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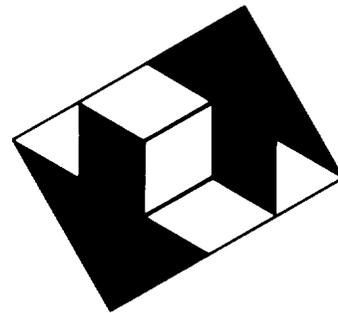
National Association of Partners of the Americas

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**FINAL REPORT**  
**INSTITUTE FOR TRAINING AND DEVELOPMENT**  
**AMHERST, MASSACHUSETTS**  
**AUGUST 21, 1989 - AUGUST 8, 1990**

**1988/89 EL SALVADOR CAPS PROGRAM**

**PARTNERS**  
**OF THE AMERICAS**

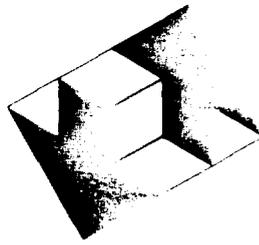


Prepared for USAID El Salvador

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Submitted by Peter Aron, Project Director

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**FINAL REPORT, SEPTEMBER 25, 1990**  
**Institute For Training And Development - Amherst, Massachusetts (ITDMA)**  
**Small Scale Rural Enterprise Development**  
**August 21, 1989 - August 8, 1990**

Twenty two CAPS scholars have completed their Small Scale Rural Enterprise Development (SED) training program in Amherst, Massachusetts. The training program provided numerous challenges over the ten and a half months, and, overall, the program was very successful. As we have reported earlier, the program took a somewhat sour note in the final days as two participants left the program to remain illegally in the U.S. This occurrence by no means overshadows the accomplishments of the CAPS scholars during their stay in Amherst.

Small Enterprise Development Training

The instructional component of the SED training took place between January 29, 1990 and April 20, 1990. The schedule of this component was diverse and very challenging. The days of the week were divided among two full days of classroom instruction of business administration and marketing topics, visits to area businesses, presentations from local business owners, five hours of continuing ELT, 4-5 hours of volunteer work (volunteer work continued through May, see below), two afternoons of skill training (sewing, cake decorating, cosmetology, etc.), and one morning of personal development and leadership development.

The structured weekly visits to area businesses was an integral component of the SED instruction. The scholars were afforded the opportunity to see direct applications of the concepts and techniques they were learning in the classroom. Each visit included a debriefing session with the training staff. Many of the small businesses visited became sites for internships.

For the months of May and June, the scholars were placed in internships, where they worked between 18 and 20 hours per week, Monday through Wednesday. Initially, ITD provided a thorough orientation to the internship businesses, and then monitored the internships over the eight weeks. See the attached internship reports from the program staff, as well as a sample of the internship contract between the scholars and a local business.

Also included in this report, are the Program Highlights and Participant Wellness reports prepared by the training staff at ITD.

Volunteer Placements

The participants finished their volunteer work on May 17. The final days were a period of sad good-byes between the supervisors and scholars. Many of the participants received gifts or mementos from their volunteer supervisors.



### English Language Instruction

ELT classes continued throughout the SED component. The overall group was divided into four sub-groups and each of these met five hours per week. Because of the intense ratio between instructor and student (5:1), these sessions were a very effective continuation of the four months of regular ELT.

### Experience America

The CAPS scholars received a rich New England experience while in Amherst, Massachusetts. A list of Experience America activities since the last special report is attached. See also, copies of news clippings from program activities.

### V. TCA

A TCA report reflecting total program activities for the period of August 21, 1989 through August 8, 1990, is attached.

## Training Cost Analysis (TCA)

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PIO/P Number: 519-0337-1-80170  
 School Name: Institute For Training And Development; Amherst, Ma.(Group #1)  
 Technical Field: Small Scale Rural Enterprise Development  
 Project Number: 519-0337  
 No. Trainees in Group: 25  
 Training Dates for this PIO/P: From; 08/21/89  
 TO ; 08/08/90  
 Reporting Period: From; Inception  
 TO ; 09/30/90

\_\_\_\_ Academic

\_\_X\_\_ Technical

Program Categories/ Training Activities:	Budget 02/24/89	Budget Amendment 05/09/89	Expended Inception To 09/30/89	Expended 10/01/89 To 12/31/89	Expended 01/01/90 To 03/31/90	Expended 04/01/90 To 06/31/90	Expended 07/01/90 To 09/30/90	Total Expended To Date	Balance Remaining
<b>A. Education/Training Costs</b>	\$126,651.00	\$152,155.34	\$34,071.00	\$0.00	\$48,393.00	\$33,391.76	\$16,934.76	\$132,790.52	\$19,364.82
1. Tuition/Fees.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2. a. Training Costs (US).....	\$100,000.00	\$125,000.00	\$17,500.00	\$0.00	\$48,393.00	\$33,391.76	\$16,934.76	\$116,219.52	\$8,780.48
b. Training Costs (ES)(CHP).....	\$26,651.00	\$27,155.34	\$16,571.00	\$0.00	\$0.00	\$0.00	\$0.00	\$16,571.00	\$10,584.34
3. Package Program Costs.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. Other (Mission Option).....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>B. Allowances</b>	\$133,750.00	\$152,261.00	\$42,193.68	\$0.00	\$35,044.00	\$29,110.24	\$12,262.12	\$118,610.04	\$33,650.96
1. Maintenance Advance.....	\$5,000.00	\$7,500.00	\$7,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,500.00	\$0.00
2. Living/Maintenance.....	\$125,000.00	\$137,825.00	\$34,693.68	\$0.00	\$35,044.00	\$27,174.24	\$12,262.12	\$109,174.04	\$28,650.96
3. Per Diem.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. Books & Equipment.....	\$3,125.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00
5. Book Shipment.....	\$625.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6. Typing.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7. Thesis.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8. Doctoral Dissert.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9. Professional Membership.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10. Other (Mission Option).....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11. Other.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
12. Other (Estimated Taxes).....	\$0.00	\$1,936.00	\$0.00	\$0.00	\$0.00	\$1,936.00	\$0.00	\$1,936.00	\$0.00
<b>C. Travel</b>	\$17,250.00	\$18,664.29	\$11,640.00	\$0.00	\$0.00	\$0.00	\$2,605.07	\$14,245.07	\$4,419.22
1. International (CHP).....	\$16,500.00	\$18,000.00	\$11,640.00	\$0.00	\$0.00	\$0.00	\$2,605.07	\$14,245.07	\$3,754.93
2. International (NAPA).....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3. Local in ES (CHP).....	\$750.00	\$664.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$664.29
4. Local In US (NAPA).....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>D. Insurances</b>	\$10,200.00	\$11,466.41	\$4,132.00	\$2,550.00	\$2,346.00	\$1,509.00	\$0.00	\$10,537.00	\$929.41
1. HAC for US.....	\$10,200.00	\$9,350.00	\$2,550.00	\$2,550.00	\$2,346.00	\$1,509.00	\$0.00	\$8,955.00	\$395.00
2. Required by Institution.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3. In-Country Insurance (CHP)....	\$0.00	\$2,116.41	\$1,582.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,582.00	\$534.41
<b>E. Supplemental Activities</b>	\$2,425.00	\$19,315.71	\$57,687.32	\$834.00	\$0.00	\$0.00	\$0.00	\$58,521.32	(\$39,205.61)
1. ELT, In-country(CHP).....	\$1,825.00	\$18,694.00	\$8,816.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,816.00	\$9,878.00
2. ELT, US.....	\$0.00	\$0.00	\$47,910.32	\$834.00	\$0.00	\$0.00	\$0.00	\$48,744.32	(\$48,744.32)
3. Academic up-grade.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. Reception Services.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5. Arrival Orientation.....	\$350.00	\$350.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$350.00
6. Intrprs/Escorts(CHP).....	\$250.00	\$271.71	\$961.00	\$0.00	\$0.00	\$0.00	\$0.00	\$961.00	(\$689.29)
7. Internship/cooperative.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8. Enrichment Programs.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9. Mid-Winter Seminars.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10. Follow-up career devel.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11. Other (Mission Option).....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL PROGRAM COSTS:</b>	<b>\$290,276.00</b>	<b>\$353,862.75</b>	<b>\$149,724.00</b>	<b>\$3,384.00</b>	<b>\$85,783.00</b>	<b>\$64,011.00</b>	<b>\$31,801.95</b>	<b>\$334,703.95</b>	<b>\$19,158.80</b>
Total U.S. Costs:	\$244,300.00	\$286,961.00	\$110,154.00	\$3,384.00	\$85,783.00	\$64,011.00	\$29,196.88	\$292,528.88	(\$5,567.88)
Total E.S. Costs:	\$45,976.00	\$66,901.75	\$39,570.00	\$0.00	\$0.00	\$0.00	\$2,605.07	\$42,175.07	\$24,726.68

Final Report  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts

The Small Scale Enterprise Development CAPS program arrived in late September 1989 composed of 25 women from El Salvador. The program goals focused on several different aspects. A major theme was to develop in the participants the attitudes, confidence and characteristics of entrepreneurs. In addition to the development of entrepreneurial attitudes, the participants studied the technical skills necessary for starting up and administrating a small business in El Salvador. The participants took the theory learned in the classroom and applied their learning to eight week long internships in area businesses. They also observed and fully participated in many different aspects of the social, cultural and political life in the United States. They all had friends and families in the community. They participated in language exchanges at the universities. They visited Boston, New York City, Vermont, New Hampshire, Connecticut and Maine. They learned about parliamentary procedures through visits to courts and about United States history through visits, holidays and discussions. The list of activities and excursions is endless: from apple picking to sled riding, visiting with United Nations representatives to a pop rock concert.

Each of the participants developed and grew personally, professionally, socially and emotionally. They struggled through the first few months of English Language and cultural adaptation. By the end of the first few months they were able to navigate and negotiate most situations that were presented to them. The participants were eager to learn from us, from the community and from each other. They each brought with them a wealth of experience that they shared with the program staff and the community.

In the technical business training, they all unconditionally showed enormous enthusiasm and interest in their work. The assignments were done with interest and concentration and the possibility for starting a small business truly began to appear in the horizon.

A variety of training and educational techniques were used to engage and maintain the interest of the participants throughout the program. Among the techniques used were: large and small group discussions, case studies, role plays, lecture presentations, dramatic presentations, group work, panel discussions and debates, participants as teachers, simulations and others. Every business and cultural visit and observation was debriefed and processed with the group. Not only did the participants benefit from the variety of techniques, but they also were able to learn the use and presentation of such methods to employ for themselves in their work as multipliers of their learning here.

The more independent they became the more at ease they seemed to be with the inherent problems of the lengthy stay. Each component of the program allowed them to tie in yet another piece of the puzzle and their confidence in themselves and in the program developed as a result. All the instructors who came in contact with this group was highly impressed by their interest and concentrated efforts.

The continued close contact and support with the National Association of the Partners of the Americas was an important element in the success of the program. We hope to continue this positive relationship.

Alane Paul Castro  
Program Director

Celina Cavalcanti  
Program Administrator

Quarterly Report  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
July 1, 1990-August 8, 1990

The participants in the Small Scale Enterprise Development Program continued working very productively right up to the last day. The beautiful summer weather that western Massachusetts has to offer and the tranquility of Amherst during these months allowed us to take full advantage of the opportunities for learning and fun. The last months also were bittersweet. The participants had to say their last good-byes to many friends and families. Some of their friends were leaving the area early to go home or on vacation and with the ending of internships and the final clausura, it seemed that we were bidding farewell to friends all summer.

Program Highlights

1. The participants found a new teacher and friend in their business planning instructor, Joe Wismann-Horther. They all enjoyed working with Sr. Joe and he made them work hard and produce. In addition to his experience in business, Joe Wismann-Horther specializes in teaching writing. His skill and expertise was crucial for the participants in developing a clear and concise plan for the development of their businesses.
  
2. One of the special opportunities that we were able to take advantage of was the use of the computer lab and specially designed computer classes for the participants. Greenfield Community College provided the full labs and instructor. The enthusiasm and interest of Greenfield Community College can not be matched. Before the computer classes began, the participants received two half day classes in keyboarding. After receiving these classes they were more prepared for the computer classes.
  
3. The summer weather offered ample opportunity for picnics, swimming, walks, fairs and just being outside. The participants sponsored several picnics to which their community friends were invited and in turn they were also invited to many barbecues, picnic and outings.
  
4. Lourdes Maldonado, the counselor, spent the weeks before the departure preparing and discussing with the participants their re-entry into El Salvadoran life, their families, friends, communities and work place. We spent three days in Vermont on a reflective retreat which allowed each one of us to talk, think, reflect and cry.

5. The clausura/cultural night was a great success. The participants were in charge of all the plans for the evening and they decided to be dressed in the traditional cap and gown for graduation. They all received diplomas and certificates for the different sections of the program, speeches were made, thank yous were given out and traditional dances and songs were performed. After the formal part of the program, the rest of the evening was taken in dancing, eating and more good-byes.

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## QUARTERLY REPORT

El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
March 25, 1990-June 30, 1990

Once again the participants in the El Salvador Small Scale Enterprise Development Program in Amherst have had a full and exciting quarter. During this quarter the participants saw several components of their capacitation come to a close. They finished their technical training with Eligia Murcia, said good-bye to their friends and students at their volunteer placements and spent eight weeks in business internships in the community. Also during this quarter the universities in the area finished for the year and many of our community friends and "sisters" went home or on vacation for the summer months. But with each closing there is a new beginning and the participants have been involved in many projects and events.

### PROGRAM HIGHLIGHTS

1. The first annual Fashion and Tea Show presented by the participants was a smashing success. Everyone enjoyed the fancy decorated cakes and the professional style fashion show. The show was videoed and we have all enjoyed watching the tape several times.
2. The technical training with Eligia ended at the end of April. We were all very sad to see Eligia go and especially to know that she was leaving for work in Equatorial Guinea, so far away. Eligia was not only a teacher, but also a close friend to the participants. When she came up to Amherst from Connecticut for her days of training, she stayed with the participants in their apartments, each week rotating to a different apartment. Eligia was also a wonderful resource for several of the businesses that we visited or used as internship sites. She invited Mrs. Cashdon from the candle making business to the class on cost analysis and used her case as the study for the class. Not only the participants, but also Mrs. Cashdon benefitted from the experience. Eligia also consulted with Red Wing Meadow Farm on their business ventures. The relationships that we were able to develop during the technical component and business visits helped us form a nice working structure for the internships.
3. The options workshops also finished up this quarter. Each participant received six weeks of sewing, three weeks of cake decorating and three weeks of graphic design. The sewing and cake decorating are both possible businesses that some of the

participants are interested in pursuing and the graphic design classes were very helpful in developing advertising, layout and business presentation techniques. We have been continuing with one day workshops that the participants have requested. So far we have received instruction in haircutting, making "recuerdos" for parties and weddings and making strawberry jam.

4. The trip to New York City was the Experience America highlight of the program. We were very fortunate that everything went so smoothly for us and we had the generous hospitality of friends and family in the city. In addition to the trip, the sights sounds and smells of New York, (see Quarterly Experience America Report), that we all experienced, several of the participants were able to catch up with family and friends who lived in and around New York. These reunions were very nice and the time and effort to help contact the relatives was very much appreciated by the participants. The program owes many thanks to the Melendez family in New Jersey for their help.

5. The participants finished their volunteer work on May 17. Several of their placements were finishing up their year and would be on vacation. It was more sad good-byes with the supervisors and students. Many of the participants received gifts or mementos from their volunteer supervisors.

6. The participants planted a garden this spring. The town of Amherst provides community garden plots to residents who want to garden together and have no private land available. We planted two plots with radishes, lettuce, carrots, beets, flowers, herbs, and squash. We were particularly looking for crops that the participants would be able to harvest before their departure in early August. So far the garden looks wonderful, and it's nice to have fresh vegetables.

7. The participants have been involved in a variety of community cultural and social exchanges this past quarter. Several of the participants went to a local elementary school and made tortillas with the kindergarten class. Everyone enjoyed the process of making the tortillas and especially eating them. They also performed the typical El Salvadoran dances at two schools and a community center. Several of the participants have played softball with the town sponsored softball league. Although the ITD Newts will never make it to the big leagues, we all have a good time and get to meet new friends in the community.

8. We were all happy to have a visit from Jaleh de Torres and Anita Freedman in early June. Their visit gave us a wonderful excuse to gather many of our community friends and internship sponsors together for a trout barbecue, picnic and dance. We had such a great time that we had a repeat performance at the end of June and added swimming to the list of fun activities.

### Quarterly Report

El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
December 23, 1989-March 23, 1990

The participants in the El Salvador Small Scale Enterprise Development Program in Amherst have had numerous new and exciting learning experiences in this second quarter. They are continuing to grow and development both professionally and in their personal lives. We had a wonderful and productive winter, but we are all happy to see the spring blossoms peeking out of the ground.

### PROGRAM HIGHLIGHTS

1. We were just beginning the Christmas holidays at the end of the last report. All of the participants had plans over the vacation. Several of them visited family or friends in different parts of the United States. They were in California, Georgia, New York, Rhode Island, Washington, D.C., Vermont, Nebraska and Boston, MA. The participants who did not travel out of the area spent the holidays with friends and host families around Amherst. Although it is hard for anyone to be far from home during the holidays, the participants all reported to have a nice time with their hosts. They were also thrilled to have experienced the famous "white Christmas".
2. The English language component continued for the month of January with the same schedule as the first quarter. Beginning in February, the class schedule changed. The participants now receive formal English instruction two mornings each week, with half the group attending one session and the other half attending the other session. The English classes will continue on this schedule throughout the program. In addition to the classroom instruction, they join a Spanish class at Hampshire College once a week in the evening for a language exchange. Many valuable friendships have come from the language exchange.
3. At the end of the ESL component, the group planned a wonderful cultural evening for their host families and friends in the community. They put a lot of thought into preparing a theatre act about their early experiences in the United States and how they are adapting. The performance was all in English and was very funny. They also presented slides from El Salvador and gave information about each slide. Again this was all done in English. Some of the girls danced a typical dance from their country and they finished up with a song and words of thank you to their friends and new community. Afterwards we all shared the food they had prepared and danced into the night. The host families and friends were very impressed and several of them mentioned they wanted to do this every weekend.

4. The group is continuing their work with the counselor, Lourdes Maldonado. They have worked on various themes such as values clarification, sexuality, sexual abuse and time management. Lourdes has been available for the girls whenever they have needed someone to talk to or to discuss a problem.

5. The participants continue working in their volunteer work. A few of the volunteer positions were changed due to the new schedule. This opened up opportunities for several of them to volunteer at the Amherst Nursing Home and at the Amherst High School. Although they were hesitant to make the changes at first they have discovered these placements to be among the most interesting. The participants continue to volunteer their time at the Soup Kitchen on a rotating basis every Saturday. This is a very popular activity and there are more than enough volunteers from the group if someone is unable to make it on their assigned day.

6. The technical small business training with Eligia Murcia began at the end of January. Eligia has classes for two full days each week, Tuesday and Wednesday. On Mondays, the participants are involved in structured visits to area small businesses to observe, question and analyze various enterprises. In the technical classes the participants are concentrating on process, analysis and application of technical concepts to small businesses. They are divided into groups, and each group is going through the process of developing a small enterprise that they have chosen. The participants are very enthusiastic about their technical business classes. They are attacking new and difficult material with energy and comprehension.

7. The participants have been taking three different skills workshops this quarter. They are divided into four groups and on a rotating basis they each have a three week class in graphic design, a three week class in cake decorating and a six week class in sewing. The graphic design class is taught in English and has been very useful in discussing advertising of products and businesses. The cake decorating, taught in Spanish, has been very popular. Several of the participants are thinking about possibilities of cake shops in El Salvador. The sewing classes are in English with translating help when needed. The participants are learning many new and easy sewing techniques and are preparing their spring wardrobe. We are planning a fashion show and cake exhibition upon completion of these workshops.

#### OTHER ASPECTS OF THE PROGRAM

The program and group has gone through several changes this second quarter. Of great significance has been the impact of the departure of three of our participants. The group has had to pass through a grieving process with each departure. Since each of the

three participants left under different circumstances we have had to make specific adjustments for each leaving.

They are all proud and happy that they survived a New England winter. Some of the girls were even asking for "just one more snow", knowing that this may be the last chance they will have for this experience. But spring is coming and they have all begun their spring cleaning and giving up their winter clothing.

Most of the participants have continued regular contact with their host families or with their sisters. A few of them, however, for reasons of incompatibility or because the family or sister has moved, have not maintained contact. The majority of the participants have friends in the community, through their volunteer work, language exchanges or other social activities. There are a few girls who do not get out socially very often, but they are also the participants who chose to stay at home during most of the optional program activities. We are continuing to match participants to friends in the community if they are interested in developing new friendships.

We have not had any serious illness this quarter. The change of the season has brought on several colds and we are still battling occasional conjunctivitis.

We are all looking forward to a trip to New York City at the end of April. We are planning the itinerary now and trying to see how much we can get into two full days in the "Big Apple".

The participants will begin their internships on April 30. They will be in internships for three days a week; Monday, Tuesday and Wednesday and will be continuing ESL, counseling, volunteering and workshops the other two days. Potential skills workshops for the group are: continuation of cake decorating, canning and preserving, first aid and T-shirt decoration. We are also preparing for our group garden where we hope to harvest a healthy crop of vegetables and flowers.

We have been very busy this second quarter and the program has been going smoothly. We foresee no problems or difficulties for the next quarter.

## Quarterly Report

El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
September 27, 1989-December 22, 1989

The participants in the El Salvador Small Scale Enterprise Development program have had a very active first three months in Amherst. Top program priorities for these few months have been to orient students to their new environment and help them feel comfortable in their apartments, the community and the program as well as to strengthen their English language skills.

### PROGRAM HIGHLIGHTS

1. English language classes have provided both improved comprehension, speaking and reading skills and opportunities for learning basic "survival" skills for the local area (bus schedules, getting to know downtown Amherst and the local college campuses, practicing introductory dialogues for later use with host families, neighbors and "sisters", etc.). Much of the classroom ESL work has been done in small groups of seven or eight where each participant has the maximum opportunity to practice her English and receive assistance from the instructor. Formal classes met regularly five mornings a week, additional informal exchanges with a Hampshire College class were scheduled for one afternoon and one evening a week, and many afternoon, evening and weekend activities included an informal language component.
2. Participants have been involved in a wide and rich variety of cultural activities, such as the Autumn Festival, the "Sister" reception, apple picking, Sturbridge Village, Thanksgiving dinner together, Secret Friend celebration and Christmas caroling at the local nursing homes. Many of these events were unique to the New England area. For example, the visit to Sturbridge Village coincided with the celebration of Thanksgiving which had been discussed as part of the ESL curriculum. The trip was arranged through the Education Department of Sturbridge and was tailored to introduce the participants to both the period of North American history represented and to the uses of the Village as a educational tool. These events will long be remembered by the participants and the staff and are described in more detail in the Experience America section of this notebook.
3. Individually, the women have made many friends through their volunteer work, in the apartment complex, on the buses, through the host families and 'sister' programs. The activities they have done with their host families and 'sisters' have been documented in notebooks. We will be changing the documentation system for the next quarter that will make it easier to transfer the information to the reports without so much paper. For this report

we have condensed the documentation that they have done for us. In addition to the host family and sister programs, many of the young women have made friends by themselves. Three of the participants are very involved in the Jehovah's Witnesses and spend most of their free time with families of the Witnesses. Most of the participants have been invited to share at least one of the major holidays with their host families or with the families of their "sisters".

4. Initial work on communication and leadership skills has involved both group and individual skill-building. Starting at the beginning of November, the group has had a class with Lourdes Maldonado in group dynamics and specific counseling. Lourdes also does individual counseling with the participants and this has been very helpful for everyone. Each participant has been able practice these skills while working as a volunteer once very week in a local community agency involved with children and families. The participants have also been working with Alane doing activities in assessing their needs that can be addressed during the program, either through specific technical training, internships or counseling sessions.

5. Three rotating technical skill groups have been formed for workshops in cooking, producing a newsletter and theatre activities. The cooking classes have produced some wonderful delicacies that we all have enjoyed; pumpkin pie and pumpkin corn bread (pumpkin is available in El Salvador and is generally under-utilized) apple pie and apple sauce, beef and vegetable soup, a delicious Thanksgiving dinner, Christmas cookies and Christmas breads. The women who have participated in these classes have learned a lot and are developing a recipe book in both English and Spanish to publish for the whole group.

The newsletter group had a slow start but were able to finish up the first edition of UNIENDOFRONTERAS before they left for the holidays. A second newsletter group is almost finished with their report and are waiting for after the holidays to publish.

The theatre group under the direction of an experienced theatre person, Celina, has been developing their skills in their interpersonal relations, projecting their voices, taking chances and developing their creativity.

On Friday afternoons, most of the participants enjoy a low impact aerobics class at the Amherst Karate, Health and Fitness Club. After a long week of sitting in classes this activity is a welcome change for both participants and the staff who have joined them.

#### OTHER ASPECTS OF THE PROGRAM

So far we have not had too many medical problems, although we have had two major dental problems. Two of the participants have been to several dentist appointments; one received oral surgery for an

impacted tooth. We had a bout of conjunctivitis, muscular tension, a few rashes and colds, but nothing unusual for New England weather. We have been quite firm with the participants about wearing the proper clothing and taking care of themselves as they are not used to the changes in temperature and the cold weather.

The news from El Salvador has been difficult for the participants. It was hard for some of them to make contact with their families and during this time it was difficult for them to concentrate in class. Since this time they have been able to make contact with their families and friends and they seem to be calmer about the situation. They know that staff, host families and sisters are all here with them and are always ready to offer support or a warm hug and this security has helped them through the hard times.

The group has been divided into three committees, one representative from each apartment and they rotate every three weeks. The committees are: enlace, cleaning and recreation. The enlace committee is responsible for any communication that needs to be transferred from the apartments or the group to the program staff. If a decision needs to be made, the committee de enlace comes together as representatives of the group. The cleaning committee is responsible for cleaning of the kitchen area and the training room, and making the coffee and hot water for breaks. The recreation committee helps out with the dynamics before classes and is the group liaison for recreational activities. We will be continuing with these committees throughout the year and each person will have the opportunity to participate twice on each committee.

As you can see, we have been very busy these past months, the program is going smoothly and we foresee no difficulties for the upcoming quarter. The English classes will continue until the end of January and then we will be starting the Small Scale Enterprise Development technical training. ESL will continue once a week for each person.

We are looking forward to hearing from you and continuing to work together.

*Alane Paul Castro*

Alane Paul Castro  
Program Director

*Celina Cavalcanti*

Celina Cavalcanti  
Administrative Assistant

5

## INTERNSHIP REPORT

El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts

On April 30, 1990, the participants in the Small Scale Enterprise Development Program began their internships in community businesses. They all worked between eighteen and twenty hours a week, Monday through Wednesday for eight weeks.

The participants began their internships with interest, excitement and nervousness. After a few days of getting accustomed to the logistics, the supervisors and schedules the participants settled into their internships and work days. The first few weeks the overriding feeling of the participants was exhaustion. They did not realize how tiring it was to get up and go to work, as opposed to studying everyday.

The group met together at the end of each internship week to discuss the week's internships, the things they did and learned and also to trouble shoot any problems that may have arisen. The group processed and reflected on their internships and how they related to the technical training. We analyzed the practical work of running a small business or working in a small business to the technical classroom work they had received earlier. Many of the participants were excited to report about the various technical components that they were able observe and or participate in during their work day. About half of the interns learned how to work on the computer, either entering data in a word processing program or working in an accounting program. Many of the participants were in an internship that allowed them to enhance their knowledge and abilities in specific skills such as baking, cake decorating, candle making, or bicycle repair.

At Collective Copies, Maria Julia was able to arrange her hours to spend some time with the collective's copy machine repair

person. This was a specific objective for her since she owns a machine in El Salvador that is currently having problems. Silvia at Heavenly Lights candle factory learned all about the process of making candles and left her internship with many ideas for starting a candle business in El Salvador. As a gift for her participation she was given all she needs to start a business.

Not only did our participant benefit from the hand-on practical experience of working in small businesses but the business themselves also benefitted from the interns. At Red-Wing Meadow Farm, the interns were concerned about the visibility and promotion of the business and they worked in collaboration with the supervisor to promote the Farm. They painted the front road sign and developed posters to advertise the business. This was all done on their own initiative. At BioShelters, Rosanna volunteered to put in extra time to work on an experiment on planting conditions for a variety of basil plants in order to help the business determine the next crop production. At Celebration Bakery, the interns ran the whole baking and cooking show several times by themselves. They also were able to show the bakers how to make a proper jelly roll, something that they had learned in their cake decorating class.

Overall, the internships were a great success. Each of the businesses who collaborated with us very satisfied and all express definite interest in participating with the program next year. It was a nice collaboration between education and business and brought together many community business people in contact with each other for a similar cause.

### INTERNSHIP PLACEMENTS

El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
April 30, 1990-June 27, 1990

The following businesses are internship sites for the participants in the El Salvador Small Scale Enterprise Development program in Amherst. The business and the participant have been matched with consideration to the needs of the business and the interests of the participant. Each participant will spend between eighteen to twenty hours a week in her internship on the days Monday, Tuesday and Wednesday. The participants are all placed either individually or in pairs at a business. The interns who will be in pairs will be in separate departments in the business and receive individual attention. In each business the intern will have a main supervisor and will work with this one person in the daily procedures of the business. She will be involved with business processes such as: ordering supplies, invoicing orders, displaying products, working with customers, general store maintenance, and keeping accounts. In addition, each participant will have the opportunity to learn about the specific specialty of the business, in the form of a mini apprenticeship. For example, an intern placed at a bakery will learn, in addition to the technical business aspects, how to bake pastries, cakes and breads.

Each internship site has been carefully selected to fulfill the objectives of the program and match the need and interests of the participants. Most of the sites are businesses that the group visited during the technical component of their training. The businesses have all had in depth briefing about the general program and the specifics on the internship component. Each participant has signed a contract with the business and ITD stating the objectives of the internship and the responsibilities of the intern and the business.

INTERNSHIP BUSINESS SITES

- 1) ATKINS FARMS FRUIT BOWL  
West Street and Bay Road  
Amherst, MA

SUPERVISOR: Mrs. Pauline Lannon  
PARTICIPANTS: Yolanda Peña, Virginia Villalta, Rosalina Palacios  
TIMES: Monday, Tuesday and Wednesday 9:00AM-4:00pm

DESCRIPTION/LOCATION: Atkins Farms is located in South Amherst. It is a family owned and operated store that began as a small fruit stand in an apple orchard. They have expanded the operation and the store now includes all kinds of fresh fruits and vegetables, a full service deli with eat in tables, a bakery specializing in breads, pastries and special occasion cakes. In addition, Atkins provides plants, flowers, and starter plants for home gardeners. They also sell a wide variety of locally produced preserves and maple products. The interns will be placed in two departments at Atkins, the deli department and the bakery department. In addition to the specific business procedures outlined above, the deli intern will learn about cooking and preparing certain foods, salads and casseroles that are served at the deli. The bakery intern will assist the baker in preparation of all pastries, breads, cakes and cake decorating.

The interns will take two busses to reach Atkins Farms. The bus trip will be approximately twenty minutes long. The participants are very familiar with this bus route since Atkins is located next to Hampshire College, where they have their language exchange and many community friends.

- 2) ANDREW'S GREENHOUSE  
South East Street  
Amherst, MA

SUPERVISOR: Andrew and Jackie Cowles  
PARTICIPANT: Gladis Ardon  
TIMES: Monday, Tuesday and Wednesday 11:00am-5:00pm

DESCRIPTION/LOCATION: Andrew's Greenhouse is owned and operated by a local agriculturalist and business person. The Greenhouse began as a small business, selling plants and flowers at a road side stand. It has grown to included seven greenhouses and pick-your-own strawberries, blueberries and raspberries. Most of the employees at Andrew's are family members. Andrew's is in production all year, planting, transplanting, cutting, harvesting and selling. The intern will be involved in all of the planting, care and harvesting of the plants. She will participate in all aspects of the business including customer service and assisting in ordering, invoicing and accounting.

The intern will take two busses from her apartment to the Greenhouse. The trip will take approximately on half hour.

3) BICYCLE WORLD TOO

South Pleasant  
Amherst, MA

SUPERVISOR: Parker Ramspott

PARTICIPANT: Paz Janette Matamoros

TIMES: Monday, Tuesday and Wednesday 10:00am-4:00pm

DESCRIPTION/LOCATION: Bicycle World Too is located in the center of Amherst. It is a bicycle repair shop and retail seller of bicycles, parts and equipment. The intern will help out in all areas of the bicycle shop and sales. She will also learn basics of bicycle repair and maintenance. Janette was very interested in mechanics and repair. The bicycle repair is a very viable business in El Salvador.

4) BLACK SHEEP DELI AND BAKERY

79 Main Street  
Amherst, MA

SUPERVISOR: Nick Seamon

PARTICIPANTS: Yudi Agreda and Lorena Garcia

TIMES: Monday, Tuesday and Wednesday, 7:00am-2:00pm

DESCRIPTION/LOCATION: The Black Sheep Deli and Bakery is located in the Center of Amherst. The participants who will be interning at his site will take the same bus from Sunderland that they take to arrive to classes. The Black Sheep has two store fronts, one in Amherst and one in Northampton. They also have a kitchen and bakery where all of the cooking and baking for the two shops and a catering business happens. The interns will be working in the kitchen, one with the baker and one with the cook. The business is fast paced and exciting. The Black Sheep is well known for it's exquisite pastries, salads and soups. The interns, in addition to the businesses skills of ordering, stocking, invoicing etc., will assist in the preparation of the foods.

5) RED-WING MEADOW FARM

Sunderland Road  
Amherst, MA

SUPERVISOR: Kenneth Bergstrom

PARTICIPANTS: Celina Elias and Lourdes Quintanilla

TIMES: Monday, Tuesday and Wednesday, 8:00am-4:00pm

DESCRIPTION/LOCATION: The Red-Wing Meadow Farm is a trout farm located on Route 116 near the Amherst/Sunderland line. The

interns at Red-Wing Meadow will have a short five minute bus trip to the farm, or they can walk a path that cuts from their apartments to the farm. The trout farm has several interests. There is recreational fishing in stocked ponds, wholesale supply to restaurants, smoked fish and sardines. All the fish are grown in tanks at the farm. The interns will help out in all aspects of the fish farm. For example; they will work alongside the accountant, help pack smoked fish, work with the public in the recreational fishing, plant bushes and flowers. Fish farming is a very viable business for someone in Latin America and the business is expanding steadily.

6) BREAD AND CIRCUS

Mountain Farms Mall  
Hadley, MA

SUPERVISOR: Cecilia Karlstrom

PARTICIPANT: Mirna Linares

TIMES: Monday, Tuesday and Wednesday, 7:00am-3:00pm

DESCRIPTION/LOCATION: Bread and Circus is a Wholefood Supermarket with six locations throughout Massachusetts. The philosophy of the supermarket is similar to the philosophy of basic foods and grains stores in El Salvador; providing the community with the food that they need and ask for. Bread and Circus works closely with the community and responds to the input of their customers. The intern at this market will work primarily in the fish department. She will be up front working directly with the customers, in addition to helping with orders, stock etc. Since fish is a very perishable product, the ordering and stocking has to be exact. The intern will also have the opportunity to help in other departments in the store: grains, meats, deli, bakery and dairy departments. The intern will take two busses to arrive from her apartment to Bread and Circus for about a half hour bus trip.

7) HEAVENLY LIGHTS

4 Evergreen Lane  
Amherst, MA

SUPERVISOR: Eva Cashdon

PARTICIPANT: Silvia Martinez

TIMES: Monday, Tuesday and Wednesday, 9:00am-4:00pm

DESCRIPTION/LOCATION: Heavenly Lights is a woman-owned candle making business run out of home. Ms. Cashdon sells the candles wholesale to boutiques and craft stores in addition to retail sales during the holiday seasons. The intern will work side by side with Ms. Cashdon learning about everything that goes into the making of candles. She will also learn about marketing the product, packaging, orders supplies etc. The intern will take two busses to arrive at Heavenly Lights. The bus ride will take

about a half hour.

- 8) LOTS FOR LITTLES  
201 North Pleasant Street  
Amherst, MA

SUPERVISOR: Renee Moss  
PARTICIPANT: Nelly Judith Martinez  
TIMES: Monday, Tuesday and Wednesday, 9:00am-3:30pm

DESCRIPTION/LOCATION: Lots for Littles, located in downtown Amherst is one easy bus ride for the intern. The store is owned and operated by three women and offers toys and books for children. The store also has a used children's clothing department with clothing on consignment and new clothes. The intern will work in all departments in the store, assisting in all areas businesses management and working with the public. She will also participate in Lots for Littles promotion in the community through the Amherst Community Day carnival and sidewalk sales.

- 9) BIOSHELTERS, INC.  
Sunderland Road  
Amherst, MA

SUPERVISOR: John McTigue  
PARTICIPANT: Rosana Alferez  
TIMES: Monday, Tuesday and Wednesday 7:30-1:00pm

DESCRIPTION/LOCATION: Bioshelters, Inc. is a fish and basil farm located in Sunderland, about one mile from Rosana's apartment. The intern will learn about the raising of basil and talapia in a controlled, hydroponic greenhouse. Talapia is a fish well known in El Salvador and fish farming is a growing business in all Latin countries. Bioshelters is unique in the scientific farming and recycling of plant and animal wastes to support the growing environment. Rosana will learn about the prodedures involved in the farming and also the business aspects of running a fish/plant farm.

- 10) COLLECTIVE COPIES  
29 South Pleasant Street  
Amherst, MA

SUPERVISOR: Monika Giacoppe  
PARTICIPANT: Maria Julia Molina  
TIMES: Monday, Tuesday and Wednesday 8:00am-1:00pm  
DESCRIPTION/LOCATION: Collective Copies is a cooperatively owned and operated photocopying business. It is located in

downtown Amherst, one easy bus ride for the intern. The intern will be involved in all aspects of the photocopying business and will learn first hand how cooperative businesses function in the United States. Collective Copies is currently changing over their accounting system and the intern can assist the accountant with this process. Maria Julia, the intern, has experience in the photocopying and bookbinding business that her father runs in El Salvador. She has expressed interest in learning more about the business and the technology.

11) BRUNO'S PIZZA  
363 Main Street  
Amherst, MA

SUPERVISOR: William and Luisa Broderick  
PARTICIPANTS: Elba Hernandez and Gilma Trujillo  
TIMES: Monday, Tuesday and Wednesday 9:00am-3:00pm

DESCRIPTION/LOCATION: Bruno's Pizza is a popular pizza business in Amherst. In addition to the pizza, they also offer submarine sandwiches, lasagna and salads. All of their products are for take out orders. One of the owners of Bruno's is El Salvadoran and several of the workers are also from El Salvador. They have all become good friends with the participants. The interns will work along the cook and learn how the different dishes are made. They will also be involved in the technical business aspects such as taking orders, stocking food, receiving invoices.

12) CELEBRATION BAKERY  
378 Pleasant Street  
Northampton, MA

SUPERVISOR: Christine Lau  
PARTICIPANTS: Mercedes Amaya and Fredelvinda Sanchez  
TIMES: Monday, Tuesday and Wednesday 9:00am-4:00pm

DESCRIPTION/LOCATION: Celebration is a bakery, located in Northampton, that provides breads, cakes, pies and pastries to Classé Cafe, several other restaurant and distributors and to Celebration bakery's store front. The intern will arrive at Celebration after taking two busses for Sunderland apartments, about a forty-five minute trip by bus. The intern will be involved in all aspects of the growing business such as baking, cake decorating, making breads and pies. In addition to the technical components of the business, these interns will apprentice with the bakers at Celebration.

13) LADY THEE'S SEWING

810 Main Street  
Amherst, MA  
112 Union Street  
Easthampton, MA

SUPERVISORS: Miriam and Tim Robinson

PARTICIPANTS: Dalila Alfaro and Vicki Figueroa

TIMES: Monday, Tuesday and Wednesday 10:00am-3:00pm

DESCRIPTION/LOCATION: Lady Thee's is a small local sewing shop that has been in business for twenty years. It is two short bus rides from the apartments in Sunderland. The sewing shop does orders for special occasion and also altering and repairing of clothing. Lady Thee's is presently incorporating special computerized pattern designs and fitting into their business. There is one shop in Amherst and one in Easthampton and one of the interns will be at each shop. Transportation will be provided for the intern in Easthampton. The interns at both locations will work closely with the seamstress in learning techniques and styles of sewing. They will also learn about the business aspects of running a sewing shop very similar to the sewing businesses in El Salvador.

14) BART'S ICE CREAM AND BAKERY

249 Main Street  
Northampton, MA  
103 North Pleasant Street  
Amherst, MA

SUPERVISOR: Barbara Fingold

PARTICIPANTS: Colomba Mendoza and Hedita Romero

TIMES: Monday, Tuesday and Wednesday 10:00am-4:00pm

DESCRIPTION/LOCATION: Bart's Ice Cream and Bakery has two locations, one in downtown Amherst and one in downtown Northampton. One of the interns will be at each shop. The intern in Northampton will take two busses from her apartment, about a forty five minute ride. Both interns will be involved in serving the public, stocking the store, and assisting with orders. They will also assist in the bakery where the cakes and pastries are made.

INTERNSHIP CONTRACT

between

ITD El Salvador Small Scale Enterprise Development Program

and

Lady Thee's Sewing Shop

and

Dalila Alfaro

Dalila Alfaro, a participant in the Institute for Training and Development Small Scale Enterprise Development Program will be an intern at Lady Thee's Sewing shop from April 30, 1990 until June 27, 1990. She will be at the shop on Monday, Tuesday and Wednesday from 10:00am-4:00pm.

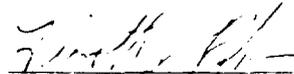
The objectives of the internship are for the intern to participate in the daily running of a business enterprise. The intern will be able to observe and practice a variety of business activities that had been presented and studied in the technical training classes.

Dalila will arrive on time to her internship and perform all the duties that are asked of her to help the running the business. In return, the business supervisor will work with Dalila in an apprentice relationship, showing her how the business runs, the jobs and duties of a business owner and some of the specific skills needed in this particular business.

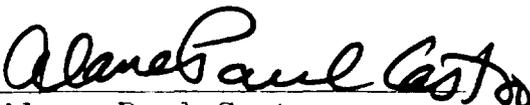
If Dalila is unable to make it to her internship on any given day, she will promptly notify the business supervisor before her due arrival time.



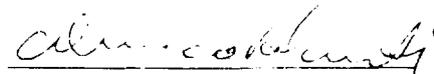
Dalila Alfaro  
Intern



Timothy Robinson  
Lady Thee's



Alane Paul Castro  
Program Director



Celina Calvalcanti  
Program Administrator

Participant's Progress and Well-Being  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
July 1, 1990-August 8, 1990

Yudi AGREDA. Yudi finished the training program with flying colors. She always participated in all activities of the program. Yudi was one of the masters of ceremony during the clausura and presented in English. She left many good friends behind and will be greatly missed. Yudi has a brilliant future ahead of her.

Isabel Dalila ALFARO. Dalila worked right up to the end and finished the program in excellent status. She was especially enthusiastic about the computer course and the new skills that she learned in this class. Dalila became close with the Jehovah's Witness community while she was here, although I do not believe she has converted.

Rossana de los Angeles ALFEREZ. Rossana was always a shining participant. She is concerned with her employment and educational opportunities when she returns to El Salvador. She has a lot going for her and has a bright future if she is given the right opportunities.

Ana Mercedes AMAYA. Mercedes finished the program a wonderful success. She changed from a withdrawn and negative young woman to happy, friendly and participative. She performed a high energy and difficult El Salvadoran dance solo for the cultural presentations at the local schools and the clausura.

Ana Gladis ARDON. Gladis was the group ambassador. She was always making friends with visitors and guests at every social events. Many times people would comment on what a wonderful and outgoing young woman Gladis was. Gladis has a wonderful future to look forward to.

Celina ELIAS. Celina was a very strong participant in the program and has a lot to look forward to. Although she was one of our younger participants, she served as a role model for the group in her behavior and beliefs.

Ester Victoria FIGUEROA. Vicki left the program a different young woman. She gained a lot of confidence in herself during the time here and became quite skilled at expressing herself and her opinions in public.

Lorena GARCIA. Lorena also has a bright future in front of her given the right opportunities. She is an intelligent and motivated young woman and has expressed a strong interest in pursuing a career in medicine.

Elba HERNANDEZ. Elba was a positive and energetic participant. She has been chosen as a representative from the Amherst program to do the pre-departure orientation for the coming group.

Rosa Mirna LINARES. Mirna was also chosen as the group representative for the pre-departure orientation for the second group. She is a devote Jehovah's Witness and has become very close to a large and loving community of Witnesses in the area.

Silvia MARTINEZ. Silvia was very successful in the year program. She went through many changes and has become a much more secure and confident young woman. She had mixed feelings about returning to El Salvador since she does not have much immediate family, other than a beloved elderly grandmother. She is quite concerned as to what the future holds for her. She has brought home with her supplies to continue with a candle making business that she became involved with while in Massachusetts.

Paz Janette MATAMOROS. Janette became somewhat withdrawn and pensive during the last part of the program. Although she continued to attend classes, she occasionally had to be remind to keep up with her responsibilities. She had been considering her possibilities to stay in the United States and not return to El Salvador, and we spent time counseling her to return and fulfil her responsibilities.

\*Colomba MENDOZA. Colomba continued to be unpredictable through to the end of the program. Frequently she would have excuses for reasons not to participate in program activities. The excuses often seemed fabricated. She was young, immature and often difficult to read, however is also quite intelligent and has a lot to offer when she gets her priorities straight.

Maria Julia MOLINA. Maria Julia continued with her responsibilities and participation through the program. She was especially interested in her work in the computer lab and working through her business plan for the photo copying shop she owns with her father. She was also relieved and excited about finally returning home to her daughter. Julia did a nice presentation in English at the clausura on the symbols in the national flag.

Rosalina PALACIOS. Rosalina worked skillfully to the end of the program. She had a special talent for typing and computer work and she ran through the computer work rapidly. Rosalina was one of the masters of ceremony at the clausura. She is a determined and serious young woman who will succeed in whatever she decides to do.

Yolanda PEÑA. Yolanda has a brilliant future in front of her. She is strong willed, insightful and unafraid to ask questions. She finished the program with flying colors. Yolanda was a masters of ceremony at the clausura.

Lourdes QUINTANILLA. Lourdes was the group musician. She was always ready with a guitar to play and to lead the group in song. She developed a serious relationship in Amherst with a young man, and it was a difficult and tearful departure. Lourdes will do good things in her life.

\*Hedita ROMERO. Hedita was quiet up to the end of the program. She always kept up with her work and participated in all group activities.

Fredelvinda SANCHEZ. Vinda was a center focus for many of the participants and the program. She is a thoughtful, intelligent and gentle young woman. Vinda has offered her home in Sonsonate for a group reunion at the end of August.

Gilma TRUJILLO. Gilma participated fully and enthusiastically throughout the program. She has a warm and wonderful smile which we will always remember. Gilma made many good friends in the area. She has a bright future.

Virginia VILLALTA. Virginia was a wonderful participant and friend to everyone. She is greatly missed, especially by the young children whose lives she touched here in Amherst. Virginia has a talent for computer work and has a shining future in front of her.

\*Hedita Romero and Colomba Mendoza did not return to El Salvador. After the graduation ceremony, they both met with family or friends and left the program.

Participant's Progress and Well-Being  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
March 26, 1990-June 30, 1990

Yudi AGREDA. Yudi is an intelligent and motivated young woman. She has been working very hard on perfecting her English and she speaks and understands English very well. She is interested in developing a business in either ice cream or in opening a shoe store when she returns to El Salvador. Yudi has been very involved with her host family and also with friends that she has met through her internship and other community activities.

Isabel Dalila ALFARO. Dalila has been progressing well in her internship. She is very interested in sewing and the possibility of opening a sewing shop in El Salvador. She has become the seamstress for the group, hemming clothes and making patterns. She has become more self confident and outgoing during the past quarter and is more involved in both group and community activities.

Rosanna de los Angeles ALFEREZ. Rosanna is always a delight and a positive force in the group. She has been working on some very exciting experiments at her internship at BioShelters, a hydroponic fish farm. Not only has she learned a lot about fish farming and hydroponics, she is also running an experiment for the farm and working on their computer and is very involved in running the office. She will be sorely missed at her work.

Ana Mercedes AMAYA. Mercedes has really blossomed with the spring and summer. She is much more involved with the group and has made lots of friends, where before she was very much a loner. She has developed self confidence in her work at a bakery and often is the one in charge of the cake decorating and baking. She spends most of her free time with the Jehovah Witnesses and has participated with them in some wonderful family and community activities and ceremonies.

Ana Gladis ARDON. Gladis is doing great. She is well loved at her internship at Andrew's Greenhouse and has made some good friends. She is the group's ambassador, always talking to people and making friends where ever she goes. Gladis has a very bright future.

Celina ELIAS. Celina is a wonderful participant and a hard worker. She is at Red Wing Meadow Farm for her internship and the supervisor and workers there adore her. She has been involved in developing publicity for the farm.

Ester Victoria FIGUEROA. Vicki is doing well in the program. She is working with a seamstress for her internship and plans to continue this work when she returns to El Salvador. She often visits her host family in the community and she usually participates in group activities.

Lorena GARCIA. Lorena is an intelligent and positive young woman who hopes to work in the field of medicine when she returns to El Salvador. She is working very hard on her English and speaks and understand quite well. Lorena broke her finger recently playing basketball and has had to get some pins placed in her finger.

Elba HERNANDEZ. Elba continues to progress well in the program. She has many friends in the community, particularly through the El Salvadoran community in Amherst. She is happy and energetic and always involved in program activities.

Rosa Mirna LINARES. Mirna is very well liked at her work and she has been learning a great deal. She is very positive and helpful in all aspects of the program. Mirna has many friends in the community and through the Witnesses. She has a very bright future.

Silvia MARTINEZ. Silvia is doing very well. She is very excited about her work at the candle making shop and the possibilities of opening a candle business in El Salvador. She is developing her portfolio of candle designs and stock of mold and equipment to bring back with her. The woman at the candle shop loves Silvia and they spent time together outside of the internship, going to concerts, having dinner etc. She has come a very long way from the beginning of the program in her self confidence and assertiveness.

Nelly MARTINEZ. Nelly is happy in her internship work at the children's clothing store. Although she has friends in the group and also in the community, she does not like to participate in activities that are not required of her. She prefers to stay at home in the apartment. The counselor has spoken with her since we were concerned about her depression. She has not heard from her family in a while and is concerned about them. She is also concerned about what will happen when she returns to El Salvador because her parents will be traveling as missionaries a few days after returning.

Paz Janette MATAMOROS. Janette has been working in a bicycle repair shop in Amherst for her internship. She is interested in mechanics and specifically car mechanics because her father has a car repair shop. Janette is the youngest in the group and sometimes has a hard time taking responsibility for her work. She has a boyfriend from the University and she spends most of her free time with him. We are keeping close contact with her so that the leaving will not be too hurtful and difficult.

Colomba MENDOZA. Colomba continues to have her ups. We have had to have several discussions with her about her leaving her work early or arriving late and her general attitude in the group. Other times she will be happy, involved and responsible. Colomba has had many complaints about her back since she arrived and has visited the doctor several times. She has been seeing a chiropractor the past few weeks and seems to be improving. Colomba is a bright young women. She needs a lot of guidance and approval and most of all maturity to work out her difficulties.

Maria Julia MOLINA. Maria Julia is doing very well. She is interning at a photocopy cooperative and learning a lot about the business and some photocopying reparation. She owns a photocopy machine in El Salvador. Maria Julia has a young daughter at home and is understandably concerned about her and misses her a great deal. She is, however, always participating with the group in all activities and has a positive spirit.

Rosalina PALACIOS. Rosalina is active in the group and in all program activities. She has been the representative and coordinator for the dance performances that they have presented in the local schools and organizations.

Yolanda PEÑA. Yolanda continues to do well in the program. She is outspoken and insightful. She always has an interesting opinion or point of view to share with the group. She is open to learning new things and she asks good questions. Yolanda has been learning about the bakery business in her internship.

Lourdes QUINTANILLA. Lourdes is doing very well. She is a valuable intern at Red Wing Meadow and has been working on the publicity of the farm. She has also been learning computer work, packing and packaging among other valuable skills. She mostly stays within the group for her social activities and spends her vacation times and some weekends with friends and relatives in New York.

Hedita ROMERO. Hedita is quiet, but she also participates with the group. She is well liked at her internship at the ice cream shop, although she could have gotten more out of the internship if she were more outgoing and motivated. Hedita spends her vacation time and weekends with friends and relatives in New York.

Eredelvinda SANCHEZ. Vinda continues to do well in the program. She is learning a lot at her internship at the bakery and has sometimes managed the baking of the pastries and cakes without assistance. She has also taught the other bakers some things. Vinda continues to be active with her community sister and also spends vacations in New York.

Gilma TRUJILLO. Gilma is always there with a big warm smile. She is an intelligent young woman and is active in the group. Gilma has many friends in the community, especially in the Salvadoran community in Amherst and she often spends her free time with her friends.

Virginia VILLALTA. Virginia is doing well and is happy in the program. She keeps in contact with her sister in Georgia and is planning a visit with them soon.

Participant's Progress and Well-Being  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
December 23, 1989-March 23, 1990

Yudi AGREDA. Yudi continues to be a wonderful asset and participant in the program. She is working extremely hard on her English and speaks very well. She is always interested, inquisitive and industrious in everything she undertakes. Yudi is doing her volunteer work at the Amherst Nursing Home and she has received very positive feedback from the staff there. She is taking full advantage of her opportunities here.

Isabel Dalila ALFARO. Dalila is progressing fine. She is still one of the quietest in the group and usually chooses not to participate in the optional program activities. She does however, participate when asked to and is content, easy going and cooperative. Dalila needs to seek out other opportunities outside of the program to meet friends and pursue interests. She seems to have dropped the contacts that she had made earlier in the program.

Rosanna de los Angeles ALFEREZ. Rosanna continues to do very well in the program and take advantage of and seek out opportunities for herself. She has met many friends through the language interchanges and often has plans with friends or families. Rosanna always has a warm smile and generous heart for her compañeras. She is doing her volunteer work at a preschool in Amherst and has received wonderful feedback from the staff.

Ana Mercedes AMAYA. Ana Mercedes has come a long way since the beginning of the program. She had been struggling and continues to struggle with her English, but has taken off with the technical business training. Her self confidence and participation has increased. She is still involved with the Jehovah Witnesses and spends most weekends with a host family. However she turns down most invitations to visit with her 'sister' and does not participate in optional program activities.

Ana Gladis ARDON. Gladis is a dynamic and strong young woman. She is well liked by the participants and active in the group and in the classroom. She has friends in the community who she visits frequently. Gladis is doing her volunteer work at Amherst High School and really enjoys the interaction with the students.

Ada CERNA. Ada was doing very well in the program. She has been a quiet leader among her apartment mates and friends. She decided to return to El Salvador on March 28 because of family problems. She has always been very concerned with the welfare of her two children and the health of her parents who were taking care of the children. Ada will be greatly missed by her friends in the program and in the community. She has been invited to participate in the follow-on programs through NAPA.

Celina ELIAS. Celina a very bright and quiet young woman. She continues to do well in all areas of the capacitation. She is doing her volunteer work at the Amherst Nursing Home and they have really enjoyed her help.

Ester Victoria FIGUEROA. Vicki continues to do fine in the program. She participates when called upon in class, although she rarely will volunteer herself. She often prefers to stay home from optional group activities, as do most of her apartment mates. She spends time with her English only speaking host family and this has done much to boost her confidence in her English skills.

Lorena GARCIA. Lorena continues to be a bright and shining member of our program. She often is the participant who volunteers to be the spokesperson for the group or to make the collection or solicit group consensus. She is well liked by her compañeras and has been motivated to take full advantage of her opportunities here.

Elba HERNANDEZ. Elba is doing very well in the program. She is motivated in the technical component of the program as she is in all areas. Elba is a joy to be around because of her bright personality and wit.

Rosa Mirna LINARES. Mirna is very involved in the Jehovah Witness community in Amherst and in Holyoke. She spends most of her weekends at a host family home and often attends services during the week. She is a conscientious and hard working student and is taking full advantage of her opportunities for learning.

Silvia MARTINEZ. Silvia has progressed very much during this past quarter. She has come from being shy and insecure to being outgoing and participating in all activities. Her keen sense of humor has shone through and she keeps our days full of laughter and insights. Silvia has also met several friends through the language interchange and often has activities planned. She is doing her volunteer work at the Amherst Nursing Home and she enjoys this very much.

Nelly MARTINEZ. Nelly is a shy and quiet young woman. She does participate in the program activities and optional activities. She seems to be at ease with her friends and compañeras, but closes up a little during classes. Nelly needs to take more advantage of opportunities outside of the groups activities. She does not seek out other interests of friends and seems to have dropped the host family and sister.

Paz Janette MATAMOROS. Janette is also quiet, but strong. She has opened up in this past quarter and we are able to see more of her warm personality shine though. She participates in all of the activities both and programmed. She needs to take advantage of the potential for activities and friends outside of the group.

Colomba MENDOZA. Colomba has many ups and downs in her interactions with her compañeras here. Although in recent weeks some of the previous problems seem to be working themselves out, possibly due to the early departure of one of her apartment mates who was often in conflict with Colomba. She has been spending about every other weekend in New York City with her older brother who recently arrived from El Salvador. Although her traveling to the City was a concern to us at first because of Colomba's immaturity, she has proven to be responsible in completing her responsibilities to the program and to her compañeras.

Maria Julia MOLINA. Maria Julia is doing very well in the program. She is very enthusiastic about the technical component, especially since she has had small business experience with her family's copying and binding shop.

Rosalina PALACIOS. Rosalina continues to do well in the program. She enjoys participating in all areas and activities. She is well liked by her compañeras.

Yolanda PENA. Yolanda also is doing very well in the program. She has learned English very quickly and takes every opportunity to practice her English. She is doing well in all areas of the program.

Lourdes QUINTANILLA. Lourdes is an intelligent young women . She has opened up more in this past quarter. She participates in all program and optional activities, although she is usually quiet she is actively listening and quietly participating. Lourdes tends to stay within the security of the group and not venture out to meet other community friends.

Hedita ROMERO. Hedita is also quiet, but is always actively listening to the activities in the group. Her host family has moved and she has lost contact with her sister. Hedita seems to prefer to keep within her group of compañeras and not meet other community friends. This has hindered her English practice. She is involved with the technical parts of the program and enjoys the options workshops.

Fredelvinda SANCHEZ. Vinda has continued to be a very energetic and participative student. She has spent several weekends with her community sister and this has given her more confidence with her English. She is an active participant in all areas of the program.

Gilma TRUJILLO. Gilma is a wonderful and bright young woman. She is continually receiving great reports through her volunteer work at a local preschool. She is a hard worker and very conscientious in the tasks she undertakes.

Virginia VILLALTA. Virginia is very well adjusted in the program and enjoys many activities both through the program and through community activities. She is a group collaborator and is often called upon by the group to coordinate suggestions and activities. She is very outgoing and has a fun sense of adventure that is appreciated by both participants and staff.

Quarterly Group Experience America Report  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
July 1, 1990-August 8, 1990

Day Trip to Wilmington, Vermont (optional)

July 4, 1990

Wilmington, Vermont

transportation: ITD vans

costs: gas

Most of the participants had plans for their Independence Day vacation break, the seven participants who did not have plans went with staff to a lake house in Wilmington, Vermont. The day was hot and muggy and a refreshing trip to the lake was just perfect. Several of the participants went canoeing and we all cooled off in the fresh water lake. The participants returned to Amherst with a wonderful report to prepare the rest of the group for our three day retreat that we would be taking to the lake house at the end of the program.

Independence Day Celebration

July 4, 1990

Chicopee, Massachusetts

transportation: ITD vans

costs: gas

The participants who stayed in the area for the holidays joined the short term El Salvador group for a fourth of July excursion to Chicopee Massachusetts. It was an anniversary celebration for the town and the town area was set up with booths, fairs, and food. And the fireworks were particularly spectacular for the celebration.

Trip to Hampden Beach

July 26, 1990

Hampden Beach, New Hampshire

transportation: ITD vans

costs: gas, one driver, parking, tolls

To take advantage of the relative proximity to the beaches and to relieve some of the summer heat, we took a trip to Hampden Beach in New Hampshire. Aside from the thick fog that we encountered there, the participants enjoyed a hot sunny day at the ocean and visited at the typical New England boardwalk shops.

NEW KIDS ON THE BLOCK CONCERT

July 26, 1990

Old Orchard Beach, Maine

transportation: ITD vans

costs: gas, tolls, parking, tickets for guides, participants paid for their own tickets

Early in the program many of the participants requested from the staff that we check into the possibilities of seeing the concert of the hot pop group, New Kids on The Block. We were able to buy tickets early in March, and each participant who was interested in going paid for her own ticket. As the concert date approached a few of the ticket holders lost interest and passed their valuable ticket on to friends. At concert time, we had ten participants. After leaving Hampden Beach, we headed up the coast to Maine. The concert was a fabulous extravaganza and a cultural opportunity that shouldn't be missed. We all had a good time, even the staff! We arrived home at five o'clock in the morning, exhausted.

Three Day Retreat in Vermont

August 1-3, 1990

Wilmington, Vermont

transportation: ITD vans

costs: gas, some participant food, boat ride fee (\$125)

The program took a three day retreat to a lake house in the Vermont woods. The purpose of the retreat was to be together at the end of the program to think, reflect and process the year together and project ourselves into action for the future. The sessions have all been documented in the curriculum. Other highlights of the three days together were: swimming in the fresh water lake, walking in the woods, visiting the town of Wilmington and the 1836 Country Store, learning how to make the traditional "s'mores" in the fireplace and the unforgettable sunset dinner lake boat trip on the twelve mile lake.

Quarterly Group Experience America Report  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
March 26, 1990-June 30, 1990

Good Friday Procession and Street Mass (optional)  
Holyoke, Massachusetts  
Friday, April 13, 1990  
transportation: I.T.D. vans  
costs: none

The participants requested to attend a service for the religious holiday of Good Friday. In the nearby city of Holyoke, The Scared Heart Church, a Hispanic Church presented the procession and mass in Spanish that was similar to the ceremony in El Salvador. The participants were happy to be at a church and ceremony that they were familiar with and understood for this very important day. All the participants attended except the Jehovah Witnesses.

Fashion Show and Tea  
Saturday, April 21, 1990  
transportation: none  
costs: supplies for cakes and cake decorating, decorations,  
rental of video equipment, refreshments

The participants hosted a fashion and tea show to their friends and teachers in the community to close the option workshops in sewing, graphic design and cake decorating. Four different groups prepared cakes for the exhibition. They made a wedding cake, an anniversary cake, a child's birthday cake and young girl's doll cakes. They had all finished their outfits that they worked on in their sewing classes. With help they were able to accessorize their outfits with belts, hats and jewelry. Many community friends came to the tea and fashion show and although the participants were nervous, they did a wonderful job in modeling their outfits. At the end, two of the outfits were randomly chosen to represent the group's work at an exhibition. We had cakes, tea and sodas for a lovely afternoon with friends.

Look Park Recreational Area (optional)

Northampton, Massachusetts  
Monday, May 28, 1990  
transportation: I.T.D. vans  
costs: none

Most of the participants had made their own plans for the Memorial day holiday. The participants who did not have any plans went to Look Park, a local recreational area with picnic spots, river, animals, swimming pool etc. They had a wonderful time hanging out with everyone at the park on this American holiday.

Dance Performance at Latin Cultural Day

Holyoke, Massachusetts  
Saturday, June 2, 1990  
transportation: I.T.D. vans  
costs: none

The participants were invited to perform their El Salvadoran dances and join in the cultural celebration with the Latins in the Holyoke community. The dance performance was the highlight of the show and the audience was thrilled to have the participants there.

Dance Performances at Elementary Schools

Amherst, Massachusetts  
Thursday, June 7, 1990  
transportation: I.T.D. vans  
costs: none

The participants performed their typical dances for two elementary schools in Amherst. The children at the school enjoyed the music and the dancing. The participants presented the dances and gave an explanation of what the dances were about.

Barbaque Party with Community Friends

Sunderland, Massachusetts  
Thursday, June 28, 1990  
transportation: I.T.D. vans  
costs: help with food for guests

Red-Wing Meadow Farm invited the group back for another barbaque after the internship party in early June. The El Salavdor short term program was invited and many community guests and friends arrived for water volleyball, dancing and hamburgers.

Quarterly Group Experience America Report  
El Salvador Small Scale Enterprise Development  
Institute for Training and Development  
Amherst, Massachusetts  
December 23, 1989-March 23, 1990

Roller skating at Interskate 91 (optional)

Thursday, December 28, 1989

transportation: I.T.D. vans

costs: \$4.50 per participant including skate rental

This activity was optional for the participants who were back from their Christmas vacation visits. The participants were enthusiastic about the idea of trying roller skating, although none of them had been on skates before. Immediately after putting the skates on their feet, two of the girls took them off and decided not to try. The others gave it a hesitant effort and slowly made their way around the rink. By the second round, all but two of the participants had dropped out. They were very unsteady on their skates and did not want to continue. However, some of the ones who were away at this time have expressed interest in trying out rollerskating some time.

Tour of Historic Holyoke and Children's Museum

Wednesday, January 3, 1990

transportation: I.T.D. vans

costs: donation at Children's Museum

The participants enjoyed the visit to Holyoke and get to know the city. The Children's Museum was very nice and the director of the program was extremely interested and accommodating to the group. One of the participants was especially interested in the museum and would like to learn more about how to get grants and start a museum in El Salvador. She may be able to do her internship at the Holyoke Children's Museum.

Tour of Northampton

Thursday, January 4, 1990

transportation: I.T.D. vans

costs: none

The participants often spent their free time and weekends in Northampton walking through downtown and visiting the shops. This was a nice opportunity for them to learn more about the city in a guided tour of the history of Northampton. Through the Chamber of Commerce we were able to get guided information to the historical buildings, museums and houses in the city. The participants enjoyed the tour and have a new appreciation of the wealth of culture and activities in Northampton.

Pratt Museum and Mead Art Museum

Wednesday, January 10, 1990

transportation: I.T.D. vans

costs: none

The group visited Amherst College to see a Natural Science Museum and an art gallery. The visits were nice, although the general group spirit was a little low. One of the participants slipped on the ice and fell and hit her head very hard. She was taken to the emergency room and was fine aside from a headache.

Visit to Northampton District Court

Wednesday, January 17, 1990

transportation: I.T.D. vans

cost: none

The participants visited the District Court System to learn about the judicial system in the United States. They met with a representative of the court and received an overview on the judicial system at the local, state and federal levels. They viewed a video on the responsibilities of the jury. They spent some time in the court room and watched a small trial in session. The participants liked the visit and learned about the courts.

Saint Valentine's Day Party (optional)

Wednesday, February 14, 1990

transportation: P.V.T.A. bus, I.T.D. van for return

cost: contribution to party supplies

We planned an impromptu Valentine Party with an I.T.D. group from Costa Rica. The participants prepared the Valentine decorations and we brought munchies to share. We celebrated the birthday of one of our participants and had music and dancing into the night. Everyone had a wonderful time.

Springfield Science Museum and Dinosaur Exhibit

Wednesday, February 28, 1990

transportation: I.T.D. vans

costs: \$4.00 per participant

The participants had a nice time at the museum. They were impressed with the life-size, moving dinosaurs and they enjoyed the hands-on science experiments they were able to try.

Smith College Spring Flower Show

Monday, March 5, 1990

transportation: I.T.D. vans

costs: free admission

The flower show was a wonderful preview for the participants to the beauty of Springtime in New England. They loved the colorful and sweet smelling flowers and especially enjoyed the tropical tree and plant greenhouse where they identified many of the plants they have in El Salvador.

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New England Aquarium and Fanuiel Hall, Boston, Massachusetts

Thursday, March 22, 1990

transportation: I.T.D. vans

costs: \$4.00 per participant entrance fee, gas, parking, tolls and cultural guide salary

The participants love going into the city of Boston. They liked walking along the wharves and seeing the ocean, sea gulls and boats. The aquarium is a great experience and they especially enjoyed the dolphin and sea lion show. Afterwards, we had time to visit Fanuiel Hall and browse through the fine shops and boutiques. On the way out of the city we toured Harvard Square and pointed out many of the attractions and historic sites in Boston. Boston and the aquarium is always a nice day experience for these groups.

Dinner at Josette's House (optional)

Friday, March 23, 1990

transportation: P.V.T.A. bus

costs: none

The participants were invited to Josette's house for a special dinner and video. They had a good time.

Costa Rican Cultural Night (optional)

Saturday, March 24, 1990

transportation: P.V.T.A., I.T.D. vans for return

costs: none

We were invited to attend the Costa Rican Cultural Evening at I.T.D. The participants enjoyed watching the acts and dancing through the evening with the group from Costa Rica. Some of the participants stayed up until 3:00 am dancing and enjoying the time.

## Program teaches business skills to Salvadoran women

By PAMELA H. METAXAS

**HOLYOKE** — Eighteen-year-old Virginia Villalta of El Salvador came here with a dream and she has every intention of making it come true.

"I would like to put up a small (crafts) business in my town," the teen-ager said during an interview Friday at the Home Information Center, 330 Maple St.

Villalta is one of 24 women from 17 to 26 years of age who came to the United States last September from El Salvador under the auspices of the Institute of Training and Development in America, a non-profit educational organization.

In the five months since she arrived, Villalta has learned sufficient English to be interviewed by a reporter and explain why she is here.

Friday, she was learning how to sew at the Home Information Center.

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Villalta's parents, sister and brother live in El Salvador. Another sister is married and lives in Georgia, where Virginia visited her at Christmas.

ITD Program Director Alane Paul Castro explained that the focus of the 10½-month program, which draws to a close in August, is to train the women "in cottage industries and help them so they will be able to start small businesses in their own country."

The program also features training in English as a second language.

The United States Agency for International Development funds the program through the Partners of the Americas and ITD.

Program criteria are that students must have completed ninth grade and have an interest in developing small businesses.

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Some of the students grew up in family businesses and have developed a natural interest in independent businesses.



"They also have the opportunity to visit small businesses in the area," Paul Castro said.

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The women live at the Cliffside Apartments in Sunderland and are completely independent.

"They have host families and sisters in the area where they spend holidays. But they have learned American money, how to shop and to take the PVTA bus," Paul Castro said.

The women are usually given rides to and from the grocery store because bags might be too heavy for them to carry on a bus.

Students are involved in volunteer work for three hours a week, including the Amherst Nursing Home, afterschool programs and Spanish classes in local schools.

Paul Castro said the women "really missed home" when they first came since the cultural differences between the two countries are great.

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Staff photo by Frank L.

**BUSINESS-MINDED** — Alane Paul Castro, El Salvador program director at the Home Information Center, and the center's sewing instructor Patty Fortin talk to student Virginia Villalta of El Salvador yesterday at the center on Maple Street in Holyoke. The center trains young women so they can start up new businesses in their home country.

Students in the El Salvador program undergo a variety of training in "cottage industries, English, cultural survival and technical classes" from 9 to 4 daily, Paul Castro said.

Groups will be enrolled in sewing classes at the HIC both mornings and afternoons. Students learn other skills such as cake decorating and graphic design through workshops conducted by instructors in the Amherst area.

Pat Fortin, a 15-year sewing instructor at the HIC, said she and the girls are communicating well as she teaches them the basics of "sewing seams, zippers and hems" so they will have a "non-home-made look."

They seem to have adjusted well to living on their own. They enjoyed their "first snowfall," and now have friends in the area, such as Hampshire College students.

The program tries to involve the community, recently working with Nueva Esperanza and other organizations in Holyoke.

"We are now starting to reach out into Springfield," she said.

Some of the students grew up in family businesses and have developed a natural interest in independent businesses. One student's family has a corn grinding business for tortillas.

Fran Wilhelmi, HIC executive director, said the ITD approached her to help in training the students and "we arranged special classes in the morning and afternoon for them. I told them we had to have an interpreter.

Wilhelmi said she is pleased to be part of the program and said "This is another avenue of growth for us."

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# COLLEGIAN

9/11



Collegian photo by Dondi Ahern

## ITD gives lang. lessons *Aid Sal. women in business ventures*

By APRIL ROGOWSKI  
Collegian Correspondent

AMHERST — The Institute for Training and Development, is sponsoring a program which is teaching business administration skills and English as a second language to 25 Salvadoran women to help them start their own businesses in El Salvador.

Program director Alane Castro said: "This training is giving women the opportunity to be involved in a world of entrepreneurship. It is an opportunity to further their education for some who may have only graduated to the high school levels."

The program, called the El Salvadoran Small Business Training Project, operates through the Institute and provides valuable training that the women can use in El Salvador, she said.

Castro said the program requires that women, ages 17 to 26, entering the project to be high school graduates with an interest in technical information.

Maria Julia Molina, participant of the program, said, "I like the program because they help us a lot."

"Next month we start with technical classes and I think it will be interesting," she said. "I like being here in Amherst and playing in the snow too."

In addition to attending four months of English classes, Castro said, the women will volunteer three hours of a week for the Amherst Family Center, local pre-schools and the Amherst Nursing home, as well as visit and intern with area businesses and attend classes in technical training on how to start small businesses.

The Salvadorans will also participate in  
CONTINUED ON PAGE 5

Participants, director of the Institute for Training and Development

## COLLEGIAN

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## COLLEGIAN 5

### ■ training program

CONTINUED FROM PAGE 3

a companion program with University students, she said, sharing holidays and extra time with their host families.

U.S. aid funds the program through the Partners of America, which contracts to the Institute to design and implement the specific training process, she said.

The Institute is a nonprofit organization that is not associated with the University of Massachusetts.

"We simply recruit a large percentage of

trainers for Latin American training programs through UMass," Castro said.

A group of school board members from Costa Rica arrive for a training program for two and a half weeks in February through the ITD.

Anyone interested in participating in the Salvadoran, Costa Rican or any other future program as either a host or volunteer should call the Institute for Training and Development at 549-4714.

Union-News  
SATURDAY, JUNE 2, 1990

# Business



**BUSINESS OPPORTUNITY** Lourdes Quintanilla brushes the hair of Jeanette Matamoros during a haircutting session at the Institute for Training and Development in Amherst. The women are in a group of 25 from El Salvador who came to the United States to learn about starting a small business.

## Salvadorans head home with new skills

By ERIC GOLDSHEIDER

AMHERST — When 19-year-old Yuri Agreda returns to El Salvador this summer, she hopes to utilize skills she learned here to open a shoe store or an ice cream shop.

Agreda is one of 25 Salvadoran women who are heading into the final stretch of a small business training program run by the Institute for Training and Development.

The five-year-old, locally-based ITD is currently working under a government contract to train the Salvadoran women in skills related to starting and operating a small business.

The first group of would-be entrepreneurs will return to El Salvador in August. In September a new group of Salvadoran women will come to Amherst to participate in the 10-month-long program.

Included in the program is English language study, business courses and internships with local businesses.

Agreda, for instance is currently working at the Black Sheep Deli where she has picked up tips on baking, ordering supplies and administering a small business.

Agreda hopes to open her own business in the town of Achuachapan in the northwestern region of El Salvador.

To help her and fellow trainees attain their goals of eventually going into business for themselves, the ITD program will end with each participant writing a business plan. Such a document might eventually help them in securing a bank loan. As part of the program they are receiving word processing training and they will write the business plans on computers.

But the going won't be easy for these fledgling entrepreneurs. El Salvador is a "depressed country," said ITD program director Alade Paul Castro. Most of the women are

setting their sights on enterprises such as cutting hair, sewing, raising chickens or cake decorating which don't require a large initial investment to get started.

The idea behind the ITD program is to train people who will go back and help "stimulate the economic development" of their communities, said Paul Castro. Those undergoing the training will be better equipped to find jobs and some may go on to become local employers, he said.

The program is aimed at women, according to Paul Castro, because women have been overlooked as entrepreneurs, even though they are the ones who often start small-scale cottage industries and grow food on small plots for sale in open air markets.

On Monday one of the local businesses providing an internship for a trainee, Redwing Meadow Trout Hatchery of Sunderland, is hosting a cook out for the group and other internship providers. Representatives from the United States Agency for International Development (USAID) and the National Association of the Partners of the Americas (NAPA), which are two of the bodies sponsoring the program, will attend, said Paul Castro.

Speaking of her experiences in the United States this year Lorena Garcia, 19, who comes from the southeastern Salvadoran city of La Union, said "I am not the same person as when I came." She agreed with Paul Castro that among the most valuable skills the trainees gain are "life skills" associated with living far from home and managing their own finances.

Agreda, who like her fellow trainees is looking forward to returning home in August, said she will always have fond memories about her time in Amherst.



Recorder/Peter MacDo

Julia Molina, Yolanda Pena and Sylvia Martinez work on computers at Greenfield Community College.

# Looking for prosperity

## Women to take GCC skills home to El Salvador

By JACQUELINE WALSH  
Recorder Staff

GREENFIELD — Yolanda Pena wants to open a bakery in Teutepeque, a village of about 5,000 people two hours northwest of San Salvador.

This summer at Greenfield Community College, 22-year-old Pena is busily writing a business plan to present bankers in El Salvador. She hopes to persuade them to lend her 25,000 colonas — about \$3,571 — to buy the oven, refrigerator and pans she needs and to rent a building.

Pena plans to do this amid a civil war that has taken its toll on her government-supporting town.

"Many, many people have been killed," she said.

As one of 21 women from El Salvador who have been at the college this week and last week. Their instructors Frederico Aguir and Sylvia Tobin have taught them to type and use computers to write a business plan in Spanish on discs with which they will fly home in several

**"They are highly motivated. They are like the blank blackboard; they absorb everything."**  
**Thomas Lewis**

weeks. The plan will describe the business and potential customers and estimate income and expenses.

The students are impressive in their eagerness to learn, say program officials.

"They are highly motivated. They are like the blank blackboard; they absorb everything," said Thomas Lewis, coordinator for business and industry in the school's Division of Continuing Education.

The two weeks at GCC are the culmination of a year-long program run by the Institute for Training and Development in Amherst, an educational, non-profit organization.

Like American women during World War II, women in El Salvador are working jobs that traditionally did not hold, because many men have been killed or displaced by fighting.

Some are starting their own businesses, such as Celina Cavalcanti, a Brazil native who works in ITD. "There is lots of room to grow in El Salvador," she said.

The students arrived in September and have stayed at Cliffside Apartments in Sunderland. At the institute, they spent four months studying English and then three months studying accounting, market analysis and administrative skills.

Afterward, they each worked for two months in full-time internships at businesses in Amherst, Northampton and Hadley, including Bread and Circus Wholefood Supermarket, Bruno's pizza place, Bioshelters Inc., Atkin Farms and Fruit Bowl, Celebration Bakery, Bart's Homemade Ice Cream, Lady The Dress Making Shop, Andrews Greenhouse, Little for Littles, Bicycle World Too Inc. and Heaven Lights.

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# Skills

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The women also volunteered while they were here: at Not Bread Only (a soup kitchen at the First Congregational Church in Amherst), in Amherst after-school programs and at Amherst Nursing Home, for example.

While there is a bakery in Pena's town, it only sells bread, not sweets like cakes and pastries, which Pena plans to bake. She is not afraid of being a woman in business: other women in her town have businesses, such as a pharmacy and a grocery store, she said.

"I want to start alone with my mother and then if the business gets bigger I will have some employees," Pena said.

Although she did not bake at her job at Atkin's Farms, she saw how the business was run and learned to work a cash register.

Julia Molina, 27, of San Salvador worked at Collective Copies at 25 North Pleasant St. in Amherst. She made copies and learned how to fix the machines. Her father, Leonardo Lovo, owns a bindery in San Salvador, which Julia manages. Recently, she received a loan to buy a small copy machine. With her business plan in hand, she hopes to get a second loan to buy a larger machine, to keep up with the need for copies.

"People ask us a lot for more service. We haven't been able to keep up with the demand," she said. Most of the copies she sells cost 25 centavos, or 3 or 4 American cents.

Molina thinks her experience in the United States will improve her business savvy.

"I think it's going to help me a lot. Some people in El Salvador don't know anything about business and get into it and don't know anything. Now I have more knowledge about it," she said.

Back home, her father is running the business without her.

"He says it's not the same," she said.

Once home, Sylvia Martinez, 20, of San Salvador will strive to set up a candle business in her parents' house. She worked at Heavenly Lights in Amherst.

"In El Salvador, candles are one color. I like to make (many-colored) candles," she said. Because power outages are common in San Salvador, she thinks her business will do well.

One woman is planning to set up a neighborhood dress shop after working at Lady Dee's Dress Shop in Amherst. It is common for women to in El Salvador to have their clothing made at a dress shop, said Cavalcanti.

GCC will be supplying teachers for other international programs run by the institute. Health administration workers from Ecuador are studying management and will learn to use computers at GCC this month. And members of Indonesia's ministry of religion may also be studying computers at the school.

Cavalcanti expects the El Salvador program to become an annual one. Another group of El Salvador women will arrive in Amherst in September.

Like this year's students, the next group will have CAPS (Central America Peace Scholarships) from the United States government. The scholarships are an extension of the government's desire to develop three main areas in Latin America — health, education and small businesses — said Cavalcanti.

"The women came to the United States to learn about business rather than stay in San Salvador because there are many examples of small, cottage industries here and "San Salvador is not a very safe place to learn," said Cavalcanti.

But whatever danger exists in El Salvador, the women are looking forward to returning home.

Martinez has written letters to her friends and family — she has two sisters and two brothers — every day since arriving here, she said.

"I miss (home) so much," she said.

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The Institute for Training and Development wishes to express our sincere thanks to the following businesses for their collaboration with the El Salvadoran Small Scale Enterprise Development Program. These businesses provided eight week internships for the Central America Peace Scholarship (CAPS) program recipients. The internships were very successful and greatly enhanced the technical training that the participants received in small business.

**Andrew's Greenhouse**  
**Bart's Homemade Ice Cream**  
**BioShelters, Inc.**  
**Bread and Circus**  
**Celebration Bakery**  
**Heavenly Lights**  
**Lots For Littles**  
**Atkin's Fruit Bowl**  
**Bicycle World, Too**  
**Black Sheep Bakery and Deli**  
**Bruno's Pizza**  
**Collective Copies**  
**Lady Thee's Sewing Shop**  
**Red-Wing Meadow Farm**