

# CEDNA FINAL REPORT

PROJECT TO STRENGTHEN TRAINING FOR THE SUSTAINABILITY OF ENTERPRISES

REPORT PERIOD: APRIL 01, 2021 – APRIL 01, 2022

## GENERAL INFORMATION

<b>Project title</b>	: Project to strengthen training for the sustainability of entrepreneurship in the Cusco-Peru region
<b>Project duration</b>	: 1 year
<b>Execution period</b>	: April 2021 - April 2022
<b>Beneficiaries</b>	: 100 entrepreneurs
<b>project execution:</b>	Project coordinator, business advisor
<b>Overall budget</b>	: S/. 306,600.00

## 1. PROJECT BACKGROUND

### 1.1 ON THE COOPERATION WITH THE VILCABAMBA FOUNDATION OF THE NETHERLANDS

The Vilcabamba Foundation, in cooperation with its local organization CEDNA, executes as a pilot project the program "Strengthening training for the sustainability of enterprises" in the region of Cusco-Peru.

### 1.2 ABOUT THE PROJECT

- **problematic**

The coronavirus pandemic in Peru in 2020 resulted in the "State of Emergency" and "mandatory social isolation". At the national level, the confirmed cases are 1.24 M, the deceased 43,880<sup>1</sup>. Recent studies show that **extreme poverty** in Peru in 2019 was 20% of the total population. **In 2020 it increased to 30%**, representing the cost of the basic basket, which is the basic monthly cost of feeding a person to live, which is 350 soles per month, 3.50 soles per day (average of 100 euros, 1 euro per day).

**Loss of employment** and therefore of the purchasing power of resources, as well as self-employment that, even when the measures are lifted, will contract the demand for employment in the market as it is a process that has its own logic.

Currently and for some months **they do not have money to cover food needs**, especially for people responsible for the family. Many did not receive a bonus of 760.00 soles granted by the government on two occasions.

**The economic reactivation will be very slow** and it will be difficult for these sectors to resolve especially the issue of their nutrition, which includes the family nucleus.

**The greatest impact** on the growth of the pandemic is in **employment**, since in Peru only 25% have jobs in the formal sector and 75% of jobs are not protected by basic labor rights that guarantee stability during times like this.<sup>2</sup> Likewise, at the Cusco regional level, the majority of the works are paralyzed since Cusco depends on the tourism sector and this sector is only slowly being reactivated.

<sup>1</sup> Figures date 02.16.21 covid19.minsa.gob.pe

<sup>2</sup> According to the analysis Carolina de Deborah, Delgado Pugley (May 2020): COVID-19 in Peru: a small technocracy facing the consequences of inequality

- **Project description**

CEDNA has been executing the recent training projects during the 2020 and 2021 pandemic, and they have achieved the stated objectives; but the pandemic has shown that it is necessary to incorporate aspects to strengthen those trained for the sustainability of their business.

Given the conditions created by the pandemic, the **reduction of informality is necessary through training**, which has also been one of the main causes of contagion during the pandemic.

The project aims training in sustainable entrepreneurial actions, based on strengthening their business culture and achieving the formalization of their businesses or entrepreneurial initiatives, accompanied by financial support for the microenterprise. This also through the commitment of SUNAT (National Superintendency of Tax Administration) and the Local Financial System of the corresponding credit; from the beginning of the training to the start-up of the micro-enterprise.

#### **METHODOLOGY**

The essence of the methodology is summarized in focusing on the emotional factor of the entrepreneur who is trained on the challenges, sacrifices, and persistence experienced by the business culture. This translated into understanding how it works in the concrete reality, which means experiencing the essence of their skills and talents that every human person has. This includes theoretical classes, practices, visits, internships and application of experiences with the participation of a professor and/or business advisor. Likewise, these courses will be given virtually, both theoretical and practical, in person because they are technical courses and will be more practical than theoretical.

#### **Objective of the project**

Get the target group to formalize their enterprise and be subject to financial market credit to guarantee the sustainability of their business.

Results to achieve

#### **Result 1.**

The beneficiaries are clear about their objectives and their attitudes to carry out entrepreneurial activities based on the business culture.

#### **Result 2.**

70% of the target group have formalized their business with SUNAT (National Superintendency of Tax Administration) and carry out economic activities in a sustained manner, after training.

#### **Result 3.**

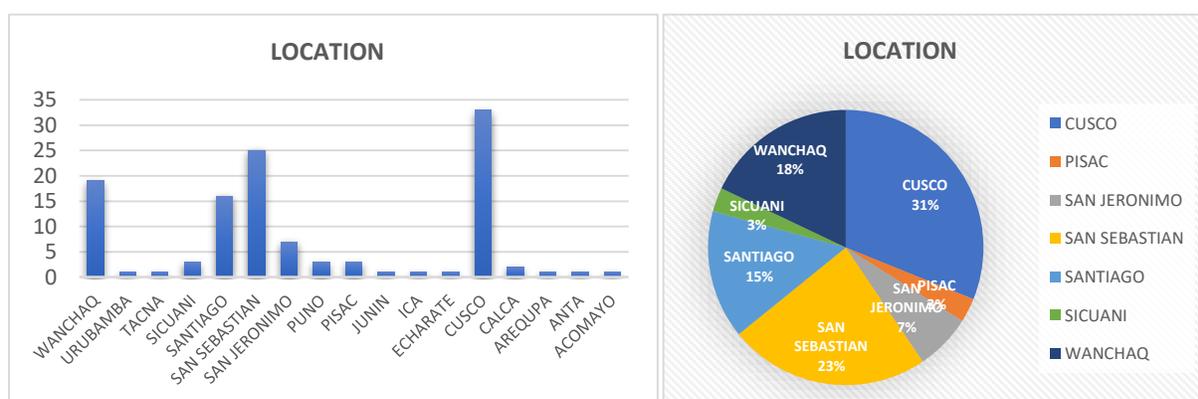
70% of the target group are subject to credit from the local financial system (banks, municipal savings banks, cooperatives and others). Assuming the beneficiaries the need for credit for the sustainability of their enterprise. The annual goal is to train 100 participants in a year, with the objective that 70% formalize their business and be subject to financial credit.

PROJECT GOALS	Nº PARTICIPANTS FOR TRAINING	ACTIVITY	GOAL RESULT
GOAL	100	Formalization	70
		Access to financial credit	70

During the execution period of the project, there were 3 training groups: in the first group 41 participants were trained, in the second 42 participants and in the third 37 participants. Of which there was a total of 120 trained.

### PARTICIPANT INFORMATION

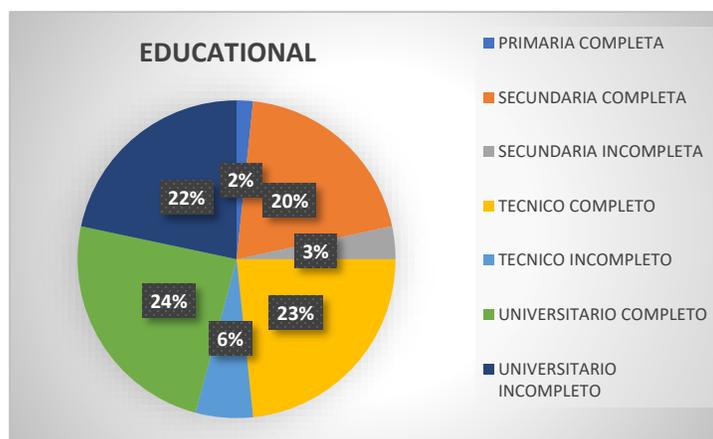
Of the total of 120 trained, 67% are women and 33% are men, ranging in average age from 25 to 45 years, mostly.



Source: Own elaboration (Project Database)

According to the geographical distribution, most of the project participants came from the district of Cusco with 31%, 23% from the district of San Sebastián, 18% from the district of Wanchaq and 15% from the district of Santiago all living in the province of Cusco. Participants with lower percentage came from the provinces of Sicuani, Calca, Pisac, Acomayo, Urubamba and Echarate of the Cusco region. Due to the pandemic situation, the project was carried out virtually and in person, and could therefore also reached other regions of the country, such as Junín, Tacna, Puno, Ica and Arequipa.

Of the total number of participants, 62% of the total number of businesses in progress are in the production sector, 24% in the trade sector and 14% in service.



Source: Own elaboration (Project Database)

With regard to the educational level of the total project participants, 24% have a complete university higher education level, followed by the complete non-university higher education level (technical) with 23%. And without much difference, incomplete technical higher education and complete secondary education with 22% and 20% respectively, 6% complete secondary education and 2% complete primary education. This is justified by the project profile. There is a high percentage of participants with higher education who lost their jobs due to the pandemic, specifically professionals and technicians in the tourism sector who were forced by the need to generate economic income to start small businesses. Since most of them are heads of families and have children, parents and other responsibilities under their care.

The slow economic reactivation was the reason that these groups have no expectations of returning to their previous employment and starting small businesses.

Another considerable group are participants with 20% completed high school and 22% incomplete university technical studies who have business ideas and businesses in progress that are not yet sustainable. The pandemic also affected them considerably, some needed to reinvent themselves and look for new marketing channels according to the context in which they lived in the country.

- **On the progress of the objectives and results of the project (adjusted to the project goal)**

PROGRESS EXECUTION APRIL 2021 – APRIL 2022	
Goal project	Result
100 participants are trained	Total trained: 120 (advance 120%)
70 participants have formalized their businesses	Total formalized: 53 (advance 72%)
70 participants have accessed a financial loan	Total access to financial credit: 45 (advance 64%)

GOAL AND RESULTS PROJECT EXECUTION APRIL 2021 – APRIL 2022								
Goal project	Total project result April 2021 – April 2022	Result Group 1	Advance Group 1	Result Group 2	Advance Group 2	Result Group 3	Advance Group 3	TOTAL PROGRESS (Apr 2021- Apr 2022)
RESULT 1	100 TRAINED	41 (41%)	41 trained	42 (42%)	42 trained	37(37%)	37	120 (120%) trained
RESULT 2	TOTAL FORMALIZED (70%)	24 (34%)	24 formalized	20 (29%)	20 formalized	9 (13%)	9 formalized	53 (72%) formalized
RESULT 3	TOTAL ACCESS TO CREDIT (70%)	22 (31%)	22 credit access	12 (17%)	12 credit access	11 (16%)	11 credit access	45 (64%) credit access

**FORMALIZED: 53 PARTICIPANTS (ADVANCE 72%)**

- For all those formalized, the RUC (single taxpayer registry) of a natural person with a business is the category most used by entrepreneurs to start their economic activities formally, mainly availing themselves of the New RUS regimes (it is a tax regime created to small merchants and producers, which allows them to pay a fixed monthly fee based on their purchases and/or income, with which the payment of various taxes is replaced) and the MYPE Tax Regime (RMT) (this requires them to simpler conditions to comply with their tax obligations). 98% of the total formalized are under the New RUS regime and 2% are under the Tax MYPE regime.
- Of the total of non-formalized (56%), 68% indicate that they still do not want to be formalized because they have small itinerant businesses, 23% indicate that they still have a business idea so their formalization will be when they start their activities and 9% indicate that their businesses have a virtual marketing channel through social networks and they still do not see it convenient to formalize, since they do not have physical stores and SUNAT does not require them to pay taxes.

**ACCESS TO FINANCIAL CREDIT: 45 PARTICIPANTS (PROGRESS 64%)**

- The total of participants who managed to access a financial loan did so in financial savings banks. These due to their lower interest rates and not in banks since they have high interest rates. Among the main financial entities that granted loans to our participants we have the CAJA MUNICIPAL CUSCO, CAJA SULLANA, CAJA AREQUIPA, CAJA HUANCAYO and CREDINKA.
- The total that did not access some type of financial credit is 63%, of which 35% indicate that they do not want a financial credit because they work with their own capital (personal/family savings), 22% of them have accumulated capital and this is the basis with which their enterprise is financed, 15% indicate that they still have a business idea, so access to credit will be in the future, 19% indicate that they still do not need it for various reasons (they are in Infocorp<sup>3</sup>, they do not trust financial entities, they have high interest rates, etc.). Likewise, 8% indicate that they do not require a loan because they have family loans and the 2% have capital that they won in contests offered by the Peruvian State to reactivate their enterprises.

<sup>3</sup> Infocorp is the credit base of Peru, it is the bureau that compiles the most complete information on indebtedness in the country.

• **Budget execution of the project**

PROJECT BUDGET IN SOLES (01 APR 2022 – 01 APR 2022)	BUDGET 01 APR 2021 - 01 APR 2022 (12 months)	EXPENSE JUN 01, 2021 - OCT 31, 2021 (7 months)	EXPENSE JUN 01, 2021 - OCT 31, 2021 % (7 months)	EXPENSE 01 NOV 2021 - 01 APR 2021 (5 months)	EXPENSE 01 NOV 2021 - 01 APR 2021 (5 months)	BUDGET BALANCE	BUDGET BALANCE %
EXPENSE APRIL 2021 - APRIL 2022	S/. 306,600	S/. 158,597	52%	S/. 148,003	48%	S/.0.00	0%
<b>TOTAL</b>	<b>S/. 306,600</b>	<b>S/. 158,597</b>	<b>52%</b>	<b>S/. 148,003</b>	<b>48%</b>	<b>S/.0.00</b>	<b>0%</b>

**2. PROJECT ACTIVITIES CARRIED OUT**

**Result 1: The beneficiaries are clear about their objectives and their attitudes to carry out entrepreneurial activities based on the business culture.**

**ACT.1 organization of the project for its execution**

- **Identification and selection of the target group with the corresponding baseline and respective profile; ensuring the biosafety processes of the beneficiaries during the execution of the project**

**Elaboration of Base Line** . - A questionnaire of questions was prepared to obtain initial relevant information from the target group, in order to obtain systematic information for the execution of the project.

**Beneficiary identification plan.** - A plan of strategies was carried out to be able to focus on the potential target group, in which different selection modalities were used, for example, the use of the informative flyer through CEDNA's social networks, visits to entrepreneurship fairs, search for organized groups linked to enterprises and others.

**Program promotion.** - An informative flyer was developed for the call for participants, which was disseminated through virtual channels (social networks and in different groups) to achieve the registration of participants. Likewise, the program was promoted in person with information flyers in fairs and places frequently visited by entrepreneurs.

**Baseline systematization.** - Once the information was obtained from the Google form with the information of those registered, the systematization and processing of the information obtained was carried out in order to have the initial group information, evaluate the initial skills of each participant, the state of their entrepreneurship (progress or idea), and other relevant data for the execution of the project.

**Selection of participants.** - Once the call was closed and systematized, the participants were selected. In which there were more than 120 registered, where personal interviews and others were carried out to filter the final participants.

**Participant interviews.** - Interviews were conducted with the applicants to find out about their interest and continuity in the program. The interviews were conducted in person and online. In this process, the aptitudes of each entrepreneur and their commitment to the program were evaluated.

- **Identification and coordination with public and private entities such as: SUNAT, private banking, municipal and related savings banks, to commit themselves as strategic allies in the execution of the project**

In this stage, coordination, calls and visits were made to the corresponding institutions to make them aware of the program and the objectives to be achieved, in which several of them accepted to be strategic allies in the execution of the project. Formal documents were sent such as the invitation letter, once the strategic allies were identified. A data base was set up with the registration of the allies (name of the institution, name of the contact, telephone number and email).

Our strategic allies:

- **Ministry of Production**, through the "Your Business" program in charge of promoting the formalization of entrepreneurs in the country. This ally supports us with the documentation and the formalization process of the entrepreneurs in charge of the regional coordinator in Cusco.
- **Regional Government:** public entity part of the Peruvian State within the entity. We spoke with the coordinator of the CISE Business program, which is a business incubator, so that it can help us with the targeting of entrepreneurs knowing the profile of our program.
- **Financial Entities:** Within the financial entities, contact was made with the following entities:
  - Caja Cusco, with credit analyst
  - Caja Arequipa, with credit analyst
  - Caja Huancayo, with credit analyst
  - Credinka, with credit analyst
- **Entrepreneurial psychology:** with a specialist, who developed motivation issues and how to manage emotions in times of pandemic.
- **Ruway yachay:** Business management consultant, integrated management system, preparation of environmental plans, market studies, incorporation and computerization of companies with the coordinator, who developed the topics of financial education and supported us in calling for participants.
- **ILO (international labor organization):** with the facilitator, who developed the topics of financial education.
- **Accounting area for entrepreneurs :** with Accountant specialist in small businesses, who developed how to manage and process tax issues for entrepreneurs.

## ACT.2 Process feedback and decision making for successful entrepreneurship

- **Review and internalize the knowledge of the market for entrepreneurship**

At this stage, the business advisor develops a guide manual for the entrepreneurs of the program, where the theory of business management is found step by step. Likewise, the business plan format is developed where it is in accordance with the progress of each session.

The business plan is an empty template that each entrepreneur can fill out according to their business. This business plan, as well as the manual, is contemplated in 3 stages: 1) business plan 2) marketing plan 3) costs production and financial analysis.

- **Share entrepreneurial experiences with experienced entrepreneurs in interactive workshops on business management (Investment Opportunities)**

The entrepreneurs made individual visits to businesses related to their field in order to learn more about it. Likewise, within the fairs, practical exercises were carried out, where the entrepreneur had direct contact with his final client and at the same time they had to go to visit other businesses to analyze and learn more about the business and learn about its strengths and weaknesses.

- **Management of business administration and management processes**

- **\*Developed the first virtual workshop, concepts of the business plan and the importance**

At this stage, the business management manual prepared by the Business Advisor specialist is presented, where the participants are given an induction of what the program will consist of, the theoretical and practical topics, interactive workshops, etc.

Similarly, the business plan, a very important tool for entrepreneurs, was presented and explained. At this point, the entrepreneurs were informed of each of the aspects and items that will be touched on throughout the training process, giving them a panoramic view and what they want to achieve with this whole process and above all reiterating their commitment to the program.

- **Practical business management pilot workshop with the application of production (supply and demand) with factual products, factual sales, factual profits or losses with a small capital (symbolic contribution of CEDNA for the workshop) for previously selected workshop groups**

### Participation in fairs:

Within the period of execution of the project, a very important activity was innovated, the participation in entrepreneurship fairs. This was an activity in which the participants executed real business management practices, from thinking about what product to sell to how much profit they have achieved in the fair day. Likewise, real knowledge of the market is enhanced, the existence of new marketing channels, how to promote a product, the existence of digital financial platforms, customer loyalty, the externalities of these events, competition, etc.

## MAIN ACHIEVEMENTS OF RESULT 1

- It was possible to consolidate the selection of 120 participants, a number greater than the total estimated goal of 100 participants.
- The virtual and face-to-face workshops were successfully carried out. The experience of the business advisor and the dynamic participation of the participants was vital for this.
- The execution of the practical business management workshops with the participation in fairs was productive. The participants adopted skills as trained entrepreneurs, acquired knowledge of the behavior of the real market, encountered difficulties and opportunities, details that were resolved in the training workshops.
- It was possible to consolidate the alliances and commitment with the strategic allies, which had an important role in the project execution process and the achievement of objectives.
- It was possible to internalize the knowledge of the market for entrepreneurship, through theoretical and practical workshops, technical assistance, virtual and face-to-face support.

**RESULT 2: 70% of the target group have formalized their business with SUNAT (National Superintendence of Tax Administration) and develop economic activities in a sustained manner, after training.**

### Activities result 2

#### ACT.1 training of formalization processes

- **Execution of a program of illustration, training and workshops on administrative procedures on microenterprise formalization**

##### **\*Development of the face-to-face or virtual formalization workshop by strategic ally (PRODUCE)**

Both face-to-face and virtual formalization workshops were held. The workshop was carried out by our strategic ally of "YOUR COMPANY" from the Ministry of Production, by the economist representative, who also followed up on the participants who were formalized, first helping them virtually in filling out their forms and in some cases in person for those entrepreneurs who went to the main office of your company. This under direct accompaniment of the business advisor.

The topics that were used in the workshops in a concise way were:

- ❖ Importance of formalization
  - ❖ Formalization through programs such as Your Company
  - ❖ Benefits of formalization
  - ❖ Basic differences between a natural person with a business and a legal person
  - ❖ Tax regimes
  - ❖ Requirements to set up a company
- **Administrative, accounting, and taxation scopes**
- ##### **\*Development of virtual or face-to-face accounting and tax workshops (accountant)**
- Within the accounting and tax workshops, the public accountant was present, who gave us practical concepts so that entrepreneurs can make their business declarations before SUNAT, recommendations to be able to lower taxes, the importance of being able to request an invoice when making a purchase and knowing how to organize and order your finances.

- **Scope of a business nature binding growth and credit**

- \***Workshop on the importance of credit for the business / importance of formalization and credit**

In this process we had the participation of our strategic allies, the financial entities, which from their perspective and knowledge gave workshops on the importance of credit for the business, the proper use of credit (Understanding the difference between using one's own money (savings) and the loan (credit or loan), reflect on when a credit is convenient and when it is not, what we should know and understand before applying for a credit, how to properly manage a credit.

Likewise, the importance of formalization to access credit was explained, as well as the benefits of formalizing a business and low interest rates.

- **Practical workshop on the processes to follow, for the formalization of their project prepared by the beneficiaries to be presented to SUNAT**

- \* **Workshop documents and requirements necessary for formalization**

Within this stage, they were informed of the documents and requirements necessary to be able to formalize, so that the entrepreneurs can gather.

- \* **Successful entrepreneur workshop Topic: importance of formalization and credit**

Within this stage, the workshops were carried out through the Zoom platform and in person with PRODUCE and the Allied savings banks, in order to indicate their importance within the formalization and credit.

- \* **Armed folders of the participants with the requested documentation**

Once the entrepreneurs gather the necessary documentation, they send us digitally to be able to deliver it to our ally. In several cases our entrepreneurs did it directly with the same program, where after the procedure they send us the RUC file.

- \***Execution and accompaniment to the participants for the formalization**

In all the formalization processes, it is monitored and personalized by the business advisor in coordination with the project coordinator. Also within the process, the participation of our strategic ally of "Your company" that plays an important role as a specialist in formalization and as a binding agent for the formalization, this in close coordination with the business advisor.

- \* **Delivery of "Consult Ruc" file with the verification of the formalization**

At this stage, the entrepreneurs send their RUC file with the formalization to the business advisor or in several cases they send their RUC number as a natural person with a business, or as a legal person so that we can make the query via "SUNAT Consultation" to corroborate their formalization. Subsequently, this information is corroborated by the project coordinator.

## ACT. 2 training your business plan

- **Training on business plan content**

- \*Workshop on the content of the business plan and the importance of its development**

In this workshop, the content of the business plan format and the logical sequence that it has with its participant manual is disclosed, where they appreciate the topics that are going to be treated, listening to some suggestions that are of their greatest interest in order to give more emphasis to the topic. Likewise, they are given the business plan manual at the CEDNA facilities and virtual delivery through their emails.

- **The beneficiaries organize their technical and administrative processes (stock of products to offer, supplier schedule, analysis of production or marketing costs, general expenses, calculation of profits and/or losses), to start up their businesses that they intend to develop**

- \*Workshop for preparing the business value proposition**

Participants learn to make a differential value proposal, to differentiate themselves from the competition and why customers should go to buy their products with them and not with others.

- \*SWOT Analysis Workshop / Vision Mission**

Within this topic, the SWOT is used, describing the Strengths, Weaknesses, Opportunities and Threats, as well as the mission and vision of the business, in the medium and long term.

- \*Market research workshop - information gathering tools**

Within this workshop, once the information has been delivered and with an exercise developed on the ANA case, the participants have the job of going to carry out market research according to the business they own.

- \*Marketing Workshop - Identify the 4Ps of Marketing**

The 4Ps of the marketing mix are explained, developing each one of them with practical exercises, seeing what the Product is, price, place, promotion. Doing this with the advance of time and updating, they indicate that there are 3 more Ps, developing it in the same way. These include people, processes, and physical evidence.

- \*Marketing Workshop - social networks**

At this point we explain the importance of digital media, and how this medium has become important due to the context of the pandemic, since most of the clients are on social networks, explaining from the creation of a fan page, the realization of pages that allows us to create logos for the business, creation of virtual catalogues, the ways to be able to take pictures of the products, to sell behind the product, the use of the CANVAS platform, which allows us to create posts to go publishing and finally the text structure of how to write before publishing, called the customer's attention, along with the hashtag.

- \*Purchasing and inventory workshop**

Explain the process of making your list before going shopping according to what is missing for the business, making an important inventory for the business and having more clarity to be able to organize the business with the finances.

**\*Production Costs Workshop (fixed costs, variables, depreciation)**

Within this point you learn to differentiate what are the fixed and variable costs, the importance of knowing the depreciation and knowing how to calculate it, to have more in detail the costs that the business incurs for a good determination of the sale price and to be more competitive in the market.

**\*Sales price and break-even point workshop**

The participants learn to evaluate how the market is behaving in the business area and that it would be better to determine the sale price to be more competitive. Within the break-even point they verify the minimum number of sales that they must have in order not to win nor lose, that in a certain amount they would already be generating profits, where they themselves plan their strategies to reach their sales goal.

**\*Financial planning workshop**

Within financial planning they are taught to plan their strategies, to achieve financial goals.

**\*Sales projections workshop**

Within this topic, they are told the importance of making their sales projections according to their seasons, seeing the low and high seasons, and indicating the reason why it is high and low, and what strategy could be used to achieve more sales.

**\*Business profit and loss statement workshop**

Within this point, the entrepreneurs already know how their profits and losses would be made due to the projections that they placed where they realize they could improve.

**\*Cash flow workshop**

In the cash flow, entrepreneurs learn the importance of doing it, and why it is necessary since they realize that it helps them to make their projections and see what months they can make purchases, to give a more panoramic view of the business.

**MAIN ACHIEVEMENTS OF RESULT 2**

- It was possible to execute the formalization workshops with the strategic allies of the Ministry of Production, which provided information on what formalization includes, types, requirements and benefits.
- In this result, it was possible to successfully execute all the business management workshops by the business advisor.
- The formalization of 72% was achieved with respect to the goal (70%) of participants in the period of one year of execution.
- It was possible to execute the personalized technical assistance of the strategic allies and the business advisor of each participant for the formalization during the execution of the project.

**Result 3: 70% of the target group are subjects of credit from the local financial system (banks, municipal savings banks, cooperatives and others). Assuming the beneficiaries need for credit for the sustainability of their enterprise.**

### Activities result 3

#### ACT 1 Financing culture training

- **What is financing and how it serves to improve business**

- \***Workshop on what financing is and its importance**

Within this item, we had the participation of our strategic allies from financial entities such as CAJA CUSCO, CAJA AREQUIPA, and CREDINKA, so that entrepreneurs know the importance of a loan and, above all, of being in order with the financial system so as not to have future problems and your business continues to grow.

In the same way, the issue of financial education was discussed with our strategic allies of Ruway Yachay and the ILO (International Labor Organization).

**FINANCIAL EDUCATION** : It is an ILO program, born from the crisis generated by COVID-19. The pandemic has aggravated the economic situation of many workers, both formal and informal. Within the framework of the need to implement innovative solutions focused on social protection, recovery of livelihoods and transition to decent employment.

#### TRAINING OBJECTIVES

- Enable participants to make informed financial decisions.
- Promote responsible and productive attitudes regarding savings, expenses and indebtedness.
- Promote changes in behavior when managing personal and family finances.
- Promote gender equality and strengthen the role of women in financial management.

The program covered topics such as managing your budget effectively, learning about savings products, using credit products intelligently and avoiding debt, understanding the means of payment and using them safely, establishing a good relationship with financial institutions and manage risks.

- **Exhibitions of financial offer for small companies by the existing financial offer in the city of Cusco in charge of financing entities**

- \* **Workshops of the strategic allies "Financial Institutions" on virtual or face-to-face financing**

Within this point, the financial entities exposed the issues of interest rates and percentages handled by each financial entity, reminding them that the percentage may vary according to the rating that each of the entrepreneurs has according to their risk.

- CAJA CUSCO – They spoke about the use of credit (understanding the difference between using their own money and/or savings) and borrowed money (loan), reflecting on when a loan is convenient and when it is not, what we should know and understand before requesting a credit, how to properly manage credit, types of interest rates, etc.
- CAJA AREQUIPA: Exposed topics: What is a credit, types of credit, credits for legal and natural persons, requirements to request a credit, customer segmentation, cycle for granting a credit.
- CREDINKA: Exposed topics: Financial inclusion and banking, credit score, evaluation, campaigns and benefits

- **Interactive workshops on financing microenterprises.**

With all the information provided by our strategic allies, the entrepreneurs put into practice the acquired knowledge, through interactive workshops where they individually investigated how other businesses behave. They carried out a small questionnaire of questions in which they obtained basic information for the analysis of advantages of obtaining a loan and how this will help them grow their business and thus achieve its sustainability over time.

## **ACT 2 Formulation of the business plan**

- **Training on the formulation of business plans**

- \***Group advice on the formulation of business plan**

Within this point, personalized advice was given to each entrepreneur, either in person at the CEDNA facilities and virtually through the Zoom platform to be able to move forward and explain their business plan, since each business is different from one to another. giving them the necessary recommendations to improve their plan.

- **Business plan formulation workshops**

Each entrepreneur must culminate with his business plan, which is very important to be able to know it in a more technical way and, above all, to evaluate its risks and propose strategies to improve.

- **Workshop to formulate the business plan for each microentrepreneur**

- \* **Personalized advice for the correction and completion of the business plan**

At this point, the entrepreneurs submit their business plan to the business advisor where they are reviewed and the observations are raised if something needs to be improved, giving the necessary recommendations in each business area. In addition, they are given virtual and face-to-face technical assistance so that they can have an adequate plan to execute it. In addition, they manage to support it before qualifying juries and business advisors.

- **Presentation of the business plans before the preferred financial entities**

- \* **Monitoring and accompaniment for the loan application**

At this point, the business advisor with the entrepreneurs who are already determined to take out a financial loan, accompanies them previously, coordinating with the financial institution they chose to take out the loan, and means of verification is also delivered to project coordination.

### MAIN ACHIEVEMENTS OF RESULT 3

- It was possible to consolidate the workshops with financial entities, which granted a variety of credit access options according to the needs of each participant, type of business, etc.
- Personalized support was achieved at each stage of access to credit and its investment.
- The participants managed to complete their business plans and sustain it. As well as putting them into practice to improve their enterprises and achieve their sustainability.
- 64% of participants with respect to the goal (70%) managed to access a financial credit in the year of project execution.

#### • Closure of groups (three groups)

In closing, the presentation of business plans was organized in person and virtually by the participants. The presence of the strategic allies was present to be the jurors in the evaluation of the support of the business plans. At the end of the support the managers gave words of motivation so that they continue improving their ventures, ending with the delivery of the certificates of gratitude to our allies, and their certificates of participation to the entrepreneurs, so that it finally ends in words of gratitude, complying with all the biosafety protocols in the face of the health emergency.

#### • End of project

In this activity, the participants (entrepreneurs) were present in an act to present the achievements of their ventures through an exhibition, as well as to demonstrate the impact of the project on the growth, improvement and sustainability of their ventures. They presented their projects before the directors of our organization CEDNA, allies, executing team and technician. Within this event, the success of the project was corroborated. The qualified and confirmed progress criteria were: growth in sales level, management of digital financial platforms, progress in the use of social networks, exploration of new marketing, development and execution of the business plan, customer service and sales strategies, product presentation, formalization and access to credit. The participants were able to support and demonstrate the individual and group advances of these criteria.

At the end of the event, certificates of participation and small prizes (financial incentives) were awarded to all the participants who managed to present their projects.

## 2.5 SUPPORT, FOLLOW-UP AND MONITORING

### About the participants - entrepreneurs

The business advisor monitored and accompanied the entrepreneurs through telephone calls, advice through Zoom and home visits, visits to their businesses, as well as monitoring their activities such as fairs. For the process of formalization and access to financial credit, personalized monitoring was carried out in coordination with strategic allies.

#### **About the business advisor**

The coordinator of the project carried out the follow-up and monitoring of the business advisor, attendance at workshops carried out, through periodic face-to-face meetings, unannounced visits, Zoom meetings, Google Meet meetings, telephone calls, etc. Likewise, the entrepreneurs were asked to evaluate the workshops, if they had a high degree of appreciation and assessment of the work and professionalism of the business advisor. Thanks to this program they greatly improved their businesses, through the formalization and access to financial credit.

#### **About the strategic allies**

The project coordinator and business advisor followed up the workshops offered by the strategic allies, coordinating dates and times of workshops, corroborating the participation of entrepreneurs, monitoring attendance, consultations, etc. Also, coordinating the topics and scope of each workshop. Within this process there was the committed participation of the strategic allies.

### **3. MOST IMPORTANT CONCLUSIONS**

- ✓ Virtuality was an important and innovative mechanism that made it possible to provide the project's virtual training courses to participants who live outside the city of Cusco. This modality was inclusive, and in turn was enriching for the development of the sessions. The different experiences of the participants helped to see other important aspects that they took as learning in each session.
- ✓ CEDNA innovated a project according to the latent problem of informality in Peru.
- ✓ CEDNA contributed to the economic reactivation in Cusco with the participation of participants in fairs.
- ✓ CEDNA contributed to the formalization of small entrepreneurs, thus reducing the informality and limitations that this entails.
- ✓ CEDNA granted growth alternatives to small entrepreneurs, through financing and formalization alternatives, training in business management, financial education and others.
- ✓ The project executed by CEDNA achieved its purpose, to support small entrepreneurs in the process of making their business sustainable through formality and access to financial credits. In this way, increase your economic income to ensure your quality of life and that of your family; and better face the difficulties brought by the pandemic.

**ANNEX:** Project photos

❖ PROMOTION AND SELECTION OF PARTICIPANTS





❖ PARTICIPATION IN ENTREPRENEURSHIP FAIRS (PRACTICAL BUSINESS MANAGEMENT WORKSHOPS)













❖ EVENTS ORGANIZED WITH STRATEGIC ALLIES



Organización  
Internacional  
del Trabajo



## I FERIA EMPRESARIAL BINACIONAL

 PERU - VENEZUELA 

# EMPRENDE SEGUR@2 - CUSCO



DOMINGO 28 DE  
NOVIEMBRE DEL 2021



PLAZOLETA  
DE SANTIAGO - CUSCO

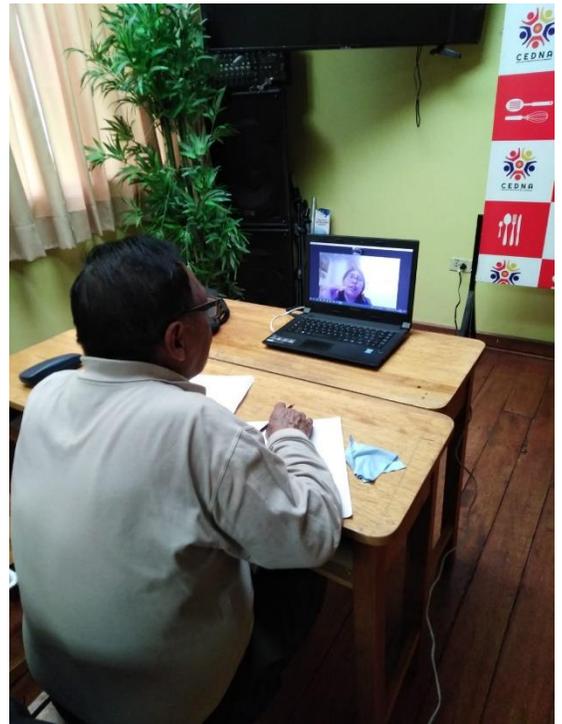
COMIDA, PASTELERÍA, FRUTOS SECOS  
PLANTAS NATURALES Y  
PRODUCTOS ECOLÓGICOS  
MANUALIDADES  
FRUTAS Y FLORES

- ▶ **ACTIVIDADES**
- ▶ CONCURSO DE TORTAS TEMÁTICA "BIENVENIDA NAVIDAD"
- ▶ SHOW PARA NIÑOS
- ▶ ARTISTAS INVITADOS



❖ FOLLOW-UP, PERSONALIZED VISITS AND SUPPORT TO ENTREPRENEURS (INDIVIDUAL/ GROUP)







❖ AUDIOVISUAL PRODUCTION PROMOTIONAL VIDEOS, MONITORING OF BUSINESSES

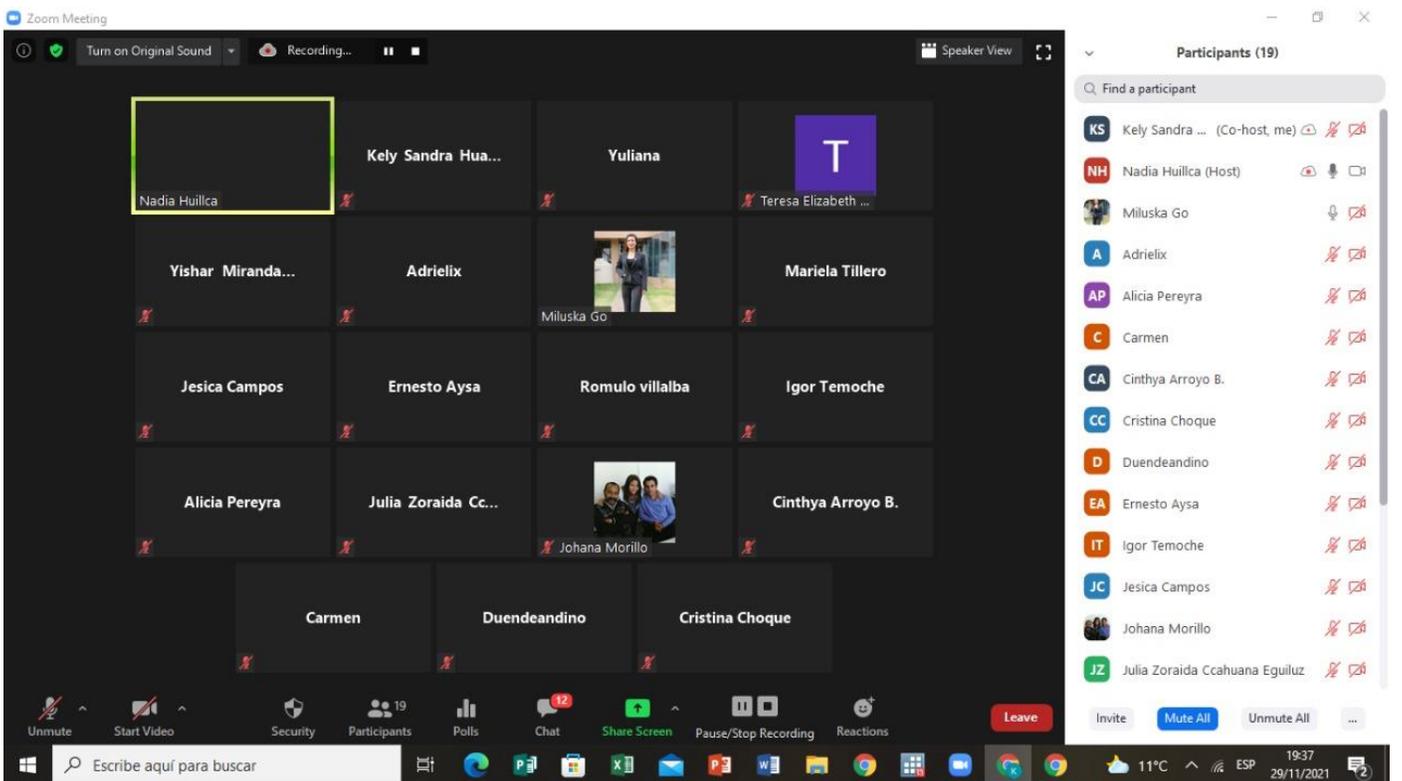
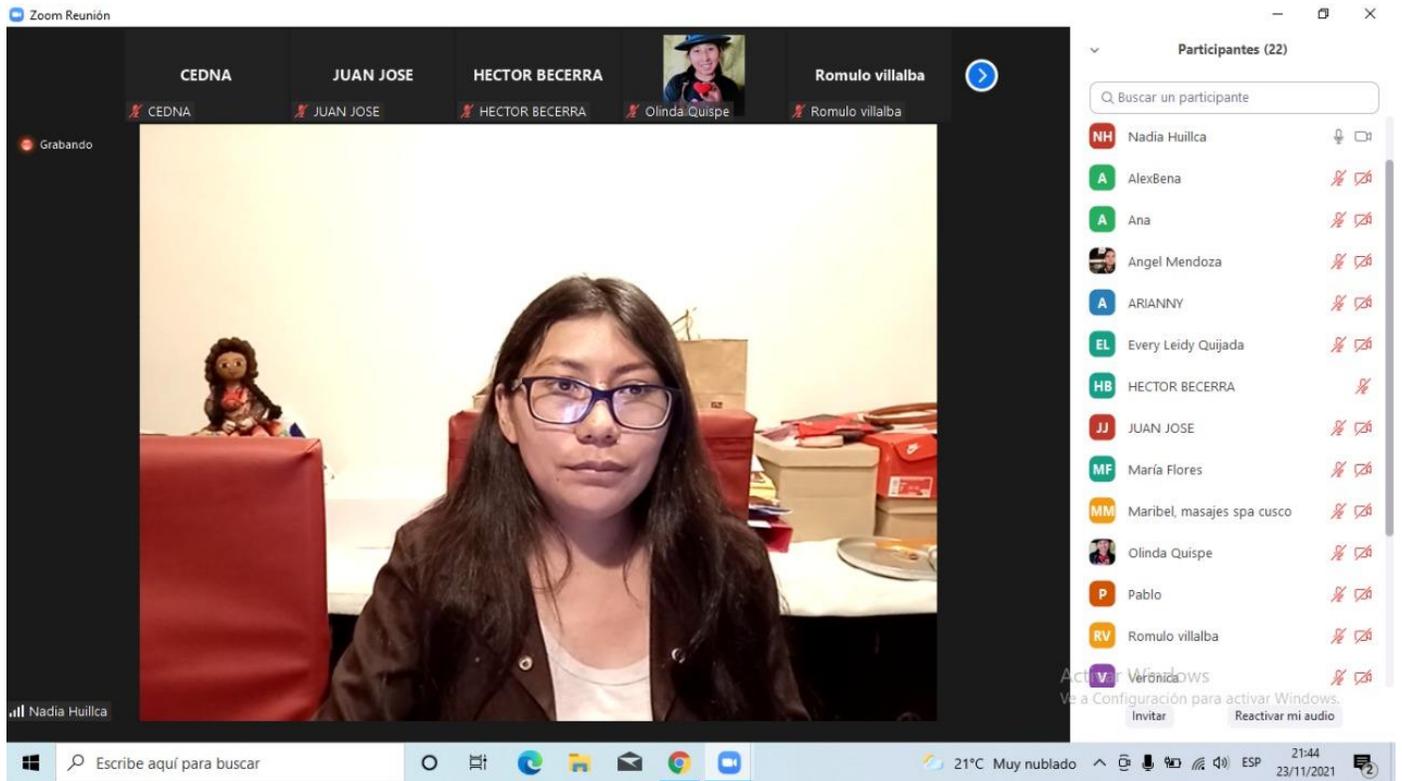




❖ VIRTUAL BUSINESS MANAGEMENT WORKSHOPS WITH CEDNA TEAM: DIRECTOR, BUSINESS ADVISOR AND COORDINATOR PROJECT



**PROJECT TO STRENGTHEN TRAINING FOR THE SUSTAINABILITY OF ENTERPRISES 2021-2022**



PROJECT TO STRENGTHEN TRAINING FOR THE SUSTAINABILITY OF ENTERPRISES 2021-2022

Zoom Meeting - You are viewing Nadia Ruby Huilca Hinojosa's screen

Participants: Jessica Campos, Mariela Tilleró, Remigio Flores..., Cinthya Arroyo B.

Recording: Turn on Original Sound

Producto

¿Qué necesidad específica se va a satisfacer?

Participants (16): Cinthya Arroyo B., Every Cujjada, Felivanny Chicata Lastra, Igor Temoche, Jessica Campos, Julia Zoraida Ccahuana Eguiluz, Mariela Tilleró, Olinda Quispe @qhispiisa.7, Remigio Flores Cardenas, Vilma Holgado, Yishar Miranda Meza, Yuliana, Ana

Zoom Reunión - Usted está viendo la pantalla de Nadia Ruby Huilca Hinojosa

Participants: ARIANNY, Nadia Ruby Huilca H..., Romulo, Verónica

Grabando

¿Quiénes podrían ser sus clientes?

1.-¿Qué necesidad?

¿Tienen alguna necesidad insatisfecha?

Necesidad de Autorrealización: Desarrollo potencial.

Necesidad de Autoestima: Reconocimiento, confianza, respeto, éxito.

Necesidades sociales: Desarrollo afectivo, asociación, aceptación, afecto, intimidad sexual.

Necesidad de seguridad: Necesidad de sentirse seguro y protegido: Vivienda, empleo.

Necesidades fisiológicas o básicas: Alimentación, mantenimiento de salud, respiración, descanso, sexo.

Participants (17): Nadia Huilca, Angel Mendoza, ARIANNY, Digna Ramirez, Grecia Go, Johana Morillo, Jose Carlos, Maribel, masajes spa cusco, Olinda Quispe, Romulo, Rosa Caller, Thally Musett

Zoom Meeting - You are viewing Nadia Huilca's screen

Participants: Cinthya Arroyo B., Yuliana, William Tupayachi, Yishar Miranda...

Recording...

Formulario de plan de negocio (Modelo de compatibilidad)

Capacitado (a) : \_\_\_\_\_

Nº de DNI : \_\_\_\_\_

Nombre del Negocio : \_\_\_\_\_

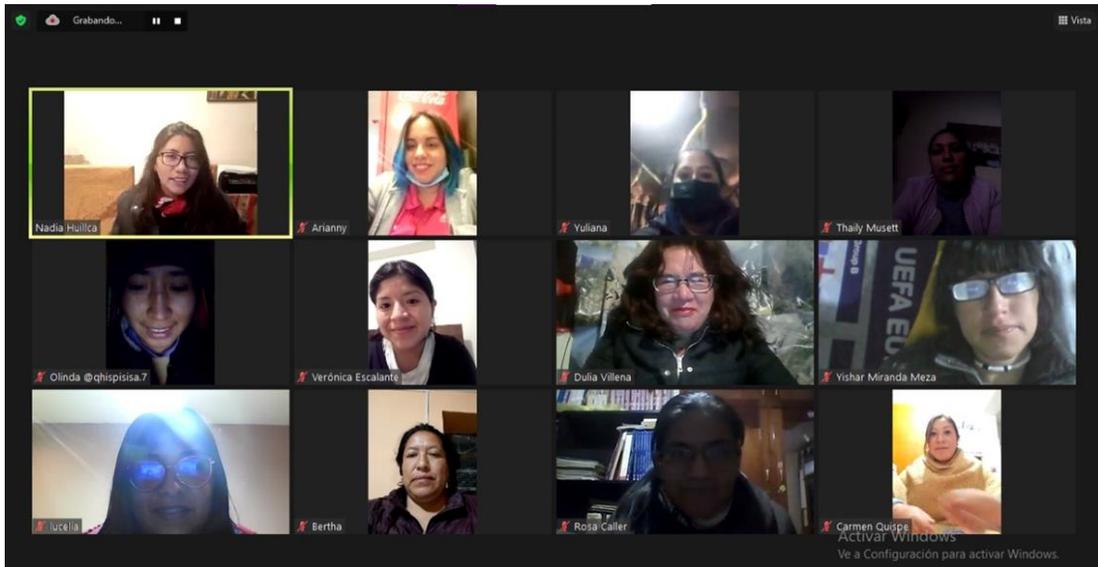
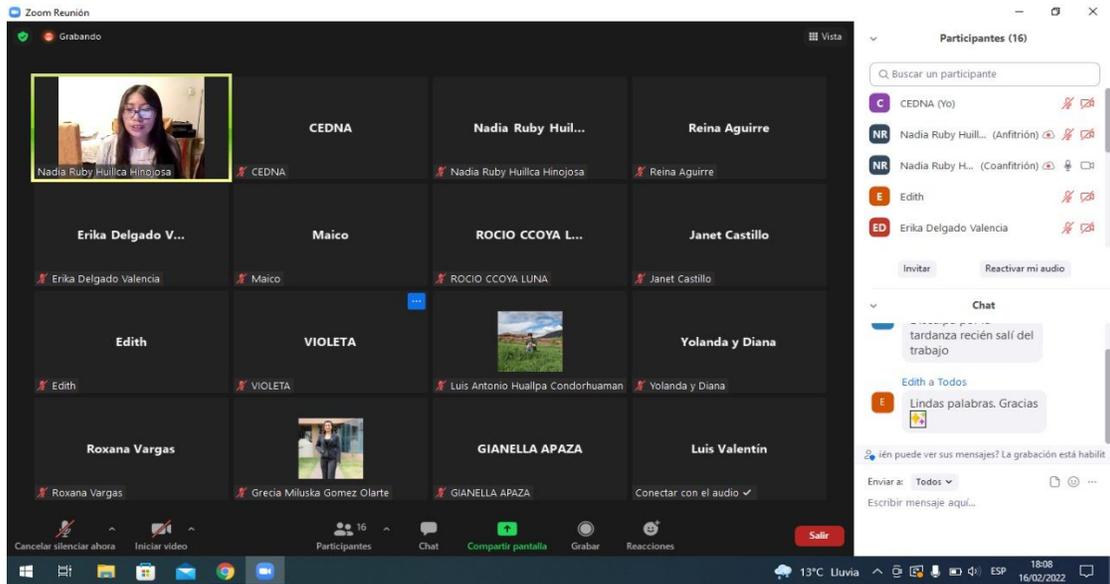
Facilitador(a) : \_\_\_\_\_

Lugar : \_\_\_\_\_

Provincia : \_\_\_\_\_

Participants (20): Kely Sandra ... (Co-host, me), Nadia Huilca (Host), Adrielix, Alicia Pereyra, Carmen, Cinthya Arroyo B., Cristina Choque, Duendandino, Ernesto Aysa, Igor Temoche, Jessica Campos, Johana Morillo, Julia Zoraida Ccahuana Eguiluz, Mariela Tilleró

PROJECT TO STRENGTHEN TRAINING FOR THE SUSTAINABILITY OF ENTERPRISES 2021-2022



❖ WORKSHOPS NATIONAL PROGRAM YOUR COMPANY WITH MINISTRY OF PRODUCTION  
“FORMALIZATION”

The screenshot shows a Zoom meeting interface. The main window displays a presentation slide titled "PROGRAMA NACIONAL TU EMPRESA" with the subtitle "Plataforma de Apoyo al Emprendedor". Below this, a slide titled "Diferencias básicas entre una persona natural con negocio y una persona jurídica" contains a table comparing characteristics of natural and legal persons.

Característica	Persona natural con negocio	Persona jurídica
Número de personas	Una sola	De una a más
Responsabilidad	Ilimitada	Limitada
Capital social	No requiere demostrar	Requiere demostrar <sup>(1)</sup>
RUC	Inicia con 10	Inicia con 20
Régimen tributario	NRUS, RER, RMT, RG	RER, RMT, RG
Órganos	Solo el dueño	Según forma empresarial elegida

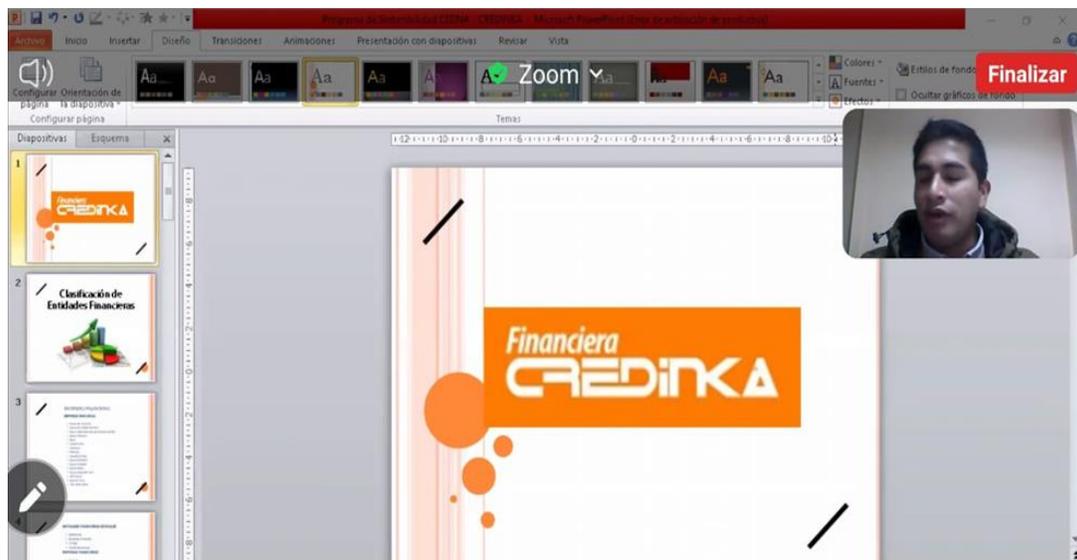
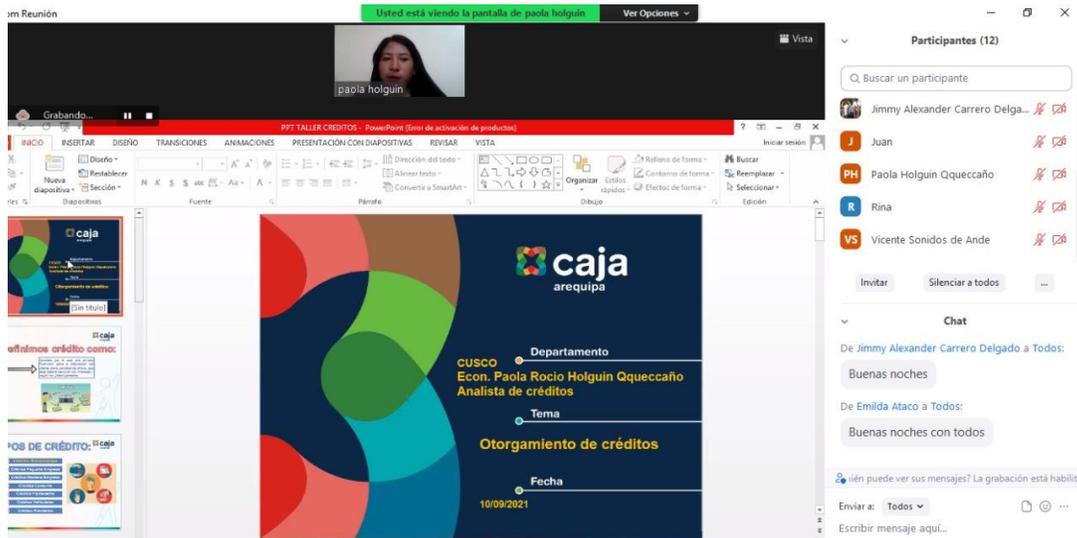
Nota 1/: Si bien la Ley no exige un mínimo o un máximo de capital social, el Centro Tu Empresa, CDE o Agente CDE trabaja con un monto mínimo de S/ 1000 y un máximo de 7 UIT. Según la notaría, este capital social deberá demostrarse mediante depósito en cuenta bancaria o declaración jurada.

Below the table, another slide titled "ESTRATEGIA DE FORMALIZACIÓN COMO PERSONA NATURAL CON Y SIN NEGOCIO" is visible. It includes a table with parameters for monthly gross income and monthly acquisitions, and a table for monthly tax (Tisak) based on categories and income levels.

Categorías	Parámetros		Tisak
	Total ingresos brutos mensuales (hasta S/)	Total de adquisiciones mensuales (hasta S/)	
1	5,000	5,000	20
2	8,000	8,000	50

The Zoom interface also shows a list of participants on the right, including Kely (Yo), Nadia Ruby Huilca H., Luis Valentín (Coanfitrión), Ana Quispe huahusoncco, Araceli, Dapne Yaretz PINELO COSIO, iPhone de Alejandrina, Kely Huamani, Luz champi, MAYRA KELLY PUCUTUNI CAHUL, Monica cosio urquizo, and Sonia Ccahuana. The chat window on the right shows messages from Monica cosio urquizo to Everyone, including a message about a competition and a question about IVA.

❖ WORKSHOPS WITH STRATEGIC ALLIES FINANCIAL INSTITUTIONS



❖ PERSONALIZED ADVICE AND FINALIZATION OF BUSINESS PLANS FOR ENTREPRENEURS

**UKuKu'S**  
Parrillas Piqueos

Av. Villa primavera E-13 (parte baja del cementerio h...  
931281767 / 963497296

Restaurante de comida rápida

Enviar mensaje

¡Hola! ¿Cómo podemos ayudarte?

Inicio Menú Opiniones Fotos Más

**Plan de Utilidades**

	Jan	Feb	Mar	Abr	May	Jun	Jul	Ago	Sep	Oct	Nov	Dic
1-Valores totales de ventas	1,783.00	2,342.00	2,254.00	2,256.00	2,256.00	1,665.00	1,883.00	1,620.00	1,844.00	2,240.00	2,122.00	1,670.00
2-Costo Variable Total	1,051.00	1,432.00	1,351.72	1,336.30	981.60	1,122.60	955.38	1,139.28	1,320.38	1,283.20	1,283.20	944.00
Utilidad Bruta (3) = (1) - (2)	732.00	910.00	902.28	920.00	684.40	760.40	664.62	704.72	523.62	956.80	838.80	726.00
Costo Fijo Total (4)	340.52	340.52	340.52	340.52	340.52	340.52	340.52	340.52	340.52	340.52	340.52	340.52
Utilidad Neta (5) = (3) - (4)	391.48	569.48	561.76	579.48	343.88	419.88	324.10	364.20	183.10	616.28	498.28	385.48

**Flujo de Caja**

Concepto	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC
A. Ingresos	1,783.00	2,342.00	2,254.00	2,256.00	2,256.00	1,665.00	1,883.00	1,620.00	1,844.00	2,240.00	2,122.00	1,670.00
B. Egresos	1,783.00	2,342.00	2,254.00	2,256.00	2,256.00	1,665.00	1,883.00	1,620.00	1,844.00	2,240.00	2,122.00	1,670.00
C. Saldo Inicial	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
D. Saldo Final	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

facebook.com/Qhispisa.7

Qhispisa

30 de agosto de 2021

**Qhispisa**  
moda & accesorios  
viste con libertad.  
muestra tu identidad

Qhispisa actualizó su número de teléfono. Llamar

1 Me gusta

Comentar

Compartir

Escribe un comentario...

Qhispisa

Zoom Reunión Usted está viendo la pantalla de Nadia Ruby Huilica Hinojosa

			D	E	F	G	H	I	J	K	L	M	N
19	Plantas ornamentales grandes	Costo Variable por Unidad	8.49	8.49	8.49	8.49	8.49	8.49	8.49	8.49	8.49	8.49	8.49
20		Costo Variable Total (\$)	67.88	67.88	67.88	67.88	67.88	67.88	67.88	67.88	67.88	67.88	67.88
21	Producto 6:	Volumen de producción	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00
22		Vela de soya 30gr	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20
23		Costo Variable Total (\$)	71.35	71.35	71.35	71.35	71.35	71.35	71.35	71.35	71.35	71.35	71.35
24	Producto 7:	Volumen de producción	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
25		Costo Variable por Unidad	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76
26		Costo Variable Total (\$)	46.08	46.08	46.08	46.08	46.08	46.08	46.08	46.08	46.08	46.08	46.08
27		Costo Variable producción	128.08	128.08	128.08	128.08	128.08	128.08	128.08	128.08	128.08	128.08	128.08
28	Producto 7:	Volumen de producción	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
29		Costo Variable por Unidad	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76	5.76
30		Costo Variable Total (\$)	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12
31	Plantas ornamentales grandes	Costo Variable producción	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66
32		Costo Variable Total (\$)	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12	69.12
33		Costo Variable producción	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66	704.66

Está compartiendo la pantalla

### 3.3 Análisis FODA del negocio.

FORTALEZAS	DEBILIDADES
<p><b>MI EXPERIENCIA Y CONOCIMIENTO</b></p> <ul style="list-style-type: none"> <li>Tener el manejo y técnica en el bordado.</li> <li>Contar con los conocimientos de programas computarizados para los diseños en m negocio.</li> <li>Condicimiento en Costura básica.</li> </ul>	<p><b>PODER ACCEDER A LOS CLIENTES</b></p>
OPORTUNIDADES	AMENAZAS

Buscar en Facebook

**Plantas Y Huertas**  
@plantasyhuertasoficial · 5 (1 opinión) · Jardinerero

Preguntar a Plantas Y Huertas

Crear publicación

¿Dónde están?

Plan de negocio M...xlsx · tarea 5.pdf · formalizacion.jpeg · WhatsApp Image...jpeg · SUNAT - Menú SO...pdf

PROJECT TO STRENGTHEN TRAINING FOR THE SUSTAINABILITY OF ENTERPRISES 2021-2022

Grabando Sonido original: desactivado Usted está viendo la pantalla de Nadia Ruby Huilica Hinojosa Ver Opciones

libre1 - Excel Nadia Ruby Huilica Hinojosa

Archivo Inicio Insertar Disposición de página Fórmulas Datos Revisar Vista Ayuda ¿Qué desea hacer?

Verdadera 10 Fuente Ajustar texto Personalizada Dar formato condicional Dar formato como tabla Estilos de celda Estilos de celda Insertar Eliminar Ordenar y filtrar Buscar y seleccionar Edición

Portapapeles Fuente Alineación Combinar y centrar Número Estilos Celdas Edición

C16 =SUMA(C13:C15)

Nombre de Producto / Servicio	Unidad de Medida	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
Trucha trita	Plato	150	150	150	150	150	150	150	150	150	150	150
Arróz con pato	Plato	170	170	170	170	170	170	170	170	170	170	170
Costillar frito	Plato	130	130	130	130	130	130	130	130	130	130	130

PLAN DE VENTAS EN NUEVOS SOLES S/.

Nombre de Producto / Servicio	Precio de venta Unitario	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
Trucha trita	S/ 18.00	S/ 2,700.00										
Arróz con pato	S/ 20.00	S/ 3,400.00										
Costillar frito	S/ 20.00	S/ 2,600.00										
<b>TOTAL VENTAS</b>		<b>S/ 8,700.00</b>										

Inicio Iniciar video Participantes Chat Compartir pantalla Grabar Reacciones Salir

Nadia Ruby Huilica Hinojosa

Kely

ROMULO CEDNA

Yahirin García

Costos Romulo lucrelix - Excel Nadia Ruby Huilica Hinojosa

Desactivar audio Detener video Seguridad Participantes Chat Votaciones Uso compartido de pantalla Pausar el uso compartido de pantalla Anotar Control remoto Más

Está compartiendo la pantalla Deja de Dar formato condicional como tabla celda Estilos de celda Estilos de celda Eliminar como tabla celda Estilos de celda

Portapapeles Fuente Alineación Combinar y centrar Número Estilos Celdas Edición

D9 =proyecciones!C6

Producto	Detalles	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO
Producto 1: plantas Aromaticas	Volumen de producción	50	50	70	60	60	60	50	40	70	60	
	Costo Variable por Unidad	11.96	11.96	11.96	11.96	11.96	11.96	11.96	11.96	11.96	11.96	11.96
	Costo Variable Total (1)	598.00	598.00	837.20	717.60	717.60	717.60	598.00	478.40	837.20	717.60	717.60
Producto 2: Plantas Hornamentales	Volumen de producción	20	20	35	40	40	30	20	30	40	40	
	Costo Variable por Unidad	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Costo Variable Total (5) (2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Inicio Iniciar video Participantes Chat Compartir pantalla Grabar Reacciones Salir

Nadia Ruby Huilica Hinojosa

Buscar en Facebook

Kuski Art

Amigos 202 (2 en común)

Sus Sil 48 amigos en común

Jhonatan Silva Villegas 30 amigos en común

Adriana Calderón Tupac Yupanqui 32 amigos en común

Feria Second Hand - Arise Cusco  
10 de noviembre de 2021

Yishari Miranda Meza y 13 personas más 2 veces compartido

Nadia Ruby Huilica Hinojosa

Yishari Miranda Meza

PROJECT TO STRENGTHEN TRAINING FOR THE SUSTAINABILITY OF ENTERPRISES 2021-2022

Estimacion de ventas en Cantidades											
Nombre de Producto / Servicio	Unidad de Medida	M1 Marz	M3 May	M3 May	M4 Jun	M5 Jul	M6 Ago	M7 Set	M8 Oct		
COLCHAS	und.	45	50	55	60	65	70	75	80		
FRAZADAS	und.	35	40	45	50	55	60	65	70	75	65
EDREDONES QUEEN	und.	5	10	15	20	25	30	35	40	45	50
EDREDONES KING	und.	40	5	10	17	19	21	25	25	27	20
MOCHILAS	und.	5	8	12	15	18	22	25	25	28	20
ZAPATOS	und.	20	22	24	26	28	30	32	32	34	30
TERNOS	und.	10	13	16	19	22	26	29	30	32	30
ABRIGOS	und.	20	24	28	32	36	40	44	48	45	40
ROPA	kg	315	330	345	360	375	390	405	420	435	435
ROPA EXPRESS	kg	10	15	20	25	30	35	40	45	50	50
SABANAS	kg	420	435	450	470	490	520	535	550	570	600
CASACAS	und.	36	40	44	47	49	53	57	59	62	50



❖ STRATEGIC ALLIES, ENTREPRENEURS AND THE CEDNA TEAM



❖ CLOSURE OF GROUPS AND CLOSING OF PROJECT (EXHIBITIONS OF BUSINESS PLANS AND CERTIFICATES)





PROJECT TO STRENGTHEN TRAINING FOR THE SUSTAINABILITY OF ENTERPRISES 2021-2022





