

FINAL REPORT CEDNA

(commissioned by Vilcabamba Foundation)

TRAINING PROJECT FOR EMPLOYMENT AND ENTREPRENEURSHIP 2018-2020

PERIOD: MAY 01, 2018 – MAY 01, 2020

GENERAL INFORMATION

Title Project	: Technical training for employment and entrepreneurship in marginal urban areas of Cusco
Executing org.	: CEDNA (Center for Child and Adolescent Development)
Duration Project	: 2 years
Period execution	: 01 may 2018 – 01 may 2020
Beneficiaries	: 275 young people and mothers with limited economic resources
Ejecution Project	: General Project Coordinator, Project Coordinator, Project Assistant.
Total budget	: € 133,414.00 (2 years)

1. PROJECT BACKGROUND

1.1 ABOUT COOPERATION WITH VILCABAMBA FOUNDATION FROM THE NETHERLANDS

The Vilcabamba Foundation, in cooperation with its local organization CEDNA already executes now for 14 years the program of Entrepreneurship and Job Placement with their project "Technical training for employment and entrepreneurship in marginal urban areas of Cusco".

This experience has managed to position CEDNA in the target population and establish strategic alliances with local government institutions and private institutions (NGOs, foundations and companies). It has been possible to validate a training system for the generation of employment and self-employment aimed at low-income people; based on the information of the demanding agents of the labor market (companies), with a structured content of the training and the structure for the labor insertion.

1.2 ABOUT THE PROJECT

- **Problem**

Urban youth unemployment in marginal urban areas of the city of Cusco face poverty, expressed in youth unemployment, which is more than four times higher than urban adult unemployment (3.2%).

Added to this is the quality of employment for young people. According to Enaho ¹, almost nine out of ten workers under the age of 24 have an informal job - in the rest of the EAP (Economically Active Population), the percentage is 69%.

¹ Enaho: National Household Survey is the research that has allowed the National Institute of Statistics and Informatics (INEI) since 1995 to track indicators on living conditions.

- **Project description**

The project will develop technical trades and enterprises with high labor demand for 275 young people and mothers with limited economic resources. This through specific technical training that respond to the requirements of the productive sector of services.

- **About the impact of the project**

Of the 275 beneficiaries as objective of the project, during the execution of the project the amount of beneficiaries has almost doubled, reaching the sum of 461 beneficiaries trained in technical courses and entrepreneurship, verifying that this total after 2 years, 65% of these have improved their income.

About Objectives and achieved results project

OBJECTIVES AND RESULTS PROJECT (EXECUTION MAY 2018 - MAY 2020)		
Objetivos project	Results	Results % About the project goal
275 Young people and mothers with limited economic resources have developed their personal and work skills	Total trained: 461 * Trained technical courses: 226 * Trained entrepreneurship: 235	168%
140 Young people and mothers with limited economic resources work in tourist service companies and others	Inserted 136 (60%) of 226 trained	97%
135 Young people and mothers with limited economic resources start and / or improve independent businesses	Start and / or improve 165 (70%) of 235 trained	122%

Budget and expenditure during 2 years of the training project

BUDGET TRAINING PROJECT IN EURO'S (01 MAY 2018 - 30 APR 2020)	BUDGET 01 MAY 2018 - 30 APR 2020	EXPENDITURE 01 MAY 2018 - 30 APR 2020	EXPENDITURE 01 MAY 2018 - 30 APR 2020 %	BALANCE BUDGET	BALANCE BUDGET %
EXPENDITURE 01 MAY 2018 – 30 APR 2020	€ 133,414.00	€ 128,040.00	96%	€ 5,374.00	4%
TOTAL	€ 133,414.00	€ 128,040.00	96%	€ 5,374.00	4%

2. THE ACTIVITIES OF THE PROJECT

2.1 PRELIMINARY ACTIVITIES

1. MARKET STUDY OF LABOR DEMAND

At the beginning of each year a market analysis was carried out to determine labor demand of leading companies in Cusco. This analysis involves direct observation and interviews with entrepreneurs to determine the needs of the labor market. A high demand for bartenders was identified. The authorization to the Ministry of Education was managed to be able to implement this technical career within our educational offer.

2. AUTHORIZATION COURSES MINISTRY OF EDUCATION

After identifying the needs of the market, CEDNA manages the authorization of courses according to the standards of the Ministry of Education and obtaining Ministerial Resolution.

As a result, we were able to obtain authorization to teach short technical courses.

The authorized courses were: Peruvian and International Cook Assistant, Basic Baking, Bar and Dining Room, Housekeeping, Business Management.

3. PROJECT PROMOTION

Work has been done on the modernization of the graphic line and a whole brand positioning plan, which is based on the change of institutional image with modern content and quality education with the slogan DISCOVER YOUR TALENT! Also the elaboration of videos made in the top bars with the best chefs and bartenders in the area achieving great impact in the city.

As a result, 95% of the beneficiaries came through social networks. For the period 2019, the same strategy was carried out, giving the great surprise that 80% were captured by social networks and 20% by contacts and recommendations.

4. PROJECT PRESENTATION

Before and during the execution of the project, we presented our project before the local authorities, NGOs, companies, community managers, mother leaders and beneficiary families. The project was also presented to state organizations such as the Ministry of Labor linked to unemployment and job placement, the Ministry of Women, a state entity that defends women's rights.

5 IDENTIFICATION OF BENEFICIARIES WITH SUPPORT FROM LOCAL GOVERNMENTS AND BENEFICIARIES

Identification through local governments.

Identification beneficiaries.

6. SIGNING AGREEMENTS WITH STRATEGIC ALLIES

Agreements were signed with **Municipalities**: District Municipality of San Jerónimo, District Municipality of Andahuayllas, District Municipality of Pitumarca, District Municipality of Písaq.

The following agreements were signed **with NGOs**: House "Mantay" , House " Children's Home María Salomé Ferro Cusco", Caritas Cusco, CEM (Cusco Women's Emergency Center), NGO Pan Soy.

The following agreements were signed with Companies: LUVAR, PURATOS, BAKE.

7. ELABORATION BASIC AND FINAL DATA BENEFICIARIES

The following methodologies were used to obtain baseline and final data:

- Personalized interviews - Preparation of surveys.
- Implementation of control and monitoring systems in the CEDNA student database system.

2.2 RESULT 01: YOUNG PEOPLE AND MOTHERS WITH LIMITED ECONOMIC RESOURCES HAVE DEVELOPED THEIR PERSONAL AND WORK SKILLS

1. DEVELOPMENT OF TECNICAL COURSES

Promote and commit to participation and selection of beneficiaries with their respective rules and regulations

Before starting the technical courses, we designed the internal regulations for students, teachers and internal regulations for using workshops appropriate to the new teaching methodologies and health standards. All the internal regulations were delivered at the time of enrollment to guarantee the commitment of students and teachers.

Formulate the curriculum and syllabus of courses to be offered

A standardized syllabus of the courses was designed taking into account the formation of the new DUAL methodology² around the resolution of training problems and their expression in hours, modules and skills that allows the training offer to be integrated in various ways.

Programming of the courses to be offered

- The Annual Operating Plan was made.
- The programming, budget and schedule of the technical courses were made.
- The terms of reference were carried out.
- Teachers were hired.
- Programming of materials for technical courses was carried out.
- Development of internships for top companies in the city (Marriot Hotel, Monasterio Hotel, Republica del Pisco).
- Incentive development.
- Development of motivational talk.
- Development of personal development and personal marketing sessions.
- Development of a workshop on good food handling practices and hygiene.
- Development of motivation talk of successful entrepreneurs.
- Business visits were developed depending on the technical course chosen.
- Workshops were held by the main international input brands for beneficiaries and the general public (KUIPER, RON SANTA TERESA, HABANA CLUB, PISCO 4 GALLOS, PURATOS, BAKE).

² **Dual Methodology.** This new methodology allows the correct Management in the technical training process that students can receive, led by their teacher, with the support of the different companies in the city of Cusco, identifying procedures and rules that allow the correct student training process.

2. EXECUTION OF TECHNICAL COURSES

During the execution of the project we started with 324 students for training technical courses, of which 226 students (70%) have completed their training. With a total of 21 groups of which the Basic Pastry course had the most students.

FIRST SEMESTER COURSES			SECOND SEMESTER COURSES			THIRD SEMESTER COURSES			FOURTH SEMESTER COURSES			TOT
Total groups	Name of course	Number of students	Total groups	Name of course	Number of students	Total groups	Name of course	Number of students	Total groups	Name of course	Number of students	Students
1	Assistent Chef	16	2	Assistent Chef	30	1	Assistent Chef	14	1	Assistent Chef	16	76
1	Basic Pastry	15	2	Basic Pastry	30	2	Basic Pastry	28	2	Basic Pastry	32	105
1	Housekeeping	19	2	Housekeeping	30		Housekeeping		1	Housekeeping	16	65
1	Bar and restaurant	18	2	Bar and restaurant	30	1	Bar and restaurant	14	1	Bar and restaurant	16	78
4	SUBTOTAL	68	8	SUBTOTAL	120	4	SUBTOTAL	56	5	SUBTOTAL	80	324

- **Personal development and personal marketing sessions**

Within the personal development course, 3 problems were detected: family problems between brothers and sisters, with children and relationship problems between couples. In some cases, violence between couples has been addressed through personalized counseling with the CEDNA teaching psychologist.

Within a bar/dining room and housekeeping course group, it was noticed that they were quite shy due to lack of confidence. So they had trouble interacting, sharing ideas, making arguments. It was very helpful that the groups consisted of young people and adults, as it seeks to generate mutual support, to create groups in such a way that they can advise each other so that they can tell their things that are happening.

- **Business visits with students to hotels**

Business visits were executed:

- With housekeeping students at the hotel "Costa del sol" in Cusco, at the hotels in the Sacred Valley: "Hilton Garden", hotel "José Antonio", Hotel Belmont.
- With cooking students at the "Palacio Nazarenas" hotel in Cusco (it is in the top 10 of the best hotels in the world).
- With the students of the Bar and Dining Room, at the "Limbus" bar, at the "Marriot" hotel, at the "Republica del Pisco" London bar / restaurant in Cusco.
- With pastry students to various other hotels.

These business visits have been executed at the beginning of their training in order to generate motivation among students to be inserted in the tourism sector of hotels and bar restaurants in Cusco and in the Sacred Valley. These hotels and bar / restaurants are recognized in the tourist market.

- **Closing technical courses**

Group closings were held. For the closing the students organized themselves to be able to present varieties of the products that they have learned during their training according to the course in which they registered.

3. BUSINESS MANAGEMENT WORKSHOPS

Business management workshops in communities

The workshops were held in 2 communities in the Andahuyllias district and 3 in communities in the Pitumarca district. With a total of 120 beneficiaries. For the training of these courses it was necessary to hire specialists in canvas methodologies³ and speaking of the Quechua language.

Business management workshop at the CEDNA training center

For this workshop the preparation and management of business plans was considered as a transversal course (approach in collaboration with different sectors). For this, CEDNA hired professionals from the NGO PAN SOY specialized in the subject who managed to train 50 beneficiaries of 3 technical courses.

4. PRESENTATION SESSIONS OF SUCCESSFUL ENTREPRENEURS

To motivate and enthuse students at the beginning of the technical course, successful entrepreneurs from the Region of Cusco were invited to tell their story:

- A Mrs. who won an award from the financial company Mibanco for the best entrepreneurship, competing with a product called Kinkones, which is a sweet product made from quinoa and quiwicha. She currently has a store in the center of the city where she sells her products. She told them about her story how she started her business, motivating the students to be able to undertake and that you don't need to have a lot of money.
- Likewise, a Mrs. who sells snacks and cakes was invited. She told them how she started her business and that today she is doing very well. Also she herself invited other entrepreneurs she knows from companies such as the supermarket "Orion", a restaurant known in the city "La Yola" among other entrepreneurs to tell their business success.

2.3 RESULT 02: YOUNG PEOPLE AND MOTHERS WITH LIMITED ECONOMIC RESOURCES WORK IN TOURIST SERVICE COMPANIES AND OTHERS

1. JOB PLACEMENT STUDENTS TECNICAL COURSES

Identify and engage companies in the service sector for job placement

With the baseline information (surveys) we were able to determine the total number of students for job placement. According to this baseline information, we carried out the segmentation of companies according to the beneficiary profile and their training in CEDNA. A project presentation plan was carried out in the identified companies. Presentations were given to companies in tourism in Cusco with which it was possible to achieve the labor insertion of different students.

Visits to companies by technical team

The identification of potential companies was carried out. In total, an average of 100 companies were identified, of which the technical team has made visits to these companies such as hotels, bars, pastry shops and restaurants in our region in order to insert our students.

³ The Canvas Model is a tool to define and create innovative business models that simplify 4 main areas: clients, supply, infrastructure and economic viability in a box with 9 divisions.

Students inserted with companies

136 students were inserted in the field of housekeeping, pastry, cooking, bar and dining room. It was not possible to insert more students because as of March 16, the national quarantine began in Peru.

Within our inserted students we have had a student from the bar and dining room course. He is a young man from the province of Cusco who lives alone in Cusco and has to work to be able to educate himself and cover the expenses of his food and housing. He was inserted into a bar.

We have also inserted one of our students who is a single mother to a pastry shop. She works to give her children a better quality of life. She works late shift and during the morning she takes care of her children until she takes them to school and picks them later up from school.

It was possible to insert a student in the housekeeping area of the hotel "Palacio Nazarenas" in Cusco (it is in the top 10 of the best hotels in the world). Likewise we had a student who was inserted into the Hotel Belmond and students who were inserted to different hotels such as: Hotel San Juan de Dios, Hotel Sumaq, José Antonio.

Of the students inserted in the housekeeping course, the majority work part time, morning shift and afternoon shift. In the free time they have, they dedicate themselves to continue studying a career that is complementary to what they have learned in CEDNA.

2.4 RESULT 03: YOUNG PEOPLE AND MOTHERS WITH LIMITED ECONOMIC RESOURCES START AND / OR IMPROVE INDEPENDENT BUSINESSES

1. STARTING THEIR SMALL BUSINESSES

80% of these beneficiaries are housewives who do not have time to be able to be inserted in the labor market because a large part of the time is spent caring for their children. However, during their free time they produce products for selling to family and friends. Some sell their products to small grocery stores and carry out ambulatory sales through the streets of the city.

With the specialist in business plans, the students of the technical courses interested in starting their business were participating in the dynamic sessions to make their own business plan. After their training, they received personalized advice from the business plan specialist in order to continue polishing their business plans and advising them in starting their small business. Ms. Gladys started a pastry business. Mrs. Doris opened her pastry shop in Qusipata.

We also have two students who are mothers of the ages of 25 and 26 who were trained in the pastry course, who joined together to open a pastry shop. They gathered their savings and bought an oven and some utensils needed in the pastry shop and rented a small premises in the city of Cusco itself where they work.

2. IMPROVING THEIR SMALL BUSINESSES

- A total of 168 of the 240 beneficiaries of the communities outside Cusco were trained in improving their small businesses in coordination with the municipalities of the following districts:

District Municipality of Písaq

Mushroom producers of 5 communities (120 beneficiary producers from Cuyo grande, Cuyo chico, Qota Taky, Chahuaytiri, Ampay) were trained in preparing mushroom-based dishes. The main objective was to create new gastronomic routes in the communities so that they can sell and participate in local fairs.

Municipality of the Andahuaylillas district

It was possible to train a group of 30 beneficiaries from the local market of Andahuaylillas in the preparation of business plans, business management, effective sales and personal marketing, with the main objective of improving the offer of their products and services.

Municipality of Pitumarca

It was possible to train 3 communities (Phinaya, Ananiso, Hachipaccha) with a total of 90 beneficiaries in regional gastronomy, customer service and housekeeping. These communities are located on the tourist route to the Mountain with the 7 Colors, the Rainbow Mountain at a height of 5,200m. It's a new tourist attraction, about 3 ½ hours from Cusco in the Andean mountains. The main objective was the sale of its products and services to tourists at the local market.

- **It was possible to train 74 students of the technical courses interested in improving their small businesses with the specialist teacher in business plans.**

The students were participating in the dynamic sessions to make their own business plans. After their training they received personalized counseling of the specialist in business plans to continue polishing with them their business plans and advising in the improvement of their small business. Miss. Hermelinda is improving her business who has a business in selling breakfast. There is a group of people who started a business in the pastry industry.

3. AWARDS FOR BEST BUSINESS PLANS

The best 4 business plans of each technical course of the students who were trained during the project have been awarded. A business plan contest was developed with the students of the pastry, cooking, bar and dining courses. They presented their business plans to a jury of CEDNA professionals. The first 4 places in each course were chosen and were awarded.

The awarded students in the pastry course: A lady who won first place started a business that makes cakes and pastries with natural Andean products (quinoa, kiwicha, etc.). It is a business that places orders and does delivery to all its customers with its webshop. Another student in the pastry course who sells desserts in local markets and to companies, including CEDNA. This student had a very ill mother, so he had to provide income for his younger brother and mother. A student from the cooking course has improved her income by improving her business that is selling breakfast. She has implemented everything she learned in the CEDNA training.

4. PERSONALIZED SUPPORT AND FOLLOW-UP OF BUSINESS MANAGEMENT BY TRAINERS

Short-term consultancies have been carried out in the communities because they are far away. Such is the case with the Phinaya community, which is located 8 hours from the city of Cusco and the nearest community is 2 hours away from Cusco.

2.5 SUPPORT, FOLLOW-UP AND MONITORING

Our digital control system allows personalized follow-up and monitoring, which also allows evaluating each student in relation to the baseline information of the student.

System benefits:

- Measure socio-economic indicators.
- Allows control of class attendance.
- Allows control of the performance of the beneficiary.
- Allows control of students inserted etc.
- Allows systematizing of the results in relation to the best students for awards.

Of students in training

The attendance of the students was monitored and accompanied during and after their training through telephone calls and conversations in de CEDNA training center, in relation to their attendance, what problems they have, how they are doing in their jobs where they were inserted etc.

Of our students trained, there were young 17-year-old women, single mothers as a result of rape and who live in shelters, but with the desire to have a technical training. Likewise, young men who were orphans or abandoned young people of alcoholic parents living in shelters.

There was also a student who took 2 hours to get to Cusco. He worked in a restaurant. And after his work he came to classes without fail because he wanted to continue learning more, so that he could increase his monthly salary or get a new job and can continue studying.

Likewise, conversations were held with the students about the methodologies that the teachers use, to later evaluate them and ask for their opinion to improve the teaching methodologies.

Of the teachers

There were meetings with the teachers to see the advances of new methodologies used in CEDNA to achieve the best result. Likewise, each teacher was monitored on the punctuality and progress of each course and every student. The students were also asked through a questionnaire about the quality of the teacher and teaching. The teachers of the courses have received a high degree of appreciation, in part due to the professionalism and experience of renowned hotels and / or restaurants where they work or have worked and have also shown a great commitment to insert their students in these companies.

3. MAIN RESULTS, CONCLUSIONS AND LESSONS LEARNED

MAIN RESULTS

- **Results project**
 - 461 trained (226 technical courses, 235 entrepreneurship).
 - 136 inserted with companies.
 - 165 start/improve their business.

- **Results of activities:**

- Authorization and certification of courses by the Ministry of Education.
- Implementation of digital marketing and social networks.
- Signing of agreements with district municipalities, NGOs, and companies.
- Execution of 21 technical course groups.
- Implementation of a digital monitoring and follow-up system.
- Support and promotion of the Programa with Municipalities and Ministries.

MAIN CONCLUSIONS

- The current training center in Cusco is small and no longer serves to carry out its project to serve more students, especially because it must meet certain requirements established by the Ministry of Education, such as: minimum areas for training rooms and others related to security and complementary services.
- Contracts and legal commitments with the Municipalities do not guarantee the fulfillment of counterparts.
- The baseline information of the students has allowed us to determine the particularities of each of the families with whom we have been executing the program. It allows us to have a local analysis to guide resources and actions depending on the problem identified with the highest prevalence.
- Presence of Venezuelan migrants offering illegal services at prices below the offer. This causes higher unemployment and hinders the process of labor insertion.
- Companies demand competitive personnel, due to which the training methodology must be innovated if a competitive personnel is to be achieved.
- Informal companies do not guarantee good development of profits.
- There is seasonality in the educational demand. There are months when there are no beneficiaries due to externalities of storing agricultural products, etc.

MAIN LEARNED LESSONS

- In the planning of the Project, the seasonality of the job offer should be considered because the main economic activity in Cusco is tourism and there are high and low seasons which will influence the process of job placement.
- More work should be done on the part of promotion through social networks. For brand positioning we still need to use in Cusco traditional communication such as radio, TV, flyers, written media, peripherals.
- Market studies must be carried out annually to identify unmet labor demand and to implement new technical courses.
- Desertion of beneficiaries mostly caused due to family problems, urgency of work.

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ANNEX: PHOTOS

PROMOTION ACTIVITIES



NEW IMAGE CEDNA

NEW: SLOGAN "DISCOVER YOUR TALENT" (DESCUBRE TU TALENTO) AND NEW: LOGO



PRESENTATION OF THE PROJECT TO MUNICIPALITIES



Leo 2018

ENTREPRENEURSHIP COURSES WITH MUNICIPALITIES



Mushroom producers (district PISAQ)

Training in preparing gastronomic meals based on mushrooms



VISITS WITH STUDENTS TO TOURIST ENTERPRISES



STUDENTS NEW TECNICAL COURSE: BAR/RESTAURANTE



STUDENTS TECNICAL COURSE ASSISTENT COOK



STUDENTS TECNICAL COURSE PASTRY



STUDENTS TECNICAL COURSE HOUSEKEEPING



GRADUATE STUDENTS WITH CERTIFICATES



SUCESFUL ENTREPRENEURS TELL THEIR STORY



DEMONSTRATION WORKSHOPS FOR PROMOTING CEDNA COURSES

