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BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT (BPC PROJECT)

**Annual Report 2011
October 2010 – September 2011**

October, 2011

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BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT (BPC PROJECT)

**Annual Report 2011
October 2010 – September 2011**

USAID/BOLIVIA
Sustainable Economic Development and Environment (SEGE)
Denise Fernández, COTR
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The opinions expressed by the authors of this publication do not necessarily reflect the opinions of the United States Agency for International Development (USAID) or the United States Government.

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BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT

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ACRONYMS

ACOPROCA	Association of camelid products traders
AFIPCAC	Federative Integral Association of Agricultural Producers of Cintis
APAFAM EL VILLAR	Association of peanut and aji producers “ElVillar”
APAJIMPA	Association of peanut and aji producers of the Padilla municipality
APROMAJI MUYUPAMPA	Association of peanut and aji producers from the Villa Vaca Guzman municipality
APROMAJI PEDERNAL	Association of peanut and aji producers of Pedernal
ASOPROMANI	Association of peanut producers “12 de Agosto”
ARCo	Rural Competitiveness Activity
BCA	Bolivia Communications Activity
BTBC	Bolivia Trade and Business Competitiveness. USAID Project implemented by Chemonics International (first phase 2003-2005, second phase 2005-2009)
BLA	Bolivia Lowlands Activity
BPC	Bolivia Productivity and Competitiveness project
CAF	Corporación Andina de Fomento
CEDES	Business Council for Sustainable Development
CEDETEX	Center for Development of Textile Products
CEPB	Confederation of Private Entrepreneurs of Bolivia
COTR	Contract Officer’s Technical Representative
CPTS	Center for the Promotion of Sustainable Technologies
DANIDA	Danish International Development Agency
ePC/UCB	School for Production and Competitiveness/Catholic University of Bolivia
FAUTAPO	Foundation to Support the Universities of Tarija and Potosí
FAN	Friends of Nature Foundation
FST	Technical Services Fund
FUNDAPRO	Foundation for Production
FUNDEMPRESA	Foundation for Business Development
GA	Grant Agreements
GDA	Global Development Alliance
GDP	Gross Domestic Product
IBCE	Bolivian Institute for External Commerce

IBNORCA	Bolivian Institute for Quality and Normalization
ICAP	Training Institute
IDB-FOMIN	Interamerican Development Bank – Multilateral Investment Fund
IDEPRO	Institute for the Development of Small Productive Units
IFS	Integral Food Security
INE	National Institute of Statistics
JICA	Japan International Cooperation Agency
MAPA	Access to Markets and Poverty Alleviation Project (USAID project)
MSME	Micro, small and médium enterprise
MOU	Memorandum of Understanding
M&E	Monitoring and evaluation
PML-SISO	Cleaner Production (Producción Más Limpia) – Industrial Security and Occupational Health (Seguridad Industrial y Salud Ocupacional)
PMP	Performance Monitoring Plan
PND	National Development Plan
PPA	Public Private Alliances
SDF	Service Delivery Fund
SENASAG	National Service for Agricultural Health and Food Safety
TA	Technical Assistance
USAID	United States Agency for International Development

GLOSSARY

COMPETITIVENESS	The capacity to generate greater consumer satisfaction at a lower price, in other words with the lowest possible production costs. It is especially associated with product quality and innovation; with the prices upon which productivity is contingent; and with inflation differentials between countries (WB, 2008).
VALUE CHAIN	The value chain is the productive linkage between two or more companies in a territory—one being a raw materials or services provider and the other a processor or marketer of the final product—that have agreed to take joint advantage of market opportunities (BPC).
PRODUCTIVE COMPLEX	A productive complex is commonly understood as a sector-specific and/or geographic concentration of businesses engaged in the same or closely related activities with significant, cumulative external economies, which are agglomerated and specialized (due to the presence of specialized producers, suppliers, and labor, and sector-specific auxiliary services) and are in a position to work together in pursuit of collective efficiency.
ECONOMIC GROWTH	An economic growth concept that refers to the percentage increase in the gross domestic product of an economy in a specific time period.
INSTITUTIONAL STRENGTHENING	A process through which an institution's capacity for action is developed and enhanced.
BIOCOMMERCE	Activities associated with collecting, producing, processing, and marketing goods and services derived from native biodiversity, based on practices that ensure conservation and sustainable use.
BIOPRODUCTS	Bioproducts result from the application of biotechnology in the industrial sphere (white or industrial biotechnology) in which, through biological, biochemical, physical, thermic, fermentation, esterification, transesterification, digestion, or hydrolysis processes, and the addition of enzymes, microorganisms, bacteria, etc., biomass (nonfood crops, forest mass, vegetable residues, etc.) is converted into bioproducts such as bioplastics, biopaints, biolubricants, and bioconstruction materials.
CLUSTER	A group of inter-connected companies and associations, which are in close geographical proximity, work in a comparable industry, and are united by a set of common and complementary characteristics.
COSMECEUTICAL	Products resulting from a combination of cosmetics and pharmaceuticals, which are at once beauty enhancers and skin care products. The project will work on this line with products created from biodiversity.
COMPARATIVE ADVANTAGES	In economics, a country will have a comparative advantage over others in the production of a good if it can produce it at the lowest possible cost. This means that it is able to produce a particular good with less labor and resources investment.
COMPETITIVE ADVANTAGES	The set of attributes of a company (and its products) that distinguish it from its competitors and are recognizable by its customers. Differences that afford the company an advantage to compete better, gain on, and edge out the competition. Competitive advantages are usually classified as those relating to price, quality, and opportunity.
COST LEADERSHIP	A market strategy based on low sales prices in the market for a particular product or service. This is achieved through systems such as economies of scale, learning curves, minimizing research and development costs, etc.
DIFFERENTIATION LEADERSHIP	This market strategy seeks to differentiate or distinguish a business unit's product by creating something that its customers perceive as different, exclusive or superior

to the rest of the competition. In cases where the difference is perceived by the customer, it is possible to set premium prices for the final product.

LOCAL CAPACITY BUILDING	A tool for strengthening and furthering decentralization as the most effective means of restoring authority and resources to local government and for creating mechanisms for civil society participation and oversight.
LOCAL DEVELOPMENT SERVICES PLATFORM	Economic development is the transformation of the local economy and society to surmount existing barriers and challenges and improve the population's living conditions through concerted joint action by local public and private socioeconomic stakeholders and to use existing resources more efficiently and sustainably by building the capacity of local business ventures and creating an innovative environment in the territory.
REGIONAL DEVELOPMENT	It can be construed as a holistic process in which different regional stakeholders participate in defining, deciding on, and implementing the most suitable type of social and economic development without detriment to the capacity for economic and social investment or to the environmental assets of future generations.
TERRITORY /REGIÓN	A defined area (including land and water) frequently considered to be the possession of a person, institution, organization, or subdivided country or State.
TRAINING	A set of organized processes to extend and supplement initial education through knowledge generation, skills development, and attitudinal change in order to boost individual and collective capacity to contribute to the fulfillment of the institutional mission, improve service-provision to the community, and contribute to effective performance and integrated personal development.
TECHNICAL ASSISTANCE	Transfer of knowledge, information or services to solve specific technical problems or contribute elements conducive to their resolution.
CLEANER PRODUCTION	Ongoing application of an integrated, preventive environmental strategy to reduce relevant hazards to people and the environment.
ENERGY EFFICIENCY	The ratio between the amount of energy consumed and the final products or services obtained. It can be optimized through the implementation of different measures and investments in the areas of technology, management, and community cultural practices.
ECONOMIC MULTIPLIER	The influence that one variable has on another on an amplified scale, in other words, when the effect is greater than the cause that produced it.
PRODUCTIVITY	The capacity to produce more goods or services with fewer resources. Productivity depends largely on the technology applied (physical capital) and the quality of vocational training provided to workers (human capital). Greater productivity entails producing more at the same cost, or producing the same product at a lower cost.
EFFICIENCY	The capacity to carry out a task or produce a particular result or effect, while minimizing the use of resources, or the relationship between the result obtained and the resources used.
SECTOR COORDINATION	Planning mechanism or tool to coordinate priority-driven decision-making among different sectors. Through coordination each responsible sector makes a commitment to the established objectives. This helps them avoid taking different tangents and ensure more rapid and effective progress, evaluation of results, and adaptation to changing circumstances.
CLIMATE CHANGE	Long-term fluctuations in temperature, precipitation, winds, and all of the other components of the Earth's climate.
FOOD SECURITY	Availability at all times of a sufficient world supply of basic foodstuffs to support ongoing expansion of food consumption and to counteract production and price fluctuations.

INNOVATION

The application of new ideas, concepts, products, services, and practices, which are potentially useful for boosting productivity. Innovation must include successful commercial application.

TRANSFORMATION

The process of conversion of a raw material into a finished product.

ENTERPRISE

Assuming the risk and responsibility for designing and putting into practice a business strategy or a new business.

ENTREPRENEUR

An entrepreneur is someone who identifies an opportunity and organizes the resources necessary to put it into practice. This term is frequently used to describe someone who “creates a business” or identifies a business opportunity, or starts a project at his or her own initiative.

EXECUTIVE SUMMARY

The Bolivia Productivity and Competitiveness Project (BPC Project), an initiative of the United States Agency for International Development (USAID/Bolivia), aims to increase productivity and competitiveness of MSMEs in order to create jobs and boost incomes in urban and peri-urban areas of Bolivia's main cities.

During the reporting period (October 2010-September 2011) the BPC Project carried out specific interventions to strengthen competitive advantages in the textiles and apparel, wood manufacturing, processed foods, biotrade, and crafts value chains. In each of these chains, it has implemented technical assistance, training, and promotional activities in order to boost the sales and revenues of the companies assisted.

In the second year of this four-year undertaking, the project significantly stepped up the pace of its activities due to its expanding pool of local operating organizations.

Based on a general evaluation, most of the objectives established for this period have been met and, most importantly, the project has identified collaborating institutions and developed work plans with them that will tangibly increase efficiency in project implementation, along with the benefits for the MSMEs assisted.

The table below shows the progress made in the USAID Operational Plan (OP) indicator and SEGE indicators for fiscal year 2011 as a result of project activities:

Indicator	FY 2011 Results	FY 2011 Target	% Advance	FY 2010-11 Accumulated Results	Target 2010- 2013	% Advance
OP INDICATORS						
1. Companies assisted in management, administration, and productive processes	162	110	147%	179	380	47%
2. Sales generated (in millions, USD)	2,74	5,5	50%	3,78	17	22%
OTHER SDE INDICATORS						
3. Number of people benefited	28,616	28,060	102%	42,102	89,760	47%
4. Number of people trained	5,259	3,246	162%	6,731	10,450	64%
5. Number of direct and indirect jobs generated	1,837	2,573	71%	2,660	7,500	35%
6. Funds leveraged through Public Private Alliances (in	0,58	0,28	205%	0,72	1	72%

The next table shows progress made in all project indicators, which derive from the activities undertaken throughout the year.

**BOLIVIA PRODUCTIVITY AND
COMPETITIVENESS PROJECT**

	Indicator	FY 2011 Results	FY2011 Target	% Advance	FY 2010-11 Accumulated Results	Target 2010- 2013	% Advance
1	Number of people trained	5.190	3.200	162%	6.662	10.300	65%
2	Number of students trained who enter the workforce	469	380	123%	506	1.200	42%
3	Number of MSMEs assisted	162	110	147%	179	380	47%
4	Number of MSMEs created	11	11	100%	12	38	32%
5	Number of direct and indirect jobs generated	1.837	2.573	71%	2.660	7500	35%
6	Value of sales (in millions, USD)	\$ 2,74	\$ 5,50	50%	\$ 3,78	\$ 17	22%
7	Increase in productivity levels	49%	5%	n/a	49%	5%	n/a
8	Economic impact in the selected value chains (in millions, USD)	\$ 6,84	13,75	50%	\$ 9,45	\$ 43	22%
9	Number of institutions strengthened	0	5	0%	1	15	7%
10	Number of people trained in strengthened institutions	69	46	150%	69	150	46%
11	Number of events to promote dialogue and business partnerships	33	22	150%	51	76	67%
12	Value of purchase intentions (in millions, USD)	\$ 6,33	\$ 7,20	88%	13	\$ 29	45%
13	Institutions that received support for events and courses	21	6	350%	38	24	158%
14	Number of GDA and GDA-type activities	13	4	325%	14	13	108%
15	Value of matching funds of GDA and similar operations (in millions, USD)	0,58	0,28	205%	0,72	\$ 1	72%

As shown, the project made significant progress this year in terms of the number of companies that received technical assistance, the number of people trained, and job placement among trained students. It also obtained important results in terms of resources leveraged through PPA/GDA operations, which surpassed the target by 205% for total resources and by 325% for the number of operations approved under this mechanism. These factors contributed to a total number of beneficiaries that exceeds this year's target. The results for sales, however, did not reach the established target due mainly to the size of the companies assisted, which are mainly micro and small enterprises.

SECTION I

INTRODUCTION

A. Country conditions and context

During the period from October 2010 to October 2011, the Bolivian economy continued to grow at a moderate rate (5.2% as of July 2011 according to the INE), including the industrial economy, albeit at a rate under the national average (2.7% for the same period, according to the INE). The private sector outlook¹ for the first half of 2011 is also positive and holds promise for industrial growth.

This relative economic and industrial expansion has created an economic climate in which fiscal expansion policies have replaced productive development policies, a shift largely driven by rising prices for natural resources exports. Despite the Productive Development Bank's progress in expanding credit for smaller companies, MSMEs continue to have limited access to financial development services for structural reasons (lack of guarantees, shortage of profitable projects, unfamiliarity with financial instruments, informal status of small- and microenterprises). Meanwhile contraband still poses a serious threat to the profitability of the chains with which we are working, with the exception of biotrade, since there are no substitutes for its production base.

The international crisis²—which triggered an extraordinary rise in the price of gas and minerals that Bolivia exports—encouraged the government's practice of creating state-owned companies (given the "glut" of foreign currency) and instituting measures weighted towards the collective over the private. This is reflected, for example, in the government's approach to reforming the country's forestry and agricultural systems and its creation of several companies in the productive and services sectors.

During several of the social conflicts that occurred during this period, USAID's activities were mentioned as the source of the problem, leading to threats concerning its possible departure from the country. In the context of complicated bilateral relations between the United States and Bolivia, the prospect of a bilateral agreement between the governments has been deferred and mired in uncertainty.

In any event, the conditions in which the BPC Project has operated have remained unchanged since October 2009, when it commenced its activities in support of the productive apparatus of MSMEs in the manufacturing sector. In all probability, the project will continue to operate in this context of moderate economic growth coupled with tense and neutral political relations in 2012.

B. Project Structure

¹ In second quarter 2011, most of the entrepreneurs in the national industrial manufacturing sector reported that their *Company's Economic Situation* had remained "the same" relative to second quarter 2010, according to the findings of the National Statistic Institute's (INE by its Spanish acronym) Quarterly Company Opinion Poll in the Manufacturing Industry. The responses (each company's response is weighted by total sales and type of business) in first quarter 2011 were broken down as follows: 24.53% of company owners reported that their *Economic Situation* was "good," 61.35% "the same," and 12.82% "poor," which resulted in a net positive response of 11.71% (also called Net Opinion, which is obtained by calculating the difference between favorable responses, or increases, and negative ones, or decreases). Survey coverage was 98.70%.

² The global economic crisis from 2008-2011 began in the United States, mainly in its mortgage and finance markets, leading to unemployment, reduced growth and world trade, coupled with a drastic increase in the prices of natural resources, particularly fuel. Nonetheless, according to analysts, the main cause was the fictitious expansion in consumer credit.

The BPC Project's Strategic Plan 2009-2013 included a significant increase in activities benefiting MSMEs in the selected value chains in fiscal years 2011 and 2012. The project's first year of operations (2010) can therefore be regarded as a learning period, during which the BPC project identified the needs of MSME chains and adapted the available operational mechanisms in order to mount an appropriate response to the needs of its final beneficiaries.

The project's accomplishments this year (2011), which have also laid the groundwork for future operations, include: i) the establishment of acquisition and assistance (A&A) procedures for beneficiary support services; and ii) consolidate the identification of requirements and agreements on work practices with entities providing technical assistance and training services.

The following objective was established for fiscal year 2011:

Increase the number of technical assistance and training activities in MSME value chains

in the cities of La Paz, Cochabamba and Santa Cruz; ii) ascertaining the specific needs of MSME groups organized in value chains; and iii) strengthening the team's skills, especially in technical and contractual areas, to facilitate contractual tasks.

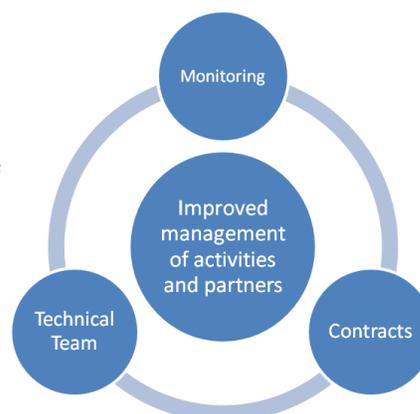
With this in mind, the project prioritized: i) jointly deciding on work methodologies with the business development service providers

The Technical Management team was reinforced by the addition of two specialists. This enabled the project to assign specialized staff to each value chain, while strengthening the areas of training (one expert) and strategic partnerships and institutional strengthening (one expert).

The Contracts Unit has also been reinforced with two experts in order to respond to the increase in technical interventions in 2011—including a higher volume of RFPs and RFAs and documents requiring review (proposals and deliverables), corroborate supporting documentation, and sign subcontracts and grant agreements.

The process of strengthening the project's organic structure in order to meet the challenges of achieving more goals and increasing the economic impact on the MSMEs and sectors assisted also entailed more efficient coordination. To this end, the project strengthened coordination mechanisms in its three main work areas. It has set up weekly briefings on internal matters, a weekly "technical staff" meeting with the team leader and another weekly meeting within the technical, contracts, and monitoring and evaluation units.

**Strengthening of the
Coordination Structure**



C. Description of project targets

In the strategic planning process, the following targets were established for OP and SEGE indicators in 2011:

2011 Targets		
	OP and SEGE Indicators	Target 2011
OP Indicators		
1.	Business assisted in management, administration, and productive processes	110
2.	Sales generated (in millions of USD.)	5.5
Additional SEGE Indicators		
3.	Number of people benefited by USAID assistance	28,060
4.	Number of people trained	3,246
5.	Direct and indirect employment	2,573
6.	Matching funds leveraged (in millions of USD.)	0.28

For all of the indicators set out in the project's PMP, the fiscal year 2011 targets for the four contractual objectives were as follows:

2011 Targets		
	Contractual indicators	Target 2011
Objective 1: Improve the productivity and competitiveness of the selected value chains		
1.	Number of people trained	3,200
2.	Students trained who obtain employment	380
3.	Businesses assisted in management, administration and productive processes	110
4.	Businesses created	11
5.	Direct and indirect employment	2,573
6.	Sales generated (in millions of USD.)	5.5
7.	Overall increase in productivity	+ 5%
8.	Economic impact on value chains (in millions of USD.)	13.75
Objective 2: Strengthen local institutions that provide services to MSMEs		
9.	Institutions strengthened	5
10.	Staff trained in the strengthened institutions	46
Objective 3: Promote dialogue among stakeholders along the chain to improve the business environment and competitiveness of MSMEs		
11.	Events (workshops, fairs, business roundtables, forums)	22
12.	Purchase intentions (in millions of USD.)	7.2
13.	Institutions that receive assistance for events and courses	6
Objective 4: Leverage resources through GDAs and similar operations		
14.	GDA implemented	4
15.	Matching funds leveraged (in millions of USD.)	0.28

These targets guided the project's activities in this fiscal year.

D. Fulfillment of Contractual Obligations

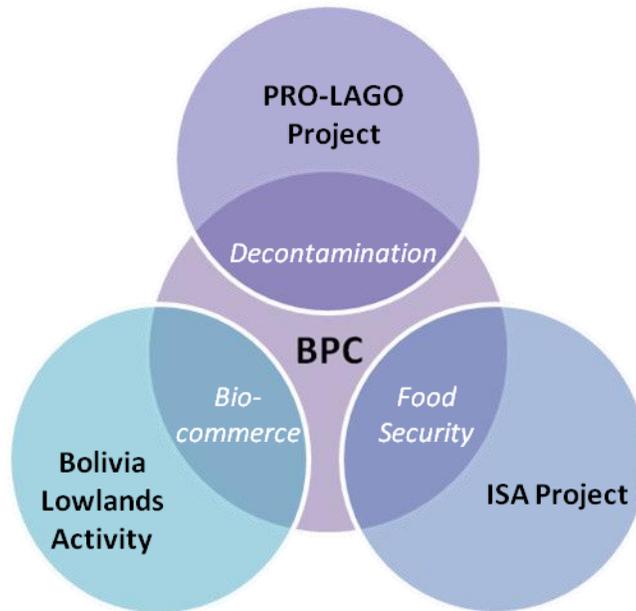
The contract between Chemonics and USAID-Bolivia for implementation of the BPC Project includes a requirement to submit periodic documentation and reports, or contractual deliverables, which are listed below by delivery date and status as of the end of the project's second year.

Item	Contractual deliverable	Contractual due date	Date Delivered and the reason for any change in delivery date	Status of Deliverable and Date of Action
1.	Image Strategy and Branding Plan	November 2009	October 28, 2009	Approved/February 9, 2010
2.	Service Delivery Fund and Grants Manual	November 2009	November 30, 2009. Chemonics requested an extension of the deliverable, as it is working on a proposal for its use in all USAID contracts worldwide	Approved/ February 26, 2010
3.	Assessment of Intervention Plans in Productive Chains	December 2009	March 31, 2010. The technical proposal was delayed in order to produce a more in-depth assessment that justified the selection of the textile and wood manufactures chains and included the two new chains, food and bioproducts, based on studies and evaluations conducted in conjunction with USAID's Integrated Food Security (IFS) and Integrated Bolivian Amazon (IBA) projects.	Approved/May 7, 2010
4.	Institutional Strengthening Plan	- Contract: 12/2009 - Extension: 03/12/2010	March 12, 2010. The extension was requested due to a change in the way this document was to be produced. The plan was ultimately drafted by short-term consultants with expertise in the relevant subject matter.	Approved/May 7, 2010
5.	Global Development Alliance (GDA)/Public Private Alliances (PPAs) Activities Manual	- Contract: 12/2009 - Extension: 02/26/2010	February 26, 2010. The extension was requested in order to tailor the guide's content and purpose to the project's organizational process and the evaluation of the instruments to be signed by the local sub-implementing organizations. Additionally, the project, together with USAID, was studying the conceptual changes in the guide in order to submit a new version. In November 2010 a conceptually modified version was submitted to USAID, and the latter made some stylistic changes in December. The revised version should be ready for submission in early January 2011.	Approved/January 14, 2011
6.	Performance and Monitoring Plan	November 2009	November 27, 2010	Approved/December 29, 2010
7.	Four-year Strategic Plan	March 2010	March 31, 2010	Approved/May 7, 2010
8.	Public Private Alliance (GDA) Activities Reports	On a quarterly basis beginning December 2009	Delivery of quarterly report for January to March 2011	Report up to June 30, 2011 pending submission
9.	Annual Environmental Reviews	September 2010	October 29. The methodology and work plan was developed with the Center for the Promotion of Sustainable Technologies (CPTS). The Plan will be implemented beginning November 2010. On October 29, the first version of the document was submitted to USAID, which requested that the format and content of the environmental technical sheet be modified in light of value chain principles. A revised final version should be ready for submission in early January 2011.	Approved/January 19, 2011
10.	Outreach Plan	- Contract: 02/2010 -Extension: 31/03/2010	March 31, 2010. Using the "time-sharing" model, the BPC Outreach specialist was assigned to work first on P-AP's outreach plan	Approved/07/20/2010
11.	Mid-term Evaluation Report	February 2012	Progress has been made on a first draft of the terms of reference. Once they have been finalized jointly with the Project's COTR/USAID the job will be announced through a national solicitation process or by direct invitation. The work is expected to commence in December 2011.	In progress

The project submitted 10 of 12 contractual deliverables by the end of its second year. Deliverable 11, the Mid-term Evaluation Report, is in the initial stages of hiring the consultant to carry out the evaluation. To date, a first draft of the terms of reference has been prepared and must be finalized jointly with the USAID COTR. According to information from the COTR, we expect the solicitation for the evaluation to be announced in November, with the work commencing shortly after that. The evaluation should be ready for submission in February 2012.

E. Coordination³ and activities with other USAID/ Bolivia projects

In 2011 the project laid the groundwork for collaboration with other USAID projects. It identified specific interventions with each of the projects operated by USAID's Office of Sustainable Economic Growth and Environment (SEGE) and established the relevant coordination mechanisms. The diagram below summarizes areas of common interest between the BPC project and the three SEGE projects:



Through each of the initiatives described below, the project promoted the concept of carrying out integrated interventions based on value chains:

- Bolivia Lowlands Initiative: technical assistance projects portfolio in the Guarayos region of Santa Cruz department. The project will provide assistance for the productive base through Fundación Valles. The BPC Project will support processing and marketing of bioproducts and crafts.
- ISA Project: technical assistance project portfolio related to food processing in the broader context of food security in municipalities in Cochabamba department. The ISA Project will support the productive base in conjunction with Fundación Valles. The BPC Project will support processing and marketing of processed foods.
- PRO – LAGO Project: support for forming productive associations in Cohana, La Paz department, to market organic humus. PRO-LAGO will assist with the collection cow manure along the shore of Lake Titicaca. The BPC Project will assist with fertilizer processing and marketing.

³ In general, **coordination** consists of "joining the means and efforts, etc. around a common action." Another definition is "the act of managing the interdependent aspects of activities."

F. Qualitative evaluation⁴ of the project's second year

In addition to requiring greater internal efficiency in channeling the requirements of the MSMEs to business development services, this second year offered an opportunity to pinpoint strengths and weaknesses in fulfilling the BPC Project's specific objectives.

The qualitative evaluation that follows is based on interviews with implementers and entrepreneurs from the MSMEs assisted, which have been examined and discussed during internal coordination meetings of the Project's technical staff:

Training and technical assistance

While all training initiatives had a positive impact as far as boosting the productivity of human resources in the MSMEs, the training institutions (ICAPs) face serious limitations in the areas of updated training curricula and training equipment (for example for machine operators).

At the same time, trainings with job placement—which are monitored on-site at the companies requesting operators and workers—have shown tremendous potential to respond effectively to the requirements of MSMEs seeking to add staff with specific skills and specialization levels to their workforce. Technical assistance interventions have mainly focused on improving production processes in order to boost the productivity of MSMEs. In this particular case, the project has identified a range of capacities among external operators. In any case, technical assistance activities have prioritized requests coming from the groups of MSMEs assisted, based on their size and their target markets.

Institutional strengthening

Business development service-providers are in short supply and in most cases have weak service portfolios due to their dependence on international donations and tenuous ties with the MSMEs.

In view of this weakness, the BPC Project has identified a limited number of local service providers specialized in business development for strengthening in 2012. They will become the cornerstones of a competitive support network for MSME value chains.

Trade promotion

Fairs and international missions have brought fewer benefits to MSMEs compared to local events. This is probably because events held overseas require more supervision and control and therefore become more complicated and costly.

In contrast, business roundtables, visits by foreign buyers to Bolivian manufacturer MSMEs, and specialized fairs (wood manufacturing, apparel, crafts, bioproducts, and processed foods) in domestic markets have been shown to be efficient at generating purchase intentions and boosting the sales of small business owners.

⁴The qualitative evaluation assesses the quality of the development processes and the learning on the part of those involved. In the case of the BPC Project, the "direct observations" come from the entrepreneurs, consultants from the implementing entities, and technical staff.

Co-investment with an impact on MSME development

Public Private Alliances (PPAs) are an ideal means of supporting growth and development of MSMEs in the country's manufacturing sector for two main reasons: the first is that the entrepreneur families generally start out living in poverty, which means any profits from the business are used to cover food, clothing, housing and education needs rather than reinvested in the MSME. The second is that while MSMEs are at different stages of development, they all tend to lack up-to-date technology or innovation. The BPC Project's co-investment supply offers an opportunity for the business venture involved in the strategic partnership to grow and upgrade key equipment.

The qualitative assessment generally concluded that the BPC Project's interventions are much better targeted than they were the first year and more sustainable in the MSMEs assisted.

SECTION II

ACTIVITIES AND RESULTS BY OBJECTIVES AND MAIN TASKS OF THE BPC PROJECT

A. Objective I: Improve the productivity and competitiveness of the selected value chains

The project has acted on two fronts to improve the competitiveness of manufacturers: (i) it has worked to enhance the efficiency of human resources as critical for the productivity and competitiveness of MSMEs, and (ii) it has worked to improve performance of machinery and equipment as the technological foundations for processing any product. The BPC Project's interventions act on both levels, by helping improve the production capacity of MSMEs and promoting value added.

This objective is fulfilled using three tools that have been tested, adapted and improved through the experience of the BPC Project:

- Technical assistance
- Training
- Training with job placement

a. Task I. Activities to enhance the competitive advantages of the selected value chains

In fiscal year 2011, the project implemented 35 technical assistance activities across the country, as follows: 13 in La Paz (37%), 3 in Cochabamba (9%), 14 in Santa Cruz (40%), 2 in Beni (6%) and 3 at the national level (9%).

The project's technical assistance activities were distributed among the value chains as follows: 15 in textiles and apparel (43%), 5 in wood manufacturing (14%), 6 in processed foods (17%), 6 in biotrade (20%), 1 in crafts (3%), and 1 cross-cutting activity (3%). The graphic below shows these technical assistance activities by value chain and geographical area:

Department	Textiles	Wood	Foods	Biocommerce	Crafts	Cross-cutting	Total
La Paz	7	2	3	0	0	1	13
Santa Cruz	6	2	3	3	0	0	14
Cochabamba	2	1	0	0	0	0	3
Beni	0	0	0	2	0	0	1
National	0	0	0	2	1	0	3
Total	15	5	6	7	1	1	35

A more detailed summary of these activities by department and value chain assisted is presented in the tables below.

TECHNICAL ASSISTANCE IN THE TEXTILES AND APPAREL VALUE CHAIN

La Paz – El Alto

The project provided technical assistance to 23 MSMEs organized in eight business chains. CEDETEX-IDEPRO, which specializes in the apparel chain, was the implementing entity for a diverse range of activities focused on boosting sales levels.

The activities are outlined in more detail in the table below:

Textiles and Apparel Chain (La Paz – El Alto)			
Date	Activity / Course	Counterpart	Description / Result
09-16-10 to 12-15-10 and 02-14-11 to 05-14-11	“Technical assistance in hand embroidery for export products”	IDEPRO	Support for four apparel decorating companies, two from their initial establishment and staff recruitment stages. Technical assistance was two-tiered: in the first phase the project trained 391 people in hand embroidery and quality control for productive processes. A total of 7,000 articles of clothing for export were embroidered for AMETEX, which handles the Polo Ralph Lauren line for Bolivia. In the second phase, an additional 63 people were trained in hand embroidery. The Wara and Rossy companies are developing new services to diversify their clientele.
11-02-10 to 11-30-10	“Patterns, quality control and machine maintenance”	IDEPRO	Assistance for seven companies associated with the Apparel Producers Association of El Alto – APPECAL to develop 18 new clothing patterns; training in quality control and machine maintenance.
11-23-10 to 12-23-10	“New product design and development”	IDEPRO	Assistance in collection design and new product development for three groups of women weavers in order to send export product samples to the Canadian market. A collection was developed for 12 new products and sent to potential clients as a prototype and final sample.
04-05-11 to 06-28-11	“Product standardization and process quality control” - Babelito - Bebe Art - Guaguas - Textiles C.	IDEPRO	Four companies associated with APPECAL requested project assistance for standardizing production and quality control in order to fill an order for export to Venezuela consisting of 14,500 clothing sets for children 0 to 2 years. These companies produced the articles under quality control processes and developed a production system that streamlined daily output with the fewest different processes possible. The 14,500 pieces of clothing were successfully exported in September.
03-28-11 to 06-28-11	Technical assistance in quality control for the following companies: CONBITEX, Confecciones Asturizaga, Confecciones Gómez, Confecciones Martínez and Confecciones Tiñini	IDEPRO	Combitex is a consortium of five companies that manufacture military and work uniforms. The first phase of technical assistance involved helping these companies with quality control and production systems in order to standardize processes in each company and ensure product uniformity. The second phase involved on-site training in each company for corrective and preventive maintenance of machine modules.
07-20-11 to 09-20-11	Technical assistance in stamping, patterns and production systems for polos. World Surf, Daylaytex, Gualters, Sport Line, MK Kids, Emilio Capcha, Sandro Mallea and Hugo Rodriguez	IDEPRO	Technical assistance for eight companies in the World Surf consortium to fill an order of 11,232 articles of children’s clothing valued at USD 80,542 for export to Venezuela. The assistance included creating patterns for 26 styles of pants and polo t-shirts, stamping and production techniques for developing the plates, time studies, and setting up production modules. The articles will be shipped at the end of October.

Technical assistance in textiles and apparel in Santa Cruz

The project implemented six technical assistance activities in Santa Cruz to strengthen the skills set of human resources and boost overall productivity of 19 MSMEs. The implementing consulting firm, APOSTROFE, employs technical staff with broad and proven experience, all of whom have been individual consultants for BTBC projects.

While the specific content of the interventions was tailored to the requirements of each group of MSMEs, the preponderance of blue jeans manufacturers gives this category a comparative advantage in this city.



Operator in the "G7" company making jeans.

The table below offers a more detailed description of the technical assistance provided:

Chain de Textiles and apparel (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
11-16-10 to 06-30-11	"Assistance in management, production, design, and marketing for the ALFA Consortium comprised of the following companies: Crucero Jeans Stop Jeans Leito Jeans and Ronin Jeans"	APOSTROFE	The ALFA Consortium is comprised of four denim clothing (jeans) manufacturers. Their market includes local and border sales. The project provided technical assistance to each company in the consortium in the areas of management, access to bank financing, production, and marketing. The companies now have efficient, well-organized management and production systems and are in the process of expanding their domestic and regional markets.
11-16-10 to 06-30-11	"Assistance in management, production, design, and marketing for the BETA Consortium comprised of the following companies: Gas Oil Gasoline Wamach"	APOSTROFE	The BETA consortium comprises three jeans manufacturers in the Santa Cruz market. Technical assistance for these companies included organizing the information and control system, establishing new incentives structures for operators, organizing management, finance, and inventory control systems, and product development and design. The companies have been installing the systems developed over the months of assistance and this has enabled them to improve their production and management capacity, renegotiate bank loans and expand their client portfolio.
11-16-10 to 06-30-11	"Assistance in management, production, design, and marketing for the GAMA Consortium comprised of the following companies: Gama, Formax and Bisonte"	APOSTROFE	The GAMA Consortium comprises three jeans manufacturers whose main markets are Santa Cruz and the border area. Technical assistance for this consortium included the addition of complete modules of operators trained according to the type of machinery and product manufactured by each company. A performance based payment system was implemented in the work modules. This reduced staff turnover and helped the companies meet their production quotas. Currently the companies are producing under a private label for sales points in Santa Cruz. Bisonte decided to close down its clothes manufacturing operations and continue to provide laundering services.
08-18-11 to 12-31-11	"Assistance in management, production, and marketing for the Patra Group comprised of the following companies: Patra, Fitness Club and Via Sport"	APOSTROFE	The Patra Group is made up three casual wear and sportswear manufacturers. The three companies requested technical assistance to implement production and quality control systems that would help them: improve production organization and management; maintain standards of quality, delivery time, efficiency, and team work; identify new market niches to expand and diversify their client base and ultimately boost sales; improve product distribution and revenues by implementing a strategic sales plan; and lastly, boost sales by developing new channels like border areas (two companies have this potential) and new business opportunities in other markets.

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			All of these objectives are intended to create new direct and indirect employment sources. Technical assistance is currently in progress and is expected to boost the productive capacity of each company by 15%, train 25 factory workers, and create 18 new jobs in the group.
08-18-11 to 12-31-11	“Technical assistance in management, production and marketing for the Cielo Group comprised of the following companies: Cielo, Sion and Expresiva”	APOSTROFE	Cielo is made up of three casual wear manufacturers with a strong emphasis on design and value added. This group requested technical assistance to improve their production and quality control systems; develop a new approach to product design and creation that accurately interprets fashion trends; penetrate new market niches by launching a unique product with an improved image; identify new market niches to improve the client portfolio, with the attendant sales increases; improve product distribution and revenues through implementation of a strategic sales plan; and boost sales by opening up new channels such as border areas (two companies have this potential), expanding national and local sales, and developing new business opportunities in other markets. All of these objectives are ultimately intended to create new direct and indirect employment sources. Technical assistance is currently underway and is anticipated to generate USD 250,000 in new sales, create 30 new jobs, and train 30 factory workers.
08-18-11 to 12-31-11	“Technical assistance in management, production and marketing for the Ovio Group comprised of the following companies: Ovio, Mercedes Jeans y Rene Jeans”		The Ovio group includes one medium sized company and two subcontractors that manufacture and launder jeans in the city of Santa Cruz. This group requested technical assistance to draft a plan of action and restructure high level management in each company. This includes reworking information processes and financial and human resources management; modifying the long range business strategy; improving quality control, logistics, and the layout of the productive system; and finally, marketing assistance through product design and development as part of a new business plan for this area. Technical assistance is currently underway and is anticipated to generate USD 370,000 in new sales, create 23 new jobs, and train 30 factory workers.

Technical assistance in textiles and apparel in Cochabamba

The project implemented two technical assistance interventions in Cochabamba city that strengthened the competencies of human resources and boosted overall productivity of six MSMEs. The implementing agency, ADES, has experience delivering training to clothing and embroidery companies.

Clothing manufacturers generally needed to improve design and pattern techniques.

Detailed information is provided in the table below:

Textiles and apparel chain (Cochabamba)			
Date	Activity / Course	Counterpart	Description / Result
07-28-11 To 10-30-11	Technical assistance in management of production, information technology, and marketing. The group is comprised of: Jialum, Pachis and Arcoiris	ADES	This group includes a clothing industry supplier and two small clothing manufacturers. Technical assistance focused on making corrections to productive systems, developing new suppliers and products with different materials, installing management and logistics technology in each company.
25-07-11 al 24-10-11	Technical assistance in management of production, information technology, and marketing for the group comprised of: Brenner, Fremar and Williams	ADES	Technical assistance is designed to help these three textiles manufacturers through individual interventions in the design, development and implementation of business tools and marketing, production, and financial administration technology. The three companies improved their sales and created jobs in the short term.

TECHNICAL ASSISTANCE IN THE WOOD MANUFACTURES VALUE CHAIN

La Paz

The BPC Project initially assisted a group of MSMEs comprising 21 companies in La Paz and El Alto. The implementing entity, the National Chamber of Industry, developed a custom training and technical assistance program available by request in the areas of finishing, design, drying techniques and procurement of raw materials. The table below provides further detail on the technical assistance provided to this first group of 21 MSMEs.

Wood manufactures chain (La Paz)			
Date	Activity / Course	Counterpart	Descripción / Result
02-07-11 to 06-30-11	Technical assistance to: Alhambra, Artesanía Qhantatiña, Carpintería Tecto, Escala Design, Fen Shui Art Mobile, Maestranza Hecar, Muebles Carlita, Muebles FCC, Muebles Itauba, Muebles Magnur, Muebles San Jorge, Muebles Santos, Muebles Sarmiento, Muebles Tordoya, Piccos, Sol Maderas, Union Comercial Trademad, Madexport, Carita Deco and Sillones Corona	CNI	Technical assistance to 21 wood manufacturers in the cities of La Paz and El Alto. Courses were designed in the areas of finishing, sanding, wood drying and design using a methodology that combined theory and practice. The project provided on-site assistance to introduce production guidelines and new production lines and controls, streamline processes, and address the use of raw materials, industrial safety, and business management. The companies assisted are currently implementing new production systems. They have improved their finishing techniques and product quality and are gradually penetrating new markets at the regional level.

The project also worked with a group of four MSMEs in the wood manufactures sector to create savings and new revenue sources for them. In conjunction with CAMEX, it supported a technical assistance activity to reduce waste and reuse scraps in new product lines.

Technical assistance activities are described in more detail in the table below:

Wood manufactures chain (La Paz)			
Date	Activity / Course	Counterpart	Description / Result
06-20-11 to 07-02-11	Technical assistance for: TCI, ITM San José, Scala Design and K-bol	CAMEX	Technical assistance for four companies in the wood manufactures sector in La Paz city. Through CESSO, a Canadian cooperation program, CAMEX brought in a volunteer expert in wood manufactures to provide technical assistance in handling production waste or scraps. All four companies had found this issue to be a bottleneck. The assistance focused on reducing waste and reusing scraps.

Santa Cruz



Working through CADEFOR, the project assisted a third group of 7 MSMEs in the wood manufactures sector in Santa Cruz. Its activities included: workplace order and cleanliness, machine maintenance, and storeroom administration. A detailed account of CADEFOR's work with 5 of the 7 manufacturers of parts, pieces and furniture is provided in the table below.

Wood manufactures chain (Santa Cruz)

Date	Activity / Course	Counterpart	Description / Result
03-03-11 al 30-06-11	Technical assistance in order and cleanliness and storeroom administration. Beneficiary companies: San Joaquin, Carpintería Siles, Carpintería Galarza, Muebles Osinaga and Alfa & Omega	CADEFOR	Technical assistance in three areas tailored to the needs of five companies: order and cleanliness, machine maintenance, and storeroom administration. Two courses were designed: sharpening and production costs. Through these activities, the companies improved efficiency, with the attendant increase in monthly revenues from furniture sales.
06-06-11 to 09-16-11	Technical assistance in order and cleanliness, machine maintenance and storeroom administration. Beneficiary companies: Maladi Tec, Sapeli, Carpinteria menacho and Muebles Calizaya		Technical assistance in two areas tailored to the needs of four companies: Order and cleanliness and storeroom administration. Two training courses were held. Through these activities, the companies improved efficiency, with the attendant increase in monthly revenues from furniture sales.

Cochabamba

The project provided technical assistance in Cochabamba to strengthen competencies of human resources and boost overall productivity of 8 MSMEs. The services most frequently requested by the MSMEs were restructuring production and furniture finishing. A description of the assistance is provided in the table below:

Wood manufactures chain (Cochabamba)

Date	Activity / Course	Counterpart	Description / Result
07-16-11 to 10-22-11	Technical assistance in management and productive processes: Amara, Estilo, Benegy, Brocante, Madervaf, Russly, Arcadia, Hobby Prado	APIMEC	The project is supporting eight companies in Cochabamba city. It offered the companies a list of technical assistance options from which to select. Activities are divided into two modules in the following areas: inventory management, production costs, financial accounts, technical sheets for processes and functions, supplier development, improved layout, finishing techniques, stenciling and patterns. Technical assistance is currently in progress. Two trainings have been given in design and implementation of finishing rooms and conventional sanding.

TECHNICAL ASSISTANCE IN THE PROCESSED FOODS VALUE CHAIN

La Paz

The project completed three technical assistance activities in La Paz that strengthened the competencies of human resources and boosted overall productivity in nine MSMEs. Two consultants specialized in processing Andean food products, INTERCON and CREAM, implemented these activities. The main result for the nine companies assisted was improved production and sales, which had a positive impact on the well-being of the families and workers associated with these businesses.



Operator of the ACOPROCA Association cutting meat for beef jerky

The consultants also helped the MSMEs explore financing options and two companies secured bank credits based on their optimal sales and employment records.

Technical assistance is described in detail in the table below:

Processed foods chain (La Paz)			
Date	Activity / Course	Counterpart	Description / Result
10-12-11 to 03-30-11	“Quality control of milk and sausage making from llama meat.” “Processing and marketing dairy and llama meat products and byproducts for the following companies: - APROLAC - BIOLAC - ACOPROCA	INTERCON	The consultant identified two dairy producers and processors associations, APROLAC and BIOLAC, and the ACOPROCA association of stock raisers and llama meat processors. The project provided technical assistance to these associations in order to improve and expand their supply, enhance product quality, and expand their markets. Trainings were held in raw material administration, animal health and handling, and Good Manufacturing Practices. 30 producers from BIOLAC and APROLAC were trained in milk quality control and manuals were designed on this topic. The trainings have been delivered in Aymara to ensure understanding on the part of participants. The project visited each producer family to collect milk samples for quality assessment of solids, density and acidity. The project also held a workshop for 14 producers associated with ACOPROCA on sausage making from llama meat and product processing based on markets and business opportunities. Technical assistance activities in the three companies concluded in March with excellent outcomes in terms of sales and placement of new products.
10-10-10 to 03-30-11	“Good practices, new product development, quality control, corporate image, and marketing.” - Señor de Mayo - Pukara - Los Tres Trigos	CREAR	The project provided technical assistance to a group of companies producing different lines of processed foods. It assisted Tres Trigos, Señor de Mayo and Pukara in processing Andean grains. The latter company has experience the most growth, expanded its plant and opening a restaurant where it sells its own products. In March, the project concluded its activities in the three companies with optimal results in the following areas: Good Manufacturing Practices; advisory services in industrial safety; optimizing production; assistance in all areas of administration including accounting and developing marketing strategies; product diversification to offer the client more choices and increase sales. Finally it provided legal services for each company to obtain its Sanitary Certification, RAI and SENASAG.
10-12-10 to 03-30-11	“Good practices, new product development, quality control, corporate image, and marketing.” - Virgen de Cotoca - Bioagro natural - Productos Maya		The project provided technical assistance in GMP to another group made up of the following companies: Charquecan, Virgen de Cotoca, Bioagro-biosol and Maya (the latter with strong growth potential). In March, the project concluded its activities in the three companies with optimal results in the following areas: Good Manufacturing Practices; advisory services in industrial safety; improved corporate image; quality control of raw materials; streamlining production; all administrative areas including accounting system and developing marketing strategies; product diversification to offer the client more choices and increase sales. Finally it provided legal services for each company to obtain its Sanitary Certification, RAI and SENASAG. Specifically in the Maya company, the project made changes to the organizational chart and job descriptions manual so that this company could obtain Quality Management Registration: NB-ISO 9000:2008.

TECHNICAL ASSISTANCE IN THE CRAFTS VALUE CHAIN

National level

The BPC Project has provided technical assistance to crafters associations affiliated with Red OEPAIC designed to improve the volume and quality of their products. As a result, they were able to display a more solid and diversified supply at the Integrarte Crafts Fair held in Sucre city in August 2011.

A description of the technical assistance is provided in the table below:

Crafts chain (national)			
Date	Activity / Course	Counterpart	Description / Result
05-23-11 to 08-30-11	Implementation of technical assistance and training plans for member associations of the Red de Organizaciones Económicas de Productores Artesanos con Identidad Cultural - Red OEPAIC	CIB	The main objective of the technical assistance was to develop designs based on new color combinations and materials using different geometric shapes tied to the crafters cultural identity. These new designs take into account fashion trends in order to consolidate commercially attractive collections for display at Red OEPAIC's annual craft fairs. Technical assistance and training concentrated on ten member organizations in the departments of La Paz, Oruro, Sucre, Tarija, Potosí, Santa Cruz and Cochabamba. All of the organizations assisted introduced new product lines at Integrarte 2011 (Sucre) and while sales have not increased significantly relative to last year, these crafters were able to attract potential buyers.

TECHNICAL ASSISTANCE IN THE BIOTRADE VALUE CHAIN

Santa Cruz, Beni and Cochabamba

Working in conjunction with the implementer in this chain, Friends of Nature Foundation (Fundación Amigos de la Naturaleza), the project has undertaken six activities to assist processors of forest products chain, especially *culsi* palm, cacao, *tacuara* bamboo, and their derivatives (bioproducts) in the departments of Santa Cruz, Beni and Cochabamba. It is worth noting that that these activities have strengthened ties between small scale collectors associations and processors of raw materials.

A description of technical assistance activities is provided in the table below:



Operator making chocolate from raw material in Baures municipality

Biotrade chain			
Date	Activity / Course	Counterpart	Description / Result
01-14-11 to 10-14-11	Technical assistance and training in productive processes in the <i>culsi</i> palm chain	FAN	<ul style="list-style-type: none"> - Training for Eco Social and organic certification of <i>culsi</i> palm gatherers associations. - An organizational structure was agreed to with the Association of Cusi Gatherers of Colorado (ASIDECCOL) and a training plan on organization and registration was launched. - An exploratory trip was made to the Guarayos area to identify potential groups of <i>culsi</i> palm gatherers in the communities of Momené, Yotaú and Ascención, - Promoted meetings with the Indelcusi factory to determine its demand
02-21-11 to 04-25-11	Technical assistance and training in productive processes for <i>tacuara</i> bamboo	FAN	<ul style="list-style-type: none"> - Technical assistance was provided to the Takuartí Association in the areas of architectural and furniture design to improve finishes and products and a collection of 15 new products was developed.

06-01-11 to 10-20-11	Training in good manufacturing practices in Asai palm	FAN	- An association of Asai palm collectors was trained in GMP to streamline processing of raw material into paste for marketing to biotrade companies.
06-06-11 to 09-30-11	In-factory training in business management	FAN	- The project worked on improving business management and adapting the biotrade business plans of the ADA and PEDLA companies, which produce cosmeceuticals. New labels were designed and printed for products recently launched by ADA laboratories in their line of body lotions made from forest fruits.
07-25-11 to 10-20-11	Technical assistance to improve productive processes	FAN	- The project provided technical assistance to improve productive processes in two companies: Shampoo Roxana (shampoo producer) and Cosnatval (to launch a line of soaps)
05-25-11 to 09-01-11	Technical assistance to improve cacao production processes	FAN	- Working with the AREPCAB Association in the Baures municipality, the project drafted a Guide to Good Harvesting Practices to complement the CP-OHS diagnostic sheets for MSMEs in the association. It also revised the action plan of each MSME in the value chain, prioritizing the Association's cacao management activities.

b. Task 2. Activities to Strengthen the Workforce to Boost Productivity in the Selected Value Chains

Trainings



Internet sales course during Integrarte in Sucre

In fiscal year 2011, the project implemented 116 short technical training courses to promote the competitiveness and workforce productivity of MSMEs in the cities of La Paz, El Alto, Cochabamba, Santa Cruz, Sucre, Oruro, Potosí and Tarija. The courses covered topics such as improving the efficiency and quality of administrative, financial, productive and business management in the companies assisted.

Lasting anywhere from 8 to 40 hours, the courses were tailored to company employees, including MSME operators, and the middle and executive management

levels, as well as to entrepreneurs and to a lesser degree, university students in their final year interested in working in these sectors. The trainings were based on the following strategic objectives:

- i) Develop and strengthen technical capabilities and skills (workforce competencies), enhancing employability and workplace competitiveness tied to strategic management of the MSMEs.
- ii) Contribute to strengthening local MSMEs linked to the BPC Project's priority manufacturing sectors.
- iii) Transfer an essential toolkit for MSME management using innovative androgonic methods (adult education) to help improve their profitability.

The courses yielded the following results:

Value chain	People Trained	%
Textiles	403	12.55
Wood	276	8.59
Processed Foods	683	21.26
Crafts	332	10.34
Multi-sectorial	1518	47.26
TOTAL	3212	100

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The table below presents the trainings supported by the project by value chain:

Trainings in the Textiles and Apparel Chain (La Paz and El Alto)			
Date	Activity / Course	Counterpart	Description / Result
11-20-10 to 09-01-11	7 courses: 1. Skirt-making, 2. Manual weaving, 3. Natural dying techniques, 4. Quality control, 5. Conventional Patterns, 6. Machine weaving course, and 7. Natural dying techniques	IDEPRO	The skirt-making and manual weaving courses targeted people living in periurban areas of El Alto. Implemented jointly with CNI, the natural dying techniques course focused on local and export markets. A course on process quality control and final audit for cotton articles was held in El Alto, as was a course on conventional patterns for casual wear. A machine weaving course designed for women was held in Viacha. Finally, the project implemented a course on natural dying techniques for camelid fibers. A total of 148 people were trained.
10-01-10 to 10-8-10	2 courses: 1. Fashion Cycle 3 and 2. Tools and standards for effectively penetrating the Mexican market	CAMEX	A total of 44 people attended the third module of the “Fashion cycle” series organized by CAMEX and designed for MSMEs interested in learning about fashion trends in the European market. Another course on penetrating the Mexican market was held to equip participants with negotiating tools in anticipation of a visit by the Mexican buyer. This course trained 21 people from micro and small enterprises.
05-09-11 to 05-13-11	Design and ethical fashion	COTEXBO	A total of 28 people were trained in the context of an initiative to create training and refresher opportunities for entrepreneurs in Bolivia’s textiles and apparel sector focused on ethical fashion as a new approach to design and opening new markets.
07-11-11 to 07-15-11	Training in textiles and apparel	Public University of El Alto	Custom designed technical training in textile and apparel production management: <ul style="list-style-type: none"> • 20 hours (two parallel courses) • 108 people trained from among MSME human resources and final year university students interested in employment in the textiles and apparel sector.
Trainings in the textiles and apparel chain (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
08-15-11 to 09-12-11	3 Courses: 1. Clothing production cycle, 2. Developing products and technical sheets, and 3. Industrial fashion and design	APOSTROFE	3 custom designed technical training courses: <ul style="list-style-type: none"> • Courses ranging from 8 to 16 hours • 73 people trained drawn from middle and executive management of companies, other individuals and/or entrepreneurs, final year university students interested in employment in the textiles and apparel sector.
Wood manufactures chain (La Paz and El Alto)			
Date	Activity / Course	Counterpart	Description / Result
07-25-11 to 07-29-11	Wood manufactures training	Public University of El Alto	Custom designed technical training in production management in the wood manufactures sector <ul style="list-style-type: none"> • Duration 20 hours (two parallel courses) • 95 people trained from HR of MSMEs and final year university students interested in working in the wood manufacturing sector.
08-01-11 to 09-16-11	2 Courses: 1. Wood working and 2. Artistic wood carving	University of San Andres (UMSA) – Industrial Engineering	Two custom designed training courses in wood working production management, classic, colonial, Louis XV, and artistic styles <ul style="list-style-type: none"> • 40-hour courses • 60 people trained from human resources of MSMEs and university students in their last year of Industrial Engineering at UMSA interested in employment in this sector
Wood manufactures chain (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
10-27-10 to 12-01-10	2 courses: 1. Customer service, marketing and 2. Using wood furniture supplies – metal fittings	IMB	35 people participated in a training cycle designed to improve productive and marketing capabilities of MSMEs participating in EXPOMUEBLE. The trainings drew on the expertise of suppliers of metal fittings, adhesives, and paints, and also covered marketing and customer service in response to carpenters’ requests for training in those areas.
05-17-11 to 06-13-11	2 courses: 1. Sharpening and maintain cutting tools and 2.- Production costs and basic accounting	CADEFOR	Ten people from a group of MSMEs selected by CADEFOR were trained based on a survey of their most pressing training needs.
08-15-11 to 09-15-11	3 courses: 1. Home furnishings production cycle, 2. Selecting woods for home furnishings, 3. Manufacturing modular furniture	APOSTROFE	3 short custom designed training courses: 76 people trained from middle and executive company management, individuals and/or entrepreneurs/university students in their final year interested in employment in the wood manufactures sector.
Training in the foods sector (La Paz)			
Date	Activity / Course	Counterpart	Description / Result

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08-08-11 to 08-12-11	Processed foods training	Public University of El Alto	Custom designed technical training in production management for industrial food processing: 101 people trained from HR of MSMEs and university students in their last year interested in employment in the processed foods.
10-04-10 to 04-28-11	3 courses: 1. "Hazard Analysis and Critical Control Points – HACCP," 2. Requirements for food safety management systems, and 3. Code of hygienic practice for milk and milk products	CNI-AI Invest	These courses targeted companies in the food sector and other companies that receive technical assistance from the BPC Project. A total of 83 people were trained in La Paz, Chicani and Achacachi.
Training in the foods sector (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
08-15-11 to 09-17-11	8 courses: 1. Fruit production cycle in the fruit industry, 2. Meat production cycle, 3. Milk product production cycle, 4. Selecting raw materials for fruit products, 5. Selecting raw materials for meats products, 6. Selecting raw materials for milk products, 7. Processing fruit products, 8. Processing meat products	APOSTROFE	Eight short customize technical training courses: 231 people trained from middle and executive company management, individuals and/or entrepreneurs, and university students in their final year interested in employment in the processed foods industry.
05-06-11	Requirements for export of organic foods and products, FEICOBOL 2011	CADEXCO	The project trained 268 people at a workshop delivered by consultant Raiza Castrillo, a national and international expert in organic certification and food safety. Participants included representatives from organic products and food companies, independent professionals, and entrepreneurs.
Crafts training (La Paz and El Alto)			
Date	Activity / Course	Counterpart	Description / Result
06-02-11 to 06-24-11	3 courses: 1. Cost estimates and technical sheets, 2. Custom designs for textiles 3. Custom designs for wood and pottery	CIB	The project trained 25 people from 10 crafters associations affiliated with Red OEPAIC. The trainings were given in conjunction with TA.
.	Handmade certification	IBNORCA	The project trained 11 people through the Handmade Certification Program designed for crafters from across the country. The training courses covered the characteristics, advantages and uses of handmade verification.
Crafts training (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
06-06-11 to 06-11-11	2 courses: 1.-Custom designs for wood and pottery 2,- Custom designs for textiles	CIB	The project trained 7 people in conjunction with the technical assistance program offered to 10 crafters organizations affiliated with Red OEPAIC.
Crafts training (Cochabamba)			
Date	Activity / Course	Counterpart	Description / Result
09-17-11 to 09-24-11	Handmade certification	IBNORCA	The project trained 104 people in conjunction with the Handmade Certification Program designed for crafters from across the country. The training courses covered the characteristics, advantages and uses of handmade certification
Crafts training (Sucre)			
Date	Activity / Course	Counterpart	Description / Result
08-08-11 to 08-09-11	Conducting successful Internet sales	RED OEPAIC	In the context of the Integrarte Fair, the project trained 27 people in e-commerce as a business development tool, introducing the concept of Internet marketing and sales.
Crafts training (Oruro)			
Date	Activity / Course	Counterpart	Description / Result
09-09-11 to 09-27-11	Handmade Certification	IBNORCA	The project trained 16 people in conjunction with the Handmade Certification Program designed for crafters from across the country. The training courses covered the characteristics, advantages and uses of handmade certification.
Crafts training (Potosí)			
Date	Activity / Course	Counterpart	Description / Result
09-16-11 to 09-30-11	Handmade Certification	IBNORCA	The project trained 81 people in conjunction with the Handmade Certification Program designed for crafters from across the country. The training courses covered the characteristics, advantages and uses of handmade certification.
Crafts training (Tarija)			
Date	Activity / Course	Counterpart	Description / Result

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05-31-11 to 06-10-11	2 courses: 1. Custom designs for textiles, and 2. Cost estimates and technical sheets	CIB	The project trained 10 people in conjunction with the technical assistance program for 10 crafters organizations affiliated with Red OEPAIC.
09-14-11 to 09-30-11	Handmade Certification	IBNORCA	The project trained 39 people in conjunction with the Handmade Certification Program designed for crafters from across the country. The training courses covered the characteristics, advantages and uses of handmade certification.
Multisector training (La Paz and El Alto)			
Date	Activity / Course	Counterpart	Description / Result
10-01-10 to 10-04-10	2 courses: Business plans, marketing and finances (6 th Entrepreneurial Ideas Contest)	GRUPO NUEVA ECONOMIA	The project trained 118 people registered with the Entrepreneurial Ideas Contest to equip them with tools to submit an idea in a good business plan.
09-30-10 to 10-11-10	Creating dynamic enterprises	ePC – UCB	Given to seven people, this postgraduate level course offered tools for business creation and administration in a dynamic, globalized world.
04-19-11 to 04-20-11	How to participate in a business roundtable	CNI	Ten people participated in this training on techniques for negotiation and participation in business roundtables designed to equip them with skills to conduct business successfully.
06-14-11 to 06-27-11	2 courses: Social network marketing.	CAMEX	With project support, CAMEX implemented two courses for 34 entrepreneurs on marketing through social networks as an additional sales outlet.
07-11-11 to 07-14-11	Training MSMEs to participate and negotiate effectively in fairs, business roundtables, and trade missions	CNC	Delivered to 38 participants in conjunction with CNC's International Business Roundtable, the training aimed to facilitate their ability to participate in business events, interact with the competition, and familiarize themselves with the market.
08-31-11 to 09-23-11	11 courses: 1. Management leadership, 2. Accounting 3. Costs, 4. Cost management and reduction, 5. Marketing and sales, 6. Negotiation, 7. Human resources management, 8. Sales techniques, 9. International trade, 10. Total quality management, and 11. Business plans, plus an additional in-depth course on business plans	FUNDACION IDEA LA PAZ	11 short custom designed training courses: <ul style="list-style-type: none"> • Duration ranging from 8 to 16 hours • 109 trainees including company middle and executive managers and individuals and/or entrepreneurs interested in employment in the priority sectors.
08-19-11 to 08-28-11	2 courses: Business plans (Business plan (7 th Entrepreneurial Ideas contest)	GRUPO NUEVA ECONOMIA	In the context of the Entrepreneurial Ideas contest, two courses were delivered on developing and presenting a business idea. The courses aimed to strengthen capacity in structuring a business plan. This three-day workshop covers drafting a business plan, marketing plan, and financial plan. A total of 188 people were trained
09-22-11	Exporting Step by Step	CAMEX	A total of 61 business people attended a training in the steps involved in exporting delivered by representatives from the institutions involved in the process.
Multisector training (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
10-08-10 to 10-10-10	Business plan, Marketing and finances (6 th Entrepreneurial Ideas contest)	GRUPO NUEVA ECONOMIA	The project trained 19 people registered with the Entrepreneurial Ideas contest to equip them the tools they needed to present their ideas in a good business plan.
08-01-11 to 09-30-11	3 courses: 1. Comprehensive administration of micro and small enterprises, 2. Financial administration of MSMEs, 3. Estimating the costs of the finished product	APOSTROFE	3 short custom designed technical training courses: <ul style="list-style-type: none"> • Duration ranging from 8 to 16 hours • 75 people trained from mid-level and executive management of companies, individuals and/or entrepreneurs, university students in their final year interested in employment in the priority sectors.
08-31-11 to 09-27-11	16 courses: 1. Managerial leadership, 2. Accounting, 3. Costs, 4. Cost management and reduction, 5. Finances, 6. Marketing and sales, 7. Business plan I, 8. Negotiation, 9. Human resources management, 10. Business plan II, 11. Sales techniques, 12. International sales 13. Business plan III, 14. Total quality, 15. Business plan y 16. Business plan IV.	FUNDACION IDEA SANTA CRUZ	16 short custom designed technical training courses: <ul style="list-style-type: none"> • Duration ranging from 8 to 16 hours • 385 people trained from mid-level and executive management of companies, individuals and/or entrepreneurs, university students in their final year interested in employment in the priority sectors.
10-01-10	Business plan (7 th Entrepreneurial	GRUPO	In the context of the Entrepreneurial Ideas contest, two courses were

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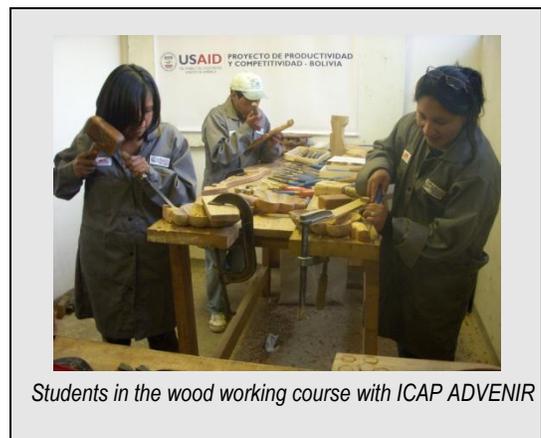
to 11/11/10	Ideas contest)	NUEVA ECONOMIA	delivered on developing and presenting a business idea. The courses aimed to strengthen capacity in structuring a business plan. This three-day workshop covers drafting a business plan, marketing plan, and financial plan. A total of 63 people were trained
Multisector training (Cochabamba)			
Date	Activity / Course	Counterpart	Description / Result
10-09-10 to 10-11-10	Business plan, Marketing and finances (6 th Entrepreneurial Ideas contest)	GRUPO NUEVA ECONOMIA	The project trained 33 people registered with the Entrepreneurial Ideas contest to equip them the tools they needed to present their ideas in a good business plan.
08-31-11 to 09-23-11	12 courses: 1. Managerial leadership, 2.Accounting, 3. Costs, 4. Cost management and reduction, 5. Finances, 6. Marketing and sales, 7. Negotiation, 8. Human resources management, 9. Sales techniques, 10.International sales, 11. Total quality, and 12. Business plan	FUNDACION IDEA COCHABAMB A	12 short custom designed technical training courses: <ul style="list-style-type: none"> • Duration ranging from 8 to 16 hours • 215 people trained from mid-level and executive management of companies, individuals and/or entrepreneurs, university students in their final year interested in employment in the priority sectors.
10-01-10 to 11/11/10	Business plan (7 th Entrepreneurial Ideas contest)	GRUPO NUEVA ECONOMIA	In the context of the Entrepreneurial Ideas contest, a course was held for 93 people on developing and presenting a business idea. The courses aimed to strengthen capacity in structuring a business plan. This three-day workshop covers drafting a business plan, marketing plan, and financial plan.
Multisector training (Sucre)			
Date	Activity / Course	Counterpart	Description / Result
08-15-11 to 08-17-11	Business plan (7 th Entrepreneurial Ideas contest)	GRUPO NUEVA ECONOMIA	In the context of the Entrepreneurial Ideas contest, a course was held for 75 people on developing and presenting a business idea. The courses aimed to strengthen capacity in structuring a business plan. This three-day workshop covers drafting a business plan, marketing plan, and financial plan.
Multisector training (Tarija)			
Date	Activity / Course	Counterpart	Description / Result
08-25-11 to 08-27-11	Business plan (7 th Entrepreneurial Ideas contest)	GRUPO NUEVA ECONOMIA	In the context of the Entrepreneurial Ideas contest, a course was held for 46 people on developing and presenting a business idea. The courses aimed to strengthen capacity in structuring a business plan. This three-day workshop covers drafting a business plan, marketing plan, and financial plan.

TRAINING WITH JOB PLACEMENT

MSMEs in Bolivia need human resources with technical skills to optimize or improve the efficiency, quality and productivity of their work.

In response, the BPC Project issued RFPs No. PC-B-RFP-11-010 and No. PC-B-RFP-11-012 for implementation of specific training courses followed by job placement with MSMEs employers in the wood manufactures, processed foods, and textiles and apparel industries. These requests were circulated in the cities of La Paz, El Alto, Cochabamba, Santa Cruz and Oruro.

The work methodology set out in the requests is premised on successful employment programs in Bolivia. The BPC Project’s “Training Program with Job Placement with MSME employers” was designed to provide customized workforce training to job-seekers and then coordinate their placement in MSMEs seeking new, better-trained operators. The program’s strategic objective has been to link the hiring demand with the training supply, enhancing the job prospects of men and women by developing their technical skills and capacities (workforce competencies). The RFPs led to subcontracts with Training Institutes (Instituciones de Capacitación – ICAPs) specialized in these issues.



Students in the wood working course with ICAP ADVENIR

In submitting their proposals to the project, the ICAPs showed preliminary or employment agreements with MSME employers, which ensured the availability of the relevant jobs.

The PCB Project received 108 proposals from 22 local organizations in response to the two RFPs (76 for PC-B-RFP-11-012 and 32 for PC-B-RFP-11-010), which provided for the technical training of 2,667 beneficiaries and job placement of 2,161 people.

Following a technical evaluation, the PCB Project selected 39 custom-designed courses averaging 250 academic hours of specific technical training, delivered by 13 specialized entities that ultimately were subcontracted to train a total of 978 new human resources.

Through these RFPs, in August and September 874 new operators were trained and 369 people were placed, and another 324 were in the process of being placed, with MSME employers.



This program has mounted a pertinent, efficient and timely response to the pressing, and growing needs of approximately 180 MSMEs in the manufacturing sector requiring a more highly skilled workforce.

Connecting these MSMEs with potentially 693 new skilled operators will enable them to boost their efficiency, quality, productivity, and competitiveness in productive management.

The program also responds to the need to create jobs and economic opportunity for the sectors deemed most “vulnerable.”

In this way, the training imparted and jobs secured have helped improve the quality of life of the participants and their families, while boosting the productivity and competitiveness of MSME employers.

Training with job placement in textiles and apparel

Training with job placement in the textiles and apparel chain (La Paz and El Alto)			
Date	Activity / Course	Counterpart	Description / Result
07-04-11 to 09-30-11	Technical assistant in clothes making	CITECA	25 trainees were equipped with new technical capabilities and skills; 96% (24 operators) were placed in jobs in 7 MSME employers. This process is scheduled to conclude on 10-20-2011.
07-04-11 to 09-30-11	4 courses for operators in industrial clothes making	CNI	40 trainees were equipped with new technical capabilities and skills; 95% (38 operators) were placed in jobs with 1 MSME employer. The 18 people placed from the first industrial apparel course concluded the process on 09-30-11 and the remaining 20 participants from the 2 nd course are scheduled to finish on 10-11-11.
07-11-11 to 09-30-11	1 course in industrial clothes making and 1 course in clothes decorating	GLOBAL MULTISERVICIOS	50 trainees were equipped with new technical capabilities and skills; 80% (40 operators) were placed with 14 MSME employers: 20 operators from the decorating course completed the job placement process on 09-12-11 and 20 from the polos and skirts making course are scheduled to complete the process on 10-17-11.
07-04-11 to 09-30-11	2 courses in clothes making and decorating for export	PROCEDE	25 trainees were equipped with new technical capabilities and skills; 80% (20 operators) were placed with 5 MSME employers: this process will conclude on 10-12-11.
07-11-11 to 08-22-11	1 course for operators in industrial clothes making and 1 course in	SER FAMILIA	25 trainees were equipped with new technical capabilities and skills; 92% (23 operators) were placed with 8 MSME employers as of 09-30-11.

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industrial clothes making for
export

Training with job placement in the textiles and apparel chain (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
06-27-11 to 09-30-11	Machine operators in the Industrial apparel industry	PROFFESIONE	25 trainees were equipped with new technical capabilities and skills; 24 operators (96%) were placed with 11 MSME employers as of 09-30-11.
Training with job placement in the textiles and apparel chain (Cochabamba)			
Date	Activity / Course	Counterpart	Description / Result
07-04-11 to 09-30-11	Clothes making course	APIMEC	25 trainees were equipped with new technical capabilities and skills; 21 operators (84%) were placed with 15 MSME employers as of 09-30-11.
08-01-11 to 09-30-11	Industrial clothes making	SOLUTIONS	30 trainees were equipped with new technical capabilities and skills; 80% (24 operators) were placed with 11 MSME employers. This course ends on 10-04-11.
Training with job placement in the textiles and apparel chain (Oruro)			
Date	Activity / Course	Counterpart	Description / Result
07-01-11 to 09-30-11	Industrial Machinery Operators	SAID	25 trainees were equipped with new technical capabilities and skills; 20 operators (80%) were placed with 7 MSME employers. The course ends 10-24-11.

Training with job placement in the wood chain

Training with job placement in the wood chain (La Paz and El Alto)			
Date	Activity / Course	Counterpart	Description / Result
07-11-11 to 09-30-11	1 course in woodworking, 1 course for machine operators, and 1 course on upholstery	ADIC	74 trainees were equipped with new technical capabilities and skills; 82% (61 operators) were placed with 29 MSME employers as of 09-30-11.
07-04-11 to 09-30-11	1 course in woodworking and 1 course in carpentry machine operating	ADVENIR	50 trainees were equipped with new technical capabilities and skills; 88% (44 operators) were placed with 11 MSME employers, 22 operators completed the wood working course on 09-30-11 and 22 machine operators will finish the process on 10-14-11.
07-04-11 to 09-30-11	1 course in industrial restoration and finishing, 1 course in upholstery and decorative carvings, 1 technical course on colonial furniture with wrought iron fittings, and 1 course in decorative carvings	PROCEDE	
Training with job placement in the wood chain (Santa Cruz)			
Date	Activity / Course	Counterpart	Description / Result
07-01-11 to 09-30-11	Industrial furniture finishing	CADEPIA SANTA CRUZ	18 trainees were equipped with new technical capabilities and skills; 100% were placed and are currently employed by 7 MSMEs. This process will conclude on 10-17-11.
Training with job placement in the wood chain (Cochabamba)			
Date	Activity / Course	Counterpart	Description / Result
07-01-11 to 09-30-11	1 course in industrial restoration and finishing, 1 course in upholstery and decorative carvings	PROCEDE	50 trainees were equipped with new technical capabilities and skills; 40 operators (80%) were placed with 15 MSME employers.
Training with job placement in the wood chain (Oruro)			
Date	Activity / Course	Counterpart	Description / Result
07-01-11 to 09-30-11	1 course in upholstery and decorative carvings, 1 course in industrial restoration and finishing	PROCEDE	50 trainees were equipped with new technical capabilities and skills; 40 operators (80%) were placed with 14 MSME employers. This process will conclude on 10-17-11.

Training with job placement in the processed foods chain

Training with job placement in the processed foods chain (La Paz)			
Date	Activity / Course	Counterpart	Description / Result
07-04-11 to 09-30-11	2 technical courses in industrial bread and cake making	PROCEDE	25 trainees were equipped with new technical capabilities and skills; 20 operators (80%) were placed with 8 MSME employers. This process will conclude on 10-25-11.

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07-01-11 to 09-30-11	2 bread making courses and one course on processed foods.	SAID	50 trainees were equipped with new technical capabilities and skills; 80% (40 operators) were placed with 18 MSME employers; 20 operators from the bread making course completed the job placement process on 09-30-11 and 20 participants in the processed foods course will complete the process on 10-10-11.
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Training with job placement in the processed foods chain (Santa Cruz)

Date	Activity / Course	Counterpart	Description / Result
07-04-11 to 08-19-11	Operators training in industrial bread making	APOSTROFE	39 trainees were equipped with new technical capabilities and skills; 36 operators (92%) are working with the "Victoria" bread company.
06-27-11 to 09-30-11	Food processing	PROFFESIONE	25 trainees were equipped with new technical capabilities and skills; 24 operators (96%) were placed with 13 MSME employers.

Training with job placement in the processed foods chain (Cochabamba)

Date	Activity / Course	Counterpart	Description / Result
07-01-11 to 09-30-11	Technical course in industrial bread and cake making	PROCEDE	25 trainees were equipped with new technical capabilities and skills; 21 operators (80%) were placed with 11 MSME employers.

Training with job placement in the processed foods chain (Oruro)

Date	Activity / Course	Counterpart	Description / Result
07-01-11 to 09-30-11	Bread making courses	SAID	25 trainees were equipped with new technical capabilities and skills; 20 operators (80%) were placed with 12 MSME employers. This process will conclude on 10-17-11.

Once the jobs connected to the training with job placement program had been consolidated, four of the companies that had hired the new operators decided to formalize their productive units as shown in the table below:

Productive Units Formalized as a result of the Training Program for Workforce Placement

No.	City	Formalized MSME	Sector	Owner	Address	Telephone	Employees
1.-	Cochabamba	Líneas y Formas	Textiles and Embroidery	Marina Bustos Tola	Av. Circunvalación. No. 1550.	70758472	3
2.-	Santa Cruz	Carpintería Muñoz	Wood Manufacturing	Daniel Muñoz Zurita	4to. Anillo, Av. Busch	73191916	5
3.-	El Alto	Carpintería	Wood Manufacturing	Jhony Cori	Entre Ingenio No. 760, Zona Huayno Potosi – El Alto	60168395	2
4.-	Cochabamba	Panadería Guedy	Textiles and Embroidery	Guedy Mamani Yupanqui	V. Granado Av. José Manuel Vic. Pje. Luis Montaña	4423041	2

B. Objective 2: Strengthen Service Providers for MSME Development

Building competitive local platforms requires an economic and time investment beyond the scope of the BPC Project. The project's contribution to this challenge must therefore be regarded as a pilot of how to coordinate different entities for the common purpose of promoting MSME growth through the provision of specific business development services. The underlying premise for the assistance provided to local organizations is that establishing sustainable local competencies will enhance the sustainability of the business endeavors of MSMEs as they evolve in the market alongside their service providers.

a) Task 3. Strengthen local institutions that provide services to MSMEs

The project adopted the following criteria to address the continuity of the institutional strengthening process in fiscal year 2011.

- Monitor the work in progress with entities that the project had identified and was currently strengthening (CEDETEX and CPTS);
- Draft plans to strengthen organizations that offer cross-cutting services (CNI and IBNORCA) which could be showcased as “pilot units” that could be replicated in institutions with similar characteristics (chambers and associations);
- Draft plans to strengthen prototypical organizations in the value chains (BIONATIVA, Red OEPAIC and COTEXBO).

Against this backdrop, the activities and progress in strengthening seven local entities as the cornerstones of a competitive platform for MSMEs in the manufacturing sector are outlined below. (See the diagram of the platform: entities for which a strengthening plan is being drafted are marked with an asterisk; the strengthening process is already in full swing in the others).

BPC Project - Strengthening Strategy			
Objective: Consolidate local services platforms for business development (4 services providers, and 3 grouping entities)			
Value Chains			Expected Results
Textiles	Bio-Commerce	Crafts	
CEDETEX (LP) COTEXBO* (national)	BIONATIVA* (national)	RED OEPAIC* (national)	a) Increase in incomes through the diversification of services b) Increase in efficiency through improved equipment c) Increase in client portfolio through improved marketing d) Improvements in administrative and financial capacity
IBNORCA* (national)			
CNI* (national)			
CPTS (national)			

Group one: Entities in the process of being strengthened

- CEDETEX requested to broaden the scope of its institutional strengthening plan to include the camelids chain and penetrate the markets of Santa Cruz and Cochabamba with its current supply of services.
- CPTS finished building the drying kiln and has installed it in SCALA DESIGN for field testing. Completed institutional strengthening in preparing educational materials and accounting systems.
- BIONATIVA has worked through a consultant to consolidate the Chamber through the following activities: organization of its regular General Assembly; discussion workshops among its affiliates; drafting of manuals and organizational charts, and drafting of an annual operating plan.

Group two: Entities offering cross-cutting services (Request No.: PC-Bolivia - RFA-11-007)

- CNI*: The financial aspects have been negotiated for the proposal submitted, which will help fulfill CNI’s mission and situate its Services Unit with MSMEs in the city of El Alto.

- IBNORCA*: Its proposal focuses on dissemination of Management Systems Technical Standard NB 12009 to be developed and certified to MSMEs in the city of El Alto, which already has infrastructure in place for this. This proposal also contributes to the mission of this institution.

Group three: Associations (Request No.: PC-Bolivia - RFA-11-007)

- BIONATIVA: The proposal submitted will consolidate the institution’s operations. It will implement its Institutional Strategic Plan (ISP) to facilitate development of its services in the areas of promotion and representation before national and international government and private actors, based on the principles of responsibility, effectiveness and commitment to biodiversity conservation.
- Red OEPAIC: This national network represents over 4,000 crafters from rural and peri-urban areas, most of them women. Red OEPAIC supports the promotion and sale of crafts with cultural identity, with a high value placed on the craftsmanship of men, women, and young people. It has sponsored the INTEGRARTE fair since 2004.
- COTEXBO: This non-profit association works with entrepreneurs and micro, small and medium-sized enterprises representing different links in the textiles chain (thread, weaving, suppliers, etc.) in the departments of La Paz, Cochabamba, Santa Cruz, Chuquisaca and Oruro. For the past three years, it has organized the International Textiles and Apparel Fair of Bolivia – FITEX.

The Project selected seven entities with which to continue or commence strengthening activities based on its strategy to support two types of organizations: i) those representing specific chains, in order to create/consolidate/expand their services (BIONATIVA, COTEXBO, Red OEPAIC), or those offering specialized services (CEDETEX); and ii) consolidated organizations in order to strengthen their support services for MSMEs (CPTS, CNI, IBNORCA).

The table below summarizes the project’s institutional vision and the scope of its efforts (to begin in 2012) to strengthen five of the organizations mentioned above:

Institutional strengthening plans approved by the BPC Project for implementation in 2011 – 2012		
Entity	Mission	Objective of the institutional strengthening plan
COTEXBO	To create links and promote competitiveness and integral development of the Bolivian textile industry and to advocate for favorable policies, as the sole representative counterpart before the national government and other entities.	Consolidate COTEXBO’s organizational structure to help boost the competitiveness of businesses in the textile/apparel sector in three departments of Bolivia, by strengthening their associations, productivity and innovation levels.
CNI	This is a private, not-for-profit service provider that promotes development in the industrial sector and business community in order to generate resources, create sustainable jobs, and improve quality of life in the country.	Improve the services of the National Chamber of Industry’s Micro, Small, and Medium Sized Enterprises (MSME) unit, through technical assistance activities, trainings, and advisory services in the city of El Alto geared towards the development, expansion, and consolidation of productive units.
IBNORCA	IBNORCA is an independent, impartial and transparent organization working in the area of certification processes. The ISO’s sole representative in Bolivia, IBNORCA, also represents the Argentine Institute of Standards and Certification (IRAM) in processing joint quality certifications.	Design trainings in management and quality for MSMEs in the city of El Alto and implement the requirements set out in NB 12009 for MSME Management Systems.
Red OEPAIC	Services network created to advocate for the rights of crafters with their distinct cultural identities and represent them before Bolivian society and the international community. It seeks to strengthen crafters’ economic organizations based on cultural identity, supporting their production and consolidating markets.	Strengthen and promote the development of administrative management and communications systems and representativity at all levels, to improve access to development services and market opportunities for organizations of crafters with cultural identity.
	Strengthen and promote productive initiatives (collection,	Draft an institutional strategic plan and design business

C. Objective 3: Promote dialogue among stakeholders along the chain to improve the business environment and competitiveness of MSMEs

a) Task 4. Catalyze changes in the business environment

The project’s activities to promote dialogue in fiscal year 2011 focused mainly on technical meetings to address assistance needs in the selected value chains. Priorities included discussions to identify specific solutions to productive and marketing issues that hamper the competitiveness of MSMEs in each sector. The project also provided assistance for two public events and sponsored three productive meetings between the BPC Project and its implementing partners.

The events and their impact are described in the table below:

Activity	Description
Suma Lurata Contest Jewelry Crafts Expo	<ul style="list-style-type: none"> The project participated as a member of the jury panel of the Suma Lurata contest which chose five winners from among the 131 entrants from the crafts value chain. With project participation and support, the event created incentives for crafts production, which contributed to the sector’s development at the local level.
International Conference on Entrepreneurial Culture	<ul style="list-style-type: none"> The project supported this conference on “Inclusive businesses” as an opportunity to share experiences and identify mechanisms for collaboration between institutions working with entrepreneurs. Attended by representatives from across the country, this event provided an opportunity for interaction and reflection, contacts between service providers and entrepreneurs, dissemination of information on successful national and international ventures, and promotion of special projects that encourage an entrepreneurial culture. The PCB Project delivered a presentation on its experience with inclusive businesses.
Productive meetings by value chain	<ul style="list-style-type: none"> The project held three productive meetings per value chain to discuss the partners’ experiences with implementation, evaluate the work carried out, and decide on future activities. The meetings included a training session for partners on monitoring, and administrative and contractual procedures. 22 institutions participated in the meetings.
Needs survey workshop with Red OEPAIC	<ul style="list-style-type: none"> In January 2011, the project held three workshops, one each in La Paz, Cochabamba, and Santa Cruz, to validate the training and technical assistance requirements of three crafters associations affiliated with Red OEPAIC. Based on the workshops, the project set priorities, drafted technical assistance and training plans, and launched a technical assistance program for the development of new crafts to be introduced at Integrarte 2011.
Textiles Congress / FITEX 2011	<ul style="list-style-type: none"> Organized by the Bolivian Textiles Conglomerate (COTEXBO), the Textiles Congress held during the FITEX 2011 Fair provided an opportunity for dialogue on issues relevant to the textiles and apparel sector. At the Congress, public and private sector representatives presented developments in the sector.
Planning workshop BIONATIVA	<ul style="list-style-type: none"> As part of its support for the biotrade sector, the project held this workshop for members of the organization to plan activities and ascertain assistance needs for productive development in the sector. Participants included eight Bionativa affiliates, the Friends of Nature Foundation, and USAID’s BPC project and COTR.

b) Task 5. Activities to promote business partnerships

Specialized, multisectorial fairs and business roundtables have produced the best results in terms of sales, business contacts, and purchase intentions for MSMEs.

As shown in the table below (Trade promotion by quarter), the project’s assistance has focused on creating incentives for micro and small enterprises in the selected value chains to participate in new events including buyers visits, business roundtables and international fairs.

This was the first time that many of these companies had ever attended this type of event. In addition to quantitative results measured in sales or purchase intentions, qualitative results have included the experience of negotiating with other business people, access to business contacts for networking around sales and purchases, and the ability to compare their businesses with MSMEs.

First quarter: October-December 2010			
Fairs and roundtables			
Activity	Counterpart beneficiary	Result	Graphics from the event
“Sweet enterprise” chocolate fair and award	Chocolates group AI Invest-CNI	<ul style="list-style-type: none"> The beneficiaries were nine women microproducers of handcrafted chocolates CNI organized this activity to rate and award prizes to MSMEs in the chocolates cluster The prizes were: holding a fair, designing logos and printing catalogs, banners, and materials with the company’s logo The activity generated USD 534 in sales and USD 300 in purchase intentions 	
Exposustentat	FAN BIONATIVA	<ul style="list-style-type: none"> 4 MSMEs in the biotrade sector participated in this fair in Sao Paulo, Brazil The MSMEs made business contacts, participated in workshops and seminars, and obtained information on market trends for their bioproducts This activity generated USD 6,850 in sales and USD 118,000 in purchase intentions 	
Bioexpo	FAN BIONATIVA	<ul style="list-style-type: none"> 5 MSMEs in the bioproducts sector participated in the Bioexpo fair in Colombia The MSMEs had a stand and attended the business roundtable They obtained information on market trends in biotrade in the Andean Community This activity generated USD 328,000 in purchase intentions and all the samples taken to the event were sold (USD 390) 	

BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT

Exposur 2010	RED OEPAIC Tajzara	<ul style="list-style-type: none"> • A stand to display crafts from the Asociación Tajzara • The aim was to position their products in the regional market • The activity generated USD 1,300 in sales and USD 10,000 in purchase intentions 	
International Business Roundtable Exposur 2010	CAMEX, CNI and COTEXBO	<ul style="list-style-type: none"> • 27 MSMEs from La Paz participated in the Exposur Business Roundtable in Tarija • Entrepreneurs established contacts with Argentine buyers • The activity generated USD 141,671 in purchase intentions 	
Christmas fair at the U.S. Embassy	RED OEPAIC, CNI, COTEXBO	<ul style="list-style-type: none"> • 16 crafts and textiles associations and microenterprises participated in the fair • The activity generated USD 1,011 in sales and USD 2,830 in purchase intentions 	
Christmas Fair in Parque Urbano, Santa Cruz	CIDCRUZ GAMSC	<ul style="list-style-type: none"> • 119 crafters from Santa Cruz displayed their wares during this two-day fair • Entrepreneurs established business contacts with Argentine buyers • The activity generated USD 6,524 in sales USD 2,810 in purchase intentions 	
Expomueble	IMB	<ul style="list-style-type: none"> • The project supported the permanent furniture fair in Santa Cruz where 33 MSMEs exhibit their wares with a three-month media campaign • This activity generated USD 218,000 in sales this fiscal year 	

Second Quarter January-March 2011 Fairs and Business Roundtables

Mexican buyer's visit	COTEXBO	<ul style="list-style-type: none"> • 21 micro and small enterprises in the textiles and apparel sector participated in activities organized around Mexican buyer's visit. • Activities organized for the buyer included a fashion show, business roundtable, and visits to companies. • USD 300,000 in purchase intentions 	
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BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT

Expoforest 2011	CNI and Los Chacos Foundation	<ul style="list-style-type: none"> • 10 MSMEs exhibited their wares at Expoforest thanks to a project grant to CNI and Los Chacos Foundation • The activity generated USD 12,211 in sales and USD 26,200 in purchase intentions 	
Expoforest Business Roundtable 2011	Forestry Chamber of Bolivia	<ul style="list-style-type: none"> • 45 MSMEs from the project's selected value chains participated in a roundtable thanks to a USAID grant to the Forestry Chamber of Bolivia. • This activity generated USD 1,900,000 in purchase intentions 	
FIMA Furniture Fair 2011	CNI	<ul style="list-style-type: none"> • 24 MSMEs participated in this fair with a USAID grant • Over 100 companies and institutions participated as exhibitors • The fair generated USD 23,905 in sales and USD 244,775 in purchase intentions 	
Business roundtable: the Russian market	COTEXBO	<ul style="list-style-type: none"> • 14 micro and small enterprises from the textiles and apparel sector participated in this roundtable • 6 of the 14 participating MSMEs received their first orders from Russian buyers • The event generated USD 105,000 in purchase intentions 	
Bolivia Gourmet Festival	CNI	<ul style="list-style-type: none"> • 23 MSMEs participated with exhibits as suppliers of products for gourmet recipes • The event connected processed foods producers with professional Bolivian chefs • The event generated USD 1,340 in sales and USD 6,385 in purchase intentions 	
FEICOBOL Roundtable	CDI	<ul style="list-style-type: none"> • 42 MSMEs from the project's selected value chains received a USAID grant to participate in the FEICOBOL Business Roundtable • Thanks to this assistance, MSMEs made up 70% of the participating companies • The event generated USD 278 in sales (samples) and USD 354,422 in purchase intentions 	

BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT

2nd Organic Foods Exhibition	CADEXCO	<ul style="list-style-type: none"> • 53 associations and microenterprises from the organic foods sector participated in the exhibition • 270 people were given training on requirements for organic foods exports • The event generated USD 30,107 in sales and USD 627,700 in purchase intentions 	
Fitex 2011	COTEXBO	<ul style="list-style-type: none"> • 39 companies from La Paz, Oruro, Potosí, Tarija, Sucre, Cochabamba and Santa Cruz participated in the fair • The event included fashion shows, a one-day business roundtable and the Textiles Congress • The event generated USD 6,755 in sales and USD 175,092 in purchase intentions 	
Tecnomueble Sucre 2010	IMB	<ul style="list-style-type: none"> • 31 MSMEs in the wood manufacturing sector exhibited their products at Tecnomueble • The event generated USD 31,170 in sales and USD 24,280 in purchase intentions 	
Mother's Day Fair at the U.S. Embassy	Forestry Chamber of Bolivia	<ul style="list-style-type: none"> • 10 MSMEs participated in this samples fair to encourage USAID and Embassy staff to purchase Bolivian products • The event generated USD 213 in sales and USD 150 in purchase intentions 	

Fourth quarter July-September 2011 Fairs and business roundtables

Activity	Counterpart Beneficiaries	Result	Images from the Event
International Business Roundtable and MSME fair	National Chamber of Commerce and MSMEs from different sectors	<ul style="list-style-type: none"> • 49 MSMEs from the selected value chains participated in the business roundtable and displayed and sold their products at the fair set up at the entrance. • Prior to the event, MSME representatives had received training in bargaining skills • The participation of the MSMEs assisted received significant media coverage • The event generated USD 39,650 in sales and USD 426,365 in purchase intentions 	

BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT

<p>Integrarte Fair Sucre 2011</p>	<p>RED OEPAIC</p>	<ul style="list-style-type: none"> • 28 crafters organizations exhibited at the Integrarte – Sucre 2011 Fair • 8 organizations affiliated with Red OEPAIC introduced new collections developed with technical assistance from the project • The event generated USD 11,240 in sales and USD 5,055 in purchase intentions 	
<p>Popular Art Cultural Fair</p>	<p>CIDCRUZ</p>	<ul style="list-style-type: none"> • 100 crafters from Santa Cruz displayed their finest products at a public fair visited by approximately 15,000 personas • Crafters support their families with the sales from these fairs, which are their main marketing outlet. They generated USD 2,318 in sales and USD 2,185 in purchase intentions 	
<p>Tecnomadera 2011</p>	<p>CNI APIMEC</p>	<ul style="list-style-type: none"> • 12 MSMEs from CADEPIA Cochabamba and 15 from CNI in La Paz participated in the event. • The 100 participating companies moved approximately USD 12 million. • Project-assisted MSMEs generated USD 65,474 in sales and USD 136,500 in purchase intentions 	
<p>Integrarte Tarija 201</p>	<p>RED OEPAIC</p>	<ul style="list-style-type: none"> • 12 representatives of crafters associations from the southern part of the country participated in the first INTEGRARTE fair held in Tarija. This project-supported initiative was designed to create additional sales opportunities for crafters by making Integrarte a traveling fair. • The fair generated USD 2,318 in sales and USD 2,185 in purchase intentions 	
<p>Iberjoya</p>	<p>CNI</p>	<ul style="list-style-type: none"> • At their own initiative, 10 companies from the artisanal jewelry category attended an important trade fair in Spain. • The project helped turn this visit into a business opportunity by hiring an expert consultant to advise the companies on participating in international fairs. • No verifiable results pertaining to this event are available at this time. 	

BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT

Expocruz 2011	CADEX CADEX-CH Potosí Trade Mission COTEXBO CADEPIA CBBA	<ul style="list-style-type: none"> • The project supported 54 MSMEs in different sectors to participate as exhibitors in EXPOCRUZ 2011. • Several companies shared space at the exhibit, while others worked to meet the fair's requirements to have their own stand. • The participants generated USD 50,452 in sales and USD 437,096 in purchase intentions
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Business Roundtable Expocruz 2011	CAINCO	<ul style="list-style-type: none"> • 83 micro and small companies participated in this international business roundtable with a USAID grant that covered 50% of registration costs. • All of these micro and small enterprises held at least 6 business meetings • This event generated USD 587,000 in purchase intentions
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Santa Cruz Arts Fair	CIDCRUZ	<ul style="list-style-type: none"> • 100 crafters from Santa Cruz displayed their finest products at this fair, which was held on Santa Cruz crafters day and was visited by a significant number of people. • The fair generated USD 7,254 in sales and USD 5,696 in purchase intentions for these crafters.
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D. Objective 4: Leveraging resources with private sector funds, other donors and public institutions, through the GDA fund

According to experts, poverty and unemployment are the two main barriers to Bolivia's development. Therefore, in planning its activities for FY 2011, one of the project's aims was to demonstrate the potential of resource leveraging (through public-private alliances) as a tool to promote the growth of MSMEs in the different value chains and address bottlenecks. The table below shows the project's strategic vision in establishing PPAs. In other words, through PPAs and capital investments made with USAID support, the project is addressing crucial aspects of the country's productive environment and reducing the problems that arise in those crucial areas.



The BPC Project does not purport to be solving the problem of disinvestment in the country or a particular region. Beyond the direct benefits to the producers associations and companies assisted, the project's interventions should be regarded as pilots for development policies that could be replicated by other cooperation entities or government agencies.

a. Task 6. Leverage GDA funds

PPAs from the first RFP with grant agreements

In December 2010, the BPC Project evaluated over 40 proposals submitted by MSMEs and rural producers associations in response to Request No.: PC-B - RFPP - 10 – 001. Sixteen of these proposals are currently in some stage of implementation.

From February to September 2011, the project drafted and signed 13 MOUs and grant agreements. Partnerships that have been established or are in process are described in the table below:

GRANT AGREEMENTS FOR ESTABLISHING PPAs FISCAL YEAR 2010 - 2011				
Status	No.	Partner	Objective of the Alliance	Location/Chain
Grant agreement in place (public competition)	1	Asociación AFIPAC	Introduce technology for dehydration of fresh peaches under hygienic conditions to create an exportable product.	Chuquisaca, Camargo/Foods
	2	Asociación APAJIMPA Padilla	Establish an aji pepper drying plant that upgrades current processing conditions.	Chuquisaca, Padilla/Foods
	3	Asociación APAFAM El Villar	Install a plant to classify and select shelled peanuts.	Chuquisaca/Foods
	4	Asociación APROMAJI Monteagudo	Finish an aji pepper drying plant by installing an aji processer and grinder.	Chuquisaca, Monteagudo/Foods
	5	Cooperativa CIAPEC	Boost whole bean coffee sales and commence the sale of processed coffee.	El Alto/Foods
	6	Asociación APROMAJI Muyupampa	Complete the peanut processing line by installing an automatic classifier	Chuquisaca, Muyupampa/Foods
	7	Asociación ASOPROMANI Yacuiba	Set up a plant for processing, classifying, and shelling peanuts.	Tarija, Yacuiba/Foods
	8	OLEUNS BEAUTY	Install mechanical templates to ensure the availability of proper containers in order to reduce production costs.	Santa Cruz/Biotrade
	9	NAKHAKI	Process organic highland coffee for foreign niche markets (Canada)	El Alto/Foods
	10	UNEC	Install oregano dryers in the farmers' fields.	Valles de Tarija and Chuquisaca/Foods
Grant agreement in place (Entrepreneurial Ideas Contest)	11	SUMITA LTDA	Create an alpaca and llama meat processing line that adds value to jerky, diversifies products, and boosts the incomes of association members.	La Paz, Palcoco/Foods
	12	COSNATVAL	Improve the bioproducts export line by increasing the collection and processing of organic raw materials.	Cochabamba/Biotrade
	13	PELETBOL	Manufacture fuel pellets from processed Brazil nut shells.	El Alto/Biotrade

The 13 signed grant agreements are in various stages of implementation (equipment is installed and operational in some cases and equipment has been purchased by the project and is currently being

assembled in others). They cover four different types of initiatives by rural producers' associations and urban businesses (micro, small, and medium-sized) in different manufacturing categories including organic coffee, peanut, aji pepper, and stone fruit processing.

The 13 signed grant agreements have a total value of USD 853,411, USAID's contribution amounts to 33% (USD 278,354) and the remaining 67% (USD 575,057) is a matching contribution from the PPA partners. This means that the project has leveraged USD 2.10 for each USAID dollar.

The projected sales (up to the year 2013) of grant partners total USD 1,345,442, yielding a 1 to 5 ratio in terms of the impact of each dollar invested by USAID.

PPAs from the first RFP with signed MOUs

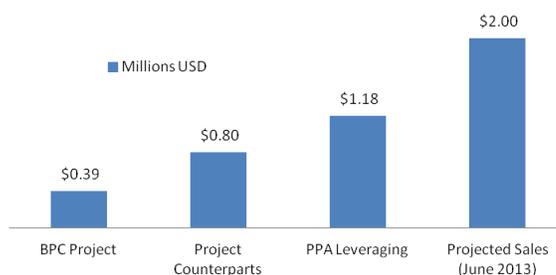
There are three proposals with MOUs from a previous period, two of which are in the USAID approval process (Télez Silkscreen Workshop and Amandina Wood Driers) and one is awaiting legal documents for signing and forwarding to USAID (La Francesa Milk Producers Association).

MOUs IN THE NEGOTIATION PROCESS – FISCAL YEAR 2010 -2011

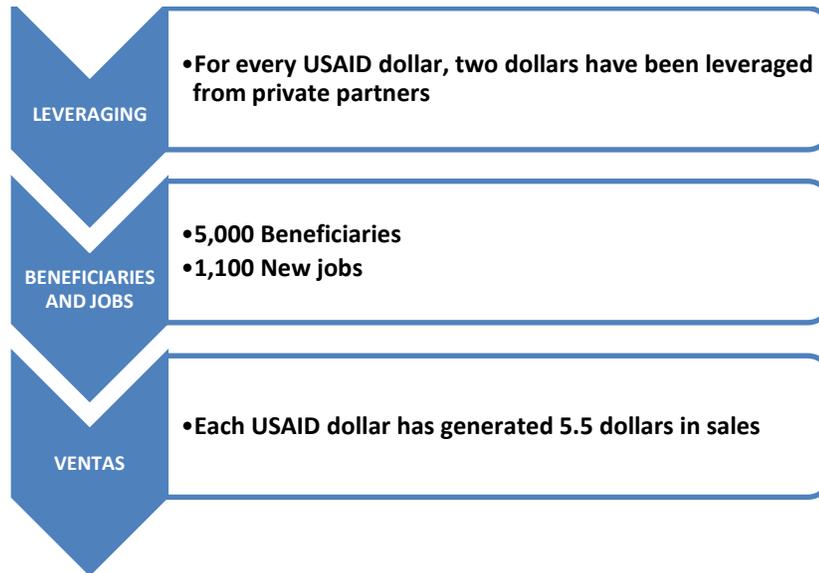
Status	No.	Partner	Objective of the Alliance	Location/Chain
Grant agreement in place (Entrepreneurial Ideas)	1	SILKSCREEN WORKSHOP	Series produced on stamping machines scaled to the economy of MSMEs in the apparel industry	El Alto/Textiles and apparel
	2	WOOD DRYING SERVICES	Implement wood drying services based on the needs of MSMEs	El Alto/Wood manufacturing
Grant agreement in place (Competitive public bidding)	3	MILK PRODUCERS ASSOCIATION PALLINA LAJA AND CHICANI	Implement a milk collection and processing chain with rural communities as suppliers of the milk industry in the city of El Alto	El Alto/Foods

The total value of MOUs in this group of three proposals is USD 330,177, 30 % (USD 109,638) is USAID's contribution and the remaining 70% (USD 220,539) the matching contribution from the PPA partners. This means that each USD 2.00 has been leveraged for every dollar invested by USAID. These MOUs have total projected sales of more than USD 1 million as of 2013, or a 1 to 9 ratio for USAID's investment.

Should the MOUs described in the preceding paragraph be signed, the table below summarizes the amounts financed by the BPC Project, the partners' contributions (rural producers associations and MSMEs), and total projected costs and sales up to June 2013 (USD).



The expected combined impact of the PPAs is summarized below:



Second RFP for PPAs

Request No.: PC-B - RFA - 11 – 008 (second public request for strategic alliance proposals) was issued on July 13, 2011 and generated 95 PPA proposals. By September 30, 2011, the project had evaluated the administrative documentation of 58 companies (including sole proprietorships and other types of incorporated ventures) and 37 rural producers associations, foundations, and cooperatives.

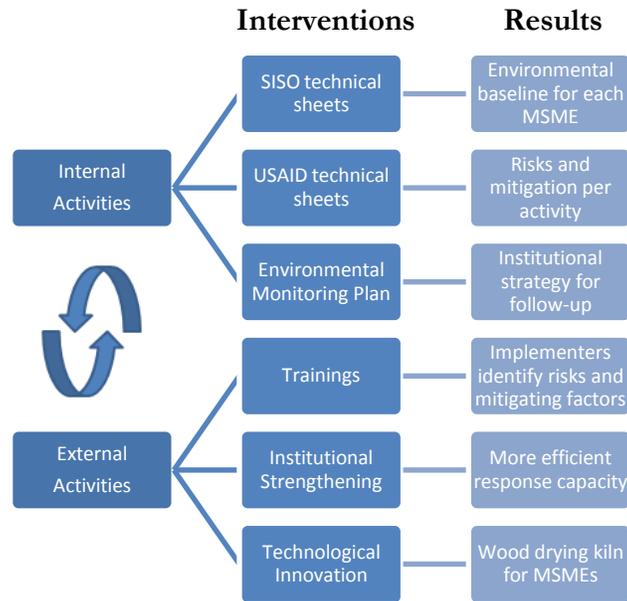
Reponses to the second Request for Proposals by BPC for PPAs							
Type of offeror	Proposals received	Proposals that met the requirements	Value Chain				
			Processed Foods	Biodiversity	Wood Manufacture	Crafts	Multisectorial
MSMEs	58	34	20	3	5	5	6
Rural Associations, Foundations, and Cooperatives	37	31	22	3	2	1	3
Total	95	65	42	6	7	6	9

As shown in the preceding diagram, a significant number of PPA proposals are in the industrial food processing sector.

E. Cross-cutting issues: activities for implementation of CP in the value chains

In fiscal year 2011, the project’s cross-cutting strategy to implement cleaner production consisted of rolling out mutually reinforcing *internal* and *external* activities in order to reduce environmental pollution caused by industrial waste from MSMEs in the manufacturing sector.

The diagram below contains an outline of the strategy, followed by a description of its main components:



Internal activities

Internal activities were designed to strengthen the BPC Project team’s capabilities in the areas of data capture, monitoring interventions, and survey of mitigation plans for technical assistance activities. Chronologically speaking, the internal activities preceded the external ones and became the technical and institutional foundations for transmitting energy efficient and environmental protection practices to the MSMEs.

ISOH technical/summary sheets

This fiscal year, the project filled out ISOH technical sheets for the MSMEs assisted that agreed to provide the information. The project used the ISOH technical sheet to establish a baseline on employment, production and sales, and particularly specific data on internal consumption in the industry (raw materials, water, inputs, energy, fuel, etc.). This information is correlated with production volumes and employment level to inform comparative statistical studies on average productivity of companies and workers, by sector and size, and classify them based on pollution levels.

USAID technical/summary sheets

From October 2010 to October 2011, the project filled out USAID technical sheets on technical assistance and grants provided by the BPC project. The USAID technical sheets are designed to comply with USAID Regulation 216 and to identify potential risks of environmental pollution in the companies assisted. The project can use this information to draft mitigation plans to reduce harmful residues.

Environmental Monitoring Plan

The environmental monitoring plan drafted in 2011 follows the environmental mitigation recommendations for each value chain and proposes an institutional and procedural monitoring and follow-up system. The

monitoring plan is a new tool for the BPC Project. Its application will ensure that the project's interventions produce increasingly lower levels of environmental pollution.

External activities

The project's external activities were designed to develop (or strengthen) the technical competencies of implementers and to support local technological innovations that contribute to more appropriate and higher quality service-provision for MSMEs in the selected value chains.

Training

In January 2011, the BPC Project launched a technical training process for officials and professional staff of the technical assistance service providers on legal requirements under USAID Regulation 216.

This initial training benefited 11 implementing entities and 23 staff members who, besides grasping the importance of environmental regulations, acquired a deeper understanding of the efficient use of inputs, energy and water in industrial processes.

The project supplemented these activities by providing signage kits and work clothing to two manufacturers, one in the wood manufacturing sector and the other in the processed foods sector. This assistance was based on two examples of Comprehensive Training in Cleaner Production Practices

Institutional Strengthening

The project strengthened the Center for the Promotion of Sustainable Technologies – CPTS in the areas of administrative management and accounting and supported the systematization of its work methodologies and educational materials.

Thanks to this assistance, CPTS will be able to respond more efficiently to the needs of MSMEs and will have appropriate materials available (videos and written materials) to share lessons and success stories in the field of cleaner production.

Technological innovation

One of the main bottlenecks in the development of MSMEs in the wood manufactures sector in Bolivia is the difficulty of obtaining properly dried raw material. This is due to the small volumes required by small scale carpenters and to the lack of drying kilns scaled to the size and economies of MSMEs. For this reason, the BPC Project decided to support CPTS in finishing construction of a drying kiln that is more energy efficient than conventional kilns (that use a boiler), cheaper, and has lower operating costs. The kiln has been manufactured still needs to undergo testing with damp wood prior to its distribution to potential users.

SECTION III

LESSONS LEARNED AND BEST PRACTICES

The project faced two types of challenges this year: i) an increasing number of requests for assistance leading to an extraordinary increase in acquisitions and assistance (A&A) processes and the mechanisms to implement them; and ii) legitimate pressure from within the team to produce more results and impacts towards the project's targets. In order to respond proactively to these challenges, the project not only had to reinforce its organic structure, it also had to undertake a major reorganization to expedite contractual procedures, strengthen operational, contractual, and technical relationships with local operators, improve the identification of support tasks, and systematize and strengthen supervision of activities.

The table below provides a summary of lessons learned and best practices in the following areas: i) acquisitions and assistance for technical assistance and training activities ii) administration and supervision of operators iii) job placement iv) institutional strengthening v) marketing and vi) public private alliances:

Area of Analysis	Lesson learned	Best practices
Acquisition and assistance for technical assistance and training	<p>More interventions necessitate more responsibility and technical coordination > MSME support activities were outsourced through a competitive bidding process for subcontracts with local operators providing business development services to MSMEs. In FY 2011, the project awarded 58 subcontracts, compared to the four adjudicated the first year, for an increase of 1,350%. Acquisition and assistance (A&A) processes were fraught with bottlenecks including processes concentrated in the contracts area and poor communication with the technical area, both of which hampered timeliness and efficiency in the provision of support services.</p>	<p>Activity proposals and supervision are centralized in the technical area > Process flows have been restructured and responsibilities defined in the technical, administrative, and contracts areas. As a result, contract bidding, evaluation, and adjudication times have improved, as have those for supervision and payments to external operators.</p> <p>In this context, the project determined that its technical area's responsibilities should be confined to proposing and supervising technical assistance, training, and marketing interventions. This means that the contracts and monitoring and evaluation areas essentially serve as support units.</p> <p>Supervision of support activities will improve significantly once orderly procedures for the technical team's work have been established and the monthly staff responsibilities divided into: i) planning and/or designing new activities; ii) follow-up and revision of the deliverable; iii) office follow up and supervision of activities; and iv) field monitoring and supervision.</p>
Administration and supervision of operators	<p>The growth of the BPC Project requires stepped up efforts in the areas of organization, coordination, review, process implementation and document review > The fact that the number of project operators grew 475% from the first year of implementation to the second (4 operators in 2010, 23 new ones in 2011) is an unmistakable sign that the measures taken to expand the pool of operators were on target. Requests for technical assistance and training proposals disseminated among national organizations facilitated expansion of the operators' pool. These RFPs also revealed that there is a market of service providers to support MSMEs. The project has identified technical, operational, and administrative shortcomings among these operators that have delayed delivery of contractual deliverables as well as deficiencies in reporting requirements. Poor information collection from technical assistance activities makes it difficult to attribute results and impacts, and this can invalidate a particular intervention.</p>	<p>Timely action and shared responsibility lead to efficient teamwork > The project has scheduled workshops with implementing entities to strengthen their operational-administrative capabilities and methods for measuring results and impact. Parallely, it has planned for most RFPs to take place in the first two months of the new fiscal year to extend the time available for implementation, supervision, and monitoring. New RFPs will also be based on specific technical assistance and training plans, to avoid open requests that even the entities that submit proposals have a hard time grasping. The third year (2012) of the BPC Project should feature much more timely interventions for MSMEs.</p>
Job placement	<p>The impact of job placement transcends job creation per se > Job training activities are producing results in terms of the number of people trained and placed, while MSMEs that employ new staff have the potential to boost their sales. Nonetheless, technical supervision of projects has been spotty, rendering follow-up on operators less effective. This has hampered data collection on final</p>	<p>Supervision ensures fulfillment of quality indicators > Current subcontracts for training with job placement will be expanded to allow ICAPs to identify companies with sales potential and develop new training programs based on baseline data gathered from each one.</p>

beneficiaries of the assistance provided.

Institutional strengthening

Quality over quantity > The project’s results for the number of institutions strengthened have fallen short, especially due to a lack of motivation on the part of the organizations preselected for assistance. At the same time, the project has recognized that the number of entities to be strengthened is too ambitious relative to the resources available to meet this objective. While the RFP for institutional strengthening identified 7 organizations in addition to the 3 already in progress, the number will have to be changed and an assistance strategy decided on jointly with USAID. The aim will be to concentrate efforts and adapt the results-based strengthening methodology.

Focus on strengthening business development services over institutional programs > Local organizations often have difficulties identifying technical assistance and training requirements and this can lead to an outdated (if not nonexistent) supply of business services. The project has therefore decided to prioritize strengthening services units, rather than representative entities or development programs. As the strengthened entities begin to include the BPC Project’s features, methodologies and practices into their work, they will be able to provide enhanced business development services to the MSMEs in the country.

Marketing

Marketing and sales - a virtuous circle > The project has stepped up its marketing activities and other events designed to trigger changes in the business environment: the project held 32 such activities (fairs, missions, business roundtables, and productive meetings in the value chains, etc.) this year, compared to 18 in 2010, a 178% increase. Marketing activities in 2011 account for over 60% of total sales generated and nearly 100% of purchase intentions, compared to technical assistance, which accounted for just over 30% of total sales.

Continue to follow the sequence of technical assistance – productivity- marketing - sales > In a normal context, one might surmise that sales would mainly result from interventions to improve the productivity rates of MSMEs. As noted, however, the MSMEs assisted are not demonstrating the capacity to produce the anticipated results. In light of this evidence, the main technical approach is to continue following the logical sequence of technical assistance, increased productivity, increased supply marketed –higher sales volumes for MSMEs and their owners. In order to improve supervision of these activities, the project will issue an RFP for marketing resources and expects to make grants to the qualifying organizations.

Public-Private Alliances

Managing PPA portfolios is an integral challenge > “Small PPAs required the same management effort as medium-sized or larger ones do. Parallely, new entrepreneurs are not necessarily “business people” and advocates of PPAs sometimes have trouble identifying bottlenecks and understanding that the alliances will have to take actions to solve them. And, to compound the challenge, RFPs for PPAs have not elicited resource partners willing to invest in third parties.

PPAs are a valid tool for productive development > The partner requirement, especially in terms of cash outlays, empowers partners in their own businesses and must be the departure point for any development relationship. In this context, it is important to establish benchmarks for PPAs. Otherwise, the implementation process tends to go one without boundaries. Despite the inherent challenges, however, PPAs are an effective development model for several reasons: i) the project allocates resources through a competitive bidding process to proposals most aligned with the its objectives; ii) a competitive grants process for PPAs ensures efficient and effective resource allocations, which contributes to USAID’s strategic objectives; and iii) it means real production problems are addressed with the attendant positive impact on job creation and sales in the MSME partners.

SECTION IV

PROJECT SERVICES

A. Communications

In its second year, the BPC project has launched several communications tools to publicize its activities and results. It has also engaged in outreach tied to program activities in order to contribute to the fulfillment of contractual objectives and to publicize USAID’s role in the productive and competitive development of Bolivian MSMEs.

a) Internal communications

Institutional bulletin. This fiscal year, the project produced the first five numbers of the bulletin and distributed them to its main stakeholders, exports chambers, chamber of industry, international cooperation agencies, embassies, the media and others.

PCB Project Bulletins

Bulletin N° 1

- Hundreds of micro entrepreneurs participate in fairs
- Ten UPEA faculty awarded scholarships for a master’s degree
- FITEX spotlights the potential of the textiles and apparel sector
- Training chart for April – June



Bulletin N° 2

- Integrarte brings together crafts associations from across Bolivia
- Achacachi crafters trained in environmentally sound fiber dyeing
- The Bolivian Chamber of Bio-commerce, “Bionativa,” awarded best stand prize at Expocruz 2010
- Main cumulative results of the BPC Project’s first year



Bulletin N° 3

- Chocolate flavored enterprises: promotional materials designed with USAID support help La Paz entrepreneurs in the foods sector position their products in the local market
- El Alto consortium commences exports to Venezuela: a sign of the effectiveness of forming productive consortiums of microenterprises in El Alto
- Entrepreneurial Ideas Contest: USAID awards prizes to four business plans offering innovative solutions in their value chains
- Table of fairs and business roundtables for the first half of the year



Bulletin N° 4

- New plants in the apparel sector: a successful technical assistance intervention leads to the opening of three apparel plants in Santa Cruz
- USAID supports the Expoforest 2011 International Business Roundtable: 45 participating MSMEs at the Business Roundtable generate USD 1.9 million of the total purchase intentions.
- First phase of technical assistance concludes in the foods sector: three associations of micro and small-scale agricultural producers receive technical assistance to improve their supply
- 22 microenterprises in the textiles sector display their products to a Mexican buyer



Bulletin N° 5

- 23 micro entrepreneurs participate in the Bolivia Gourmet Gastronomical Festival
- 2nd Organic Foods Exhibition features a varied and attractive supply of national products
- USAID present in FEICOBOL: MSMEs account for 70% of participants at FEICOBOL's XVIII International Business Roundtable 2011
- USAID and AFIPAC benefit 120 low-income rural families that received peach dryers



Documentaries by value chain. The project created three institutional videos depicting its support for the textiles and apparel, wood manufactures, and processed foods and biotrade chains. The videos include six success stories, two for each chain, told through beneficiary testimonies. Two of the videos were developed with assistance from the BCA Project, while the third was entirely funded by the BPC Project.

These audiovisual materials were distributed to the project's local partners for use as an introduction to trainings and technical assistance activities, certificate awards ceremonies, press conferences, presentations, etc., to disseminate project activities among current and potential beneficiaries, and so forth.



Shot from the institutional video made for the textiles and apparel chain

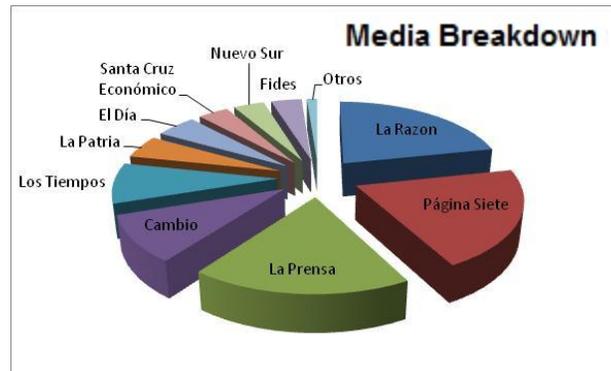


Shot from the institutional video made for the wood manufactures chain



Shot from the institutional video made for the foods and biotrade

Media relations. In its second fiscal year, the project coordinated with the BCA Project to manage media coverage of its main activities, particularly when USAID representatives were present. The project generated a total of 108 articles and internet mentions through the country’s main media outlets, as shown in the chart below of written press sources.



b) Outreach

Outreach activities complement the project’s contractual tasks and contribute to their successful completion. The project carried out the following outreach activities:

Outreach				
Date	Activity / Course	Location	Counterpart	Description / Result
Nov 2010	BPC Project art published in the Encyclopedia of MSMEs	National	Nueva Empresa	Two works of art were published in Installment N°3 on “Leadership” and N°4 on “Strategic Planning” in order to establish a useful and effective presence in the vast universe of productive units, given that the publication has 5,000 subscribers nationally and another 20,000 virtual subscribers.
Sept – Dec 10	Expomuebles media campaign	Santa Cruz	IMB	The project launched a media campaign around Expomuebles designed to promote the Centro Comercial del Mueble. The aim was to inform Santa Cruz residents about this space designed for the display and sale of goods and services. The campaign has boosted sales, which have reached USD 218,000
Nov 2010	Insert published in “Sabores en Bolivia”	National	Red OEPAIC	The project supported the COMART Crafters Association by promoting its products. In addition to promoting Bolivian crafts, this activity raised USAID’s profile in an area of interest for the project’s objectives.

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02-24-11	Textile plant openings	Santa Cruz	APOSTROFE	The project provided three MSMEs jeans manufacturers (G7, Ronin Jeans and Crucero Jeans) with technical assistance in business management, implementation of new production systems, development of a line of clothing, and market consolidation. Thanks to the heightened demand for their products as a result of the TA, the companies decided to substantially upgrade their facilities. The opening ceremony for their new facilities was attended by USAID representatives and the media.
07-0111	MSME participation in the reception at the U.S. Embassy Americana	La Paz	CNI-RED OEPAIC – COTEXBO	USAID sponsored an expo to showcase the diversity and scope of its projects at the U.S. Embassy's annual Fourth of July reception. The project took a variety of products from nine MSMEs in the wood, textiles, crafts, and foods and biotrade chains and invited two representatives from these chains to speak about their work in their respective sectors.
09-02-11	Exhibition on training with job placement	El Alto	ICAPs	The project sponsored an exhibition of its training courses with job placement in order to publicize the results as far as capabilities and skills (labor competencies) acquired by the participants in Phase 1: customized technical training, implemented by PBC Project subcontractors. Eight training institutes attended the event, as well as students from 15 courses and representatives of the companies that have employed many of the trainees.
09-22-11	Drafting of guides to exporting	La Paz	CAMEX	The project assisted CAMEX with the printing of guides to exporting to enhance understanding of the procedures involved in the export process. In this way, it made a useful tool available to entrepreneurs seeking to expand their sales.

B. Monitoring and evaluation

This year, the project conducted monitoring and evaluation of all activities under each of its four objectives. Under *Objective 1* (Technical assistance, training and job placement activities, the project worked closely with implementers to transmit the monitoring methodology, since it had already transferred the relevant tools. The project was able to standardize this process through ongoing interactions with the implementers. Training for job placement activities, whose results are concentrated in the last quarter, entailed the development of new monitoring tools to capture the additional impact on companies that hire the trainees, particularly in terms of increased sales volumes and the creation of new companies.

For *Objective 2*, while the project did not formally declare any institution strengthened, it monitored all assistance allocated for institutional strengthening and for staff training in the implementing entities.

Tasks related to *Objective 3* (business events and dialogues) required more commitment due to the sheer number of events the project supported this year and the variety of tools this required. In addition to monitoring the results of business events in terms of sales and purchase intentions, the project conducted quarterly monitoring to validate actual post-fair sales.

For *Objective 4*, the project concentrated on quantifying targets and analyzing proposals. This led to the approval of the project currently in progress. Since many of the project's support activities took place in rural areas and impact producer families, monitoring tools had to be adapted in order to effectively capture this information.

In support of the work team, throughout the year the project assisted with the review of MOUs, RFPs, RFAs, subcontracts, and other instruments. In addition to regular review of monitoring indicators, it helped assess the reasonableness of the proposals and the relevance of the operations under review.

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Through the time-sharing model, the project also assisted the BCA/USAID project in monitoring its indicators and in organizing workshop in the communications area to introduce the monitoring methodology developed with our support.

The project also supported USAID's Regional Project by participating in prospection meetings for preparing its two-year work plan for Bolivia and coordinating with the contractor hired in Bolivia for this initiative. The project also offered suggestions for progress in the activities scheduled for this year.

Lastly, the project continued to work on the PMP, in coordination with the USAID COTR, reviewing contractual and SEGE indicators. At the beginning of the year, four indicators were established for the SEGE office, including the indicator on the number of beneficiaries of USAID support activities.

ANNEX I: RESULTS GENERATED BY TRIMESTER

OP INDICATORS	FY 2010	Oct10- Dec10	Jan11- Mar11	Apr11- Jun11	Jul11- Sep11	FY 2011	FY 2011 Goal	% progress	Accumulated FY 2010-11	2010-2013 Goal	% Progress
Companies assisted in management, administration, and productive processes	17	58	37	24	43	162	110	147%	179	380	47%
Sales generated (in millions, USD)	\$ 1,05	\$ 0,43	\$ 0,24	\$ 0,94	\$ 1,12	\$ 2,74	\$ 5,50	50%	\$ 3,78	\$ 17,00	22%

SDE INDICATORS	FY 2010	Oct10- Dec10	Jan11- Mar11	Apr11- Jun11	Jul11- Sep11	FY 2011	FY 2011 Goal	% progress	Accumulated FY 2010-11	2010-2013 Goal	% Progress
Number of people benefited	13.486	5.928	3.937	8.809	9.942	28.616	28.060	102%	42.102	89.760	47%
People trained	1.472	789	275	729	3.466	5.259	3.246	162%	6.731	10.450	64%

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CONTRACTUAL INDICATORS	FY 2010	Oct10- Dec10	Jan11- Mar11	Apr11- Jun11	Jul11- Sep11	FY 2011	FY 2011 Goal	% progress	Accumulated FY 2010-11	2010-2013 Goal	% Progress
Number of people trained	1.472	789	275	677	3.449	5.190	3.200	162%	6.662	10.300	65%
Number of students trained who enter the workforce	37	20	33	47	369	469	380	123%	506	1.200	42%
Number of MSMEs assisted	17	58	37	24	43	162	110	147%	179	380	47%
Number of MSMEs created	1	1	0	6	4	11	11	100%	12	38	32%
Number of direct and indirect jobs generated	823	582	345	244	666	1.837	2.573	71%	2.660	7500	35%
Value of sales (in millions, USD)	\$ 1,05	\$ 0,43	\$ 0,24	\$ 0,94	\$ 1,12	\$ 2,74	\$ 5,50	50%	\$ 3,78	\$ 17	22%
Increase in productivity levels	n.a.	n.a.	n.a.	n.a.	n.a.	49%	5%	n.a.	49%	5%	n.a.
Economic impact in the selected value chains (in millions, USD)	\$ 2,62	\$ 1,07	\$ 0,61	\$ 2,36	\$ 2,80	\$ 6,84	13,75	50%	\$ 9,45	\$ 43	22%
Number of institutions strengthened	1	0	0	0	0	0	5	0%	1	15	7%
Number of people trained in strengthened institutions	0	0	0	52	17	69	46	150%	69	150	46%
Number of events to promote dialogue and business partnerships	18	10	3	10	10	33	22	150%	51	76	67%
Value of purchase intentions (in millions, USD)	\$ 6,62	\$ 0,59	\$ 2,25	\$ 1,90	\$ 1,60	\$ 6,33	\$ 7,20	88%	13	\$ 29	45%
Institutions that received support for events and courses	17	9	3	2	7	21	6	350%	38	24	158%
Number of GDA and GDA-type activities	1	0	1	6	6	13	4	325%	14	13	108%
Value of matching funds of GDA and similar operations (in millions, USD)	\$ 0,141	0	0,04	0,10	0,44	0,58	0,28	205%	0,72	\$ 1	72%

ANNEX 2: REGISTRY OF LOCAL ORGANIZATIONS WORKING WITH THE PROJECT THROUGH SEPTEMBER 2011

Partner institutions under Subcontracts

BPC Subcontractors					
Operators 2010		Operators 2011			
Operator	# of Contracts	Operator	# of Contracts	Operators	# of Contracts
CADEFOR	1	CREAR	2	CIB Red OEPAIC	1
IDEPRO	1	IDEPRO	1	APIMEC	3
CADEX	1	CPTS	2	ADVENIR	1
INTERCON	1	APOSTROFE	17	PROFESSIONE	1
		CNI	2	GLOBAL	2
		CADEFOR	1	SAID	1
		INFOCAL	1	CITECA	1
		Tarija			
		Green Cross	1	CADEPIA	1
		Ser Familia	2	SOLUTIONS	1
		ECOPADES	1	ADES	3
		PROCEDE	5	IDEA	4
		ADIC	2	IBNORCA	1
		Gregoria Apaza	1		
4 Operators	4 subcontracts	23 new operators and 2 previous ones			

Partner institutions under Grants

BPC Grantees					
Donatarios 2010		Donatarios 2011			
Grantee	# of Grants	Grantee	# of Grants	Grantee	# of Grants
ePC	1	CPTS	1	APAJIMPA	1
CNI	3	IDEPRO	1	APROMAJI PEDERNAL	1
TACUABOL	1	ePC - GEM	1	ASOPROMANI	1
CADEX	3	AFIPAC	1	CIAPEC	1
APIMEC	1	PDA Los Chacos	1	SUMITA	1
FAN	1	APROCAY	1	COSNATVAL	1
		APIMEC	1	OLEUNS BEAUTY	1
		CNI	4	NAKHAKY	1
		APROMAJI	1	UNEC	1
		MUYUPAMPA			
		APAFAM	1	PELLETBOL	1
6 grantees	10 grants	17 new grantees and 3 previous grantees 23 grants			

Partner institutions under MOUs

Memorandums of Understanding (MOUs) with BPC			
	MOUs 2010	MOUs 2011	
CADEFOR	RED OEPAIC	RED BOLIVIA EMPRENDEDORA	CADEX-CH
IDEPRO	BOLIVIA CREATIVA	FUNDACIÓN VALLES	UNEC
AL INVEST	ABOMODA	CAMEX – COTEXBO	PELLETBOL
ePC	AMAPYME	CIDCRUZ	MCEP
CFP-PAI	AMPROFOR INFORCHIC	TECHNOSERVE	El Ceibo
FAUTAPO	APIMEC	Proyecto PROLAGO/USAID	CADEPIA
IMB	AAIDM	AFIPAC	BIONATIVA
COTEXBO	ASOFAM	PAI-CFB	CADECO
CAMEX	COMADCO	CADEMA	UPEA
NEO PYME	SOMAIN	APAJIMPA	UMSA
CADEXCO	TECNOMADERAS	ASOPROMANI	OLEUNS BEAUTY
GNE	CAINCO – CAMEX	APROMAJI MUYUPAMPA	CNC
CADEX		APROMAJI PEDERNAL	COSNATVAL
		APAFAM	NAKHAKHY
		CIAPEC	SUMITA
		Proyecto ISA/USAID	CAINCO
	26 MOUs with 25 organizations	32 MOUs with 29 new organizations, and 3 previous ones	

ANNEX 3: REGISTRY OF PUBLIC EVENTS

Public Events

Date	Activity	Co-implementing Institution	BPC Objective
28/10/10 to 29/10/10	Event: "International gathering on the entrepreneurial culture"	Red Bolivia Emprendedora	Objective 3: Promotion of commercial alliances
01/11/10	Event: "Awards for chocolate entrepreneurship"	CNI – AL INVEST	Objective 3: Promotion of commercial alliances
3/11/10 to 4/11/10	Event: "Exposustentat"	FAN	Objective 3: Promotion of commercial alliances
19/11/10 to 28/11/10	Event: "Exposur"	CAMEX – CNI – COTEXBO – RED OEPAIC	Objective 3: Promotion of commercial alliances
18/11/10 to 21/11/10	Event: "Bioexpo"	FAN	Objective 3: Promotion of commercial alliances
19/11/10 to 28/11/10	Event: "Tajzara participation in Exposur 2010"	Red OEPAIC	Objective 3: Promotion of commercial alliances
25/11/10 to 26/11/10	Event: "Business Roundtable Exposur 2010"	CAMEX – CNI - COTEXBO	Objective 3: Promotion of commercial alliances
02/12/10 to 16/12/10	Event: Productive gatherings per value chain		Objective 3: Promotion of commercial alliances
08/12/10 to 09/12/10	Event: "American Embassy Fair"	RED OEPAIC – CNI – COTEXBO	Objective 3: Promotion of commercial alliances
11/12/10 to 12/12/10	Event: "Holiday crafts fair"	CIDCRUZ	Objective 3: Promotion of commercial alliances
18/01/11 to 20/01/11	Event: "Workshop on increasing demand for crafts"	RED OEPAIC	Objective 3: Promotion of commercial alliances
21/02/11	Event: Market prospecting for textiles in Mexico	COTEXBO – CBM	Objective 3: Promotion of commercial alliances
24/02/11	Event: Inauguration of textile plants for Stop Jean, and Crucero Jean in Santa Cruz	APOSTROFE	Objective 1: Improve the productivity of selected value chains
23/03/11 to 26/03/11	Expoforest 2011	CBF – PAI	Objective 3: Promotion of commercial alliances
24/03/11 to 25/03/11	Expoforest business roundtable	CBF – PAI	Objective 3: Promotion of commercial alliances
7/04/11 to 10/04/11	FIMA Furniture	IMB	Objective 3: Promotion of commercial alliances
07/04/11	Russian market business roundtable	COTEXBO	Objective 3: Promotion of commercial alliances
17/04/11 to 16/04/11	Bolivia Gourmet Gastronomic Festival	AL INVEST	Objective 3: Promotion of commercial alliances
04/05/11 to 05/05/11	FEICOBOL business roundtable	CNI – CAMEX - CADECO	Objective 3: Promotion of commercial alliances
05/05/11 to 07/05/11	FITEX 2011 Textile Congress	COTEXBO	Objective 3: Promotion of commercial alliances
05/05/11 to 07/05/11	FITEX 2011	COTEXBO	Objective 3: Promotion of commercial alliances
06/05/11 to 07/05/11	Show room on organic foods	CADEXCO	Objective 3: Promotion of commercial alliances
18/05/11 to 19/05/11	American Embassy Mother's day fair	CAMEX-Red OEPAIC - COTEXBO	Objective 3: Promotion of commercial alliances
25/05/11 to 09/05/11	Tecnomueble 2011	IMB	Objective 3: Promotion of commercial alliances
10/06/11	Planning workshop Bionativa	BIONATIVA	Objective 3: Promotion of commercial alliances
27/07/11 to 28/07/11	Internationa business roundtable and MSME fair	CNC	Objective 3: Promotion of commercial alliances
05/08/11 to 12/08/11	Integrarte Sucre 2011 fair	Red OEPAIC	Objective 3: Promotion of commercial alliances
19/08/11 to 20/08/11	Crafter's day fair	CIDCRUZ	Objective 3: Promotion of commercial alliances
03/09/11 to 04/09/11	Popular art and culture fair	CIDCRUZ	Objective 3: Promotion of commercial alliances
07/09/11 to 11/09/11	Tecnomadera 2011	IMB	Objective 3: Promotion of commercial alliances
08/09/11 to 11/09/11	Integrarte Tarija 2011	RED OEPAIC	Objective 3: Promotion of commercial alliances

BOLIVIA PRODUCTIVITY AND COMPETITIVENESS PROJECT

15/09/11 to 18/09/11	Iberjoya	CNI	Objective 3: Promotion of commercial alliances
16/09/11 to 25/09/11	Expocruz 2011	CADEX-CH, CADEX, MISION COMERCIAL POTOSI, COTEXBO, CADEPIA	Objective 3: Promotion of commercial alliances
21/09/11 to 23/09/11	Expocruz business roundtable	CAINCO	Objective 3: Promotion of commercial alliances
Total events from October 2010 to September 2011			34



USAID | BOLIVIA

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Technical Trainings with Job Placement secure 369 new employment opportunities

**This market driven
model effectively
benefits all the
stakeholders in the
process**



*Students displaying their expertise at the
training with job placement fair*

*"I am grateful to USAID because it
acts like a parent supporting you to
obtain a job"*

*Alejo Laura (21), an employee of
the Wiñay Marka wood company*

MSMEs in Bolivia's productive sector are constantly seeking human resources equipped with technical skills to optimize the efficiency, quality, and productivity of their work. Recognizing this, the BPC Project issued an RFP for a technical training program specially designed to place trainees with MSME employers to meet their demand for labor while improving the job prospects of men and women.

The model involves designing short courses based on the needs of an MSME seeking operators with a particular skills set. Once the training is completed, the trainees are offered employment with the company under previously signed agreements.

The first stage of this intervention trained 794 people nationally and they are currently finalizing their job placements with their MSME employers. As of September, 369 of these trainees had been placed with companies in the textiles, wood and processed foods value chains.

This market-driven model effectively benefits all the stakeholders in the process (MSME employers and trainees) who join forces around a common goal.

Without a doubt, this program responded in a relevant and timely way to the growing demand from MSMEs for trained staff and the needs of men and women for sources of employment.



USAID | BOLIVIA

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Desiertos Blancos boosts sales by participating in business events

Its sales volumes are up 100% over 2010 levels



A Desiertos Blancos representative displaying his wares at the Bolivia Gourmet Fair

"Lack of financial resources and the distances involved have been a barrier to communicating directly with our consumers. USAID's assistance has helped us to overcome this barrier through the business events we have attended."

Desiertos Blancos, a microenterprise, sells different varieties of salt mainly to supermarkets in La Paz. The company has successfully penetrated new markets through its participation in business events.

After seeing the warm welcome its innovative and quality products received, Desiertos Blancos developed a new line with new packaging and ingredients, including the addition of different spices. Based on these innovations, the owners sought assistance to attend events that would allow them to expand their markets beyond La Paz.

With the support of USAID's BPC Project, the company has participated in two Expocruz Business Roundtables and Fairs, (Santa Cruz), the Feicobol Business Roundtable (Cochabamba), Bolivia Gourmet Fair (La Paz), and social networking courses (La Paz).

With this support, the company established direct "business to business" ties with its buyers that have enabled it to boost sales. "Our products are based on people's notions about salt, which is why it is crucial for us to have direct contact with our consumers so that we can explain the properties of our products to them," says Amado Bautista, Marketing Manager of Desiertos Blancos.

This MSME intends to cover the entire national market and effectively organize its distributors' network to create interesting sales opportunities such as those it has already found. It is also planning to penetrate markets in Denmark, Switzerland, and the United States. What is more, true to the entrepreneurial spirit of its owners, Desiertos Blancos is now seeking organic certification for its projects and will receive continued project assistance to obtain ISO 9001.