

Annex 2

"Find out the seed for business from inside of your institution"

How to find the seed¹

To know your institution better is the key to be a successful entrepreneur. Before thinking about the skills necessary for business plan, let us find what your institution is like.

What kind of institution is it? What is your mission and interest, and what are your values and talents? And how is your institution going to make use of its characteristics for future business?

- List the strengths and weaknesses of the institution you represent. Share the results with the participant at the side and talk over your opinions.

No.	Strengths	Opinion of others
1		
2		
3		
4		
5		
6		
7		
No.	Weaknesses	Opinion of others
1		
2		
3		
4		
5		
6		
7		

Strengths might be weaknesses for some people and in some circumstances. What is important is being able to transform the weaknesses in good characteristics that are important in the business world.

¹ Seminar on Women's Entrepreneurships Development Training for Leaders II. Japan International Cooperation Agency. Traduction and adaptation from Haydée Ayerdi Castillo. Abril 2007

Annex 2.1

With the following exercise we check the skills, knowledge, information sources and connections your institution already has. Even when describing what has not been fully developed, each institution has potential for new business.

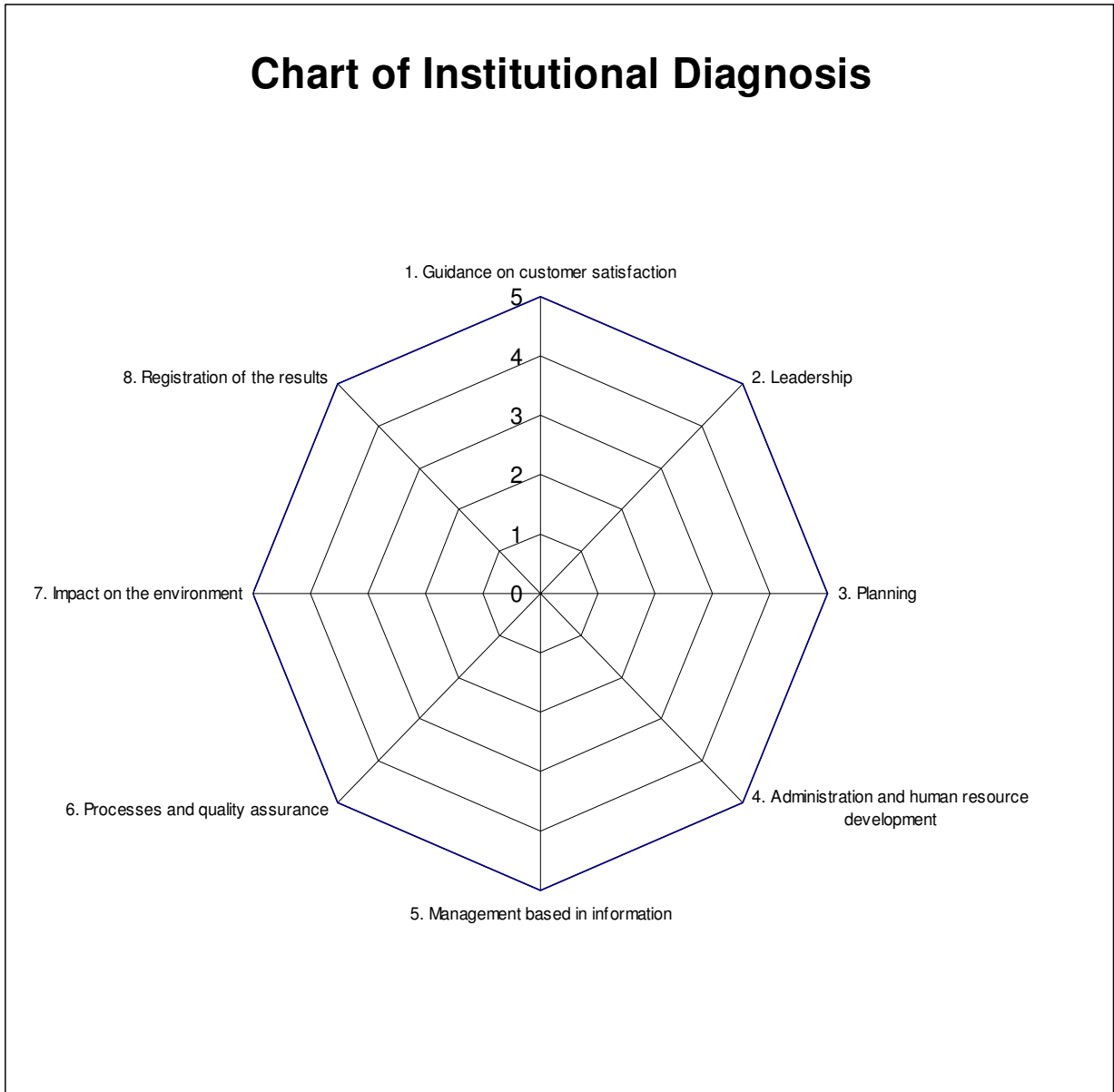
For example: an "X" institution focuses its activities to keep their clients on trends in communications technology. Additionally it counts with methods and procedures to standardize the information. This could become a new line of service and therefore business.

1.Guidance on customer satisfaction	Yes	Total number of yes
Knowledge of your customer		
Knowledge of your customer needs		
System to translate the voice of the customer in specifications of product and processes		
Response systems		
Integral relationship with customers		
2. Leadership		
Establishing vision, mission and value system		
Development and implementation of management system		
Senior management leadership by example		
Motivation and support staff		
Relationship with other institutions		
3. Planning		
Strategic planning		
Operational planning		
Monitoring and evaluation system		
Improvement		
Documentation of results		
4. Administration and human resource development		
Strategic management of human resources		
System of recruitment, selection and induction		
Skills development		
Welfare and employee satisfaction		
Motivation and involvement		

5. Management Based in information		
Systematization of information		
Use of information and statistics		
Analysis and decision making		
Compared to the competition		
Technology Management		
6. Processes and quality assurance		
Establishment of quality processes		
Control of key processes		
Control of support services		
Key processes involving suppliers		
Process improvement		
7. Impact on the environment		
Establishment of impact indicators		
Measuring impact		
Promoting a culture of integrity		
Engaging with other actors		
Impact on society		
8. Systematization of Results		
Organizational climate		
Quality processes, products and services		
Internal customer satisfaction		
External customer satisfaction		
Self-sustainability		

Move the score of each category to the next chart

Anexo 2.2



Annex 3

Affirming your motivation to start a new business and/ or new line of business in the institution that you represent (please use post it pink color)

What is the reason for starting a new business and / or line of business?	
Because I think we should do	
Because we want to do it	
¿ What is the reason for doing so?	
¿What benefits they mean?	
¿ Do you believed to have the capacity to do it?	
Will you satisfy to do it? Why?	
In what will help your target group and society this new business?	
Why do you believe that will help them?	

!!!!!! Good, now you have the motivation to start a new business!!!!!!

Annex 4

The imagination of your team can provide a complete list of businesses that connect to the capacity and resources of the institution. Modern society and the demands of globalization provide more business opportunities, but what is the style of business that best suits your institution?

Visioning a new business (please use post it pink color)

Business field	
Business style	
Product or service I will offer	
Customers	

Annex 5

Niche markets

Instructions

Based on the business idea that you already have and the potential niche markets proceed as follows:

Steps	Time
1. Analyze and decide on the niche or niches which you will meet	10'
2. Evaluate your actual services (characteristics)	10'
3. Analyze and describe the characteristics of your clients	10'
4. Identify existing competition in the territory of your country. (Put a sticker by each company in the competition). Describe your perceptions regarding some aspects indicated in the attached format	10'
5. Generate other ideas regarding the products / services you already have, or will have	10'
5.1 To propose new products / services depending on the requirements of the niche or niches selected	10'
6. Analyze and propose "the difference" that will offer its customers, depending on the competition	10'
7. Prepare the presentation of your work results	20'
Total	1Hr 30'

- Use the attached format
- Use post it color according as indicated

Annex 5.1 Niche Market (for numbers 1, 2, 3,5 y 6 use **post it de pink color**. For number 4, use **post it green color**)

<p>1. Productive Sector</p> <p>Sub sector</p> <p>Why these niches?</p>	<p>2. Our product/service</p> <p>Price in relation to competition Quality control of raw materials Quality control of finished product Reformulation of products Process optimization Immediate attention to complaints from customers Home delivery Other (describe)</p>	<p>3. Customers</p> <p>Who are they? Where are they located? What challenges do they have? What are your preferences? When buying or hiring? How much do you buy? Why buy? Why use the product / service?</p>
<p>4. Competence</p> <p>In what geographic area have presence? How many are there? How big are the companies? How many clients do you have that competition? What products / services offered? Quality of product / service? ¿Characteristics of products / services you offer? What price? Other</p>	<p>5. Product / service today, with added value</p> <p>Description</p> <p>5.1 New product / service depending on current needs</p> <p>Description of product / service</p>	<p>6. “The difference”</p> <p>Will take our product or service that the competition that competition does not offer</p>

Annex 6

Market analysis

1. Define the objective and scope of your market study

- Identify and analyze demand for the product / service
- Geographic area the study will be conducted
- Sample size
- Time of realization

2. Detail of the product or service (all characteristics)

3. Define the location of your center of operation

4. Identify the material, equipment and supplies needed and suppliers

Material, equipment and inputs	Suppliers	Suppliers characteristics

5. Define the target market segment and the plaza where you think to sell your products / services

6. Indicate the limiting factors to reach the market

7. Identify sources of secondary information to analyze demand and supply. What and where?

8. Design a survey instrument that includes three questions for each of the following aspects:

- Analysis of demand and customer
- Analysis of the offer
- Test or acceptance of your product
- Comparison with the product / service of the competition

9. Analyze the product of competition and answer hypothetical to the questions in relation with the competition.

Questions	Competitor product	Our product
Similar products		
¿what is the offer to the customers?		
¿Where they sell?		
¿which price?		
¿Who buy?		
¿Who consume the product?		
¿what's the opinion of customers		
...the presentation?		
...the content?		
...the quality?		
¿How they promote?		

10. Develop a flow chart in order to know the process of developing the product / service

11 Develop an organizational chart to know the organizational structure that will support the new product or service

Annex 6.1**Notes**

Sources of information. Primary information and secondary information.

- **Primary information.** Is that we obtain first-hand at the time of interviews with individuals or groups.

- **Secondary information** . This is found in newspapers, internet, magazines, books, organizations, business chambers, NGOs, public institutions, and so on.

Class of questions²	
introductory	These are not written in the questionnaire and are vital to achieve the relationship with the interviewee. Can you give a few minutes of your time?
Open	What do you think of the services offered by the consultants?
Closed	¿Do you used to contract consulting business? Yes, no, sometimes?
Multiply answers	What kind of services do you contract? Training____ Consulting _____ technique_____ investigation_____ others
Filter	At this moment what kind of service is considered important for the development of your business? Technology_____ coaching ____ specific training_____
In battery	¿Do you usually invest in training? Yes, ___no ___ If yes, what issues? If not, what is the reason? ____no____ If yes, what issues? If not, what is the reason?
Evaluation	Do you consider the training given in your company is better than others it? 5 much better___ 4 better_____, 3 the same____
Weighted	In order of importance, what are the topics you are interesting? First place _____ second place _____ third place

² Generación de Proyectos Empresariales. Factibilidad del mercado. GTZ/PROMOCAP. Guatemala

Annex 6.2 Phases of the market investigation³

I – Phase. Planning	II – Phase. Implementation of the Market Research	III – Phase. Tabulation Research Results
<p>A – Preparation of Questionnaire</p> <ol style="list-style-type: none"> 1. Defining the objective of the Research 2. Defining the universe of research 3. Definition of the Sample 4. Areas to be covered by research (essential or not essential) 5. Content of questions 6. Setting questions (open questions, closed questions, vocabulary adapted to the target group) 7. Sequence of questions 8. Research evidence 9. Finalization <p>Suggestions:</p> <ul style="list-style-type: none"> • Avoid questions that lead the response of people or are likely to receive a negative answer; • Select only those questions that are really important to achieve the research objectives; • Place sensitive questions at the end of the questionnaire; • Use familiar vocabulary and clear, appropriate for the target group; • Avoid words that can connote a different meaning; • Monitor that has a logical sequence in the questionnaire; • Include a few questions to start a relationship with the person interviewed ("break the ice"); <p>B- Preparation for Field Work Distribute work according to the researchers: functions; geography; content.</p>	<p>A - Introduction and application of research</p> <ol style="list-style-type: none"> 1. Introduction 2. Explaining the objective of the Research <p>B - Implementation of Research</p> <p>Recommendations for the researcher during the fieldwork.</p> <ul style="list-style-type: none"> • Monitor the targets at all times (no lost time) • Keep a safe distance from the person you're interviewing • Try to adapt the language to the target group • Explain clearly the purpose of research • Assess any effort that makes the person who answers your questions 	<p>Basic approaches to market research</p> <p>Whom the universe is going to investigate</p> <p>What is going to investigate: market, consumer habits, channels of distribution / sales</p> <p>Why The purpose of the investigation</p> <p>How Resources: equipment, human resources, financial resources, time Information necessary, indispensable Content analysis Balance between the cost of information and its value for decision making</p> <p>Where Geographic of research.</p>

³ Manual CEFE Internacional. 1998. Adaptación: Haydée Ayerdi

Annex 6.3 Techniques

<p>1. Secondary information</p>	<p>1.1. Environment Information 1.2. Documents: public or private, background records, census 1.3. Verification: representation of the document, trust document 1.4. Class of data: data on education, lifestyle, economic and professional problems: wrong information different approaches to the interpretation criteria in the alteration of records, definition of integral</p>
<p>2. Content Analysis</p>	<p>2.1. Definition of criteria for the sample 2.2 Definition of the measuring instrument</p>
<p>3. Observation</p>	<p>3.1. Selection of behaviors 3.2. Conditions of observation 3.3. Possibility of a score for the count 3.4. Reliability of the subject observed 3.5. Subject's level of influence observed</p>
<p>4. Interviews (qualified informants)</p>	<p>3.1. This technique allows a more precise with the behaviors, opinions and perceptions 3.2. Basic steps: a) explain the purpose and objectives of the interview, b) describe the selection criteria for interviewees c) ensure anonymity and confidentiality of information received 3.3. An interview occurs when: a) there is empathy between the interviewer and interviewee, b) the interviewee understands the objectives, c) there are no barriers in communication, d) note the interviewee a chance to profit or benefit your business 3.4. The guidelines for the interview: a) the same questions in every interview, b) give reasons for answers, c) obtain any additional information, d) to clarify the information obtained, e) record the information received</p>
<p>5. Questionnaires</p>	<p>5.1 Households: Telephone, Auto-run, Panel 5.2 Sample: random: systematic, stratified, random No: casual, proportional 5.3Tipos: open or closed questions 5.4 Criteria: - avoid suggestive questions; - Select questions for achieving goals; - Leave the delicate questions for the end of the questionnaire; - Choose an answer questions that motivate; - Use clear language, simple and appropriate; - Avoid technical language; - Present an idea in each question; - Monitor the sequence; - Make some questions "preparatory"; - Prepare some questions to verify the reliability of respondent; - Test the questionnaire in advance; - Keep a safe distance with the person who responds. 5.5 Analysis of information (statistics)</p>

Annex 6.4 Questionnaires***Marketing Plan***
Request for Information

In the spaces below, list all necessary information for each element of the marketing plan, considering the product or project idea.

a) Product demand

Information Required	Possible Sources	Deadline

b) Exportation possibilities

Information Required	Possible Sources	Deadline

c) Competitors/other suppliers

Information Required	Possible Sources	Deadline

d) Market of target customers

Information Required	Possible Sources	Deadline

e) Strategies for the product

Information Required	Possible Sources	Deadline

f) Distribution channels

Information Required	Possible Sources	Deadline

g) Promotion and publicity

Information Required	Possible Sources	Deadline

h) Organization and administration sales

Information Required	Possible Sources	Deadline

i) Prices

Information Required	Possible Sources	Deadline

j) Practice of marketing in the industry

Information Required	Possible Sources	Deadline

k) Marketing costs

Information Required	Possible Sources	Deadline

Anexo 6.5. Model of marketing questionnaires

Name of Interviewee: _____ category: _____

Show a model of the product or service, or make a description of the product or service selected to the people who answer the survey and record the answers of the following questions:

1. Personal information	2. Commercial information	3. Product information	4. Competitors information
<p>1.1 Age of respondent: (a) 15 to 20 (b) 21 to 30 (c) 31 to 40 (d) 41 to 50 (e) More than 50</p> <p>1.2. Sex: (a) Male (b) Female</p> <p>1.3. Marital Status: (a) Single (b) Married (c) Divorced / Separated (d) Widow / a</p> <p>1.4. Education Level (highest) (a) Primary (b) Secondary (c) School Vocational / Technical (d) Higher (e) University (bachelor's degree) (f) Degree of Master (g) PhD</p> <p>1.5. Residence: (a) Residence (own) (b) House (rented) (c) Department (d) Pensions</p>	<p>2.1 Have you seen this product before? (a) Yes (b) No</p> <p>2.2. If yes where? (a) in a bazaar (b) on TV (c) at the home of friends (d) other, specify:</p> <p>2.3 has a similar product? (a) Yes (b) No</p> <p>2.4. If yes since when? (a) Less than 1 year (b) 1 to 2 years (c) more than 2 to 5 years (d) more than 5 years</p> <p>2.5. If it is available, would you buy the product? (a) Yes (b) No</p> <p>2.6. If yes, how much pay? (a) \$ 0.50 to 1.00 (b) \$ 1.01 to 2.00 (c) \$ 2.01 to 3.00 (d) \$ 3.01 to 4.00 (e) \$ 4.01 to 5.00</p>	<p>3.1 What color would you like to be the product? (a) Lighten (b) Darken (c) Specify: _____ _____</p> <p>3.2 What size would you like to be the product? (a) Larger (b) Smaller c) Specify: _____ _____</p> <p>3.3 What changes would be incorporated in the design</p>	<p>4.1 How many competitors are there? (a) None (b) 1 to 2 (c) 3 to 4 (d) 5 to 6 (e) More than 6</p> <p>4.2 Competitors and address</p> <p>4.3. Describe the characteristics of competitors' products</p> <ul style="list-style-type: none"> - Durability - Quality - Flavor - Color - Price - Mark - Design - Service - Support - Etc.

Name of interviewer _____ Date _____

Note: This is just a sample questionnaire. Participants are asked to design their own questionnaires that are tailored to the specific products and target markets.

Anexo 6.6. Dates of the sample marketing

Resume

Name: _____ **Enterprise:** _____ **Product:** _____

A. Market data

The selected product has the following commercial appeal:

1. _____ per cent of respondents would buy at least one product. Suggest a retail price between \$ _____ y _____ with an average price of \$ _____ per unit.
2. _____ Percent of the respondents was men and _____ was women. The _____ percent of men and _____ percent of women interviewed indicated that they were interested in buying the product.
3. The age group interviewed fluctuates between years _____ to _____ years. The following data were collected by age group:

Age Range	Buy	Not buy

4. From the survey results, we found that the most likely market for the product is _____ (male or female) from _____ to _____ years and the best selling price seems to be \$ _____ per unit.

B. PRODUCT DATA

The market's reaction to the product is:

1. _____ Percent of the market likes the product as it is. The remaining recommended the following changes:
 _____ Percent suggested _____
 _____ Percent suggested _____
 _____ Percent suggested _____
 _____ Percent suggested _____
2. _____ Percent of the market thought that the product should _____ while _____ Percent expressed a preference for _____.
 Other answers include preferences for _____, _____, y _____.

C. COMPETITORS DATA

The study of the various competitors revealed that these products will compete with the product being offered:

Products	Where the sell	Prices and other comment

D. OTHER DATA

On the basis of other information collected in the survey, the following costs apply to the decision to make the product:

Selling price			\$	_____
Product cost:				
	Production		\$	_____
	Marketing			_____
	Administrative			_____
	Financial			_____
	Total cost			_____
Earnings estimates			\$	_____

Note: This is just a sample questionnaire. Participants are asked to design their own questionnaires that are tailored to the specific products and target markets

Adapted from: Wright, Activities book in "Exploring Manufacturing", Goodheart Wilcox, Exploring Technology Series, USA

Annex 7**Budget sheet in detail**

Make a projection of necessary expenses and monthly expenses required for the production of the product / service

Necessary initial expenses	\$	Necessary monthly expenses	\$
Security for real estate and room		Rent for real estate and room	
Rent for real estate and room one month ahead		Water rates and lighting and heating expenses	
Payment for parking		Travel expenses	
Interior construction		Employee salaries	
Exterior construction		Employees insurance	
Telephone line installation		Payment for parking	
Lighting installation		Prime cost	
Personal computers		Equipment	
Maintenance fee		Logistic expense	
Telephone and facsimile		Communication expense	
Gas supply installation		Staff education	
Air conditioning and central heating		Material cost	
Name cards		Publicity expenses	
Homepage and e-mail address		Bank repayment	
Pamphlets			
Prime cost			
Total		Total	

Annex 7.1

Calculation of the utility or loss

Gain or loss = (1) - (2) - (3)

First we need to calculate the revenue, cost and operating expenses.

(1) Sales of the Month

calculate the product or service they sell and the timing (day, week, fortnight, etc.).

(2) Cost of the product or service

Calculate the cost of the components of the product or service. (Variable Cost)

(3) Operating expenses. (Fixed costs)

List the monthly expenses involved in the business

Expenses

Calculation of the utility and / or loss

Personnel \$

Rent

Per diem

Shipping

Electricity

Parking

Communication

Stationery

Advertising

Promotion

other

Initial Investment: (4) + (5)

(4) Investment in infrastructure \$

- Refurbishment

- Fax

- Telephone

- Computer

- Printer

- Furniture

- Other

(5) Running costs of the Month \$

Anexo 7.2

Basic financial indicators

• Fixed Cost

All the compromises we should pay monthly, no matter if we sell during the month, or not selling anything. (Wages, rents, services, etc.).

• Variable Cost

It is the cost of raw materials and inputs used to produce goods or services.

• Net contribution:

It is called the difference between the total monthly sales and the cost variable. This difference helps to cover fixed costs.

Monthly Sales (-) variable cost / monthly sales * 100

• Point of Balance

It is called when you do not gain or lose in business. The income generated during the month reached to pay all business expenses.

Fixed costs / contribution margin * 100

• Profit

Surplus remaining after covering variable costs and fixed costs

Fixed cost + variable cost =
Sales of the month (-) the previous result

• Profitability

Benefits for every \$ is spent.

Monthly utility / Monthly sales

• Rotation of capital

It is necessary to know how many times the invested capital rotates during the year

Monthly Sales * 12 months = annual sales / investment amount

• Recovery of capital

How long will it takes to recover the capital invested

Profit * 12 months = annual profit
Capital invested /annual utility =* 12 months

Annex 8. Examples Business Plan

Basic concepts Field of business: Sales of clothe Start of business: app. Apr /2007 Motivation for starting business: <input type="checkbox"/> Self-fulfillment <input type="checkbox"/> Economical independent The purpose of the business: <input type="checkbox"/> Serve safe clothe for children	Vision Products and services(image and detail) Simple, natural and chic clothes For children from three to twelve T-shirts\$30, Pants \$60, Shirts \$80, Sweater\$120, Skirt \$250	Image of the store, company Simple child clothes and nice goods for gift Bright, simple and natural Full of plants in the store
	Targeted customers Fashionable mothers and grand mothers Rich and spend on children Interested in safety of foods and wearing	Business type and number of workers Limited company President (myself) \$1,800 Full time \$1,800 Part time person \$600

Marketing			
Market place Young and relatively rich couples and family live near the store. From three stops of the bus is a big commercial town in front of the station.	Location and building First floor of an apartment along the road side in a big commercial town, should be in front of the station and residential. A rent US\$1,950, Parking US\$300, Deposit US\$22,500, Commodity US\$150	The number and type of customers in that area There are some pedestrians Daytime: Housewives going for shopping. Evening: Working men going home from the station to the residential area.	Other shops in the area There are small restaurant and flower store in the next door. There are not any stores of child clothes near the store

Profit and loss			
Estimation of profit and loss (per a month) (1) Sales \$24,000 (2) The cost price \$14,400 (3) Expenses \$10,600 Profit \$(1000) ((1)-(2)-(3))	Sales \$24,000--(1) (24 working days) The amount of sales per day \$1,000 T-shirts \$30*5=\$150 Pants \$60*4=\$240 Shirts \$80*3=\$240 Sweater \$120*1=\$120 Skirt\$250*1=\$250	The cost price \$14,400--(2) Ratio of the cost 60% \$24,000*0.6=\$14,400 The ratio of gross profit margin 40%	Expenses \$10,600--(3) Rent, commodity fees, and parking \$2,400, social expenses \$300, travel expenses \$400, personnel expenses \$4,200, welfare costs \$600, lighting and heating expenses \$600, articles of consumption expenses \$500, lease \$300, publicity expenses \$500, miscellaneous expenses \$500

Investment plan Total of initial investment((4)+(5)) \$74,000 <input type="checkbox"/> Investment for infrastructures \$49,000-----(4) <ul style="list-style-type: none"> • Security deposit \$22,500, • Rent and commodity fees \$2,400 • Right to the use of telephone line \$750 • A telephone with facsimilie \$350 • A personal computer \$2,000 <input type="checkbox"/> Running cost \$25,000 per month----- (5)	Fund raising plan Source of money Savings \$30,000, bond issue of \$25,000, \$20,000 borrowed from a bank Total \$75,000 <input type="checkbox"/> Repayment plan Repay \$20,000 over five years By principal equal monthly payment, interest rate 3.2%	Now carry your plan out
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------

Annex 8.1 Executive resume - Business Plan

A business plan is synthesized, which includes the key aspects of it. Allows anyone capture the business logic, its magnitude and in general the structure necessary to carry it out.

The executive summary is part of the business plan but also has its own life. Can and should be a separate document. This is a strategic tool to be submitted to the institution, or an investor, who in a regular first meeting will not invest much time in reading.

Preparation of Executive Summary - During the workshop

In the format that has been handed a double-size letter, you will integrate the information you have been preparing over the previous modules, such as:

- Reaffirming my motivation for the new business
- Vision
- Components of the business plan
- Niche markets
- Market Analysis
- Financial indicators
- Setting goals

So that, as much information and ideas that are required for the business plan, you already have in the "post it" written during the dynamics. So, it will be much easier to move those "post it" to the matrix of the business plan. Some aspects that are required in the format may be you will not have very clear, or still have not worked, so it is necessary to supplement the information.

Document Description

This document develops in detail each component of the business plan. When an institution is interested in the executive summary, it is sure that will continue to be interested in knowing the details of the business plan.

As a result, it is necessary to prepare and produce a descriptive document that allows more information to answer questions, and generally to know the basis of the business plan.

Development of the descriptive document - Future action of short term

This document may add information as described below, or find another model that suits the tastes or interests of the company / institution.

<p>Background</p> <ul style="list-style-type: none"> . How the project was created • who will participate • the legal framework under which to operate • what are the motivations to create the project • what is to be achieved 	<p>Sales</p> <ul style="list-style-type: none"> • Will be the end consumer • Retail • Wholesaler • Transport / shipment of the product or service • time it takes delivery of the product
<p>Product</p> <p>Description</p> <ul style="list-style-type: none"> • What consumer needs are being met •Competitive advantage • Features • Price and price strategy • Costs of product and distribution 	<p>Market</p> <ul style="list-style-type: none"> • Market size • Segment • Competition • Rivalry between competition • Sales Strategy (price, quality, service, packaging, etc) • Threat of new substitutes • Power of Consumers Power of suppliers
<p>Production</p> <ul style="list-style-type: none"> • Process description • Production Cycles • Labor available 	<p>Human Resources</p> <ul style="list-style-type: none"> •Organizational Structure • who will lead the business
<p>Financial Projection</p> <ul style="list-style-type: none"> • cash inflows and outflows during a given period • Income • Requirement of funds for business • Sources of capital 	<p>Contingency Plan</p> <ul style="list-style-type: none"> • Describe some actions as an alternative in case of any trouble • What happens if I receive an order that is beyond their ability perform • More What if working capital, ask who • What partnerships could be made if necessary • Others who may consider necessary

Name: _____ Country: _____

Institution: _____

Annex.9 Narrative Summary

Target group:

Overall Goal	
Project Purpose	
Outputs	
Activities	<ol style="list-style-type: none">1.2.3.4.5.

Date _____

Annex.9.1 <Action Plan>”

My basic action			
Sub-activities (from the activity No. 1)		Responsible	Dates
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			