

Partnership Declaration

This Partnership Declaration (“PD”) is made between:

Universidad Nacional Toribio Rodríguez de Mendoza Amazonas, a public University founded in 2000 under the law of Peru (N° 27347) and with office address at Calle Higos Urco N° 342-350-356, Chachapoyas duly represented by Ph.D. Jorge Luis Maicelo Quintana, Rector, further referred to as UNTRM.

and

PUM Netherlands senior experts, a foundation registered as Stichting PUM under the law of the Netherlands with statutory seat/registered office at The Hague, The Netherlands registration number Chamber Commerce 41160229, and with office address at Bezuidenhoutseweg12 in The Hague, The Netherlands, duly represented by Mr. Orlando Coronado, Country Coordinator for Peru, further referred to as PUM.

Jointly referred to as “partners”.

Considering that

UNTRM has decided to establish an Incubator Center and a Startup Hub to reduce youth unemployment rate and strengthen the Industry in the Northern Region of Peru, as this fits with the Peruvian government policy to strengthen the regional economy and has created a multiannual budget to realize this.

PUM provides Start-up clusters with business support to set-up and run the cluster through deploying senior experts as volunteer professionals who transfer their knowledge and know-how in an efficient manner, thereby promoting self-sufficiency, entrepreneurship and the sustainable development of Start-up clusters in developing countries and emerging markets;

UNTRM wants to benefit from the knowledge transfer provided by PUM senior experts, as this fits with the Peruvian government policy to strengthen the economical sector in general, where PUM recognizes the demand and opportunity and PUM is willing to cooperate with UNTRM to provide the expertise to improve the business performance of the University.

PUM is a non-profit organization that promotes self-sufficiency, entrepreneurship and job creation through the sustainable development of small and medium-sized enterprises, business support organizations and cooperatives in developing countries and emerging markets. PUM supports entrepreneurs through short-term technical advisory missions executed by (senior) expert volunteers providing practical, hands-on expertise.

Initial recommendations after the experts mission on location:

- The term INCUBATING is not yet known within the various faculties (11), let alone among the students. The misunderstanding lies mainly in the relationship that is made with eggs and chickens! To overcome this situation, Startup Centrum UNTRM could be used as a subtitle. In any case, it is important in the period between now (July) and the end of the year when on January 1, 2024 the formal start will be made with the guidance of participants in the BIC, and a publicity campaign will be set up. In fact, only a small number

of participants are needed for the start, but it is of course very important that they have also been able to register.

- The BIC will be located in a separate building and will be housed elsewhere on campus in the meantime. The manager indicates that there will only be a budget to set up the BIC in the course of 2024. This would mean that when the center opens, the basic facilities, such as tables, chairs, computers and some desired machines and materials, will not be available. The management of the University is therefore advised to allocate the necessary budget, advance it and make it available in Q4 of this year so that the furnishing can start.
- The appointed manager combines his responsibility for setting up the BIC with the management of a faculty and teaching students. That is not an ideal situation because the manager also has no substantive knowledge of guiding startups. This also poses a major risk if, for whatever reason, this manager fails or is no longer available. In the analysis of the PUM expert, it is of the utmost importance that a team of 4 or 5 dedicated staff members can be formed in the short term to which substantive expertise can also be contributed.
- Although it has not been possible to actually investigate this, the impression is that those in charge of the various faculties, perhaps out of ignorance, show no interest in wanting to cooperate with the Incubator to be set up. Currently, only 3 faculties have agreed to cooperate. A planned meeting with the heads of the faculties could not take place because there was no interest in participating. Nevertheless, it is of the utmost importance that this cooperation is established in the short term. After all, the faculties are in a position to encourage students to establish themselves as independent entrepreneurs and thus to make use of the guidance and other services of the BIC. From the information available, it can also be deduced that the current and compulsory curricula do not allow for other issues to be addressed. This can be respected, but work can also be done on an alternative, for example in setting up a generic programme, as a kind of MINOR in the field of entrepreneurship that students who choose to follow can follow outside the curriculum. This could form a first step towards setting up a professional PRE INCUBATING program that fits seamlessly with the basic program that the BIC makes available.
- A procedure has now been developed for the admission of students to the BIC (no assessment) to regulate participation. What is (still) missing is a phased guidance model or methodology that ultimately ensures what the BIC is essentially intended for: guiding startups to a situation where they are ready for financing and can enter the market. Expert coaches and mentors play a major role in this methodology. Coaches can be teachers, but they need to understand and perhaps be trained in a role as a coach that is completely different from that of a teacher. It is therefore recommended to recruit suitable teachers internally in the short term who can be deployed as a coach in the BIC and, with the support of PUM, can be trained in this. The same applies to the deployment of mentors, who have a more substantive role in guiding and can perhaps also be recruited from entrepreneurs from the region so that external knowledge about entrepreneurship can also be contributed.
- With respect to the first steps that have been taken, it should be noted that so far no attention has been paid to setting up and developing a sustainable ecosystem. Especially now that it is clear that the Chachapoyas BIC will form a combination of a so-called University-based Incubator and a Community-based Incubator, it is extremely important that this four-triple ecosystem is developed. In addition to the academic world itself, the regional government, the business community and the community in Chachapoyas play a

role in this. Of course PUM can offer support in this, but in fact the BIC team that is being formed should work to visit and involve the keyholders of these important organizations and institutions in the discussions about the form and content of the BIC. At a later stage, consideration can then be given to formalizing the formed ecosystem.

The partners agree to the following:

PUM:

- Support in developing a sustainable ecosystem
- Support in developing an assessment program for the admission of citizens to the Incubator;
- Support in developing a PRE INCUBATING program as a sort of MINOR for the benefit of the individual faculties;
- Set up and provide a Train-the-Trainer program for University lecturers who can work as a coach in the BIC;
- Setting up and providing the same type of training for mentors who are recruited externally from the business community;

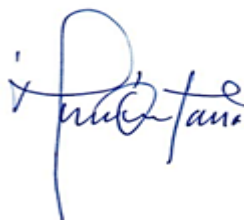
UNTRM

- Making a budget available for the development of a physical Center where the incubator activities can take place;
- Setting up a full-fledged management team for the BIC;
- Developing a sustainable ecosystem with stakeholders;
- Developing programs for the assessment and selection of participant start-ups;
- Developing a PRE INCUBATING program for all faculties at the University;
- Developing a program for empowering the coaches.

Provided that all these matters can be developed and implemented, it is possible to consider organizing another on-site advisory mission from PUM in Q2 of 2024 to supervise the implementation of all matters.


Undersigned are fully aware that the signature of this letter of support is not legally binding to their organization, but rather represents the interest and willingness to enter into a non-exclusive collaborative relationship for the purpose of furthering their common interests and collaborative efforts.

[Chachapoyas, Octubre 20](#)



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Universidad Nacional Toribio Rodríguez de
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[The Hague, September 21^s](#)



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