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PROJECT TERMINAL REPORT

PROJECT NO : PHI/86/018

PROJECT TITLE: Development of Entrepreneurs for Cottage, Small,
and Medium-Scale Industries

CONTRACT NO. : 88/48/RK

Subcontractor: National Commission on Women with IGOROTA
Foundation, Inc.

Actual Starting Date	Expected Date of Completion	Actual Date of Completion
June 1, 1988	September 16, 1989	December 30, 1989

Purpose of Subcontract:

To strengthen the Sabangan Weavers Association by facilitating the restructuring of their organization and training the women weavers with appropriate weaving technology for their product development. To assess their entrepreneurial skill and strengthen these through their behavior and attitude towards an effective working relationship as a cooperative.

Date of this Report: June 27, 1990

EXPECTED OUTPUTS:

1. The registration of the Sabangan Weavers Association as a legal community-based enterprise, providing work to at least 20 women.
2. An operational business plan for the community-based enterprise.
3. Report on the availability of markets/buyers leading to increased orders/sales.
4. An operational preventive maintenance programme.
5. Once every three months, reports on the experiences and progress of the community-based enterprise and the individual women working in it.

CONTRACT INPUTS AND ACTIVITIES:

Three IFI staff members have been tasked with the responsibility to process with the women the basics of group building, organizational mechanics, and cooperative leadership geared towards self-reliance. Together with the national consultant and collaborating agencies, IFI has conducted 11 formal and informal trainings and provided technical assistance on product and market development of the weavery.

TRAININGS CONDUCTED

DATES OF CONDUCT

CONDUCTED BY

1. Pre-cooperative seminar-workshop	June 27, 1988	IFI Staff
2. Organizational mechanics/skills training	June 1988 - July 1989	IFI Staff
3. Organizational development and cooperative leadership training, communication skills	August 1988 - Dec. 1989	IFI Staff
4. Entrepreneurship development training	Sept. 1988 - Dec. 1989	IFI/UP-ISSI
5. Filing, setting up of plant systems, policies, and procedures	Nov. 1988 - Dec. 1989	IFI Staff
Bookkeeping	Nov. 1988 - Dec. 1989	MPDC and IFI Staff
6. Product development and marketing strategies	April - December 1989	IFI w/ National Consultant
7. Trainers technical course on basic hand loom weaving	May 15 - 17, 1989	IFI w/ National Consultant
8. Training on sewing for the weavery seamstresses	June, August, Dec. 1989	IFI w/ National Consultant
9. Conduct of advanced weaving course with the use of four-harness looms	November - December 1989	National Consultant

Note: While these specific areas have been identified for formal training, the actual training took on an informal nature as IFI Staff followed up aspects that may have been unclear or needing further elaboration and translation to specific situations. Therefore, the training described here both technical and managerial is usually on-the-job although formal sessions have been set up for areas needing in-depth and group attention.

SUPPORT SERVICES:

During the project phase, the following key areas in entrepreneurship development have been identified as needing further support and follow-up:

1. Technical aspect of product development; follow through institution of quality control measures
2. Marketing Aspect
3. Financial Management

The IGOROTA staff facilitated the linkage of the Sabangan Weaving Cooperative with the Department of Trade and Industry (DTI) for the industry development aspect and the Mt. Province Development Center (MPDC) for the financial management aspect. The group requested that Mrs. Arribas, the National Project Consultant, continue helping them establish market outlets in Manila for their woven products. The IGOROTA Foundation still assists the group in firming up their linkages with other agencies concerned and attends to the needs of the weavers' group whenever they come for consultation and ask for follow-up assistance.

IFI and UP-ISSI conducted support service and monitoring activities to the Sabangan Weavers. IFI conducted monitoring evaluation visits in December 1988 and June 1989. The monitoring team, UP-ISSI, conducted monitoring visits and impact study on August 15-16 and September 2, 1989 respectively.

PROJECT EXTENSION:

Implementation plan was scheduled to cover the period from June 1, 1988 to September 16, 1989, but the Sabangan weavers requested for the project to be extended up to December 1989 in order to have more training on product development and marketing. The IGOROTA Staff based in the area continued assisting the weavers in the actual implementation and operationalization of their policies and procedures during this time.

FOLLOW-UP TECHNICAL SUPPORT SERVICES GIVEN:

From September to December 1989, IFI Staff and UNDP National Consultant conducted follow-up activities on marketing strategies and product development. Training was given to the weavery seamstresses to finish different product lines such as conference folders, coin purses, passport jackets, eyeglass cases, bags, backpacks, etc. IFI facilitated follow-up training on filing and bookkeeping with the assistance of MPDC (Mt. Province Development Center).

FINANCIAL ASSISTANCE

On several occasions during the IFI Staff visits, financing problems have been discussed with the participants and advice had been given to them whenever possible.

The group was assisted two times by IFI in project proposal making and the group submitted it to the DSWD for loan and DTI for grant. A training proposal was also prepared and submitted to the NMYC office for funding of the trainers and trainees' training expenses which was granted.

IFI facilitated the provision of financial loans needed by the group to purchase materials and equipments needed to set up their display, office and stockroom. Assistance was also given for the repairs and upgrading of the weavery equipments. Other financial support was given from time to time to help the women cope with their economic situation. The cash amount given was paid through the goods/woven products they have delivered on consignment.

SIGNIFICANT PROJECT OUTPUTS:

A. On the part of the Sabangan Women

1. Legal Identity: As of January 1989, the weavery acquired legal identity as Sabangan Weavers' Cooperative, Inc. (SWCI), registered with the Bureau of Cooperative Development (BCOD) and is now widely recognized in Mt. Province for their quality products.

2. Business Plan: In October 1988, the weavers prepared a business plan with the assistance of the IFI Staff. After review in August 1989 with the consultant's input, the weavers modified the plan and are now implementing it.

3. Marketing Strategy: Marketing assistance took the form of:

a. Putting up a walk-in display/sales center in Sabangan, Mt. Province.

b. Establishment of market outlets at the IGOROTA Foundation display center in Baguio City and through IFI, in several NGOs in Metro Manila and Museo de Malacanang.

c. Facilitating the participation of women in Trade Fairs in the neighboring communities in Bontoc town center and in Baguio City.

d. With the help of the national consultant, the women now deal with a businesswoman based in Manila, as their contact person in promoting and establishing additional market outlets in Manila.

e. Exposure trips to Sagada, Narda's and Easter Weaving in Baguio and in Maniia by production and marketing committees of the weavery.

f. Consequently, now the weavers can go by themselves to Baguio City and Manila to promote and sell their products. There is an increase in walk-in sales in the locality effecting more orders for production from the different offices in Bontoc, Sabangan, and Manila thereby increasing their income.

4. Preventive Maintenance: Upgrading of old and defective looms and weavery equipments resulted in better usefulness of the looms. Six (6) two-harness looms were converted into four-harness ones needed for the production of newly designed products.

With the help of the IFI Staff and national consultant, the weavers discerned and designed a preventive maintenance and productivity scheme. This scheme is now operational.

5. Capability Building: The Sabangan Weavers have developed the following capabilities:

- a) To make business transactions through and with banks.
- b) To write communications and follow-up letters to their customers and other concerned agencies.
- c) To approach different organizations, government and non-government such as DTI, DSWD, MPDC, etc. for various forms of assistance, technical consultancy, etc.
- d) To direct and manage their own weavery, confident that they could go on their own with support from the GOs and NGOs.
- e) To act as trainers to other weavers' groups in the neighboring communities and provinces. The trained trainers of the weavery have gained experiences in giving training to new trainees on basic weaving techniques and weaving skills. They conducted a month's training from May 18 to June 17, 1989 for trainees in their locality in "ikat" designs, textile stenciling, clasp design, bouquet lace and others.
- f) To use marketing resources such as trade-fairs outside their community.
- g) To attend and use training and network activities conducted or sponsored by the different cooperative training centers in the Mt. Province.
- h) To recognize the need to accept new ideas and new styles of working relationships and to change accordingly. For example, from dole-out system of dependence on the ICM Sisters who provided assistance from thread sourcing to marketing and from employer-employee relationship to working towards actual owning and managing their own weaving cooperative.

B. On the part of IGOROTA Foundation

1. Staff Training in MSI approach and the use of the EDP Scheme in our socio-economic program approach hence enriching our integrated/holistic development approach.
2. Consultancy service assisted IFI Staff in the project implementation, enhancing and producing better quality results.

3. Experience in dealing with government bureaucracy and other non-government styles of operation effected in IFI Staff a realistic mode of relating and dealing with these organizations, which will guide us in future collaborative efforts leading to nation building.

4. More carefully designed approach to IFI intervention in communities particularly integrating CO strategy with economic projects and training programs that will equip staff to effect these expected results.

PROBLEMS/DIFFICULTIES ENCOUNTERED

1. Consultancy: A UNDP Associate Expert was expected to be made available for this Pilot Project. However, what actually happened was that the Associate Expert who was with IFI during the project formulation stages (September 1987 - March 1988) was detailed to another assignment just before actual implementation. As a result, the project lacked the needed technical assistance for 10 months. This made it difficult for the IFI Staff. It was only in April - December 1989 that a National Consultant was employed to assist the weavers.

2. Staffing: Three IFI Staff were made available in their specific capacities as community organizer, technical staff, and quality control supervisor/trainer. The unexpected resignation of the technical staff caused some difficulties to the other IFI Staff involved in the project particularly because her replacement did not have the MSI training.

3. Attitudes: The women's negative attitude & resistance to accepting change in their weavery management have really caused a lot of problems to the project staff. The group has been so dependent on particular Sisters who did many things for them. They were used to an employer-employee relationship. They refused to believe that they could be managers of their own weavery. Prevailing mistrust and negative attitudes among the members towards some officers blocked the building of a smooth working relationship among themselves. There was also some resistance to the process of forming them into a self-reliant group. They sometimes still wanted a dole-out system of assistance.

The officers and committee members of the weavery realized that their resistance towards change for the better was hampering their development and they expressed their willingness to improve in this respect. The women also realized that all along they expected dole-out assistance from the IGOROTA Foundation, when in fact the latter was involved in capability and institution building.

CONCLUSION:

The Pilot Project has formally ended on December 30, 1989. However, the 18-month experiment while obviously demonstrating positive results, needs further follow-up. To date, six months later, an IFI Staff continues to visit although not as frequently as during the project. IFI Staff attended a Fellowship Training in Haifa, Israel in April - May 1990 on "Women and Entrepreneurship". This input will surely enhance the assistance being provided by IFI to the Sabangan Weavers.

The IGOROTA Foundation recommends the specific areas for future follow-up:

1. Technical Aspect of product development particularly through systematic follow-up on the instituting of quality control measures.
2. Marketing Aspect - more systematic study of possible effective marketing strategies for the weavery, evaluation of existing outlets.
3. Financial Management - on-going on-the-job training particularly for key persons involved.
4. Further Skills Development in Organizational Management (to enhance group cohesion), Economic Resource Management (to balance use of resources), and Political/Environment Skills (to deal with external persons and groups).

Finally, the Pilot Project, on the whole, has offered IFI a chance to be a partner in an NGO-GO collaborative effort. This has been a venture which points out that given the best resources of both GO and NGO pooled together in partnership with a People's Organization (PO), providing that bureaucratic procedures and other constraints could be minimized, the replication of such a project in other areas promises to be highly contributory to nation-building.

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