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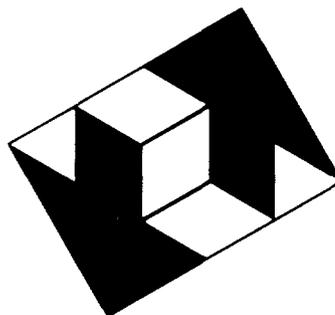
National Association of Partners of the Americas

564

FINAL REPORT
INSTITUTE FOR TRAINING AND DEVELOPMENT
GLENDALE, ARIZONA
AUGUST 21, 1989 - AUGUST 8, 1990

1988/89 EL SALVADOR CAPS PROGRAM

PARTNERS
OF THE AMERICAS

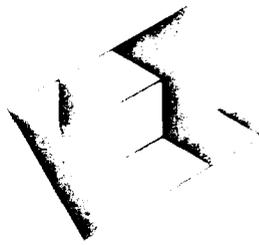


Prepared for USAID El Salvador

Contract Number: 519-0337-C-00-8491-00

Submitted by Peter Aron, Project Director

PARTNERS
OF THE AMERICAS



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FINAL REPORT, SEPTEMBER 25, 1990
Institute For Training And Development - Glendale, Arizona (ITDAZ)
Small Scale Rural Enterprise Development
August 21, 1989 - August 8, 1990

The 19 CAPS scholars trained by ITD on the campus of Glendale Community College in Glendale, Arizona have completed their training program. 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 three participants left the program to remain illegally in the U.S. (A fourth remained in the U.S. to be married. She and her husband are in the process of soliciting for her a resident visa.) This occurrence by no means overshadows the accomplishments of the CAPS scholars during their stay in Glendale.

Small Enterprise Development Training

The scholars completed the classroom component of SED on May 10. From May 14 through June 30, 1990, the scholars worked in small business internships. During the internships, the scholars met weekly with ITD staff to review the learning experience and to ensure that the tasks assigned to the scholars were beneficial to them. After two initial site changes, the internships went well. The business owners of the internship sites were extremely pleased with the performance and attitude of the scholars. All have expressed interest in working with the coming SED program.

The final month of the program was devoted to basic computer literacy and to the participants finalizing their small business plans. The participants showed great ingenuity and perseverance while working on their final projects. It seems that the High Tech Center at Glendale Community College misunderstood the scholars' computer needs and recommended they be instructed in a "baby" version of Wordperfect. The program allowed only five pages of text to be saved on a file, which was discovered by the scholars by losing major portions of their documents (the High Tech staff was apparently unaware of this limitation). With the fortitude they demonstrated throughout the program, the scholars worked out a solution to this limitation and were able to finish their projects, which were over 20 pages in length.

Please review the final Academic Enrollment and Term Reports which included final evaluations of each of CAPS scholars in this group.

Volunteer Placements

The scholars worked weekly at voluntary placements until May 7, 1990. The majority of the scholars wanted to continue working through the end of June, but were unable to do so because of the time constraints posed by the internship. All of the participants received some sort of recognition of appreciation of the work that they performed ranging from a luncheon to certificates and gifts such as watches.



English Language Instruction

Voluntary ELT classes ended in mid May. Most of the scholars took advantage of the opportunity and enjoyed meeting other members of the community. Those who completed the Saturday class at the Glendale Community College received a certificate of completion.

V. TCA

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

CLASP TRAINING IMPLEMENTATION PLAN (TIP) BUDGET

ES7-89

Training Cost Analysis (TCA)

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PIO/P Number: 519-0337-1-80171
 School Name: Institute For Training And Development; Glendale, Az. (Group #1)
 Technical Field: Small Scale Rural Enterprise Development
 Project Number: 519-0337
 No. Trainees in Group: 20
 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
A. Education/Training Costs	\$101,321.00	\$127,155.34	\$17,421.00	\$0.00	\$35,910.00	\$38,480.00	\$11,016.14	\$102,827.14	\$24,328.20
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).....	\$80,000.00	\$100,000.00	\$850.00	\$0.00	\$35,910.00	\$38,480.00	\$11,016.14	\$86,256.14	\$13,743.86
b. Training Costs (ES)(CHP).....	\$21,321.00	\$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. Allowances	\$107,000.00	\$120,583.00	\$32,600.00	\$0.00	\$21,090.00	\$25,605.00	\$7,220.58	\$86,515.58	\$34,067.42
1. Maintenance Advance.....	\$4,000.00	\$6,000.00	\$2,000.00	\$0.00	\$4,000.00	\$0.00	\$0.00	\$6,000.00	\$0.00
2. Living/Maintenance.....	\$100,000.00	\$110,260.00	\$30,600.00	\$0.00	\$17,090.00	\$25,282.00	\$6,196.58	\$79,168.58	\$31,091.42
3. Per Diem.....	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. Books & Equipment.....	\$2,500.00	\$4,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000.00
5. Book Shipment.....	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,024.00	\$1,024.00	(\$1,024.00)
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	\$323.00	\$0.00	\$0.00	\$0.00	\$323.00	\$0.00	\$323.00	\$0.00
C. Travel	\$13,800.00	\$15,064.29	\$11,640.00	\$0.00	\$0.00	\$0.00	\$2,700.00	\$14,340.00	\$724.29
1. International (CHP).....	\$13,200.00	\$14,400.00	\$11,640.00	\$0.00	\$0.00	\$0.00	\$2,700.00	\$14,340.00	\$60.00
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).....	\$600.00	\$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
D. Insurances	\$8,160.00	\$9,596.41	\$3,622.00	\$2,040.00	\$2,040.00	\$1,292.00	\$0.00	\$8,994.00	\$602.41
1. HAC for US.....	\$8,160.00	\$7,480.00	\$2,040.00	\$2,040.00	\$2,040.00	\$1,292.00	\$0.00	\$7,412.00	\$68.00
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
E. Supplemental Activities	\$1,940.00	\$19,245.71	\$63,327.00	\$0.00	\$0.00	\$0.00	\$0.00	\$63,327.00	(\$44,081.29)
1. ELT, In-country(CHP).....	\$1,460.00	\$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	\$53,550.00	\$0.00	\$0.00	\$0.00	\$0.00	\$53,550.00	(\$53,550.00)
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.....	\$280.00	\$280.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$280.00
6. Intrprs/Escorts(CHP).....	\$200.00	\$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
TOTAL PROGRAM COSTS:	\$232,221.00	\$291,644.75	\$128,610.00	\$2,040.00	\$59,040.00	\$65,377.00	\$20,936.72	\$276,003.72	\$15,641.03
Total U.S. Costs:	\$195,440.00	\$228,343.00	\$89,040.00	\$2,040.00	\$59,040.00	\$65,377.00	\$18,236.72	\$233,733.72	(\$5,390.72)
Total E.S. Costs:	\$36,781.00	\$63,301.75	\$39,570.00	\$0.00	\$0.00	\$0.00	\$2,700.00	\$42,270.00	\$21,031.75

INTERNSHIP PLACEMENT INFORMATION

All participants will begin their internships on Wednesday May 16, 1990. The internships will continue for seven weeks (through June 29, 1990) every Wednesday, Thursday and Friday. The students will work 6-8 hours per day.

All internships will offer the opportunity to observe, learn about and/or work in the following areas: bookkeeping, inventory, sales, customer relations, employee scheduling and all other aspects of running a small business. All business owners will also provide full background information on their businesses including problems they have faced and how they have overcome them.

Each business owner or manager will supervise his/her intern. They will formalize the working and learning expectations via a written contract that they will discuss one week prior to the onset of the internships. ITD staff will contact both the intern and her employer individually on a regular basis to evaluate the intern's progress and to mediate when questions or problems arise. Students will also meet once a week with ITD staff. This time will be used to share and discuss their experiences and the observational assignment as determined the previous week. Students will also share any problems they are encountering and solutions will be discussed.

RESTAURANTS

In the following internships, the students will wait and bus tables, cashier, take phone orders, cook, wash dishes, clean equipment and the facility, restock and possibly help set up or close.

1. Eliana's Restaurant
2. Iris Palacios & Rosa Rugamas
3. One hour bus ride
4. Eliana's is a restaurant that seats 30-35 people and is run by the family: husband, wife and their school age children. It serves typical Salvadoran food and caters to a 50/50 clientele of Hispanics and Anglos. The interns will learn to prepare Salvadoran food and how to manage and run a family restaurant.
5. This restaurant is a near replica of the set up of a typical sit down neighborhood restaurant in El Salvador.

1. Café La Tasca
2. Iris García
3. forty minute bus ride
4. La Tasca is a medium priced formal restaurant that features an authentic Spanish menu. It is located at a new downtown shopping center, The Mercado. The intern will learn the fine points of working at and operating a small stylish restaurant. She will learn how to prepare typical Iberic dishes.
5. Iris asked to be placed in this business because this cuisine is similar enough to Salvadoran food but different enough to attract a clientele.

1. El Burrito

2. Claudia Rodriguez

3. forty minute bus ride

4. El Burrito is a fast food Mexican restaurant that caters to the lunch time business crowd. It is located in a downtown Phoenix shopping center, The Mercado. She will learn how to prepare Mexican food in advance according to estimated demand. Estimating the demand will be part of her training. She will learn the necessity of organizational skills in this fast paced business.

5. There is a growing demand for and interest in American style fast food restaurants in El Salvador.

1. La Carreta

2. Milagro Barrera

3. One and a half hours by bus

4. La Carreta is a family owned Mexican restaurant. It seats 70-80 people and caters to mostly Yaqui Indians, Mexicans, and Mexican Americans who live and work in the area. Milagro will learn the basic management of a medium sized family restaurant.

5. The basic management techniques learned are directly applicable to a similar style restaurant in El Salvador.

1. The Streets of New York Pizza

2. Elizabeth Melgar

3. Twenty minute bus ride

4. This pizzeria is owned and run by a husband and wife team. The participant will learn the basic management of a small family owned and operated restaurant along with learning how to make pizzas and other italian dishes.

5. There are not a large number of pizzerias in El Salvador. The food is very popular and inexpensive to make, and the food products necessary to make pizzas are all readily available in El Salvador. Elizabeth is convinced that a pizzeria would be a big hit.

RETAIL STORES

In the following internships, the students will stock and price merchandise, cashier, wait on customers, answer the phone, clean the facility and possibly arrange window displays.

1. La Casa Bella
2. Digna Hernandez
3. forty minute bus ride
4. La Casa Bella retails home decoration items. Digna will learn the basic operation of a retail store. She is interested in starting a small shop upon her return to El Salvador.
5. The knowledge gained in operating a retail store can be transferred to any kind of retail business in El Salvador.

- | | |
|--|---------------------------------------|
| 1. <u>De Leon Western Wear</u>
South Phoenix | <u>De Leon Zapateria</u>
Guadalupe |
| 2. Maria Elena Casteneda | Rosie Polio |
| 3. one hour by bus | One and a half hours by bus |
| 4. These two stores are owned by the De Leon family. Mr. De Leon runs the Guadalupe store and his wife runs the South Phoenix store. Both stores sell western style clothes as well as hand made cowboy boots. The participants will learn the basic operation of a small retail store. The interns will learn a lot about the importance of location and clientele. The owners of these stores are particularly well versed in the fine art of customer relations and will certainly instruct the interns in this area. | |
| 5. The knowledge gained in operating a small retail shop can be transferred directly to any kind of retail business in El Salvador. | |

MANUFACTURERS

In the following internships, the students will learn how to make the product, use machinery, clean the facility and learn the design process of the product.

1. O'Kelly Enterprises

2. Otilia Franco and Juana Martinez

3. forty five minute bus ride

4. This business manufactures and sells dashboard covers. The interns will learn how dashboard covers are designed, cut, sewn and bound. They will learn how to cut from patterns, how to use and maintain industrial sewing machines, and how to produce the finished product. They will stock material and merchandise.

5. Both of the students are interested in learning to use industrial sewing machines for the manufacture of clothing or other kinds of products. The skills learned could easily be transferred to a similar business in El Salvador.

1. Coyote Clay

2. Mirna Guerra

3. One and a half hours by bus

4. This is a custom tile manufacturing business. The interns will learn how special order tile is designed and manufactured. She will learn how to make tiles from press molds, how to decorate the tiles, apply glazes, and mix the kind of clay needed for these tiles. She will also learn how tiles are fired.

5. In El Salvador the use of tiles is common in the construction of residential and commercial buildings. The materials are readily available and the market exists for this product.

1. Heat Wave Design

2. One and a half hours by bus

3. Lucy Soriano

4. This business manufactures and wholesales primarily ceramic jewelry. The intern will learn how to manufacture ceramic jewelry, tiles, and metal jewelry store displays. She will learn to make and use molds for the jewelry and to glaze the ceramics. She will also learn how to bend and weld metal.

5. The skills learned can be applied making a variety of jewelry and other household items. There is a market for inexpensive but decorative items in El Salvador.

1. Best Impressions

2. fifteen minute bus ride

3. Maria Elena Casteneda and Rosa Flores

4. This business prints custom T-shirts. The interns will learn how to make screens, enlarge, reduce, and copy designs onto the screens, and how to print designs onto T shirts by using these silk screens. The students will learn how to clean and maintain the equipment and clean the facility.

5. The skills learned can be applied to making designs on all types of clothing. The T-shirts could be bought in bulk and then the logos designed for specific teams or special events. The equipment necessary to do silk screening is low cost and if necessary the screens can be cut by hand without the use of hi-tech equipment.

BAKERY

1. Linda's Cake Boutique
2. Lorena Guerra and Chally Herrera
3. twenty minute bus ride
4. Linda' Cake Boutique is a bakery which makes cakes and candies for special occasion such as weddings and birthdays. In addition to the bakery it is also a retail store that supplies baking and cake decorating equipment to clients in the area. Linda also teaches cake decorating classes out of the shop in the evening. The business is run by a husband and wife team and employs three additional people. At this shops the interns will learn to bake and decorate cakes, and make and pour candy into molds. The students will help clean the facility, prepare batter and icing, and accompany one of the store employees on deliveries.
5. This type of business could be started out of someone's homes with little initial investment. Since many homes in small towns in El Salvador do not have ovens the demand for cakes for special occasions is high.

MARKETS

In the following internships the students will learn how to wait on customers, cashier, rotate the merchandise, clean the facility, and work with vendors.

1. The Glendale Market
2. Isela Gomez
3. fifteen minute bus ride
4. This is a neighborhood market with a Middle Eastern specialty section. The intern will learn all aspects of running a neighborhood grocery store. How to determine what items she can sell but still compete with larger stores, how to buy in bulk, and how to make and sell specialty items such as pastries.
5. A small neighborhood store is a viable business in El Salvador. A store such as this could be started with little capital.

1. Gentle Strength Co-op
2. Estela Amaya
3. one hour and fifteen minute bus ride
4. This co-operatively owned business sells grains, legumes and a variety of vegetables and other non-meat food products. The intern will learn all aspects of organizing and running a food cooperative. She will learn how to order, package and price merchandise, stock shelves, rotate stock, and run the register. In the deli section of the store, she will learn how to prepare sandwiches and salads and how to project amounts to prepare daily.
5. The idea of pooling resources and labor by a group of individuals to provide a quality product at a lower than market price would apply directly to El Salvador. Cooperatives would be the way to solve the question of how to start a business when labor is available and funds are limited.

INTERNSHIP CONTRACT

I _____ of _____
(name of supervisor) (name of business)

agree to train _____ as an intern in my
(name of intern)

business for seven weeks, three days per week.

I will offer exposure or hands on experience in the following areas:

1. Bookkeeping/financial record keeping
2. Inventory taking, stock control, and ordering
3. Sales (wholesale or retail)
4. Customer relations
5. Employee scheduling
6. Safety standards
7. Price and promotion of my product or service
8. Any other general management and organizational skills particular to my business
9. Use and maintenance of equipment particular to my business
10. Other skills/knowledge particular to my business:

I _____ agree to work as an intern for
(name of intern)

the business named above for seven weeks, three days per week. I understand that I must fulfill the following requirements:

1. Arrive, depart and take breaks at the hours specified by my supervisor
2. Adhere to the dress code followed by the rest of the employees

page two

3. Follow all directions and instructions carefully as given to me by my supervisor and ask for clarification if I am unsure
 4. Take full advantage of this unique learning opportunity by asking questions and offering to help in any and all aspects of the business
 5. Work diligently at all times
 6. Discuss my goals and expectations with my supervisor and decide which one's can be realized
 7. Follow established procedure as discussed during training for resolving any difficulties that arise on the job
 8. Other (as specified by supervisor)
-
-

WORK SCHEDULE

DAY	TIME
_____	_____
_____	_____
_____	_____

This schedule is subject to change dependent on the needs of the business.

CLOTHING REQUIREMENTS

intern

date

supervisor

date

Business Course Graduation
May 10, 1990



Singing the EL Salvadoran
National Anthem



Performing a typical dance for guests



Grand Canyon, AZ.

May 27, 28, 1990