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BOLIVIAN PRODUCTIVITY AND COMPETITIVENESS PROJECT BPC PROJECT

**Deliverable 8
2012 Annual Report
GDA Operations**

September, 2012

This document was elaborated by Chemonics International Inc., for its revision by the United States Agency for International Development. (USAID).

BOLIVIAN PRODUCTIVITY AND COMPETITIVENESS PROJECT BPC PROJECT

Deliverable 8 2012 Annual Report GDA Operations

USAID/BOLIVIA
Sustainable Economic and Environmental Development (SEGE)
Denise Fernández, COTR
Contract Number EEM-I-00-07-00008, Task Order 8

September, 2012

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BOLIVIAN PRODUCTIVITY AND COMPETITIVENESS PROJECT

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ACRONYMS

ACOPROCA	<i>Asociación de Comercializadores de Productos Cárnicos de Camélidos</i> – Association of Camelid Meat Product Traders
ABN	<i>Alimentos Bolivia Natural</i> – Bolivia Natural Foods
ADA	<i>Laboratorio Artesanal Dermafarmacéutico</i> - Artisan Dermopharmaceutique Laboratory
AFIPAC	<i>Asociación Federativa Integral de Productores Agropecuarios de Los Cintis</i> – Cinti Federative Association of Agricultural Producers
AGROCAINE	<i>Asociación de Productores Agropecuarios del Caine</i> - Caine River Agricultural Producer Association
APAFAM	<i>Asociación de Productores Agropecuarios y Forestales de Aji y Maní “El Villar”</i> - Association of Agricultural and Forest Chili and Peanut Producers “El Villar”
APAJIMPA	<i>Asociación Integral de Productores de Aji y Maní del Municipio de Padilla</i> - Integral Association of Chili and Peanut Producers in the Padilla Municipality
APLENA T	<i>Asociación de Potenciamiento para la Lechería Natural</i> – Tipampa Tipampa Association for the Promotion of Natural Dairy Products
APROMAJI-Muyupampa	<i>Asociación de Productores de Maní y Aji del Municipio de Villa Vaca Guzmán</i> - Association of Peanut and Chili Producers in the Municipality of Villa Vaca Guzmán
APROMAJÍ-Pedernal	<i>Asociación de Productores de Maní y Aji del cantón Pedernal</i> Association of Peanut and Chili Producers from the Pedernal Canton
ASOPROMANI	<i>Asociación de Productores de Maní “12 de Agosto”</i> - 12 th of August Peanut Producer Association
BPC	Bolivian Productivity and Competitiveness Project
BTBC	Bolivia Trade and Business Competitiveness I (2003-2005) & II (2005-2009), USAID Projects
CIAPEC	<i>Cooperativa Integral Agrícola de Productos Ecológicos</i> - Ecological Products Integral Co-Op
COSNATVAL	<i>Cosmética Natural del Valle</i> – Del Valle Natural Cosmetics
ePC/UCB	<i>Escuela de la Producción y la Competitividad/Universidad Católica Boliviana</i> Production and Competitiveness School / Catholic Bolivian University
GDA	Global Development Alliance
IFS	Integrated Food Security Project
IPA	Integrated Amazon Program
MSME	Micro, Small and Medium-sized Enterprise

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M&E	Monitoring and Evaluation
NAKHAKI	<i>Agro Ecología NAKHAKI S.R.L.</i>
PELLETBOL	<i>Empresa Unipersonal de Pelletizadora Bolivia – Bolivia Pelletizing Firm</i>
PPP	Public-Private Partnership
PROSOL	<i>Productos Sol - Sol Products</i>
RIMH	Richard Iván Medina Hoyos INMUNOVIDA
TACUABOL	<i>Asociación para el Desarrollo Sostenible e Integral del Bambú – Tacuara – Association for the Sustainable and Integral Development of Bamboo</i>
TALLER TELLEZ	<i>Taller de Serigrafía Téllez – Téllez Serigraphy Workshop</i>
UNEC S.A	<i>Unidad de Negocios de Especias y Condimentos – Spices and Condiments Business Unit</i>
UPEA	<i>Universidad Pública de El Alto – El Alto Public University</i>
USAID	United States Agency for International Development

SECTION I

INTRODUCTION

A. GDA Objectives

One of BPC's objectives is to generate Public-Private Partnerships, creating synergies to solve technological, productive and institutional bottlenecks in the supported value chains. These PPPs will work in coordination with MSMEs, local organizations, other USAID projects, and, when possible, other international cooperation agencies. This coordination is aimed at leveraging resources and efforts to produce results that cannot be achieved separately or in the absence of this type of synergies. In addition, BPC is implementing PPPs in the Cleaner Production and Energy Efficiency area, introducing these practices in MSMEs supported by BPC.

BPC Budget Availability for GDA Operations

For the life of its contract with BPC, USAID allotted one million USD for the establishment of GDA and GDA-type operations – called Public-Private Partnerships by BPC – which must leverage a similar or greater amount of resources and must be implemented during the first three years of the life of the project. Currently, several operations are being executed; furthermore, as a result of public tenders, entrepreneurial ideas contests, and even non-competitive applications, BPC has identified other activities that could be supported with these resources.

To establish PPPs, BPC will identify initiatives that contribute to furthering impacts and intervention results with other USAID Projects (PROLAGO, IAP, IFS, and the Valles Foundation), linking rural and forest production with industrial transformation and commercialization processes. BPC will identify business and institutional initiatives to address technological limitations or to offer services which are required by the supported value chains.

B. GDA Implementation Methods

Most of BPC's PPPs will be awarded through competitive processes, using the following mechanisms:

- i. Regular public tenders inviting interested parties to submit proposals regarding a predetermined set of objectives and investment areas.
- ii. Specific public tenders for proposals referring to a particular project that has been identified by BPC technical staff or by one of the stakeholders.
- iii. Specific public tenders for proposals referring to one or several initiatives to collaborate with the interventions of other USAID projects.
- iv. Entrepreneurial Ideas Contest to generate new business initiatives aimed at resolving production bottlenecks in the supported value chains. BPC will invite financial organizations to participate as financial backers for private investment, or as participants in joint venture operations.

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BPC may also process unsolicited proposals as long as they propose initiatives to resolve bottlenecks affecting the supported value chains for the benefit of groups of MSMEs.

The implementation of PPPs will be executed through grants or subcontracts, as established in the Service Delivery Fund Manual.

C. Possible areas for GDA Operations

By way of example, the following table shows some of the areas which could be supported through the establishment of PPPs to support the development of the different value chains.

Specific projects are the result of initiatives or ideas identified in the development of BPC activities.

Industrial Production	Institutional Services
<ul style="list-style-type: none"> • Transformation of agricultural raw materials into industrially processed foods. • Industrialization of non-timber bio-products such as chestnut, palm, copuaçu, wild and farmed cocoa, and others. • Wood treatment for its transformation into manufactured products. • Treatment and industrialization of llama fiber for the production of garments and accessories. • Other industrial projects for the sustainable management of camelids. • Improvement and innovation in industrial washing and dyeing of textiles. • Production of consumables for the Wood and Wood furniture, Textile and Apparel, and Processed Foods value chains. • Processes to improve product quality in any of the supported value chains. 	<ul style="list-style-type: none"> • Training services to strengthen the workforce in the Wood and Wood furniture, Textile and Apparel, and Processed Foods value chains. • Educational services to improve management skills in MSMEs. • MSME access to information and communication technologies. • Elaboration of Bolivian Quality Regulations • Innovative Business Social Responsibility Projects • Institutional strengthening aimed at offering business development services to MSMEs. • Implementation of Cleaner production and Energy Efficiency.

SECTION II

EXECUTION OF PUBLIC-PRIVATE PARTNERSHIPS

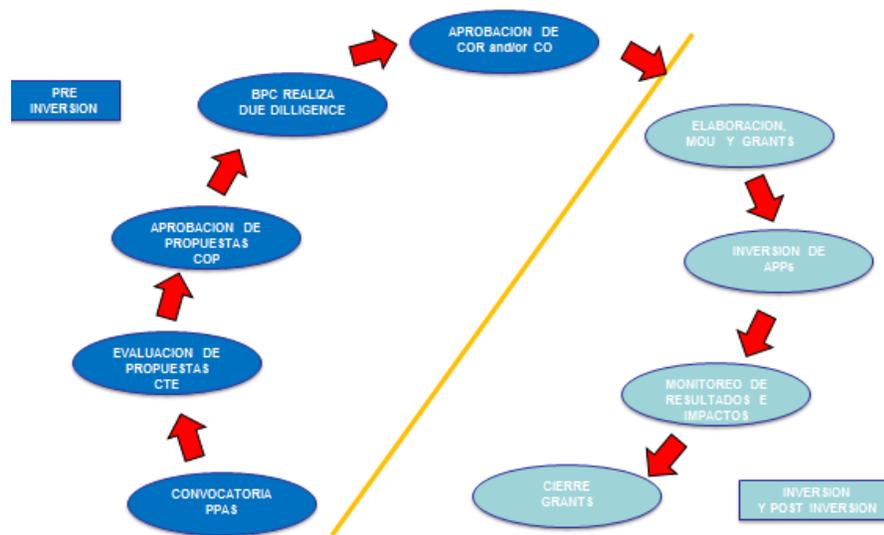
A. PPP Implementation Process

The process to implement a PPP includes the following stages:

- **First Stage:** Process of evaluating the proponent's funding application in the framework of a BPC Public Tender or evaluating a non-competitive application. In this stage, BPC's Technical Evaluation Committee determines the feasibility of the proposal. After this technical-financial evaluation process, BPC validates the approved proposals on-site through a due diligence process.
- **Second Stage:** Upon completion of the first stage, BPC requests USAID's approval for the activity and the grant, following the procedure detailed below:
 - If the PPP involves a USAID grant of 10,000 USD or less, the grant application is sent to the COR, attaching an Appraisal Memorandum containing details on the institutional, technical, economic, and financial aspects of the partnership.
 - If the PPP involves a USAID grant greater than 10,000 USD, BPC first sends a letter requesting the COR's approval for the activity; if it is approved, BPC then sends a request for grant approval to USAID's Contract Officer, attaching the corresponding Appraisal Memorandum.
- **Third Stage:** In either of the cases detailed above, if the proposal is approved, BPC then proceeds to sign a MOU among the involved parties (private partners and BPC). The MOU establishes the general guidelines for the operation and the commitments made by each party. Subsequently, the Grant Agreement is drafted and signed, by which USAID channels the funds to initiate the execution of the partnership. An implementation timetable is also established.
- **Fourth Stage:** The operation is executed, demanding fulfillment of the commitments made by private partners (cash and contributions in kind) and giving technical follow-up to the implementation timetable. If during this stage BPC identifies any flagrant non-fulfillments to the partnership objectives (modification of objectives or results, or non-fulfillment of financial counterpart or other contributions specified in the Grant Agreement), BPC terminates the operation. If the established implementation timetable is being correctly followed, BPC gives follow-up to the commitments made by the private partner and proceeds with monitoring and evaluation activities to verify results and impacts.

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Graphically, this is the process of evaluation, establishment, and monitoring of a PPP:



B. MOUs and Agreements Signed for the Implementation of PPPs

The following table shows the chronological progress BPC made in terms of approved and executed PPP operations:

Period	Number of MOUs and Grant Agreements	PPP Partner
January-March 2010	1	e-PC
January-March 2011	1	AFIPAC
April-June 2011	6	APROMAJI-Muyupama, APROMAJI-Pedernal, APAFAM, APAJIMPA, ASPROMANI, CIAPEC
July-September 2011	6	COSNATVAL, NAKHAKI, UNEC, SUMITA, PELLE'TBOL, OLEUNS BEAUTY
October-December 2011	2	*AMANDYNA, TALLER TELLEZ
January-March 2012	0	
April-June 2012	12	<i>Alimentos Bolivia Natural, Desiertos Blancos, Prasol, Chonchocoro Industrial Association, RIHM Inmuno Vida, Noemi Pensando en Ti, AGROCAINE, APLENA-T, Laboratorios ADA, San Carlos Agricultural Association, Los Andes Agricultural Organic Producer Association and the Nueva Esperanza Organic Producer Association</i>
July-September 2012	3	PROINPA Foundation, San Juan Tannery and San Lorenzo Tannery

* AMANDYNA's grant was terminated; thus, BPC currently has thirty signed PPPs.

The following table shows the value chain or operation area of the PPPs that have been signed by BPC and are currently in execution:

#	Partner	PPP Objective
		Institutional/Academic
1	ePC	Training of UPEA teachers in an MSME Business Administration Master's Program
		Processed Foods
2	AFIPAC	Improvement of peach dehydrating processes for the production of "moco-chinchi" (Bolivian peach beverage) through the provision of improved, hygienic dehydrators
3	APROMAJI-MUYUPAMPA	Improvement of chili utilization processes through the provision of specialized machinery.
4	APROMAJI-PEDERNAL	Improvement of chili utilization processes through the provision of specialized machinery.
5	APAFAM	Improvement of peanut selection and utilization processes through the provision of specialized machinery.

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6	APAJIMPA	Improvement of chili utilization processes through the provision of specialized machinery.
7	ASOPROMANI	Improvement of peanut utilization processes through the provision of specialized machinery.
8	CIAPEC Co-Op	Improvement of selection and treatment processes of coffee beans and processing of organic coffee for its sale as a final product.
9	NAKHAKI	Improvement of selection and treatment processes of organic mountain coffee beans for exportation to niche markets.
10	UNEC S.A	Expansion of volumes of oregano processed for the export market through the provision of dryers for farm families.
11	SUMITA	Expansion of production volumes of llama meat and diversification of the firm's products through the provision of specialized machinery.
12	ALIMENTOS BOLIVIA NATURAL (ABN)	Development and expansion of pre-cooked instant food products made from Andean cereals and other grains through the provision of packaging equipment.
13	DESIERTOS BLANCOS	Optimize processing of natural salt to elaborate different natural salt products through the provision of a semi-automatic bottling machine.
14	PROSOL	Improvement of fruit dehydrating processes for the production of chips for the local market through the provision of specialized machinery.
15	CHONCHOCORO AGRO-INDUSTRIAL ASSOCIATION	Modernize dairy product industrialization processes (cheese, yogurt, juice, butter) for the local market through the provision of specialized equipment.
16	RIHM INMUNO VIDA	Modernize processing of papaya to transform it into nutritional supplements (antioxidants) through the provision of specialized equipment.
17	AGROCAINE	Optimize and improve processes to transform fruit into industrial pulps through the provision of a high-capacity cold-storage chamber.

Biocommerce

18	COSNATVAL	Increase and diversify cosmeceuticals through the provision of specialized equipment.
19	LABORATORIOS ADA	Optimize processes, increase production, and improve the shelf-life of cosmeceuticals through the provision of specialized equipment.
20	NOEMI PENSANDO EN TI	Optimize, increase, and improve the production of cosmeceuticals through the provision of specialized equipment.
21	OLEUNS BEAUTY	Optimize costs and bottling processes for cosmeceuticals by providing adequate dies for the production of better-quality bottles designed by the firm.

Cleaner Production and Energy Efficiency

22	PELLETBOL	Provision of specialized equipment to transform waste chestnut shells into energy pellets.
23	SAN CARLOS AGRICULTURAL ASSOCIATION	Equip an organic humus gathering center for its standardization and packaging to commercialize it in municipalities near Lake Titicaca
24	LOS ANDES AGRICULTURAL ORGANIC PRODUCER ASSOCIATION	Equip an organic humus gathering center for its standardization and packaging to commercialize it in municipalities near Lake Titicaca
25	NUEVA ESPERANZA ORGANIC PRODUCER ASSOCIATION	Equip an organic humus gathering center for its standardization and packaging to commercialize it in municipalities near Lake Titicaca
26	APLENA-T	Support improvement and basic processing of fresh milk by introducing Cleaner Production and Energy Efficiency practices and the treatment of residual waters.
27	PROINPA FOUNDATION	Support PROINPA Foundation in the transformation of organic humus into products with added value with the following purposes: 1) increasing the supply of organic products aimed at improving agriculture in the nation; 2) mitigate environmental problems caused by animal waste deposited into Cohana Bay; 3) substitute chemical fertilizer with organic fertilizer; and 4) improve income of stakeholders associated with the organic fertilizer chain.
28	SAN JUAN TANNERY	Introduce Cleaner Production and Energy Efficiency practices in the San Juan Tannery's operations; this includes the installation of a DAF water-treatment system, which will lead to more efficient use of water, resources, and energy. This will reduce the levels of pollution caused by the discharge of residual waters. Introduce more efficient techniques for the use of industrial consumables.
29	SAN LORENZO TANNERY	Introduce Cleaner Production and Energy Efficiency practices in the San Lorenzo Tannery's operations; this includes the installation of a DAF water-treatment system, which will lead to more efficient use of water, resources, and energy. This will reduce the levels of pollution caused by the discharge of residual waters. Introduce more efficient techniques for the use of industrial consumables.

Textile and Apparel

30	TELLEZ SERIGRAPHY	Support aimed at improving and increasing the production of serigraphy machinery for
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WORKSHOP their use in the textile chain, through the provision of specialized equipment.

Out of the thirty PPPs established during the life of the project, one corresponds to the academic area (3.33%), one in the area of services offered to the Textile and Apparel chain (3.33%), 53.33% correspond to partnerships in the processing of agricultural raw materials (sixteen in the Processed Foods and nutritional supplements chains), 26.66% (8) are CP & EE initiatives, and the remaining 13.35% (4) are partnerships in the Biocommerce value chain.

The following table summarizes the Public Tenders carried out by BPC to establish these thirty partnerships:

Invitation	Number of Approved Grants	PPP Partner
Unsolicited	2	PRODUCTION AND COMPETITIVENESS SCHOOL and THE PROINPA FOUNDATION.
RFPP-10-001	11	AFIPAC, APROMAJI MUYUPAMPA, APAFAM, APAJIMPA, APROMAJI PEDERNAL, ASOPROMANI, CIAPEC, SUMITA, OLEUNS BEAUTY, NAKHAKI and UNEC.
Entrepreneurial Ideas Contest	3	COSNATVAL, PELLETBOL, TALLER TELLEZ.
RFA-11-008	8	AGROCAINE, NOEMI PENSANDO EN TI, RIMH – INMUNO VIDA, ALIMENTOS BOLIVIA NATURAL, DESIERTOS BLANCOS, PROSOL, CHONCHOCORO AGRO-INDUSTRIAL ASSOCIATION, and LABORATORIOS ADA.
RFA-12-009	6	APLENA T, NUEVA ESPERANZA ASSOCIATION, SAN CARLOS ASSOCIATION, LOS ANDES ASSOCIATION, SAN JUAN TANNERY and SAN LORENZO TANNERY

C. PPP Resource Leveraging

The resources which will be leveraged through the thirty established operations ascend to 1,253,213 USD on the part of BPC's strategic partners. USAID funding which will be added to this investment ascends to 723,090 USD. The total amount of investment in the thirty operations is 1,976,303 USD.

The following table details the resource leveraging process.

RESOURCE LEVERAGING IN PPPS IN OPERATION AS ESTABLISHED IN SIGNED MOUs AND GRANT AGREEMENTS Values in USD¹.

Totals per period/partner	USAID Contribution	Counterpart contribution	Total Resources	% Counterpart Contribution
January – March 2010	143.162	143.219	286.381	50%
ePC	143.162	143.219	286.381	50%
January – March 2011	24.207	39,963	64,170	62%
AFIPAC	24.207	39,963	64,170	62%
April- June 2011	57.124	94.162	151.286	62%
APAJIMPA ²	6.814	11.127	17.941	62%
ASOPROMANI	8.976	16.840	25.816	65%
APROMAJI Muyupampa	8.976	14.595	23.572	62%
APROMAJI Pedernal	7.406	12.139	19.545	62%
APAFAM El Villar	9.462	14.335	23.798	60%
CIAPEC	15.489	25.126	40.615	62%
July – September 2011	195.286	450.860	646.146	70%

¹ Using the existing exchange rates upon submission of each operation's approval (see datasheets in the Appendix for the Exchange rate used in each operation)

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COSNATVAL	15.443	84.384	99.827	85%
NAKHAKI	22.867	35.193	58.060	61%
SUMITA	14.877	25.157	40.033	63%
OLEUNS BEAUTY	8.435	15.269	23.703	64%
UNEC	116.057	259.626	375.683	69%
PELLETBOL	17.608	31.231	48.839	64%
October - December 2011	15.408	22.813	38.222	60%
Taller Téllez	15.408	22.813	38.222	60%
January – March 2012	0	96.786	96.786	100%
NAKHAKI (Amended) ²	0	96.786	96.786	100%
April - June 2012	198,123	259,773	457,896	57%
Alimentos Bolivia Natural	25,264	30,603	55,866	55%
Desiertos Blancos	20,131	58,209	78,341	74%
PROSOL	27,551	33,674	61,225	55%
Chonchocoro Agro-Industrial Association	27,405	33,495	60,900	55%
RIHM	12,630	12,849	25,479	50%
AGROCAINE	15,936	19,741	35,678	55%
Noemi Pensando en Ti ²	12,138	12,213	24,351	50%
APLENA-T	14,985	15,320	30,305	51%
Laboratorios ADA	12,259	12,730	24,989	51%
Nueva Esperanza Association	9,941	10,313	20,254	51%
San Carlos Association	9,941	10,313	20,254	51%
Los Andes Association	9,941	10,313	20,254	51%
July – September 2012	89,780	145,637	235,417	62%
APLENA-T (Amended)	438	219	657	33%
Fundación PROINPA	65,036	103,282	168,318	61%
San Juan Tannery	12,153	22,741	34,894	65%
San Lorenzo Tannery	12,153	19,395	31,548	61%
TOTALS	723,090	1,253,213	1,976.303	63%

The previous information shows that for each dollar contributed by USAID for the establishment of these PPPs, private partners have contributed an additional 1.73; this leveraging level is noteworthy since our partners, in most of the cases, are farmers or micro and small urban entrepreneurs.

² The amendments allowed for the leveraging of additional resources from the beneficiary

SECTION III

RESULTS: SALES, EMPLOYMENT, AND BENEFICIARIES

Approved operations have high potential for increasing sales and employment since investments made in the framework of the PPP have a direct impact on the productivity and competitiveness of firms and producer associations. The following table shows the results that are expected during the second year of each of the approved PPPs, as well as the results obtained to date. Due to the level of investment made and the size of the supported firms and associations, BPC expects these operations to generate approximately 1.39 million USD in sales during the next two years. The agricultural cycle and the establishment of new markets will generate greater levels of results in the second year of implementation. BPC also expects these PPPs to produce three hundred and seven jobs, benefitting more than seventy one hundred persons.

PPP	Projected Sales (USD)	Sales to Date (USD)	Projected Employment	New Jobs to Date	Beneficiaries
1. Processed Foods	1,396,905	298,367	258	15	6,829
AFIPAC	31,206	127,219	0	0	600
APAFAM	46,000	65,390	28	2	548
APAJIMPA	145,620	3,001	29	0	1,529
APROMAJI MUYUPAMPA	47,154	0	26	0	206
APROMAJI PEDERNAL	50,000	0	24	0	149
ASOPROMANI	183,698	61,482	28	12	298
CIAPEC	120,000	0	2	0	522
UNEC	157,200	23,847	40	0	640
NAKHAKE	87,000	0	19	0	194
SUMITA	79,536	17,428	3	1	143
AGROCAINE	50,000	0	28	0	1,083
PROSOL	77,260	0	3	0	7
BOLIVIA NATURAL	65,000	0	15	0	17
DESIERTOS BLANCOS	141,438	0	7	0	757
INMUNOVIDA	15,593	0	3	0	33
SAC – BIOLAC	100,200	0	3	0	103
2. Biocommerce	688,974	20,566	32	1	49
PELLETBOL	18,028	0	8	0	9
OLEUNS BEAUTY	30,000	7,058	6	0	10
COSNATVAL	350,000	12,315	7	1	11
NOEMI	135,771	0	5	0	9
ADA	155,175	1,193	6	0	10
3. Textile and Apparel	37,500	3,255	3	1	4
TALLER TELLEZ	37,500	3,255	3	1	4
4. CP & EE	116,218	22,852	14	0	189
APLENA – T	116,218	22,852	14	0	189
TOTALS	2,239,597	345,040	307	17	7,071

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Our monitoring of the PPPs has gleaned the following results in sales:

AFIPAC

Month	Sales (USD)
Apr-12	11.954
May-12	31.570
Jun-12	37.633
TOTAL	81.157

The association registered 81.157 USD in sales during the quarter or year, according to the following distribution, verified by monitoring activities:

APAFAM

Month	Sales (USD)
Apr-12	11.060
May-12	25.787
Jun-12	12.755
TOTAL	49.602

The association registered 49,602 USD in sales during the quarter according to the following distribution, verified by monitoring activities:

OLEUNS BEAUTY

Month	Sales (USD)
Apr-12	179
May-12	839
Jun-12	3,135
TOTAL	4.153

The increase in sales during the quarter, due to production of cosmeceuticals by OLEUNS, is 4,153 USD. Although this level of sales is still low in terms of the firm's potential, sales will increase in the next quarters once the firm establishes sales agreements with national representatives.

COSNATVAL

Month	Sales (USD)
Apr-12	1,643
May-12	1,643
Jun-12	1,643
TOTAL	4.928

The increase in sales during the quarter, due to production of cosmeceuticals by COSNATVAL, is 4,928 USD. Although this level of sales is still low in terms of the firm's potential, sales will increase in the next quarters once the firm establishes sales agreements with national representatives.

UNEC

Month	Sales (USD)
Apr-12	2.280
May-12	333
Jun-12	10.519
TOTAL	13.672

The firm made sales in the foreign market for 13.672 USD during this quarter, according to the following distribution, verified by monitoring activities: