

16. Minutes of Meeting (M/M)

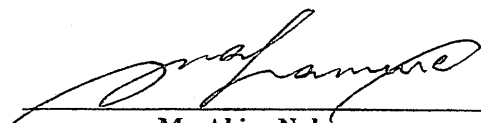
MINUTES OF MEETING
BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED OF THE REPUBLIC OF HONDURAS
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR THE PROMOTION OF
SELF MANAGEMENT ENTERPRISES OF WOMEN IN RURAL AREA
IN THE REPUBLIC OF HONDURAS

The Japanese Terminal Evaluation Team (hereinafter referred to as "the Team"), organized by Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Akira Nakamura, visited the Republic of Honduras with the schedule to stay from 27th July to 11th August, 2006 for the purpose of conducting evaluation concerning the Japanese Technical Cooperation for the Project for the Promotion of Self Management Enterprises of Women in Rural Area in The Republic of Honduras (hereinafter referred to as "the Project")

During its stay in the Republic of Honduras, the Team executed evaluation of the Project based on the Record of Discussions, signed on 23rd October 2003 and the Minutes of Meetings signed on 16th September, 2005, between the Leader of JICA Project Consultation Team and the authority concerned.

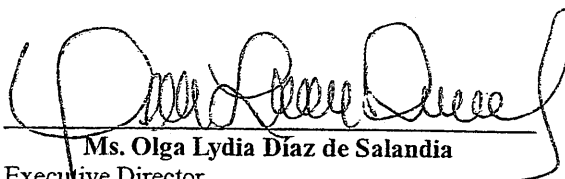
The Team had a series of discussions with the Honduras authorities concerned with regard to the results of achievement. As a result of discussions, both sides mutually agreed to recommend the matters referred to in the document attached hereto to their respective Governments.

Tegucigalpa, Honduras, 10th August, 2006



Mr. Akira Nakamura

Team Leader
Japanese Terminal Evaluation Team
Japan International Cooperation Agency
Japan



Ms. Olga Lydia Díaz de Salandía

Executive Director
Family Allowance Program (PRAF)
The Republic of Honduras



Dr. Leonor Meza

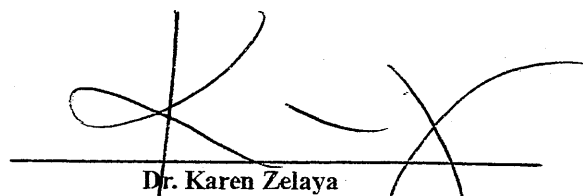
Executive Director
National Vocational Training Institute (INFOP)
The Republic of Honduras



Mr. Roberto Babún

Representative
Executive Office of the President
The Republic of Honduras

Witness



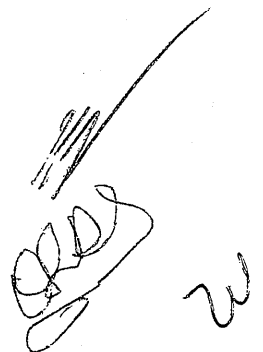
Dr. Karen Zelaya

Minister
Secretariat of Technical and International
Cooperation (SETCO)
The Republic of Honduras
Witness

ANNEXES

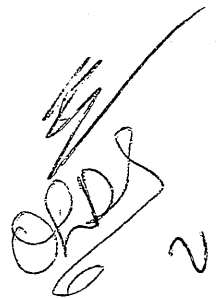
EVALUATION REPORT
ON
THE PROJECT FOR THE PROMOTION OF
SELF MANAGEMENT ENTERPRISES OF WOMEN IN RURAL AREA
IN THE REPUBLIC OF HONDURAS

10th August, 2006



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1. INTRODUCTION

1-1. Purpose of the Joint Evaluation

The Project was initiated on 1st November 2003 and scheduled to be completed on 31st October 2006. This time, with the remaining Project period of approximately 3 months, the Japanese Team dispatched by JICA visited the Republic of Honduras with the schedule to stay from 27th July to 11th August 2006 for the purpose of evaluating the achievements of the Project as well as its relevance, effectiveness, efficiency, impact and sustainability, and also of preparing an Evaluation Reports to the Honduran and Japanese side.

The evaluation has been undertaken jointly by the Honduran side concerned and the Japanese Team.

1-2. Member of the Joint Evaluation Team

1-2-1. Japanese Side

Mr. Akira NAKAMURA	Team Leader
Dr. Yoko FUJIKAKE	Empowerment Evaluation
Mr. Toshiya WAKABAYASHI	Cooperation Planning
Dr. Takeshi SEKIYA	Evaluation Analysis

1-2-2. Honduran Side

Ms. Olga Lydia Díaz de Salandia	Executive Director, Family Allowance Program
Ms. Mirtha Carolina Maradiaga	Coordinator of Sub Program, Integral Development of Women (Di-Mujer)
Mr. Hugo Rodríguez Milla	Director in Nor-western Region National Vocational Training Institute

1-3. Schedule of the Japanese Evaluation Team

From: July 27th, 2006 To: August 11th, 2006

Date		Schedule
Jul. 27	Thu	Arrival at Tegucigalpa, Meeting at JICA Office (Dr. Sekiya)
Jul. 28	Fri	Transfer to Santa Rosa de Copán
Jul. 29	Sat	Meeting with the Project Experts and Preparation of Document
Jul. 30	Sun	Meeting with the Project Experts and Preparation of Document
Jul. 31	Mon	Meeting with the Project Experts and Preparation of Document
Aug. 1	Tue	Meeting with the Project Experts and Preparation of Document
Aug. 2	Wed	Arrival at San Pedro Sula, Transfer to Lempira (Dr. Fujikake, Mr. Wakabayashi and Ms. Matsubara) Visit Buenos Aires, Chimis and San Manuel Colohete, Lempira Inner meeting at Copán Ruinas
Aug. 3	Thu	Visit Tontolo, Cruz Alta, San Manuel Colohete and Olominas La Campa, Lempira Meeting on the Plan of the World Visión (Dr. Sekiya)
Aug. 4	Fri	Transfer to Copán Ruinas Visit Agua Caliente Arrival at San Pedro Sula, Transfer to Copán Ruinas (Mr. Nakamura)
Aug. 5	Sat	Visit La Pintada, Copán Inner meeting at Copán Ruinas
Aug. 6	Sun	Visit El Jaral and Planes de le Brea, Copán, Transfer to Tegucigalpa
Aug. 7	Mon	Courtesy Visit to Embassy of Japan and SETCO, Discussion at Tegucigalpa
Aug. 8	Tue	Discussion at Tegucigalpa

Aug. 9	Wed	Discussion at Tegucigalpa
Aug. 10	Thu	Minutes of Meeting
Aug. 11	Fri	Leave Tegucigalpa for Tokyo

1-4. List of Personnel Interviewed

(1) SETCO

Lic. Guadalupe Hung Pacheco

Vice minister

(2) PRAF

Ms. Karen Yamileth Ramírez Rosales

Assistant of Coordinator, Di-Mujer

Ms. Iveth Tábora Claros

Regional Coordinator

(3) INFOP

Mr. Hugo Ricardo Rodríguez

Director in North-western Region

Ms. Dina Patricia Cruz

Chief, Section of support to agricultural products

(4) Women Groups

[Copán]

Name of Micro enterprise	Place
Panadería Porvenir	Copán Ruinas, Carrizalón
Alfarería Maya Chortí en Acción	Copán Ruinas, Carrizalón
Jardín de Mujeres Tejiendo Maya Chortí	Copán Ruinas, La Pintada
Grupo de Mujeres Artesanos Abriendo Brecha	Copán Ruinas, La Pintada
Mujeres Trabajando por un Futuro Mejor	Copán Ruinas, Agua Caliente
GRUTECA Emanuel	Copán Ruinas, Agua Caliente
Ebenezer	Copán Ruinas, Agua Caliente
Alfarería El Rubí	Santa Rita, Brea
Fé y Esperanza	Santa Rita, El Jaral

[Lempira]

Name of Micro enterprise	Place
TEJPA	La Campa, Tontolo
Nueva Visión	La Campa, Cruz Alta
Bendición de Dios	La Campa, Nueva Esperanza
Superación Femenina	San Manuel Colohete, Casco
El Manantial	San Manuel Colohete, Casco
Pro-desarrollo Chimis Mataras Centro	San Manuel Colohete, Chimis
Mujeres Hacia Un Nuevo Progreso	San Manuel Colohete, El Ciprés

(5) Promoters

Ms. Larissa Jeaneth Castellon

Ms. Carmen Madrid

Mr. Frabell Martin Vasquez

(6) Mayor of City of La Campa

Mr. Nery Orland Reyes Hernandez

(7) Others (Participants of the Meeting with World Visión)

Name of Participants	Title
Mr. Héctor Manuel Táborá	Manager of Protection
Moisés A. Valverth	Facilitator of Commercialization
José Orland Arita	Manager of P/Canals of Esperanza
Dr. Rene Madrid	Regional Advisor
Mr. Héctor Diaz M.	Coordinator of Rosario
Mr. Alex Edgardo Madrid	Facilitator of Commercialization
Ms. Alma Stela Pérez	Coordinator of Commercialization
Mr. José Enrique Espinoza	Manager of Complementary Project
Mr. Oscar Guillermo Calderón	Manager of Gracias
Mr. Osman Caceres Diaz	Manager of Ocatepeque
Mr. Roger Henriquez L.	Manager of Copán

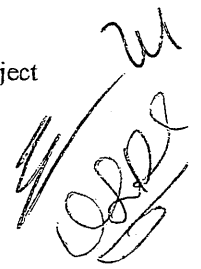
1-5. Methodology of Evaluation

The evaluation study was conducted based on the Project Cycle Management (PCM) method, and the Project was evaluated by the Evaluation Team (the Team, see 1-2 for the list of member for the Evaluation Team.)

- The Team examined the Project Design Matrix for Evaluation (PDMe). A PDMe is a summary table of overall description of the Project (See ANNEX 1 for PDMe).
- The Team confirmed the achievements of the Project in terms of overall goal, project purpose, outputs and activities stated in the PDMe.
- The Team conducted evaluation on the five criteria, namely Relevance, Effectiveness, Efficiency, Impact and Sustainability, the content of which is stated below;
 - 1) Relevance: Relevance is to question whether the project purpose and overall goal are still in keeping with the priority needs and concerns at the time of evaluation.
 - 2) Effectiveness: Effectiveness concerns the extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by the projects
 - 3) Efficiency: Efficiency is a productivity of the implementation process: how efficiently the various inputs are converted into outputs.
 - 4) Impact: Impact is intended and unintended, direct and indirect, positive and negative changes as a result of the Project.
 - 5) Sustainability: Sustainability of the development project is to question whether the Project benefits are likely to continue after the external aid has come to an end.



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The following references were used in order to evaluate the Project:

- 1) Record of Discussions (R/D) signed on 23rd, October, 2003
- 2) Series of Minutes of Discussion held during the Project term
- 3) Reports made by the Project
- 4) Interviews with Honduran counterparts, Japanese experts, and ex-trainees in training courses conducted by the Project
- 5) Questionnaire surveys to Honduran counterparts, Japanese experts, and other collaborated organizations
- 6) Interview with women's groups.
- 7) Project Design Matrix (PDMe) and Plan of Operation (PO)

2. BACKGROUND AND OUTLINE OF THE PROJECT

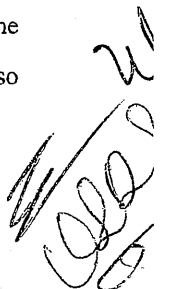
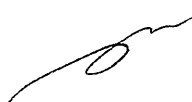
2-1. Background of the Project

Honduras is one of the poorest countries in Latin America and Caribbean countries. 49% of Honduran population is labeled as the extreme poverty (Average income is under one US dollar per day).

Honduran government, which has strived for poverty alleviation as the national agenda, formulated Poverty Reduction Strategy Paper (PRSP) in October 2001 as the national strategy. Given that the majority of the impoverished class consists of women, children and the unemployed, the Honduran government has established "strengthening social protection for specific groups" (support for the socially vulnerable) as a matter of importance in PRSP.

As the consequence of the monoculture economy in Honduras, which mainly consists of primary industries, employment opportunity is limited especially in rural areas in Honduras. As a means of reducing poverty based on PRSP, the Honduran government has placed emphasis on the promotion of micro enterprises, which are effective in increasing income over the medium and long term. In this connection, the Honduran government made a request to the Japanese government for cooperation to support micro enterprises by vulnerable women.

In response to the request, Japanese government decided to extend the technical cooperation for the Project, and JICA sent study teams to Honduras and held repeated discussions with concerned agencies on the Honduran side. As a result, it was agreed that with the objective of improving the daily lives of the socially vulnerable, the Family Allowance Program (PRAF), which is an institution directly under the jurisdiction of the Ministry of the Presidency, would serve as the counterpart institution of the Project, and that the National Vocational Training Institute (INFOP), which has many years of experience in the vocational training field, would be the cooperating institution charged with dispatching instructors and so forth.



2-2. Summary of the Project

The purpose of the Project was that the women beneficiaries can float and manage their micro enterprises using local resources in the Project sites. At the same time, while aiming to bring benefits directly to vulnerable class, the Project has addressed capacity development for the counterpart institution through the series of processes of the Project and has made efforts to ensure that the Honduran side can continue efforts to reduce poverty following the end of the Project activities. Besides, recognizing that the improvement of economic factors (such as improved income, etc.) itself alone does not lead to effective poverty reduction, the Project has taken an approach that put importance on conscious-raising of the target group, namely, empowerment of the vulnerable women.

As activities on initial stage of the Project, various studies such as community analysis studies and marketing studies have been implemented. As the next tasks of the Project, various forms of lecture and training, support services for business start-ups have been conducted and implemented.

Major events related to the Project are chronologically summarized as follow;

Jan-Feb 2000:	Visit of the Japanese project formulation study team
Aug 2001:	Visit of the Japanese short-term survey Team 1
Feb-Mar 2002:	Visit of the Japanese short-term survey Team 2
Feb-Mar 2003:	Visit of the Japanese preparatory study Team 1
May 2003:	Visit of the Japanese preparatory study Team 2
Sep 2005:	Visit of the Japanese project consultation team

The Project has been implemented according to the Project Design Matrix and the original Plan of Operation (PO) attached to R/D signed in October 2003 and the revised PDM attached to M/M signed in September 2005.

3. ACHIEVEMENT OF THE PROJECT

3-1. Inputs

3-1-1 Inputs from the Japanese side are as follows:

(i) Long-term experts

4 persons (ANNEX 2-1)

(ii) Short-term experts

7 persons (ANNEX 2-1)

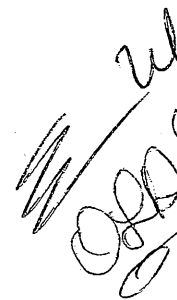
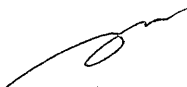
(iii) Counterpart Training

a) 1 person in Japan

b) 2 persons in Third Country (Chile)

c) 44 persons in Inner-Country (Honduras)

(ANNEX 2-2)



(iv) Provision of Equipment

The equipment provided by JICA is equivalent to 1,177,181.36 Lps. (7,074,859.97 Yen) in total from 2003 to 2006. (ANNEX 2-3)

(v) Operation Expenses

7,645,519.96 Lps. (45,949,574.96 Yen) from 2003 to 2006 (ANNEX 2-4)

3-1-2 Inputs from the Honduran side are as follows:

(i) Counterpart Personnel for the Project

9 persons (ANNEX 2-5)

(ii) Necessary budget for the operation of the Project

2,739,300 Lps. from 2003 to 2006. (ANNEX 2-6)

(iii) Other Facilities

Refer to ANNEX 2-7.

3-2 Achievements of Project Outputs and Activities

By September, 2005, 12 communities were selected for the Project in the Copán Department and the Lempira Department, and 17 women's groups had been formed. Although the counterpart persons (PRAF) changed after the change in political power in February, 2006, plans for micro enterprise activities were made according to the situation of each group. The planned activities of the Project have for the most part been achieved, although the procedure has been delayed somewhat. One women's group disbanded. 16 groups in total are continuing up to the present time (in the Copán Department: 9 groups, in the Lempira Department: 7 groups). There are currently 148 participating group members, from 15 years old to 70 years old, with the mean age approximately 34 years of age (see ANNEX 5).

Since the beginning of the Project, 34 social trainings, 103 technical trainings (working skills), and 29 micro enterprise floatation trainings, in total 177 trainings in 719 days, have been carried out according to the needs of each group. Given the need to carry out such a considerable number of trainings in a little over two years from the commencement of the Project, it is clear that successfully floating a 'poverty layer' micro enterprise is by no means a straight forward or easily achieved undertaking. As themes of the trainings varied so widely, many training sessions were given by lecturers of INFOP, NGOs, and other cooperative organizations and related industry entrepreneurs. Although the effects of some trainings did not reach expectations, because of differences between training levels and participants' abilities and /or their level of progress, the Project team made great efforts to provide more appropriate training materials, and in the end participants were satisfied with the result. The trainings contributed greatly to the successful floating of micro enterprises and their management. In combination with follow-up practice of what had been learned, the trainings achieved good results (see ANNEX 6).

With regards to the floatation and management of micro enterprises, some groups have been in operation still less than 1 year since the floatation of their business. Also some groups have needed further support in how to sustain their enterprise. However all groups have reached the stage of production and sales, and none of them are in the red in their accounts. As to the kinds of businesses floated, there are 13 kinds of businesses, such as bakery, pottery and flour milling. Some initially floated businesses were not successful, and changes of the type of enterprise undertaken were made when sales were unsatisfactory.



This often helped to renew flagging motivation as well (see ANNEX 7).

On the other hand, in order to secure sustainability of business growth, the capabilities of the counterparts working on the Project, including all the organizations and persons concerned in supporting micro enterprises, have been strengthened through trainings in Japan, trainings in the third country and local trainings. Furthermore, presentations and seminars on how to float a poverty layer enterprise, the lessons, and results of the Project, are planned to be carried out before the Project end. At the present time the whole process of organizing groups and managing the training of local women (self-development, motivation-building, floatation, and management) has been written up to provide a guideline for similar undertakings and future projects. Progress on this guideline is currently about 70% completion at the time of writing. Moreover the lessons learnt are being accumulated in a "Case Collection", which records trials in solving the various problems encountered, from technical subjects to the management of micro enterprise groups.

Project Purpose

At the time of the terminal evaluation, practically a little more than two years after the Project start, 9 groups in the Copán Department and 7 in the Lempira Department have been organized and are in action, although the progress of the groups in the Lempira Department has been liable to being delayed in comparison with the Copán Department groups.

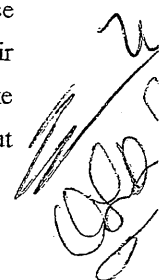
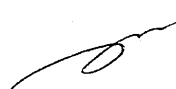
In floatation and management of their micro enterprise some groups needed further support with continuous management. However, all groups have reached the stage of production and sales, and all of them are running positive balances in their accounts. All groups have achieved a net profit margin, except for three groups involved in apiculture, goat breeding, and porcelain manufacture respectively, which are incalculable per month due to their longer term business calendar, related to harvest time and the like. With regards to accounts surpluses, seven groups started saving their profits for depreciation. Up to now, two of them invested the saving to the workshop, and the rest still keep on saving.

From the above mentioned, before 3 months to the end it is fully expected that the Project's initial purpose of ensuring that "The women beneficiaries can float and manage their micro enterprises using local resources in the Project sites" will be achieved (see ANNEX 8).

Overall Goal

The result of analysis of the empowerment survey was to show an increase of points in all of the 12 indicators set as indexes for all 12 of the surveyed groups. From these results, it would appear that empowerment is being realized. All the women's groups have made effort to improve their floatation by getting support from third parties, such as through negotiations with the mayor. This would indicate empowerment is occurring at the *mezzo* level.

Looking into the data per person, all of the 76 women appear to have acquired empowerment. Through their participation in the Project's training, many of them have not only fulfilled practical gender needs, such as the ability to generate income independently and subsequently become able to purchase food and medicine for themselves and their families, but they have also recognized and fulfilled their strategic gender needs, coming to reject domestic violence, and implementing family planning to make considered decisions for their family long term. Through involvement in the Project there has come about a high level of change in gender relations (see ANNEX 9).



PRAF, which is a main counterpart institute, has not yet expanded the results of the Project at present. However it has already finished the elaboration of the phase 2 plan. And seminars sharing the experience obtained in the Project has been requested to JICA for the supervisors of PRAF in Tegucigalpa. Moreover, World Vision is planning to extend guava cultivation to the Ocotepeque Department. Six NGOs are offering continued support of the present sites. Secretariat of Agriculture and Dairy (SAG) has also requested to the know-how of the Project would be shared for their own micro enterprise floatation program in five years.

Therefore, the overall goal of the Project seems likely to be achieved, as the micro enterprises continue to grow and expand, bringing positive changes to people's conscious and behaviors.

4. EVALUATION

Hereafter, the summary of evaluation results, based on the 5 evaluation criteria, is recorded.

4-1. Relevance

"Empowerment and support of working women" and "The support of woman's micro enterprise floatation" were published in the paragraph of "Gender equity and equality" in "Strengthening social protection for specific group", one of the main subjects of the PRSP that is a concrete National Development Policy of the Republic of Honduras. The Project has a strong relation to this policy.

Moreover, this project has been appointed under the assistance of the important JICA program of "Farm village community development" in Honduras. As it aims at the reduction of poverty in various western Departments which have the poorest cities, towns, and villages in Honduras, seeking to support concerns that improve resident's livelihood as a means for poverty reduction, the correspondence with this project is high.


In addition, it is thought that the process in the selection of the target group where the object is gradually narrowed down was logical enough, even though there was a dilemma about which level of the poverty should be treated to make the floatation successful.

Also, preferable cooperative relationships with other organizations concerned in almost all sites were able to be developed; construction of workshops of the Project sites by the Institute of Tourism and from local municipal support, application of human resources by INFOP, NGO and other groups for trainers at the seminars, etc.

4-2. Effectiveness

The major factors preventing the successful activity of micro enterprises were as follows;

- Outflow of the trained human resources due to deterioration of interpersonal relationships among participating group members
- Inefficiency of Input caused by the repetition of same activities
- Inconvenient access to the market, traffic, etc.
- The difficulty of the aims of the Project as "Floatation of Micro enterprise for vulnerable women"



Under the above mentioned situations, the groups have been organized by the Project in Copán (9 groups) and Lempira (7 groups) at the time of terminal evaluation, and have taken trainings and realized the flotation and management of micro enterprises.

The Project has achieved almost all the outputs and is making a guideline of concrete know-how for the expansion of the Project to others areas. This guideline has been 70% completed at the present time. Before the Project ends, a presentation to the public on the outcome of the Project will be given, and the practical knowledge gained in the Project will be passed to organizations concerned through the training.

4-3. Efficiency

Although it was thought that the specialty and zeal of the experts and the timing of the dispatch were appropriate in general, experts' excessive business burdens and the shortage of operation budget were seen as problematic, as was the mission of completing the experimental project within just three years.

The kind and the amount of the supply of equipments are suppressed to necessary minimum. It is roughly excellent though there are some points to have to improve the maintenance situation of some equipment.

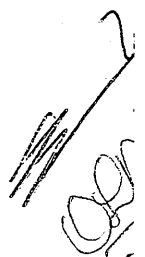
Neither the Honduran promoter's assignment nor the coordinator's went according to schedule. Moreover, many of the counterparts, who had taken trainings in Japan and in the third country, changed along with the change of the political power.

The total number of trainings has piled up to a huge volume of 177 sessions in 719 days. The reasons for such a huge volume of trainings being required are as follows;

- because of the inappropriate timing of training for the level of participants, the hoped for effects were not achieved and the trainings need to be repeated,
- the disparity between participants' ability to master the knowledge provided and the level of technique required at market level was large,
- there were changes in the kinds of enterprise floated,
- there were changes in group members.

The project has a very strong experimental character, and the limited numerical value for all inputs is incontrovertible. However, it is worth pointing out that the criteria for judging this Project should not be only from the point of view of pursuing efficiency, given the challenging nature of the purpose of this Project; business floatation by vulnerable women, organizing socially weak individuals who are not necessarily willing or eager at the outset to start a business, and who mostly have poor educational backgrounds.

It is dared to assume that there will be a very large number of indirect beneficiaries of the Project, through the dissemination of lessons and the practical know-how learned at the grassroots level extracted from the experience of this Project (achievement of overall goal). Currently, before the end of this Project, several organizations have expressed their willingness to pick up the knowledge learned in this Project on



how to operate activities. Taking into account these movements, the imbalance between the limited number of beneficiaries and the value of all inputs will be improved in the future.

4-4. Impact

At the current evaluation stage, the activities of the Project have come to be well-known among relevant organizations that support women, rural development and micro enterprises floatation. Such organizations have shown interest in this Project. SAG conducted field observations and paid close attention to the system and modality of this Project. La Comisión de Acción Social Menonita (CASM), International Plan and World Vision have visited project sites with the purpose of seeking to follow-up the end of this Project by transplant the successful case to other Departments.

Other impacts not only in micro level but also in *mezzo* have been as follows;

- Some groups have received support from men in the community with cultivation and workshop construction.
- There were some cases where some members left groups because of personal conflicts among group members in the process of activities. In two cases, the leavers started business by themselves utilizing the knowledge and experience they had acquired in the process of training and activities of the Project.
- Some groups utilizing their profits not only to their own life improvement but also to contribute to the local community; giving donations to the church and to schools.
- The women present applications to local community governments, that concludes positively in some cases.
- There have been some cases of improvement in access to markets as a result of the Project. In the case of La Pintada, the local municipality repaired road. For the case of Buenos Aires, the local community did it themselves voluntarily.

4-5. Sustainability

At present, there is no notable change assumed to be an influence on the sustainability of the project in the government politics and system. However, as seen in the change of counterparts along with the change of political power in February, 2006, the influence of the change of the politics power on the organization and finance will keep on existing (empowerment of the institute and staff's assignment, management ability, and ownerships), because PRAF is an institute of the Executive Office of the President.

Furthermore, to establish the mechanism and to spread out the techniques obtained by the Project, it is required that counterparts are assigned continuously to give technical guidance, because it is not easy to transmit and develop techniques successfully only through group participants. In this meaning, it is evaluated as a good effort that PRAF has additionally assigned the regional coordinators, supervisors and

an assistant coordinator of Di-Mujer, PRAF original program, to the Project Technical Unit (UTP) to assure continuity of the Project. Just in terms of pursuing more stable sustainability, other modalities such as cooperation and networking with other institutions and grass-roots community organizations should be considered. In this context, great interest and motivation to learn of the experience of this Project by relevant organizations should be positively accepted.

5. CONCLUSION AND RECOMMENDATIONS

5-1. Conclusion of the Evaluation

Based upon the above evaluation results, the Honduran and the Japanese evaluation team acknowledge that the project has for the most part been successfully implemented, and the Project has achieved the Project Purpose "The women beneficiaries can float and manage their micro enterprises using local resources in the Project sites".

This Project is opening the way to form the model of micro enterprises that contributes to empowerment of the people and the society from the micro level to the macro, and at the same time the experiences and knowledge obtained through the activities will be expanded.

5-2. Recommendations

For the further development of activities by the groups, the Japanese and Honduran teams mutually agreed that the matters described hereinafter need to be carried out.

(1) Topics to execute on completion of the Project:

(i) Follow-up for the groups

It is necessary for the below nine groups to be followed up to help them achieve the level of successful management of their micro enterprise by the end of the Project. Following plans will be implemented in the Project for these groups on the points below to strengthen their business development, according to progress of each group.

No.	Name of group	Type of Enterprise	Site	Points to be strengthened
1.	Panadería El Porvenir	Bakery	Carrizaron	Smooth implementation on board of directors
2.	Jardín de Mujeres Tejiendo Maya Chortí	Textile	Pintada	Smooth implementation on board of directors, Quality of products, Variety of products, Advertisement item, Consignation, Direct management shop
3.	GRUTECA Emanuel	Dyeing	Agua Caliente	Capacity of production (Quantity)
4.	Ebenezer	Bakery	Agua Caliente	Human relations, Smooth implementation on board of

				directors, Capacity of production (Quantity)
5.	Mujeres Trabajando Por Un Futuro Mejor	Milling	Agua Caliente	Human relations, Smooth implementation on board of directors
6.	TEJPA	Paper manufacturing	Tontolo	Capacity of production (Quantity), Consignation, Direct management shop
7.	Nueva Visión	Bakery	Cruz Alta	Capacity of production (Quantity)
8.	Mujeres Hacia Un Nuevo Progreso	Apiculture Bakery	Buenos Aires	Accounting
9.	Pro-Desarrollo Chimis Mataras Centro	Goat breeding	Chimis	Smooth implementation on board of directors, Accounting,

(ii) Elaboration of Guideline and Publication of the Results of the Project

Various organizations are interested in the progress of the Project and have requested information on case studies and experiences of the Project be passed on for them to utilize. Therefore it is recommended that the Project team completes the Guideline of collected knowledge from the Project and publish it in order to spread the experiences of the Project.

(2) Topics to be Executed after the Completion of the Project

A technical commission for follow-up will be formed by the organizations concerned. The technical commission will cooperate with local government municipalities and NGOs that work on the Project sites, and will monitoring activities. Based on the results of the monitoring, support plans for the groups will be made and implemented.

(3) Application and utilization of the results obtained by the Project

The analysis of indicators of empowerment (Fujikake model 1999) made clear the direction to take for the follow-up of the Project. It is important to plan the content of the follow-up based on the obtained data.

It will be beneficial to utilize the experiences of the Project in the programs to assist the most vulnerable including the rural women.

5-3. Lessons Learnt

(1) Clarification of the Overall Goal and Definition of Elaborate External Conditions

The Project is a part of the Poverty Eradication Program of JICA. However, the Project does not necessarily relate clearly the Project Purpose to the Overall Goal, as it was not clear at the commencement of the Project as to how the process of establishing a micro enterprise in a poor area can contribute to the improvement of vulnerable women's lives.

Therefore, at the rudimentary beginning of the Project, it took much time to determine the

target group and the plan of activities, and the Project was in progress even though it had not had same vision among the Project members at the plans for auto-sustainability at the end of the Project. At the planning stage for similar projects, it is necessary to define the Project Purpose after setting the Overall Goal clearly. And it is vital to define clearly the external condition needed to form a consensus among the project members as to what condition are necessary in the process to achieve the Overall Goal.

(2) Action Plan of the Groups based on the Characteristics of the Area

The Project was executed in two different Department which have different geographical and demographical characteristics: In Copán Department the access to market is relatively easy compared with neighboring areas as there are many tourists of the "Copán Ruinas". On the other hand, in the Lempira Department the access to market is hard, as Lempira is one of the poorest departments in Honduras. Therefore, it took time to decide on plans of activities and on how to implement activities flexibly. Much time was spent traveling to and from the Project sites, as the Project sites are in two different departments and the road conditions are bad. These situations tasked the expert's activities and time, however the results of the Project have been achieved through the efforts of the women and all Project members.

It is necessary to survey and make plans which consider the characteristics of the department and which take into account carefully the exact purpose of the Project "Income improvement in the place where establishing micro enterprise is easy" or "Micro enterprise in the poor area".

(3) Support Plan Based on the Situation of Groups

On the management of micro enterprises, it is necessary to acquire knowledge and business techniques; marketing analysis, accounting, management of product, etc. The outputs of groups were quite different according to the level of education in each group. Actually, some groups whose members have a higher level of education than other groups have executed activities more efficiently and made a better net profit. On the other hand, other groups, whose members do not have higher level of education, have taken time to acquire basic techniques and achieve outputs. Therefore, it is critical that flexibility at the planning stage be included in the Project to consider variation among situations and abilities of the groups involved.

(4) Accumulation of the Experiences in Project Sites by Counterparts

In the side of PRAF, the experiences of the Project have not been accumulated so well. Therefore, it is necessary to increase the number of counterparts who work in the project sites.

(5) Visualization of the internal and external change of the groups based on the Empowerment indicator

The Empowerment indicator is used to express in number the abstract concept "Empowerment" in the Project. The Empowerment indicator can visualize how the activities of micro enterprise have affected the internal and external change. It is an approach worthy of special mention and will be useful to other projects concerned with empowerment. However it is necessary to modify the method



of collecting qualitative data, as the method used engaged a lot of time.

(6) Importance of Social Training on the Support of Women's Micro enterprises

It is necessary to implement Social Training besides technical and business training in the support of micro enterprises. Social training leads women to organize for the first time and controls activities to obtain multiple viewpoints, reinforcing groups.

ANNEX 1 PROJECT DESIGN MATRIX for EVALUATION

Elaborated: 08/08/2006
 Project title: The Project for the Promotion of Self Management Enterprises of Women in Rural Area
 Project Period: November 2003 to October 2006
 Project Site: Within the Departments of Copán, Lempira
 Target Group: Vulnerable Women of Project Site

Narrative Summary

	indicator	verification	Important Assumption
<p>Overall Goal</p> <ol style="list-style-type: none"> Empowerment of people in the targeted society is realized. An approach of the same kind with the Project is implemented in other areas. 	<ul style="list-style-type: none"> -Constant profit is obtained by each group. -Positive changes in conscious and behaviour of the people in the targeted society appear. -Positive changes appear in the targeted society. -Number of Micro Enterprises that use the Project Guideline and manual 	<ul style="list-style-type: none"> -Report by Organizations Concerned -Evaluation of Empowerment Indicator 	<ul style="list-style-type: none"> -To maintain the market access -Well-established customers and continuous demand of products -To keep supports to the groups by organizations concerned -The economic condition in the area is not slip -To continue supports to groups by community -There is no resistance influence in a community that interferes the activities to cancel social disadvantage for women by the women's group.) -To exist groups that wish the floalation of micro enterprise in other area -To exist counterparts to distribute the model of the Project in other area -To exist revenue of organizations concerned for distribution of the model of the Project in other area -To establish the organization system for distribution of the model of the Project in other area
<p>Project Purpose</p> <p>The women beneficiaries can float and manage their micro enterprises using local resources in the Project sites.</p>	<ul style="list-style-type: none"> -Income for keeping the each groups' activities is obtained. -Positive changes in conscious and behaviour of the women beneficiaries of the groups appear. 	<ul style="list-style-type: none"> -Project Reports -Interview of the Group Members -Report of the Management of Micro Enterprises 	<ul style="list-style-type: none"> -The organizations concerned of Honduras assign staffs appropriately -The family of the group members continuously supports the activities of the groups -The system of the groups is maintained and/or expanded -Activities of the women's groups are continued auto-developmentally -An understanding about the worth of the activities of the women's groups spreads in a community -To continue supports to the groups by community -To keep the policy of organizations concerned -To exist staffs of organizations concerned for supports of the groups activities -To exist the system in organizations concerned for supports of the groups activities -To exist budget in organizations concerned for supports of the groups activities -To execute the training course continuously for managing micro enterprises by organizations concerned -The measure of spread of the results of the Project to other areas is started by the organizations concerned -The subject for spread is grasped by the organizations concerned -The guideline and manual are updated and maintained

<p>Outputs</p> <p>0. The sites of project have been selected on the basis of being identified local conditions.</p> <p>1. Groups of women have been organized with the vision to form a micro enterprise, and the action plans have been elaborated.</p> <p>2. The beneficiaries have acquired the knowledge and techniques for the sustainable management of micro enterprise.</p> <p>3. Necessary machineries are ready to start micro enterprise.</p> <p>4. The beneficiaries start the floatation and management their micro enterprises.</p> <p>5. The capabilities of the counterparts including the related organizations and talented people which support micro enterprises have been strengthened through the trainings.</p> <p>6. The experiences and the processes of the Project have been compiled with the purpose of being implemented in future projects.</p>	<p>-Elaboration of the Document of the Project by May, 2004</p> <p>-List of Numbers and Characters of the Groups</p> <p>-Plans of Activities of Micro Enterprise with Objectives and Challenge</p> <p>-Number, Contents, Participants, Level of Satisfaction of Trainings</p> <p>-Improvement of Capacity of Participants of Trainings on the Management of Micro Enterprise, Based on the Results of the Evaluation of Trainings</p> <p>-Number of Micro Enterprises which have used Machinery or Credit Provided by PRAF up until 2006</p> <p>-17 self management micro enterprises utilizing local resources are established and consulted.</p> <p>-Number of persons who have taken trainings</p> <p>-The quality of undertakings by promoters and trainers have reached the required level.</p> <p>-Documents and reports are completed by the end of the Project</p>	<p>-Semester Report</p> <p>-Reports of the projects executed by other organizations</p> <p>-Case study reports</p> <p>-Project Document</p> <p>-Periodical Project Reports</p> <p>-Plans of Micro Enterprise Floatation</p> <p>-Interview on the Life Condition and Consciousness of Beneficiaries</p> <p>-Training Evaluation Report</p> <p>-Questionnaire on Training of Beneficiaries</p> <p>-Periodical Project Report</p> <p>-Evaluation of the Groups</p> <p>-Financial Evaluation Report by PRAF</p> <p>-Project Report</p> <p>-Progress Report of Micro Enterprises</p> <p>-Periodical Project Report</p> <p>-Training Evaluation Report</p> <p>-Project Report</p> <p>-Training Evaluation Report</p> <p>-Results of Monitoring and Evaluation of Activities of Promoters</p> <p>-Guideline and Manual</p> <p>-Case Study Reports</p> <p>-Results of Analysis in Terminal Evaluation</p> <p>-Result of Field Studies</p>	<p>-Budget of the Project is provided constantly every year.</p> <p>-PRAF promotes decentralization to strengthen local offices</p>
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ACTIVITIES	JAPANESE SIDE	HONDURAN SIDE	PRE-CONDITION
<p>0. To identify the projects for the support of micro enterprise executed by the PRAF.</p> <p>0.1 To identify the projects for the support of micro enterprise executed by the PRAF.</p> <p>0.2 To conduct surveys of community analysis in candidate Project sites.</p> <p>0.3 To conduct surveys of market in the departments where the Project will be executed.</p> <p>0.4 To identify activities of organizations that work in the zone of the Project and consider the possibility of cooperation</p> <p>1. To conduct enlightenment activities and provide the necessary information for the formation and reinforcement of groups for the women beneficiaries</p> <p>1.1. To conduct enlightenment activities and provide the necessary information for the formation and reinforcement of groups for the women beneficiaries</p> <p>1-2. To conduct Workshop for the identification of productive activities</p> <p>1.3. To conduct Workshop so that the beneficiaries can make plan of micro enterprise</p> <p>2. To design the plans of training based on the specific needs of each group</p> <p>2-1. To design the plans of training based on the specific needs of each group</p> <p>2-2. To conduct training and advise on the implementation of micro enterprises</p> <p>2-3. To conduct technical and vocational training on the implementation of micro enterprises</p> <p>2-4. To conduct training and advise on the management of micro enterprises (Administration, Proceedings, Distribution route, etc.)</p> <p>2-5. To conduct Workshop so that the groups can make their development plan of micro enterprise</p> <p>2-6. To conduct advise for micro enterprises</p> <p>3. To provide machineries to the groups</p> <p>3-1. To provide machineries to the groups</p> <p>3-2. To conduct instruction and advise on using machineries</p> <p>4. To assist for production and sale</p> <p>4-1. To assist for production and sale</p> <p>4-2. To identify the threats that affect the formation of micro enterprise and to propose the solution alternatives</p> <p>4-3. To apply empowerment indicator according to the character of each site</p> <p>5. To conduct training for the counterparts including the related organizations and talented people which support micro enterprises on the formation and reinforcement of women groups</p> <p>5-1. To conduct training for the counterparts including the related organizations and talented people which support micro enterprises on the formation and reinforcement of women groups</p> <p>5-2. To conduct training for the counterparts including the related organizations and talented people which support micro enterprises on the technical advice to the groups</p> <p>5-3. To conduct training for the counterparts including the related organizations and talented people which support micro enterprises on the management of micro enterprises to advise the groups</p> <p>6. To evaluate activities in project sites</p> <p>6-1. To evaluate activities in project sites</p> <p>6-2. To monitor and follow-up activities of project sites</p> <p>6-3. To compile the reports on project output</p> <p>6-4. To conduct case studies on the project</p> <p>6-5. To complete guideline document</p>	<p><Dispatch of Experts></p> <ul style="list-style-type: none"> • Long-term Experts 1. Chief Adviser 2. Expert of Training Planning 3. Expert of Participatory Development/ Gender Coordinator <p>• Short-term Experts Dispatched if required</p> <p><Training in Japan or the Third Country> A few personnel annually</p> <p><Procurement of Equipments> Equipments for Technical Training Equipments necessary for Activities of Japanese Experts</p>	<p><Placement of Personnel></p> <p>PRAF</p> <ul style="list-style-type: none"> • Project Director • Project Manager • Finance Service Officer • Non-finance Service Officer • Coordinators in the Project Sites • Promoters in the Project Sites • Driver • Secretary <p>INFOP</p> <ul style="list-style-type: none"> • Sub-director in the North-west Region <p><Building and Facilities> <Office Furniture and Supplies> <Budget Allocation> <Fund for Micro Enterprise></p>	<p>PRE-CONDITION Financing sources are secured.</p>

*In revising PDMs, in addition to the mutually agreed correction, minimal corrections of words and expressions are made from PDM without changing the meaning.

ANNEX 2 PERFORMANCE OF INPUT

[Japanese Side]

2-1 List of Japanese Experts

(i) Long Term Experts

Name	Field	Duration
Yuko Ishibashi	Participatory Development/Gender/Coordinator	2003/09/03~2004/12/19
Itsuro Kuzasa	Chief Advisor	2003/11/03~2006/10/31
Hisao Odagiri	Training Planning	2003/11/03~2006/10/31
Shihoko Kuroda	Participatory Development/Gender/Coordinator	2005/07/11~2006/10/31

(ii) Short Term Experts

Name	Field	Duration
Yoko Fujikake	Setting and Management of Gender Empowerment Index	2004/12/26~2005/01/08
Masahiko Honke	Marketing	2005/02/22~2005/03/19
Shihoko Kuroda	Participatory Development/Gender	2005/02/22~2005/05/18
Humihiro Tamura	Ceramics	2005/04/03~2005/05/09
Hiroko Yoshimi	Industrial Design	2006/01/08~2006/03/27
Humihiro Tamura	Ceramics	2006/02/01~2006/04/30
Yoshikazu Tosaki	Small and Medium Enterprise Management Consultation	2006/07/03~2006/09/03

2-2 Training of Counterparts

(i) In Japan

Name	Field	Duration
Waldina Lizeth Castro Oyuela	Leadership Seminar for Fostering Women Entrepreneurs	2005/02/08~2005/03/12

(ii) In Third Country (Chile)

Name	Field	Duration
René A. Murillo Torres	Leadership Seminar for Fostering Women Entrepreneurs (Training)	2005/02/08~2005/03/12
José Javier Ramírez Solgro	Leadership Seminar for Fostering Women Entrepreneurs (Credit)	2005/02/08~2005/03/12

(iii) Inner-Country (Honduras)

i) Monitoring on Empowerment Indicator

Participant	14 Facilitator: PRAF, Project
Contents	Survey, monitoring of Empower Indicator

ii) Gender issue

Participant	17 Counterparts: PRAF, Municipal
Contents	Definition of Gender

iii) Training of Facilitator

Participant	13 Facilitator: PRAF, Project
Contents	Execution method of Social Training

2-3 List of Machinery and Equipment

2-3a Equipment Cost

Fiscal Year	Amount (Lps.)	Amount (Yen)
2003	41,670.52	250,439.82
2004	1,012,843.59	6,087,189.98
2005	0.00	0.00
2006	122,667.25	737,230.17
Total	1,177,181.36	7,074,859.97

Reference (As of July, 2006) *Lps. 1 = ¥ 6.01

2-3b Major Equipment List

No.	Equipment	Model	Qty	Place	Condition
1	Vehicle	NISSAN Patrol SE SGL	1	• Project office	good
2	Vehicle	NISSAN Pickup	1	• Project office	good
3	Note-type PC	HP Compaq NX 9010	2	• Project office:2	good
4	Note-type PC	HP Compaq NX 9010	2	• Project office:1 • Lempira:1	good
5	Projector	EPSON Powerlite S1	1	• Project office	good
6	Copy machine	MINOLTA EP-2030	2	• Project office:1 • Di-Mujer:1	good
7	Motorcycle	HONDA XR 250	2	• Lempira:1 • Copán:1	good

2-4 Operation Expenditure for the Project

Fiscal Year	Amount (Lps.)	Amount (Yen)
2003	365,300.00	2,195,453.00
2004	2,374,000.00	14,267,740.00
2005	3,864,592.96	23,226,203.69
2006	1,041,627.55	6,260,181.58
Total	7,645,519.96	45,949,574.96

Reference (As of July, 2006) *Lps. 1 = ¥ 6.01

*The datum of fiscal year 2006 shows the expenditure up until 25th, July.

[Honduran Side]

2-5 List of Counterparts

Name	Position	Institution
Olga Lydia Díaz de Salandia	Executive Director, PRAF (Jan 2006~)	PRAF
Waldina Lizeth Castro Oyuela	Ex Coordinator, Di-Mujer (~ Jun 2006)	PRAF
Mirtha Carolina Maradiaga	Coordinator, Di-Mujer (May 2006~)	PRAF
René A. Murillo Torres	Ex Supervisor (Training) (~ Jun 2006)	PRAF
José Javier Ramirez	Ex Supervisor (Microfinance)	PRAF
Dora Iveth Tábora	Regional Coordinator, Project de PRAF-JICA	PRAF
Yessenia Carolina López, ,	Promoter, Project de PRAF-JICA	PRAF
Karen Yamileth Ramírez	Assistant of Coordinator, Di-Mujer	PRAF
Karla Patricia Funez	Supervisor, Project	PRAF
Nelson Jose Ramirez	Supervisor, Projects	PRAF
Rosa Amelia Osejo	Official training	PRAF
Jorge Adalid Perdomo	Promoter, Project	PRAF

2-6 Budget of Honduran Side

Fiscal Year	Amount (Lps.)	Amount (Yen)
2003	365,300.00	2,195,453.00
2004	2,374,000.00	14,267,740.00
2005	-	-
2006	-	-
Total	2,739,300.00	16,463,193.00

Reference (As of July, 2006) *Lps. 1 = ¥ 6.01

2-7 Other Facilities

The Honduran side has been providing other facilities, as follows.

No.	Equipment	Model	Qty	Place	Condition
1	Desk	-	10	• Project office	good
2	Furniture	-	1	• Project office	good

ANNEX 3 ORGANIZATION CHART

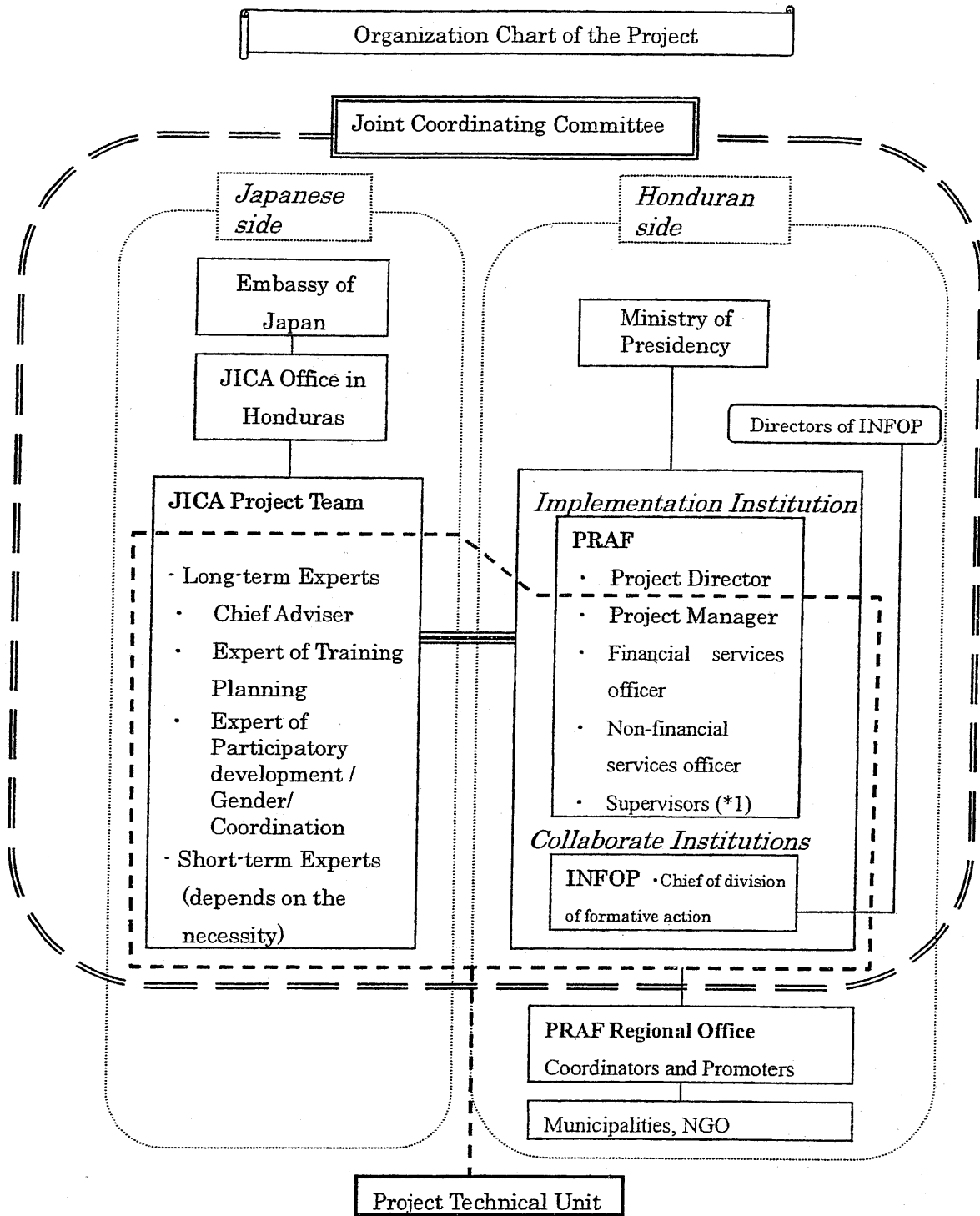


Figure: Organization chart of the Project

* 1 .Not JCC and PTU Members.

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ANNEX 4 Plan of Operation for the Project

No.0. Project sites have been selected and Project Document has been elaborated in base on the identified local conditions.

Achievement of activities	2003			2004			2005			2006															
	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
0.1. Know the projects of micro enterprise development supported by PRAF.
0.2. Implement investigations for community analysis investigations in the potential project sites.
0.3. Implement market studies in the department where the project is going to be executed.
0.4. Know the experiences of other organizations that works in the project area (Municipalities, Mancomunidades, NGO's, and donors) in order to see the possibility of future cooperation.

No.1. 1. Women's groups with the vision of developing a micro enterprise have been organized.

Achievement of activities	2003			2004			2005			2006															
	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1.1. Provide of the necessary information to identify the beneficiaries of the project and motivate the self development of women groups.
1.2. Conduct participatory workshops to identify the productive activities.
1.3. Conduct workshops with the beneficiaries in order to elaborate a plan of micro enterprise formation.

No.2. Women have been trained in the necessary skills and abilities for the establish

Achievement of activities	2003			2004			2005			2006															
	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Activities																									
2.1. Design a training program based on the specific needs of each group.																									
2.2. Provide social training and advice to the beneficiaries in order to start self-sustained micro enterprises.																									
2.3. Conduct technical and vocational training for the micro enterprises.																									
2.4 Provide training and advice for micro enterprise management (Administration, Legal Issues, Marketing).																									
2.5. Conduct participatory workshops to elaborate plans of micro enterprise development.																									
2.6. Implement a micro enterprise advisory service.																									

No.3. Micro enterprises have been strengthened by the access to PRAF's Credit and equipment facilitation Program.

Achievement of activities	2003			2004			2005			2006															
	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Activities																									
3.1. Train the beneficiaries in the use and management of the credit.																									
3.2. Facilitate financial resources and equipment to the micro enterprises.																									
3.3. Facilitate technical assistance and following up for the credit																									

No.4. Principal local factors that negatively interfere in micro enterprise development have been solved.

Achievement of activities	2003			2004			2005			2006															
	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Activities																									
4.1. Identify the threats that affect the micro enterprise establishment and present the possible alternatives to solve them.																									
4.2. Provide training and advice for the improvement of the living conditions																									

No.5. Counterpart Personnel have strengthened their skills to assist women's in micro enterprise development issues.

Achievement of activities	2003			2004			2005			2006														
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
5.1. Conduct training for counterpart personnel to form and strengthen the women groups.																								
5.2. Conduct the training for micro enterprise technical assistance for the counterpart personnel.																								
5.3. Conduct training courses for the counterpart personnel in order to provide the necessary advice to the beneficiaries in micro enterprise administration issues.																								

No.6. Project experiences and process have been compiled in order to be implemented in future projects.

Achievement of activities	2003			2004			2005			2006														
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
6.1. Evaluate the activities in each project site.																								
6.2. Monitor and follow up project activities.																								
6.3. Compile the performance reports of the project.																								
6.4. Study on the project experiences (failures and success)																								
6.5 Develop Gender Empowerment Indicators in accordance with the local condition.																								

ANNEX 5 LIST OF MICRO ENTERPRISES

Project site		Name of Groups	Activities	Members	Date of
R C u i p a n s C o p a n	1	Panadería Porvenir	Bakery	13	2005.02
	2	Alfarería Maya Chortí en Acción	Pottery	13	1997 (2005.12)
	3	Jardín de Mujeres Tejiendo Maya Chortí	Weaving	8	2005.04
	4	Grupo de Mujeres Artesanos Abriendo Brecha	Making dolls	23	2000 (2005.12)
	5	Mujeres Trabajando por un Futuro Mejor	Miller	7	2005.02
	6	GRUTECA Emanuel	Dying	7	2005.02
	7	Ebenezer	Bakery	6	2006.03.10
S R a i n t t a a	8	Alfarería El Rubí	Pottery	10	2004.09
	9	Fé y Esperanza	Silk screen	5	2005.01
	10	TEJPA	Organic paper	5	2005.01
C a L a m a p	11	Nueva Visión	Bakery	14	2005.01
	12	Bendición de Dios	Guyaba	4	2005.02
	13	Superación Femenina	Miller	7	2005.07
L e m p i r a S C o M l o n a S a h e e t e	14	El Manantial	Candy	8	2006.03.18
	15	Pro-desarrollo Chimis Mataras Centro	Goats	11	2005.08
	16	Mujeres Hacia Un Nuevo Progreso	Apiculture	7	2005.05

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New group

ANNEX 6 IMPLEMENTATION OF TRAINING

Implementation of training in Copan by 30 July 2006

Site of project	Name of group	Type of products	Social Training				Technical Training				Enterprise Training			Total (day)	Total (M/M)		
			2004	2005	2006	2004	2005	2006	2004	2005	2006						
Camizalon	Alfareria Maya-Chorti en Accion	Ceramics	0	3	0	0	0	0	0	0	0	0	1	1	5	0.17	
	Panaderia Porvenir	Apiculture (beekeeping)	0			0	14	0									
		Sandals of husk of maize	0	7	0	0	14	0	0	0	0	0	1	1	41	1.37	
		Bakery				0	2	2									
La Pintada	Grupo de Mujeres Artesanos Abriendo Brecha	Making doll of husk of maize	0	2	0	0	0	0	0	0	0	0	1	2	5	0.17	
	Jardin de mujeres tejendo en Maya Chorti	Textile	2	16	0	0	69	50	0	0	0	3	1	141	4.70		
	Mujeres Trabajando por un Futuro Mejor	Milling	0	4	0	3	1	0	0	0	0	3	1	12	0.40		
Agua Caliente	GRUTECA EMANUEL	Dyeing	0	2	0	8	85	5	3	11	1	115	3.83				
	Ebenezer	Bakery	0	2	0	5	12	5	0	7	10	41	1.37				
Brea	Alfareria Rubi	Ceramics	8	0	1	60	128	0	0	3	2	202	6.73				
EL Jaral	Fe y Esperanza	Silkscreen	1	0	0	12	33	0	0	3	1	50	1.67				
														566	18.87		

Implementation of training in Lempira by 30 July 2006

Site of project	Name of group	Type of products	Social Training			Technical Training			Enterprise Training			Total (day)	Total (M/M)
			2004	2005	2006	2004	2005	2006	2004	2005	2006		
Tontolo	TEJPA	Organic paper	0	0	0	0	21	12	0	1	1	35	1.17
Cruz Alta	Nueva Vision	Bakery	0	8	0	0	8	0	0	1	1	18	0.60
La Campa		Textile	0	2	0	3	17	0	0	0	1	23	0.77
Olominas (Nueva Esperanza)	Bendicion de Dios	Guava	0	2	0	2	20	3	0	1	1	29	0.97
San Manuel (City center)	Superación Feminina	Milling	0	4	0	0	4	0	0	2	1	11	0.37
San Manuel (City center)	El Manantial	Candy	0	5	0	0	3	1	0	1	2	12	0.40
Buenos Aires	Mujeres un nuevo progreso	Apiculture (beekeeping)	0	2	0	0	9	4	0	1	1	17	0.57
Chimisis	Pro Desarrollo Mataras Centro	Goat	0	2	0	0	3	1	0	1	1	8	0.27
											151	5.10	

ANNEX 7 ADVANCE OF FLOATATION OF MICRO ENTERPRISE

COPAN	Administration						Production				Commercial					
	Name of groups	Quantity of	Activities	Periodical meeting	Rule	Human relation	Directive Committee	Accountability	Quality	Design	Variety	Quantity	Commercial ticket	Consignment sale	Direct sale	Feria
Carrizalón	El Porvenir	14	Bakery	O	O	O	O	O	Δ			Δ	X		Δ	
	Alfarería Maya Chorti	12	Pottery	Δ	O	Δ	O	O	Δ			Δ	O		O	O
La Piniada	Abriendo la brecha	24	making dolls	O	O	O	O	O	O			O	X	Δ	O	O
	Jardín de mujeres tejendo en Maya Chorti	9	Weaving	O	Δ	O	O	O	O	O	O	O	O		O	O
Agua Caliente	Mujeres trabajando por un GRUTECA EMANUEL	8	miller	O	O	Δ	O	Δ	Δ						O	
	Evenezer	6	bakery	Δ	O	O	O	X	Δ	O	O	Δ	X		O	O
El Jaral	Fe y Esperanza	9	silk screen	O	O	O	O	O	Δ	O	O	O	O	O	O	O
Brea	Alfarería Rubi	8	pottery	O	O	O	O	O	O	O	O	O	O	O	O	O

LEMPIRA	Administration						Production				Commercial					
	Name of groups	Quantity of	Activities	Periodical meeting	Rule	Human relation	Directive Committee	Accountability	Quality	Design	Variety	Quantity	Commercial ticket	Consignment sale	Direct sale	Feria
Tontolo	TEJPA	6	natural paper	O	Δ	O	O	O	O	O	O	O	X	Δ	Δ	Δ
Cruz Alta	Nueva Visión	14	bakery	O	Δ	O	O	O	Δ		Δ	Δ	X		O	Δ
Olomina	Bendición de Dios	5	Guava grape	O	O	O	O	O	O			O			O	O
	Superación femenina	7	miller	O	O	O	O	O	O						O	O
San Manuel	El Manantial	6	Candy	O	O	O	O	O	Δ	O	Δ				Δ	
El Ciprés	Mujeres hacia un nuevo progreso	11	Apiculture	O	Δ	Δ	O	O	O			Δ			O	O
Chimis	Malaras Centro	11	Goats	O	Δ	Δ	O	X			Δ	Δ		Δ	Δ	O

O good
Δ normal
X bad

ANNEX 8 LIST OF PROFIT & LOSS STATEMENT (MONTHLY AVERAGE)

1. CARRIZALON, BAKERY	
Sales	2,137
Material (60%)	1,282
Gross Profit	855
Total Expenses	200
Salary (member)	0
Salary (employee)	0
Other expenses	200
Depreciation	0
Net Profit	655
* They make bank savings without paying salary regularly	

2. CARRIZALON, PORCELAIN MANUFACTURER	
Sales	
Material	
Gross Profit	
Total Expenses	
Salary (member)	
Salary (employee)	
Other Expenses	
Depreciation	
Net Profit	
* The other donor helps them	

3. LA PINTADA, TEXTILES	
Sales	3,713
Material (10%)	371
Gross Profit	3,342
Total Expenses	1,620
Salary (member)	1,420
Salary (employee)	0
Other expenses	0
Depreciation	200
Net Profit	1,722
*177.5x8 (Salary for member)	

4. LA PINTADA, MAKING A DOLL WITH A CORN SKIN	
Sales	5,605
Material (33%)	1,850
Gross Profit	3,755
Total Expenses	2,800
Salary (member)	2,800
Salary (employee)	0
Other expenses	0
Depreciation	0
Net Profit	955
*Cooperative	

5. AGUA CALIENTE, MILLING	
Sales	2,368
Material	0
Gross Profit	2,368
Total Expenses	1,445
Salary (member)	0
Fuel	815
Other Cost	150
Depreciation	480
Net Profit	923
* In-house credit	

6. AGUA CALIENTE, BATIK	
Sales	8,560
Material (25%)	2,140
Gross Profit	6,420
Total Expenses	2,600
Salary (member)	1,600
Salary (employee)	0
Salary (Member)	1,000
Salary (Member)	0
Net Profit	3,820
*200x8(Salary for member)	

7. AGUA CALIENTE, BAKERY	
Sales	952
Material (60%)	572
Gross Profit	380
Total Expenses	
Salary (member)	
Salary (employee)	
Other expenses	
Depreciation	
Net Profit	
* They make bank savings without paying salary regularly	
* Newly established company	

8. BREA, PORCELAIN MANUFACTURE	
Sales	10,037
Material (10%)	1,004
Gross Profit	9,033
Total Expenses	8,000
Salary (member)	4,800
Salary (employee)	1,200
Other expenses	2,000
Depreciation	0
Net Profit	1,033
*600x8(Member), 400x3(Employee)	

9. EL JARAL, SILKSCREEN PRINTING	
Sales	9,200
Material (35%)	3,220
Gross Profit	5,980
Total Expenses	4,300
Salary (member)	2,500
Salary (employee)	0
Other expenses	1,800
Depreciation	0
Net Profit	1,680
*500x5 (Salary for member)	
*Excluding expenses for repair	

10. TONTOLO, PAPER MANUFACTURE	
Sales	2,613
Material (18%)	470
Gross Profit	2,143
Total Expenses	1,955
Salary (member)	1,380
Salary (employee)	0
Other expenses	500
Depreciation	75
Net Profit	188
*276x5 (Salary for member)	

11. CRUZ ALTA, BAKERY	
Sales	1,580
Material (72.9%)	1,152
Gross Profit	428
Total Expenses	200
Salary (member)	0
Salary (employee)	0
Other expenses	200
Depreciation	0
Net Profit	228
* They make bank savings without paying salary regularly	

12. OLOMINAS, GUAYABA	
Sales	6,072
Material (29%)	1,761
Gross Profit	4,311
Total Expenses	1,600
Salary (member)	0
Salary (employee)	0
Other expenses	1,000
Depreciation	600
Net Profit	2,711
* In-house credit	

13. CASCO, MILLING	
Sales	4,130
Material	0
Gross Profit	4,130
Total Expenses	1,795
Salary (member)	0
Fuel	815
Other expenses	500
Depreciation	480
Net Profit	2,335
* In-house credit	

14. CASCO, MAKING A CANDY	
Sales	2,258
Material(25%)	565
Gross Profit	1,693
Total Expenses	200
Salary (member)	0
Salary (employee)	0
Other expenses	200
Depreciation	0
Net Profit	1,493
* They make bank savings without paying salary regularly	

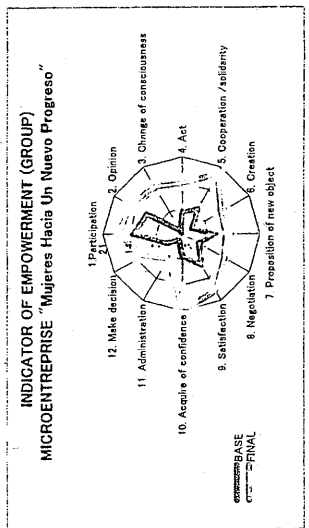
15. CHIMIS, GOET BREEDING	
Sales	557
Material	
Gross Profit	
Total Expenses	
Salary (member)	
Salary (employee)	
Other expenses	
Depreciation	
Net Profit	
*Newly established company	

16. BUENOS AIRES, APICULTURE	
Annual sales (2005)	2,400
Material	
Gross Profit	
Total Expenses	
Salary (member)	
Salary (employee)	
Other expenses	
Depreciation	
Net Profit	
* Annual sales only	

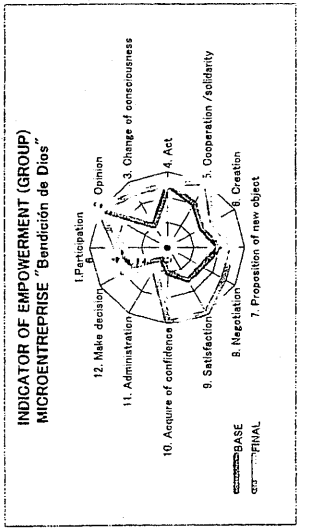
ANNEX 9 RESULT OF EVALUATION OF INDICATOR OF EMPOWERMENT

LEMPIRA

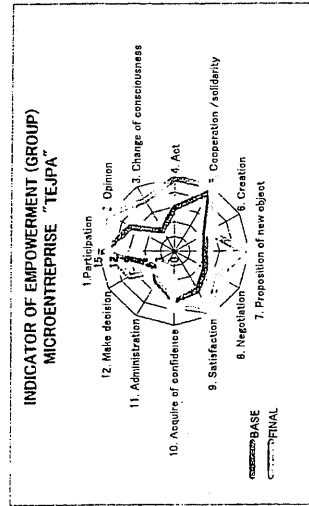
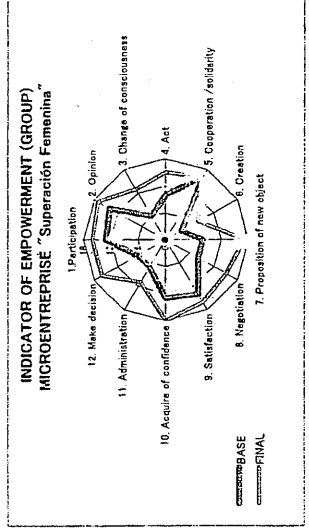
INDICATORS	BASE	FINAL
1. Participation	13	17
2. Opinion	11	16
3. Change of consciousness	1	15
4. Act	6	14
5. Cooperation /solidarity	8	19
6. Creation	3	12
7. Proposition of new object	9	12
8. Negotiation	5	13
9. Satisfaction	10	18
10. Acquire of confidence	6	21
11. Administration	2	8
12. Make decision	5	12



INDICATORS	BASE	FINAL
1. Participation	4	4
2. Opinion	6	6
3. Change of consciousness	2	5
4. Act	5	5
5. Cooperation /solidarity	4	6
6. Creation	3	4
7. Proposition of new object	4	5
8. Negotiation	3	5
9. Satisfaction	3	6
10. Acquire of confidence	2	6
11. Administration	1	2
12. Make decision	3	4



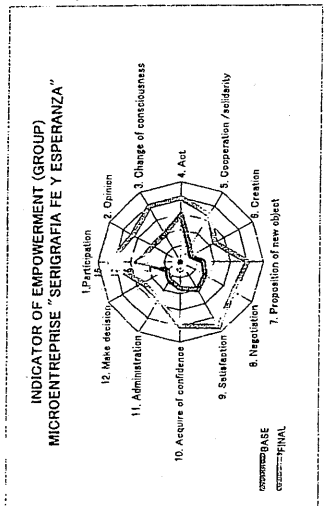
INDICATORS	BASE	FINAL
1. Participation	13	16
2. Opinion	14	17
3. Change of consciousness	6	13
4. Act	10	15
5. Cooperation /solidarity	16	16
6. Creation	4	8
7. Proposition of new object	8	17
8. Negotiation	8	15
9. Satisfaction	14	16
10. Acquire of confidence	13	18
11. Administration	7	11
12. Make decision	7	16



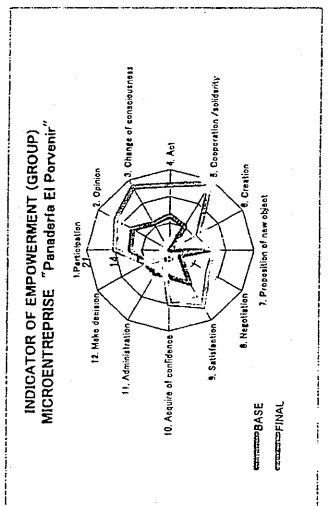
INDICATORS	BASE	FINAL
1. Participation	14	13
2. Opinion	10	15
3. Change of consciousness	5	12
4. Act	9	15
5. Cooperation /solidarity	14	15
6. Creation	7	8
7. Proposition of new object	6	14
8. Negotiation	7	10
9. Satisfaction	9	14
10. Acquire of confidence	10	11
11. Administration	7	4
12. Make decision	5	10

COPAN

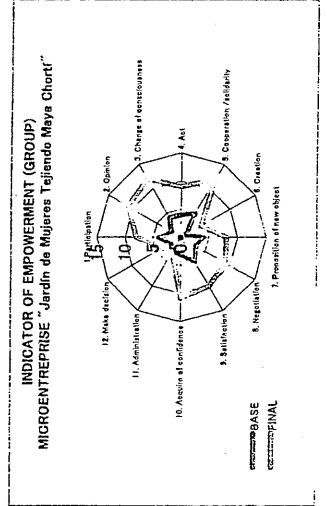
INDICATORS	BASE	FINAL
1. Participation	8	13
2. Opinion	6	10
3. Change of consciousness	6	12
4. Act	9	12
5. Cooperation /solidarity	3	10
6. Creation	2	7
7. Proposition of new object	4	12
8. Negotiation	5	11
9. Satisfaction	6	14
10. Acquire of confidence	5	12
11. Administration	4	8
12. Make decision	3	8



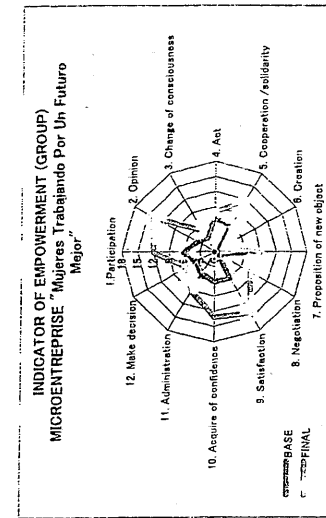
INDICATORS	BASE	FINAL
1. Participation	10	14
2. Opinion	11	16
3. Change of consciousness	8	19
4. Act	9	17
5. Cooperation /solidarity	7	20
6. Creation	0	8
7. Proposition of new object	10	11
8. Negotiation	3	11
9. Satisfaction	10	17
10. Acquire of confidence	7	14
11. Administration	7	3
12. Make decision	7	7



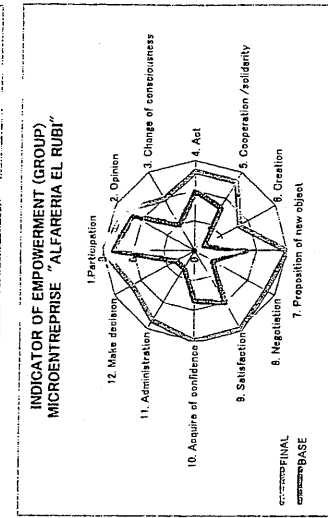
INDICATORS	BASE	FINAL
1. Participation	4	6
2. Opinion	2	11
3. Change of consciousness	4	12
4. Act	4	9
5. Cooperation /solidarity	5	12
6. Creation	1	4
7. Proposition of new object	4	8
8. Negotiation	3	9
9. Satisfaction	5	10
10. Acquire of confidence	3	11
11. Administration	3	3
12. Make decision	2	4



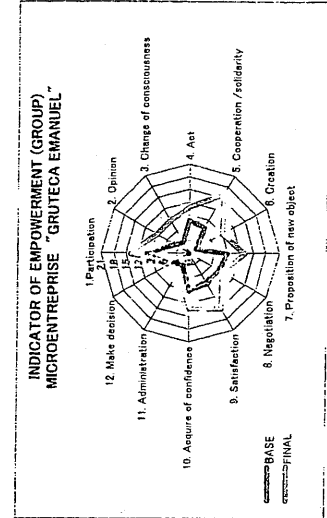
INDICATORS	BASE	FINAL
1. Participation	6	12
2. Opinion	4	14
3. Change of consciousness	3	5
4. Act	7	8
5. Cooperation /solidarity	6	12
6. Creation	1	2
7. Proposition of new object	6	9
8. Negotiation	1	6
9. Satisfaction	6	14
10. Acquire of confidence	6	13
11. Administration	5	9
12. Make decision	4	6



INDICATORS	BASE	FINAL
1. Participation	8	9
2. Opinion	7	8
3. Change of consciousness	3	6
4. Act	6	8
5. Cooperation /solidarity	5	6
6. Creation	1	5
7. Proposition of new object	5	9
8. Negotiation	2	8
9. Satisfaction	6	9
10. Acquire of confidence	5	9
11. Administration	2	8
12. Make decision	2	7



INDICATORS	BASE	FINAL
1. Participation	4	10
2. Opinion	4	9
3. Change of consciousness	3	9
4. Act	6	11
5. Cooperation /solidarity	7	16
6. Creation	2	9
7. Proposition of new object	9	13
8. Negotiation	8	9
9. Satisfaction	6	15
10. Acquire of confidence	9	13
11. Administration	3	5
12. Make decision	5	6



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