



CAPABILITY PROSPECTUS

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UNIVERSITY OF THE PHILIPPINES
INSTITUTE FOR SMALL-SCALE INDUSTRIES

UP ISSI Historical Journey

1960's

- March 02, 1966: The Governments of the Republic of the Philippines and the Royal Kingdom of the Netherlands established the Institute for Small-Scale Industries (ISSI) as a project to assist and promote the development and growth of the small and medium industry sector in the Philippines.
- August 04, 1960: President Ferdinand E. Marcos signed Republic Act No. 6041, defining ISSI as an organic research and extension unit of the University of the Philippines solely devoted to assist the promotion and development of small and medium industries (SMIs) in the Philippines through research, training, consultancy, and extension services.
- Was designated as the implementing arm of the Asian Productivity Organization (APO).

1970's

- Became an active participating organization of TECHNUNET Asia, Singapore
 - Established a Pilot Extension Office in Tacloban, Leyte, Philippines
- Moved to a four-storey building: E.T. Virata Hall, inside the UP Campus in Diliman
- Became a member of the Industrial Guarantee and Loan Fund (IGLF) Review Committee
- Became the technical partner of the Social Security System's Supervised Credit Program (SSS-SCP)
- Was designated as the training and research arm of the Commission on Small and Medium Industries (CSMI).

1980's

- Managed the CSMI Newsletter
- Launched “Machinetech,” a Philippine Navy boat boarded by UP ISSI extension officers who provided consultancy and extension services to SMIs in the cities where the boat docked
- Won the Anvil Award for Company External Publications Category for the Small Business Entrepreneurs given by the Public Relations Society of the Philippines.

1990's

- Managed the Asia Pacific Centre for Technology Exchange and Transfer (ACTETSME) project of the Department of Science and Technology, Department of Trade and Industry, and Department of Foreign Affairs
- Set up a Technology Business Incubator for technology-based business start-ups.

2000's

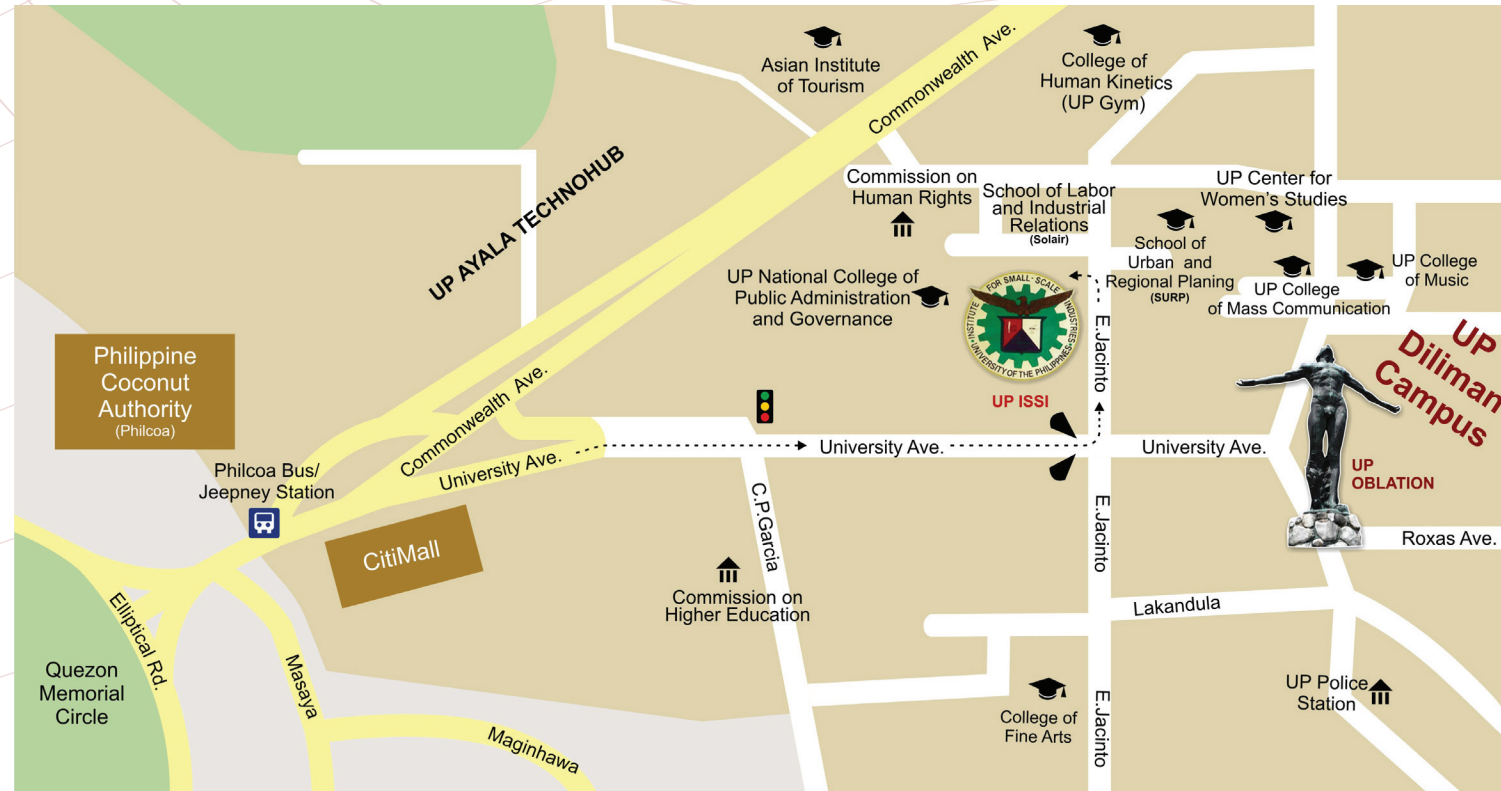
- Became the local partner of the University of Maryland-Institute of Reforms for the Informal Sector (IRIS). The partnership's activities consisted of the identification of marketing experts and the conduct of a seminar on various topics on marketing.

2010 and Beyond.

- Become IMS Certified (Integrated QMS, EMS, OHSAS).

UP ISSI DIRECTORS

Benjamin M. Catane	1966 – 1971	Fortunato T. de la Peña	1991 – 2001
Leon V. Chico	1971 – 1976	Ernesto P. Pineda	2001 – 2004
Paterno V. Viloria	1976 – 1979	Ruperto P. Alonzo	2004 – 2009
Eduardo M. Taylor	1979 – 1983	Nestor O. Rañeses	2010 – present
Melito S. Salazar, Jr.	1983 – 1991		



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Welcome



We are a better world because of entrepreneurs all over the world seizing opportunities and converting them into useful products and services for the betterment of society.

We at the University of the Philippines Institute for Small-Scale Industries (UP ISSI), together with our public-private partnerships, believe in the indomitable entrepreneurial spirit of the Filipino to excel and compete in the global market of ideas and value creation.

For more than forty years, UP ISSI has been consistently delivering pioneering, innovative, appropriate, effective, and sustainable training, continuing entrepreneurial education and learning to all would-be entrepreneurs and existing entrepreneurs. We have conducted more than 1,500 training programs with an alumni base of about 25,000 graduates from all over the world earning their certificates of completion. We stand proud on this milestone and our graduates will speak for us.

We have pioneered and immersed ourselves in action research, advocacy, advisory, and extension services in empowering, nurturing, and developing micro, small, and medium industries throughout the Philippines and the rest of the world, collaborating with other partners and stakeholders within and outside the University of the Philippines System.

We invite you to our continuing journey toward total learning experience and enduring knowledge in technopreneurship, productivity and quality improvement, holistic management and leadership effectiveness, human resources and organizational development, climate change adaptation and energy resource management, micro-finance services, technology adaptation and diffusion for micro, small, and medium enterprises (MSMEs), and total entrepreneurial continuing education.

Join us as we continually build a community of responsible and innovative entrepreneurs today and tomorrow for the Filipinos and the rest of the world.

A handwritten signature in black ink, appearing to read "Nestor O. Rañeses".

Prof. Nestor O. Rañeses
Director



Prof. Nestor O. Rañeses

UP INSTITUTE FOR SMALL-SCALE INDUSTRIES

Pioneering, Innovating, Entrepreneuring



Ground Floor Atrium

The Institute for Small-Scale Industries (ISSI) was established in 1966 as a joint project between the Royal Government of the Netherlands and the Republic of the Philippines. It became an organic part of the University of the Philippines in 1969 with the enactment of Republic Act 6041.

UP ISSI pioneered in stimulating, promoting, and developing the small-scale industry sector. Being the forerunner in enterprise development, the Institute designed and implemented entrepreneurship, management consultancy, regional industrial development training, and low-cost automation courses. Along with its training efforts, UP ISSI engaged in small industry research and industrial consultancy activities for small businesses and industry groups.

Through the years, UP ISSI has always been on the lookout for growth gaps in the micro, small, and medium enterprise (MSME) sector and filling these with innovative training, research, and consultancy activities. For more than four decades now, the UP ISSI continues to perform its role as a steadfast advocate and ally of the sector.

Vision, Mission, Core Purpose, Values

Vision

The lead institution in Micro, Small, and Medium Enterprise (MSME) promotion and development.

Mission

To empower and sustain globally competitive MSMEs through pioneering, innovating, and entrepreneuring training, research, consultancy, and information services.

Core Purpose

To create and develop sustainable, viable, and globally competitive MSMEs.

Values

Unwavering commitment, Professionalism, Integrity, Satisfaction, Service excellence, and Innovation.

Major Thrusts

As an integral part of the National University recognized for its academic excellence, UP ISSI conforms to this label by nurturing and boosting its internal capabilities, tapping external resources, and using state-of-the-art facilities and technologies in the delivery of its services. All these efforts are directed towards transforming the Institute into a recognized National Institute for Entrepreneurship Development and a Research and Development Center of Excellence in Entrepreneurship.

UP ISSI services focus on four major streams:

- Training and Continuing Professional Entrepreneurship Education and Development
 - Entrepreneurship Research and Development
 - Advisory, Consultancy, and Extension
 - Knowledge Management and Information and Communications Technology.
-
- **Training and Continuing Professional Entrepreneurship Education and Development**

UP ISSI rolled out its first training programs, the troika of the Regional Industrial Development Course for Executives (RIDE), Low Cost Automation Course (LCA), and Management Consultancy Course (MCC), in the late sixties. Entrepreneurship development courses followed in order to fast track the creation of enterprises.

Since then, UP ISSI has offered a variety of short-term and long-term training programs. In addition to the regular programs, the Institute also customizes its regular programs to a special group of participants or firms. Many of them are held in the premises of the requesting organization or agency.

Essentially, these training programs are classified into four major categories:

- Enterprise Development
- Management Development
- Total Quality and Productivity Improvement
- Project Development and Management.



Managers Course participants during the Business Game



Entrepreneurship participants in session

Table 1: Selected Pioneering Training Programs

Title	Partner	Decade
<ul style="list-style-type: none">• Management Consultancy (MCC), Low-Cost Automation (LCA), and Regional Industrial Development (RIDE) Courses	<ul style="list-style-type: none">• The Netherlands Government	1960's
<ul style="list-style-type: none">• Entrepreneurship development programs (EDP)• Managers Course (MC), Training of Trainers (TOT), Industrial Extension Courses (INDEXTRAC), Small Business Advisory Course (SBAC).	<ul style="list-style-type: none">• National Manpower & Youth Council (now Technical and Educational Skills Development Authority, TESDA); Development Bank of the Philippines (DBP); Citibank, N.A.; N. Dela Merced Group; Department of Trade and Industry (DTI).	1970's
<ul style="list-style-type: none">• Creation of Enterprises, Formation of Entrepreneurs (CEFE)• Integration of entrepreneurship in the tertiary level of education• Organizational, financial, production, and marketing management programs• Regional Development Courses for development planners, Entrepreneurship Courses for educators, and Information Management Courses under Studies in the Region Program• Study tours for officials and entrepreneurs from Bhutan, Fiji, Afghanistan, Bangladesh, Pakistan, Indonesia, Sri Lanka, Vietnam, Egypt, and China.	<ul style="list-style-type: none">• German Agency for Technical Cooperation (GTZ); Foundation for Asian Management Development (FAMD, Japan); Philippine Association of Collegiate Schools of Business (PACSB); The Netherlands Government; Bureau of Energy Development-Center for Non-conventional Sources of Energy (BED-CNED); Department of Foreign Affairs-Technical Assistance Council (DFA-TAC); Asian Development Bank (ADB); Small Enterprises Research and Development Foundation, Inc. (SERDEF).	1980's

<ul style="list-style-type: none"> • Appreciation Courses on Entrepreneurship for graduating students of UP and the general public; Training of Trainors on Entrepreneurship • Managers Course; Project Formulation and Appraisal Courses • Retirement Planning Seminar series • Project Management and Organizational Development Courses • Total Quality Management, Strategic Management, and Automation-Instrumentation-Process Control Courses. 	<ul style="list-style-type: none"> • UP Diliman, UP Cebu and UP Mindanao; Land Bank of the Philippines(LandBank); Dept of Labor and Employment (DOLE); ADB; SERDEF; the Philippine Navy; National Food Authority (NFA). 	1990's
<ul style="list-style-type: none"> • Accounting for Non-Accountants (AfNA); Strategic Marketing, and Creative Selling Courses • Training and Certification Program for Small Business Counselors • Best Business Plan Competition • Bond Market and Securitization for SMEs • Capability Enhancement Seminars for Industrial Guarantee and Loan Fund for accredited financial institutions and small and medium enterprises (SMEs) • Credit Appraisal and Monitoring (CAM) Courses for loan officers and cooperatives • Entrepreneurship and Project Feasibility Study Preparation Training for Inmates • Management and Entrepreneurship Training for the Armed Forces of the Philippines (AFP) • Start Your Own Business Course • Strategic Social Entrepreneurship Courses for business development service providers. 	<ul style="list-style-type: none"> • Asia Pacific Economic Cooperation (APEC); Bangladesh Bank (The Central Bank); Industrial Guarantee and Loan Fund (IGLF); SERDEF; LandBank; Cooperative Surety Fund of the Bangko Sentral ng Pilipinas (BSP CSF); Royal Government of Bhutan; Philippine National Bilibid Prisons (NBP); Office of the Presidential Adviser on Military Affairs; Private Enterprise Accelerating Resource Linkages program of the Canadian International Development Agency (CIDA-PEARL2). 	2000's
<ul style="list-style-type: none"> • Hybrid and eLearning modes • Certification courses • Specialized short courses. 	<ul style="list-style-type: none"> • SERDEF; UP Open University (UPOU); TESDA. 	2010 and beyond

Prime Clients

The UP ISSI was established four decades ago to be the institutional medium that responds to the developmental needs of the small industry sector. Over the years, the definition and scope of what constitutes small industry has changed from the small and medium enterprises (SMEs) to today's regulatory description of micro, small, and medium enterprises or MSMEs.

On hindsight, the shifts in defining the small enterprise sector have only amplified the adaptability of the Institute's services across industry. Its customer base has remained the SMEs and government. Just as well, UP ISSI has been able to adapt its core competencies in training, research, and extension evenly to the capacity-building requirements of tiny, livelihood undertakings on one hand and large-scale processing ventures, on the other.

Its entrepreneurship training courses were initially focused on enterprising business-oriented individuals. These courses have since been tweaked to address the demand of early retirees in the banking industry and food processing sectors as well as cooperatives and non-government organizations.

The major market of management development programs has been middle managers and supervisors of private sector businesses. In time, with updated training delivery tools and techniques, these programs have moved on to attract participants from the **food and beverage, ICT, metalworking, transport, pharmaceutical, health and wellness, electronics, telecommunications industries**, and many more.

Research and extension work have been delivered on demand generally to government agencies and private enterprises. Significant efforts are being

exerted to extend the mix of services to meet specific requirements of niche clients within the MSME sector. The new mandate is to make UP ISSI a total service provider in the "expanded market" consisting of micro, small, and medium enterprises, big business, and the following:

- Academe
- Trainors
- Extension officers
- Government organizations
- Women's groups
- Non-government organizations
- Industry associations
- Financial institutions
- Local government units
- Cooperatives
- Other private entities advocating the advancement of MSMEs.



Successful graduates pose at the UP ISSI Atrium

Table 2: Cutting Edge Training Programs

Enterprise Development
Appreciation Course on Entrepreneurship (ACE)
Entrepreneurship Development Program (EDP)
Start Your Own Business (SYOB)

Management Development
Accounting for Non-Accountants (AfNA)
Creative Selling Techniques (CST)
Managers Course (MC)
Personal Financial Literacy and Wealth Management (PFLWM)
Productivity through Effective Supervision (PES)
Strategic Human Resource Management (SHRM)
Strategic Marketing Course (SMC)
Total Communication (PowerCom)

Total Quality and Productivity Improvement
Improve Your Business (IYB)
Instrumentation and Process Control, Basic and Advance Comprehensive Courses (IPC)
Production Management (ProdMan)

Programmable Logic Controller (PLC)
Total Quality Management (TQM)

Project Development and Management
Improving Your Project Management Skills (IYPMS)
Monitoring and Evaluating Programs and Projects (MEPP)
Project Appraisal, Evaluation, and Monitoring (PRAEM)
Project Feasibility Study Preparation (PFSPC)
Small Business Consulting (SBC)



Productivity Through Effective Supervision (PES) participants during a lecture

Overall Summary

Total Programs offered since 1969	More than 1,300
Total Graduates	About 25,000

Performance 2001 - June 2010

Regular Programs

Over the past nine years, participation to the major training programs has followed a trend of ups and downs. Still, there are courses that continue to attract prime attention.

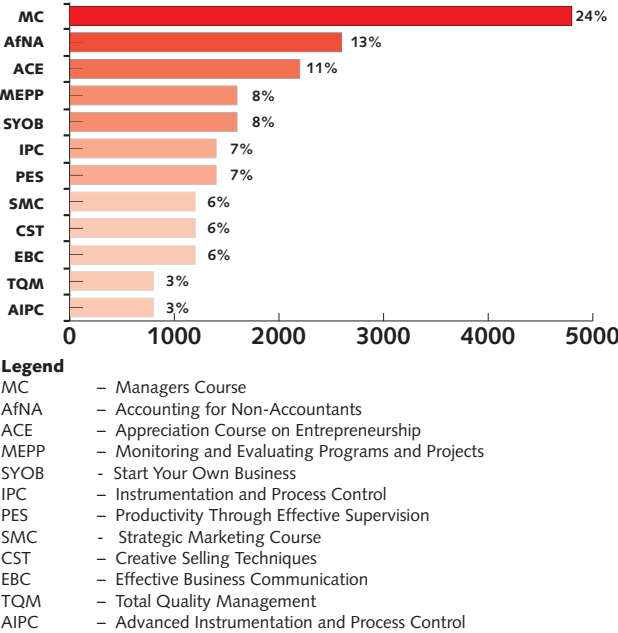
Table 3: Performance Summary, Regular Programs, 2001- June 2010

Total Regular Programs		207
Total Graduates		4,650
Distribution, By Sector	Government	15%
	Private	85%

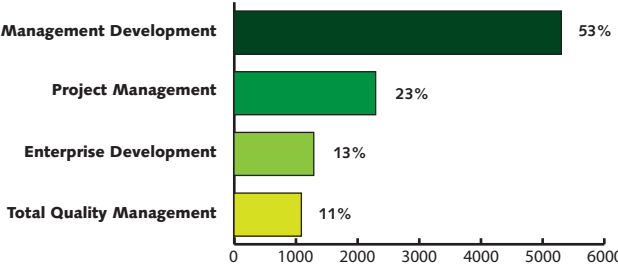
Between February 2001 and June 2010, UP ISSI offered 207 regular training programs. The regular training programs during the ten-year period enhanced the skills of some 4,650 graduates. Majority (85%) of the graduates came from the private sector.

Category	Percent	Total
Management Development	53	2,465
Project Development & Management	23	1,069
Enterprise Development	13	604
Total Quality & Productivity Improvement	11	512

Graph 1: Distribution of Graduates, Regular Programs 2001 - June 2010



Graph 2: Distribution of Graduates, Regular Programs, by Category, 2001- June 2010



Management Development programs have accounted for 53% (2,465 graduates) of the total graduates of regular training programs. Courses in management development update the managerial skills of supervisors and managers in a fast-changing business environment.

Project Development and Management programs came next. They deal with improving success rates in the planning and implementation of projects.

Enterprise Development programs followed. They provide skills in improving the inclination and aptitude towards entrepreneurship.

The fourth area of training competence of the Institute is Total Quality and Productivity Improvement. This category helps enhance the competitiveness of enterprises by focusing on improving product quality and in-plant productivity.

• **Management Development**

Under this training category are the Managers Course (MC), Creative Selling Techniques (CST), Accounting for Non-Accountants (AfNA), Strategic Human Resource Management Courses (SHRM), Productivity through Effective Supervision (PES), and Total Communication (Power Com) Courses. Collectively, they deliver skills as well as tools in assisting entrepreneurs and managers enhance their individual competencies in handling the core functions of a business: marketing, operations, finance, and general administration.

The Managers Course

In overall performance and by training category, the Managers Course is the most popular offering of the Institute, generating the most number of participants during the year.

Profile	
Total number of offerings from 1971 – June 2010	93
Total graduates	3,940



Strategic Human Resource Management participants in action

The Managers Course was first offered in 1971. Since its inception until June 2010, a total of 93 Managers Courses have been offered and has turned out about 3,940 graduates. The Course is now on its 94th offering.

The Managers Course enhances the competence of participants to manage an enterprise. Prospective as well as current managers are exposed to a broad range of principles as well as analytical tools and techniques in managing a growing business concern. A culminating activity is the ‘Integrated Plant Survey’ in which participants working as a group, apply lessons learned in operating an enterprise.

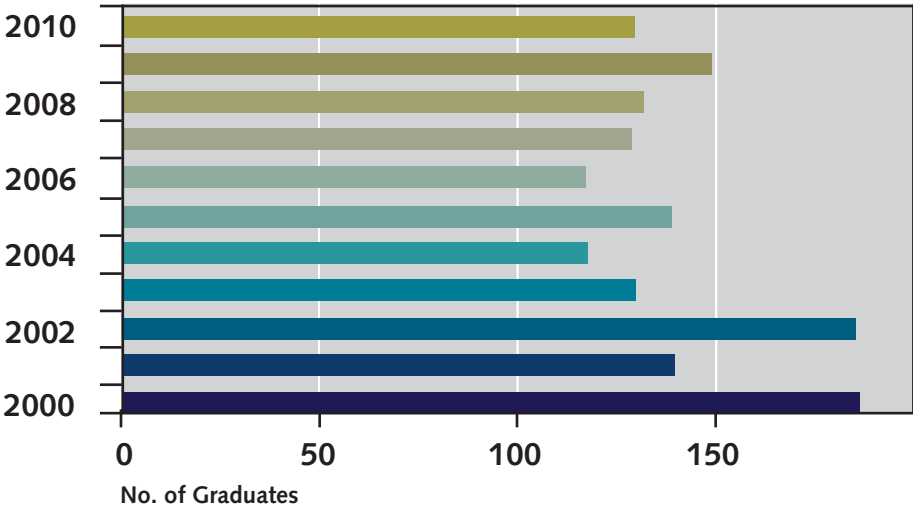
The Course, also known as MC, was initially offered once a year. Over the past two decades, the MC, the longest-running flagship program of the Institute in terms of popularity and marketability, has been offered twice a year on 20 consecutive Saturdays for a total of 120 hours each per run. There have been times when four Managers Courses were completed within a year, attracting as many as 45 participants per offering.

Many graduates of the MC have turned out to be successful in their own fields. Some are now prominent

entrepreneurs, contractors, and practicing professionals. Still others have made their mark in public service.

The other courses in the Management Development genre are the Strategic Marketing Course (SMC, now on its 26th run) and Accounting for Non-Accountants (AfNA, 21st run). The others which are either on-going or have just been completed, are Productivity Through Effective Supervision (PES), Total Communication (PowerCom), and Strategic Human Resource Management (SHRM).

Graph 3: Distribution of MC Graduates 2000 - June 2010





Mira C. Macandog
Operations Manager, JM Handicrafts
Daraga, Albay

“The Total Quality Management Course is very apt to my work in the family business, which is into manufacturing various accessories made of abaca and other natural materials. Although I found it cumbersome to comply with the required activities and assignments, I realized their importance when I applied them in our company.

The course is also very apt to my line of work as operations manager. Personally, TQM taught me not to be rattled easily when problems arise. The course prepared us to deal with problems systematically – finding the cause of the problem and finding possible solutions and more importantly, preventing the problem to happen.

The TQM course paved way for our company to improve continuously so we can cope with the demand of our customers and offer them better products.”

Mira C. Macandog

15th Total Quality Management Course, 2008
IGLF Capability Enhancement Seminar for SMEs Naga City, 2008

• Enterprise Development

More than forty years since its establishment, UP ISSI continues to be seen as a significant player in the promotion of entrepreneurship, the development of entrepreneurs, and the start of business ventures that span from micro-scale undertakings to small-scale enterprises.

Between February 2001 and June 2010, of the regular programs at the Institute, enterprise development courses have graduated 605 enterprising individuals.

The well-received Start Your Own Business Course (SYOB), now on its 28th offering, helps participants begin their journey towards entrepreneurship with reduced risks of failure. They are provided with principles and tools that give them a firm grasp of the facets of doing business including its financial and management aspects. At the end of the course, each participant has to submit a business plan that will be assessed by a panel as to its operational feasibility.

Other courses under enterprise development are the Entrepreneurship Development Program (EDP), Training of Trainors, and the Appreciation Workshop on Entrepreneurship (AWE).

• Project Development and Management

The more frequently patronized courses in this group are Project Feasibility Study Preparation (PFSPC), Monitoring and Evaluating Projects and Programs (MEPP), and Project Appraisal, Evaluation, and Monitoring (PRAEM). These courses develop the skills of participants to prepare and appraise project studies that have a greater chance of being approved by financial institutions.

Some 1,070 people have graduated from the various training offerings under this category.

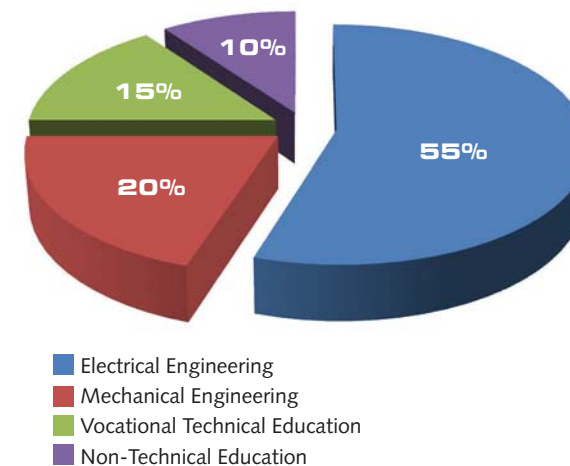
• Total Quality and Productivity Improvement

The continuing viability of operating enterprises is as much a concern of the Institute as start-ups. To this end, courses like the Production Management (ProdMan), Comprehensive Course on Instrumentation and Process Control (CCIPC), Programmable Logic and Control Course (PLCC), and Total Quality Management (TQM) address gaps that prevent small enterprises from attaining a more productive, more efficient operations.

These training programs not only enhance the productivity of existing enterprises but also add new capabilities to the successful graduate. Graduates of these courses are mostly engineers and technical people.

Between 2001–June 2010, 512 individuals have completed training courses under Total Quality and Productivity Improvement.

Distribution of PLCC Graduates by Educational Background 2001- June 2010



Ace Te Nombrado
Collection Analyst
Accenture Philippines

“Through the Managers Course, I was able to decide which career path to take. I discovered my interest in Finance and Marketing. I worked my way to finding an opportunity that would suit my interest. A few months after the course, I was able to qualify for a position in our company that suited my interest. Thankfully, I was also promoted. Right now I’m working with the Financial Services arm of the company.

The course is a very effective tool that helps enhance the management styles of organization leaders. It also provides participants a glimpse of how their fellow participants run their organizations, allowing them to share their best practices with one another “

Ace Te Nombrado

89th Managers Course, 2009

A popular course in this category is the Total Quality Management (TQM) Course. This Course has allowed many companies to implement a quality management program that can measure performance, align resources, and improve organizational effectiveness with the end view of providing more added value to customers.

Going into the fourth decade of direct involvement in technology-based training, the Institute is upgrading its laboratory facilities not only to keep up with emerging new technologies in the field but also to address the new requirements among highly skilled technicians by local and international industries.

• **Contracted Programs**

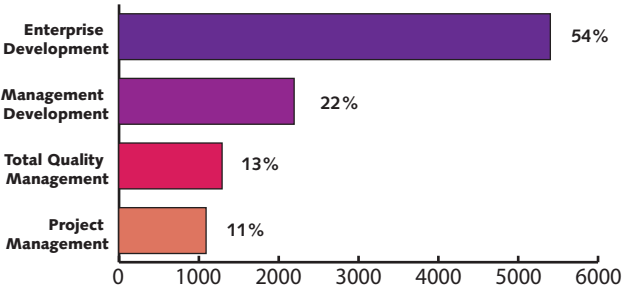
Contracted programs include many of the regular programs being offered to a special group of participants or firms.

Table 4: Performance Summary, Contracted Programs, 2001 – June 2010

Total Contracted Programs	277
Total Graduates	8,870

During the same period, customized programs on enterprise development courses attracted the most number of participants, as shown in Graph 4. Courses under enterprise development include the Start Your Own Business Course (SYOB), Entrepreneurship Development Program (EDP), Appreciation Course on Entrepreneurship (ACE), and the Appreciation Workshop on Entrepreneurship (AWE).

Graph 4: Distribution of Graduates, Contracted Programs by Category, 2000 - June 2010



Majority (44%) of the trainees participated in entrepreneurship development courses which include Appreciation Course on Entrepreneurship, Start Your Own Business Course, and the AWE Course for Retirees.

Of the 8,870 participants to the contracted training programs, 64% are male.



Manuel B. Abad
Program Manager
DTI-Comprehensive Agrarian Reform
Program (DTI-CARP) National Program
Office

“We are tasked to support and develop agrarian reform communities (ARCs) particularly the farmers and affected landowners. There are more than 2,000 ARCs nationwide and we are serving around 800 of them.

Getting the UP ISSI to train our incoming extension officers to become effective business counselors has become a habit. Our relationship with UP ISSI has been time-tested; it is hard to get other agencies to conduct the Effective Business Counseling (EBC) Training Program for us. They know what we want. Most importantly, after nine years of having UP ISSI conduct the EBC, some bonding with the institution has already been established.

After undergoing the EBC, my staff, who have different backgrounds, are equipped with the technical expertise they need to connect and address the needs of our clients.”

Moving Forward



www.issi.upd.edu.ph

Initiatives have started towards offering some courses using the hybrid mode and eventually bringing them online through eLearning. UP ISSI envisions rolling out two hybrid courses (blended learning) by year 2011. These are the Start Your Own Business and Industrial Automation courses.

New short courses that can be conducted for a day or two, are likewise being developed from some of the existing programs. These distillates are for clients who want to focus on specific topics or who do not have time to attend the full course.

On the next page are a few of the new offerings being developed.

Table 5: New Programs

Management Development
• Best Practices in: Conflict Management, Performance Appraisal; Product Planning
• Effective Marketing Strategies; Negotiating Techniques; Organizational Strategies
• Fostering Good Work Ethics
• Gender Mainstreaming in Programs and Projects
• Marketing Plans that Work
Enterprise Development
• Do-It-Yourself Market Research
• How to Prepare a Business Plan; Financial Plan; Financial Statements; Production and Operations Plan; Resource and Organizational Plan

Other courses lasting up to five days or longer are also being conceptualized. They include the following:

Table 5a: New Long Term Programs

Total Quality and Productivity Improvement
• Exploiting Technology to Improve Operations; Factory Automation
• Lean Six Sigma for Services
• Occupational Safety and Health for SMEs
• Outsourcing Logistics Management

The Training Group is on top of this service stream. The Group develops the courseware, plans and allocates resources, and implements the training programs.



Orlando C. Villarin
Chairman and President
Rural Bank of Paete, Inc.

I joined the first run of the Managers Course in 1971. It helped me in my architectural profession.

The training methodology used by UP ISSI is participative, interactive, and output-oriented. The speakers were very much qualified. The schedule of the CES-FIs was quite hectic, with all the workshops, group work and reporting activities. Nevertheless, the program, like the 1st Managers Course, was professionally managed. Besides, the seminar was priced reasonably.

The CES-FIs Seminar enlightened and updated me with the new systems, practices, and methods of lending. I am still trying to determine the specific areas in my banking operation where I can apply what I learned from the IGLF seminar.

Orlando C. Villarin
1st Managers Course, 1971
IGLF Capability Enhancement Seminar for Financial Institutions (CES-FIs), Bauang, La Union, 2010

• Entrepreneurship Research and Development

UP ISSI pioneered research projects on youth entrepreneurship, launched entrepreneurship education courses at the tertiary level, and developed entrepreneurship model schemes for various sectors. It has prepared baseline studies, regional economic profiles and area development studies, and undertaken impact evaluation and assessment projects.

UP ISSI also prepares manuals, handbooks, booklets, and training materials to meet the growing expectations of its partner-stakeholders. The government's aggressiveness in developing the countryside through various entrepreneurship programs, for one, continues to give UP ISSI opportunities to prepare how-to start and manage a small business booklets, including translating them into local languages.

“The Management Consultancy Course (MCC) that I completed in 1972, followed by eight years of experience as a management specialist with UP ISSI opened a lot of opportunities in enterprise development and established my long career in consulting work and development finance. The course provided the necessary foundation in terms of consulting skills in the functional areas of finance, production management, enterprise development, and feasibility studies.

My MCC training and experience at UP ISSI were both very useful in institution- and capacity-building engagements to set up several small enterprise credit programs in Africa and the Middle East. My small enterprise credit experience expanded to include microfinance when I got involved with the management of a small rural bank when I got back in 1997 and turned it to become the leading microfinance-oriented rural bank in Mindanao, serving about 40,000 microfinance clients.”

Ignacito U. Alvizo
Management Consultancy Course, 1972



Ignacito U. Alvizo
Chairman and CEO
Kalisod Mo Tabangan Ko
Microenterprise Development for
Community Foundation, Inc.
Davao City

Table 6: Significant Research Studies Completed

Title	Partner
The Barangay Micro Business Enterprise (BMBE) Law; An Assessment Study • Entrepreneurship Development Module Writing Guide for Business Start-ups, Small Business Counselors Manual, Primer on Running a Business Development Services Center • Translation Series on Starting a Business.	DTI Bureau of Micro, Small, and Medium Enterprise Development (DTI-BMSMED, formerly, Bureau of Small and Medium Enterprise Development, BSMED)
Barriers to the Use of Selected Non-conventional Energy Technologies.	Philippine National Oil Company (PNOC) and Energy Research and Development Council
The Department of Science and Technology (DOST) and the Production Sector series; case stories of 24 small and medium enterprises, a cooperative, local government units, farmer-groups who have received various assistance from the DOST.	DOST
Enterprise Shelter Interventions; An Evaluation Study.	Consuelo Foundation
Financing Modalities for SMEs • How to Approach Banks, 1st and 2nd editions • Evaluating Trade Credit Requests.	International Trade Center, UN Conference on Trade and Development General Agreement on Tariffs and Trade (ITC-UNCTAD GATT); Philippine Confederation of Exporters (PHILEXPORT); Partnership in Advocacy for Competitiveness and Trade (PACT), and Angelo King Foundation
Materials Development, Lecture Delivery, and Baseline Survey of 28 Industry Clusters • Industry clustering studies.	Japan International Cooperation Agency (JICA); Export Development Council (EDC).
The Need and Availability of Microfinance Services for Micro Enterprises.	In-house
Entrepreneurship Development for General Education (EDGE) Program • Presence or Absence of Role Strain among Filipino Entrepreneurs • Mortality Rate and Causes of Failure of Filipino SMEs.	In-house
State-of-the-Art Reviews of the wooden furniture, foundry, garment, electroplating, sheet metal, ceramics, coco coir, plastics, and food processing industries.	In-house
Supply and Demand of Voluntary Advisory Services among MSMEs.	Philippine Business for Social Progress (PBSP)
Socio-economic Profile of Mabalacat, Lubao, and Bacolor, Pampanga.	Social Action Center of Pampanga (SACOP)

Youth Entrepreneurship and Cooperativism in Schools.	In-house
Improve Your Business Manual and Workbook.	International Labour Organization (ILO)
Extent and Utilization of Ancillary and Service Industries in Selected Regions in the Philippines.	Foundation for Asian Management Development (FAMD, Japan)
Learning Modules on Personal Entrepreneurial Development and New Enterprise Planning.	UP Open University (UPOU)
Entrepreneurship, working conditions, and women in development studies.	In-house
Impact Assessment of PODS (People Offering Deliverable Services) to Increase Resilience and Self- Reliance of Vulnerable Populations; UP ISSI provided research assistance.	A Single Drop for Safe Water; Ateneo de Manila University

Table 6a: Selected Individual Researches

Liberal, Arlene Eleanor E, “Solid Waste Recycling in Manila:” in <i>Public Services Through Private Enterprise; Micro-privatisation for Improved Delivery</i> , compiled and edited by Malcolm Harper (New Delhi: Vistaar Publications, 2000), 72-88.
Sibayan, Salvador I. “Best Practices in Microfinance in the Philippines.” Paper presented at the workshop on The Need and Availability of Micro Finance Services for Micro Enterprise: Bringing Multi-level Good Practices into Local Content, Bali, Indonesia, August 7 – 9, 2005.

Moving Forward

Early this year, UP ISSI launched its first flagship project, **Entrepreneurship Instructional Materials Development**. This aims to enrich the entrepreneurship curriculum of business schools as a means for inculcating an entrepreneurial mindset among college students. For one, the first of a series of generic business plans has been released and is available at the UP ISSI Materials and Documentation Center. Secondly, efforts are also underway towards overhauling the textbook on entrepreneurship. To increase its relevance and usefulness, the content will take after the existing business and entrepreneurship curricula being offered by business schools. The third revision will be expanded to include a teacher’s guide and several caselets.



The Research Group develops and implements research projects. Internally, the group supports the Training Group by developing new materials and cases and reviewing the existing ones.

• **Advisory, Consultancy, and Extension**

Through the consultancy function, small enterprises receive business counseling, problem-solving, and other technical assistance to support their development and growth. These services also enhance the capacity of SME stakeholders to improve their effectiveness in responding to their clients' needs.

The following are some of the significant consultancy and extension projects completed by UP ISSI:

Table 7: Significant Consultancy Projects Completed

1. Capiz Rural Enterprise and Entrepreneurship Development (CREED)/Provincial Government of Capiz
INTERVENTIONS:
• Rendered technical assistance to 27 microenterprises in Capiz Province;
• Conducted entrepreneurship workshop for 25 youth;
• Provided livelihood skills training to 31 graduates;
• Completed investment profiles on piggery and poultry raising.
2. DBP Industrial Support Services Expansion Program, Phase II (DBP-ISSEP II)/Development Bank of the Philippines
INTERVENTIONS:
• Rendered technical advisory services and conducted management seminars;

Facilitated subcontracting relationships to 350 SMEs;
• Conducted seminar-workshops on developing more SME-responsive financial packages;
• Registered 192 SMEs in the B2B matching facility;
• Prepared sectoral studies on the food processing, furniture, fine jewelry, transport, and tool and die industries.
3. Development of Cottage, Small and Medium Industries (DECSMI)/United Nations Industrial Development Organization
INTERVENTIONS:
• Conducted orientation and capability building workshops for the National Council for Women-Igorota Foundation (IFI) in the Cordilleras, National Manpower and Youth Council, and Technology and Livelihood Resource Center;
• Conducted seminar-workshops on business planning, bookkeeping, and recordkeeping for IFI beneficiaries;
• Prepared entrepreneurship development program (EDP) model schemes for:
□ workers in mass media & entertainment industries in Metro Manila
□ rural women in the Cordilleras;
□ local folk in Camarines Norte producing technology-based coco products.

4. Manufacturing Productivity Extension Project (MPEX)/Dept. of Science and Technology-Technology Application and Promotion Institute
INTERVENTIONS:
• Rendered technical assistance to 177 SMEs nationwide to improve their efficiency.
5. Marikina Footwear and Leather Goods Manufacturers Cooperative
• Rendered technical and managerial assistance to the members.
6. Meycauayan Jewelry Industry Association
INTERVENTIONS:
• Rendered technical assistance to the members;
• Prepared a business plan for the MJIA Jewelry Training Center.
7. Micro Enterprise Development Project (MEDP)/US Agency for International Development
INTERVENTIONS:
• Accredited 14 non-government organizations (NGOs)/private voluntary organizations (PVOs) to serve as partners for project implementation;
• Conducted capability building workshops for accredited NGOs/PVOs in Laguna, Rizal, Pampanga and Nueva Ecija;
• Provided training on livelihood and business management skills to 220 micro entrepreneurs and staff of accredited NGOs/PVOs;

• Released the total amount of P1, 791, 250.00 as loans through the NGOs/PVOs to microentrepreneurs for various income-generating projects.
8. Project Hanapbuhay Phases I and II/Austrian Embassy
INTERVENTIONS:
• Conducted training on entrepreneurship and small business management to 51 micro entrepreneurs in Metro Manila, Antipolo, and Las Pinas;
• Provided small business loans to the same beneficiaries;
• Provided marketing assistance.
8. Small Enterprises Support Project (SESP)/US Agency for International Development
INTERVENTIONS:
• Accredited and provided administrative support and capability building workshops to sub-grantees, Microlink in Manila and Foundation for People's Livelihood and Welfare in Palawan;
• Assisted 12 beneficiary-groups composed of 846 individuals and 18 group enterprises in organizing and provided training on business management, entrepreneurship, leadership, and bookkeeping skills.
10. SB Corporation Clients/Small Business Corporation
INTERVENTIONS:
• Rendered technical and management assistance to 6 SMEs.

In 2009, UP ISSI began providing advisory assistance online from inquiries coursed through the website: www.upd.edu.ph/~issi and on to the new address at www.issi.upd.edu.ph, and through our webmail: info.issi@upd.edu.ph.

Moving Forward

UP ISSI will continue to serve the consultancy and extension needs of the MSMEs. It will also reach out more aggressively to the chambers and industry associations as well as to the academe. Among the new endeavors towards this thrust are several consultancy projects including:

- Consultancy Services for Metro Naga Chamber of Commerce and Industry (MNCCI)
- Job Evaluation and Systems Audit for St. Louis College, San Fernando City, La Union.

The Consultancy Group is the face of the Institute to entrepreneurs who seek various services from starting a business, to sustaining, and growing it; as well as to groups and other SME advocates wanting to enhance their services for their beneficiaries and target audience.

• Knowledge Management and Information and Communications Technology

Hand-in-hand with UP ISSI's training, research, and consultancy thrusts, is the dissemination of studies through publications.

The Institute publishes its research outputs in the form of books on entrepreneurship and entrepreneurial success stories, case materials for the business faculty, and newsletters. Feature articles, small business how-to's, and other useful tips are published in print and online by ISSI's media partner, the Philippine Daily Inquirer, and some websites.

Technology is further opening up new opportunities for UP ISSI. It is starting to go virtual. The Institute recently launched the online newsletter, the UPISSI WallNews. Very recently, the KMICT group redesigned the UP ISSI website and added new features to make it more responsive to UP ISSI clients.

The Library, known as the Resource Materials and Documentation Center (RMDC), is housed in the Maximo Gimenez Room. The room is named after the founder of the famous Max Fried Chicken. The Gimenez Family provided an endowment fund for the conduct of entrepreneurship studies.

RMDC hosts a specialized collection of books, monographs, journals, and videotapes and disks on UP ISSI's priority subject areas. By being linked electronically to the UP Main Library, the RMDC users are updated on the collection of the libraries within the University.

Moving Forward

The second flagship project of UP ISSI is **Knowledge Management**. Knowledge products such as digests of researches and studies will be prepared and disseminated to the Institute's various audiences.

The KMICT Group handles the publications, information, and ICT-enabled services for UP ISSI. The Group also hosts the infrastructure facilities for the hybrid and eLearning activities.

Table 9: Significant Information Projects

<ul style="list-style-type: none">• ICT-enabled projects: Online business clinic with E-Yellow Pages Online information assistance through Info.issi@upd.edu.ph. Online registration UP ISSI WallNews UP ISSI Website relaunch: www.issi.upd.edu.ph
BOOKS
<ul style="list-style-type: none">• Alfonso, O. M. and Co, M.R. eds. 2001. <i>Bridging the gap; Philippine SMEs & globalization</i>. Quezon City: Small Enterprises Research and Development Foundation (SERDEF).• Alonzo, R.P., Co, M.R., Maghirang, A.M., and Recio, G.S. eds. 2007. <i>Dreamers, doers, risktakers 4; iskolar ng bayan gives back, the enterprising way</i>. Quezon City: SERDEF.• Co, M.R. and Recio, G.S. eds. 1998. <i>Dreamers, doers, risktakers; entrepreneurial case stories</i>. Quezon City: SERDEF.• Co, Myrna R. ed. 2006. <i>Dreamers, doers, risktakers 3; the micros that roared</i>. Quezon City: SERDEF.• Co, M.R. and Recio, G.S. eds. 2004. <i>Dreamers, doers, risktakers 2; couples in business</i>. Quezon City: SERDEF.• SERDEF. 2007. <i>Introduction to entrepreneurship</i>. 2nd revised ed. Quezon City: SERDEF.• SERDEF. 2007. <i>Learning from small businesses; a casebook</i>. Quezon City: Anvil Publishing and SERDEF.
BULLETINS
<ul style="list-style-type: none">• SERDEF. 1981. <i>Appropriate Technology Bulletins</i>. Quezon City: SERDEF.

JOURNALS, NEWSLETTERS

- SERDEF. (1989 – 2001). *Asia Pacific Newsletter*. Quezon City: SERDEF.
- SERDEF. (1986 – 1989). *Kabuhayan News*. Quezon City. SERDEF.
- SERDEF. (1989 – 1991). *Small Business Research Journal*. Quezon City. SERDEF.

OPINION COLUMNS

- Salazar, Melito S. Jr. (1983 – 1987). *Small World. Business World*.
- Taylor, Eduardo M. (1981 – 1983). *Mind Your Own Business. Bulletin Today*.

NEWSPAPER FEATURES

- Going Into Business and Growing In Business Series (1998 to date). *Philippine Daily Inquirer*.



NEW DIRECTIONS

To capacitate micro, small, and medium enterprises to respond to the changing business landscape, UP ISSI is conceptualizing programs on four additional flagship projects along the following areas: Climate Change, Financial Sector-focused Services, SME Technopreneurship, and Social Entrepreneurship.

• Climate Change Adaptation and Greening of SMEs

Climate change is an issue that impacts on all sectors, government, private, business, or advocacy. To this end, UP ISSI has started drawing up programs and services that will push MSMEs to be more environmentally-conscious. These activities seek to impress upon MSMEs about the multi-dimensional factors leading to environmental degradation and, more importantly, raise their consciousness on the simple, basic, and practical things that they can do to mitigate the harmful effects of climate change. Specific projects will focus on the efficient use of energy resources; promote the recycle-reuse-reduce mindset; and encourage use of eco-friendly materials and processes, among others, to the level appropriate to MSMEs. Implementing mechanisms will be through research, training, consultancy, and advocacy. As with its other projects, the Institute will establish and strengthen its network with relevant government agencies, the academe, industry, and international organizations in this regard.

• Financial Sector-focused Services

The direction is towards strengthening the capability of financial institutions and organizations to come up with more innovative ways of responding to the financing needs of micro, small, and medium enterprises. More particularly, the Institute will design and develop a new series of programs that will enhance existing microfinance services. This includes introducing and/or improving the training programs on bank coaching, risk management, and bond securitization.

• SME Technopreneurship

The limited access to technology has been frequently mentioned as another constraint to the growth of small enterprises. In some cases, it is also the fear of technology that hinders them from exploiting technology to their advantage.

UP ISSI's rich experience in dealing with SMEs brought largely by firm- and industry-level exposures and networking activities makes it very much aware of the technology issues confronting them. SME Technopreneurship as another flagship project of UP ISSI, intends to concentrate on services and projects for small and medium enterprises that range from identifying the need for technology, choosing the right technology, the related social- and environmental- impacts of technology use, among other issues.

Efforts will likewise focus on providing technology business incubation facilities for SMEs, technology mapping, and undertaking technology research and technopreneurship studies.

• Social Entrepreneurship

Corporate social responsibility is the business of every business regardless of size. A business owes much of its survival and growth to society, the community where it operates, and its workers. This flagship project aims to bring the concept of social entrepreneurship using an approach that MSME entrepreneurs can easily relate to. The Institute is setting its sights on activities that promote worker safety and just compensation, service to the community, consumer protection, among other activities.

These initiatives will be implemented by way of orientation and awareness seminars and workshops, firm level consultancy, training, and research studies.

PARTNERS and COLLABORATORS

In pursuing its activities, UP ISSI works closely with various organizations in both the private and public sectors. Just very recently, UP ISSI entered into a partnership with the Philippine Long Distance Telephone Company in its KaAsenso Program for micro and small entrepreneurs. Through the Program, new telephone subscribers are given a chance to enrol in any UP ISSI course offering of their choice.

Table 10: Partners and Collaborators

Academe
Entrepreneurship Educators Association (ENEDA) and member-schools
Philippine Association of Collegiate Schools of Business (PACSB) and member-schools
The UP System, particularly, the College of Arts and Letters, College of Business Administration, School of Economics, College of Engineering, College of Home Economics, School of Labor and Industrial Relations, National College of Public Administration and Governance, College of Social Sciences and Philosophy, and the Open University.
Government Agencies
Bangko Sentral ng Pilipinas (BSP)
Department of Agriculture (DA)

Department of Education (DepEd)
Department of Environment and Natural Resources (DENR)
Department of Foreign Affairs (DFA)
Department of Health (DOH)
Department of Labor and Employment (DOLE)
Department of Science and Technology (DOST)
Development Bank of the Philippines (DBP)
Export Development Council (EDC)
Land Bank of the Philippines (LandBank)
Local Government Units (LGUs)
People’s Credit and Finance Corporation (PCFC)
Philippine Commission on Women (PCW formerly National Commission on the Role of Filipino Women, NCRFW)
Small Business Corporation (SB Corp)
Technology Resource Center (TRC)

Private Organizations
Consuelo Foundation
Employers Confederation of the Philippines (ECOP)
Home Accents of the Philippines, Inc. (HAPI)
Marikina Footwear and Leather Goods Manufacturers Cooperative (MFLMC)
Metro Naga Chamber of Commerce and Industry (MNCCI)
Meycauayan Jewelry Industry Association (MJIA)
Partnership and Advocacy for Competitiveness and Trade (PACT)
Philippine Chamber of Commerce and Industry (PCCI)
Philippine Exporters Confederation (PHILEXPORT)
Philippine Partnership for the Development of Human Resources in the Rural Areas (PHILDHARRA)
Pinoy Microenterprise (Pinoy Me)
The Small Enterprises Research and Development Foundation, Inc. (SERDEF)

Regional and International Agencies
Approtech Asia
Asian Development Bank (ADB)
Australian Embassy
Foundation for Asian Management Development-Tokyo (FAMD, Japan)
German Agency for Technical Cooperation (GTZ)
International Labour Organization (ILO)
Japan International Cooperation Agency (JICA)
Technonet Asia-Singapore
UN Asia Pacific Centre for Transfer of Technology (UN APCTT)
UN Development Program (UNDP)
UN Economic and Social Commission for Asia and the Pacific (UN ESCAP)
UN Food and Agriculture Organization (UN FAO)
UN Industrial Development Organization (UNIDO)
US Agency for International Development (USAID)



The Small Enterprises Research and Development Foundation

The UP ISSI's major private sector partner is the Small Enterprises Research and Development Foundation (SERDEF), Inc.

Background

SERDEF was set up in 1976 as a non-stock, non-profit foundation to assist in the promotion and development of small and medium enterprises (SMEs) in the Philippines. Its membership represents a broad spectrum of Filipino leadership in industry, finance, education, government, and socio-economic affairs. This inter-disciplinary mix enables SERDEF to be flexible in undertaking training, consultancy, research, and other development projects and activities.

Since its inception in 1976, SERDEF has collaborated with UP ISSI in almost all of the latter's activities.

SERDEF is essentially a conduit for many of UP ISSI's programs and projects. It draws most of its pool of human resources, composed of experienced trainers, industrial extension specialists, counselors, consultants, productivity experts, industrial automation specialists, researchers, information officers, training coordinators, and project managers, from UP ISSI.

Organization

The Foundation is governed by a 15-member Board of Trustees of whom 12 are elected by the members. The other three Trustees are reserved for officials of the University, specifically, the President, Chancellor of UP Diliman, and UP ISSI Director, serving as ex-officio members. The 12 Trustees elect from among themselves

the Chairman and President. The entire Board appoints the Treasurer and Board Secretary.

The current SERDEF officials are:

Chairman	Mr. Francisco R. Floro
President	Dr. Paterno V. Vilorio
Executive Director	Prof. Nestor O. Rañeses
Treasurer	Mrs. Editha A. Reyes
Finance Officer	Mrs. Gloria D. Canela
Board Secretary	Mrs. Sonia Tiong-Aquino
Technical Adviser	Ms. Serenidad F. Lavador

The SERDEF office is located at the 3rd floor of the UP ISSI Building, (E. Virata Hall), along E. Jacinto St. in UP Diliman.

Networks

Over the years, SERDEF strengthened its relationships with government agencies and financial institutions such as the Bangko Sentral ng Pilipinas (BSP, formerly Central Bank of the Philippines), the Development Bank of the Philippines (DBP), Department of Science and Technology (DOST), Department of Trade and Industry (DTI), Department of Education (DepEd), to name some.

SERDEF had also numerous partnerships with the private sector, including such companies as ABS-CBN, IBM Philippines, Ford Philippines, United Laboratories, San Miguel Corporation, Philippine Chamber of Commerce and Industry (PCCI), Philippine Toy and Novelty Manufacturers Association (PHILTOY), Philippine Business for Social Progress (PBSP), Foundation for Assistance to Private Education (FAPE), Sunjin Philippines, and many others.

The Foundation has also established partnerships with international agencies like the United States Agency for International Development (USAID), Japan International Cooperation Agency (JICA), International Labour Organization (ILO), Asian and Pacific Development Center (APDC), United Nations Development Programme (UNDP), Foundation for Asian Management Development (FAMD) in Tokyo, Japan, Institute of Southeast Asian Studies (ISEAS) in Singapore, and many more.

Activities

Being the major private sector partner of UP ISSI, SERDEF implements all its programs and projects jointly with the Institute. Among the more recent significant activities with UP ISSI are the conduct of capability enhancement seminars, baseline survey on industry clusters, and assistance in developing policy recommendations for promoting micro enterprises in the rural communities.

Starting in January 2007, a grant in the amount of P30 Million, was given in tranches of P10 Million each by the

Industrial Guarantee and Loan Fund (IGLF) to SERDEF through UP ISSI, with DBP as the conduit financial institution. The grant was used and continues to be used for the conduct of back-to-back capability enhancement seminars (CES) for SMEs and financial institutions in selected cities and towns in the country.

SERDEF recently completed a project with JICA that assessed the potential of forming industry clusters in 12 regions that will fast track industrial development in said regions.

Presently, SERDEF is assisting in developing policy recommendations for consideration of the Program Management Unit of the Rural Micro Enterprise Promotion Program (RUMEPP) of DTI. The project covers 19 provinces in five regions.



Consulting with farmer stakeholders

THE UP ISSI ADMINISTRATION

The Management Team

The UP ISSI is headed by a Director who is appointed by the UP Diliman Chancellor and UP President. The Director has a leadership team composed of the chairpersons of the four operating departments and officers of the four service units.

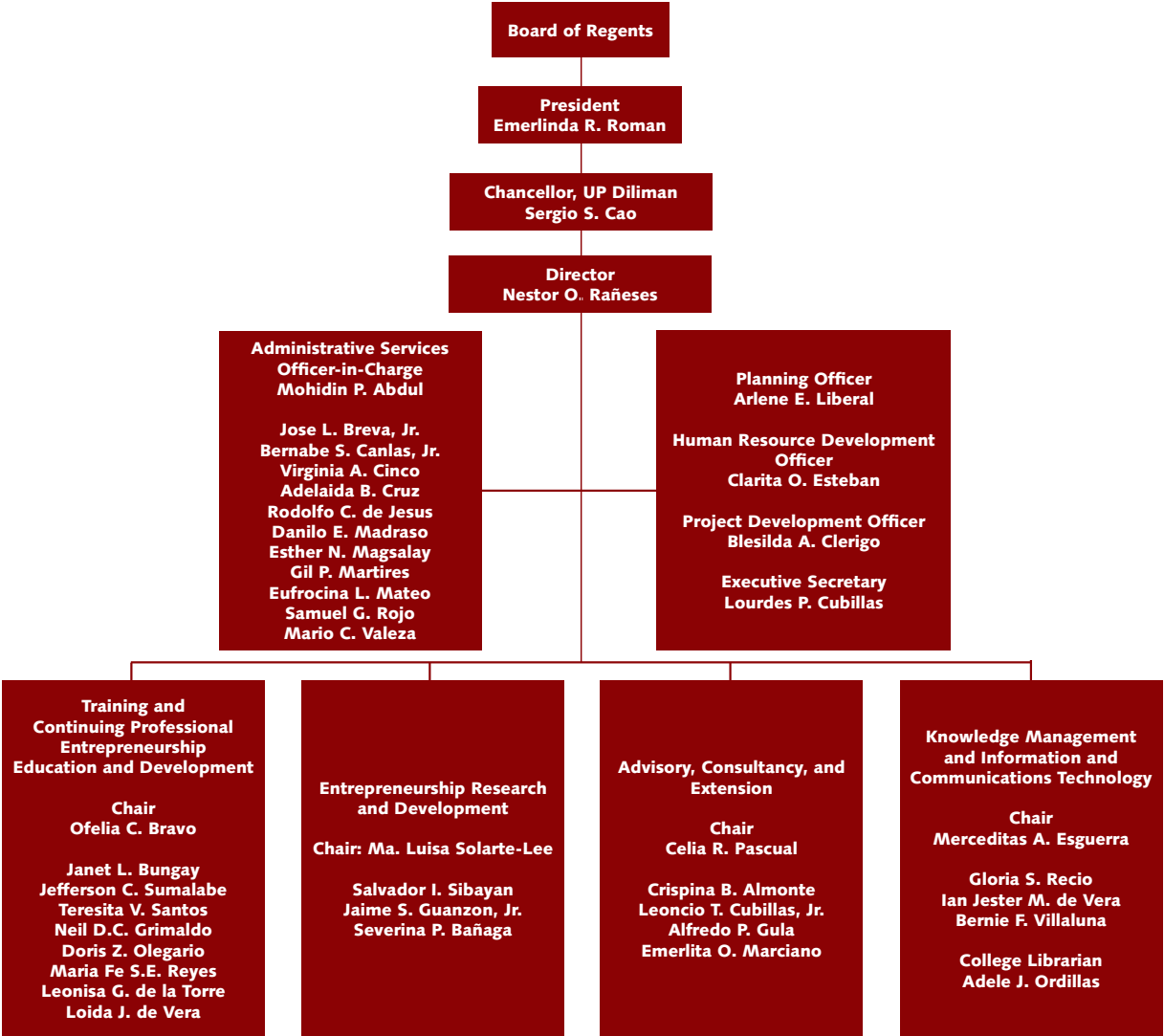


Figure 1: THE UP ISSI ORGANIZATIONAL CHART

• **Human Resources**

UP ISSI boasts of a human resource pool whose competence were and continues to be largely built and honed through a combination of the following factors:

Core Competencies of UP ISSI Staff
• Business process improvement
• Entrepreneurship and enterprise development and promotion
• Entrepreneurship instructional materials development
• Feasibility study and business plan preparation
• Food technology
• Human resource management
• Information and communications technology
• Information science and library services
• Instrumentation and process control
• Management audit, consultancy, and extension

depth of experience, wide exposure to the intricacies of MSME operations, participation to key local and international training programs, and education.

• Management games and workshop facilitation
• Marketing management
• Microfinance
• Organizational development and studies
• Program and project design, management, and administration
• Project accounting
• Project appraisal, evaluation, and monitoring
• Small business case writing
• Small business consulting, research, and planning
• Strategic planning
• Technology assessment

The UP ISSI Human Resource Pool

<p>Mohidin P. Abdul University Extension Associate II</p> <p>AB Islamic Studies, UP Diliman, 1989; BSc Customs Administration, Mindanao Institute of Technology, 1987; Graduate Units in Philippine Studies, UP Diliman, 1993.</p> <p>Office administration and management.</p>	<p>Ofelia C. Bravo University Extension Specialist III MSc Food Technology, India,1974 ; BSc Food Technology, UP Diliman,1970.</p> <p>Fruit and Vegetable Processing, Sri Lanka; Regional Food Processing Technology Sharing, Bangladesh; Commercialization of Research, Thailand; New and Small Enterprise Promotion for Developing Countries and Training for Enterprise, United Kingdom. Entrepreneurship program design and management; Food technology; Small business extension.</p>
<p>Crispina B. Almonte University Extension Specialist III MA Public Administration, UP Diliman, 2003; MA Economics Education, Center for Research and Communication, 1975; Bachelor of Arts, College of the Holy Spirit-Tagbilaran, 1969; BSc Education, CHS-Tagbilaran,1971; Postgraduate Units in ASEAN and Philippine Studies, UP Diliman.</p> <p>Project Planning, Monitoring, and Evaluation, The Netherlands; Training of Trainers/Motivators on Entrepreneurship Development, India; Productivity Consultancy Course, Singapore. Entrepreneurship and enterprise promotion and development; Project appraisal, monitoring, and evaluation; Organizational development and studies.</p>	<p>Janet L. Bungay University Extension Specialist II BSc Commerce, Philippine College of Commerce, 1971; Graduate Units in Education, UP Diliman. Project and Programme Management and Administration, The Netherlands; Project Promotion Services for Entrepreneurs/Managers, Malaysia; Consultancy Services for the Promotion of Small Industries, Japan. Training program development, management, and administration; Case writing.</p>
<p>Severina P. Bañaga University Extension Specialist I Certified Public Accountant (CPA); BSc Commerce, Polytechnic University of the Philippines, 1975.</p> <p>Management Consultancy and Extension, Thailand; Statistics, UP Manila. Project accounting; Business planning; Small business research.</p>	<p>Ma. Blesilda A. Clerigo University Extension Specialist II MA Education, UP Diliman, 1995; BSc Psychology, Far Eastern University, 1987; Graduate Units in Special Education, UP Diliman.</p> <p>Management Consultancy Course, India; Good Practices in Human Resource Management, Italy; SME Management Development, Sweden; Programmes and Project Management and Administration, The Netherlands. Small business counseling; Human resource management; Training program management.</p>

<p>Leoncio T. Cubillas, Jr. University Extension Specialist II Masters in Technology Management, UP Diliman, 1999; BSc Engineering, Cebu Institute of Technology, 1976.</p> <p>Standards-based Management Systems, AIM; Export Marketing for Developing Countries, Korea; Industrial Extension Tools, Thailand; Advanced Training in Industrial Management, The Netherlands. Entrepreneurship development, planning, marketing, production, and finance; Management audit; Business process improvement; Technology assessment; and Feasibility study preparation.</p>	<p>Clarita O. Esteban University Extension Specialist II AB Literature, Far Eastern University, 1973; Graduate Units in Public Administration, Araneta University Foundation; Graduate Units in Non-formal Education and Women in Development, UP Diliman.</p> <p>Institutional Development and Organisational Strengthening, The Netherlands; Organizational Development for Consultants and Advisors, The Netherlands; International Advisory Course, The Netherlands; Managing Business Development Services for Increased Impact, Italy. Training development and management consultancy; Training in rural enterprise development (Community-based projects & programs); Women and development.</p>	<p>Alfredo P. Gula University Extension Specialist II MA Management, UP College Tacloban, 1984 BSc Management, UP College Tacloban, 1980.</p> <p>Accounting; Finance.</p>	<p>Doris Z. Olegario University Extension Associate I BSc Business Administration, Philippine School of Business Administration, 1987.</p> <p>Training program administration.</p>
<p>Ian Jester M. De Vera University Extension Specialist I Masters in Technology Management, UP Diliman, 2009; BA Legal Management, University of Santo Tomas, 2001.</p> <p>APEC Training Course on Enhancing Entrepreneurship Skills for SMEs, Vietnam. Information and communications technology; E-Learning; Web design.</p>	<p>Neil C. Grimaldo University Extension Associate II BSc Commerce, San Beda College, 1996.</p> <p>Training program management and administration.</p>	<p>Ma. Luisa Solarte-Lee University Extension Specialist II</p> <p>Licensed Chemical Engineer; MA Development Administration, Australian National University, 1992; Bachelor in Business Management, Pamantasan ng Lungsod ng Maynila (PLM), 1989; BSc Chemical Engineering, PLM, 1983; Accredited GTZ trainer and facilitator.</p> <p>Credit Appraisal and Monitoring, GFA/GTZ; Strategic Social Entrepreneurship, CIDA PEARL; Microfinance Trainers Training Blended Learning, Asian Development Bank Institute; Strategic Management and Marketing of Training, AIM. Small business consulting, research, and training; Entrepreneurship instructional materials development; Program management and administration.</p>	<p>Adele J. Ordillas College Librarian III MA Library and Info Science, UP Diliman, 2001; BSc Education, UP College Tacloban, 1975.</p> <p>Advanced Management, Research Institute for Management Science, The Netherlands. Information management; Library services.</p>
<p>Merceditas A. Esguerra University Extension Specialist II BSc Education, University of Santo Tomas, 1971; Graduate Units in Asian Studies, UP Diliman.</p> <p>Basic and Advanced Courses in Management Consulting, Singapore; New and Small Enterprise Promotion for Developing Countries and Training for Enterprise, United Kingdom; Information Management, India; Training of Trainers, UP ISSI. Small enterprise research; Materials development; Management game facilitation; Small business case writing.</p>	<p>Jaime S. Guanzon, Jr. University Extension Specialist III MBA, International Academy of Management and Economics, 2001; BA Economics, Far Eastern University, 1975; Graduate Units in Economics, FEU.</p> <p>Consultancy Services to Small Industries, Japan; Creation of Enterprises, Formation of Entrepreneurs, Indonesia; New and Small Enterprise Promotion and Training for Enterprise, United Kingdom; Regional industrial Development, Research Institute for Management Science, The Netherlands. Enterprise and strategic planning; Small business research and training.</p>	<p>Arlene Eleanor E. Liberal University Extension Specialist V MBA, UP Diliman, 1975; Bachelor in Business Administration, Silliman University, 1966; AB Economics, Silliman University, 1965.</p> <p>Credit Appraisal and Monitoring; Environmental Management and Development; Advanced Management Consultancy; Objective-oriented Project Planning. Small business management; Marketing management.</p>	<p>Celia R. Pascual University Extension Specialist II BSc Foreign Service, UP Diliman, 1967; Graduate Units in Business Administration, Ateneo de Manila University.</p> <p>Creation of Enterprises, Formation of Entrepreneurs, Kenya Institute of Management; Advanced Training in Industrial Management-marketing, Research Institute for Management Science (now Maastricht School of Management), The Netherlands, 1981; Project Feasibility Study Preparation, Nagoya, Japan, 1978. Entrepreneurship development and promotion; Program administration and management; Workshop facilitation.</p>

<p>Gloria S. Recio University Extension Specialist IV MBA, UP Diliman, 1991; BSc Business Economics, UP Diliman, 1978.</p> <p>E-Commerce, Chinese Taipei; Rural Development Short Course, Australia; Small Enterprise Promotion Program, Kenya. Small business research; Business planning; Case writing; Materials development.</p>	<p>Jefferson C. Sumalabe University Extension Specialist I Licensed Chemical Engineer. MBA, UP Diliman, 2009; BSc Chemical Engineering, UP Diliman, 2000.</p> <p>Integrated Systems Quality Development for the Agri-food Processing Industries of ASEAN SMEs, Thailand; Training program development, management, and administration; Instrumentation.</p>	<p>Affiliate Resources</p>	
<p>Maria Fe S. E. Reyes University Associate II BSc Business Administration, National College of Business and Arts, 1994.</p> <p>Enhancing Entrepreneurship in SME Development and Export Consortia, Thailand. Training program administration.</p>	<p>Bernie F. Villaluna University Extension Associate II Licensed Electronics and Communications Engineer; BSc Electronics and Communications Engineering, New Era University, 2003.</p> <p>Managers Course, UP ISSI; Network Specialist Course, National Computer Center; E-commerce, UP ISSI; Advanced Course for SMEs Service Providers, UP ISSI.</p>	<p>Sonia Tiong-Aquino Board Secretary, Small Enterprises Research and Development Foundation (SERDEF) MBA; BSc Chemical Engineering.</p> <p>Project management and coordination; Training program and workshop design; Ergonomics; Working conditions; Technology business incubators; SME consulting.</p>	<p>Arthur S. Cayanan CPA; PhD in Business Administration; MA Economics; BSc Business Administration and Accountancy.</p> <p>Financial accounting and analysis; Basic corporate finance; Project appraisal and risk analysis.</p>
<p>Teresita V. Santos University Extension Associate II BSc Business Administration, University of the East, 1967.</p> <p>Fostering SMEs in the Private Sector, Korea; Rural Industries Promotion in Developing Economies, India. Training program development, management, and administration.</p>		<p>Ignacito U. Alvizo Chair, The Enterprise Bank, Inc. CPA; BSc Commerce; Graduate Units in MBA.</p> <p>Microfinance; Small enterprise extension and consulting.</p>	<p>Jerry T. Clavesillas Asst. Director, Bureau of Micro, Small and Medium Enterprise Development CPA; BSc Commerce.</p> <p>SME promotion and development; Formation of industry associations; Development and management of government projects.</p>
<p>Salvador I. Sibayan University Extension Specialist V PhD in Education, (Anthropology/Sociology of Education), UP Diliman, 2008; MBA, UP Diliman, 1979; BSc Agribusiness, UP in Los Banos, 1972.</p> <p>Microfinance; Project study and business plan preparation; Instructional materials development.</p>	<p>OFFICE OF THE DIRECTOR</p> <p>Nestor O. Rañeses Director, Institute for Small Scale Industries, University of the Philippines; Associate Professor of Industrial and Systems Engineering, UP Diliman College of Engineering; Affiliate Faculty, UP Diliman Technology Management Center.</p> <p>MSc Industrial and Systems Engineering , Georgia Institute of Technology, USA, 1981; Graduate Studies in Operations Research, UP ,1979; Graduate Studies in Energy Engineering, University of Wisconsin- Madison, 1984- 1985; Research Exchange Scientist on Ergonomics , Kanagawa University , Japan, 1991.</p> <p>"Pracademic" (practicing academic) on total quality management (TQM) , lean six sigma (LSS), production and operations management (P/OM), energy and environmental management (EEM), and continuous improvement (CI).</p> <p>Lourdes P. Cubillas, Executive Secretary</p>	<p>Patrick Alain T. Azanza Professor, UP College of Education PhD in Educational Administration and Juris Doctor, UP Diliman; Post-doctoral Diploma, Harvard University, USA; Certificate in Human Resource, University of California, USA; Certificate in Human Capital Management, AIM.</p> <p>Human resource management and development.</p>	<p>Corazon D. Conde MBA; BSc Business Administration; Core Credit Management Course, Certified C3 Trainer and Bank Coach.</p> <p>Wholesale banking; Trust operations; SME advocacy and financing.</p>
		<p>Belen D. Calingacion PhD in Communication; MA Speech Communication; BA Speech and Theater Arts; BA Mass Communication.</p> <p>Lecturing; Moderating and rapporteuring.</p>	<p>Regina C. de la Cruz CPA; MBA.</p> <p>Taxation and tax computerization.</p>
			<p>Chuck L.G. Ebal Certified Instrument Engineer; BSc Electrical Engineering.</p> <p>Instrumentation and process control; Engineering design, installation, implementation, commissioning and start up.</p>

<p>Fortunato T. De la Peña Undersecretary, Dept. of Science and Technology MSc Industrial Engineering; Diploma in Industrial Quality Control; BSc Chemical Engineering.</p> <p>SME promotion in the areas of technology transfer, manufacturing productivity improvement, and quality management.</p>	<p>Concepcion P. Labitan PhD in Industrial Psychology; MBA; BSc Commerce.</p> <p>Human resource organization, management, and development; Supervisory effectiveness; Conflict management.</p>	<p>Henry O. Palaca Licensed Quality Auditor of the International Register of Certified Auditors, Masters in Technology Management; BSc Industrial Engineering.</p> <p>Quality management; Quality and process improvement; Quality audit.</p>	<p>Editha A. Reyes Treasurer, SERDEF CPA; BSc in Business Administration.</p> <p>Investment management and appraisal; Project and program accounting.</p>
<p>Reynaldo P. Feria CPA; Masters in Management; BSc Commerce.</p> <p>Bank coaching; Credit risk management; SME credit appraisal and monitoring; Program developer: Accounting for non-accountants (AfNA).</p>	<p>Benel P. Laguna President and Chief Operating Officer Small Business Corporation Masters in Public Administration; Masters in Business Management; BSc Management Engineering.</p> <p>Management and finance.</p>	<p>Juan Amor F. Palafox Masters in Labor and Industrial Relations; BSc Community Development.</p> <p>HRD systems; Labor and employment relations; Organizational development</p>	<p>Alberto B. Reyno BA Economics; Bachelor of Laws; Strategic Business Economics.</p> <p>Retail banking; Legal counsel documentation; Corporate planning and budgeting.</p>
<p>Teresita M. Isidro PhD in English Studies; MA Literature; MA Education Language Teaching; AB English.</p> <p>Teaching English as a second language; Intensive English for foreigners and Filipinos; English grammar and literature.</p>	<p>Paulo M. Lao MBA; BA International Studies.</p> <p>Strategic marketing; Creative selling; Retail channel development.</p>	<p>Christine S. Pardinaz MBA; BSc Industrial Engineering.</p> <p>Organization development; Strategic marketing, financial, operations, and production management.</p>	<p>Edwin M. Suson MSc Management; BSc Computer Science.</p> <p>Marketing; Personal finance and wealth management; Entrepreneurship.</p>
<p>Philip Marvin D. Joven BSc Electrical Engineering.</p> <p>Industrial automation, mechatronics, and robotics; Instrumentation and control.</p>	<p>Dennis M. Masula BSc Computer Science.</p> <p>Factory automation; Process automation; Distributed control automation.</p>	<p>Gil Dennis A. Raposa Masters in Development Management; AB Economics; BSc Business Management.</p> <p>Strategic planning and institutional capability building; Project development; Entrepreneurship and enterprise development.</p>	<p>Joselito C. Torres Technical Education.</p> <p>Electro-pneumatics; Programmable controllers; Systems analysis and design.</p>
			<p>Elvira A. Zamora PhD in Business Administration; MBA; BSc in Business Administration.</p> <p>Management education; Technology-based entrepreneurship; Technology management; Program and project management.</p>

• Location and Facilities

UP ISSI is located in the five-storey building, E.T. Virata Hall, inside the Diliman Campus. It is strategically located along the University Avenue at the entrance of the University. E. T. Virata Hall, nestles against a backdrop of lush greenery. A covered walkway leads the participants, staff, and guests to the main entrance.

Being an internationally- recognized SME training institution, UP ISSI continues to upgrade existing facilities and invest in state-of-the art equipment to accommodate a growing number of clientele to its expanding catalog of training courses.

Inside the UP ISSI Building



Currently, the Institute runs at least three regular training programs every month. In addition to serving the needs of the Training Group, UP ISSI permits short-term use of rooms and facilities by outside parties.

There are five training classrooms on the third floor of E. Virata Hall serving as venues for most of the training programs conducted by the Institute. Three of the rooms are named after prominent Filipino industrialists whose estate provided the seed fund to establish the facility in their honor.

- The Toribio M. Teodoro Room can accommodate up to 60 people
- The Jose G. Sanvictores Room can seat up to 45 persons
- The Sotero Baluyut Lee Room has capacity for 45 persons.

The two other classrooms can seat 45 persons each.

Each training room is fully air-conditioned, equipped with slide whiteboards, a mounted projector, and provided with a raised platform and rostrum for the lecturer. Other audio-visual equipment and sound system with theatrical lighting can be installed in the rooms as needed. In preparation for the forthcoming programs that will be conducted via eLearning mode, SERDEF, UP ISSI's major private sector partner, acquired some basic equipment including a 37" LCD screen, external hard drive, and a laptop.

Located at the ground floor are the technical laboratory, complete with facilities and a computer room for trainees of the Industrial Automation and Instrumentation Control (IAIC) courses. The laboratory can accommodate up to 25 persons and the adjacent computer room seats 30. Across the IAIC laboratory is a lecture room that is good for 40 persons.



The following equipment enables trainees to simulate instrumentation and control processes:

For Instrumentation Courses

Quantity	Equipment
1	Ashcroft Pressure test gauge
1	Dry block calibrator
2	Flotech Instruments Corp. (New Port Electronics, Inc.) controller
1	Honeywell-UDC 2000 Mini-Pro temperature controller
1	Max Thermo – MC-2538 temperature controller
2	Omron S82K-05024, 24V power supply
1	Omron E8F2-AOIC, pressure indicator
1	Yokogawa pneumatic controller
4	Wheeler tester, Model WD-302 and WDM-304
3	Flatrack 4541 resistance temperature detector
1	Type K thermocouple
2	Different pressure transmitter

For Electro-Pneumatics and Programmable Logic Control Courses

Quantity	Equipment
8	Electro-Pneumatics Training Unit
8	Omron Programmable Logic Controller Training Unit
1	Allen Bradley SLC 503 Programmable Logic Controller
10	Omron Basic Circuit Trainer
6	Omron photoelectric sensor
7	Omron proximity sensor
1	Air compressor, 7.5 hp
4	Steel rack for banana electrical jack

The UP ISSI Plaza is located in the Second Floor. It is a multi-purpose open-space area that is very much appropriate for big gatherings of 300 – 400 persons.

The UP ISSI Lounge, available for small group meetings, fora, and workshops, is also located on the Ground Floor of the Building. It has capacity for 30 people. It is provided with a conference table and a TV with video player for visual presentations.



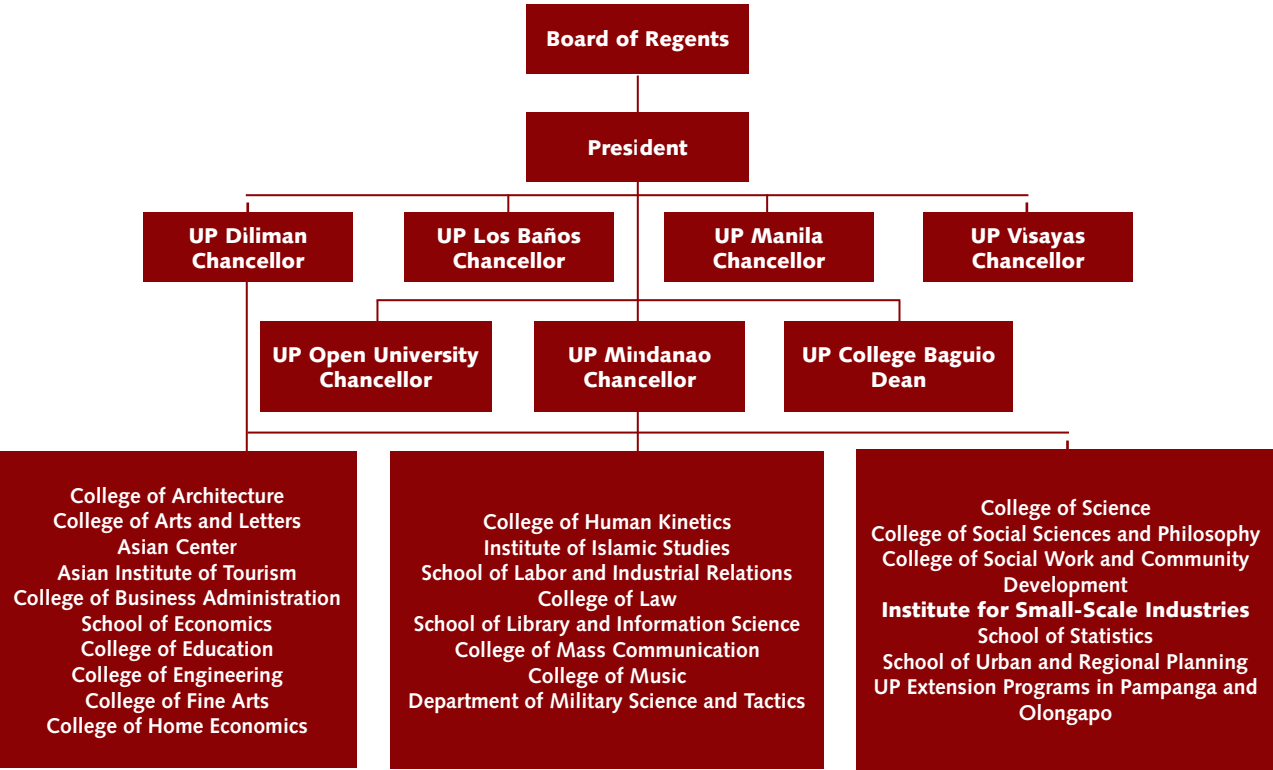


Figure 2: UNIVERSITY OF THE PHILIPPINES DILIMAN ORGANIZATIONAL CHART

UP SYSTEM OFFICIALS (as of June 2010)	
Dr. Emerlinda R. Roman	President
Dr. Amelia P. Guevara	Vice President for Academic Affairs
Prof. Edgardo G. Atanacio	Vice President for Planning and Finance
Dr. Arlene A. Samaniego	Vice President for Administration
Prof. Armin B. Sarthou, Jr.	Vice President for Development
Dr. Isabelita O. Reyes	Vice President for Public Affairs
Atty. Theodore O. Te	Vice President for Legal Affairs
Dr. Lourdes E. Abadingo	Secretary of the University and of the Board of Regents

UP DILIMAN OFFICIALS (as of June 2010)	
Dr. Sergio S. Cao	Chancellor
Dr. Lorna T. Paredes	Vice Chancellor for Academic Affairs
Dr. Luis G. Sison	Vice Chancellor for Research and Development
Dr. Elizabeth L. Enriquez	Vice Chancellor for Student Affairs
Dr. Cynthia Grace C. Gregorio	Vice Chancellor for Community Affairs
Prof. Mary Delia G. Tomacruz	Vice Chancellor for Administration

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