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Partners of the Americas

FINAL REPORT
December 21, 1994

PERU PEACE SCHOLARSHIP PROJECT
CLASP II

Short-Term Technical Training Program
for
Entrepreneur Association Technical Staff

PARTNERS

OF THE AMERICAS

conducted by the
Mississippi Consortium for International Development
Jackson, MS

July 2 - August 27, 1994

Prepared for USAID/Peru

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I. Background

Fifteen leaders from entrepreneur associations in Peru successfully completed eight weeks of leadership and management training on August 27, 1994. The training was conducted in Jackson, Mississippi and other cities in the region by the Mississippi Consortium for International Development (MCID). Training concentrated on the following key themes:

- arrival and reentry orientations
- management of services for micro enterprises
- marketing management issues of micro enterprises
- financial management issues of micro enterprises
- project design and fundraising
- public policy and advocacy
- database management
- leadership
- training of trainers
- internships at community-based organizations
- Experience America.

II. Executive Summary

The training program for entrepreneur association leaders immersed the scholars in technical training and Experience America activities which taught them a broad range of management and leadership skills directly relevant to strengthening business associations in Perú. It also exposed them, though a variety of social and cultural activities, to life in the U.S.

MCID is a consortium of Alcorn State University, Jackson State University and Tougaloo College, all of which are Historically Black Colleges and Universities (HCBUs). The training was conducted on the Jackson State University Campus with field trips into the city of Jackson and other sites in Mississippi, as well as to New Orleans (Louisiana), Memphis (Tennessee) and Houston (Texas). The training was accomplished through on-campus classroom sessions and technical field visits including interviews with owners of firms, trade leaders and key personnel of Chambers of Commerce and economic development agencies. Experience America was combined with leadership and technical training such that each aspect of the program complemented the others.

Classroom sessions included lectures, case studies, group work, training videos, hands-on-training in the computer lab, discussions and debates. Many handouts were provided to the participants to reinforce the classroom sessions.[1]

Adult education experiential methodology was used. The instructors incorporated people-centered extension principles in the sessions, placing a strong emphasis on fostering self-actualization and self-reliance rather than dependence.

A key component of the training was the preparation of Action Plans by teams of scholars for implementation upon their return to Peru. As a part of process, the scholars developed goals, objectives, implementation strategies, timetables, budgets, and human resources requirements.

Specific action plan topics included[2]:

- Establishment of an Entrepreneurial Service Center to Generate Jobs and to Improve Cusco's Economy;
- Development and Enhancement of San Martin's Micro-Business Sector;
- Sustainable Socio-Economic Development Program for Andahuaylas' Women;
- Market Expansion for the Peruvian Asparagus in the European Commonwealth; and
- Bean Production as an Alternative Crop for the Small Farmer.

III. Training Activities

A. Technical Training

The central focus of this technical training program was to strengthen the institutional capacity of entrepreneurial associations while providing their executives with skills in management, leadership and micro enterprise development[3]. Instructors challenged participants to "learn by doing," and to explore each program component in relation to their realities in Peru. Follow-up and weekly evaluation sessions were conducted to ensure that the objectives were being met.

Technical training enabled the business association leaders to:

- have an improved understanding of concepts and techniques to raise the quality of services provided by business associations to small and micro enterprises;
- have the skills necessary to share their U.S. experience by training micro-entrepreneurs and colleagues in business associations;

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[1]Attachment A contains a representative sample of training material handed out to scholars.
[2]Attachment B contains a sample Action Plan in the form of a proposal developed by the scholars.
[3]Attachment C contains the eight-week training schedule.

- have the ability to design and implement projects, allocate resources and conduct fundraising;

- be prepared to use modern techniques of negotiation and policy analysis in order to have greater influence on the public policy process; and

- have the skills and contacts to increase exchanges with American counterpart institutions and colleagues.

During their training in the United States, the group of business association staff members participated in over 200 hours of classroom sessions, 50 hours of technical field visits and 50 hours of other Experience America activities.

Specific training themes were:

1. Orientation: The scholars participated in a three-day orientation program upon their arrival in Jackson. The orientation was designed to reduce culture shock and prepare the scholars for behavior and attitudes they would be likely to encounter during their stay. They learned about North-American values and the stages of adjustment to be expected whenever a person enters a new culture. Particular attention was paid to intercultural sensitivity.

The orientation also included information on how to make local and international telephone calls, how to mail a letter, how to use the health insurance and what to do in case of emergency. The participants were oriented to their lodging, meals and transportation. They also learned about campus and community resources and campus security.

2. Marketing Management Issues of Small and Micro Enterprise: Participants learned to develop a marketing plan and to identify key factors affecting small and micro enterprise development. They learned about sources of business and trade information. They discussed potential opportunities resulting from international trade agreements that affect Latin American markets. The also discussed linkages between domestic and international markets in the 1990's.

3. Financial Management Issues of Small and Micro Enterprise: Participants learned techniques of developing a business plan with special attention to needs and realities in Peru. They increased their knowledge of financial statements. They learned methods of managing credit portfolios of small businesses. Other topics included budgeting, auditing, and cost-effectiveness analysis. They learned about financial management issues using hands-on activities, case studies, and field trips to community development organizations and business incubators.

4. Project Design and Fundraising: The participants learned about project design using a participatory planning process. They reviewed various strategies for fundraising. Specific training topics included: incorporating needs assessment results into project design; designing and carrying out evaluations; and project implementation.

5. Public Policy and Advocacy: The participants increased their understanding of the policy making process including how to identify key stakeholders in the process. They developed a practical understanding of the skills needed for effective policy advocacy. They discussed the work and the effectiveness of Political Action Committees and other lobbying organizations in the United States.

6. Training of Trainers: The scholars learned how to develop needs assessments, objectives, training designs, and materials. Sessions were also conducted on approaches to formative and summative evaluation of training. Participants were trained in skills to be effective multipliers in their communities by using their training and facilitation skills. They gained an improved understanding of group dynamics. They worked on training design using non-formal education approaches and the experiential learning model. They learned about training norms and expectations, effective feedback strategies, adult education principles, and methodologies of non-formal education.

7. Leadership: The scholars learned to apply human resources management principles to business management. They learned personal leadership techniques, communication skills, conflict resolution techniques, and how to manage partnerships. They discussed gender issues in the practice of leadership. They also learned about different leadership styles and developed their skills in team building, active listening, problem identification, problem solving, strategic planning and diagnosing stages of group development. Leadership training was interspersed with training of trainers and management sessions.

B. English Language Training

Survival English was taught by Enrique Maradiaga, Project Coordinator. Sessions were organized around every day situations. Emphasis was given to typical expressions rather than grammar. During their last lesson, scholars presented skits using their newly learned English phrases, depicting events commonly encountered by foreign visitors.

C. Experience America

The Experience America activities for the scholars were designed to:

- develop an appreciation for individual initiatives within the free enterprise system and within democratic institutions which govern civil and political life in the U.S.;
- develop an understanding of U.S. business associations operations through involvement in activities being implemented;
- provide opportunities to observe and participate in volunteer activities; and
- expose participants to life in the U.S. through social and cultural activities.

The Experience America component of the program was divided into two types of activities: 1) technical field visits and 2) social and cultural activities.

1. *Technical Field Visits*

During the course of the program, 26 technical field visits were conducted. The scholars interviewed business owners, trade leaders and key personnel of Chambers of Commerce and economic development agencies. The participants were exposed to a range of institutions where

they learned about trade development, business issues and approaches to micro enterprise development and leadership. The technical visits were geared to reinforce classroom training.

Briefings were conducted by project trainers before and after each visit. On-site activities included interaction with staff, observation of activity in progress and, in some cases, participation in the activity. Field visit sites included[4]:

- Pier I Imports, Jackson, Mississippi.
- Jackson State University Small Business Center and the Jackson Enterprise Center Business Enterprise Program.
- Tech Plastics and Engineering, Inc., Jackson, Mississippi.
- The Delta Foundation, Greenville, Mississippi.
- Hibernia National Bank, New Orleans, Louisiana.
- Encuentro (trade development and expositions), New Orleans, Louisiana.
- World Trade Center, New Orleans, Louisiana.
- Southern U.S. Trade Association, New Orleans, Louisiana.
- Adams County Economic Development Authority, Natchez, Mississippi.
- Natchez Chamber of Commerce.
- Metro Jackson Chamber of Commerce.
- State Department of Agriculture, Jackson, Mississippi.
- Memphis Chamber of Commerce.
- Agricenter International, Memphis, Tennessee.
- Memphis in May International Festival, Inc.
- Pueblo to People (marketing of crafts from Latin American cooperatives), Houston, Texas
- The Greater Houston Partnership (an alliance of the Houston Chamber of Commerce and the Department of Economic Development).
- Houston International Initiatives.
- Houston-USA Rice Council.
- International Trade Center of the University of Houston.
- Houston Port Facilities.
- Mississippi Department of Economic and Community Development, Jackson Mississippi.
- Mississippi Research Center, Jackson, Mississippi.

2. Social and Cultural Activities

The initial Experience America activities were designed to welcome the scholars and acquaint them with the people and places they would encounter during their eight week stay in the United States. The scholars were escorted from Miami to Jackson by Enrique Maradiaga, Project Coordinator, and warmly welcomed at the Jackson International Airport by the MCID team. At a reception at the University's International House, the scholars were welcomed by community leaders and MCID staff.

Interested participants attended church services in Spanish at the Saint Peter's Catholic Church in Jackson. The scholars also visited an African-American parish and experienced the church service and gospel music.

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[4]More detail on these visits is provided in Attachment D.

The scholars learned about Mississippi and U.S. history and culture. They toured Historic Downtown Jackson and visited the National Military Park and Civil War Battle Site at Vicksburg. They visited the Mississippi Agricultural and Forestry Museum and the Old Capitol Museum. They also spent an afternoon at the Neshoba County Fair.

Social and recreational activities provided the scholars with opportunities to relax and enjoy themselves while experiencing life in the United States. For example, on the Fourth of July, they enjoyed a picnic at the Barnett Reservoir followed by a fireworks display. They experienced an evening of "Blues" music at Poets, and "Country" music at Rodeos, both local night spots in the Jackson area. At the Hog Wild in July Festival, the scholars witnessed Mississippi's premier barbecue contest and enjoyed the music of such groups as "The Bluz Boys", "Pear River", "The Showstoppers" and others.

On several occasions, the scholars played soccer against Fernando's Restaurant team. They also received bowling lessons provided by MCID's Experience America Coordinator, Leandro Rhodes.

During an overnight homestay with families in Jackson, the scholars had the opportunity to experience North American home life and culture while making new friends. They also enjoyed a "Western Night" party at the home of a local family and learned some "Country and Western" dance steps.

On July 28, the scholars and other Peruvians residing in Jackson gathered in a private dining room at the Iron Horse Restaurant to celebrate Peruvian Independence Day. A large Peruvian flag was hung on the wall in honor of the scholars.

In Memphis, Tennessee, the scholars toured "Graceland" (Elvis Presley's estate), and the National Civil Rights Museum. They also enjoyed an evening of entertainment at "Beale Street".

In New Orleans, the scholars visited the Aquarium of the Americas and strolled through the French Market and the bustling French Quarter.

IV. Closing Ceremony

On August 25, the graduation ceremony was conducted and scholars were presented with certificates and souvenirs. Among those present were new acquaintances, homestay families and MCID staff.

V. Special Challenges

1. During the first week, several scholars made their first requests for "more exposure to Anglo Saxons." It was clear that many of the participants did not feel comfortable with the amount of exposure they were getting to the African American community. The requests continued to surface from time to time throughout the eight-week training. These requests were of particular concern to MCID and Partners staff because they were purely racial in nature.

There were inferences by the scholars, not to mention direct statements made about African Americans, that were disquieting. For example, in one classroom session, when reference was made to a black elected official, one scholar expressed surprise that he had been elected since,

in the scholar's opinion, African Americans were not capable of governing. In the mid-project evaluation session, one scholar said that he wondered why he and the other scholars were being exposed so much to African Americans since the scholars "would not see examples of leadership or business success in the African American community".

If the scholars had been overly exposed to any one racial group, thus getting a unbalanced impression of the racial diversity of United States, then that may have been grounds for making changes in the program. However, this was not the case. Overall, considering both on-campus and off-campus activities, the racial mix of the people the scholars met during the program was representative of the United States in general and the Southern U.S. in particular. It was also in keeping with CLASP II Experience America and HBCU requirements.

Starting with pre-departure orientation, Partners and MCID made every effort to prepare the scholars for the experience they would have during training based at an HBCU in Mississippi. Both organizations also stressed cultural sensitivity and openness to unfamiliar situations. However, both organizations also recognized that attitudes concerning race can be deeply ingrained and that a dramatic change in such attitudes could not be expected during an eight week training course.

2. The scholars particularly liked the visits to U.S. Chambers of Commerce. Such visits were included in the original schedule and, in response to requests by the scholars, more were added during the program. However, the scholars requested even more. In the end, both Partners and MCID considered that the number of visits to chambers and other business associations was adequate. Other objectives of the program could only be accomplished through classroom sessions or visits to other types of entities. In the final schedule, a good balance was reached in this regard, although it may not have satisfied all individual scholar desires.

3. The scholars were particularly anxious for as many opportunities to make business contacts as possible. Partners and MCID were aware that the scholars were, in many cases, business owners as well as business association managers. Clearly, making business contacts in the U.S. could be valuable for both their business associations and their personal businesses. While the former was an objective of the project, the latter was not. The challenge was to keep the scholars aware of this difference and to strike a balance between making business contacts and achieving other objectives of the project.

VI. Recommendations

The following recommendations are made by Partners of the Americas:

1. Partners recommends that special care continue to be given during PDO and arrival orientation to prepare scholars to accept the racial diversity they will encounter in the U.S. This is especially true when training is to take place on the campus of an HBCU.

2. Although personal agendas and other objectives of the scholars beyond those delineated in the TIP must be taken into consideration, they must only be accommodated in a way that does not reduce the accomplishment of objectives that *are* expressed in the TIP.

3. The scholars varied greatly in experience, knowledge and sophistication regarding business association management. As a result, it was a challenge for MCID to design and conduct a training program that was effective for all of them. It is recommended that in future programs, additional attention be paid to recruiting participants with similar needs and levels of experience.

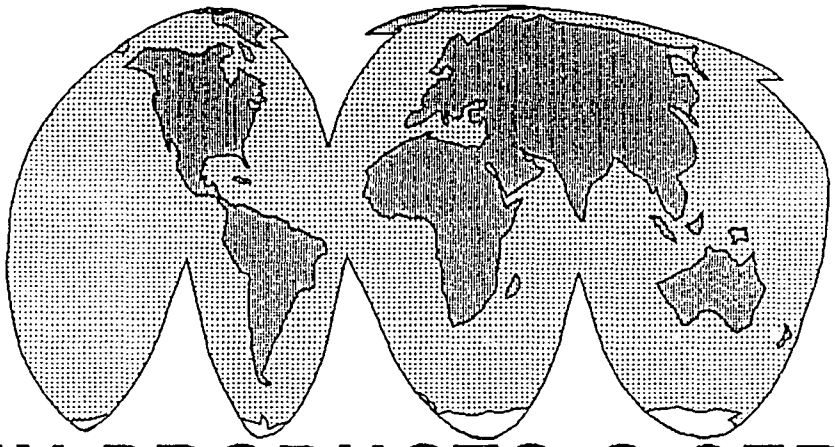
VII. TCA

A TCA for the program is attached.

		CLASP TRAINING IMPLEMENTATION PL		
		Training Cost Analysis (TCA)		
Date:	21-Dec-94			
Project Number:	527-0340-3-20073/20074			
Contract Number:	527-0340-C-00-2275-00			
Project Title:	Peru Peace Scholarship Project/CLASP II			
Implementor:	Partners of the Americas			
Subcontractor:	Mississippi Consortium for International Development			
Technical Field:	Business Association Technical Staff			
PIO/P Number:	527-0340-1-20157			
No. Trainees in Group:	15 (3 women & 12 men)			
Training Period:	July 2 - August 27, 1994			
Program Categories:	Budget	Jun-94	Nov-94	TOTALS
A. Education/Training Costs				
1. Tuition/Fees				
2. Training Costs				
3. Package Program Costs	$104,005	$69,000	$35,005	$104,005
4. Other				
B. Allowances				
1. Maintenance Advance	$750	$750		$750
2. a. Living/Maintenance, US				
b. Living/Maintenance				
3. Per Diem				
4. Books & Equipment	$900			$0
5. Book Shipment	$900			$0
6. Typing				
7. Thesis				
8. Doctoral Dissert				
9. Professional Membership				
10. Other				
11. Other				
C. Travel				
1. International, Round Trip	$18,015	$14,712		$14,712
2. Local in Peru				
3. Local in US				
D. Insurances				
1. HAC for US	$3,600	$3,600		$3,600
2. Required by Institution				
3. Other; In-Country				
E. Supplemental Activities				
1. ELT, In-country	$225	$239		$239
2. ELT, US				
3. Academic up-grade				
4. Reception Services				
5. Arrival Orientation				
6. Pre-departure Orientation	$3,570	$2,591		$2,591
7. Intrprs/Escorts				
8. Internship/cooperative				
9. Enrichment Programs				
10. Mid-Winter Seminars				
11. Follow-on Activity (US)				
12. Follow-on Activity				
TOTAL PROGRAM COSTS:	$131,965			$125,897
Total Training Months:	2.00			2.00
Total Cost Per Ptcp. Per Month	$4,399			$4,197

DECISION 1

CUAL ES EL MEJOR MERCADO INTERNACIONAL



PARA UN PRODUCTO O SERVICIO?

10

DECISIONES BASICAS

EN LA SELECCION DE UN MERCADO INT'L

√ A QUE PAISES ENTRAR?

√ A CUANTOS PAISES ENTRAR?

√ QUE SEGMENTOS ATACAR EN ESOS PAISES?

√ QUE TIPO DE SEGMENTOS Y PAISES?

ANALISIS DEL MERCADO INTERNACIONAL

CRITERIO DE SELECCION DEL MERCADO INTERNAL

PROCESO DE SELECCION DEL MERCADO INTERNAL

HERRAMIENTAS PARA LA SELECCION DEL MERCADO INTERNAL

SEGMENTO OBJETIVO DEL PAIS SELECCIONADO

PROCESO DE SELECCION DE UN MERCADO INTERNACIONAL

1. IDENTIFICAR PAISES Y REGIONES ACEPTABLES

2. DETERMINAR EL MERCADO PARA SU PRODUCTO/ SERVICIO EN PAISES ACEPTABLES

3. SELECCIONAR LOS PAISES CON MERCADOS ALTAMENTE POTENCIALES

4. DETERMINAR LA COMPETENCIA EN LOS MERCADOS ALTAMENTE POTENCIALES

5. SELECCIONAR PAIS(ES) Y MERCADO(S) OBJETIVO

SELECCION DE UN SEGMENTO INTERNACIONAL DE MERCADO

5. MERCADO OBJETIVO DEL PAIS

↓

6. ANALIZAR LOS SEGMENTOS DE MERCADO EN EL PAIS OBJETIVO

↓

7. SELECCIONAR EL SEGMENTO OBJETIVO EN EL MERCADO DEL PAIS SELECCIONADO

↓

8. PROBAR EL PROGRAMA DE MERCADEO

CRITERIO DE SELECCION DE UN MERCADO INTERNACIONAL

REGIONES Y PAISES VIABLES	←	ESTRATEGIA MACRO
PAISES CON MERCADOS ALTAMENTE POTENCIALES	←	MICRO PRODUCTO
PAIS OBJETIVO	←	MICRO COMPETENCIA
SEGMENTO OBJETIVO	←	MICRO SEGMENTO

Paises con Alto Potencial de Mercado

indicadores de mercado

pais	Importaciones del Mundo	Importaciones de nuestro pais	principales competidores	produccion local	consumo per capita	penetracion de mercado
pais A						
pais B						
pais C						
pais D						
pais E						

PRUEBA DEL PRODUCTO/SERVICIO EN EL MERCADO DEL PAIS OBJETIVO

√ PROMOCION LIMITADA PARA LA ENTRADA AL MERCADO

√ PARTICIPACION EN FERIAS COMERCIALES EN EL PAIS OBJETIVO

√ INVOLUCRARSE EN PROGRAMAS DOC/TOP

√ ASISTIR A MISIONES COMERCIALES EN EL PAIS OBJETIVO

√ VISITAS PERSONALES

√ CITAR DISTRIBUIDORES/AGENTES POTENCIALES

ANALISIS DEL SEGMENTO INTERNACIONAL

BASES PARA LA SEGMENTACION DE UN MERCADO INTERNACIONAL

- √ ANALISIS DEL USUARIO/CONSUMIDOR FINAL
- √ DEMOGRAFIA
- √ INGRESO
- √ ESTILOS DE VIDA
- √ ESTILOS DE CONSUMO
- √ FACTORES CULTURALES (LENGUAJE, RELIGION, ETNICOS)
- √ GEOGRAFIA
- √ ETAPA DE DESARROLLO DEL MERCADO

TRABAJO GRUPAL

PROPUESTA PARA C.S. FUND

"PROGRAMA PARA FACILITAR OPORTUNIDADES DE DESARROLLO ECONOMICO Y SOCIAL SOSTENIDO DE LA MUJER EN LA PROVINCIA DE ANDAHUAYLAS"

GRUPO DE TRABAJO:

HUMBERTO VALCARCEL
CORINA QUINTANA
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JACKSON, 5 DE AGOSTO DE 1,994

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I.- RESUMEN EJECUTIVO

El presente proyecto denominado "PROGRAMA PARA FACILITAR OPORTUNIDADES DE DESARROLLO ECONOMICO Y SOCIAL SOSTENIDO DE LA MUJER EN LA PROVINCIA DE ANDAHUAYLAS", está orientado a contribuir en la solución del problema de la falta de capacidad económica de la mujer, como consecuencia de la falta de oportunidades para el desarrollo de sus potencialidades y la violencia política en el país que afectó más a este sector de la sociedad en esta provincia.

La propuesta considera la ejecución de un Programa Integral para la formación empresarial, en una Incubadora de Negocios, que consiste en un espacio físico en el que se proporcionará a los beneficiarios un lugar para el desarrollo de sus actividades productivas, principalmente en las líneas de transformación primaria de productos agrarios y artesanía, por un período máximo de dos años, en que serán graduadas y deberán instalar su propio negocio competitivo y que les permitirá generar un ingreso económico sostenible y convertirse en agentes económicos generadores de empleo.

En la incubadora, desde su inicio, se les proporcionará capacitación a través de cursos de entrenamiento relacionados con el mejoramiento de la producción y productividad, control de calidad, elaboración de planes de negocio, manejo de crédito, administración de negocios, comercialización, desarrollo organizacional y de liderazgo; así como también se les brindará todo tipo de apoyo que requiere un negocio: asistencia técnica, servicios, asistencia credítícia a través de un Fondo Rotatorio que les otorgará préstamos de corto y mediano plazo para capital de trabajo y adquisición de bienes de capital, a un intereses que no supere las tasas de mercado financiero nacional.

El proyecto tendrá una duración indefinida, requiere durante los dos primeros años, para su implementación de una inversión de US$ 294 510.00 en el primer año y US$ 258 460.00 en el segundo; para posteriormente autofinanciarse con parte de los ingresos por intereses generados del Fondo Rotatorio, el pago por la prestación de servicios y un aporte de 5% de las ventas anuales de las beneficiarias.

La Cámara de Comercio, Industria y Producción de Andahuaylas, es la institución de mayor representatividad del empresariado de esta provincia, con 24 años de actividad; cuenta con 300 asociados, local institucional propio, bienes, enseres y personal que permiten su funcionamiento, con el aporte de las cuotas orgánicas de sus socios.

Esta organización empresarial, que acogerá a las beneficiarias del proyecto, desde su ingreso a la Incubadora de Pequeños Negocios y que tiene como actividad principal, la defensa gremial de sus asociados, la prestación de servicios

de capacitación y asesoramiento empresarial y la promoción del desarrollo económico de su ámbito, se verá fortalecida con la incorporación de las nuevas empresarias graduadas, convertidas en líderes y promotoras del desarrollo del país.

II.- DECLARACION DE NECESIDADES

La importancia de este proyecto radica en la necesidad de contribuir a la solución del problema de falta de capacidad económica para sobrevivir y de oportunidades, en que se encuentra la mujer de la provincia de Andahuaylas, del departamento de Apurimac, las mismas que en su mayoría sufrieron las consecuencias de la violencia terrorista que imperó por más de una década en el Perú.

La Cámara de Comercio, Industria y Producción de Andahuaylas, organización representativa del empresariado en esta provincia, cuya misión es promover el desarrollo económico en su ámbito, plantea afrontar el problema, mediante la creación de una Incubadora de Pequeños Negocios, que permita facilitar oportunidades de desarrollo económico y social de este sector de la sociedad, a través de la ejecución de un Programa Integral, cuyos componentes serán:

- Capacitación
- Asistencia técnica y tecnológica
- Apoyo creditício
- Promoción y comercialización

Los beneficiarios del proyecto serán mujeres madres que actualmente estén conduciendo pequeños negocios con bajos niveles de productividad, y/o que tengan ciertas habilidades, dextresas, tradición y/o experiencias en la producción de artículos de artesanía, procesamiento primario de productos agrícolas; debido a que estas actividades les permitirán aprovechar mejor los recursos de la zona, desarrollar actividades productivas rentables y constituirse en agentes económicos y miembros activos de la Cámara de Comercio, Industria y Producción de Andahuaylas.

Según el último censo de 1,994, Andahuaylas cuenta con una población de 125,000 habitantes, de la cual el 58% está constituida por mujeres entre 15 y 64 años de edad, es decir mujeres en edad y condiciones de trabajar. Sin embargo se observa que para el desarrollo de sus actividades carecen de oportunidades de desarrollo empresarial que les permita promover sus potencialidades para autogenerarse empleo y mejorar sus niveles de ingreso y por ende su calidad de vida.

Las actividades económicas tradicionales en esta zona son la agricultura y la artesanía y los niveles de ingreso familiar, promedio, alcanzan los US$ 70.00 mensuales, lo cual no les permite cubrir adecuadamente sus necesidades básicas de alimentación, vestido, salud y educación, ya que en su

mayoría son familias con cinco o seis miembros, en promedio y en donde la mujer, muchas veces asume el papel de padre y madre.

El Programa a implementar atenderá principalmente los problemas de:

- **Desempleo**, mediante la generación y consolidación de pequeñas y micro empresas autosostenidas.

- **Escaso aprovechamiento de los recursos existentes**, mediante la orientación para su procesamiento y transformación en bienes de mayor valor agregado.

- **Altos costos de producción**, mediante los servicios que prestará la incubadora para reducir dichos costos.

- **Inadecuada y limitada comercialización de sus productos**, mediante la capacitación, asesoramiento, promoción y búsqueda de nuevos mercados.

- **Bajos niveles de calidad y productividad** , mediante la capacitación, asistencia técnica y tecnológica, y apoyo creditício.

III.- DESCRIPCION DEL PROYECTO

3.1. OBJETIVOS

3.1.1. OBJETIVO GENERAL

Facilitar oportunidades que permitan mejorar la situación económica y social de la mujer de la provincia de Andahuaylas, en forma sostenida.

3.1.2. OBJETIVOS ESPECIFICOS

- **Crear una Incubadora de Negocios.**
- **Ejecutar un Programa Integral para el desarrollo económico y social de la mujer.**
- Graduar mujeres con capacidad empresarial y fuente de ingreso sostenible.
- Contribuir al desarrollo socio-económico de la provincia de Andahuaylas

3.2. PLAN DE ACCION

3.2.1. Crear una Incubadora de Pequeños Negocios

a. Definir las líneas de trabajo a implementar dentro de la actividad artesanal

De la evaluación de las actividades económicas, habilidades de la población beneficiaria y la priorización de las mismas en la región, se ha determinado que las líneas a implementar serán:

- Producción artesanal (Tejidos, tallado en madera, piedra y repujado en cuero; bisutería, sestería, pasamanería y artesanía a base de arcilla, curtiembre y peletería, entre otras).

- Transformación primaria de productos agrarios.

- Producción de materia prima para la actividad agroindustrial y artesanal.

b. <u>Implementar la infraestructura adecuada para el funcionamiento de la Incubadora</u>.

La Incubadora será el espacio físico en el cual se proporcionará a las mujeres beneficiarias, un lugar para el desarrollo de sus actividades productivas y se les brindará capacitación, servicios de promoción y apoyo a la comercialización de sus productos; así como crédito para la adquisición de equipo y materia prima.

Para su implementación se requiere de un local que permita albergar los negocios de 30 mujeres beneficiarias, por ciclo de 2 años como máximo; ubicación de almacenes, oficinas administrativas y adecuar una sala de reuniones para capacitación, y otras actividades promocionales de los negocios instalados.

Asimismo, se adquirirá equipo audiovisual, de comunicación e informática, bienes muebles y materiales de oficina.

Las beneficiarias, por el espacio que ocupen en la incubadora, deberán pagar un alquiler de US$ 50.00/mes. De igual modo todo servicio que se le preste (teléfono y/o fax, elaboración de documentos, manejo contable, etc.), será cobrado con tarifas no lucrativas. Estos ingresos permitirán el autosostenimiento del proyecto.

3.2.2. <u>Ejecutar un Programa Integral para el desarrollo económico y social de la mujer</u>.

a. **Seleccionar y calificar a las mujeres beneficiarias.**

Las mujeres que postulan a ocupar un lugar como beneficiarias del Programa, deberán ser madres, de escasos recursos económicos y que se encuentren desarrollando actividades agrarias o artesanales.

Se seleccionarán 30 mujeres por ciclo de incubación para cada negocio, considerado como máximo en dos años.

b. **Desarrollo de certámenes de capacitación.**

Estos consistirán en la ejecución de siete cursos anuales, relacionados con el mejoramiento de la producción y productividad, control de calidad, elaboración de Planes de Negocio, manejo de crédito, producción de insumos, marketing, administración de negocios, comercialización, desarrollo organizacional y humano (liderazgo). Asimismo se efectuarán 2 giras y 1 exposición anual, que permitan promocionar los productos obtenidos e intercambiar experiencias.

Toda actividad de capacitación será activa, dinámica y participativa, aplicando el método de "aprender haciendo".

En estos eventos participarán, principalmente, las mujeres beneficiarias del Programa; pudiendo acogerse productores de la comunidad que estén fuera de este, pero que desarrollen las actividades priorizadas. Estos eventos tendrán un costo de US$ 5.00 por participante.

c. **Desarrollo de Planes de Marketing y de Negocio.**

Esta actividad la implementará el personal encargado de la administración de la incubadora, con la finalidad de asegurarle a las mujeres beneficiarias, el mejor mercado para la colocación de sus productos.

Consistirá en elaborar 30 Planes de Marketing y 30 Planes de Negocio, de acuerdo a las líneas de producción, durante los dos primeros años.

Estos planes deberán ser revisados y adecuados mensualmente, de acuerdo a las variables que se presenten en el tiempo.

d. Otorgamiento de créditos.

El programa incluye la creación de un Fondo Rotatorio que permita otorgar préstamos a las beneficiarias, para capital de trabajo y/o adquisición de bienes de capital.

Estos préstamos serán a corto plazo según el ciclo productivo y mediano plazo, a dos años, cuando se trate de adquisición de bienes de capital; en moneda extranjera y con tasas de interés que no superen el promedio de las que se cobran en el mercado financiero nacional; y hasta por montos de US$ 1 000 y US$ 5 000.00 por cada préstamo por beneficiaria.

Los ingresos por intereses generados, durante los dos primeros años, pasarán a incrementar el Fondo Rotatorio y a partir del tercer año, un 20% se destinará a gastos administrativos del Programa.

3.2.3. Graduar mujeres con capacidad empresarial y fuente de ingreso sostenible.

a. Instalar a las beneficiarias en negocios sostenibles.

Las beneficiarias se consideran graduadas, cuando hayan desarrollado la capacidad de producir eficientemente, conducir un negocio, administrar un crédito y estar preparadas para una participación organizacional activa, con cualidades de liderazgo. Tendrán la posibilidad de graduarse en un período máximo de dos años.

Alcanzada su graduación, se les brindará el apoyo necesario para la instalación de un negocio propio e independiente, que les permita generar ingresos de una manera sostenible, lográndose instalar 30 nuevos negocios al concluir el segundo año.

3.2.4. Contribuir al desarrollo socio-económico de la provincia de Andahuaylas.

a. Generar fuentes de empleo.

La instalación de nuevos negocios, convertirá

a las beneficiarias graduadas en agentes económicos formales dentro de la comunidad; las mismas que generarán fuentes de trabajo, contribuyendo en consecuencia al desarrollo de la zona.

3.3. CRONOGRAMA

ACTIVIDADES / TRIMESTRES	AÑO 1				AÑO 2			
	1	2	3	4	1	2	3	4
- Definir líneas de trabajo	X							
- Implementar Incubadora	X	X						
- Selección y calificación de beneficiarias	X	X						
- Capacitación		X	X	X	X	X	X	X
- Desarrollo de Planes de Marketing y de Negocio		X	X	X	X	X	X	X
- Otorgamiento de créditos		X	X	X	X	X	X	X
- Graduación de empresarias								X
- Seguimiento, Control y evaluación interna	X	X	X	X	X	X	X	X
- Presentación de Informes		X		X		X		X
- Evaluación final								X

IV.- PRESUPUESTO (en US$)

REQUERIMIENTO	AÑO 1	AÑO 2
4.1. ACONDICIONAMIENTO DE LA INFRAESTRUCTURA		
- Materiales y mano de obra	9 500.00	
4.2. PERSONAL		
DIRECTOR DEL PROYECTO		
- Honorarios 2 000.00/mes tiempo completo.	24 000.00	24 000.00
- Vacaciones y gratificaciones (3 sueldos)	6 000.00	6 000.00
01 CONSULTOR EXTERNO		
- Honorarios 2 500.00/mes x 3 meses, tiempo completo	7 500.00	2 500.00
01 INGENIERO INDUSTRIAL		

- Honorarios 750.00/mes, tiempo parcial	9 000.00	9 000.00
01 ECONOMISTA		
- Honorarios 750.00/mes, tiempo parcial	9 000.00	9 000.00
01 CONTADOR		
- Honorarios 500.00/mes tiempo parcial	4 500.00	6 000.00
PERSONAL DE APOYO		
01 ESPECIALISTA EN INFORMATICA		
- Honorarios 500.00/mes tiempo completo	6 000.00	6 000.00
- Vacaciones y gratificaciones (3 sueldos/año)	1 500.00	1 500.00
01 SECRETARIA EJECUTIVA		
- Honorarios 400.00/mes tiempo completo	4 800.00	4 800.00
- Vacaciones y gratificaciones (3 sueldos/año)	1 200.00	1 200.00
01 CHOFER		
- Honorarios 300.00/mes tiempo completo	3 600.00	3 600.00
- Vacaciones y gratificaciones (3 sueldos/año)	900.00	900.00
BENEFICIOS SOCIALES		
Leyes sociales	5 760.00	5 760.00
SUB TOTAL	83 760.00	80 260.00
4.2. PASAJES Y VIATICOS		
Pasajes y viáticos nacionales	3 600.00	3 000.00
4.3. MUEBLES Y EQUIPO		
- 01 Computadora	1 800.00	
- 01 Impresora Láser	1 200.00	
- Sofwart y accesorios	800.00	500.00
- 01 Proyector de transparencias y ecran	700.00	
- 01 Televisor	600.00	
- 01 VHS	350.00	
- 04 Escritorios	600.00	
- 04 gabinetes de archivo	400.00	
- 01 mesa de reuniones con 12 sillas	800.00	
- 01 FAX	600.00	

SUB TOTAL	7 850.00	500.00

4.4. VEHICULOS

- 01 Camioneta Pic-up	18 000.00	
- Combustibles y carburantes	3 000.00	4 000.00
- Mantenimiento y Reparación	500.00	1 000.00
SUB TOTAL	21 500.00	5 000.00 -

4.5. MATERIALES DE OFICINA Y GASTOS GENERALES.

- Artículos de oficina y para capacitación y gastos generales	1 800.00	1 200.00

4.6. CAPACITACION

- Ejecución de certámenes de capacitación.	10 500.00	10 500.00

4.7. FONDO ROTATORIO

- Fondo Rotatorio para otorgamiento de créditos	150 000.00	150 000.00

4.8. EVALUACION

- Honorarios para Consultor Externo		2 000.00

4.9. APOYO COMUNITARIO

- Local para la Incubadora	6 000.00	6 000.00
T O T A L	294 510.00	258 460.00

V.- INFORMACION SOBRE LA ORGANIZACION

La Cámara de Comercio, Industria y Producción de Andahuaylas, es la organización más representativa del empresariado de la provincia de Andahuaylas, departamento de Apurimac, que cuenta con 24 años de fundada y dedicada a la defensa gremial de sus asociados y la promoción del desarrollo económico y empresarial de esta parte del Perú.

Cuenta con local propio, implementado y con dos trabajadores, un Gerente a tiempo parcial, Ing° Químico; y una secretaria a tiempo completo. El gerente, es un profesional con mucha experiencia y entrenamiento en desarrollo empresarial, que cuenta con negocio propio, actualmente.

Sus comunicaciones las realiza telefónicamente, no cuenta con fax, ni equipo de cómputo.

Por su quehacer institucional, la Cámara tiene una gran experiencia en el desarrollo de certámenes de capacitación en gestión empresarial, tributación, oportunidades de negocios, entre otros; así como, participa con propuestas de desarrollo en beneficio de la comunidad de Andahuaylas. Actualmente es miembro activo del Comité Multisectorial de Desarrollo, de esta provincia.

La estructura organizacional de la Cámara, en orden jerárquico, es la siguiente:

- Asamblea General de Socios
- Comité Ejecutivo
- Gerente
- Comités Funcionales
- Comités Gremiales

VI.- CONCLUSION

La ejecución de esta propuesta permitirá:

- Contribuir a solucionar la falta de capacidad económica para su sobrevivencia en que se encuentra la mujer en la provincia de Andahuaylas, facilitándoles la oportunidad de autogenerarse su empleo y constituirse en un agente económico promotor del desarrollo en la zona.

- La creación de nuevas empresas artesanales y de procesamiento primario de productos agrarios, con alto nivel de competitividad en el mercado regional.

- Incremento de las actividades productivas y de la contribución al Producto Bruto Interno, en la provincia.
- Fortalecimiento de la Cámara de Comercio, Industria y Producción de Andahuaylas, con la incorporación de las beneficiarias, desde su ingreso al Programa, incrementando su nivel de organizacional con empresarios líderes graduados.

- Mejoramiento del nivel de vida y humano en las familias beneficiarias.

DAILY SCHEDULE
TRAINING PROGRAM FOR ENTREPRENEUR ASSOCIATION TECHNICAL STAFF FROM PERU
JULY 2 - AUGUST 27, 1994

Note: Administrative sessions in the mornings refer to a fifteen minute briefing session for announcements, suggestions and identification of problems relating to the training program.

Day/Date	MORNING	AFTERNOON	EVENING
(Week # 1) Saturday July 2	Arrival at Jackson Int'l Airport: ▸ 10:45 a.m. ▸ AA #4431	Arrival at the Holiday Inn, Welcome, Room Assignments & Distribution of Keys, and Preliminary Orientation	FREE
Sunday July 3	**Experience America:** Trip to Vicksburg	**Experience America:** Old Court, National Military & Historical Park	**Experience America:** Dinner in Vicksburg Return to JSU
Monday July 4	Orientation: ▸ Program Content ▸ Logistics Needs Assessment **J. Colon**	**Experience America:** 4th of July Festivities: ▸ Celebration at the Agricultural Museum ▸ Picnic at the Ross Barnett Reservoir	**Experience America:** 4th of July Festivities: ▸ Fireworks at the Reservoir
Tuesday July 5	ID Cards Leadership I: Team Building **J. Colon**	Personal Interviews Tour through the JSU Campus	**Community Welcome Reception** (Guest: Local Gov't Officials, Community and Business Leaders)
Wednesday July 6	Administrative Session: Leadership II: Active Listening, Problem and Strategic Planning **A. Griffin**	**Community Learning:** ▸ Visit to a Small Business Cont. of Leadership II	**Experience America:** Survival English **E. Maradiaga**
Thursday July 7	Administrative Session: **Leadership III:** Training Design Methods, Objectives and Materials **A. Griffin**	**Leadership IV:** Principles of Management **T. Griffin**	**Experience America:** Shopping

Day/Date	MORNING	AFTERNOON	EVENING
Friday July 8	Administrative Session: **Leadership V:** Effectiveness of Training Evaluations **T. Griffing**	**Leadership VI:** Cont. of leadership V Weekly debriefing, Evaluation/Roundtable	**Experience America:** Latin Night
Saturday July 9	**Experience America:** View of World Cup Game	**Experience America:** View of World Cup Game	**Experience America:** Game Celebration
(Week # 2) Sunday July 10	**Experience America:** Baptist Religious Service	**Experience America:** View of World Cup Game	**Experience America:** Soccer Game
Monday July 11	Administrative Session Introduction to Financial Planning **B. Noble**	Computer Lab: Practice of Cash Flow Statements **B. Noble**	Personal Time
Tuesday July 12	Administrative Session Small Business Management Strategies **B. Noble**	**Experience America:** Visit to the Museum of Arts	**Experience America:** Survival English **E. Maradiaga**
Wednesday July 13	Administrative Session Finances and the Management of Credit Programs for Small Businesses **B. Noble**	**Community Learning:** Visits to: •Small Business Incubator (JSU) •Small Business Development Center **B. Noble** **E. Maradiaga**	**Guest Speaker:** John Lee Mississippi Vinyl Products Inc.
Thursday July 14	Administrative Session Evaluation of Small Business Development Programs **B. Noble**	**Community Learning:** Visit to Tech Plastics and Engineering, Inc.	Personal Time

Day/Date	MORNING	AFTERNOON	EVENING
Friday July 15	Administrative Session **Community Learning:** Visit to the Clarion Ledger Newspaper	**Community Learning:** Visit to the Delta Foundation	**Experience America:** Entertainment at "Poets"
Saturday July 16	Weekly Debriefing Evaluation/Roundtable	**Experience America:** Visit to the "Old Capitol Museum"	Personal Time
(Week # 3) Sunday July 17	**Experience America:** Travel to New Orleans	**Experience America:** ▸ Steamboat Ride ▸ Aquarium ▸ French Market	**Experience America:** Night Life in New Orleans (Optional)
Monday July 18	▸ Peruvian Consul ▸ Hibernia Nat'l Bank ▸ World Trade Center	▸ Port Authorities ▸ Greater N.O. and the River Region Chamber of Commerce ▸ SUSTA	Return to Jackson
Tuesday July 19	**Community Learning:** ▸ Natchez Chamber of Commerce ▸ Natchez Economic Development Authority	**Community Learning:** ▸ Natchez Stockyard	Return to Jackson
Wednesday July 20	Personal Time	Administrative Session Training for Training I: Training Principles and Philosophy **J. Colon**	Personal Time
Thursday July 21	Administrative Session Introduction of Marketing **F. Robles**	Marketing Plan: "Process of Marketing Selection" **F. Robles**	**Community Learning:** Meeting with Local Business People **E. Maradiaga**

Day/Date	MORNING	AFTERNOON	EVENING
Friday July 22	Administrative Session Marketing Plan: Case Study **F. Robles**	Marketing Plan: "Development of Marketing Plans" **F. Robles**	**Experience America:** "Hog Wild in July" Festival **L. Rohde**
Saturday July 23	Marketing Plan: International Agreements **F. Robles**	Marketing Plans: Small Group Presentations	**Experience America:** "Hog Wild in July" Festival **L. Rohde**
(Week # 4) Sunday July 24	Marketing Plan: Cont. of Small Group Presentations **F. Robles**	▸Personal Time ▸ Shopping ▸ Religious Services	**Experience America:** Dinner in a Local Restaurant
Monday July 25	Administrative Session Training of Trainers II **J. Colon**	Public Policy & Advocacy: **G. Aspiasu**	Personal Time
Tuesday July 26	Administrative Session: Public Policy & Advocacy: "Central City and Suburban Policies" **G. Aspiasu**	**Guest Speaker:** Joe Dove Clarion Ledger Business Department Public Policy & Advocacy: **G. Aspiasu**	Personal Time
Wednesday July 27	Community Learning: Visit to Metro Jackson Chamber of Commerce **E. Maradiaga**	Training of Trainers III **J. Colon**	**Experience America:** Sports Activities
Thursday July 28	Administrative Session Public Policy & Advocacy:"Labor Management Relationships" **G. Aspiasu**	**Guest Speaker:** Bill Scaggs Hinds Community College **E. Maradiaga**	**Experience America:** Peruvian Independence Day Celebration **L. Rohde** **E. Maradiaga**
Friday July 29	Administrative Session Public Policy & Advocacy: "Small Business Ventures" **G. Aspiasu**	DataBase Management **L. Rohde**	**Experience America:** Country Music **L. Rohde**

Day/Date	MORNING	AFTERNOON	EVENING
Saturday July 30	**Experience America:** Neshoba County Fairground (Political Forum for Lobby and Advocacy Groups) **L. Rohde** **E. Maradiaga**	**Experience America:** Neshoba County Fairground **L. Rohde** **E. Maradiaga**	Return to Jackson
(Week # 5) Sunday July 31	Personal Time	**Experience America:** Shopping	**Experience America:** Dinner at a Local restaurant
Monday August 1	Administrative Session Project Design: "Fund Raising" **A. Giraldo**	Project Design:"Community Participation" **A. Giraldo**	Personal Time
Tuesday August 2	Administrative Session Project Design: "Finances -A process in Evolution" **A. Giraldo**	Project Design: "Strategies for implementation" **A. Giraldo** **Leadership X:** "Building partnerships" **J. Colon**	**Experience America:** Sports Activity
Wednesday August 3	Administrative Session Project Design: "Monitoring & Evaluation" **A. Giraldo**	Project Design: "Monitoring & Evaluation" **A. Giraldo**	**Experience America:** Survival English **E. Maradiaga**
Thursday August 4	Administrative session Project Design: "Action Plan" **A. Giraldo**	**Guest Speaker:** Roger Barlow State Department of Agriculture **E. Maradiaga**	Project Design: ▸ Group Work
Friday August 5	Project Design: ▸Group presentations of project design **A. Giraldo**	Project Design: ▸Groups presentation of project design **A. Giraldo** Weekly Evaluation/Roundtable	**Experience America:** Homestays

Day/Date	MORNING	AFTERNOON	EVENING
Saturday August 6	**Experience America:** Homestay	**Experience America:** Homestay	**Experience America:** Homestay
(Week # 6) Sunday August 7	**Experience America:** Homestay	**Experience America:** Homestay	**Experience America:** Homestay
Monday August 8	Administrative session Training for Trainer III: **J. Colon**	Computer Laboratory: "Small Enterprise Analysis Systems" **J. Colon** **Community Learning:** Visit to Airport Authorities	Personal Time
Tuesday August 9	Administrative Session Computer Laboratory: "Small Enterprise Analysis Systems" **J. Colon**	Computer Laboratory: "Small Enterprise Analysis Systems" **J. Colon**	**Experience America:** Sports Activities **L. Rohde**
Wednesday August 10	Administrative Session Small Business Strategies:"Monetary System" **L. Vasquez**	Computer Laboratory: "Small Enterprise Analysis Systems" **J. Colon**	**Experience America:** Survival English **E. Maradiaga**
Thursday August 11	Administrative Session Small Business Strategies:"Business Incubator Programs" **L. Vasquez**	Computer Laboratory: "Small Enterprise Analysis Systems" **J. Colon**	**Experience America:** Hospitality Night
Friday August 12	Administrative Session Small Business Strategies:"Micro-Economics Concepts" **L. Vasquez**	Computer Laboratory: "Small Enterprise Analysis Systems" **J. Colon** Data Bank Management: **L. Rohde** Weekly Evaluation/Roundtable	**Experience America:** Video Presentation - "El Norte"
Saturday August 13	Personal Time	Personal Time	Personal Time

Day/Date	MORNING	AFTERNOON	EVENING
(Week # 7) Sunday August 14	**Experience America:** Trip to Memphis: ▸ Graceland	**Experience America:** ▸ Human Rights Museum	**Experience America:** ▸ Beale Street
Monday August 15	▸ Memphis Chamber of Commerce ▸ Federal Express	▸ Agri-Center Int'l ▸ "Memphis-in-May" **L. Vasquez**	Return to Jackson
Tuesday August 16	Administrative Session Accounting: "Auditing Techniques" **L. Vasquez**	Accounting: **L. Vasquez** **Guest Speaker:** Don Well Well and Associates	Survival English **E. Maradiaga**
Wednesday August 17	Administrative Session Accounting:"Cost Analysis" **L. Vasquez**	Accounting:"Projections, Budgeting, and Capital" **L. Vasquez**	**Experience America:** Shopping **L. Rohde** **E. Maradiaga**
Thursday August 18	Administrative Session Accounting: **L. Vasquez**	Accounting:"Training Cost" **L. Vasquez**	**Guest Speaker:** Jackie Mitchell Economic Development Department
Friday August 19	Administrative Session **Community Learning:** ▸ Visit to Millsaps College ▸ Visit to "Frito Lay"	Accounting:"ISO 900" **L. Vasquez** DataBase Analysis **L. Rohde** Weekly Evaluation & Roundtable	**Experience America:** ▸ Night of Blues
Saturday August 20	Personal Time	Personal Time	Personal Time
(Week # 8) Sunday August 21	Trip to Houston	Trip to Houston	Trip to Houston
Monday August 22	**Community Learning:** ▸ Pueblo to People ▸ The Greater Houston Partnership	**Community Learning:** ▸ Houston Int'l Initiatives ▸ Airport Authorities	**Experience America:** ▸ Meeting with Peruvian Association

Day/Date	MORNING	AFTERNOON	EVENING
Tuesday August 23	**Community Learning:** ▸ Int'l Trade Center	**Community Learning:** ▸ Port Facilities	Return to Jackson
Wednesday August 24	Administrative Session **Community Learning:** ▸ Department of Economic Development **E. Maradiaga**	**Community Learning:** ▸ Mississippi Research Center Action Plans: Presentation of Action Plans	Personal Time
Thursday August 25	**Re-entry Training:** ▸ Oral Evaluations ▸ USAID Evaluations ▸ MCID	Personal Time	**Experience America:** Closing Ceremony

Technical Training Components

The sequence of technical topics presented corresponded to the participants' expectations which had been expressed in Peru prior to their arrival and reiterated on arrival. These topics were presented in relationship to their realities in Peru.

The central focus in this technical training program was the strengthening of the institutional capacity of entrepreneur association staff members in microenterprise development. Specific training units were:

- Management of Services for Microenterprises
- Marketing Management Issues of Microenterprises
- Financial Management Issues of Microenterprises
- Project Design and Fundraising
- Public Policy and Advocacy
- Training of Trainers
- Leadership
- Database Management

Community Learning Activities

Community learning activities consisted of field visits and interviews with owners of firms, trade leaders and key personnel of chambers of commerce and economic development agencies. Such activities were planned to illustrate a wide range of institutions, particularly those that demonstrated various approaches to trade development, business issues as well as innovative and successful models and approaches to leadership and management. These activities were extremely valuable in the reinforcement of classroom training. All visits included a pre-visit briefing by project trainers, interaction with prominent businesspeople to discuss the role or nature of the division or organization visited, demonstration of activity in progress, observation of and participation in such activities and field visit debriefing following each visit. Below is an outline of all technical field visits that occurred during the eight weeks of training:

1. Visit to the Pier 1 Imports, Jackson, MS.: David Cockran, Store Manager, discussed the history of the company, origin and nature of traded goods, the U.S. market, Pier 1's unique line of products, quality control, advertising, and expansion - July 6, 1994.

2. Visit to the Jackson State University Small Business Center and the Jackson Enterprise Center Business Incubator Program: Richard Acker and Henry Thomas explained the importance of facilitating the development of business plans and having the ability to analyze a wide variety of businesses with knowledge of markets, capital formation, training, and input requirements - July 13, 1994.

3. Visit to Tech Plastics and Engineering, Inc., Jackson, MS.: Company President Yogesh Goel conducted a tour through the facilities. This company offers manufactured and assembles plastics parts, product mold design, engineering, and construction - July 14, 1994.

4. Visit to the Delta Foundation, Greenville, MS.: Foundation representatives discussed cooperatives, as they are known in the United States. This included cooperative organization, management and services - July 15, 1994.

5. Visit to the Hibernia National Bank, New Orleans, LA.: Evelio Cuadrado, Vice-President of the International Sales and Marketing Department, described the various international information services that the Hibernia National Bank provides to import and export companies (credit information on foreign companies, foreign references and introductions and international counseling) - July 18, 1994.

6. Visit to "Encuentro," New Orleans, LA.: Lisa Ponce de Leon, Executive Director of "Encuentro" described this matchmaker and trade expo, where buyers, sellers, suppliers, agents and distributors from the United States and Latin America meet face to face in prearranged appointments - July 18, 1994.

7. Visit to the World Trade Center (WTC), New Orleans, LA.: Charles Stern, Director of the International Division, explained how instrumental the W.T.C. has been in encouraging trade ties between New Orleans and the world, primarily Latin America. Andy Carreras, representative of the Latin American Trade Division of the port of New Orleans, presented an overview of the New Orleans port facilities and future improvement plans - July 18, 1994.

8. Visit to SUSTA (Southern U.S. Trade Association), New Orleans, LA.: Elena Kazmier, representative of SUSTA, explained that SUSTA is an association of state departments of agriculture that are aggressively promoting the area's abundant agricultural products. This association targets overseas markets for individual food producers and suppliers - July 18, 1994.

9. Visit to the Adams County Economic Development Authority in Natchez, MS.: Brad Chism, Executive Director of the Adams County Economic Development Authority, presented an overview of the economical status of this particular county and explained the various approaches that have been put into practice in order to strengthen the overall economic situation - July 19, 1994.

10. Visit to the Natchez Chamber of Commerce, Natchez, MS.: Debbie Steward offered a historical overview of the chamber (Its creation dates back to 1907). She explained the existing link between the Natchez Chamber and the Adams County Economic Development Authority - July 19, 1994.

11. Visit to the Natchez Stock Yard.: Scholars had the opportunity to experience the cattle auctioning process first-hand - July 19, 1994.

12. Visit to Global Interstate Headquarters, Jackson, MS.: Meeting with a group of local businesspeople to discuss possible trade exchange between Peru and Mississippi - July 21, 1994.

13. Visit to the Metro Jackson Chamber of Commerce, Jackson, MS.: Arna Shines, Secretary for Economic Development, presented an extensive overview of the programs, functions, and organizational scheme of the Metro Jackson Chamber - July 27, 1994.

14. Visit to the State Department of Agriculture, Jackson, MS.: Roger Barlow, Director of Marketing and International Trade, discussed the present situation of the agricultural sector in the state. Scholars raised questions focusing on the export/import of agricultural products - August 4, 1994.

15. Visit to the Memphis Chamber of Commerce, Memphis, TN.: John Threadgill, Director of the International Division, highlighted the importance of having strong cooperation between the state and local governments and the business community - August 15, 1994.

16. Visit to Federal Express, Memphis, TN.: Donald Johnson-Calderon provided a tour of the Customer Service Division facilities and provided a description of the scope of FedEx services (domestic and international) - August 15, 1994.

17. Visit to the Agricenter International, Memphis, TN.: William Walker, President, and George Wise, Executive Vice President, explained the Center's main purpose, which is to assist farmers through educational programs and demonstrations of the most advanced agricultural technologies and products - August 15, 1994.

18. Visit to Memphis in May International Festival, Inc., Memphis, TN.: Cynthia Ham, Executive Director, explained how Memphis honors a different foreign country each year through a month-long celebration - August 15, 1994.

19. Visit to "Pueblo to People," Houston, TX.: Chatie Chilson, Producer Contact, made a presentation to the group about how this non-profit organization markets finely crafted products from Latin American cooperatives - August 22, 1994.

20. Visit to the "Greater Houston Partnership," Houston, TX.: Met with Jack Ewing, Executive Director, to learn about how the Houston Chamber of Commerce and the Department of Economic Development joined forces to form this "umbrella organization." He also detailed the specific goals to be accomplished - August 22, 1994.

21. Visit to "Houston International Initiatives," Houston, TX.: Scholars participated in a luncheon meeting with representatives of various companies that are either already doing business in Peru or are planning to do so. Eleanor Tinsley, a City Council member and Chairperson for the organization, informed the group about the 20 successful trade missions to Latin America and the upcoming trade mission in September, 1994 - August 22, 1994.

22. Visit to the Houston-USA Rice Council, Houston, TX.: Representatives from the International Program Division, James Willis and Marsha Rhea, explained that this agency's main objective is to promote the use of U.S. grown rice in domestic and international markets and to unite all segments of the industry for its common good - August 22, 1994.

23. Visit to the University of Houston International Trade Center, Houston, TX.: Randy Kempner explained the role of the Center and the various ways it assists small businesses interested in doing commerce at the international level - August 22, 1994.

24. Visit to the Houston Port Facilities, Houston, TX.: Luis Salvarriaga, the Houston International Trade Center, conducted a tour of the port facilities - August 22, 1994.

25. Visit to the Mississippi Department of Economic and Community Development, Jackson, MS.: James Heidel, Director; Jay Moon, Deputy Director; and Jorge Chavez, Director of the International Division, addressed to the delegation on how the state of Mississippi promotes and attracts businesses within its boundaries - August 23, 1994.

26. Visit to the Mississippi Research Center, Jackson, MS.: Kenny Dubuisson, Research Analyst, conducted a tour of the Presentation Center which provides high energy video productions and data on sites, buildings, communities and showcases state-level resources to promote Mississippi as a whole - August 23, 1994.