

Inter-American Institute for Cooperation on Agriculture

**IMPLEMENTATION PLAN
PROJECT TO STRENGTHEN THE LOCAL INSTITUTIONAL FRAMEWORK OF WOMEN AND
INDIVIDUAL AND COLLECTIVE MICROENTERPRISES**

Presented 20 April 2023

1. Implementation Plan

The Implementation Plan defines a set of actions, resources, and timelines to promote sustainable development through the active participation of women and by reducing environmental risk and ecological scarcities. To further this vision,

The Project to Strengthen the Local Institutional Framework of Women and Individual and Collective Microenterprises by IICA Guatemala aims to promote sustainable development and gender equality.

Three organizations comprising artisans, agricultures procedures, and merchants will promote these principles. Our project recognizes the gender gaps and intersectionality approach. Work will be done on access to resources and capacity building so that, once the project is finished, the result of economic opportunity and productive improvement will last.

Likewise, the intersectional approach to gender implies analyzing and addressing inequalities in access to and control of natural and economic resources, as well as in political participation and decision-making in the communities from which the participants come. This includes access to resources, credit, technologies and others necessary for its sustainable management and democratization in decision-making.

In this way, this approach implies strengthening the capacities of women in relation to agroecological and agrifood practices, the implementation of actions based on nature and joint decision-making. This implies technical training opportunities, but also addressing gender issues and promoting leadership and negotiation skills for women, while strengthening positive masculinities in their male peers.

Therefore, the execution of this project is monitored by the technical committee composed of a representative from each of the organizations involved (Artexco, Tikonel, Fidesma and IICA), who will together adapt this proposal at the time of its implementation.

Step 1: On confirmation of project approval, a working meeting will be held with the three boards of directors to agree on key points for the implementation of the proposal, and to take strategic decisions to strengthen institutional management models.

Step 2: The terms of reference will be established for contracting the services of the support technician, who will be selected by the technical committee and hired by IICA, and who will accompany and supervise the execution processes in the field.

Step 3: Each of the women representatives of the organizations, with IICA support, will design the specific work plan for each of the entities to ensure that the proposed goals are fulfilled. In

parallel this will make it possible to advance with the activities designed for each of the organizations, as well as the shared goals.

Step 4: A baseline will be drawn up along with an assessment of the training needs of 100 women in organizational strengthening, business management and finance management, in order to design a training plan that can be facilitated in hybrid form, to be defined after verifying the level of connectivity of each of the entities and their partners. This baseline will permit a preliminary identification of finance needs.

Step 5: The entities with which partnerships and coordination may be established will be identified and selected jointly, to bring about a better use of available resources. Other initiatives with funds oriented to the same goal will initially be identified, operating in the same territory or which may complement the proposal.

Step 6: The different options for online sales platforms will be evaluated to identify those where the best linkages can be made, or design a new e-commerce platform where necessary.

As mentioned previously, the conditions for project implementation will advance in parallel, by executing the following actions:

1. Each entity, according to shared criteria established together, will select the women to participate in this process.
2. Each entity will issue a letter of endorsement containing the parties' responsibilities and commitments.
3. Based on this, baseline information and training and finance needs will be surveyed.
4. Work will be done with each entity to generate the conditions for the execution of the planned activities:

Activity	Tasks	Performance indicators	Deliverables
1. Training in design and production:			
1.1 Selection of training entity for the design of final products	Design and divulgation of TDR to hire technical expert	# of entities/persons who apply	Selection process
1.2 Maintenance and preparation of equipment and fitting-out of training center	Identification and negotiation of training center	# of training centers reviewed	Signed agreement
	Signing of agreement for equipment use	# of agreements signed	



Activity	Tasks	Performance indicators	Deliverables
	Review and maintenance of facilities and equipment	# of equipment with preventative maintenance	
1.3 Training and educating 25 women from the Artexco organization to produce and add value to artisanal products	Selection of women to be trained in design and production	# of women selected	Training process report
	Course provision	# of training days technique financed by the Government of the U.S. in registration and operation of micro or small enterprises companies provided to counterparts or interested parties.of training days	
1.4 Production of at least 2 batches of products for sale on domestic market.	Identification of high-demand products on the market	# of products designed and produced	Production report
	Production of the first batch of products prioritized by demand		
	Production of the second batch of products prioritized by demand		
1.5 Promotion and sale of products in new markets.	Identification of markets and potential buyers	# of potential buyers identified	A new buyer incorporated.
	Organization of business rounds	# of annual increase in income of beneficiary women	

Activity	Tasks	Performance indicators	Deliverables
	Sales and profit record	Percentage increase in income of beneficiary women.	
2. Organizational strengthening and business management			
2.1 Meetings between board of directors and administration board for the management and control of the productive unit Corazón del Tejido	Organize meetings jointly with presidency and organization management	# of meetings organized	Document with financial and organizational management mechanism
	Design of organizational and financial management mechanism	% of advance in the financial and organizational management mechanism design	
2.2 Review, update and manage organizational strengthening processes of the Corazón del Tejido productive unit	Identification of training needs	% of advance of training needs assessment	Skills development report
	Design of skills development plan to strengthen organization management model	% of advance of skills training processes # of women trained in governance and leadership.	
2.3 Design and implementation of business management training modules for administration and producers.	Design of business management training modules	# of business training modules designed	Skills development report
	Administration and producers trained in business management	# of women trained in business management. # of micro, and small sized enterprises (MSMEs), including farmers, who receive Business Development Services sources assisted by the Government of the United States	
2.4 Organizing and carrying out processes of acquisition of raw	Design of business management training modules	# of design and production training plans	Production report

Activity	Tasks	Performance indicators	Deliverables
materials for the production of artisanal products	Definition of production line	# of products designed	
	Purchase of raw material for training process	Amount of raw material acquired	
1.5 Promotion and sale of products in selected markets.	Identification of markets and potential buyers	# of potential buyers identified	Sales report
	Organization of business rounds	# of annual increase in income of beneficiary women	
	Sales and profit record	Percentage increase in income of beneficiary women.	
3. Training in finance management, GMPs and customer support			
3.1 Assessment of capital and training needs to develop each of the businesses	Design of assessment certificate	# of women participating in data gathering	Assessment document
	Data gathering		
3.2 Education and training in finance for microenterprises	Design of training plan	# of women participating in finance management training process	Minutes of events
	Events organization and facilitation		
3.3 Development of GMPs and customer support skills	Organization of best manufacturing practices training events	Number of women's groups and Business Associations community that applied organization-level technologies or Improved management practices with the assistance from the Government of the United States	Minutes of events
	Organization of customer support events		

Activity	Tasks	Performance indicators	Deliverables
4. Establishing finance mechanisms			
4.1 Development of skills for managing the community banking methodology	Identification of participating women	# of women trained to work in community banking	Women trained to work with the community banking methodology
	Organization of 3 groups to become community banks		
	Training women to work with community banking methodology		
4.2 Establishment of 3 community banks with \$1 to \$1 resource leverage with local entities	Organization of 3 community banks with a starting capital of \$2000.	# Percentage of Women Participants in programs assisted by the U.S. government to increase Access to economic resources productive (assets, credit, income or employment.	3 community banks organized
	Identification of potential partners for resource leverage		
4.3 Management of at least one finance management	Women organized to manage first cycle of operation of their community bank	# of finance cycles	
4.4 Strengthening of local entities to manage working capital	Organization of 3 training events to monitor operation of community banks	# of women trained	
4.5. Strengthening economic empowerment of women in the sector (strengthening business skills, time use in economic activities,	Selection of women to be trained in design and production	# of women with financial education. # of women and men trained on in economic participation and opportunity in a gender inclusive circular economy.	100 women and men trained.
	Selection of mechanism and tools for financial education.		

Activity	Tasks	Performance indicators	Deliverables
access to resources, etc.).	Training.	24 women strengths business skills, time use in economic activities, access to resources.	
5. Social and commercial platform			
5.1 Establishment of monitoring commission	Selection of institutional representatives	# of meeting to monitor project execution	Minutes of meeting
	Formation of technical committee		
	Periodic monitoring meetings		
5.2 Strengthening the consortium of rural women	Linkage of CMR organizations to training processes	# of CMR organizations linked to training processes	Participation registers
5.3 Development or linkage to e-commerce platform	Identification of products to work with on online platforms	# Number of sessions virtual mentoring with mentors and/or Dev Center Business Contacts of small businesses	Sales reports
	Preparation of products for their incorporation onto the online platform		
	Identification of online platforms		
	Linkage or development of platforms		

2. Sustainability and Reproducibility Section

The Implementation Plan guarantees the project's economic, ecological and social sustainability in developing and strengthening the beneficiary organizations' human, social and environmental capital capacities, and contributing to capacity building for those who will present in public on the different selected subjects. Economic sustainability is ensured over time thanks to the competitiveness the women will acquire to offer innovative products to the market and in training to understand the markets and how to position their products.

This is possible given that one of the proposed innovations is social, by connecting 3 organizations that can converge in common bets and establish periodic spaces for exchange, as well as ensuring that the internal mechanisms of the organizations reinforce the importance of women in management spaces. In terms of processes, the improvement of design, quality, and response to customer demands.

In the case of Fidesma and Tikonel, women associate engaged in agricultural production will be connected to spaces that allow them to learn practices that allow them to promote cleaner and more sustainable production, with the use of agricultural by-products.

Furthermore, the participants will develop the capacity to insert themselves efficiently and competitively in the country's context, fulfilling market conditions and positioning themselves against competitors in the market sector with innovative producers and differentiated sales mechanisms through e-commerce.

The transfer of knowledge, capacities and technical-educational materials to local and national institutions will support the sustainability of the women's ventures in the long term, as these are structures with a permanent presence in the territories, committed with the beneficiaries.

In addition, all training materials and tools will remain available to the leaders of the organizations involved for their replication over time and scaling up to other organizations. By way of example, we can mention that the instruments resulting from this project will be available on IICA's Hemispheric Platform for Rural Women (<https://mujeresrurales.iica.int/>) and the MERCOSUR Platform for Rural Women (<https://plamural.iica.int/home>).

Lastly, with regards to the beneficiaries participating in the project, IICA carries out ongoing activities in this project's areas of influence, hence future monitoring will be permanent.

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Table of Indicators

Objective	Activity	Performance indicators
1. Women trained in production and design	1.1 Selection of training entity for the design of final products	Quantity of Entities/persons who apply to the call
	1.2 Maintenance and preparation of equipment and fitting-out of training center	Quantity of training centers and Equipment reviewed
	1.3 Training and educating 25 women from ARTEXCO organization to produce and add value to artisanal products	Quantity of organizations proposing women for training and selected
		# of training days technique financed by the Government of the U.S. in registration and operation of micro or small enterprises companies provided to counterparts or interested parties of training days
	1.4 Production of at least 2 batches of products for sale on domestic market.	% of progress in production and product design
	1.5 Promotion and sale of products in new markets.	# of potential buyers identified
% of annual increase in income of women		
2. Strengthen the organization of rural Tikonel women to improve	2.1 Meetings between board of directors and administration board for the management and control of the productive unit Corazón del Tejido	% of advance in the financial and organizational management mechanism design

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Table of Indicators

Objective	Activity	Performance indicators
their organizational-business management and develop a Corazón del Tejido artisanal production line	2.3 Design and implementation of business management training modules for administration and producers.	# of micro, and small sized enterprises (MSMEs), including farmers, who receive Business Development Services sources assisted by the Government of the United States
	2.4 Organizing and carrying out processes of acquisition of raw materials for the production of artisanal products	# of design and production training plans
	1.5 Promotion and sale of products in selected markets.	# of potential buyers identified Percentage increase in income of beneficiary women.
3. Education and training for market-oriented production	3.1 Assessment of capital and training needs to develop each of the businesses.	Women's groups and Business Associations community that applied. organization-level technologies or Improved management practices with the assistance from the Government of the United States
	3.2 Education and training in finance for microenterprises	
	3.3 Development of GMPs and customer support skills	
4. Generate working capital access mechanisms	4.1 Development of skills for managing the community banking methodology	Women trained to work in community banking

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Table of Indicators

Objective	Activity	Performance indicators
<i>for women in microenterprises and market-oriented artisanal products</i>	4.2 Establishment of 3 community banks with \$1 to \$1 resource leverage with local entities	Percentage of Women Participants in programs assisted by the U.S. government to increase. Access to economic resources productive (assets, credit, income or employment).
	4.3 Management of at least one finance management	<i>Women and men trained on in economic participation and opportunity in a gender inclusive circular economy, financial education</i>
4.4 Strengthening of local entities to manage working capital		
<i>4.5. Strengthening economic empowerment of women in the sector (strengthening business skills, time use in economic activities, access to resources, etc.).</i>	<i>25 women strengths business skills, time use in economic activities, access to resources.</i>	
5. Project goal 5: Strengthen the social platform for digital business linkage or e-commerce	5.1 Establishment of monitoring commission	Technical committee monitoring the execution of the project
	5.2 Strengthening the consortium of rural women.	CMR organizations linked to training processes
	5.3 Development or linkage to e-commerce platform	Sessions for virtual mentoring with mentors and/or Dev Center Business Contacts of small businesses

SUMMARY BUDGET

Inter-American Institute for Cooperation on Agriculture

EMPOWER INNOVATION CHALLENGE

INSERT: 12 months

	Federal application	Cost-share	Total project budget
A Personnel	15,040.00	0.00	15,040.00
B Fringe Benefits	2,500.00	0.00	2,500.00
C Travel	7,280.00	0.00	7,280.00
D Equipment	0.00	0.00	0.00
E Supplies	7,750.00	2,000.00	9,750.00
F Contractual	12,000.00	0.00	12,000.00
G Construction	0.00	0.00	0.00
H Other Direct Costs	5,430.00	0.00	5,430.00
I Total Direct Costs	50,000.00	2,000.00	52,000.00
J Total Indirect Costs	0.00	0.00	0.00
K Total (I+J)	50,000.00	2,000.00	52,000.00

* The amounts in the line items are autocompleted from the tab "Detailed grant budget template"

SUMMARY BUDGET
The Inter-American Institute for Cooperation on Agriculture (IICA)
INDIVIDUAL AND COLLECTIVE MICROENTERPRISES
12 month

		Unit Cost				Requested Federal Funds	Cost-Share by Applicant	
		Unit	Number	Amount	Rate			
A	Personnel	months or years		salary (monthly or annual)	% effort			
A.1	<i>U.S.-based Personnel</i>							
A.1.1	Project Manager (Lourdes Ortiz)	Months	12	2,800.00	15.00%	5,040.00		
A.2	<i>Field Personnel</i>							
A.2.1	Field technician (person to be hired)	Months	10	1,000.00	100.00%	10,000.00		
Subtotal Personnel						15,040.00	0.00	
B	Fringe Benefits							
B.1	Fringe benefits for U.S.-based personnel							
B.2	Fringe benefits for field personnel (person to be hired)	Months	10	250.00	100%	2,500.00		
Subtotal fringe benefits						2,500.00	0.00	
C	Travel	# people	# days	Cost				
C.1	<i>International Travel</i>							
C.1.1	International airfare (from...to /RT)	1	1	0.00		0.00		
C.1.2	International Lodging	1	1	0.00		0.00		
C.1.3	Per diem (City, Country)	1	1	0.00		0.00		
C.2	<i>Local travel</i>							
C.2.1	Local Transport (Fuel travel San Martin, Itzapa and Quetzaltenango)	5	10	35.00	100%	1,750.00		
C.2.2	Local Lodging (in San Martin, Itzapa and Quetzaltenango)		25	50.00		1,250.00		
C.2.3	Local travel (Guatemala to San Martin, Itzapa and Quetzaltenango)	5	8	107.00	100%	4,280.00		
Subtotal Travel						7,280.00	0.00	
D	Equipment (> \$5,000 per unit)	# units		unit cost				
D.1	Equipment	0	0	0.00		0.00	0.00	
Subtotal equipment						0.00	0.00	
E	Supplies (< \$5,000 per unit)	# units		unit cost				
E.1	Training materials for designing and developing new products (ARTEXCO (*Typical fabric: Leather: \$1268, Lining fabric: \$725 and Zipper: \$364). Tikonel (Base Thread: \$3,000, Lining fabric: \$400 and Zipper: \$235)	Unit	50	155.00	100%	7,750.00	0.00	
E.2	Sewing machines, back strap looms and foot looms	Unit	10	1,000.00	20%	0	2,000.00	
Subtotal supplies						7,750.00	2,000.00	
F	Contractual							
F.1	<i>Sub-awards</i>							
F.1.1	Sub-awardee (village banking capital)*	Unit	1	6,000.00	100	6,000.00		
F.2	<i>Contracts</i>							
F.2.1	Contractor (production and design) - to be hired	Days	60	100.00	100	6,000.00		
Subtotal contractual						12,000.00	0.00	
G	Construction							
G.1	(description)							
Subtotal Construction						0.00	0.00	
H	Other direct costs							
H.1	Training events	Unit	8	400.00	100	3,200.00		
H.2	E-commerce platform	Unit	1	2,230.00	100	2,230.00		
Subtotal Other Direct Costs						5,430.00	0.00	
I	Total Direct Costs						50,000.00	2,000.00

j	Total Indirect Costs (NICRA %, Final, Pre-determined, Provisional and Base or 10% de minimus rate based on MTDC)		0.00	
k	Total Project Cost	(must match award amount)	50,000.00	2,000.00