the next steps of the project, according to specific selection criteria determined by INCAP : Honduras, Guatemala and Nicaragua.

The adaptation was carried out on two levels : on regional level and country level. The adaptation on regional level was carried out following the in-depth assessments in all the member countries, and thus incorporated general characteristics of the business environment, the food processing sector and the training needs of women entrepreneurs in the region. After the first Training of Trainers Workshop organize, the regional adaptation was finalized and a regional version of the UNIDO Training Programme for Women Entrepreneurs in the Food Processing Sector adapted to Central America was available.

Then INCAP carried out country specific adaptations to the regional Central American version of the UNIDO Training Programme in the three countries selected. This implied close contact and co-operation with national institutions working with women in development, entrepreneurship development and food processing in the respective countries. Information provided in the country-specific versions of the training programme was detailed, specified and checked in order to facilitate the work of the national trainers. A set of training materials in Spanish adapted to Central America in general and to Guatemala, Honduras and Nicaragua is now available at regional level.

3.1 SELECTION OF COUNTRIES

The in-depth assessments on the food industry (emphasizing the micro- and small-businesses), on the role of women within the agriculture and food industries, as well as on institutions supporting the agriculture and food sector, was the basis for the selection. There were conducted in the 7 INCAP member countries : Belize, Costa Rica, El Salvador, Honduras, Guatemala, Nicaragua, and Panama.

The study was the basis for determining in which countries the project would be implemented. Specific criteria were chosen by INCAP with the help of the CTA, including UNDP Human Development Index, food industry situation, women situation and training institutions identified. According to these criteria, each country of the region received the following scores (highest grade 60 points) which allowed a preliminary selection:

Honduras	59 points
Costa Rica	57 points
Guatemala	55 points
Nicaragua	53 points
Panama	50 points
El Salvador	47 points
Belize	32 points

Apart from the above mentioned scores, further criteria were used to choose the countries, and particularly in the case of Costa Rica, the Human Development Index (HDI) was taken for its elimination, staying selected these three countries : Honduras, Guatemala, and Nicaragua. Furthermore, due to INCAP work on food and nutrition security in local development processes in the Trifinio Three Border Region (comprising shared border areas of Guatemala, Honduras, and El Salvador), El Salvador was also partially included into the project.

3.2 CENTRAL AMERICAN VERSION

The UNIDO Training Programme was translated by INCAP on January 1994. Then, the adaptation of training materials began on January and finalized on April, 1996. It included the correction of misunderstandings of translation, technical vocabulary, money currency (Zambian Kwacha was changed to US dollars which is the common currency known in all countries of the region), amount adaptations (salaries, prices), selection and adaptation of food products, design and edition.

Then the Training Programme was pilot-tested during the TOT workshop, both by instructors and participants. Findings of the TOT workshop, which have improved for the Training materials, were included.

INCAP finalized the adaptation of training materials, version for Central America, after commentaries from instructors and participants of the TOT Workshop, on September 1996. This specifically involved the following tasks :

- carry out adaptations and revisions as regards the content of the training materials,
- adapt and develop new technology manuals according to the needs and business opportunities identified,

- edit all materials, ensuring that the entrepreneurship, management and food processing components make up an integrated training package,
- type materials, lay out and printing.

The regional Central American version of the UNIDO Training Programme was used by INCAP as the reference version to be adapted to each country and was reproduced in 200 copies for its diffusion.

For the others countries of the region (Belize, Costa Rica, El Salvador and Panama), it will be necessary to plan a second phase, then these countries are also very interested in the project. In the meanwhile, the Central American version may be used for the diffusion in all the region and also in South America , Mexico and Republica Dominicana.

3.3 NATIONAL VERSIONS

The national versions of the Training Programme would be used by each trainer trained during the TOT, to implement pilot courses for women entrepreneurs in each country. Then the trainers would be able to use the material in each training activity they will carry out in their institution with women entrepreneurs.

In the case of the national versions, the adaptation specifically involved the task of including in the training package country specific information on legal framework, various support mechanisms for small-scale entrepreneurs and the general business environment with special reference to women entrepreneurs, as well as information on the availability of raw materials and processing equipment.

3.3.1 Honduras version

The Honduras version was at charge of the Technical Cooperation Coordination and was included in the INCAP sub-contract. During a CTA mission in Honduras (4-5 September 1996), terms of reference for this activity were elaborated and discussed with INCAP's TCC. The adaptation started at mid-September 1996 and finalized after the pilot training course for women entrepreneurs in this country in July 1997. INCAP headquarters was responsible to review and edit it.

3.3.2 Nicaragua version

In Nicaragua, the INCAP's Technical Cooperation Coordination (TCC) was temporarily absent, so it was decided to entrust the Food Technology School of the Leon University for the adaptation of the materials. During a CTA mission in this country (12-13 September 1996), a meeting was held with the persons in charge of the school to discuss the terms of the contract

between the University and INCAP. The contract was signed on 17 October 1996 and the work finalized on January 1997, before the pilot training course for women entrepreneurs in this country. INCAP headquarters was responsible to review and edit it.

3.3.3 Guatemala version

The Guatemala version was all at charge of the INCAP Headquarters and was completed on July 1997, after revision after the pilot course in order to integrate commentaries from women entrepreneurs and instructors.

4. TRAINING OF TRAINERS

The adapted materials created the basis of a pilot regional Training of Trainers Workshop in which a number of candidates from each of the countries selected was trained. With this workshop, the trainees were trained in the delivery of the training programme using a participatory approach and paying special attention to the specific needs and constraints of women. This workshop was scheduled in the project document and constituted a main activity of the project. It was completed then, at the end of the project, by a second regional Training of Trainers Workshop in order to strengthen the training capacity in each country.

4.1 FIRST TRAINING OF TRAINERS WORKSHOP IN HONDURAS

4.1.1 Organization of the course

A. Course location

The course was held at the El Zamorano Pan-American Agriculture School in Honduras. This school was chosen as it met the following minimum requirements to adequately stage the course:

- Food processing plants to do practical exercises
- Equipment appropriate to the course objectives and number of participants
- Site conveniently accessible to participants
- Provision of food and lodging to participants.

In Guatemala, several institutions partially met the above mentioned criteria: 1) The Training Center for Agroindustrial Development -CEDEAG-, which belongs to the PROFRUTA semi-autonomous governmental project, acronym standing for Project for the Development of Fruit and Agriculture Industries; 2) The Center for Studies on Meat Technology -CETEC-; and 3) some centers for milk products. All of them, however, lack both optimal food and lodging facilities, as well as full logistical support. In Nicaragua, as is the case in Guatemala, none of the existing centers, such as the Autonomous University of Nicaragua in Leon, met all the inclusion criteria.

In Honduras, both the National Institute for Professional Training -INFOP- and the El Zamorano Pan-American Agriculture School have integrated training centers, especially El Zamorano School with its Kellogg's Training Center.

The El Zamorano School has food and lodging facilities, teaching rooms equipped with training devices (over-head projectors, blackboards, VCR's, etc.), and a complex of food processing plants (for cereals, fruits, and vegetables, as well as meat and milk products). It also has a marketing center, and sport and recreational areas. Apart from its fleet, the school's infrastructure allows the programming of field visits, cultural visits, and a wide range of contacts with other institutions, all of which facilitate the implementation of training courses.

Because of the above mentioned merits, the decision was made to hold the Regional Course at the El Zamorano Pan-American Agriculture School.

Honduras, furthermore, has the advantage of serving as host to UNIDO's Regional Office, which helped in organizing and implementing the Regional Course.

B. Selection of participants

a) Invitation to the Course

Between February 8 and March 8, 1996, different institutions were invited to propose female candidates to receive the course. Both a form and an information sheet were mailed to them, specifying the requirements to be met by each candidate.

In Honduras, both INCAP's Coordination for Technical Cooperation -CCT- and UNIDO participated in this stage. Apart from direct invitations sent to different institutions, the course was publicized through an announcement in a local newspaper.

In Guatemala, the Rural Agroindustrial Development Network Association -REDAR- participated in the mailing of invitations. REDAR not only provided its institutional directory, but also set aside space in its semi-annual bulletin to announce the course.

In Nicaragua, the invitation to the course was disseminated through INCAP's CCT with REDAR-NICARAGUA's support. The course was also promoted in the El GUIB Bulletin, the diffusion organ of a REDAR member institution.

The invitation to the course was, furthermore, disseminated through the information bulletin of the Rural Agroindustrial Development Program -PRODAR-, which circulates throughout Latin America and is published in Costa Rica.

b) Reception of Applications

The deadline for the reception of applications was March 8. The following applications were received:

Nicaragua	17 applications
Honduras	21 applications
Guatemala	51 applications
El Salvador	<u>4 applications</u>
TOTAL	93 applications

The mechanism to select the participants consisted of three components: Preliminary Selection, Selection by Points, and Selection by Interview.

- The preliminary selection identified people meeting the following general requirements, all of them considered exclusion criteria:
- Minimum schooling of 12 years;
- Work experience in agroindustrial training and in rural settings;
- Less than 50 years of age;
- Institutional support.
- The selection by points was based on a questionnaire which graded specific traits and skills of the applicants; 60 points was considered the highest grade; the top fifteen applicants in each country passed to the third selection process.
- The selection by interview explored the conduct and attitudes of the preselected candidates, as well as other aspects which could not be evaluated in the two prior selection modes.

INCAP and UNIDO functionaries participated in the entire selection process. Table 6 shows the results of the selection.

TABLE 6
Quantitative Results
of the Selection Process

Selection/ Country	Honduras	Guatemala	Nicaragua	El Salvador
Total of Applications	21	51	17	4
Eliminated in Preliminary Selection	2	19	0	0
Eliminated in Selection by Points	4	16	3	0
Eliminated in Selection by Interview	6	8	9	3
Selected Applicants	9	8	5	1

When two or more applicants had the same grade, the following additional criteria were applied: integration to multidisciplinary teams (foreseeing the coming organization of National Courses), and selection of only one applicant per institution. In the case of Nicaraguan applicants, however, the additional criteria were not used because of their grades.

C. Notification of selection

All chosen applicants were duly notified of their selection and mailed detailed information regarding the course. They were requested to submit a written certification that their institution would support the subsequent organization of a National Course. Foreseeing that some selected applicants might not attend the Regional Course, a waiting list was drafted.

D. Selection of course facilitators

A total of six non-INCAP, Central American facilitators was chosen.

As was the case for the selection of course participants, the selection of facilitators started with an invitation to interested people made through INCAP and UNIDO's Regional Office in Honduras.

Facilitators with training and experience in any of the following areas were sought:

- Food technology
- Administration (with emphasis on micro and small enterprises)
- Marketing
- Course management
- Gender issues.

The work requirements were:

- Minimum academic level of Bachelor's degree
- Experience in training female instructors
- Disposition to work with UNIDO's "learning by doing" methodology
- Knowledge of the Central American region and present conditions.

Applications received:

A total of 19 applications, distributed as follows, were received: food technology 9, management 4, marketing 1, course management 1, gender issues 4.

Selection:

The selection process included a personal interview with most applicants and took into consideration their expected salary.

4.1.2 Implementation of the workshop

A. General objective

"To strengthen the capability of national institutions so that they may improve their training services directed towards businesswomen in the food industry, with emphasis on the rural areas."

B. Specific objectives

- To train 23 male and female instructors from different institutions in El Salvador, Honduras, Guatemala, and Nicaragua on the management of food businesses.

- To strengthen the trainees' capabilities to prepare training courses using a package of teaching materials.

C. Teaching methodology

The "learning by doing" teaching methodology was used. This methodology breaks the traditional teacher/ instructor scheme by achieving an active participation of the course participants and by delegating the responsibility of facilitating the learning process to the traditional teacher.

"Learning by doing" works in the following way: First, the trainees receive some theory; second, the information received is either discussed among themselves or put into practice; and third, a feed-back process follows.

D. Output

A total of 23 people from El Salvador (1 participant), Honduras (9 participants), Guatemala (9 participants), and Nicaragua (4 participants), attended the course (See list of participants in Annex 1).

The 23 participants represented 21 institutions, 11 of which were non governmental bodies, 6 were governmental agencies, 3 were international institutions, and 1 was a university.

E. Topics

The course had the following contents:

- Gender approach
- Course management
- Entrepreneurial vision
- Business administration
- Field studies
- Technology management and practice
- Case studies

The course included two opening conferences: "Perspectives of the Agriculture Industry in Central America," given by Ricardo Bressani; and, "The Situation of Women in Central America", given by Maricela Cascante. Annex 2 details the general program of the course.

It is important to mention that the course also was comprised of a total of 12 practical exercises in which groups of 8 persons prepared 23 food products using cereals, fruits, and vegetables, as well as milk and meat products.

The prepared food products included, among others:

- White bread
- Crackers
- Blackberry concentrate
- Papaya fruit in syrup
- Different kinds of sausages
- Smoked products
- Cheeses
- Cream
- Ice creams

F. Relevant results

The course achieved the following:

a. Business plans. The participants, divided in work groups by country, set up the following 6 business plans:

HONDURAS

- Bakery for the preparation of baked goods
- Preparation of fruit pulp
- Fruit canning

GUATEMALA

- Production and marketing of red sausage
- Apple dehydrator

NICARAGUA

- Production of cheese

b. Profiles of training projects: All course attendants, divided according to country (with the exception of the Salvadoran participant), set up a draft proposal for their respective National Courses, which were preliminary scheduled for the following dates:

Honduras	October, 1996
Guatemala	January, 1997
Nicaragua	February, 1997

Doris Romer of the Swiss Cooperation for Development and Roger Ramanantoanison of UNIDO's Office in Vienna visited the course.

4.1.3 Evaluation of the course

A. Evaluation by course participants

The course participants evaluated the course on a weekly basis through a form specifically designed for this purpose. At the end of the month, a general evaluation was also carried out. Approximately 30 items, grouped in seven series, were assessed. Table 7 shows the course evaluation results.

TABLE 7.
Course Evaluation Results
(Maximum of 100 points in each series)

ITEMS	SCORE
Activity in General	94.7
Methodology and resources	95.2
Printed Teaching Material	92.0
Physical Setting	92.8
Behavior of Participants	89.5
Coordination	95.3
General Average	93.9

As shown in Table 7, the series "Methodology and Resources" had a score of 95%, thus revealing the wide acceptance of UNIDO's methodology.

The following were the most frequent comments made in the general evaluation form, which used qualitative variables:

- "The course was well structured; it had an efficient methodology and an excellent organization."
- "The level of the course was high, particularly the finances area, as some of us had very little knowledge on the subject."

- The course seemed demanding "because the work during the second week was exhausting"; "time was used to the utmost."
- "The business experience was excellent, even though too hard."
- It was a "multi-faceted course"; "it contributed to our professional development and to our development as women."
- "I think that the time frame of the course should be expanded --a month is not enough."
- "I consider that the content (of the topics) is excellent; I would, however, arrange the topics in a different sequence."

The evaluation of facilitators showed satisfactory results, as most of them scored over 95 of a total of 100 possible points. Among others, aspects such as the following were assessed: knowledge of the topic, disposition to answer questions, teaching materials used, and methodology. Annex 3 details the evaluation of facilitators.

B. Evaluation by facilitators

Each facilitator submitted a final work report. Their most frequent conclusions were the following:

- The "learning by doing" methodology contributed to the achievement of the course objectives. The trainees should put into practice what they learned in the "business experience" topic.
- The "business experience" topic has the inherent difficulty of integrating knowledge while drawing practical conclusions. The "business experience" is, simultaneously, an evaluation source and a knowledge integrating process.
- More time should be allotted to the topics.
- Follow-up of the course is needed.
- The teaching materials should have a wider dissemination.

4.1.4 Follow-up of the course

The follow-up of the course basically consisted of advising the country groups on the organization and implementation of the National Course. On INCAP's side, the follow-up was carried out by the CCT in each country and other specific missions posted by the person-in-charge at INCAP's headquarters in Guatemala. On UNIDO's side, the follow-up activities was the responsibility of the CTA.

4.1.5 Final considerations

A. Restrictive factor

Reduction, by UNIDO, of the salaries for the facilitators may have had a negative influence on the activities of the course.

B. Facilitating factors

Several factors, including the following, contributed to the success of the course:

- El Zamorano's infrastructure and spirit of service greatly facilitated the implementation of the course.
- The support provided by UNIDO's Regional Office in Honduras.
- The support provided by the Rural Agroindustrial Development Network, particularly in Guatemala and Nicaragua.

4.1.6 Conclusions and recommendations of the first TOT Workshop

A. Conclusions

- As it can be inferred from the high number of applications (93) received for the Regional Course, there is a big demand for training of women in the food-related business sector.
- The "learning by doing" methodology proposed in UNIDO's manuals is well accepted; the teaching methodology was validated in three Central American countries.
- There is a great interest expressed by course attendants to organize the National Course in their respective countries.

B. Recommendations

- INCAP/ UNIDO should follow-up the National Courses.
- Reinforcement courses should be organized according to the requests of course participants.
- Parameters for impact evaluation of the course should be established.
- The training program should be linked to institutions providing economic support (such as loans) to small businesses, especially businesses run by women.

4.2 SECOND TRAINING OF TRAINERS WORKSHOP IN GUATEMALA

After the regional TOT Workshop held in Honduras in May 1996, all participant institutions demonstrated a great interest to count with more trainers trained with UNIDO/INCAP methodology. More-over several institutions which cannot participate to the regional TOT, would be interested to have some trainers trained, particularly in Guatemala and Honduras.

Since last year, the project staff was thinking to count with more trainers in each country, in order to give follow-up and technical assistance to the women entrepreneurs. Then it appears that the main problem was the follow-up of WE trained, reason for why a part of activities will be reoriented in this direction. However, a second TOT workshop will be very useful for the trainers to count with other trainers in their own institution, in order to form a pull of trainers available to give technical assistance to the women.

After a mission held in Honduras on March 1997 in order to give a follow-up to the national trainers to insure their collaboration with future activities of the project, it appears that the trainers are still very motivated, but they need more support from their institution and their direct supervisor to be able to give more attention to the women trained. A TOT workshop will be the perfect activity to join again the national committee and to reinforce it.

It was decided to held a regional Training of Trainers Workshop organized in Guatemala by INCAP with the help of the National Committees of Guatemala, Nicaragua and Honduras with participants from the same institutions. The participants will be the promoters who give direct assistance to the women entrepreneurs.

4.2.1 Preparation

- In view of the lack of coordination of national committees and that it was decided to realize the course at regional level, INCAP decided to take the leadership and to organize

the course itself. The person in charge was Mr. Leonardo de Leon. Meetings were held with the CTA and some participant trainers to plan the course.

- The place chosen was the CENDEC center (a private center of cooperative federation) in Chimaltenango and the time was set up in one course of 3 continuous weeks from 8 to 30 September. For the practices in food technology, INCAP chose the same places of the national pilot course with 4 different places for each type of food : CETEC (Centro de Capacitacion en Tecnologia de la Carne) for meat products, INCAP for bread and pastry, PROFRUTA for fruits and vegetables and a small private industry (Los Prados) for dairy products.

- At the beginning, it was thought that the trainers would be from the national committees from the three countries, with the help of one national expert in training techniques and one in administration. Contacts were made with several of them in Guatemala, Honduras and Nicaragua, but due to different reasons, only one trainer from Guatemala was able to give a topic during the course : Mr. Edwin de Leon now working in PROFRUTA, with the food technology topic. This situation obliged to hire extra instructors and actually experts who already knew the materials and methodology :

- Mrs. Cecilia Alfaro, expert in gender approach at IICA (Instituto Interamericano de Cooperacion para la Agricultura),
- Mr. Odilio Blanco, expert in training methodologies at CENDEC,
- Mr. Luis Reyes, expert in marketing,
- Mrs. Clara Luz de Pereda, expert in nutrition in REDAR,
- Mr. Carlos Zamora, expert in administrative and financial management.

One topic was given by INCAP staff :

- Mr. Leonardo de Leon, selection of technology.

The CTA helped with the business plan activities.

- The selection of participants was supposed to be easier, then it was decided to give priority to the same participant institutions of the first TOT workshop. During the mission of the CTA to Honduras and Nicaragua, meetings were held with various trainers and their institution's directors. In each institution, information of the Regional TOT workshop was given and they were invited to present candidates to strengthen the capacity of their institution. Additionally some invitations were made to other institutions working with INCAP or with REDAR networks. It was decided to select 8 participants from each country.

- The selection was made by INCAP, with the help of the CTA, using the same methodology in the three countries, with strict criteria concerning personal experience of the candidate, as well as institution compromise. 25 participants were selected from various national

institutions of Guatemala, Honduras and Nicaragua, nevertheless at the last moment, two more women from Guatemala insisted to participate, so the final number of participants was 27.

4.2.2 Implementation and evaluation

- Objective: The objective of the TOT workshop was to train business/management experts and food technologists in the adaptation and utilization of the UNIDO/INCAP Training Programme for Women Entrepreneurs in the Food-processing Industry. Furthermore, the trainees were trained in the delivery of the training programme using a participatory approach and paying special attention to the specific needs and constraints of women. The trainees are now enable to pass on their acquired skills to other trainers and to women entrepreneurs, thereby creating a multiplier effect.

- Output: 27 trainers from Guatemala, Honduras and Nicaragua trained in adapting and delivering the UNIDO/INCAP Training Programme for Women Entrepreneurs in the Food-processing Industry.

- The 27 trainees were women trainers with technical or professional level, with previous experience in training and working in institutions that provide training for small-scale entrepreneurs in the food processing industry, especially in rural areas. A detailed list of participants is included in Annex 4.

- Topics: all topics provided the participants with guidelines on how to train women entrepreneurs based on the revised training materials and the participatory approach to training, course planning and design :

- adult training component,
- entrepreneur ship/management,
- technological skills,
- business plan,

See detailed schedule in Annex 5.

- Workshop evaluation: An evaluation form was given to each trainee at the end of each week. Results for the all month are as follows (% of satisfaction):

General activity	84.8
Methodology and inputs used	84.1
Printed didactic materials	80.9
Physical surrounding	84.1
Participants behavior	82.2
Coordination	83.0

Trainers :	
Odilio Blanco	79.0
Luis Reyes	83.5
Cecilia Alfaro	86.2
Edwin de Leon	82.0
Leonardo de León	93.7
Clara Luz de Pereda	89.4
Carlos Zamora	97.8

Food technology processing practices :	
INCAP	93.2
CETEC	96.9
DAIRY	92.7
PROFRUTA	92.7
Total workshop	84.3

These results indicate that the participants were quite satisfied for the TOT workshop, in spite of the intensity of the work schedule and the long time (three complete weeks).

- Participants evaluation :

The number of participants was raised to 27, since two candidates from Guatemala insisted to participate to the workshop at the last moment. The group was quite homogeneous with a majority of medium education level (17 participants) and several professionals (10 participants). Most of the participants with medium education had no specialization : school teacher or home education teacher, except 4 accountants and one technician in agro-industry. The professionals were : food technologists (3), economist (3), industrial engineers (3), social worker (1).

25 participants were women and 2 were men.

The institutions represented were mostly NGOs (11 institutions with 11 participants), Government Agencies (8 institutions with 11 participants), 3 universities (3 participants) and international organizations as European Union and UNIDO (2 institutions with 2 participants). The distribution among the countries was : 11 from Guatemala, 8 from Honduras, 8 from Nicaragua.

4.2.3 Follow-up

No follow-up is foreseen at short time, then this is the last activity of the project. Nevertheless, if the project could enter in a second phase, the trainers would constitute the leaders to amplify the cover of the project within other institutions and women entrepreneurs. In particular, the participants from the institutions foreseen to be the national counterparts (PAMIC and University

of Leon in Nicaragua, CERTEC and UNITEC in Honduras and REDAR institutions in Guatemala) would be a good basis for the second phase activities.

5. PILOT COURSES FOR WOMEN ENTREPRENEURS

5.1 PILOT TRAINING COURSE FOR WOMEN ENTREPRENEURS IN HONDURAS

Preparation and implementation of the course were at charge of the national committee formed by the 9 trainers trained during the first TOT workshop. INCAP and the CTA had just to give them supports and advise, through INCAP Technical Cooperation Coordination (TCC) in Honduras.

5.1.1 Organization of the course

The national committee was already organized during the Training of Trainers (TOT) Workshop held in May 1996. One coordinator, Mrs. Alba Lainez, and two assistants, Mrs. Emma Villeda and Mr. Heleodoro Guillen, were appointed.

The proposal for the course was made at this moment. Meetings of the committee were planned as well as a workplan, and the schedule was fulfilled during the all preparation period. Actually, the national committee held meetings on the following dates : 16 July, 2 August, 15 August (with INCAP's Headquarters visit of Mr. Miguel Angel Racancoj), 22 August, 27 August, 5 September (with CTA's visit), 20 September (with CTA's visit).

a) Selection of participants

The selection of participants was one of the most important activities of the preparation of the Pilot Course. The national committee was in charge with this activity, then each member already works with women entrepreneurs in each institution (it was a criteria of selection for the trainers to participate to TOT workshop).

Each member of the committee had to select 2 or 3 women entrepreneurs, such as to total 25 selected women. For the selection, the trainers used a common form, visits and interviews to the women. It was emphasized about selection criteria, such as dynamism, open to changes, marketing opportunities and production level (in view with credit possibilities). For the interviews, some trainers exchanged their candidates to be more objective.

b) Selection of course facilitators

The committee decided that the course would be implemented by themselves as trainers. All classes would be given by the trainers, so that no extra instructors would be needed. The course's schedule was designed and each trainer took in charge with one or two topics.

c) Selection of course date

The date of the Pilot Course was also set during the TOT Workshop and was not changed after. At this moment, it was decided to give the course in three parts of 15 days each, to allow women entrepreneurs to leave their business easily. This point is quite important, then the committee considered that it is almost impossible to get women entrepreneurs out of their business for 5 weeks consecutively. The course was planned for the following dates :

7 to 18 October 1996
4 to 15 November 1996
1 to 6 December 1996

d) Selection of course location

The selection of the location for the Pilot Course was made by the national committee, considering lodging facilities, costs and accessibility for the participants. The committee rapidly chose two places: CEDA (Center of Education for Development in Agriculture, a government dependence) in Comayagua (one hour from Tegucigalpa) and INFOP (National Institute for Professional Training, another government dependence) in San Pedro Sula for the technological practices.

Both places were found appropriate for the held of the course. In San Pedro Sula, it was necessary to find an hotel for the lodging of the participants during the week in this city, then INFOP does not count with lodging facilities. A mission of the CTA was held in September to visit both places and to make arrangements with authorities of CEDA and INFOP.

5.1.2 Implementation of the course

a) Objective:

The objective of the Pilot Course was to train Women Entrepreneurs in both business/management and technical aspects of food processing.

b) Output:

23 Women Entrepreneurs in the Food-processing Industry attended the course. (see list of participants in Annex 6).

c) Schedule:

The course began on October 7 by an inauguration act in which attended officials from Honduras government, INCAP/OPS and UNIDO.

All topics were provided to the participants with a participatory approach and learning by doing methodology, using the UNIDO/INCAP Training materials.

- gender approach and self-confidence,
- entrepreneur ship/management,
- technological skills,
- business plan,

See detailed schedule in Annex 7.

It is important to mention that all the women wanted to realize the practical exercises with all products proposed and not with one or two products as it was thought at first. They formed 3 groups of 8 persons and prepared 4 food products using cereals, fruits and vegetables, as well as milk and meat products. The prepared food products were the following :

- bread and cookies,
- *encurtidos* (vegetable pickles),
- *queso fresco* (a sort of cheese),
- *chorizo* (a sort of sausage).

d) Two trainers from Nicaragua traveled to Honduras to participate to one week of the course (3 to 8 November) in view to get more experience and prepare better the course in their country.

e) Business plan:

During all the course, the women had to prepare a business plan to be presented to obtain a credit. The women grouped together by three to help themselves during the preparation of the business plan. 8 groups were formed and then 8 business plans were presented at the end of the course :

- *Agroindustria Frutas y Verduras Intibucanas* : vegetables pickles (3 participants)
- *Embutidos Casera* : sausages (3 participants)
- *Golosinas El Buen Gusto* : cafeteria (1 participant)
- *Reposteria La Orquidea* : pastry (3 participants)
- *Panaderia Ricopan* : bakery (1 participant)
- *Crema de arroz Nutririco* : rice flour (3 participants)
- *Pollo Titi* : cafeteria (7 participants)
- *Industria Quesera Oriental* : cheese (1 participant)

5.1.3 Evaluation

a) Workshop evaluation:

The course was evaluated with a specific form at the end of each week. It could be said that women entrepreneurs were very satisfied with the course and with the trainers, then they qualified the course at 90% with the term *very good*. More than comments to trainers, a sign could be that, on the second session in November and on the third session in December, all 23 women came back to the course.

b) Participants evaluation:

The number of participants was reduced to 23 (instead of 25 planned), since one trainer did not present any candidate, as well as she did not appear for training as it was planned by the national committee. She did not give any explanation for this.

The women came from almost all the country : Tegucigalpa (6), Danli (5), Olancho (3), Lempira (4), La Ceiba (1), Comayagua (1), Santa Ana (1), Intibuca (2). 16 women already had a business and 7 think to have one. The existing business are in majority small restaurants (8), bakery and pastry (5), vegetable canning (2) and spices (1).

5.2 PILOT TRAINING COURSE FOR WOMEN ENTREPRENEURS IN GUATEMALA

5.2.1 Organization of the Course

The national committee was organized during the Training of Trainers (TOT) Workshop held in May 1996. It was formed by the 9 trainers from Guatemala and 1 from El Salvador. One coordinator, Mrs. Evelin Saloj, and one assistant, Mrs. Zulma Alvarado, were appointed. Meetings of the committee were held during 1996 until December. On January 1997, INCAP called again the committee to meet, but some problems appeared : the coordinator (Evelin Saloj) was not able to give sufficient time to coordinate the course, unless she would have to resign from her institution (INTECAP). The assistant (Zulma Alvarado) was dismissed of her institution (PROFRUTA), the same with one trainer of Guatemala (Juana Tzuquen de FUNDATEP) and one from El Salvador (Abel de Diócesis de Chalatenango). Another trainer was lost after giving birth and her institution (FUNDAP) did not show interest to replace her. The number of trainers in Guatemala was reduced to 7, with two persons with some kind of limitations. In view of this situation, INCAP decided to take the leadership and to organize the course itself. The person in charge was Mr. Leonardo de Leon. Meetings were held with the participant trainers to plan the course.

a) Selection of course date

The date of the Pilot Course was set during the TOT Workshop. As in the case of Honduras, it was decided to give the course in two parts of 15 days each, to allow the women entrepreneurs to leave their business easily. The course was initially planned for the following dates: 3 to 14 February and 3 to 14 March 1997. But in view of the organization problems, INCAP decided to postpone it to the following dates: 10 to 21 February and 10 to 21 March 1997.

b) Selection of the course location

The selection of the location for the Pilot Course was made by the national committee, considering lodging facilities, costs and accessibility for the participants. The committee rapidly chose two places: CENDEC (a private center of cooperative federation) in Chimaltenango, and Alianza para el Desarrollo, (another private center) in Guatemala City. Both places were visited and evaluated, but CENDEC had no availability for the date of the course, then all the course would be held in Alianza para el Desarrollo. For the practices in food technology, INCAP chose 4 different places for each type of food: CETEC (Centro de Capacitacion en Tecnologia de la Carne) for meat products, INCAP for bread, PROFRUTA for fruits and vegetables and a small private industry (Los Prados) for dairy products.

c) Selection of course facilitators

Reinforcement course: As it was recommended after the Training of Trainers Workshop, it was necessary to organize a reinforcement course for the Guatemalan trainers. This course was requested by them, particularly about the administrative and accounts topics. A three-day course was held on 26-28 September in Quetzaltenango. A national instructor was contracted for this. 6 trainers were trained in administrative skills, in order to reinforce their knowledge gained during the TOT workshop.

The course was implemented by the same committee. After the reinforcement course, it was decided that all courses would be given by the same trainers, except for the financial skills for which it was necessary to hire an extra instructor, Mr. Carlos Zamora. The course's schedule was designed and each trainer took in charge with one or two topics.

d) Selection of participants

The selection of participants was one of the most important activities of the preparation of the Pilot Course. The national committee was also in charge with this activity, then each member already works with women entrepreneurs in each institution (it was a criteria of selection for the trainers to participate to TOT workshop). Each member of the committee had to select 2 women entrepreneurs, such as to total 20 selected women. For the selection, the trainers

were using a common form, visits and interviews to the women. During the meetings with the trainers, it was emphasized about selection criteria, such as dynamism, open to changes, marketing opportunities and production level (in view with credit possibilities). The promotion was also opened to others institutions, such as UNDP projects but they did not present any candidate.

5.2.2 Implementation of the course

a) Objective:

The objective of the Pilot Course was to train Women Entrepreneurs in both business/management and technical aspects of food processing.

b) Output:

21 Women Entrepreneurs in the Food-processing Industry attended the course. (see list of participants in Annex 8).

c) Schedule :

The course began on 10 February by an inauguration act in which attended officials from Guatemala government, participating NGO's directors, INCAP and UNIDO.

Topics : all topics were provided to the participants with a participatory approach and learning by doing methodology, using the UNIDO/INCAP Training materials.

- gender approach and self-confidence,
- entrepreneur ship/management,
- technological skills,
- business plan,

See detailed schedule in Annex 9.

5.2.3 Evaluation of the course

a) Workshop evaluation :

The course was evaluate by the participants using a specific form. Five aspects were evaluated quantitatively : training topics, usefulness, methodology used, instructors' abilities, board and lodging aspects. In Annex 10, are presented the results of the evaluation of the course. It can be conclude that in general terms, the course was excellent, very useful for the women entrepreneurs, that the methodology used was very good and the trainers did an excellent job.

b) Participants evaluation :

The number of participants was 21 on the first two week, then it was reduced to 20, since one women entrepreneurs did not present herself to the last two weeks, for personal reasons.

The women came from almost all the country : Huehuetenango (4), San Marcos (3), Suchitepequez (3), Totonicapan (3), Peten (2), Quetzaltenango (2), Guatemala (1), Jalapa (1), more 1 from El Salvador and 1 from Honduras (both from Trifinio region, with the INCAP project).

5.2.4 Follow-up

At this moment, no follow-up was done in Guatemala, after the course.

5.3 PILOT TRAINING COURSE FOR WOMEN ENTREPRENEURS IN NICARAGUA

Preparation and implementation of the course were at charge of the national committee formed by the 4 trainers trained during the TOT workshop. INCAP and the CTA had just to give them supports and advise, through INCAP Technical Cooperation Coordination (TCC) in Nicaragua.

5.3.1 Organization of the Course

The national committee was already organized during the Training of Trainers (TOT) Workshop held in May 1996. Two coordinators, Mrs. Barbara Gutierrez and Mrs. Maria Jesus Sandino were appointed. After the workshop, these two persons from the Food Technology School of the University of Leon received a great support from their directors, particularly, Mrs. Olivia Gutierrez, Vice-decano of the Farmacia Faculty. That means that several professionals of the school were implicated in the organization of the national course. During the CTA mission in Nicaragua, a meeting was held on 5 February 1997, with the committee of trainers (the 4 trainers were present) and with the directors of both institutions they represented (University and NGO Foundation Leon 2,000) to review programme and organization of the National Course.

a) Selection of course date

The date of the Pilot Course was not set until beginning of 1997, then everybody was waiting for the results of Presidential Elections (20 October), which could have a great impact on national policies and institutions. During the first CTA mission in Nicaragua, the course was planned for the following dates :

24 February to 8 March 1997

31 March to 11 April 1997

b) Selection of course location

The selection of the location for the Pilot Course was made by the national committee, considering lodging facilities, costs and accessibility for the participants. The committee chose two places : ASDENIC (Asociacion de Desarrollo Social de Nicaragua, an NGO) in Esteli (two hours from Managua) and UNAN (Food Technology School of the University of Leon) in Leon for the technological practices. Both places were found appropriate for the held of the course. In Leon, it was necessary to find an hotel for the lodging of the participants during the week in this city, then the University does not count with lodging facilities.

c) Selection of course facilitators

The course was implemented by the same committee, with the help of several professionals of the University who already received training from INCAP. No extra instructor was hired for the course. The course's schedule was designed and each trainer took in charge with one or two topics. It has to be notice that the order of the topics was changed, then the technological practices took place before managerial skills. This was decided by the same committee in order to give the women entrepreneurs more practical skills on the beginning, before theoretical ones.

d) Selection of participants

For the selection of participants, the committee made the suggestion to realize a deep assessment of women entrepreneurs before the national course, in order to select them more carefully and to have an evaluation of their business before training. This suggestion coincides with our effort to establish a system of evaluation of the women before and after the training. This assessment was achieved in January 1997 and the report was presented to the CTA during her first mission. It was realized by the trainers during the three months of preparation, before the national course, with the help of the agroindustry network (REDAR Nicaragua) and the students of the school. 22 women entrepreneurs from trainers' institutions and others invited (including INCAP) were selected at this stage.

5.3.2 Implementation of the course

a) Objective:

The objective of the Pilot Course was to train Women Entrepreneurs in both business/management and technical aspects of food processing.

b) Output:

20 Women Entrepreneurs in the Food-processing Industry attended the course.
(see list of participants in Annex 11).

c) Schedule:

The course began on 24 February by an inauguration act in which attended officials from Nicaragua government (the Vice-Minister of Agriculture), INCAP/OPS and UNIDO.

d) Topics:

All topics were provided to the participants with a participatory approach and learning by doing methodology, using the UNIDO/INCAP Training materials.

- gender approach and self-confidence,
- technological skills,
- entrepreneurship/management,
- business plan,

See detailed schedule in Annex 12.

5.3.3 Evaluation of the course

a) Workshop evaluation :

The course was evaluated with a specific form at the end of each week. It could be said that women entrepreneurs were very satisfied with the course and with the trainers, then they qualified the course at 90% with the term *very good*.

b) Participants evaluation :

The women came from mostly Chinandega and Leon region where the assessment were held, but also from other regions of the country : Chinandega (7), Esteli (5), Masaya (3), Rivas (2), La Paz Centro (1), Nagarote (1), Leon (1).

6. EVALUATION OF THE IMPACT OF THE PROJECT ON WOMEN ENTREPRENEURS

After the first TOT workshop, the project tried to implement a system of follow-up for the trainers and a previous evaluation for women entrepreneurs. Two forms were designed in order to be able to measure impact of training upon both trainers and women entrepreneurs. The first form was supposed to be filled by the trainers to report all activities they have done after the TOT workshop, related with women entrepreneurs in food industry.

The second form was an evaluation of the enterprises of the women selected for the pilot courses. It was supposed to be filled two times : first, before the women entrepreneurs received the training, and then, some months after the training to evaluate the changes made in the enterprise.

Actually, only Nicaragua and one part of Honduras trainers gave some information about their activities and the WE situation. In Nicaragua, the national committee made the suggestion to realize a deep assessment of women entrepreneurs before the national course, in order to select them more carefully and to have an evaluation of their business before training. This suggestion coincided with our effort to establish a system of evaluation of the women before and after the training. This assessment was achieved in January 1997. It was realized by the trainers during the three months of preparation, before the national course, with the help of the agroindustry network (REDAR Nicaragua) and the students of the school. It permitted to count with detailed information, before the training, about the 22 women entrepreneurs selected for the national course.

In Nicaragua, the same methodology was used to measure the impact of the training in this country. In the other countries, it was only an estimation of the impact, then the initial situation of the WE was not known.

6.1 GUATEMALA

In Guatemala a contract was established with REDAR network to execute the Evaluation of the 20 Women entrepreneurs trained during the Training Course in February and March 1997. The work took place from 5 August to 30 September 1997, and was executed by a food technologist, Mrs. Clara Luz de Pereda.

The objective of the study was to evaluate the results of the project in Guatemala and to determine its level of impact on improvement of women enterprises. More specifically, it had to :

- determine what kind of use was made of the training programme for the improvement of the enterprise related with marketing, production and administrative and accounts functions,
- evaluate the level of application of these knowledge's in enterprise's activities,

- determine if there is some increase in enterprise's productivity and benefits after the training,
- measure the impact of the training programme upon job generation in women enterprises,
- determine additional training needs for the WE as consequence of the new approach managed in their enterprise.

The methodology of the evaluation consisted in an exhaustive survey of the 20 women entrepreneurs trained in all the country, of the trainers and of their institutions' directors. Three assessment forms were designed for each kind of person : WE, trainers and institutions, in order to have the best idea of the whole impact of the project.

Four aspects were evaluated :

1. Women entrepreneur opinion of the training course

Evaluation criteria were :

- training needs
- methodology used understandable
- technical assistance during the course
- application of knowledge's in enterprise's activities
- administrative topic easy to assimilate
- account topic easy to assimilate
- production topic easy to assimilate
- marketing topic easy to assimilate

2. Impact of the course upon women enterprises

Evaluation criteria were :

a. Administrative and account area improvements

- planning (of purchase, production, finances, sells)
- organization (functions, job creation, organigramme)
- personnel control (assistance control, working days, hygiene and presentation)
- accounts and tax system (legal registers, accounts controls, operation costs, benefits)

b. Production area improvements

- raw materials (quality, management, problems)
- machines and equipment (conditions, maintenance, capacity, expansion)

- processes (productivity, standards, hygiene)
- infrastructures (roof, walls, floor, lightning, ventilation, toilet, water, electricity, garbage)

c. Marketing area improvements

- marketing study
- market channels
- packaging
- label
- registered trademark
- products promotion

3. Evaluation by trainers

Evaluation criteria's were :

- training needs of WE satisfied
- technical assistance brought
- application of knowledge's in enterprise's activities
- administration, marketing, accounts and production topics easy to assimilate for WE
- follow-up of WE
- interest for more training

4. Evaluation by participant institutions

Evaluation criteria's were :

- application of knowledge's in enterprise's activities
- awareness for participating in the project
- interest for training more personnel
- benefits for WE, trainers and institution.

The results of the evaluation in Guatemala are :

Evaluated aspect	Percentage of favorable answer
Women entrepreneur opinion of the training course	88%
Impact of the course upon women enterprises : 1. Administrative and account area improvements 2. Production area improvements 3. Marketing area improvement	82% 87% 50%
Trainers evaluation	86%
Institutional impact	100%

The conclusions of the study were :

- the results permit to say that in Guatemala the project had a very good impact in general terms.
- the impact of the course upon women enterprises is quite significant, especially in administrative and production areas, not the same for the marketing area which seems to stay the weakness of women enterprises : they have the knowledge's but they were not able to apply it by their own.
- the study shows an increase in productivity and by the way in benefits thanks to apply their knowledge's in aspects such as : better strictness for applying quality norms to the purchase of raw materials, technification of productive processes, better rationalization for improving manpower and application of strict controls in operation costs and account aspects in general.
- in relation with job creation, the impact is not significant, except for one women in Quetzaltenango who create a new business in sausage production. According to surveyed women entrepreneurs, this is due to the fact that the knowledge's learned during the course permitted better use of their personnel, clear definition of their functions and better fluidity of processes. This conducted to higher benefits by reducing labor costs.

- there is still a great interest from women entrepreneurs to participate in future training programmes to strengthen their acquired knowledge's, or upon new aspects which could lead to new entrepreneurial opportunities.
- from the point of view of trainers and participant institutions, this programme and the role of UNIDO and INCAP represent a significant contribution for the development of the country, especially involving women from rural areas, with a new entrepreneurial approach quite different from the traditional one.

6.2 HONDURAS

In Honduras, during the CTA mission held in August 1997, discussions were held to evaluate the impact of the project on the institution training capacity and on the women entrepreneurs sent by them. It was also asked to permit to their trainers to travel with the evaluator to visit their women entrepreneurs. Meetings were held with the following institutions :

- UNISA (Unidad de Servicios de Apoyo para Fomentar la Participacion de la Mujer Hondureña) director and the trainer (Enma Villeda).
- ADHE (Asociacion Hondureña de Desarrollo) director and the trainer (Rosario Pinto).
- the director of Women Programme in the Ministry of Agriculture (Programa de la Mujer, Secretaria de Agricultura y Ganaderia) and the trainer (Alba Lainez).
- FAO representative in Honduras, in representation with the director of the Lempira Sur Project.
- INICE trainer (Teresa Guevara).
- OPS representative, for INCAP participation in the project.

All institutions recognized that the project had a great impact on their institution's training capacity through the trainer, but also the training materials : various trainers realized one or more courses for their institution, applying part of the training received, both for trainers and women entrepreneurs. It appears that the trainers are now considered as resource persons in their institution and for other ones, then one trainer was hired by another NGO to give a course of food processing. In relation with the conditions for the monitoring and follow-up to the functioning of women entrepreneurs trained thus far by the project, it depends on the institutions : some give a regular follow-up with visit each week or month (ADHE, UNISA, INICE). For the other ones, the follow-up depends on budget and time resources.

After this mission, it was decided to charge Mrs. Enma Villeda through her institution UNISA with the evaluation of the impact of the project on the women entrepreneurs in Honduras. A contract was established, but due to health problems, Mrs. Villeda was not able to realize the work. It was proposed to Mrs. Rosario Pinto through her institution ADHE. A new contract was established and signed at beginning of September and the report was approved on 3 November 1997.

In Honduras, the methodology used was different from Guatemala's one : the 23 women trained were visited and surveyed applying a form with the following parts :

- General information of the enterprise,
- Organizational and operative information,
- Marketing area,
- Administrative and account area,
- Impact of the training.

The results of the evaluation in Honduras were :

In general terms, from the 23 women trained. 16 had already a business at the moment of the course and 7 had no business. A big achievement of the course was the creation of 4 new businesses by 4 of the women who had no business before the course. It could be said that a direct consequence of the course was this creation of 4 enterprises.

During the interview, the women entrepreneurs recognized their great satisfaction of the training methodology "Learning by doing" which is specifically applied in two schools, one in Danli and one in Intibuca. It is important to mentioned that the women were very happy with the training course in all aspects (Technology, methodology, place and human relations).

Many of the trainees have already implemented some changes in their enterprises related with the following areas :

- In terms of production :
 - a) Improvements in production through adjustments in food processing learned during food practices of the course,
 - b) Better selection of raw materials at the moment of the purchase, taking into account important aspects of its quality,
 - c) Increase of the production and better quality of the products,
 - d) Better conditions of processing rooms and tidying of raw materials : installation of metallic mosquito net for doors and windows, cement floors,

purchase of new furniture, correct stocking of raw materials and finished products.

- e) Processing new products such as cheese, butter, chocolate pie, etc.
- f) Better hygiene of the personal and the processing room, both in the food processes themselves and in hygienic means to prevent contamination of final products.

- In terms of market :

Several women considered that they have improved the marketing aspect : 13% of the women had more clients, 2% maintained their customers and 2% improved their attention to public.

The demand for better quality of their products have also increased.

- In terms of earnings :

70% of the women entrepreneurs recognized they have increased their earnings after the course, while 6% have maintained them at the same level. Several means were used for this : sells in cash, new clients, better prices, better control of costs.

Nevertheless, the earnings are not sufficient to implement big changes, and the women still required to access credits.

- In terms of credits :

The women still identified the lack of credit as their greatest limitation, in spite that 8 of them received credits from the following institutions :

ADHE : 2 loans

BANCORP : 1 loan

FAMA : 1 loan

FUNDEMUH : 1 loan

UNISA : 3 loans.

But 15 women required more information about credit institutions and their conditions to access a loan. They are expecting this information from the trainers of the course.

- In terms of training :

16 women required more training in two aspects : management (marketing, accounts and administration of their business) and food processing technology (new products).

Another impact was the fact that 2 trainees were also trainers (school teachers) and created in their schools 2 enterprises with the other teachers and the pupils, which had a great multiplication impact in the communities.

A negative impact, but not consequence of the course, was the closing of 3 existing enterprises ; the reasons for these closing were essentially personal ones. From the 7 trainees who have no business before the course, 3 have not still created their own business, but 2 of them are in process to obtain a loan for this.

Conclusions and recommendations of the evaluation in Honduras :

- the greater impact of the course was an increase of the earnings of the existing enterprises and the creation of 4 new businesses.
- all women entrepreneurs had improved the food processing by introducing changes in hygiene for personal and infrastructures.
- the participation of school teachers had a bigger impact in the region where they had a multiplying effect both with pupils and their families.
- the selection of the trainees for the pilot course was not sufficiently careful in terms of entrepreneurs capability and capacity (3 women closed their businesses and 3 not created one).
- more impact would be reached if technical assistance and follow-up could be done to each women entrepreneur.
- another recommendation would be to give more access to loans and credits for the trainees.

6.3 NICARAGUA

In Nicaragua, during the CTA mission held in August 1997, discussions were held to evaluate the impact of the project on the institution training capacity and on the women entrepreneurs sent by them. It was also asked to permit to their trainers to travel with the evaluator to visit their women entrepreneurs.

- with University of Leon (Escuela de Tecnologia de Alimentos) director and the trainers (Barbara Gutierrez and Maria Jesus Sandino). In addition to the common subjects, it was proposed to them to realize the evaluation of the impact of the project on the women entrepreneurs, project beneficiaries. A proposal for the contract was

presented, including the Terms of Reference of the work, and after discussion and acceptance, the contract was signed in 3 original copies.

- with Fundación Leon 2,000 director and the trainers (Fatima Macias and Marta Mendez).
- with PAMIC (Programa Nacional de Apoyo a la Microempresa) : with the Chief of the Agroindustry Department (Carolina Vargas) and with the Chief of the Training Department (Noel Castellon).
- with REDAR Nicaragua (Red de Desarrollo Agroindustrial Rural de Nicaragua) : with the President (Juana Mercedes Machado) and 4 members of the Directive Committee.

Additionally, visits were made at 2 women entrepreneurs in Chinandega region to have a first idea of the impact. A visit was made to Ms. Maria del Carmen Pulido, Administrator of ADEPAL Cooperative, located on the Somotillo Road, which is processing cashew nuts. Thanks to the training Ms. Pulido was able to establish a system of book keeping to control the enterprise's costs and profits. She has also introduced some changes on hygiene aspects (hands washing, not eating in the processing area) and some advances with the market, then the cooperative is exporting its product to Germany.

The other one was Ms' Maria Cristina Reyes, who runs a tomato sauce fabrics in Chinandega. Ms. Reyes had also made changes but more in the processing part, by changing her recipes for better quality and by using tomato paste when the price of fresh tomato is too high.

Both participant institutions recognized that the project had a great impact on their institution's training capacity through the trainers, but also the training materials : various trainers realized one or more courses for their institution, applying part of the training received, both for trainers and women entrepreneurs. In relation with the conditions for the monitoring and follow-up to the functioning of women entrepreneurs trained, for both institutions the follow-up depends on budget and time resources.

The report of the Evaluation of WE from the University of Leon was finished and sent to Guatemala on 10 November 1997. In Nicaragua, the final evaluation was facilitated, then a previous assessment was made before the pilot course, as a base line to know the situation of the women entrepreneurs. The same questionnaire was used to evaluate the situation of the enterprise, with several additional questions to identify changes and to measure the impact of the training. 18 women were surveyed, then 2 women dropped during the course.

The results of the evaluation are the following :

The study shows that the trainees had realized changes in their enterprise in terms of production and marketing, with consequences upon earnings.

In the area of production, 55% of the women entrepreneurs had made some improvements in the technological process and had implemented better hygienic and sanitary conditions (27% more women are using adequate uniforms and 39% more women had implemented quality control of raw materials) ; 28% created new lines of production using their knowledge acquired during the technological practices of the course, especially with products such as cereals, bread and sweets ; 17% had increased their productivity by realizing processes controls, better work organization and better distribution of space in the processing room.

In the area of marketing, 11% of the women had realized a market study in order to search for new opportunities of market. The other 78% had made improvements in the presentation of their products, in order to improve their competitiveness on the market.

These changes realized in production and marketing had consequences upon the earnings of the businesses : 72% of the women had raised their earnings, 11% had made improvements in their accounts and 17% had a better control upon their costs and earnings. They also increased their capacity of negotiation to obtain their raw materials with credit, they are calculating their costs and sell prices, using the training manual as a model.

In relation with credits, 28% of the women used the business plan elaborated during the course, but they are still confronted to difficulties to obtain adequate loans for their activity. This is reflected by the fact that 33% of the women needed additional assistance in the credit area, with information upon adequate alternatives of loans, equipment purchase, market growth. They mentioned for this institutions such as PAMIC, Escuela de Tecnologia de Alimentos, FAMA, Fundacion Leon 2,000 and INCAP/OPS.

95% of the women considered they need more training, especially in food processing technology, accounts and administration and entrepreneurial management. They identified as obstacles that prevented them to reach their goals for their enterprises : 61% the lack of favorable credits ; 22% the lack of working capital to purchase raw materials ; 17% the bad economic situation of the country. In spite of these difficulties, they wanted to grow in the future : 44% wanted to increase their levels of production ; 22% wanted to enlarge their production place ; 17% wanted to buy new machines and equipment.

Conclusions and recommendations of the evaluation in Nicaragua :

- creation of one new business (bakery) with 5 female jobs created.
- increase of earnings for the majority of the women entrepreneurs, due to improvements in production and marketing areas.

- it is recommended to give technical assistance and follow-up to the women entrepreneurs in both production area and management, as well as more training.

7. CONCLUSIONS AND RECOMMENDATIONS

Here are presented project achievements, outputs and activities completed during the period September 1995 until November 1997, end of the project.

7.1 PROJECT ACHIEVEMENTS, OUTPUTS AND ACTIVITIES COMPLETED

The original development objective of the project was to improve the quality of processed food by increasing the participation of women in the industrialization process of the Central American region. In perspective with the project activities, this objective is found quite high flight and for too long term, almost impossible to reach in the period of the project. On the contrary, the immediate objective which was to provide women entrepreneurs (WE) with the skills required to establish and operate small-scale manufacturing enterprises in the food processing sector is found reachable and convenient.

The strategy of the project was based on capacity building through training at two levels : trainers and women entrepreneurs. The project was based on the concept of the UNIDO Training Programme for WE in food processing industry, which was adapted to the conditions prevailing in the Central American region. At the end, the project proposes a "tailormade" training package adapted to WE in Central America.

The institutional framework was UNIDO as executing agency, counting with the training package and experience in other countries (Africa and Asia). The counterpart was INCAP which is a regional institution with large experience in food technology and training.

At national level, the trainers were selected in institutions already dedicated to training for WE, in all sectors : public, NGOs and universities. This allowed to the project to select the women entrepreneurs through the national institutions, on the basis of common criteria such as experience in business (5 years in average) and motivation.

The principal achievements of the project can be measured on four levels:

7.1.1 On the trainers' level

23 trainers were trained during the first Training of Trainers Workshop held in Honduras on May 1996. From these 23, only five have not participated actively as trainers during

the national pilot courses : two for pregnancy, two for terminating their job relation with their institution and one for personal reasons. On the 18 active trainers, it is possible to detect that they have increased their technical and pedagogic skills, by managing the UNIDO/INCAP training package. They also got a integrated approach and more confidence in themselves. During the organization of the national pilot courses, the trainers organized themselves in National Committees which were in charge with the whole organization of each course, except in Guatemala where INCAP took the leadership. This demonstrated a good coordination between the trainers and the institutions, and with INCAP's staff.

Additionally to planned activities, a second regional TOT workshop was organized in Guatemala, on September 1997, which was very successful, in these aspects :

- it allowed to strengthen the training capacity of the participant institutions and to amplify the coverage with new ones.
- it allowed to strengthen or introduce the Training Programme with the institutions foreseen to be the national counterparts for the second phase of the project : University of Leon and PAMIC (4 trainers now) in Nicaragua, CERTEC and UNITEC (3 trainers) in Honduras and REDAR network's member institutions in Guatemala.

A training of trainers overview is presented in table 8.

**TABLE 8
TRAINING OF TRAINERS OVERVIEW**

Country	Guatemala	Honduras	Nicaragua	Total
First TOT	May 1996	May 1996	May 1996	
Number of trainers	9 + 1 from El Salvador	9	4	23
Regions	Guatemala = 3 Totonicapan = 1 Huehuetenango = 2 Quetzaltenango = 1 Peten = 1 Mazatenango = 1 Chalatenango (ELS) = 1	Tegucigalpa = 5 Olancho = 1 Lempira sur = 1 Ocotepeque = 1 San Pedro Sula = 1	Leon = 3 Chinandega = 1	
Drops out	3	2	none	5
Second TOT	Sept 1997	Sept 1997	Sept 1997	
Number of trainers	11	8	8	27
Regions	Guatemala = 4 Totonicapan = 3 Huehuetenango = 2 Chiquimula = 1 Escuintla = 1	Tegucigalpa = 3 Olancho = 1 San Pedro Sula = 1 Comayagua = 1 La Paz = 1 Lempira = 1	Managua = 4 Leon = 2 Rivas = 1 Boaco = 1	
Total of trainers	21	17	12	50

In order to train trainers, the adaptation of UNIDO Training materials was carried out very carefully and all Central American and national versions are available now.

7.1.2 On the women entrepreneurs' level

23 WE were trained in Honduras, 21 in Guatemala and 20 in Nicaragua. First evaluations of national courses showed WE have improved their analytical abilities relevant for business development, and their understanding of effective business practices and the reasons why their businesses are in a bad shape. They also got more confidence and opening minds, as well as information and technical and management skills.

The evaluation of women entrepreneurs gave very good results about the impact of the Training programme on the enterprises activities, especially on administrative and productive areas. Some limitations remains in the marketing area, especially in Guatemala. 6 new businesses were created and a great majority of existing businesses made significant improvements, in terms of production and earnings.

A training of WE overview is presented in table 10.

**TABLE 10
TRAINING OF WOMEN ENTREPRENEURS OVERVIEW**

COUNTRIES	Guatemala	Honduras	Nicaragua	Total
Date of training	Feb-March 1997	Oct-Nov-Dec 1996	Feb-March-April 1997	
Number of WE	21	23	20	64
Regions	Huehuetenango = 4 San Marcos = 3 Peten = 2 Quetzaltenango = 2 Mazatenango = 3 Guatemala = 1 Totonicapan = 3 Jalapa = 1 Ocotepeque (Hon) = 1 Citala (ELS) = 1	Tegucigalpa = 6 Danli = 5 Olancho = 3 Lempira = 4 La Ceiba = 1 Comayagua = 1 Santa Ana = 1 Intibuca = 2	Chinandega = 7 Esteli = 5 Masaya = 3 Rivas = 2 La Paz Centro = 1 Nagarote = 1 Leon = 1	
Creation of new Business	1	4	1	6
Improvements in existing businesses	Production = 87% Administration = 82% Marketing = 50%	Marketing = 17% Earnings = 70%	Production = 100% Marketing = 78% Earnings = 72%	
Drop outs	1	3	2	6

7.1.3 On the organisational and institutions' level

21 national institutions participated with the project's training of trainers activity, from which two have not participated with the national courses. These national institutions have been strengthened not only in their training capacities, but also by the systematic approach of the project and the technical expertises and resources. They were able to coordinate through the trainers to organize each national course, almost by themselves.

In relation with the participant institutions and the trainers, the Training programme demonstrated a significant impact about their training capacity, introducing the entrepreneurial approach in their programmes and taking into account women in rural areas.

7.1.4 On INCAP's level

INCAP participated to the project not only at headquarters level but also at country level through its Technical Cooperation Coordinators. It also used its agro-food industries networks in Guatemala and Nicaragua for national coordination, as well as its technical expertise in food technology for adaptation of materials.

7.2 CONSTRAINTS IDENTIFIED DURING THE PROJECT

The following problems have been encountered :

- Business performance of W.E . low
- Profit margin very low
- Many businesses would need the motivation for expansion
- More exposure needed for marketing
- Technical problems related to production, transport
- Quality assurance issues
- Certification and legal issues related to standardization
- Working capital lacking
- Lack of institutional framework and networking and the need to strengthen these
- Need to set up business associations of W.E.
- Need for exposure of W.E. in experiences of entrepreneurship development within the region and the country
- Lack of a systematically developed monitoring, follow-up and out-reach mechanism both for Trainers and W.E. and the need for systematically collected data and information on progress and impact of the project

- Need to develop new value added products by W.E. and to improve existing ones (fortified products as atoles, corn flakes, etc.)
- Need for cleaner production (hygiene, avoid pollution) and issues related to renewable energy (energy saving)
- Linkages needed with credit institutions or local investors
- Sustainability of the project and consolidation of work undertaken in the first phase.

Another aspect could not be covered by CTA and INCAP's staff : the follow-up of the women entrepreneurs by the trainers and their institutions. This activity should required a great investment of time and resources, that neither the CTA and INCAP disposed during this period. The only way to do something was to join a visit from the trainer with the evaluation survey, what occurred in some cases, but not systematically, then several trainers were not available at the time scheduled for the evaluation.

7.3 RECOMMENDATIONS

7.3.1 The programme has to go on if it wants to reach a significant impact upon women entrepreneurs, especially in rural areas. The first phase permitted to demonstrated the validity of the methodology with some adjustments, but the impact is demonstrated upon the women enterprises.

7.3.2 The women entrepreneurs have to received a further training to strengthen their weakest aspects such as marketing and accounts, with special emphasis on practical methodologies.

7.3.3 The selection of women entrepreneurs has to be done more carefully by the project and national institutions, in order to avoid drops out and to improve the impact upon creation of new businesses and implementation of changes in the existing ones. Entrepreneurial criterias have to be chosen very carefully for this selection.

7.3.4 In relation with the follow-up of the women, the recommendation is to create a network of trainers to coordinate activities and to form a team of trainers in order to organize courses for WE. Each trainer could be used by the project as a consultant to support other activities or institutions.

7.3.5 The Training programme has to coordinate activities with each participant institutions in order to include the programme activities in their annual workplan.

7.3.6 The problem of access to credit by the women entrepreneurs also appeared in the evaluation, and it would be important to create mechanisms to facilitate access to credit in the second phase of the project : one option would be the project to offer some guarantees to financial agencies for the women entrepreneurs.

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ANNEX 1

**Curso Regional para Capacitadoras
del 5 de mayo al 1 de junio de 1996**

LISTA DE PARTICIPANTES

**PROGRAMA DE CAPACITACION DE MUJERES EMPRESARIAS DE LA INDUSTRIA
DE ALIMENTOS EN CENTRO AMERICA**

CURSO REGIONAL PARA CAPACITADORAS

Del 5 de mayo al 1 de junio de 1996

Lugar: Escuela Agricola Panamericana El Zamorano, Honduras

LISTA DE PARTICIPANTES

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ANNEX 2

**Curso Regional para Capacitadoras
del 5 de mayo al 1 de junio de 1996**

PROGRAMA DEFINITIVO

**PROGRAMA DE CAPACITACION DE MUJERES EMPRESARIAS
DE LA INDUSTRIA DE ALIMENTOS EN CENTRO AMERICA**

CURSO REGIONAL PARA CAPACITADORAS

Del 5 de mayo al 1 de junio de 1996

Lugar : Escuela Agricola Panamericana El Zamorano, Honduras

PROGRAMA DEFINITIVO

SEMANA 1

Dia	Hora	Tema	Responsable
Lunes 6	9:00-12:30	Inauguración	
	14:00-15:30	Visita del Zamorano	
	15:30-16:30	Socialización de las participantes	Miguel Angel Racancoj
	17:00-17:30	Presentación del curso	Florence Tartanac
	17:30-18:00	Objetivos del curso y expectativas de las participantes	Florence Tartanac
Martes 7	8:00-9:00	Concepto de genero	Rosibel Gomez Zuñiga
	9:00-10:00	Mujer y AIR	Maricela Cascante
	10:30-12:30	Limitaciones y potencialidades de las mujeres en los pequeños negocios	Iris Villalobos
	14:00-17:30	Preparación de una actividad de capacitación	Juan Caliva
Mierc. 8	8:00-12:30	Ejecución de una actividad de capacitación	Juan Caliva
	14:00-17:30		
Jueves 9	8:00-12:30	Ejecución de una actividad de capacitación	Juan Caliva
	14:00-17:30		
Viernes 10	8:00-12:30	Evaluación y seguimiento de una actividad de capacitación	Juan Caliva
	14:00-17:30		
Sabado 11		Visitas de campo	Zamorano

SEMANA 2

Dia	Hora	Tema	Responsable
Lunes 13	8:00-12:30	Mercadeo y comercialización	Luis Reyes
	14:00-17:30		
Martes 14	8:00-12:30	Mercadeo y comercialización	Luis Reyes
	14:00-17:30		
Mierc. 15	8:00-12:30	Gestión contable	Iris Villalobos
	14:00-17:30		
Jueves 16	8:00-12:30	Gestión contable	Iris Villalobos
	14:00-17:30		
Viernes 17	8:00-12:30	Manejo de créditos	Iris Villalobos
	14:00-17:30		
Sabado 18	8:00-12:30	Experiencia empresarial	Marvin Blanco
	14:00-17:30		

SEMANA 3

2

Dia	Hora	Tema	Responsable
Lunes 20	8:00-12:30	Principios de conservación de alimentos	Leonardo de Leon
	14:00-17:30	Higiene y control de calidad de los alimentos	Marvin Blanco
Martes 21	8:00-12:30	Estudios de casos	Miguel Angel Racancoj
	14:00-17:30	Selección de tecnología	Francois Boucher
Mierc. 22	8:00-12:30	Práctica Procesamiento de cereales	Leonardo de Leon
	14:00-17:30	(fabricación de pan, galletas)/Experiencia empresarial	Marvin Blanco
Jueves 23	7:00-16:00	Práctica Procesamiento de Alimentos	Zamorano
Viernes 24	8:00-12:30	Nutrición y regimen alimentario	Hilda Fanny Mejía
	14:00-17:30	Experiencia empresarial	Marvin Blanco
Sabado 25	8:00-17:30	Experiencia empresarial	Marvin Blanco

SEMANA 4

Dia	Hora	Tema	Responsable
Lunes 27	7:00-16:00	Práctica Procesamiento de Alimentos	Zamorano
Martes 28	7:00-16:00	Práctica Procesamiento de Alimentos	Zamorano
Mierc. 29	8:00-11:30	Evaluación del curso	Miguel Angel Racancoj
	11:30-17:30	Adaptación de materiales	Florence Tartanac
Jueves 30	8:00-12:30	Elaboración de fichas de alimentos autóctonos	Miguel Angel Racancoj Florence Tartanac
	14:00-17:30	Planificación de los cursos pilotos para mujeres empresarias	
Viernes 31	8:00-12:30	Planificación de los cursos pilotos para mujeres empresarias	Miguel Angel Racancoj Florence Tartanac
	14:00-17:30	Clausura del curso y exposición de los productos elaborados	
Sabado 1		Salida de las participantes	

ANNEX 3

**Curso Regional de Capacitación a Capacitadoras
8 al 30 de septiembre de 1997
Chimaltenango, Guatemala**

**CURSO REGIONAL DE CAPACITACION A CAPACITADORAS
REALIZADO DEL 8 AL 30 DE SEPTIEMBRE DE 1997
EN CHIMALTENANGO, GUATEMALA, C. A.**

NOMBRE	INSTITUCION	DIRECCION	DIR.PARTIC.	TEL.	PROCEDENCIA
Alba Victoria Galeano Morales	PROCORAC	Comayagua, Honduras Tel. 720441	Lotificación Los Almendros, Comayagua, Honduras		Honduras
Lisette Marleny Cárcamo	ONUDI	Edif. Naciones Unidas Col.Pamira, Teg.,Hon. Tel. 32 7217	Col. Universidad Norte, Bloque J, casa 5101, Tegucigalpa, Honduras	39 04 35	Honduras
Rosinda Lorenzana García	UNIVERSIDAD TECNOLOGICA CENTROAMERICA	Apartado Postal 3530, Tegucigalpa, Honduras Tel. 35 4052	Apartado Postal 2452, Tegucigalpa, Honduras	33 5125	Honduras
Enma Ernestina Lobo Moya	PROY. DE DESARROLLO AGRICOLA	Juticalpa, Olancho, Honduras. Tel. 85 2873	Catacomos, Olancho, Honduras	95 4098	Honduras
Olga Rosalía Amaya Agencia	UNISA	Calz. La Leona, Casa 1414, Teg., Honduras Tel. 22 8240	Col. Hato de Enmedio S9 B12 Casa 5306, Tegucigalpa, Honduras	35 0555	Honduras
Thelma Idalia Rivera	Ministerio de Salud	Cost. Sur Hospital Mario C. Rivas, San Pedro Sula, Honduras	B43 Casa 29 Col. Satélite I Etapa San Pedro Sula, Honduras	59 2802	Honduras
Floralma Cáceres Padilla	INICE	Barrio San José La Paz, La Paz, Honduras Tel. 74 2308	Barrio San Juan, contiguo Parque Infantil, La Paz, La Paz, Honduras	74 2170	Honduras
José Arturo Martínez Espinoza	ADHE	Regional de Gracias Lempira, Honduras Tel. 61 1200	Barrio El Rosario, Gracias Lempira, Honduras	61 1227	Honduras

NOMBRE	INSTITUCION	DIRECCION	DIR. PART.	TEL.	PROCEDENCIA
Birmania Alvarez Mojica	ASODERI/PAMIC	Contiguo al BANIC, Rivas, Nicaragua. Tel. 453 3020	De la Iglesia San Francisco 2 c. al Sur, Rivas, Nicaragua	4533236	Nicaragua
Ryna Mayla Rodríguez	INATEC	Centro Cívico Módulo T. 2o. Piso, Managua, Nicaragua Tel. 265 0872	Bello Horizonte E-I 26 Rotonda 2 ½ c. Al Norte, Managua, Nicaragua	244 1538	Nicaragua
Juana Mercedes Lezama A.	INATEC	Centro Cívico Módulo T. 2o. Piso, Managua, Nicaragua Tel. 265 0872	Barrio Santa Rosa, Rest. La Plancha 2 ½ c. al sur, Managua, Nicaragua	244 3194	Nicaragua
Lisbeth Aburto Alemán	PAMIC	Señal Plaza El Sol, Sco. Al Sur 1 ½ abajo. Tel. 2770599-278 2607/08	Reparto Los Madraños del Portón de la Nicalit ½ c. abajo, Casa # 49, Managua, Nicaragua	266 4337	Nicaragua
María Elena Vargas Zambrana	UNIV. DE LEON	Complejo docente de la Salud, León, Nicaragua Tel. 3112737 ext. 269	Enel 90 vs. arriba, León, Nicaragua	311 2190	Nicaragua
María de los Angeles Icaza S.	CEPRODEL/PAMI	Del Busto Simón Bolívar 1 c. Abajo 1 c. al lago. Managua, Nicaragua Tel. 222 6366	Col. Primero de Mayo B-561, Managua, Nicaragua	289 4582	Nicaragua
Mayra Lorena Valverde O.	FUNDACION LEON 2000	Kodak 20 vrs. al Norte, León, Nicaragua Tel. 311 6680	Colegio Rubén Darío 6 c. abajo, 1 c. al N., 1 c. Al O., León, Nicaragua	311 3900	Nicaragua
Edgar Antonio Zambrana Durietz	FUNDACION JOSE NIEBOROWSKI	Del BND 25 vrs. al Este. Boaco, Nicaragua Tel. 8422 399	De la Texaco ½ c. al Este y 1 c. Al Norte Barrio El Bajo, Boaco, Nicaragua	8422488	Nicaragua

NOMBRE	INSTITUCION	DIRECCION	DIR. PART.	TEL.	PROCEDENCIA
Flor Amalia Escalante de Pérez	CUNSUR	4a. Av. 13 Calle 5-38, zona 1, Escuintla, Guatemala Tel. 888 0501	7a. Av. 6-34, zona 2 Col. Quetzal Escuintla	888 0239	Guatemala
Enma Díaz Alonzo	PROZACHI	12 Av. 2-30, zona 1, Chiquimula, Guatemala Tel. 94 2231 al 33	San Jacinto, Chiquimula,	942 2279	Guatemala
Carina Esmeralda Elías	INTECAP	5a. Calle y 4a. Av. 3-49, zona 4, Totonicapán, Guatemala Tel. 766 1407	3a. Av. 3-60, zona 1, San Cristobal, Totonicapán	737 4530	Guatemala
Felisa Rosa Claudia Calderón	INTECAP	Calle Mateo Flores 7-51, zona 5, Guatemala Tel. 331 0117	Col. 15 de Septiembre, Colomba, C. C., Quetzaltenango	775 4834	Guatemala
Greyci Julissa Rivera Yoc	INTECAP	Calle Mateo Flores 7-51, zona 5, Guatemala Tel. 331 0117	9a. Av. "B" 1-72, zona 5 Col. El Frutal, Villa Nueva, Guatemala	631 6059	Guatemala
Sonia Susana Soloj S.	PROY. ALA, San Miguel	2a. Av. C-40, zona 1, Totonicapán, Guatemala Tel. 766 2037	6a. Calle 15-15, zona 3 Totonicapán	766 2037	Guatemala
Cecilia Candelaria de Cárdenas	Escuela Formación Agrícola de Jacaltenango	Cantón San Sebastián, Jacaltenango, Huehuetenango	Cantón San Sebastián, Jacaltenango, Huehuetenango		Guatemala
María Dolores Ajín Mejía	FAFIDES	7a. Av. 7-07, zona 9, Guatemala. Tel. 361 2308-9	4a. Calle 7-31, zona 4, Tecpán, Guatemala		Guatemala
Simeona Leticia Pacheco	ACODIN	3a. Av. 1-15, zona 3, San Cristobal, Totonicapán, Guatemala. Tel. 737 4525	Cantón Juchanep, Totonicapán	766 1548	Guatemala
Aura Jeanette Estrada Cáceres	FE Y ALEGRÍA	12 Av. 2-01, zona 1, Guatemala. Tel. 232 3297	Lote 743 Manzana 6, Col. Maya zona 18, Guatemala	255 4134	Guatemala
Norma Gregoria Sosa López	PROY. ALA, Huehuetenango	3a. Av. 2-52, zona 5, Huehuetenango, Guatemala Tel. 764 2296	Col. El Bosque zona 5, Huehuetenango		Guatemala

ANNEX 4

**Curso Regional para Capacitadoras
del 8 al 30 de septiembre de 1997**

PROGRAMA GENERAL

**PROGRAMA DE CAPACITACION DE MUJERES EMPRESARIAS
DE LA INDUSTRIA DE ALIMENTOS EN CENTRO AMERICA**

CURSO REGIONAL PARA CAPACITADORAS

del 8 al 30 de septiembre de 1997

Lugar: Central de Estudios Cooperativos -CENDEC-, Chimaltenango, Guatemala

PROGRAMA GENERAL

	TEMA	RESPONSABLE
Primera semana		
lunes 8		
08:30 - 09:00 horas	Inauguración	
09:00 - 10:00	Socialización de las participantes	Dra. Florence Tartanac
10:00 - 10:15	R E C E S O	
10:15 - 11:15	Objetivos del curso y expectativas de las participantes	Dra. Florence Tartanac
11:15 - 12:00	Visita al CENDEC	
12:00 - 14:00	A L M U E R Z O	
14:00 - 15:00	Concepto de género	Licda. Cecilia Alfaro
15:00 - 16:00	Mujer y AIR	Licda. Cecilia Alfaro
16:00 - 16:15	R E C E S O	
16:15 - 17:15	Limitaciones y potencialidades de las mujeres en los pequeños negocios	Licda. Cecilia Alfaro

martes 9

08:00 - 08:35	Diagnóstico y planificación del proceso enseñanza-aprendizaje	Lic. Odilio Blanco
08:35 - 09:10	Metodología y diseño didáctico	Lic. Odilio Blanco
09:10 - 09:45	Lineamientos para la realización del trabajo docente	Lic. Odilio Blanco
09:45 - 10:15	R E C E S O	
10:15 - 10:50	Habilidades para mejorar la comunicación entre participante y docente	Lic. Odilio Blanco
10:50 - 11:25	Algunos consejos para el uso de ayudas audiovisuales	Lic. Odilio Blanco
11:25 - 12:00	Evaluación y seguimiento	Lic. Odilio Blanco
12:00 - 14:00	A L M U E R Z O	
14:00 - 16:00	Trabajo de grupos	Lic. Odilio Blanco
16:00 - 16:30	R E C E S O	
16:30 - 17:00	Evaluación Diaria	Lic. Odilio Blanco

miércoles 10

08:00 - 10:00	Trabajo de grupos	Lic. Odilio Blanco
10:00 - 10:30	R E C E S O	
10:30 - 12:00	Presentación del trabajo de grupo y discusión en plenaria	Lic. Odilio Blanco
12:00 - 14:00	A L M U E R Z O	
14:00 - 16:00	Continúa presentación del trabajo de grupo y discusión en plenaria	Lic. Odilio Blanco
16:00 - 16:30	R E C E S O	
16:30 - 17:00	Evaluación diaria	Lic. Odilio Blanco

jueves 11

08:00 - 08:30	Mercadeo y comercialización Presentación y objetivos	Ing. Luis Reyes
08:30 - 10:00	Como explorar el mercado	Ing. Luis Reyes
10:00 - 10:15	R E C E S O	
10:15 - 12:30	Combinación de elementos mercadológicos	Ing. Luis Reyes
12:30 - 14:00	A L M U E R Z O	
14:00 - 15:00	Ventas de persona a persona	Ing. Luis Reyes
15:00 - 15:20	R E C E S O	
15:20 - 17:00	Continuación ventas de persona a persona	Ing. Luis Reyes

viernes 12

08:00 - 10:00	Simulación de mercado Experiencia empresarial (trabajo de grupo)	Ing. Luis Reyes
10:00 - 10:30	R E C E S O	
10:30 - 12:00	Continúa simulación de mercado (trabajo de grupo)	Ing. Luis Reyes
12:00 - 14:00	A L M U E R Z O	
14:00 - 16:00	Promoción de producto	Ing. Luis Reyes
16:00 - 16:15	R E C E S O	
16:15 - 17:30	Distribución de producto	Ing. Luis Reyes

sábado 13
domingo 14
lunes 15

Visita de campo (viaje a
Quetzaltenango)

Segunda Semana
martes 16

08:00 - 09:00	Principios de Conservación de Alimentos Características de los alimentos	Ing. Edwin de León
09:00 - 10:00	Descomposición de los alimentos	Ing. Edwin de León
10:00 - 10:30	R E C E S O	
10:30 - 11:30	Conservación de los alimentos	Ing. Edwin de León
11:30 - 12:30	Diferencias entre procesamiento de alimentos para generar ingresos y el procesamiento de alimentos para propósitos caseros	Ing. Edwin de León
12:30 - 14:00	A L M U E R Z O	
14:00 - 14:30	Higiene y Control de Calidad de los Alimentos Higiene, por qué es tan importante? Reglas básicas de higiene en el procesamiento de alimentos	Ing. Edwin de León
14:30 - 15:00	Requerimientos sanitarios de las instalaciones y equipos	Ing. Edwin de León
15:00 - 15:30	Ejercicio, evaluación higiénica de una planta de alimentos	Ing. Edwin de León
15:30 - 16:00	R E C E S O	
16:00 - 16:30	Control de calidad, qué es? cuál es su importancia?	Ing. Edwin de León
16:30 - 17:00	Cuándo y cómo se controla la calidad?	Ing. Edwin de León
17:00 - 17:30	Normas de calidad y requisitos legales de las etiquetas comerciales (ejercicio)	Ing. Edwin de León

miércoles 17

08:00 - 16:00 Práctica Procesamiento de Alimentos

jueves 18

08:00 - 16:00 Práctica Procesamiento de Alimentos

viernes 19

08:00 - 16:00 Práctica Procesamiento de Alimentos

sábado 20

08:00 - 12:30 Experiencia Empresarial Dra. Florence Tartanac

12:30 - 14:30 A L M U E R Z O

14:30 - 17:30 Experiencia Empresarial Ing. Leonardo de León

Tercera Semana**lunes 22**

08:00 - 16:00 Práctica Procesamiento de Alimentos

martes 23

08:00 - 10:00 Selección de tecnología Ing. Leonardo de León

10:00 - 10:30 R E C E S O

10:30 - 12:00 Continúa Selección de tecnología Ing. Leonardo de León

12:00 - 14:00 A L M U E R Z O

14:00 - 16:00 Nutrición y régimen alimentario Licda. Clara Luz de Pereda

16:00 - 16:15 R E C E S O

16:15 - 17:30	Continúa Nutrición y régimen alimentario	Licda. Clara Luz de Pereda
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miércoles 24

08:00 - 08:15	Gestión Administrativa y Financiera Presentación de objetivos	Lic. Carlos Zamora
08:15 - 10:00	Cómo determinar costos y precios	Lic. Carlos Zamora
10:00 - 10:30	R E C E S O	
10:30 - 12:30	Continúa Cómo determinar costos y precios	Lic. Carlos Zamora
12:30 - 14:00	A L M U E R Z O	
14:00 - 15:30	Registros contables básicos	Lic. Carlos Zamora
15:30 - 16:00	R E C E S O	
16:00 - 17:00	Continúa Registros contables básicos	Lic. Carlos Zamora
17:00 - 18:00	Introducción al Plan de Negocios	Lic. Carlos Zamora

jueves 25

08:00 - 10:00	Flujo de efectivo	Lic. Carlos Zamora
10:00 - 10:30	R E C E S O	
10:30 - 12:30	Flujo de Efectivo	Lic. Carlos Zamora
12:30 - 14:00	A L M U E R Z O	
14:00 - 15:30	El estado de Pérdidas y Ganancias	Lic. Carlos Zamora
15:30 - 16:00	R E C E S O	
16:00 - 17:00	El Estado de Pérdidas y Ganancias	Lic. Carlos Zamora
17:00 - en adel.	Trabajo en grupo sobre el plan de negocios.	Lic. Carlos Zamora

viernes 26

08:00 - 10:00	El Balance General	Lic. Carlos Zamora
10:00 - 10:30	R E C E S O	Lic. Carlos Zamora
10:30 - 12:00	El Punto de Equilibrio	Lic. Carlos Zamora
12:00 - 14:00	A L M U E R Z O	
14:00 - 15:30	Continuación del punto anterior	Lic. Carlos Zamora
15:30 - 16:00	R E C E S O	
16:00 - 17:00	Fuentes Monetarias y Usos del dinero.	Lic. Carlos Zamora
17:00 - en adel.	Trabajo en grupo sobre el plan de negocios	Lic. Carlos Zamora

sábado 27

08:00 - 10:00	Eficiencia	Lic. Carlos Zamora
10:00 - 10:30	R E C E S O	
10:30 - 12:30	Experiencia empresarial	Lic. Carlos Zamora
12:30 - 14:00	A L M U E R Z O	
14:00 - 15:30	Continúa Experiencia Empresarial	Lic. Carlos Zamora
15:30 - 16:00	R E C E S O	
16:00 - 17:00	Continúa Experiencia Empresarial	Lic. Carlos Zamora

Cuarta semana**lunes 29**

08:00 - 10:00	Preparación del plan de negocios	Lic. Carlos Zamora
10:00 - 10:30	R E C E S O	

10:30 - 12:30	Preparación de planes de negocios	Lic. Carlos Zamora
12:30 - 14:00	A L M U E R Z O	
14:00 - 15:30	Presentación de planes de negocios	Lic. Carlos Zamora
15:30 - 16:00	R E C E S O	
16:00 - 17:00	Finalización de la presentación	Lic. Carlos Zamora

martes 30

08:00 - 10:00	Evaluación del curso	Dra. Florence Tartanac
10:00 - 10:30	R E C E S O	
10:30 - 12:00	Clausura y exposición de los productos elaborados	
14:00	Salida de participantes	

ANNEX 5

**Curso para Mujeres Emempresarias de la Industria de Alimentos
Honduras ONUDI/INCAP**

LISTA DE PARTICIPANTES

**CURSO PARA MUJERES EMPRESARIAS DE LA INDUSTRIA DE ALIMENTOS EN
HONDURAS ONUDI / INCAP**

LISTA DE PARTICIPANTES

No.	NOMBRE COMPLETO	DIRECCIÓN	TIPO DE NEGOCIO	INSTITUCIÓN
1	Teresa Virginia Rubio Flores	El Nance Campamento, Depto. Olancho	Repostería	Familia y Medio Ambiente, FAMA
2	María Juventina Bonilla Matute	Campamento Olancho, Barrio Corazón de Jesús	Repostería y Pulpería	Familia y Medio Ambiente, FAMA
3	Luz Marina Hernández Oliva	La Concepción, Juticalpa Olancho	Repostería y carnes	Familia y Medio Ambiente, FAMA
4	Delia Otilia López González	Recursos Naturales	Comedor y Pulpería	Recursos Naturales
5	Enma Marisol Palma Alvarado	Barrio San Juan, 1/2 cuadra de la bomba de agua, Calle que conduce al estadio Martínez Avila.	Venta de especias y crema de arroz	Recursos Naturales
6	Nolvia Azucena Sosa Ruiz	Barrio Las Flores, Oficina de Recursos Naturales, (Danlt, El Paraíso).	Piensa instalar una caseta	Recursos Naturales
7	Clemencia Barahona Alvarenga	Barrio El Munchen casa 2430	Merendero	Banco de la Mujer FUNHDEMU
8	Juana Bautista Padilla	Col. Rivas, Comayaguela D.C	Golosinas	Banco de la Mujer FUNHDEMU

No.	NOMBRE COMPLETO	DIRECCIÓN	TIPO DE NEGOCIO	INSTITUCIÓN
9	Sonia Margarita Núñez Reyes	Col. Totocagua, Golosinas Titi Casa 3812	Merendero	Banco de la Mujer FUNHDEMU
10	Margarita Concepción Núñez Lagos	Col. Monte de Sinaí B, "C" Casa 1821	Venta de verduras	UNISA
11	María del Cruz Avila	Teg. Col. 19 de septiembre	Productos Bogue y alimentos en crudo, carne de pollo	UNISA
12	Sara Estefana Chávez Rodríguez	Col. Pradera, Calle los Poetas UNISA, Tel 272527	Venta de pan y repostería	UNISA
13	María Herlinda Alfaro	Mapulaca, Lempira	Comedor	Proyecto Lempira Sur
14	María Juana Caravantes Rodríguez	Guajiniquil, La Virtud Lempira	Piensa instalar una caseta de comida	Proyecto Lempira Sur
15	Filomena Enriquez García	Barrio El Centro Cololaca Lempira	Piensa poner una caseta de comida rápida	Proyecto Lempira Sur
16	Luisa del Carmen Martínez Hernández	Eradique, Lempira	Venta de golosinas	AHDE
17	Silvia Jacqueline Martínez Díaz	Barrio La Isla, frente antigua terminal de buses, La Ceiba	Venta de comida, caseta	AHDE
18	Cecilia María García Alvarado	Villa de San Antonio, Comayagua, Barrio Esquipulas	Instalará una repostería	AHDE

No.	NOMBRE COMPLETO	DIRECCIÓN	TIPO DE NEGOCIO	INSTITUCIÓN
19	Jacinta Tiburcia Medina Flores	Escuela Rep. de Nicaragua, Danlí, Barrio El Carmelo 1 1/2 cuadra al este del Instituto departamental. Tel 932380	Tiene interés de instalar un negocio, y le gustaría repostería	Instituto Nacional de Investigación y Capacitación (INICE)
20	Norma Consuelo Coloma Lebrón	Escuela Guía Técnica No. 10 Col. Las Brisas Barrio La Joya, Danlí, El Paraiso	Panadería Rico Pan	Escuela Renovación de guía técnica No. 10 (INICE)
21	María Elda Ysolina Ramos Carranza	Intibucá, Barrio Plaza de Armas Tel. 982224		ONUDI
22	María Pedrina Argueta Flores	Barrio Lempira, Intibucá Intibucá	Envasado de frutas y verduras	ONUDI

ANNEX 6

Elaboración de Programa Curso a Microempresarias de Alimentos Distribución de Temas

**ELABORACION DE PROGRAMA
CURSO A MICROEMPRESARIAS DE ALIMENTOS
DISTRIBUCION DE TEMAS**

Primera Semana

7 al 18 Octubre
7 al 11

Comayagua
Enmma Villeda, María Elena Pineda y Alba
Azucena Laínez (coordinadora)

Segunda Semana

12 al 18

Dixie Morena Aguilar, Rosario Pinto y Alba
Azucena Laínez

Tercera Semana

4 al 9 Noviembre

Comayagua

Enma Villeda, Ana Cecilia Castillo y Alba
Azucena Laínez

Cuarta Semana

11 al 15 Noviembre

San Pedro Sula
Camila Elvir, Ramona Guevara, Alba Azucena
Laínez y Heleodoro Guillén

Quinta Semana

1 al 6 Diciembre

Comayagua
Heleodoro Guillén, Rosario Pinto y Alba
Azucena Laínez

PROGRAMA

PRIMERA SEMANA

RESPONSABLE

7 al 11 Octubre

Alba Azucena Laínez
María Elena Pineda
Enmma Villeda

TEMAS

LUNES 7 OCTUBRE

09:00 - 10:00 am

Inauguración
Alba Azucena Laínez
María Elena Pineda

10:00 - 10:20 am

RECESO

10:30 - 12:00 m

Visita al CEDA

02:00 - 05:00 pm

- Socialización participantes
- Presentación curso (Enma Villeda)
- Objetivos del Curso y expectativas de las participantes (Alba Azucena Laínez)
- Encuesta sobre la práctica tecnológica

MARTES 8 OCTUBRE

08:00 - 10:00 am

Auto estima

10:00 - 10:20

RECESO

10:20 - 12:00 m

Concepto Género

02:00 - 05:00 pm

- Mujer y Air
- Limitaciones y potencialidades de las mujeres pyme
- Presentación de videos

MIÉRCOLES 9 OCTUBRE

08:00 - 10:00 am

Tecnología de Alimentos

10:00 - 10:20 am

Características de Alimentos

10:20 - 12:00 m

Descripción y conservación

02:00 - 05:00 pm

Idea del plan de negocios

JUEVES 10 OCTUBRE

08:00 - 12:00 m Higiene
 María Elena Pineda

02:00 - 05:00 pm Instalación y equipo
 María Elena Pineda

VIERNES 11 OCTUBRE

08:00 - 10:00 am Efecto del procesamiento sobre calidad alimentos

10:00 - 10:20 am RECESO

10:20 - 12:00 m Nutrición y régimen alimentario

02:00 - 05:00 pm Procesamiento de alimentos

SABADO 12 OCTUBRE

 Visitas a microempresas (Comayagua y Siguatepeque)
 Alba Azucena Laínez

DOMINGO 13 OCTUBRE

 Visita Lago de Yojoa

SEGUNDA SEMANA

RESPONSABLE

14 al 18 de Octubre

Dixie Morena Aguilar
Rosario Pinto

TEMA

LUNES 14

- Como explorar el mercado
- Asesoría su negocio y usted
- Combinación elementos
- Mercadotécnicos

MARTES 15

- Ventas persona a persona
- Simulación de mercado
- Promoción de productos

MIERCOLES 16

- Distribución de productos
- Repaso lecciones aprendidas

JUEVES 17

Asesoría: Como comercializar Productos

VIERNES 18

**Experiencia Empresarial
(comienzo de la propuesta)**

TERCERA SEMANA

RESPONSABLE

4 al 9 Noviembre

**Ana Cecilia Castillo
Enma Aracely Villeda**

TEMA

LUNES 4

08:00 - 10:00 am	¿Cómo determinar costos y precios?
10:00 - 10:20 am	RECESO
10:20 - 11:20 am	Continuación tema anterior
11:20 - 12:30 pm	Autoevaluación
12:30 - 01:00 pm	ALMUERZO
02:00 - 03:00 pm	Registro básico contable
03:00 - 03:20 pm	RECESO
03:20 - 05:00 pm	Flujo de electiva
05:00 - 08:00 pm	Plan de negocios

MARTES 5

08:00 - 10:00 am	Repaso y ejercicios día anterior
10:00 - 10:20 am	RECESO
10:20 - 12:30 am	Contabilidad y su negocio
12:30 - 02:00 pm	ALMUERZO
02:00 - 03:00 pm	Estado Pérdidas y Ganancias
03:00 - 03:20 pm	RECESO
03:20 - 04:00 pm	Punto equilibrio
04:00 - 05:30 pm	Plan de Negocios

FECHA Y HORA	TEMÁ	RESPONSABLE
6:30 - 7:00 pm	CENA	Ana Cecilia Castillo
7:00 - 8:00 pm	Plan de Negocios.	Enma Aracely Villeda
MIERCOLES 6 NOVIEMBRE		
8:00-10:00am	Balance general	Ana Cecilia Castillo Enma Aracely Villeda
10:00-10:20am	RECESO	
10:20-12:30am	Fuentes y uso del dinero	"
12:30-2:00pm	ALMUERZO	
2:00-3:00pm	Eficiencia (Juego del sobre)	"
3:00-3:20pm	RECESO	
3:20-5:30pm	Continuación eficiencia	"
5:30-7:00pm	CENA	
7:00-8:00pm	Plan de Negocios	"
JUEVES 7 NOVIEMBRE		
Todo el día	Plan de negocios Aclaración de temas y dudas	"
VIERNES 8 NOVIEMBRE		
todo el día	Experiencia Empresarial	"
SÁBADO 9 NOVIEMBRE		
Viaje a Tela		Alba Azucena Laínez
DOMINGO 10 NOVIEMBRE		
Viaje a S.P.S.		
<u>CUARTA SEMANA</u>		
11-15 NOVIEMBRE		
LUNES A VIERNES		
8:00 a.m - 5:00 p.m	Practicas tecnológicas de Alimentos	Teresa Guevara Camila Elvir

QUINTA SEMANA

RESPONSABLE

LUNES 2 DICIEMBRE

Heliodoro Guillén

TEMAS

08:00 -

- Destrezas tecnológicas
- Vista general selección de productos
- Selección y preparación de materia prima
- Aplicar al plan de negocios

MARTES 3

- Procesamiento
- Empaque
- Producción

MIÉRCOLES 9

- Preparación del Plan de negocios
- Preparación individual plan de negocios

JUEVES 5

- Preparación individual del Plan de negocios
- Presentación del plan individual del negocio

VIERNES 8

- Presentación plan negocios en panel
- Clausura

ANNEX 7

**Mujeres Empresarias
participantes en el curso GUATEMALA**

MUJERES EMPRESARIAS PARTICIPANTES EN EL CURSO GUATEMALA

NOMBRE	CAPACITADORA QUE LA SELECCIONO	INSTITUCION SELECCIONADORA	DIRECCION	TEL.	PROCEDENCIA
1. Victoria Cruz	Juana Tzuquén	FUNDATEP	Cooperativa Monte Sinaí, La Liberta, Petén		Petén
2. Rosario López	Juana Tzuquén	FUNDATEP	Cooperativa Monte Sinaí, La Liberta, Petén		Petén
3. Maritza Orellana Solares	Evelyn Saloj Arauz	INTECAP	10a. Calle 7-38, Catalina, Villa Nueva, Guatemala	6311561	Guatemala
4. Yida A. Hernández de Escobar	Evelyn Saloj Arauz	INTECAP	13 Av. 1-44, zona 4 San Marcos	7601330	San Marcos
5. María Magdalena García	Evelyn Saloj Arauz	INTECAP	6a. Calle 1-25, zona 2, San Pedro Sac., San Marcos	7601085	San Marcos
6. Sonia Leticia de Pastor	Evelyn Saloj Arauz	INTECAP	Café Las Bracitas, San Pedro Sac., San Marcos	7601294	San Marcos
7. María Hernández Díaz	Isidora Cárdenas	EFA	Cantón Parroquia, Jacaltenango, Huehuetenango		Huehuet.
8. Ramona Quiñóncz de Camposeco	Isidora Cárdenas	EFA	Cantón Parroquia, Jacaltenango, Huehuetenango		Huehuet.
9. Sonia Elizabeth Silvestre	Isidora Cárdenas	EFA	Cantón Parroquia, Jacaltenango, Huehuetenango		Huehuet.
10. Dora Merced Chávez C.	Norma Martínez	DIGESA/UNICEF/ PROIMDEH	Aldea Cantzela, Ahuacatán, Huehuetenango		Huehuet.

NOMBRE	CAPACITADORA QUE LA SELECCIONO	INSTITUCION SELECCIONADORA	DIRECCION	TEL.	PROCEDENCIA
11. Vilma Aracely de Paz de Letona	Veldramina Agustín G.	Fé y Alegría	Santo Tomás La Unión, Suchitepéquez	8728106	Suchitep.
12. María Esther González F.	Veldramina Agustín G.	Fé y Alegría	3a. Calle 2-81, zona 1, Chicacao, Suchitepéquez	8727123	Suchitep.
13. Ingrid Lucrecia Soto C.	Veldramina Agustín G.	Fé y Alegría	Lote G-2, Col. Valles del Norte, Mazatenango	8722156	Suchitep.
14. Graciela González López	Francisca Aguilar	FAFIDES	Diagonal Sta.Rita 5-43, zona 2, ,La Esperanza, Quetzaltenango	7615218	Quetzalten.
15. Nidia Yadira Ivonne Saquic	Francisca Aguilar	FAFIDES	4a. Calle 22-22, zona 1, Quetzaltenango		Quetzaltenango
16. Reyna Angélica Madrid Burgos	Edwin de León	INCAP	Cantón Los Planes de Citalá, Chalaténango, El Salvador	633435	El Salvador
17. Roxana del Carmen de Corea	Edwin de León	INCAP	Barrio San Andrés, Casa No. 1-62, Ocotepe.,Hond.	633435	Honduras
18. Juana Cecilia Chuc Barreno	Zulma Alvarado	PROFRUTA	Cantón Xolsacmoljá, Totonicapán	7662279	Totonicapán
19. Juana Isabel Citalán Chuc	Zulma Alvarado	PROFRUTA	Cantón Xolsacmoljá, Totonicapán	7662279	Totonicapán
20. Gladys C. Salazar de Méndez	Zulma Alvarado	PROFRUTA	San Carlos Alzatate, Jalapa	9224887	Jalapa
21. Ermelinda Victoria Velásquez	Zulma Alvarado	PROFRUTA	Cantón Poxlajuj, Paraje Chichaclán, Tonic.	7662285	Totonicapán

ANNEX 8

**Curso de Capacitacion a Mujeres Empresarias
de la Industria de Procesamiento de Alimentos de Guatemala**

Febrero 1997

**CURSO DE CAPACITACION DE MUJERES EMPRESARIAS
DE LA INDUSTRIA DE PROCESAMIENTO DE ALIMENTOS DE GUATEMALA**

LUGAR: Centro de Educación y Promoción de los Derechos del Niño y de la Niña.

DIRECCION: 1a. Av. 9-33 "A", zona 9
Tel. 360-6262
360-6252

Fax 360-6242

FECHAS: 1a. Fase: Del 10 al 21 de febrero de 1997
2a. Fase: Del 10 al 21 de marzo de 1997

Guatemala, febrero de 1997

OBJETIVOS DEL CURSO:

1. Capacitar a 20 mujeres empresarias de alimentos de Guatemala, en gestión tecnológica y administrativa.
2. Validar el paquete de material didáctico de ONUDI, versión Guatemala.

METODOLOGIA DE ENSEÑANZA:

Metodología participativa de aprender haciendo.

Coordinadores:

Dra. Florence Tartanac, Consultora ONUDI

Ing. Leonardo F. de León, Consultor

Docentes:

Lilian Evelyn Saloj Araus, INTECAP (Coordinadora)

Zulma Alvarado

Norma Janeth Martínez, DIGESA/PROIMDEH

Isidora Cárdenas de Camposeco, EFA Jacaltenango, Ministerio de Agricultura, Ganadería y Alimentación/Cooperativa Río Azul

Veldramina Agustín González, DIGESA/FE Y ALEGRIA

Juana Tzuquen

Ing. Edwin de León, PROFRUTA

Lic. Carlos Zamora, INACOP

Francisca Aguilar, FAFIDESS

PROGRAMA GENERAL

PRIMERA SEMANA:

RESPONSABLES

- Lilian Evelin Saloj Araus
- Zulma Alvarado
- Norma Martínez
- Isidora Cárdenas
- Edwin De León

Lunes 10 de febrero

TEMAS

09:00 - 10:00

Inauguración: Programa especial

10:00 - 10:30

RECESO

RESPONSABLES:

- Lilian Evelin Saloj Araus
- Zulma alvarado.

10:30 - 12:00

SOCIALIZACIÓN DE LAS PARTICIPANTES

14:00 - 15:15

COMO LOGRAR EL EXITO

15:15 - 15:45

PRESENTACIÓN DEL CURSO

15:45 - 16:00

RECESO

16:00 - 17:00

OBJETIVOS Y EXPECTATIVAS DE LAS PARTICIPANTES

17:00 - 17:30

ASPECTOS ADMINISTRATIVOS DEL CENTRO

Martes 11 de febrero:

RESPONSABLE:

- Norma Martínez

08:00 - 08:30

CONCEPTO DE GENERO

08:30 - 08:45

TRABAJO DE GRUPOS

08:45 - 09:00	PLENARIA
09:00 - 09:30	MUJER Y AIR
09:30 - 09:45	TRABAJO DE GRUPO
09:45 - 10:00	PLENARIA
10:00 - 10:20	RECESO
10:20 - 11:20	LIMITACIONES Y POTENCIALIDADES DE LAS MUJERES EN LOS PEQUEÑOS NEGOCIOS
11:20 - 12:00	TRABAJO DE GRUPO
12:00 - 12:15	PLENARIA
12:15 - 12:30	RESUMEN PREGUNTAS Y RESPUESTAS
14:00 - 15:00	IDEA DEL PLAN DE NEGOCIOS
15:00 - 15:30	TRABAJO DE GRUPO
15:30 - 16:00	PLENARIA
16:00 - 16:30	RESUMEN, PREGUNTAS Y RESPUESTAS, ENTREGA DE MATERIAL.

Miércoles 12 de febrero

08:00 - 10:00	CARACTERÍSTICAS DE LOS ALIMENTOS - Isidora Cardenas.
10:00 - 10:20	RECESO
10:20 - 12:00	PRINCIPIOS DE CONSERVACIÓN DE ALIMENTOS - Isidora Cardenas.
14:00 - 17:00	HIGIENE Y CONTROL DE CALIDAD DE ALIMENTOS - Ing. Edwin de León.

Jueves 13 de febrero

RESPONSABLE:

- Ing. Edwin de León

08:00 - 12:00

TECNOLOGÍA DE ALIMENTOS

10:00 - 10:20

RÉCESO

14:00 - 16:00

INSTALACIÓN Y EQUIPO

Viernes 14 de febrero

08:00 - 12:00

NUTRICIÓN Y REGIMEN ALIMENTARIO

- Isidora Cardenas.

14:00 - 17:00

ESTUDIOS DE CASOS

- San Jorge: Evelin Saloj
- Tonicapán: Miguel Angel Racancoj

Sábado 15 de febrero

VISITA DE CAMPO

AM

- Visita a agroindustria La Guadalupeana, Sololá

PM

- Visita a agroindustria Transfrutas, Tonicapán.

Domingo 16 de febrero

**VISITA AL LAGO DE ATITLAN,
PANAJACHEL-SOLOLA**

SEGUNDA SEMANA

RESPONSABLES

- Veldramina Agustín González
- Zulma Alvarado

Lunes 17 de febrero

08:00 - 10:00	COMO EXPLORAR EL MERCADO ASESORIA A SU NEGOCIO Y A USTED
10:00 - 10:30	RECESO
10:30 - 12:30	COMBINACIÓN DE ELEMENTOS MERCADOTECNICOS
14:00 - 17:30	EXPERIENCIA EMPRESARIAL

Martes 18 de febrero

08:00 - 10:00	VENTA DE PERSONA A PERSONA
10:00 - 10:30	RECESO
10:30 - 12:00	SIMULACIÓN DE MERCADO
14:00 - 15:30	PROMOCIÓN DE PRODUCTOS
15:30 - 16:00	RECESO
16:00 - 17:30	EXPERIENCIA EMPRESARIAL

Miércoles 19 de febrero

08:00 - 12:00	ASESORIA DE COMO COMERCIALIZAR PRODUCTOS.
14:00 - 15:30	EL NEGOCIO Y LAS RELACIONES HUMANAS
15:30 - 16:00	RECESO

16:00 - 17:30

EXPERIENCIA EMPRESARIAL

Jueves 20 de febrero

08:00 - 12:00

DISTRIBUCIÓN DE PRODUCTO (posible visita a supermercado)

14:00 - 15:30

EXPLICACION DE COMO ELABORAR EL LOGOTIPO

15:30 - 16:00

RECESO

16:00 - 17:30

ELABORACIÓN DEL LOGO EN FORMA GRUPAL (PROPUESTA DE PORYECTO)

Viernes 21 de febrero

08:00 - 17:00

EXPERIENCIA EMPRESARIAL
(Presentación del estudio de mercado)

TERCERA SEMANA

RESPONSABLES:

- Carlos Zamora
- Edwin de León
- Francisca Aguilar
- Evelin Saloj Araus
- Zulma Alvarado
- Veldramina Agustín González

Lunes 10 de marzo

08:00 - 9:00

PRESUPUESTO DE INVERSION
CALCULO DE LA DEPRECIACIÓN

09:00 - 10:00

COMO DETERMINAR COSTOS Y PRECIOS

10:00 - 10:20

RECESO

10:20 - 12:30

CONTINUACION TEMA ANTERIOR

14:00 - 17:00

EXPERIENCIA EMPRESARIAL

Martes 11 de marzo

08:00 - 17:00

REGISTROS BASICOS

17:00 - 19:00

EXPERIENCIA EMPRESARIAL

Miércoles 12 de marzo

08:00 - 12:00

FLUJO DE EFECTIVO

14:00 - 15:00

LA CONTABILIDAD Y SU NEGOCIO

15:00 - 15:20

RECESO

15:20 - 17:00

ESTADO DE PERDIDAS Y GANANCIAS

Jueves 13 de marzo

08:00 - 10:00

BALANCE GENERAL

10:00 - 10:20

RECESO

10:20 - 12:30

PUNTO DE EQUILIBRIO

14:00 - 17:00

EXPERIENCIA EMPRESARIAL

Viernes 14 de marzo

08:00 - 09:00

EXPERIENCIA EMPRESARIAL

09:00 - 10:00

FUENTES MONETARIAS

10:00 - 10:20

RECESO

10:20 - 12:00

EXPERIENCIA JUEGO DEL SOBRE

14:00 - 15:00

MANEJO DE CREDITO

15:00 - 18:00

PRESENTACION DE LA PROPUESTA GRUPAL
ANTE UN JURADO INTERNO (simulación)

Sábado 15 de marzo

VISITA DE CAMPO
PANADERÍAS ARTESANALES DE SAN JORGE,

ZACAPA

Domingo 16 de marzo

LIBRE

CUARTA SEMANA

RESPONSABLES:

- Zulma Alvarado
- Evelin Saloj
- Edwin de León

**PRACTICAS TECNOLÓGICAS EN ELABORACION DE PRODUCTOS CARNICOS,
PRODUCTOS DE PANADERIA, ENVASADOS DE FRUTAS Y HORTALIZAS Y
PROCESAMIENTO DE LACTEOS.**

Lugares:

Productos Cárnicos: Centro Tecnológico de la Carne -CETEC/INTECAP-.

Frutas y hortalizas: Proyecto Desarrollo de la Fruticultura y la Agroindustria -
PROFRUTA, Ministerio de Agricultura, Ganadería y
Alimentación-.

Productos lácteos: Industria Láctea "Los Prados".

Productos de panadería: Instituto de Nutrición de Centro América y Panamá -INCAP-.

Lunes 17 de marzo

PROCESAMIENTO
EMPAQUE
PRODUCCIÓN
EXPERIENCIA EMPRESARIAL INDIVIDUAL

Martes 18 de marzo

PROCESAMIENTO
EMPAQUE
PRODUCCIÓN
EXPERIENCIA EMPRESARIAL INDIVIDUAL

Miércoles 19 de marzo

PROCESAMIENTO
EMPAQUE
PRODUCCIÓN
EXPERIENCIA EMPRESARIAL INDIVIDUAL

Jueves 20 de marzo

PROCESAMIENTO
EMPAQUE
PRODUCCIÓN
REVISIÓN DEL PLAN INDIVIDUAL

Viernes 21 de marzo

08:00 - 12:00

PRESENTACIÓN DEL PLAN DE NEGOCIOS

14:00 - 16:00

CLAUSURA

ANNEX 9

**Evaluación Curso de Capacitación a Mujeres Empresarias
de la Industria de Alimentos de Guatemala**

CUADRO No. 1

CUADRO No. 1

**EVALUACION CURSO DE CAPACITACION MUJERES EMPRESARIAS
DE LA INDUSTRIA DE ALIMENTOS DE GUATEMALA**

ASPECTO A EVALUAR	CALIFICACION	OBSERVACION
1. Contenido de la capacitación	4.91	Excelente
2. Utilidad de la capacitación	4.86	Excelente
3. Metodología utilizada	4.86	Excelente
4. Alojamiento y alimentación	4.65	Excelente

* Calificación (Promedio de 420 evaluaciones)

Excelente = 5 puntos

Bueno = 4 puntos

Regular = 3 puntos

Malo = 2 puntos

Pésimo = 1 punto

CUADRO No. 2

EVALUACION DE LAS FACILITADORAS Y FACILITADORES DEL CURSO DE CAPACITACION
MUJERES EMPRESARIAS DE LA INDUSTRIA DE ALIMENTOS DE GUATEMALA

NOMBRE DE LA FACILITADORA	CALIFICACION	OBSERVACIONES
Evelyn Saloj Araus	5.00	Excelente
Norma Martínez	5.00	Excelente
Isidora Cárdenas	5.00	Excelente
Edwin de León	4.76	Excelente
Veldramina Agustín González	5.00	Excelente
Zulma Alvarado	5.00	Excelente
Francisca Aguilar	5.00	Excelente
Carlos Zamora	5.00	Excelente

*Promedio de 21 evaluaciones.

Excelente	=	5 puntos	Regular	=	3 puntos	Pésimo	=	1 punto
Bueno	=	4 puntos	Malo	=	2 puntos			

ANNEX 10

LISTA DE PARTICIPANTES

**Curso de Capacitación a Mujeres Empresarias
de la Industria de Alimentos**

NICARAGUA

**LISTA DE PARTICIPANTES AL CURSO DE CAPACITACION
A MUJERES EMPRESARIAS DE LA INDUSTRIA DE ALIMENTOS
NICARAGUA**

1. Pía del Socorro Centeno Cantillano (Chinandega)
2. Holinda Rodríguez Murillo (Masaya)
3. Laura Elena Ordóñez (Chinandega)
4. María Estela Rodríguez (Chinandega)
5. María Auxiliadora Miranda (Masaya)
6. Ruth Santana Hurtado (Masaya)
7. Teodora de Jesús Guzmán (Rivas)
8. Sonia Aráuz (León)
9. Enma Mercado Hernández (La Paz Centro)
10. María del Carmen Pulido (Chinandega)
11. María Cristina Reyes (Chinandega)
12. Haydee Molina (Chinandega)
13. Enriqueta del Carmen Espinoza (Rivas)
14. Francisca Caravantes Alfaro (Estelí)
15. Rosa Argentina Lanuza (Estelí)
16. Nary de los Angeles Castillo (Estelí)
17. Marisol Hernández (Estelí)
18. Dolores del Carmen Zepeda Blandón (Estelí)
19. Jesúa Mariña Reyes (Nagarote)
20. Teresa Bermúdez (Chinandega)

ANNEX 11

**Curso Piloto de Capacitación a
Mujeres Microempresarias del Area de Alimentos
NICARAGUA 1997**

PROGRAMA

CURSO PILOTO DE CAPACITACION A MUJERES
MICROEMPRESARIAS
DEL AREA DE ALIMENTOS - NICARAGUA 1997

PROGRAMA

SEMANA No. 1: Lic. María Jesús Sandino (Responsable*)

LUGAR : Centro de Capacitación ASDENIC, Estelí, Nicaragua.

** LUNES 24 DE FEBRERO 1997.

- 09:00 am. Inauguración del Curso: (Presiden: INCAP, UNAN LEON, ONUDI, LEON-2000, Ministerio de Economía o de Agricultura, REDAR-NICARAGUA, ASDENIC, Alcaldía de Estelí).
- 09:00 - 09:05 am. Palabras de Bienvenida del Director del Centro de Capacitación. (ASDENIC)
- 09:05 - 09:15 am. Palabras de ONUDI (Dr. Florence Tartanac)
- 09:15 - 09:25 am. Palabras de INCAP (MSc. Anselmo Aburto)
- 09:25 - 09:35 am. Palabras de UNAN LEON.
- 09:35 - 09:45 am. Palabras de Fundación León-2000 (Dr. Marcial Ríos).
- 09:45 - 09:55 am. Inauguración del Curso por el Señor Ministro de Agricultura.
- 09:55 - 10:30 am. RECESO.
- 10:30 - 12:00 m. Autoestima. Limitaciones y Potencialidades de las Mujeres en los Pequeños Negocios. (Lic. Raquel Ma. Pastora)
- 12:00 - 02:00 pm. ALMUERZO.
- 02:00 - 03:00 pm. Género. (MSc. Olivia Gutiérrez)
- 03:00 - 04:00 pm. Socialización de las participantes. (Lic. Fátima Macías)
- 04:00 - 04:30 pm. RECESO.
- 04:30 - 05:30 pm. Presentación del Curso. (Objetivos. Espectativas de las participantes) (Lic. María Jesús Sandino).

05:30 - 06:00 pm. Reconocimiento del Centro de Capacitación.
(ASDENIC)

**** MARTES 25 DE FEBRERO 1997**

08:00 - 10:00 am. Mujer y Agroindustria. (MSc. Juana Mercedes Machado).

10:00 - 10:30 am. RECESO.

10:30 - 12:00 m. Características de los Alimentos. (Lic. María Elena Vargas)

12:00 - 02:00 pm. ALMUERZO.

02:00 - 03:30 pm. Descomposición de los Alimentos. (Lic. María Elena Vargas)

03:30 - 04:00 pm. RECESO.

04:00 - 05:00 pm. Conservación de los Alimentos. (MSc. Juana Mercedes Machado)

05:00 - 06:00 pm. Procesamiento de Alimentos para Generar Ingresos y Procesamiento de Alimentos para Propósitos Caseros. (MSc. Juana Mercedes Machado)

**** MIÉRCOLES 26 DE FEBRERO 1997.**

Higiene y Control de Calidad de los Alimentos

08:00 - 08:30 am. Porqué es tan Importante la Higiene? (Lic. María Jesús Sandino)

08:30 - 09:30 am. Reglas Básicas de Higiene en el Procesamiento de Alimentos. (Lic. María Jesús Sandino)

09:30 - 10:00 am. Requerimientos Sanitarios de las Instalaciones y Equipos. (Lic. María Jesús Sandino)

10:00 - 10:30 am. RECESO.

10:30 - 12:00 m. Ejercicio sobre la Evaluación Higiénica de una Planta de Alimentos. (Lic. María Jesús Sandino)

12:00 - 02:00 pm. ALMUERZO.

- 02:00 - 03:00 pm. Qué es el Control y Calidad, yCuál es su Importancia? (Lic. Indiana Dávila Prado)
- 03:00 - 04:00 pm. Cuándo y Cómo se Controla la Calidad? (Lic. Indiana Dávila Prado).
- 04:00 - 04:30 pm. RECESO.
- 04:30 - 05:30 pm. Normas de Calidad y Requisitos Legales de las Etiquetas Comerciales. (Lic. Indiana Dávila Prado)
- 05:30 - 07:00 pm. CENA
- 07:00 - 08:00 pm. Introducción a la Experiencia Empresarial. (Lic. Fátima Macías. Lic. María Jesús Sandino)

** JUEVES 27 DE FEBRERO 1997.

Estudio de Casos

- 08:00 - 10:00 am. Presentación de Experiencias Empresariales de Grupos de Mujeres:
Caso 1 (ASDENIC)
Caso 2 (Fundación León-2000)
Caso 3 (PAMIC "Dulcería El Carmen")
- 10:00 - 10:30 am. RECESO
- 10:30 - 12:00 m. Discusión.
- 12:00 - 02:00 pm. ALMUERZO.

Selección de Tecnología (Lic. Juana Mercedes Machado)

- 02:00 - 03:30 pm. Selección de Tecnología.
- 03:30 - 04:00 pm. RECESO.
- 04:00 - 05:30 pm. Continuación de Selección de Tecnología.
- 05:30 - 07:00 pm. CENA.
- 07:00 - 08:00 pm. Introducción a la Experiencia Empresarial. (Lic. Fátima Macías, Lic. María Jesús Sandino)

** VIERNES 28 DE FEBRERO 1997.

Nutrición y Régimen Alimentario
(Lic. Indiana Dávila Prado)

08:00 - 10:00 am. Nutrición y Régimen Alimentario.
10:00 - 10:30 am. RECESO
10:30 - 12:00 m. Continuación de Nutrición y Régimen Alimentario.
12:00 - 01:30 pm. ALMUERZO.
01:30 - 02:30 pm. Orientaciones Metodológicas para la Semana No. 2
02:30 - Viaje a Estelí - León - Origen de las Participantes.

SEMANA No. 2 : Lic. María Bárbara Gutiérrez (Responsable)
LUGAR : Esc. Tecnología de Alimentos, UNAN-León.

Prácticas de Procesamiento de Alimentos

** LUNES 03 DE MARZO 1997.

07:00 - 09:30 am. Práctica de Procesamiento de Cárnicos: (Elaboración de Mortadela y Chorizos) (Ing. Diego Velázquez Pereira, Lic. Diega Ligia Moreno).
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de Práctica de Cárnicos.
12:00 - 01:00 pm. ALMUERZO.
01:00 - 03:30 pm. Continuación de Práctica de Cárnicos.
03:30 - 04:00 pm. RECESO.
04:00 - 06:00 pm. Continuación de Práctica de Cárnicos.

**** MARTES 04 DE MARZO 1997.**

07:00 - 09:30 am. Prácticas de Procesamiento de Pan.
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de Prácticas de Panificación
12:00 - 01:00 pm. ALMUERZO.
01:00 - 03:30 pm. Continuación de Prácticas de Panificación
03:30 - 04:00 pm. RECESO.
04:00 - 06:00 pm. Continuación de Prácticas de Panificación

**** MIÉRCOLES 05 DE MARZO 1997.**

07:00 - 09:30 am. Prácticas de Procesamiento de Vegetales:
Elaboración de Encurtido Mixto y de Salsa de
Tomate. (MSc. Irma Contreras, Lic. Lesbia
Hernández).
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de Práctica de Vegetales.
12:00 - 01:00 pm. ALMUERZO.
01:00 - 03:30 pm. Continuación de Práctica de Vegetales.
03:30 - 04:00 pm. RECESO.
04:00 - 06:00 pm. Continuación de Práctica de Vegetales.

**** JUEVES 06 DE MARZO 1997.**

07:00 - 09:30 am. Práctica de Procesamiento de Lácteos:
Elaboración de Queso, Crema y Ricota. (MSc.
Juana Mercedes Machado, Lic. Indiana Dávila)
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de Práctica de Lácteos.
12:00 - 01:00 pm. ALMUERZO.
01:00 - 03:30 pm. Continuación de Práctica de Lácteos.

03:30 - 04:00 pm. RECESO.

04:00 - 06:00 pm. Continuación de Práctica de Lácteos.

**** VIERNES 07 DE MARZO 1997.**

07:00 - 09:30 am. Práctica de Procesamiento de Cereales y Dulcerías: Elaboración de policereal, cajeta de leche y manjar de leche. (Lic. Diega Ligia Moreno, MSc. Juana Mercedes Machado, Lic. Indiana Dávila Prado)

09:30 - 10:00 am. RECESO.

10:00 - 12:00 m. Continuación de Práctica de Cereales y Dulcerías.

12:00 - 01:00 pm. ALMUERZO.

01:00 - 03:30 pm. Continuación de Práctica de Cereales y Dulcerías.

03:30 - 04:00 pm. RECESO.

04:00 - 06:00 pm. Continuación de Práctica de Cereales y Dulcerías.

**** SABADO 08 DE MARZO 1997.**

08:00 - 09:30 am. Experiencia Empresarial: Trabajo en la Propuesta Inicial. (Ing. Alvaro Berrios, Lic. Fátima Macías, Lic. Martha Méndez, Lic. Bárbara Gutiérrez, Lic. María Jesús Sandino)

09:30 - 10:00 am. RECESO.

10:00 - 12:00 m. Continuación de la Experiencia Empresarial.

12:00 - 01:30 pm. ALMUERZO.

01:30 - 03:30 pm. Presentación de la Propuesta Inicial por Grupos.

03:30 - 04:30 pm. Orientaciones Metodológicas para la Semana No. 3 y 4.

SEMANA No. 3 : Lic. Marha Méndez (Responsable)
LUGAR : Centro de Capacitación ASDENIC, Estelí,
Nicaragua.

** LUNES 31 DE MARZO 1997.

08:00 - 09:30 am. Experiencia Empresarial. (Ing. Alvaro
Berrios, Lic. Fátima Macías, Lic. Martha
Méndez, Lic. María Jesús Sandino).
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de Experiencia Empresarial.
12:00 - 02:00 pm. ALMUERZO.
02:00 - 03:30 pm. Continuación de Experiencia Empresarial.
03:30 - 04:00 pm. RECESO.
04:00 - 06:00 pm. Continuación de Experiencia Empresarial.

** MARTES 1ero. DE ABRIL 1997.

Mercadeo y Comercialización

08:00 - 08:10 am. Presentación del Tema y Objetivos. (Lic.
María Jesús Sandino)
08:10 - 10:00 am. Cómo Explorar el Mercadeo. (Lic. María Jesús
Sandino)
10:00 - 10:30 am. RECESO.
10:30 - 12:00 m. Combinación de Elementos Mercadológicos.
(Lic. Martha Méndez)
12:00 - 02:00 pm. ALMUERZO.
02:00 - 03:00 pm. Continuación de Combinación de Elementos
Mercadológicos.
03:00 - 04:00 pm. Ventas de Persona a Persona. (Lic. Fátima
Macías)
04:00 - 04:30 pm. RECESO.

- 04:30 - 06:00 pm. Continuación de Ventas de Persona a Persona.
06:00 - 07:00 pm. CENA.
07:00 - 08:30 pm. Simulación de Mercadeo. (Lic. Martha Méndez)

**** MIÉRCOLES 02 DE ABRIL 1997.**

- 08:00 - 10:00 am. Promoción de Productos (Lic. María Jesús Sandino).
10:00 - 10:30 am. RECESO.
10:30 - 11:30 am. Distribución de Productos. (Lic. Martha Méndez)
11:30 - 01:30 pm. ALMUERZO.
01:30 - 05:30 pm. Visita al Comercio de Estelí a fin de Complementar el Tema de Distribución de Productos en Supermercados.
05:30 - 07:00 pm. CENA.
07:00 - 08:30 pm. Experiencia Empresarial.

**** JUEVES 03 DE ABRIL 1997.**

Gestión Administrativa

- 08:00 - 09:30 am. Cómo Determinar Costos y Precios. (Lic. Fátima Macías)
09:30 - 10:00 am. RECESO.
10:00 - 11:00 am. Continuación de Cómo Determinar Costos y Precios.
11:00 - 12:30 m. Autoevaluación Empresarial. (Lic. Martha Méndez).
12:30 - 02:00 pm. ALMUERZO.
02:00 - 04:00 pm. Los Registros Contables Básicos de un Negocio. (Ing. Alvaro Berríos)
04:00 - 04:30 pm. RECESO.

04:30 - 06:00 pm. Continuación de los Registros Contables Básicos de un Negocio.
06:00 - 07:00 pm. CENA.
07:00 - 08:30 pm. Experiencia Empresarial.

**** VIERNES 04 DE ABRIL 1997.**

08:00 - 09:30 am. Flujo de Ingresos y Egresos. (Lic. Fátima Macías)
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de Flujo de Ingresos y Egresos.
12:00 - 02:00 pm. ALMUERZO.
02:00 - 04:00 pm. La Contabilidad y su Negocio. (Ing. Alvaro Berríos)
04:00 - 04:30 pm. RECESO.
04:30 - 06:00 pm. El Estado de Pérdidas y Ganancias. (Lic. María Jesús Sandino)
06:00 - 07:00 pm. CENA.
07:00 - 08:30 pm. Experiencia Empresarial.

**** SABADO 05 DE ABRIL 1997.**

08:00 - 09:30 am. El Punto de Equilibrio. (Lic. Martha Méndez)
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de "El Punto de Equilibrio".
12:00 - 02:00 pm. ALMUERZO.
02:00 - 04:00 pm. El Balance General. (Lic. María Jesús Sandino)
04:00 - 04:30 pm. RECESO.
04:30 - 06:00 pm. Fuentes Monetarias y Uso del Dinero. (Lic. Fátima Macías)

06:00 - 07:00 pm. CENA.
07:00 - 08:00 pm. Experiencia Empresarial.

**** DOMINGO 06 DE ABRIL 1997.**

Viaje de Recreación a Matagalpa

SEMANA No. 4: Lic. Fátima Macías (Responsable)

**** LUNES 07 DE ABRIL 1997.**

08:00 - 09:30 am. La Eficiencia. (Lic. Fátima Macías)
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de La Eficiencia.
12:00 - 02:00 pm. ALMUERZO.
02:00 - 03:30 pm. Experiencia Empresarial. (Ing. Alvaro Berríos, Lic. Bárbara Gutiérrez, Lic. Martha Méndez, Lic. Fátima Macías, Lic. María Jesús Sandino)
03:30 - 04:00 pm. RECESO.
04:00 - 06:00 pm. Continuación de la Experiencia Empresarial.

**** MARTES 08 DE ABRIL 1997.**

08:00 - 09:30 am. Experiencia Empresarial.
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Experiencia Empresarial.
12:00 - 02:00 pm. ALMUERZO.
02:00 - 04:00 pm. Experiencia Empresarial.
04:00 - 04:30 pm. RECESO.
04:30 - 06:00 pm. Experiencia Empresarial.

**** MIERCOLES 09 DE ABRIL 1997.**

08:00 - 09:30 am. Experiencia Empresarial.
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Experiencia Empresarial.
12:00 - 02:00 pm. ALMUERZO.
02:00 - 04:00 pm. Ensayo de Exposición de la Experiencia Empresarial y Elaboración de Medios.

→ **** JUEVES 10 DE ABRIL 1997.**

08:00 - 09:30 am. Presentación de la Experiencia Empresarial ante un Jurado Externo. Formulación de la Solicitud y Pedido de Crédito. (ASDENIC, Fundación León-2000, FAMIC, CEPRODEL)
09:30 - 10:00 am. RECESO.
10:00 - 12:00 m. Continuación de la Presentación de la Experiencia Empresarial.
12:00 - 02:00 pm. ALMUERZO.
02:00 - 04:00 pm. Evaluación de la Experiencia Empresarial.
04:00 - 04:30 pm. RECESO.
04:30 - 05:30 pm. Evaluación del Curso.
05:30 - CENA CON RECREACION.

**** VIERNES 11 DE ABRIL 1997.**

09:30 - 11:00 am. Clausura y Entrega de Diplomas.
11:00 - 12:30 m. ALMUERZO DE DESPEDIDA.
12:30 - Regreso de las participantes, Estelí-León. Su origen.