



USAID
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMERICA

PERU | PROYECTO PRA

ANNUAL PLAN 2011

NOVEMBER 2010

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Introduction

Phase 2 of the PRA Project was launched on September 28, 2009. The distinguishing feature of the second phase is to continue the successful Public – Private Partnership initiated in Phase 1, with the aim of expanding and consolidating the presence of the Poverty Reduction and Alleviation (PRA) Project in Peru's Sierra and Selva.

After a first year mainly directed to the settlement of partnerships and the implementation of the Economic Service Centers (ESCs) –resulting in the leverage of \$4.2 millions, therefore achieving this indicator's contractual goal ¹ and the implementation of 9 ESCs(10 to the date of this document's submission)- PRA efforts during years 2010-2011 will be mainly focused on giving a boost and developing businesses on the 10 economic corridors where work is currently being done. This effort is reflected on the ambitious targets established for this period that reach \$15.6 million (which, added to the \$4 million achieved in the previous financial year, will allow to reach the 22% of the contractual goal). This Plan details the businesses each ESC plans to accomplish and surpass these targets with. In addition, other activities will be promoted by the top management such as participation in fairs and events that could encourage future relations with potential clients.

Together with businesses development, a series of trainings and workshops will be held. These activities will be oriented to incorporate the focus on gender in all activities of the main office and especially of the ESCs. Two workshops have been planned for the first quarter, one with the main office and a second one with the ESCs whole technical team. These workshops are part of the Project's gender methodology. The intention is to have at disposal tools to identify the barriers that prevent greater gender equity in the economic corridors where PRA acts.

With respect to ESCs operations, the ones that stand out this year are the implementation and establishment of La Libertad ESC (however, at the time of this document's submission the implementation will have already taken place), and the closing-down of the Casma will be relocated to Huarmey) in view of the withdrawal of CGSGI from the partnership office (which with Ancach ESC.

Regarding Public – Private Partnerships, although the target has already been reached, for the current year we will work on formalizing the partnership with Barrick for La Libertad ESC, as well as on searching partners interested in supporting USAID efforts in Ayacucho and Junín-Pasco. Concerning the first target, O'Brien and Associates International is helping in the identification of potential local and foreign partners, whether it is for the joint financing of the ESC operations or to develop specific businesses, as in the case of cacao, handicrafts or Andean grains.

This document has three main sections on the two components mentioned above and on the Monitoring and Evaluation (M&E) strategy. Section 1 on Public – Private Partnerships presents the Memorandums of Understanding (MOU) already completed, as well as those under evaluation or in process. Section 2 describes targets and forecasts for

¹ If we consider Barrick Cía. Minera and Minera Poderosa's commitment to implement La Libertad CSE, which amounts to \$878 thousand, this indicator reaches \$5.1 millions, exceeding the target by 28.5%.

sales, employment, and investment in each ESC. In this section, a distinction is made between targets established with partners and internal targets. Finally, the section on M&E includes a summary of the Monitoring Plan designed by Chemonics and approved by USAID

Public – Private Partnerships

USAID launched the second phase of PRA Project searching to increase its impact and sustainability by inviting private and public actors to join the initiative to make Peru's Sierra and Selva grow.

During fiscal year 2010, USAID accomplished to create partnerships with eight private companies, leveraging around US\$4.3 millions². In this manner, it was possible to jointly finance the opening of seven ESCs of project PRA in seven regions: Ancash ESC with Antamina Mining Company, Clinton Giustra Sustainable Growth Initiative and Minera Barrick Misquichilca; Arequipa ESC with Buenaventura Mining Company; Cuzco and Madre de Dios ESCs with Odebrecht Engineering and Construction; Puno ESC with MINSUR; Huancavelica ESC with Buenaventura Mining Company and Sierra Norte de Lima-Huánuco ESC with Buenaventura Mining Company, Minera Los Quenuales and Raura.

Moreover, Minera Barrick Misquichilca and Poderosa Mining Company agreed to participate in the joint financing of the eighth ESC in La Libertad³. The signature of the MOUs between Barrick and USAID, and between Poderosa and USAID will be held in December 2010, in an independent manner, considering the zones of intervention and interest of each one of the companies mentioned. Each company will finance 50% of the total –USAID will complete the remaining 50%– which is equivalent to US\$ 590,752 and US\$ 287,757 respectively, adding up to US\$ 878,509.

In short, the funds leveraged during fiscal year 2010, taking into account the Memorandums of Understanding signed, amount to US\$4.3 and are committed for a three-year period. Adding the US\$0.9 corresponding to the Barrick and Poderosa's total contributions, we get a total of US\$5.1 millions which are to be entered in the books during fiscal year 2011. Thus, this total exceeds by 29% the US\$4 million target set for the five year PRA Project's life⁴.

Partnerships with private organizations are expected to continue being established during fiscal year 2011. In this respect, emphasis will be put on capturing the interest of organizations that could invest in Junín-Pasco and Ayacucho-VRAE corridors in particular. In this sense, O'Brien and Associates International consulting firm has been working on the setting up of partners for Ayacucho ESC.

Dan O'Brien has made contact with renowned organizations like the World Cocoa Foundation, Essential Living Foods (ELF) and the Hampshire Foundation with the purpose of linking them to quinoa, cacao and coffee producers of Ayacucho-VRAE corridor. He has also presented concept papers about the cacao (Cooperativa El Quinacho) and coffee

² Funding agreements formalized via the signature of seven the Memorandums of Understanding (MOU).

³ However, it is important to indicate that nowadays the ten ESCs are already operating; that is to say, the eight ESCs that have partnerships for funding purposes and two additional ones (Ayacucho and Junín-Pasco) funded entirely by USAID.

⁴ Refer to appendix I for the resources itemization by partner and corridor at the end of the fiscal year 2010.

(CACVRA) businesses to World Cocoa Foundation and Hampshire Foundation respectively. Additionally, he has finished a concept paper for the Ford Foundation who is interested in supporting red and black quinoa producers. O’Brien has also contacted Roots Capital (RC) and is exploring the possibility to create a partnership where RC provides funding and guidance on the use of credit.

Moreover, ELF has received samples from the Asociación de Mujeres Agroindustriales El Batán and has expressed its interest in buying red quinoa and certified aguaymanto. Furthermore, O’Brien will seek to establish relations with Wal Mart supermarket chain and General Mills. Mrs. Susan Inglis will help with the creation of partnerships between Wari Urpi, Sumaq Qara, and Hilos y Colores with companies interested in their products (the following companies have been already identified: AMS Imports, Anthropologie, Charity USA, Creative Women, National Geographic, New World Trading, among others).

It is important to point out that during the month of October of the current year Clinton Foundation expressed its desire to withdraw from the project and finish its activities in Ancash region. The impact of this action on the businesses being assisted in the area mentioned is being analyzed to date.

The list of potential private partners identified for the Junín-Pasco and Ayacucho corridors (ESCs funded entirely by USAID to date), as well as for other geographic locations is presented below.

Corridor	Potential Partners
Ayacucho-VRAE	Perú LNG
Junín-Pasco	Sociedad Minera El Brocal, Chinalco Perú
La Libertad	Río Alto, Consorcio Minero Horizonte
Arequipa	Compañía Minera Hoschild/Ares
Several corridors	Banco de Crédito del Perú (BCP)

Economic Service Centers

1. ESC Implementation and Organization

As stated before, local operators are in charge of the ESCs administration. In this respect, the following table shows the offices, operators and the number of promoters each ESC has. The only relevant change of the current year is the closure of the Casma office and the opening of an office in Huarmey, in what respects to ESC Ancash; as well as the implementation of an office in Trujillo. Thus, in accordance with the businesses development of this last ESC, the implementation of offices in Pataz and Huamachuco will be evaluated.

It is also important to mention that between November and December of the current year, the selection process to choose the ESC La Libertad operator will be held.

ESC	Operator	Launch of Operations	Offices	N° Promoters
Ancash	Recursos SA	Sep-09	Huarmey(1)	1
			Huari	1
			Huaraz	1
Arequipa	Recursos SA	Aug-10	Arequipa	2
Ayacucho	CARE Perú	Apr-10	Ayacucho*	3
Cusco	Care Perú	Mar-10	Cusco	1
Huancavelica	Universidad del Pacífico	Sep-09	Huancavelica	3
Junín-Pasco	CEAR – Centro de Apoyo Rural	Apr-10	Huancayo	2
			La Merced	1
Lima Sierra Norte	IDESI Huánuco	Jun-10	Churin	1
			Oyón	1
			Lauricocha	1
Madre de Dios	CARE Perú	Mar-10	Puerto Maldonado	1
Puno	CARE Perú	Mar-10	Ayaviri	2
La Libertad	To be determined*	Oct-10	Trujillo	2
			Pataz (2)	1
			Huamachuco (2)	1
Total				25

(1) The closure of the Casma office is expected. This office will be replaced with one to be established in Huarmey, in view of the Clinton Foundation's withdrawal and as a consequence of Antamina's special interest in this last zone.

(2) To be opened during FY2011 first semester.

2. Targets

a) FY 2010 Results

PRA sales in FY 2010 totaled \$4,079,110, exceeding by 32 percent the annual project target. The corresponding new employment generated was 148,231 days of work, which was only 47 percent of the annual target. This underperformance can be partly explained by the lower-than-expected sales growth of labor-intensive products such as asparagus and rice in the Ancash corridor. Though only the Ancash and Huancavelica ESCs had set targets for sales and new jobs—as they were the only centers operating since the very beginning of PRA’s second phase—three other ESCs reported net sales and new jobs: Ayacucho, Junín-Pasco, and Cusco. The Ancash and Ayacucho ESCs also generated new investments worth a total of \$326,130.

ESC	Sales (US\$)	%	Employment	%	Investment (US\$)	%
Ancash	2,260,679	55	74,725	50	269,322	83
Ayacucho	795,472	20	16,893	11	56,808	17
Huancavelica	540,968	13	49,174	33	0	0
Junín-Pasco	480,372	12	7,263	5	0	0
Cusco	1,619	0	175	0	0	0
TOTAL	4,079,110	100	148,231	100	326,130	100

b) 2010-2014 Targets

General Targets

The targets for 2010 - 2014 are:

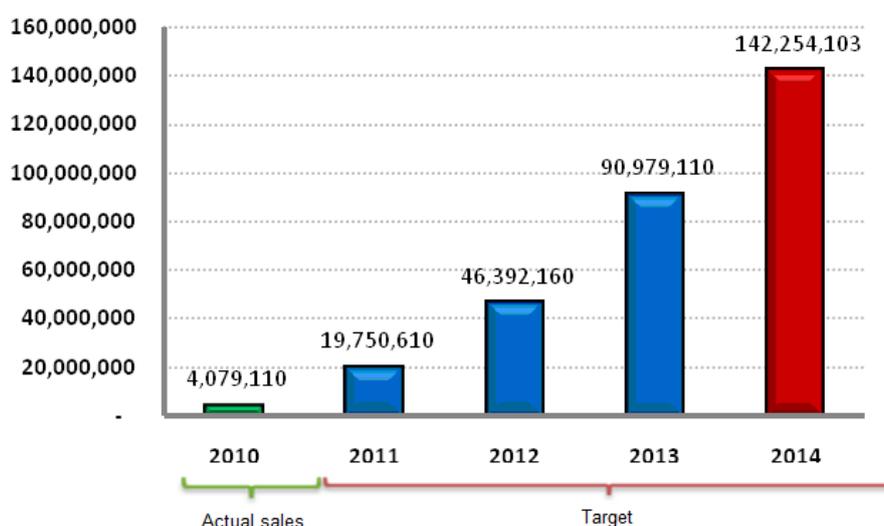
- Sales: US\$90 million
- Jobs: 30,640
- Investment: US\$8 million

The contractually established sales target amounts to US\$90 million. It is expected to reach the target in 4 years (September 2013). The next table shows the sales actually made during the 2010 period and a forecast for sales during the project’s life.

PRA Sales to 2014 (US\$)					
	Actual Sales	Sale Targets			
	2010	2011	2012	2013	2014
Total	4,079,110	15,671,500	26,641,550	44,586,950	51,274,993
Cumulative	4,079,110	19,750,610	46,392,160	90,979,110	142,254,103

Likewise, the following picture shows the cumulative sales target to September 2014, which also considers the actual sales during the present period.

PRA Cumulative Sales Target (US\$)



Targets by ESC

As of the date of presentation of this report, the ten ESCs have been implemented (Ancash, Arequipa, Ayacucho-VRAE, Cusco, Junín-Pasco, Huancavelica, Puno, Sierra Norte de Lima-Huánuco, Madre de Dios and La Libertad). In this respect, the following table shows the annual forecasted sales for each ESC⁵.

Annual Sales Targets by ESC (US\$)					
ESC	2010 (Actual Sales)	2011	2012	2013	2014
Ayacucho - VRAE	795,472	1,272,000	2,098,800	3,512,520	4,039,398
Cusco	1,619	1,749,000	2,885,850	4,829,720	5,554,178
Madre de Dios	0	1,351,500	2,229,975	3,732,050	4,291,858
Puno	0	1,272,000	2,098,800	3,512,520	4,039,398
Huancavelica	540,968	1,310,000	2,161,500	3,617,450	4,160,068
Ancash	2,260,679	2,800,000	4,620,000	7,732,000	8,891,800
Lima Norte	0	1,600,000	2,640,000	4,418,270	5,081,011
Arequipa	0	1,950,000	3,217,500	5,384,770	6,192,486
Junín-Pasco	480,372	2,067,000	3,410,550	5,707,860	6,564,039
La Libertad (*)	0	300,000	1,278,575	2,139,790	2,460,759
Total	4,079,110	15,671,500	26,641,550	44,586,950	51,274,995
Cumulative	4,079,110	19,750,610	46,392,160	90,979,110	142,254,105

(*)Assumption: the ESC will set up the suggested business plans and the activities will hopefully reach the coverage stated in the proposal submitted to Empresa Minera Barrick.

Cost – Benefit Analysis

⁵ Starting in 2012, it will be possible to modify targets according to each ESC's performance.

Based on the targets and operations horizon for each ESC, the cost-benefit analysis permits to notice the differences in coverage of each MOU (some MOUs cover 24 months and others 36 months). This information should be considered when performing a cost-benefit comparative analysis for the entire corridor and not only for the areas of direct influence.

We have the following results, according to the forecasted sales:

Annual and Proportional Sales targets (US\$)						
ESC	Partner's Contribution	USAID Contribution	Total Contribution	MOU Term	Target Proportional to MOU Term	B/C
Ayacucho - VRAE	0	600.000	600.000	24 months	5,127.06	8.55
Cusco	480.224	480.224	960.448	36 months	11,070.248	11.53
Madre de Dios						
Puno	337.184	337.184	674.368	24 months	1,971.600	2.92
Huancavelica	549.042	549.042	1,098.084	36 months	4,375.863	3.98
Ancash	1,251.746	310.500	1,562.246	24 months	3,955.000	2.53
Lima Norte	926.114	396.906	1,323.020	36 months	7,553.703	5.71
Arequipa	452.755	679.132	1,131.887	36 months	10,552.270	9.32
Junín	0	600.000	600.000	24 months	8,331.480	13.89
La Libertad (*)	878.509	878.509	1,757.018	36 months	4,333.555	2.47
Total	4,875.574	4,831.497	9,707.071			

Note: The Proportional Target refers to the calculation needed to achieve a coincidence between the period for the USAID target (October – September) and the period beginning with the signature of the MOU or launch of operations. For example, in the case of Cusco-Madre de Dios, the MOU runs from March 2010 to February 2013. That is, it will take into consideration the targets completed in 2011 and 2012 and one-third of the third year. It is also important to point out that in what concerns to ESC La Libertad, the total target of the corridor is taken into account, considering both partners, that is, Barrick and Poderosa.

ESC Junín-Pasco maintains dominance reflected on a 13.89 ratio; ESC Cusco - Madre de Dios follows with 11.53, Arequipa with 9.32, and Ayacucho-VRAE with 8, being them the most significant ones.

A five-year simulation gives the following results:

Annual Sales Targets by ESC (\$)			
ESC	Total	Forecasted Cost	B/C
Ayacucho - VRAE	11,718,190	1,350,000	8.68
Cusco	15,020,367		
Madre de Dios	11,605,383	1,440,672	18.48
Puno	10,922,718	1,517,328	7.20
Huancavelica	11,789,986	1,738,633	6.78
Ancash	26,304,479	3,710,334	7.09
Lima Norte	13,739,281	1,874,278	7.33
Arequipa	16,744,756	1,509,183	11.10
Junin - Pasco	18,229,821	1,350,000	13.50
La Libertad (*)	6,179,124	1,241,368	4.98
Total	142,254,102	15,731,796	9.04

The table shows that the Odebrecht's intervention zone in Cusco-Madre de Dios has the highest return to investment, amounting to 8.74. It is followed by Arequipa and Sierra Norte de Lima with 5.66 and 5.1 respectively. The four zones with the lowest yields are La Libertad, Huancavelica, Ancash, and Puno. The last two only consider operations during 2 years.

c) Internal Annual Targets

Taking into account the opening of all ESCs, their scale of operation, and the business plan implementation period, the following targets were set for sales, employment and investment levels:

2011 Targets by ESC (\$)			
ESC	Sales (\$)	Employment (Day's wages)	Investment (\$)
Ayacucho - VRAE	1,272,000	51,321	40,000
Cusco	1,749,000	101,568	120,000
Madre de Dios	1,351,500	56,018	40,000
Puno	1,272,000	110,151	40,000
Huancavelica	1,310,000	113,442	40,000
Ancash	2,800,000	92,552	160,000
Lima Norte	1,600,000	105,009	80,000
Arequipa	1,950,000	92,909	120,000
Junin	2,067,000	98,483	120,000
La Libertad (*)	300,000	19,689	40,000
Total	15,671,500	841,141	800,000

d) Partner's Annual Targets

As of the date of presentation of this document, eight MOUs have been signed⁶. Each one of them establishes annual targets. In some cases, the targets have been defined in partner's zones of interest (direct and indirect) differentiating them from the targets for the greater zone, as seen in the following table:

TARGETS ACCORDING TO MOU				
	Zones	APRIL - MARCH		
		Sales (\$)	Employment (Days of work)	Investment (\$)
Cusco – Madre de Dios / ODEBRECHT	ALTOANDINO CENTER	180,000	15,749	10,000
	SELVA ALTA CENTER	0	0	0
	SELVA BAJA CENTER (Madre de Dios)	122,000	9,418	5,000
	Total	302,000	25,167	15,000
Puno / MINSUR	Zones	APRIL - MARCH		
		Sales (\$)	Employment (Days of work)	Investment (\$)
	ZID y ZII MINSUR	120,000	9,994	7,000
	Greater Zone	225,000	18,739	13,000
	Total	345,000	28,733	20,000
Sierra Norte de Lima-	Zones	SEPTEMBER - AUGUST		

⁶ If the two MOUs corresponding to La Libertad are taken into account and the Addendum performed to the Ancash MOU, (resulting from Barrick being a new partner of this corridor since sept/2010) is omitted.

Huánuco / BUENAVENTURA / RAURA / QUENUALES		Sales (\$)	Employment (Days of work)	Investment (\$)
	ZID Raura	40,000	1,339	4,000
	ZID Buenaventura	60,000	2,008	6,000
	ZID Quenuales	100,000	3,347	10,000
	Greater Zone	120,000	4,017	11,000
	Total	320,000	10,711	31,000
Arequipa / BUENAVENTURA		OCTOBER - SEPTEMBER		
	Zones	Sales (\$)	Employment (Days of work)	Investment (\$)
	ZID Buenaventura	106,196	7,020	21,000
	Greater Zone	150,333	9,938	29,000
	Total	256,529	16,958	50,000
Huancavelica / BUENAVENTURA		JANUARY - DECEMBER		
	Zones	Sales (\$)	Employment (Days of work)	Investment (\$)
	ZID Buenaventura	299,568	24,897	10,000
	Greater Zone	981,802	81,599	30,000
	Total	1,281,370	106,496	40,000
La Libertad / BARRICK / PODEROSA		JANUARY - DECEMBER		
	Zones	Sales (\$)	Employment (Days of work)	Investment (\$)
	ZID Barrick	473,166	15,677	25,000
	ZII Barrick	483,286	16,012	25,000
	ZID Poderosa	125,263	3,419	0
	ZII Poderosa	182,456	4,980	0
	Total	1,264,171	40,088	50,000
Ancash / ANTAMINA / BARRICK		JANUARY - DECEMBER		
	Zones	Sales (\$)	Employment (Days of work)	Investment (\$)
	ZID ANTAMINA	875,475	67,000	-
	ZID BARRICK	342,700	11,000	-
	Extended Zone	208,525		
	Total	1,084,000		160,000

Cost-Benefit Analysis – Cost in Priority Zones

The cost-benefit analysis for each partner gives the following results:

Annual Sales Result US\$ (Proposals)							
Corridor	Area	Year 1	Year 2	Year 3	Total	Partner's Contribution	B/C
Cusco - MD	ZID Odebrecht	302,000	1,036,000	2,860,200	4,198,200	480,224	8.74
Puno	ZID and ZII MINSUR	120,000	455,000		575,000	337,184	1.71
	Total	345,000	1,300,000		1,645,000		
Ancash	ZID Partners	683,616	875,475		1,559,091	1,251,746	1.25
	Total	1,435,296	1,959,795		3,395,091		
Huancavelica	ZID Buenaventura	299,568	375,956	482,797	1,158,321	549,042	2.11
	Total	1,281,370	1,613,513	2,110,454	5,005,337		
Sierra Norte Lima Huanuco	Raura	40,000	400,000	760,000	1,200,000	264,604	4.54
	Buenaventura	60,000	550,000	950,000	1,560,000	396,906	3.93
	Quenuales	100,000	800,000	1,060,000	1,960,000	264,604	7.41
	ZID Partners	200,000	1,750,000	2,770,000	4,720,000	926,114	5.10
	Greater Zone	120,000	650,000	670,000	1,440,000		
	Total	320,000	2,400,000	3,440,000	6,160,000		
Arequipa	ZID Buenaventura	218,863	869,066	1,476,637	2,564,566	452,755	5.66
	Greater Zone	150,333	573,799	1,527,579	2,251,711		
	Total	369,196	1,442,865	3,004,216	4,816,277		
La Libertad	ZID Barrick	473,166	764,869	964,910	2,202,945	590,752	3.73
	ZID Poderosa	125,263	144,053	165,661	434,977	287,757	1.51
	ZID Partners	598,429	908,922	1,130,571	2,637,922	878,509	3.00
	ZII Barrick	483,286	961,912	1,181,001	2,626,199		
	ZII Poderosa	182,456	218,947	262,737	664,140		
	ZII Partners	483,286	961,912	1,181,001	2,626,199		
Total	1,081,715	1,870,834	2,311,572	5,264,121			

3. Main Businesses by ESC

ANCASH

1. Company: FRUDERSEL	Product: PAPAYA
<ul style="list-style-type: none"> - Goal(s). Introduce staggered cultivation until 60ha are reached, with 20 farmers. With the production of the first 10ha, the company will collect and commercialize papaya in local markets. Moreover, in the near future the product will be introduced in Lima markets. - Problem(s). The product critical supply at the beginning of the season is minimal and there is an insufficient knowledge of the local market. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ To set up 10ha of creole papaya in the zone of interest as a demonstration of the business viability. ✓ To organize the supply by means of focusing farmers in zones fulfilling the agronomic conditions to cultivate the crop, until the 60ha are reached. - Timeframe for intervention. 36 months. - Total ESC contribution. S/. 165,400.00. - Results Forecasted for 2011. S/. 72,000.00. 	
2. Company: FRUDERSEL	Product: AGUAYMANTO
<ul style="list-style-type: none"> - Goal(s). Introduce, in a short term period, seven hectares of Colombian type aguaymanto with 20 farmers from the province of Huari. The client company will collect, transport and commercialize this product in supermarkets located in Lima. - Problem(s). Lack of local suppliers that have commercial plantations with selected seed coming from Colombia. - ESC strategy(ies). With the results obtained from the hectare managed by the client company in Huari zone, the ESC will develop an ad hoc technological package to guarantee 8 ton/ha yields. Moreover, the ESC will be in charge of organizing the supply by means of focusing farmers in zones fulfilling the agronomic conditions to cultivate the crop. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 22,200.00. - Results Forecasted for 2011. S/. 280,000.00. 	
3. Company: LAGUNA DE CANRASH	Product: TROUT
<ul style="list-style-type: none"> - Goal(s). Produce 49 tm/year of good quality trout using a chain of producers, on the basis of a demand given by Piscifactorías de los Andes company. - Problem(s). Lack of organization and knowledge about staggered cultivation system, which generates temporary falls in production. - ESC strategy(ies). Find the consolidation of the commercialization channel among the contacted markets. The articulation of Andean fish farms with lagoon Canrash trout is especially interesting. - Timeframe for Intervention. 27 months. - Total ESC contribution. S/. 7,650.00. - Results Forecasted for 2011. S/. 67,857.00. 	
4. Company: AGRIFOOD SRL	Product: TARA
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Gather tara pods in Mariscal Luzuriaga, Pomabamba, Yungay, Casma, Huarmey, Aija and Huaraz provinces. Transfer what is gathered to the company warehouses. ✓ Establish direct commercial relations between the company and the small producers from the provinces mentioned. - Problem(s). The client has no contact with small local suppliers in Mariscal Luzuriaga, Pomabamba, Yungay, Casma, Huarmey, Aija and Huaraz provinces, which could supply the client company with tara in a formal and continuous way. - ESC strategy(ies). Organize the local supply using small producers for the articulation to the process plant. The client company will be representative of the intervention zones; this way it will directly link the interested parties. 	

- **Timeframe for Intervention.** 15 months.
- **Total ESC contribution.** S/. 9,600.00.
- **Results Forecasted for 2011.** S/. 345,000.00.

5. Company: CHARACTER TRADING SAC	Product: AGUAYMANTO
<ul style="list-style-type: none"> - Goal(s). Plant twelve hectares of Colombian aguaymanto with farmers from Huaraz, Carhuaz, Yungay and Recuay provinces. Product will be stocked up, get post harvest treatment and be transported to Lima to later export it mainly to Germany and France. - Problem(s). Lack of local aguaymanto suppliers, which, added to the lack of knowledge in crop handling, leads to an inadequate development of the business line. - ESC strategy(ies). The ESC will be in charge of organizing the supply by means of focusing farmers in zones fulfilling the agronomic conditions to cultivate the crop. Moreover, a consultant in aguaymanto agronomic handling will be available. With the purpose of transporting the final product (stored in cardboard boxes) for export, a space will be set up in Carhuaz city to execute the product's post harvest process. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 56,700.00. - Results Forecasted for 2011. S/. 480,000.00. 	

6. Company: ECOSOLUCIONES	Product: GUINEA PIG
<ul style="list-style-type: none"> - Goal(s). Reach 500 guinea pig providers supplying to the feedlot. These providers will get constant technical assistance in young rabbit commercial production given by PRA and will also get credit for supplies by Eco solutions. - Problem(s). Limited contact with local guinea pig suppliers in Callejón de Huaylas due to the suppliers' geographical dispersion. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Gather together potential guinea pig producers along Callejón de Huaylas, with the purpose of incrementing the number of suppliers. ✓ Organize the weekly supply of young rabbits according to the client company requirements. ✓ Offer constant technical assistance to producers gathered in each one of the intervention zones to guarantee the commercial production of young rabbits. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 56,725.00. - Results Forecasted for 2011. S/. 90,000.00. 	

7. Company: SOCIEDAD AGRÍCOLA VIRÚ	Product: GREEN ASPARAGUS
<ul style="list-style-type: none"> - Goal(s). Increase the client's purchase of fresh green asparagus in order to satisfy the existing international demand. - Problem(s). Weak bargaining power and virtually no small producers' organization, which limits the commercialization of greater volumes. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Consolidate the commercial articulation of the asparagus producers and incorporate new producers to add 50ha to the already existing areas. ✓ The producers will undertake internship programs in SAVSA-Viru fields. Visits to the processing plant will take place so that the producers are able to witness their products processing and payment. They will also be able to interact with company workers. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 63,225.00. - Results Forecasted for 2011. S/. 30,000.00. 	

8. Company: MOLINERA Y SERVICIOS DON CAPULLO SAC	Product: RICE
<ul style="list-style-type: none"> - Goal(s). Create alternative commercial demand for Don Capullo mill by selling fresh quality rice, on time and with the standards buyers demand. Product will be sold to different markets in Ancash and Lima. These actions seek to increase sales level by 30% based upon year 2009 results. - Problem(s). Market is limited, informal and the profit margin is small. 	

- **ESC strategy(ies).**
 - ✓ Find new markets and consolidate the mill's commercial relation with Lima and local markets.
 - ✓ Organize the local supply to articulate with the mill and improve the plant's drying quality.
- **Timeframe for intervention.** 24 months.
- **Total ESC contribution.** S/. 78,000.00.
- **Results Forecasted for 2011.** S/. 100,000.00.

9. Company: CAPAS SAC	Product: CANARY BEANS
<ul style="list-style-type: none"> - Goal(s). Strengthen the canary beans production line in the Ancash economic corridor creating trade links among Capas and 30 producers in 80ha of crop. This will guarantee the commercial sale of 10 containers. Moreover, properly documented production coming from third parties will be articulated. - Problem(s). Insufficient raw material stock to supply the client's processing plant with a quality product. - ESC strategy(ies). The company will supply enough seed for 80ha and will give loans for raw materials using its commercial arm "Agrofortaleza". Loans will be given after corporate assessment and their maximum amount will be 20% of the production cost. - Timeframe for intervention. 21 months. - Total ESC contribution. S/. 84,000.00. - Results Forecasted for 2011. S/. 540,000.00. 	

10. Company: EUROFRESH	Product: ORGANIC AVOCADO
<ul style="list-style-type: none"> - Goal(s). Commercially articulate organic avocado producers, independent or associated, to the client company, achieving a volume of 20 containers for year 2010 and 30 for 2011. Production should amount to 3.500kg/ha/year in lands where technical assistance will be given. - Problem(s). Insufficient volume of certified product to satisfy the final market demand. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Consolidate the commercial supply of organic avocado by increasing yields, decreasing waste, and increasing the number of organic avocado suppliers. ✓ Incorporate new zones and new producers for certification and commercial sale by reason of additional 60ha on top of the initial 100ha. - Timeframe for intervention. 33 months. - Total ESC contribution. S/. 220,575.00. - Results Forecasted for 2011. S/. 850,000.00. 	

11. Company: AGROEXPO PERÚ SAC	Product: CONVENTIONAL AVOCADO
<ul style="list-style-type: none"> - Goal(s). Consolidate the business of conventional avocado in the economic corridor in order to meet existing local and foreign demand. The demand is expected to reach 50 containers in year 2011. - Problem(s). The supply organization is weak. This prevents the commercialization of high volumes. - ESC strategy(ies). Consolidate relations among the company and the producers; select producers that allow generating a stable commercial supply based on high yields, weights higher than 220 gr. and health certificates. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 141,375.00. - Results Forecasted for 2011. S/. 680,000.00. 	

12. Company: AGROEXPO PERÚ SAC	Product: CONVENTIONAL MANGO
<ul style="list-style-type: none"> - Goal(s). Facilitate client's entry to ESC Ancash corridor so that they can purchase 30 containers during 2010 season and 50 more during 2011 season in order to satisfy the foreign market demand. - Problem(s). The fragmented ownership of Casma producers limits the supply organization. This company has started to operate in Casma corridor for the first time. - ESC strategy(ies). Commercially articulate client and producers that have significant areas and production, to provide a commercial volume that justifies the stock and transport cost. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 112,125.00. - Results Forecasted for 2011. S/. 680,000.00. 	

13. Company: CAPAS SAC	Product: HARD YELLOW CORN
<ul style="list-style-type: none"> - Goal(s). Organize the hard yellow corn supply in order to generate a commercial volume for local market sales. Technical assistance and credit generation with a financial institution will be used to achieve this goal. - Problem(s). There is a lack of a production standard that would allow paying expenses and offering commercial volumes. - ESC strategy(ies). Hire five field professionals, technicians and engineers to register producers in 600ha and to reach profitable production levels with accepted quality levels. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 218,700.00. - Results Forecasted for 2011. S/. 2,100,000.00. 	

14. Company: CAPAS SAC	Product: CAPSICUMS
<ul style="list-style-type: none"> - Goal(s). Organize producers from the different valleys in the corridor. These producers will get technical assistance so that their special capsicums production is stocked up and purchased by the company. - Problem(s). There is a lack of special capsicums producers in the corridor; consequently they do not apply post-harvest techniques. - ESC strategy(ies). Organize the commercial offer in the corridor's prospected zones which will be oriented to productive handling and post-harvest handling. The producers' records, the types of soil and their investment capacity will be evaluated. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 65,160.00. - Results Forecasted for 2011. S/. 900,000.00. 	

15. Company: PISCIGRANJAS MUNICIPALES	Product: TROUT
<ul style="list-style-type: none"> - Goal(s). Produce 50 tm of good quality trout through lagoon Canrash production center, on the basis of a demand given by Piscifactorías de los Andes company. - Problem(s). Lack of organization and knowledge about staggered cultivation system, which generates temporary falls in production. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Give technical assistance to ensure a quality product and the timely supply to the client company. ✓ Consolidate the commercialization channel through a purchase-sale agreement between Piscifactorías de los Andes and Piscigranjas Municipales. - Ensure compliance with the terms specified in the purchase-sale agreement: price, product delivery and stock clearance. - Timeframe for intervention. 27 months. - Total ESC contribution. S/. 38,346.00. - Results Forecasted for 2011. S/. 25,000.00. 	

16. Company: GRUPO DE MARICULTORES DE HUARMEY	Product: SCALLOPS
<ul style="list-style-type: none"> - Goal(s). Offer production companies technical support on scallop commercialization using export quality standards. - Problem(s). Lack of knowledge on breeding and production techniques. - ESC strategy(ies). Carry out installation works on the beach and the sea. Execute a planting plan and transport the flashlights. Wait for the scallops to grow until they reach commercial value. - Timeframe for intervention. 21 months. - Total ESC contribution. S/. 58,800.00. - Results Forecasted for 2011. S/. 1,296,000.00. 	

AYACUCHO

1. Company: SOLUCIONES AVANZADAS EN AGRONEGOCIOS WIRACUCHA DEL PERU SAC.	Product: Organic Red Quinoa
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Achieve the certification of 35ha of Pasancaya red quinoa and produce 55MT during the 2010-2011 season. - Problem(s). <ul style="list-style-type: none"> ✓ The company does not have certified fields or producers that meet certification requirements. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Organize producers to certify their fields and obtain organic products. Give them technical assistance in the production and implementation process. Perform the necessary registers to achieve certification. - Timeframe for intervention. 23 months. - Total ESC contribution: S/. 50,980.00. - Results Forecasted for 2011. S/. 374,000.00. 	
2. Company: SOLUCIONES AVANZADAS EN AGRONEGOCIOS WIRACUCHA DEL PERU SAC.	Product: Conventional White Quinoa
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Set up 90ha of white quinoa and stock up 150MT during the 2010-2011 season. - Problem(s). <ul style="list-style-type: none"> ✓ Producers find it difficult to perform post-harvest activities, specially venting and selection. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Organize producers to offer them technical assistance with an emphasis in the post-harvest period (venting and selection) in order to obtain a quality product. - Timeframe for intervention. 23 months. - Total ESC contribution: S/. 39,320.00. - Results Forecasted for 2011. S/. 148,000.00. 	
3. Company: ASOCIACION DE MUJERES AGROINDUSTRIALES EL BATAN	Product: Processed grains and cereals
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Articulate producers with the market and contact them with direct suppliers and/or producer chains that would provide them with raw materials. - Problem(s). <ul style="list-style-type: none"> ✓ There is a lack of a market with significant sales that would cover their production costs. ✓ Limited knowledge of organization and management. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ The ESC will get in touch with companies requiring these products and with raw material suppliers. ✓ Give technical assistance on Organization, Marketing, Sales and Commissions. - Timeframe for intervention. 18 months. - Total ESC contribution. S/. 16,000.00. - Results Forecasted for 2011. S/. 126,000.00. 	
4. Company: MASADORADA SAC.	Business: Baked products
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Ensure the existence of buyers and increase production by 50%. - Problem(s). <ul style="list-style-type: none"> ✓ The company does not have a defined market due to the fact that they have recently resumed activities. ✓ Competition with traditional bread (chapla). ✓ Lack of resources. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Establish purchase contracts with different institutions from the region. 	

<ul style="list-style-type: none"> ✓ Hire a Panettone maker for the Christmas season. – Timeframe for intervention. Two years maximum. – Total ESC contribution. S/. 36,000.00. – Results Forecasted for 2011. S/. 150,000.00.

5. Company: MACEDONIO PALOMINO TORRES	Business: Handicrafts (weaving and embroidery)
<ul style="list-style-type: none"> – Goal(s). <ul style="list-style-type: none"> ✓ Achieve a minimum of 2 to 5 sure buyers, which would allow the client to offer a higher volume and have skilled and available labor. – Problem(s). <ul style="list-style-type: none"> ✓ Incorporate labor in new zones so that orders can be to fulfilled. – ESC strategy(ies). Train new workers. – Timeframe for intervention. 18 months. – Total ESC contribution. About S/. 0.00. The contribution comes from a prize won by Macedonio Palomino’s artisans and amounts to \$ 100,000.00. – Results Forecasted for 2011. S/. 124,000.00. 	

6. Company: ASC. RIKCHARI LLACCTA	Product: Purple Corn
<ul style="list-style-type: none"> – Goal(s). <ul style="list-style-type: none"> ✓ Make producers of these areas have more knowledge of agronomic crop management. ✓ Have a fixed market and reasonable prices. ✓ Increase production by 30%. – Problem(s). <ul style="list-style-type: none"> ✓ Poor knowledge of agronomic crop management. ✓ Lack of a defined market for their production. – ESC strategy(ies). <ul style="list-style-type: none"> ✓ Give technical assistance during the whole production and post-harvest process in order to improve the crop’s quality. Look for a market for the different purple corn producers. – Timeframe for intervention. Two seasons (two years) – Total ESC contribution. S/. 56,500.00. – Results Forecasted for 2011. S/. 27,000.00. 	

7. Company: INTERANSA	Product: Amaranth
<ul style="list-style-type: none"> – Goal(s). <ul style="list-style-type: none"> ✓ Ensure that the company acquires 50 tons of amaranth during this season. – Problem(s). <ul style="list-style-type: none"> ✓ There is a lack of a supplier portfolio. ✓ Producer’s limited knowledge of agronomic management. – ESC strategy(ies). <ul style="list-style-type: none"> ✓ Organize amaranth producers from Tambillo, Huamanguilla and Chilinga zones to be suppliers of the company INTERANSA. The ESC will allow access to the zones mentioned. ✓ Give technical assistance on product’s quality control process and on dispatching according to contracts. – Timeframe for intervention. 21 months (two seasons). – Total ESC contribution. About S/. 42,000.00. – Results Forecasted for 2011. S/. 190,000.00. 	

8. Company: COOPERATIVA AGRARIA CAFETALERA “VALLE RÍO APURÍMAC”	Product: Dry Cocoa Beans
<ul style="list-style-type: none"> – Goal(s). Standardize a higher volume of exportable product. Follow the commercialization program. – Problem(s). Short supply of raw material (fresh cacao beans still having the mucilage), to the new profit center located in Naín. – ESC strategy(ies). The company will intensify its actions to achieve the gathering of a higher volume of 	

<p>fresh cacao beans still having the mucilage for the new profit center located in Naín.</p> <ul style="list-style-type: none"> - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 24,000.00. - Results Forecasted for 2011. S/. 564,000.00.

9. Company: COOPERATIVA AGRARIA CAFETALERA "VALLE RÍO APURÍMAC"	Product: Dry Coffee Beans
<ul style="list-style-type: none"> - Goal(s). Standardize a higher volume of exportable product. Follow the commercialization program. - Problem(s). Short supply of raw material (cherry of the coffee tree), for the Kimbiri Alto processing plant. - ESC strategy(ies). The ESC will provide technical support to increase the stock of cherries of the coffee tree to allow the Kimbiri Alto processing plant to operate at 30% of its installed capacity. - Timeframe for intervention: 24 months. - Total ESC contribution: S/. 24,000.00. - Results Forecasted for 2011. S/. 110,500.00. 	

10. Company: COOPERATIVA AGRARIA CAFETALERA "EL QUINACHO"	Product: Dry Cocoa Beans
<ul style="list-style-type: none"> - Goal(s). Standardize a higher volume of exportable product. Follow the commercialization program. - Problem(s). Short supply of raw material (fresh cacao beans still having the mucilage), for the new profit centers located in Silvia and San Martín. - ESC strategy(ies). The company will intensify its actions to achieve the gathering of a higher volume of fresh cacao beans still having the mucilage for the new profit centers located in Silvia y San Martín. - Timeframe for intervention: 24 months. - Total ESC contribution: S/. 48,000.00 - Results Forecasted for 2011. S/. 1,410,000.00. 	

AREQUIPA

1. Company: CORPORACION CAPAS S.A.C.	Product: Paprika
<ul style="list-style-type: none"> - Goal (s). <ul style="list-style-type: none"> ✓ Articulate the Arequipa market with Corporación Capas company. - Problem(s). <ul style="list-style-type: none"> ✓ Presence of local collectors dedicated to the collection of paprika for later resale to large exporting companies at prices below the market. ✓ Deficiencies in post-harvest technical advice. This results in an increase of split chili, which has a lower price and is usually grinded. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Make effective the company's agreement to purchase the production of paprika in Arequipa. ✓ Provide technical advice in agronomic management to paprika producers, thus ensuring high production and increased productivity in the fields. - Timeframe for intervention. <ul style="list-style-type: none"> ✓ The intervention will last one season (October – April) with the possibility of renewal, if necessary. - Total ESC contribution. About S/. 28,000.00. - Results Forecasted for 2011. S/. 1,981,000.00. 	

2. Company: Asociación de Productores de La Joya Export – AJOLEX	Product: Hass Avocado
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Articulate producers with new companies purchasing Hass avocado. ✓ Increase Hass avocado's agricultural frontier to offer a greater volume. ✓ Provide technical advice to farmers who have invested in avocado plantations, improving their agronomic management of avocado growing. - Problem(s). <ul style="list-style-type: none"> ✓ Limited knowledge of technical and administrative management of fruits such as avocado. ✓ Poor technical advice on the avocado crop management, which leads farmers to make agronomic mistakes that affect production volume. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Hire an agricultural engineer for technical advice on the cultivation of Hass avocado. ✓ Coordinate with institutions like the Ministry of Agriculture to train farmers in administrative matters and international production standards. - Timeframe for intervention. One season (6 months) - Total ESC contribution. S/. 9 000.00. - Results Forecasted for 2011. S/. 105,000.00. 	

3. Company: Asociación de Productores Alpaqueros de Tolconi	Product: CATEGORIZED ALPACA FIBER
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Increase by 50% the sales of categorized alpaca fiber from the Asociación de Productores Alpaqueros de Tolconi, standardizing production according to technical rules of categorization, in a period of two years. - Problem(s). <ul style="list-style-type: none"> ✓ Limited knowledge of alpaca fiber categorization techniques according to Peruvian Technical Standard NTP and of commercial management. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Articulate the demand of alpaca fiber from the Arequipa industry with the Tolconi alpaca producers' supply, providing technical assistance in alpaca fiber categorization in order to obtain a product with added value. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 30 000.00. - Results Forecasted for 2011. S/. 70,000.00. 	

4. Company: ORKOKRAFT	Product: TEXTILES
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Increase the Orkofrafft sales level by 20%. This will be achieved developing new products and contacting new clients. - Problem(s). <ul style="list-style-type: none"> ✓ Poor quality of new designs and production standardization (measurements, tension and finish). - ESC strategy(ies). <ul style="list-style-type: none"> ✓ The ESC will seek to put the company in contact with new customers and provide technical assistance in the design and development of hand-woven and loom woven garments. - Total ESC contribution. S/. 25,000.00. - Results Forecasted for 2011. S/. 5,000.00. 	

1. Company: AGROINDUSTRIAS VERDE FLOR	Product: Avocado with Global Gap certification
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Increase the supply of raw materials from 160 to 400 MT. in 3 years. It is therefore necessary to identify new producers, involve more hectares, and increase the exportable percentage per hectare adopting the Global Gap certification. - Problem(s). <ul style="list-style-type: none"> ✓ Little ability to identify producers and integrate new hectares of avocado. ✓ Low yields per hectare. ✓ Only 40% of the total plot production is exported. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Identify new avocado suppliers and involve them in the conventional production process. ✓ Build a value chain that takes into account the improvement of the production process. ✓ Increase yields and exportable percentage; improve health, crop technical management and post harvest, and finally implement an efficient collection system. - Timeframe for intervention: 24 months. - Total ESC contribution: S/. 96,000.00. - Results Forecasted for 2011. S/. 480,000.00. 	

2. Company: GANADERA J.C. SAC	Product: cattle carcasses
<ul style="list-style-type: none"> - Goal(s). Attract private investment for installing a feedlot, a certified slaughterhouse and a cutting room in the Trujillo area. This will provide a platform for the commercialization of cattle carcasses at Tottus supermarket chain in the north of the country and its expansion to other markets. - Problem(s). <ul style="list-style-type: none"> ✓ Obtaining the qualification to supply to Tottus supermarket chain and other buyers is still pending. ✓ There are no specialized fattening centers; as a consequence, cattle do not have the quality that the market requires. ✓ The lack of certified slaughterhouses in the area limits the access and sales growth of our pre-client. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Allow pre-client to participate from the negotiation with Tottus supermarket chain. Facilitate the search of places for the installation of fattening centers. Locate cattle suppliers in the area of the Sierra Libertad (Otuzco, Julcán , Huamachuco) ✓ A consultant will be hired to develop a project for the installation of a modern certified slaughterhouse, which would process 100% of cattle destined for supermarkets and specialized stores in the north of Peru (Trujillo, Chiclayo, Piura). - Timeframe for intervention: 36 months. - Total ESC contribution: S/. 180,000.00. - Results Forecasted for 2011. S/. 950,000.00. 	

3. Company: Agrícola Peruana del Sol	Product: Panamito beans
<ul style="list-style-type: none"> - Goal(s). Start supplying panamito bean variety through the articulation of planting areas with the supply organization in Suyubamba, Pamparacra, Chuquitambo and Cochorco (Pataz) areas - Problem(s). Client's lack of knowledge of the area. Lack of capital for financing seed and fertilizer. - ESC strategy(ies). The strategy to achieve the goal is to identify farmers and planting areas and increase yields, against to traditional self-supply planting. Emphasis will be given to health and technical management of the harvest and post harvest. - Timeframe for intervention: 4 months. - Total ESC contribution: S/. 20,000.00 	

HUANCAVELICA

1. Company: HÍTALO AGRO EIRL	Producto: Selected Commercial POTATO
<ul style="list-style-type: none"> - Goal(s). Purchase 600 tons of selected and treated commercial potato from the producers' associations in the provinces of Acobamba, Angaraes, and Tayacaja in the region of Huancavelica. - Problem(s). Low genetic quality seed offered by suppliers. Poor suppliers' crop management and post-harvest (selection, storage, processing and packaging) and limited working capital. - ESC strategy(ies). Guide producers in the use of seeds obtained in centers authorized by SENASA. Empower farmers in good agricultural practices during the production cycle. Strengthen financial management with customer warranty. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 50,000.00. - Results Forecasted for 2011. S/. 360,000.00. 	
2. Company: HÍTALO AGRO EIRL	Product: COMMERCIAL NATIVE POTATO
<ul style="list-style-type: none"> - Goal(s). Purchase 300 tons of selected commercial native potato from the producers' associations in the provinces of Acobamba, Angaraes and Tayacaja in the region of Huancavelica. - Problem(s). Low quality product and unselected varieties. Poor crop management and post-harvest (selection, storage, processing and packaging) and limited working capital. - ESC strategy(ies). Guide producers in the use of seeds obtained in centers authorized by SENASA. Empower farmers in good agricultural practices during the production cycle. Strengthen financial management with customer warranty. - Timeframe for intervention. 24months. - Total ESC contribution: S/. 45,000.00 - Results Forecasted for 2011. S/. 600,000.00. 	
3. Company: JUAN SAIRITUPAC HUARCAYA	Product: CUSCO FRESH MAIZE CORN
<ul style="list-style-type: none"> - Goal(s). Increase the corn maize supply from 200 to 950 MT per year according to the required quality standards. In order to achieve this, yields should be increased and agricultural frontier in the middle of the Mantaro Valley should be expanded. - Problem(s). Low yield per hectare (10 MT), due to the lack of good agricultural practices and lack of knowledge of the product's classification and selection processes. - ESC strategy(ies). Guide producers on the use of certified seeds, application of good agricultural practices and improvement of post harvest processes - Timeframe for intervention. 30 months. - Total ESC contribution: S/. 85,000.00. - Results Forecasted for 2011. S/. 438,750.00. 	
4. Company: BOCADITOS PQ Snacks	Product: DRY BROAD BEANS
<ul style="list-style-type: none"> - Goal(s). Consistently supply 30 MT per month of dry broad bean, meeting the quality standards set by the client. - Problem(s). Low production yield per hectare (1.5 MT). Lack of a harvest program identifying grains that have not reached their ripening degree. There is no uniformity between grains. Lack of knowledge of the processes of selection and classification. - ESC strategy(ies). Develop a harvest and post harvest process improvement program through the implementation of good agricultural practices and an efficient collection that allows increasing the production yield to 2.5 MT per hectare. - Timeframe for intervention. 30 months. - Total ESC contribution: S/. 60,000.00. - Results Forecasted for 2011. S/. 186,000.00. 	
5. Company: COMERCIALIZADORA Y DISTRIBUIDORA LACPS	Product: TARWI (ANDEAN LUPIN)
<ul style="list-style-type: none"> - Goal(s). Supply 100 MT per year of Andean lupin to the export market and the market of Andean lupin snacks. - Problem(s). Low yields per hectare (01 MT). Lack of a crop selection and collection program in the 	

localities of intervention. Limited development and low technological development in the agricultural management of Andean lupin crop.

- **ESC strategy(ies).** Develop activities aimed at incorporating medium technology into planting, improving the harvesting, sorting and collection processes as well as strengthening the level of organization and coordination between the producer and the client.
- **Timeframe for intervention.** 30 months.
- **Total ESC contribution:** S/. 60,000.00.
- **Results Forecasted for 2011.** S/. 228,000.00.

6. Company: PELAMA CHUBUT	Product: DIRTY VICUÑA FIBER
<ul style="list-style-type: none"> - Goal(s). Gradually increase the purchase of vicuña fiber, allowing, in three years, the direct export of 100% of the fiber produced in the various communities of the Huancavelica region. - Problem(s). Low technological level for the efficient execution of the chaku, (installation of fences, herding, vicuña trapping) selection and shearing processes, with resulting low quality of the product (hair length too long or short, dandruff, dust). - ESC strategy(ies). Technical advice on the application of technologies to capture, shear and classify fleece according to color and fineness of the fiber. Commercial management support for obtaining permits that allow the sale of the fiber. Strengthening of control and surveillance committees. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 70,000.00. - Results Forecasted for 2011. S/. 334,800.00. 	

7. Company: COOPERATIVA AGROPECUARIA RURAL ANDINA	Product: CATEGORIZED ALPACA FIBER
<ul style="list-style-type: none"> - Goal(s). Increase by 200% sales of categorized alpaca fiber from Cooperativa Agropecuaria Rural Andina COOPRA. Standardize production according to categorization technical rules. - Problem(s). Weak sales management reflected in negotiation processes unfavorable in price and payment terms. Lack of experience in alpaca fiber categorization processes according to NTP 231.300. Limited working capital to collect higher volume of fiber and develop efficient logistics of collection processes. - ESC strategy(ies). Give support in commercial management and formalization of purchase contracts. Strengthen the capacities of technicians and masters in shearing and categorization processes respectively and articulate them with financial systems that manage supply chain programs. - Timeframe for intervention. 30 months. - Total ESC contribution: S/. 45,000.00. - Results Forecasted for 2011. S/. 96,603.00. 	

8. Company: TALLER DE TEJIDOS A TELAR TUKY RURACC	Product: CLOTHING AND ACCESSORIES
<ul style="list-style-type: none"> - Goal(s). Increase sales by an average of 30% with the incursion of new markets and the development of new products, like accessories and home decorative items. - Problem(s). Lack of a diversified client portfolio, being their only client company Allpa SAC. They do not develop their own products, which would give them access to new markets. They have a weak commercial capacity and have no experts for the product design and development. - ESC strategy(ies). Contact new customers and establish intent to purchase agreements with them. Promote new products according to market trends. Develop skills in business management, negotiation and sales. Finally, strengthen the company staff skills in the design and development of new products. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 20,000.00. - Results Forecasted for 2011. S/. 197,493.00. 	

9. Company: ARTESANÍAS SUMAK MAKI	Product: CLOTHING AND ACCESSORIES
<ul style="list-style-type: none"> - Goal(s). Increase Sumak Maki sales by 30% by developing new accessories, as well as increasing a diversified portfolio of potential customers. 	

- **Problem(s).** Products do not meet the quality standards required for the export market. Lack of workers specialized in quality control to supply to the export market. Limited working capital to have higher production volume.
- **ESC strategy(ies).** Develop new products according to market trends. Strengthen the skills of company staff in quality control and finishing. Articulate them with financial systems that manage supply chain programs.
- **Timeframe for intervention.** 24 months.
- **Total ESC contribution:** S/. 20,000.00.
- **Results Forecasted for 2011.** S/. 31,025.00.

10. Company: ASOCIACION QAMPAQ ART	Product: CLOTHING AND ACCESORIES
<ul style="list-style-type: none"> - Goal(s). Increase the sales level of Qampaq by 100% with the development of new products and contacts with new customers. - Problem(s). Deficiencies in the quality of new designs and standardization of production (measurements, tension and poor finishes) affect the increase of Qampaq sales. - ESC strategy(ies). The ESC will put the company in contact with new customers, establishing intent to purchase agreements with them and will evaluate the productive capacity of the company considering artisan specialization, product quality and delivery time. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 40,000.00. - Results Forecasted for 2011. S/. 44,475.00. 	

1. Company: AGROMANTARO	Product: JALAPENO CHILI
<ul style="list-style-type: none"> - Goal(s). Improve the supply of raw material. To achieve this, it is necessary to articulate the company Agromantaro with small producers of jalapeno chilies who cultivate with acceptable performance and quality to the company and that are located in the Central Selva area. - Problem(s). Difficulty in organizing the production supply because jalapeno chili is a new crop in the forest zone and farmers have limited access to financing as well as limited technical knowledge of the crop and the business. - ESC strategy(ies). Develop activities to integrate farmers that have economic capacity and availability of areas. Facilitate the use of a (productive) value chain. Provide technical support. Articulate them with the financial system to expand areas. - Timeframe for intervention. 28 months. - Total ESC contribution: S/. 200,000.00. - Results Forecasted for 2011. S/. 1,700,000.00. 	
2. Empresa: PONEDORAS CHANCHAMAYO	Product: HEN EGGS
<ul style="list-style-type: none"> - Goal(s). The objective of the Business Plan is to increase, in a staggered and sustainable manner, fresh brown eggs production, fulfilling the unmet demand of the central Selva. This increase will be achieved through an adequate and efficient technical management of the laying hens, and a permanent supply of yellow corn, the main supply for feeding laying hens. - Problem(s). Lack of technical knowledge in the handling of laying hens to prevent high mortality rates, both in the growing phase (up to 20 weeks old) and in the production phase (from 21 to 70 weeks of age). Difficulty organizing the supply of yellow corn, main supply for feeding laying hens. - ESC strategy(ies). Hire a specialist and a technician with experience in raising laying hens. They would provide specialized technical assistance to adapt the technical handling performed in the coastal zone to the forest conditions, maintain the batch of laying hens mortality in an acceptable range, and organize a value chain for yellow corn. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 120,000.00. - Results Forecasted for 2011. S/. 865,000.00. 	
3. Empresa: PONEDORAS CHANCHAMAYO	Product: POULTRY MEAT
<ul style="list-style-type: none"> - Goal(s). Get the hens that, after going through the different stages of production cycle, present the lowest rates of mortality and ideal body weight for starting the production phase. Improve production and persistence of the production phase so that at the end of the production cycle these hens can go to market with appropriate weights of about 2.0 kilos, which is what the market needs and appreciates. - Problem(s). Lack of technical knowledge in the handling of laying hens to prevent high mortality rates. - ESC strategy(ies). Adapt the technology for raising hens used in the Coast to central jungle conditions. To achieve this, production indicators should be obtained. These indicators should be very similar to those obtained on the coast and should make this new business venture profitable. - Timeframe for intervention. 12 months. - Total ESC contribution: S/. 0,000.00 - Results Forecasted for 2011. S/. 100,000.00. 	
4. Company: LEOCAR EIRL	Product: LIVE CATTLE
<ul style="list-style-type: none"> - Goal(s). Increase the supply of live cattle, for which it is necessary to improve the collection system in different parts of the country, establishing smaller collection centers and increasing the number of suppliers in new areas. Provide technical support in livestock handling. - Problem(s). Insufficient raw material (live cattle) to meet market demand and poor quality of cattle purchased by the company in central jungle area. - ESC strategy(ies). Develop a value chain that involves the market represented by the client, suppliers (farmers), agro-veterinary companies and some carriers. Improve the collection system. - Timeframe for intervention. 30 months. - Total ESC contribution: S/. 150,000.00 - Results Forecasted for 2011. S/. 1,200,000.00. 	

5. Company: LACTEA S.A	Product: SHEEP CHEESE
<ul style="list-style-type: none"> - Goal(s). Improve the supply of raw material. To achieve this, it is necessary to articulate SA dairy company with groups, associations or rural communities that have sheep, grazing areas under optimal soil and climate conditions, and predisposition to develop the genetic conversion project. - Problem(s). Lack of raw material (sheep milk): it is necessary to involve new communities to develop the gene conversion project. Weak operational links with those developing the project. Limited technology transfer for gene conversion. - ESC strategy(ies). Identify communities interested in the conversion project. Promote the development of value chains: business, farmers (groups, associations or communities), and other actors to formalize strategic partnerships. - Timeframe for intervention. 36 months. - Total ESC contribution: S/. 80,000.00. - Results Forecasted for 2011. S/. 120,000.00. 	

6. Company: ECOANDINO S.A.C	Product: CACAO RAW SNACKS
<ul style="list-style-type: none"> - Goal(s). Increase the supply (volume) of raw material (low fermentation organic cacao) from 120 to 250 tons. - Problem(s). Incorporation of new hectares of cacao under an organic and sustainable business model is still pending. Low yields per ha. Lack of knowledge of harvest and post harvest management. - ESC strategy(ies). Perform coordinated work between PRA project and the company to identify new producers of cacao and involve them in the organic certification process. Train them in the production process, especially in post-harvest management, improving the organic cacao collection system and installing collection centers in strategic areas. - Timeframe for intervention. 36 months. - Total ESC contribution: S/. 60,000 - Results Forecasted for 2011. S/. 750,000.00. 	

7. Company: KOKEN PERÚ S.R.L	Product: MACA FLOUR
<ul style="list-style-type: none"> - Goal(s). Increase the company's sales turnover. This means increasing the supply (volume) of raw material (maca) under the requirements demanded by the plant manager. This increase should be achieved through the expansion of cultivation areas and improvement of productivity and post harvest management. - Problem(s). Difficulty to organize and keep in operation value chains for the product (maca) under organic terms to achieve certification. Deficiency in post-harvest treatment of the product and lack of a dehydration machine. - ESC strategy(ies). Promote and develop efficient value chains, where those involved are clear about their responsibilities and economic benefits. Execute activities that expand the company's own croplands. In both cases, we seek to improve productivity, and manage post harvest in a timely and efficient manner. - Timeframe for intervention. 36 months. - Total ESC contribution: S/. 91,000 - Results Forecasted for 2011. S/. 550,000.00. 	

8. Company: PISCIGRAJA BERNUY	Product: FRESH TROUT
<ul style="list-style-type: none"> - Goal(s). Increase the volume of own production and the supply of quality trout from third parties. The trout is to be commercialized fresh, as a whole and gutted. Meet the demand of the regional market and the export and commercial companies. - Problem(s). Little capacity to provide technical assistance to small trout farmers (third parties) linked to the company. Third-party trout does not meet quality standards. - ESC strategy(ies). Increase the number of suppliers and improve their production by increasing the number of floating cages in lagoon Lulicocha and open an Operations Center in lagoon Run Pun. - Timeframe for intervention. 30 months. - Total ESC contribution: S/. 65,550 - Results Forecasted for 2011. S/. 500,000.00. 	

9. Company: CORPORACION WORLD FOODS	Product: FRESH WHOLE GINGER
<ul style="list-style-type: none"> - Goal(s). The business plan target is to increase the supply (volume) of top quality fresh ginger and obtain 	

<p>1,100 tons. in two years, as well as to enter the organic program. This requires facilitating trade relations among producers and the company, and providing technical support in the application of technologies, not only to conventional but also to organic farming, with existing producers and with new ones that will be incorporated.</p> <ul style="list-style-type: none"> - Problem(s). <ul style="list-style-type: none"> ✓ Low capacity of ginger producers to offer a product of top quality with: <ul style="list-style-type: none"> ○ Pungency content of 5 – 7 (1 to 10 scale), yellow color. ○ Minimum weight of 250 gr., ○ Free of marks (cuts or signs of pests and diseases). ○ Washed with running water and delivered in plastic crates. ✓ Low yields per hectare. 90% of ginger suppliers are between 20 to 22 MT / ha. - ESC strategy(ies). The strategy to achieve this goal is to make coordinated efforts between the PRA project and the company to provide technical support to farmers linked to customers and identify new ginger suppliers to involve them in the conventional and organic production process. This must be achieved through the creation of a value chain that takes into account the improvement of the production process, particularly increasing yields, improving health, harvest and post harvest, and also implementing an efficient collection system. The company should also invest in the purchase of machinery and equipment to improve the processing power of the ginger processing plant. - Timeframe for intervention. 24 months - Total ESC contribution: S/. 50,000.00 - Results Forecasted for 2011. S/. 600,000.00.
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10. Company: AGROMANTARO SAC	Product: CANNED THORNLESS ARTICHOKE
<ul style="list-style-type: none"> - Goal(s). Guarantee and improve the supply of raw material. For this, it is necessary to support the company in the search of new areas suitable for cultivation, leases signature and validation of a new technology package for these new varieties of thornless artichokes growing in the Mantaro Valley. 2010-11: 85ha. new, rented and planted; and 14ha. of shoots; making a total of 99ha. 2011-12: 115ha. new, rented and planted; and 85ha. of shoots; making a total of 200 ha. - Problem(s). <ul style="list-style-type: none"> ✓ Difficulty finding new cultivation areas for renting to be added to the land already managed by the company. There is a shortfall of 35ha. to complete the target of 85ha. planned for this season. ✓ Difficulty to monitor and evaluate in situ soil physiographic conditions, water availability and road accessibility of the land the company has leased and new areas to be leased. ✓ Difficulty to give technical assistance to all areas, due to the dispersion of the cultivation areas to settled. ✓ Low yields per hectare (12 tons / ha) are being obtained because it is a business still under consolidation and has relatively new varieties (lorca and imperial star). An increase by 15% is expected. - ESC strategy(ies). PRA Project in coordination with the company will hire a consultant to complement the obtaining of new growing areas for the company to lease. A consultant specialist will be hired to validate the technology package in two seasons. The company in turn must have the financial resources to pay the rent of the land, as well as to finance the installation of its own thornless artichoke crops. - Timeframe for intervention. 36 months - Total ESC contribution: S/. 84,000.00. - Results Forecasted for 2011. S/. 1,700,000.00. 	

11. Company: CAPSICUM ANDINO	Product: TABASCO PEPPER
<ul style="list-style-type: none"> - Goal(s). The business plan target is to incorporate and develop new areas of tabasco pepper cultivation in the central jungle area to ensure continuous supply of raw material to its customer abroad. This will require getting purchase contracts signed for two years. - Problem(s). Difficulty to convene, incorporate and organize farmers from the central jungle area, interested in the business of tabasco pepper. - ESC strategy(ies). The ESC will facilitate the hiring of a technician to perform the activities of identifying farmers interested in the business and the organization of the producers, then present them to the company and allow them to sign production and purchase contracts. - Timeframe for intervention. 10 months initially. Depending on the results, it could be extended to 18 	

additional months.

- **Total ESC contribution:** S/. 67,500.00.
- **Results Forecasted for 2011.** S/. 200,000.00.

SIERRA NORTE DE LIMA – HUANUCO

1. Company: IMPORTACIONES Y EXPORTACIONES FELLES IRL.	Product: PEACHES
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Gain entry to the Ecuadorian market by improving fruit quality. ✓ Increase peach sales levels in the Ecuadorian and national market. - Problem(s). The company does not have a sorting and classification plant which would allow having fruit with good presentation and available on time to reach its destination. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Technical support will be given for the company to acquire and implement a sorting plant. ✓ Their supply chain will be strengthened providing technical assistance in order to improve their production levels and the quality of their fruit. ✓ New suppliers will be sought so that the plant increases its stock volume. At least one Colombian buyer will be articulated. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 180,000.00. - Results Forecasted for 2011. S/. 2,100,000.00. 	

2. Company: PRODUCTORES DE LOS VALLES INTERANDINOS DEL PERÚ SRL.	Product: PEACHES
<ul style="list-style-type: none"> - Goal(s). Commercialize 150MT of peach in the Ecuadorian and Peruvian markets. - Problem(s). Lack of knowledge of the commercialization process and of markets behavior. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Articulate buyers: one local and one foreign buyer. ✓ Organize producers and give them technical assistance with emphasis on post-harvest stage, in order to get a quality product. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 120,000.00. - Results Forecasted for 2011. S/. 330,000.00. 	

3. COMPANY : PROACHIRKO	Product: ORGANIC CHERIMOYA
<ul style="list-style-type: none"> - Goal(s). Certify 200ha. of cumbe type cherimoya in the Huanangui community and improve their production levels achieving yields of 20 MT per hectare in order to enter the export market. - Problem(s). Farmers do not know the rules and practices of organic agriculture, and do not have a standardized technology package which makes field yields non uniform. - ESC strategy(ies). The ESC will support the formation of internal inspection committees for farmers to obtain organic certification. It will also standardized the technology package for farmers to produce a fruit of uniform quality and quantity as required by the market. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 125,000.00. - Results Forecasted for 2011. S/. 420,000.00. 	

4. Company: JF EQUIPOS/GRUPO REDONDOS	Product: EVISCERATED TROUT
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Get the company to install a trout breeding center and a trout processing and profit center in Oyon. ✓ Achieve the commercialization of 240 tons of trout per year. - Problem(s). The client will begin breeding trout in an area he has little knowledge of. They could also have difficulty interacting with local actors and may not be able to identify a specific area to build and deploy their production and profit center. - ESC strategy(ies). The company will get support to locate an ideal area for breeding trout and also in the negotiations for its acquisition. The company will also get help to maintain good relations with locals who are always against large investments. 	

- **Timeframe for intervention.** 8 months.
- **Total ESC contribution:** S/. 40,000.00.
- **Results Forecasted for 2011.** S/. 160,000.00.

5. Company: PROSUR	Product: ALPACA FIBER
<ul style="list-style-type: none"> - Goal(s). Ensure that communities in areas of direct intervention of Buenaventura and Raura can directly place their classified or categorized fiber to the client company. 10.000 kilos of fiber are expected to be commercialized. - Problem(s). Alpaca producers sell wool "as it is" individually or to gatherers, so they get low prices for their products. - ESC strategy(ies). Organize the supply and train alpaca producers to make a proper shearing, and a proper selection and categorization of the fiber to place it directly to the client company. - Timeframe for intervention. 20 months. - Total ESC contribution: S/. 80,000.00. - Results Forecasted for 2011. S/. 60,000.00. 	

6. Company: COMUNIDAD CAMPESINA DE CHINCHETINGO.	Product: CHEESES
<ul style="list-style-type: none"> - Goal(s). Put in operation the Chinchetingo cheese plant (it will commercialize 1.500 kilos of cheese per month). - Problem(s). The plant donated by Buenaventura is inactive. It processes 40 liters of milk daily and has neither a safe market nor a supply chain. - ESC strategy(ies). The ESC will promote the granting or selling of the plant to a private operator that will put it in operation. The plant should become the driving force of the farming activity in this area of intervention of Buenaventura mining company. - Timeframe for intervention. 10 months. - Total ESC contribution. S/. 40,000.00. - Results Forecasted for 2011. S/. 120,000.00. 	

7. Company: AGROINDUSTRIAS PILCO SRL.	Product: AMARANTH
<ul style="list-style-type: none"> - Goal(s). Ensure that the company can place 80 tons of amaranth in its target market. - Problem(s). Little knowledge of the production areas in Huánuco. - ESC strategy(ies). The company, with the support from the ESC, will identify potential production areas and fields, and will promote planting both directly and in partnership with farmers giving them the necessary technical support in growing, harvesting and post harvest. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 90,000.00. - Results Forecasted for 2011. S/. 300,000.00. 	

8. Company: AGROHIDRO SRL.	Product: SALTED ANCHOVY
<ul style="list-style-type: none"> - Goal(s). Place 50 tons of anchovy in its target market. - Problem(s). <ul style="list-style-type: none"> ✓ Little knowledge of the area and of the potential suppliers of raw materials. ✓ Does not have a suitable place to develop the product. ✓ The product technology needs to be adjusted to make it more attractive for consumers. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Potential areas of production will be identified. ✓ Suppliers will be identified and adjustments will be made to the technical production process in order to obtain the product that the market demands. - Timeframe for intervention. 8 months. - Total ESC contribution: S/. 40,000.00. - Results Forecasted for 2011. S/. 100,000.00. 	

9. Company: VERDE FLOR	Product: CONVENTIONAL AVOCADO USING GOOD AGRICULTURAL PRACTICES
<ul style="list-style-type: none"> - Goal(s). Increase the number of avocado suppliers following good agricultural practices so that the Verde Flor company is able to fulfill its sales contracts abroad. - ESC strategy(ies). Identify farmers producing avocado in the corridor using good practices so that they become Verde Flor's suppliers. They will be organized and their negotiations with the company will be made easy. Technical assistance will be provided in order to meet the requirements of Good Agricultural Practices. - Timeframe for intervention. 12 months. - Total ESC contribution: S/. 36,000.00. - Results Forecasted for 2011. S/. 400,000.00. 	

10. Company: NOVEDADES PERÚ	Product: SILVER JEWELLERY
<ul style="list-style-type: none"> - Goal(s). Develop new products and enter new markets with jewelry made with thin sterling silver threads. Increase sale levels of women's sterling silver jewelry. - Problem(s). Lack of knowledge and expertise in making jewelry with thin sterling silver threads and its application to women's fine jewelry. - ESC strategy(ies). Support the specialization of a group of 15 women who have been trained by the regional government of Lima in a basic jewelry course. Articulate with local buyers and new local and foreign markets, developing new products following fashion trends. - Timeframe for intervention. 6 months. - Total ESC contribution: S/. 25,000.00. - Results Forecasted for 2011. S/. 50,000.00. 	

11. Company: CERÁMICA ARTESANAL APIMAVI	Product: POTTERY
<ul style="list-style-type: none"> - Goal(s). Raise their sale levels and enter new markets (local, national and foreign) with products of novel designs. - Problem(s). Poor condition of the equipment needed to finish products, specifically the high temperature burning furnace. - ESC strategy(ies). Give technically support so that the company develops a supply chain, especially in areas where there is clay. Seek and articulate new markets (local, regional, national and foreign) with the presentation of samples. - Timeframe for intervention. 8 months. - Total ESC contribution: S/. 25,000.00. - Results Forecasted for 2011. S/. 50,000.00. 	

12. Company: PLANTA DE TRANSFORMACIÓN LÁCTEA DE JESÚS	Product: FRESH MILK FOR DAIRY PRODUCTS
<ul style="list-style-type: none"> - Goal(s). Increase production and productivity levels of fresh milk from the farmers' associations so that they supply to the Planta de Transformación Láctea de Jesús company. - Problem(s). The milk processing plant requires higher volumes and milk of better quality to be able to process about 500 liters of fresh milk in the beginning and get to the end of the first year producing 2.000 liters. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Technical support will be given to associations of producers for obtaining fresh milk in terms of volume and quality. Support will also be given in management, health, feeding, fodder and breeding matters. ✓ It will be made possible for the company or another organization to acquired light vehicles such as motorcycles with wagons for milk transportation from the production centers in the communities to the milk processing plant. - Timeframe for intervention. 36 months. - Total ESC contribution: S/. 180,000.00. - Results Forecasted for 2011. S/. 30,000.00. 	

13. Company: OREGÓN FOODS	Product: SHEEPMEAT
<ul style="list-style-type: none"> - Goal(s). Commercialize 40 MT of sheep meat. - Problem(s). The company has established certain quality standards in the slaughtering, as well as in the commercialization of animals. This means that there must be an adequate profit center, and that the Halal certification must be obtained. - ESC strategy(ies). Technical assistance will be given to associations of sheep producers in the province of Lauricocha in order to obtain two or three teeth lambs to commercialize to this client. - Timeframe for intervention. 24 months. - Total ESC contribution: S/. 120,000.00. - Results Forecasted for 2011. S/. 100,000.00. 	

14. Company: AGRO NEGOCIOS 268	Product: NATIVE POTATO
<ul style="list-style-type: none"> - Goal(s). Commercialize 300 tons of native potatoes from Lauricocha province. - Problem(s). It is necessary to provide technical assistance to producers of native potatoes during the whole production process in order to achieve the expected yields. - ESC strategy(ies). The ESC will locate suitable production areas and identify a group of farmers who will be organized to become suppliers of the client company. - Timeframe for intervention. 12 months. - Total ESC contribution: S/. 30,000.00. - Results Forecasted for 2011. S/. 50,000.00. 	

MADRE DE DIOS

1. Company: ENCHAPES SUR ORIENTE SAC	Product: DECORATIVE WOOD VENEERS
<ul style="list-style-type: none"> – Goal(s). Achieve a monthly production of 10.000 square meters for the first three months and reach 30,000 square meters per month, starting in the fourth month. – Problem(s). Weak commercial articulation and technical problems for implementation of the machinery to produce veneers. These problems are mainly related to the calibration of the machinery and equipment, which requires the participation of highly trained professionals. – ESC strategy(ies). Identify people specialized in solving technical problems. Create commercial ties for the company. – Timeframe for intervention. 6 months. – Total ESC contribution: S/. 28,000.00. – Results Forecasted for 2011. S/. 480,000.00. 	

2. Company: ARTES EN SHIRINGA LA IBERIANA SRL – ASHIBE	Product: VEGETABLE LEATHER
<ul style="list-style-type: none"> – Goal(s). Gain access to export markets of vegetable leather rugs and improve product quality. – Problem(s). Vegetable leather rugs meeting quality requirements of the buyer must be produced. – ESC strategy(ies). The ESC will identify exporting companies interested in the product and put them in contact with the client. It will also provide technical assistance to the management of product quality. – Timeframe for intervention. 24 months, as target time to achieve sales. – Total ESC contribution: S/. 12,000.00. – Results Forecasted for 2011. S/. 15,000.00. 	

3. Company: AGROFORNA	Product: NATURAL RUBBER SHEETS
<ul style="list-style-type: none"> – Goal(s). Start production of rubber sheets, and continue to improve production levels and customer quality gradually. Initiate the production of natural rubber in sheets, with a production of 1.500 kg of sheets per month, during the first six months and reach 3.000 kg per month at the end of first year of production. – Problem(s). Lack of sure buyers for rubber sheets, partly because the product does not meet all quality standards. – ESC strategy(ies). Contact sure buyers of natural rubber sheets. Give technical support to the customer for the planning and installation of the shiringa road in order to achieve appropriate volumes and sustainable incomes for each extractor. Raise the quality of the product so that it can reach the quality standards of new buyers. – Timeframe for intervention. 6 months. – Total ESC contribution: S/. 12,700.00. – Results Forecasted for 2011. S/. 150,000.00. 	

4. Company: ASERRADERO ESPINOZA S.A	Product: LUMBER
<ul style="list-style-type: none"> – Goal(s). Increase sales as a result of a higher value of dry and certified wood that is oriented to the export market with already known buyers. – Problem(s). Not putting into operation the drying oven. This situation prevents the company from exporting dry wood to its certified wood markets as well as reducing the transportation costs to Callao port. – ESC strategy(ies). Identification and recruitment of a consultant for the implementation of the drying oven, as well as technical assistance for the drying process. Additionally, he will support the customer in the evaluation of the chain of custody and growth plots, which are observations of the certification authority needed to approve the forest certification audit that will take place the first week of November. – Timeframe for intervention. 12 months. – Total ESC contribution: S/. 25,000.00. – Results Forecasted for 2011. S/. 1,300,000.00. 	

5. Company: COMUNIDAD NATIVA BÉLGICA	Product: STANDING TIMBER
<ul style="list-style-type: none"> – Goal(s). Increase sales of standing timber, which will result from the joint with new buyers that will extract other species besides the ones the community has committed to the company MADERYJA. Keep the forest certification standards that their customers require. – Problem(s). The community only has buyers of hardwood flooring, which represents just 30% of its 	

<p>potential. In addition, community residents have no knowledge of forestry operations and the monitoring of these: directed felling, bucking, skidding and others.</p> <ul style="list-style-type: none"> - ESC strategy(ies). Identification of companies interested in investing and buying standing timber from the community, except the one committed to MADERYJA. Hire consultants to provide technical assistance to monitor forest operations so that they are performed with forest certification standards, since the community uses that road. The consultants should also train people from the community on these issues so that trained personnel perform monitoring in subsequent years. - Timeframe for intervention. 18 months. - Total ESC contribution: S/. 15,000.00. - Results Forecasted for 2011. S/. 200,000.00.
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6. Company: COMUNIDAD NATIVA BÉLGICA	Product: NATIVE TEXTILES
<ul style="list-style-type: none"> - Goal(s). Achieve the opening of the market to native textiles with Yine designs. These textiles are made by the female settlers of the native community just for their own consumption. They however have full interest in producing them commercially. The ESC will articulate female producers with the market, improving quality and production levels that buyers demand. The production of blankets will start with a level of 60 units per month. - Problem(s). Women of the community do not have a definite market for their native textiles and are interested in producing them commercially to improve their income. However, they will not produce them with the quality standards required by potential buyers - ESC strategy(ies). Identification of companies interested in buying the production of textile crafts that the women of the community will produce, achieving the respective articulation. To achieve the production and quality levels the ESC will hire a consultant specialized in native textiles to empower women of the community to achieve these levels. - Timeframe for intervention. 12 months. - Total ESC contribution: S/. 4,000.00. - Results Forecasted for 2011. S/. 15,000.00. 	

7. Company: RONAP – RECOLECTORES ORGÁNICOS DE LA NUEZ AMAZÓNICA	Product: EXPORT QUALITY PEELED CHESTNUT
<ul style="list-style-type: none"> - Goal(s). Achieve the first export of peeled chestnuts to organic and fair trade niche markets. This represents a significant increase in the organization sales which nowadays only sells the product locally. The export value of the first container is U.S. \$ 106,000.00 - Problem(s). The client has no experience in the export of peeled chestnuts although its product reaches very demanding markets through an export company, obtaining lower prices for their products. The company does not have staff to provide technical assistance for the chestnuts export as well as to obtain the required funding of importing firms and ethical banks. - ESC strategy(ies). Identification of specialized consultants that are able to solve funding and technical issues to allow the opening of the export market for organic and FLO certified peeled chestnuts. Monitor the consultants hired to ensure the first export. - Timeframe for intervention. 18 months. - Total ESC contribution: S/. 22,500.00. - Results Forecasted for 2011. S/. 288,000.00. 	

8. Company: PERÚ MADERA SAC	Product: SERVICIOS DE HABILITADO DE MADERA
<ul style="list-style-type: none"> - Goal(s). Ensure the implementation and operation of the plant for sawmill, drying and planing of wood. 14.000 board feet of timber will be dried from the beginning. 30,000 board feet of sawmill service will also be given initially. - Problem(s). Service buyers have not been fully identified. Not putting into operating the drying oven and sawmill plant is also a problem. This prevents the company from providing wood services (sawmill, drying and brushing mainly) that would generate more income for the customer. - ESC strategy(ies). Articulation with companies buying wood services. Identification and recruitment of consultants who will put the machinery, the drying and sawmill equipment in operation. The consultants will also give technical assistance for the respective processes. 	

- **Timeframe for intervention.** 6 months.
- **Total ESC contribution:** S/. 25,000.00.
- **Results Forecasted for 2011.** S/. 120,000.00.

1. Company: EL ALTIPLANO S.A.C.	Product: ORGANIC AND CONVENTIONAL BLACK QUINOA
<ul style="list-style-type: none"> - Goal(s). Strengthen the direct commercialization of the company's own production with clients at the national and international levels. - Problem(s). <ul style="list-style-type: none"> ✓ The company has no business connections to sell and export directly to foreign markets. ✓ Post harvest problems, considering the excess of impurities coming from the harvest. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Aggressive search of business contacts through participation in fairs and contacts in Lima and abroad. ✓ Recruit three technicians to provide assistance during sowing and post harvest seasons. - Timeframe for intervention. Two seasons (September-May) maximum, depending on the success of the commercial joint. - Total ESC contribution. S/. 32,000.00 - Results Forecasted for 2011. S/. 160,000.00. 	

2. Company: NIISA CORP.	Product: CERTIFIED ORGANIC QUINOA
<ul style="list-style-type: none"> - Goal(s). Achieve the sale of 100ha. of certified organic quinoa, to different clients within the national territory or outside. - Problem(s). <ul style="list-style-type: none"> ✓ Weak technical control of the crop, both in the production process and in post harvest. - ESC strategy(ies). Hire three experts in post harvest and crop technical control to solve the productivity problem. Give technical advice on the process of collection and on the purchase logistics. - Timeframe for intervention. Two seasons. - Total ESC contribution. About S/. 35,000.00 - Results Forecasted for 2011. S/. 640,000.00. 	

3. Company: CECOVASA	Product: ORGANIC GREEN COFFEE
<ul style="list-style-type: none"> - Goal(s). Increase the yield of the crop fields of the nine sectors within the organic coffee program from 12 quintals per hectare to 18 quintals per hectare in the next two years. This implies an improvement in the productivity of fields related to superior quality, considering the impact of the intervention. - Problem(s). <ul style="list-style-type: none"> ✓ Low productivity of coffee cultivation (12 qq / ha). ✓ Poor management and maintenance of coffee cultivation by the new farmers - ESC strategy(ies). Recruit three technical experts in organic coffee cultivation to advice on pruning, fertilizing and control of fungal diseases of crops. These technicians will need to train the 217 producers from the 9 areas identified in the business plan. Technicians will need to reinforce the management and control of organic crops and avoid penalties and expulsions from the program. - Timeframe for intervention. Two seasons according to the coffee harvest time (two years). - Total ESC contribution. About S/. 27,000.00. - Results Forecasted for 2011. Sales for this business are expected to occur in 2012. 	

4. Company: ARAPA	Product: CANNED TROUT
<ul style="list-style-type: none"> - Goal(s). <ul style="list-style-type: none"> ✓ Strengthen the capacity of trout producers in the technical management of raw materials (crop, segmentation, feeding, pigmentation, texture and product extraction). Meet the current buyers' requirement regarding good environmental management in the lake (waste care). ✓ Strengthen product positioning in the local market and distribution channels internationally. 	

<p>This will increase the sales volume by 30% over the next two years due to trade openness.</p> <ul style="list-style-type: none"> - Problem(s). <ul style="list-style-type: none"> ✓ The trout producers from lake Arapa are not aware of its environmental management and do not have a monitoring system that will allow for a suitable control of the environment. - ESC strategy(ies). Recruit a consultant to conduct an environmental diagnosis of the lake, identify potential problems that are affecting the production of trout and suggest recommendations so that producers keep proper control of the planting by reducing the negative impact on the environment. Recruit consultants to support the implementation of the measures indicated in the diagnosis. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 48,000.00 - Results Forecasted for 2011. S/. 124,000.00.

5. Company: TRANSANDINA DEL PERÚ S.A.C	Product: EVISCERATED AND BONELESS TROUT
<ul style="list-style-type: none"> - Goal(s). Improve trout standardization by implementing a traceability system. This will allow market dominance in the national market and integration to the international market. Increase company sales by 30% over the next two years (considering the client's projection for the regions of Pomata and Lagunillas). - Problem(s). The producers / suppliers associations have a poor crop management; producers do not know the rules of standardization and traceability of the trout. This limits the entering of the product to foreign markets. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Replace the traditional management system of the trout with a technical management performed by two specialists in raising trout to ensure the use of standardization and traceability rules. ✓ Establish a brand linked to the area and develop innovative packaging according to market requirements. This presentation should help to increase sales. - Timeframe for intervention: 12 months initially, afterward the results will be evaluated to determine whether or not to continue for a period of 12 additional months. - Total ESC contribution: S/. 40,000.00 - Results Forecasted for 2011. S/. 240,000.00. 	

6. Company: GRANJA DON BOSCO	Product: ANDEAN CHEESE
<ul style="list-style-type: none"> - Goal(s). Position the company in the extra-regional market over its competitors in terms of quality standards and critical points control. This will allow improving the production system and entering more demanding and competitive markets. This actions will result in an increase on sales by 20% the first year and by 40% the second year. - Problem(s). The current market requires products that have a system of product quality assurance. To achieve this, it is necessary to control the critical points of the production process. - ESC strategy(ies). Improve the traditional system of suppliers milking practices using good milking practices and comprehensive barn management. Improve the production system of quality control of critical points through technical assistance that allows reducing risk of product contamination and obtaining a competitive product with quality standards. - Timeframe for intervention: 24 months. - Total ESC contribution. S/. 24,000.00. - Results Forecasted for 2011. S/. 34,000.00. 	

7. Company: LAIVE S.A	Product: PARIÁ CHEESE
<ul style="list-style-type: none"> - Goal(s). Articulate producers of Paria cheese, located in the districts of Ayaviri, Umachiri and Orurillo with the company LAIVE SA. Cheeses must meet the specific requirements of the company regarding quality and volume to guarantee 9.600 kilos in the first year and 14,400 Kilos in the second year of operation of the project. - Problem(s). 50% of Paria cheese producers, who are suppliers of LAIVE company located in the 	

<p>Ayaviri, Orurillo, and Umachiri basins, are unaware of the production characteristics and quality standards of cheese required by LAIVE.</p> <ul style="list-style-type: none"> - ESC strategy(ies). CSE Puno has identified potential cheese producers that will supply to LAIVE S.A. company. These producers' quality standards are within the requirements of the company mentioned. The producers will be trained to strengthen their knowledge of Paria cheese production. Technicians specialized in barn management and milking good practices will be recruited in order to induce producers to deliver good quality fresh milk to cheese factories. - Timeframe for intervention: 24 months. - Total ESC contribution. S/. 24,000.00. - Results Forecasted for 2011. S/. 67,200.00.
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8. Company: GRAN PAJATÉN	Product: HANDICRAFTS-Clothing
<ul style="list-style-type: none"> - Goal(s). Increase company sales by 10% in the first year and by 20% during the second year. This will be achieved by improving women's productivity to fulfill the orders and by having producing garments with a good finish. - Problem(s). Women from the association of artisans need to develop the skills and techniques required to obtain garments with a good finish, according to the required characteristics (measurements and sizes). - ESC strategy(ies). Hire a consultant with expertise in finished garments / fabrics. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 30,000.00 that will allow the financing of an expert consultant for intermittent periods according to each order. - Results Forecasted for 2011. S/. 160,000.00. 	

9. Company: SAIS KENAMARI	Product: CATEGORIZED ALPACA FIBER
<ul style="list-style-type: none"> - Goal(s). Increase incomes of small alpaca fiber producers from the Agricultural Society of Social Interest (SAIS) Kenamari de Antauta by 40% over the next two years (company goal), changing the supply from raw fiber to categorized fiber. - Problem(s). <ul style="list-style-type: none"> ✓ Identification of buyers for the commercialization of categorized alpaca fiber. ✓ Contingencies related to the quality of the shearing (uneven cuts, fleece cuts shorter than 5cm, animal skin cuts as a result of the use of knives, cans or glass, product contamination by foreign substances). ✓ Lack of knowledge of the Peruvian Technical Standard (NTP), shearing and collection techniques. ✓ Lack of knowledge of business administration. - ESC strategy(ies). <ul style="list-style-type: none"> ✓ Replace the traditional and empirical shearing techniques with modern techniques that allow optimizing resources and produce more value-added fiber. ✓ Provide technical assistance to strengthen the management of the storage facility and the identification of markets in order to achieve a commercial joint. ✓ Incorporate an expert in production and marketing of fiber. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 72, 000.00, funding that will allow project implementation follow-up for short and long seasons, during the months prior to each, as well as financing the expert for a period of 7-8 months - Results Forecasted for 2011. S/. 65,000.00. 	

10. Company: PRODUCTORES SPAR	Product: CATEGORIZED ALPACA FIBER
<ul style="list-style-type: none"> - Goals. Ensure that most members of the Association of Alpaca Producers benefit from an efficient administrative tool for the collecting and storing of categorized fiber system, using specialized technical assistance. This will be done in order to offer a product with high quality standards which will translate into a higher income level. - Problem. Most members of the Association of Alpacas Producers SPAR Ajoyani, do not have an 	

<p>efficient administrative management model for collecting and storing the categorized fiber, which prevents the products from having an added value.</p> <ul style="list-style-type: none"> - Estrategia CSE. <ul style="list-style-type: none"> ✓ Hire, for a period of three months, an expert in organizing the supply of alpaca fiber to provide technical advice to producers on managing the storage facility. The technical assistance provided will establish fiber gathering schedules, selection of a gathering committee and management of the stored product. - Timeframe for intervention. 24 months (considering the total period of time in which the business is expected to be in the top of its potential). - Total ESC contribution. About S/. 24, 000.00 - Results Forecasted for 2011. S/. 130,000.00.

11. Company: ASOCIACIÓN REGIONAL DE PRODUCTORES DE OVINOS CORRIEDALE - PUNO	Product: CONDITIONED SHEEP WOOL
<ul style="list-style-type: none"> - Goal(s). Provide technical assistance that allows the application of the Tally-Hi method for shearing sheep (shearing method that permits to obtain the highest quality wool, minimizing time, effort and improving animal treatment, having lower production costs. The technique allows the use of manual or mechanical scissors). - Problem(s). Generally, members of the association use a method of shearing sheep that causes waste of time, wastage and polluted wool. As a result, the product does not meet market demands. - ESC strategy(ies). <ul style="list-style-type: none"> - Hiring, for a period of three months, an expert on good shearing practices and organization of wool supply who provides technical assistance to sheep producers of this association in the Hi Tally method and in conditioning wool for sale. The technical assistance provided will establish fiber gathering schedules, selection of a gathering committee and management of the stored product. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 28, 000.00 - Results Forecasted for 2011. S/. 356,000.00. 	

12. Company: SUMAC PERÚ	Product: HANDICRAFTS-Clothing
<ul style="list-style-type: none"> - Goal(s). Achieve direct articulation with exclusive alpaca buyers, having the assistance of a consultant or skilled designer who is familiar with fashion trends and has business contacts. Improve the finish and quality of garments produced by female artisans. - Problem(s). The company requires the opening of new markets and direct business contacts; nowadays, it depends on market articulators and this situation prevents it from growing. A designer with experience in fashion trends would give an important contribution to the company. - ESC strategy(ies). Have a consultant who specializes in international markets joint (especially Europe), in order to shorten links in the value chain. The designer could be hired partly by PROMPERU who has already been contacted. Hire a specific technical assistant for Artisans Organizations located in Antauta. - Timeframe for intervention. 24 months. - Total ESC contribution. S/. 56, 000.00. - Results Forecasted for 2011. S/. 13,650.00. 	

Monitoring and Evaluation

During 2011, the Monitoring and Evaluation Unit, M & E, will provide information about three types of indicators, which are widely detailed in the M & E Plan⁷.

- Performance indicators: sales, employment, private investment and public investment.
- Process indicators: environment, biodiversity, gender, labor standards and inclusion of disabled people in employment.
- Indicators of impact: impact on poverty and the regional GDP. Additionally, the Poverty Assessment Tool (PAT) should be applied.

1) Assessment of Business Plans and analysis of the project intervention's causality

This assessment will be conducted in two stages: 1) Ex-ante, through the sustainability and demand focus analysis of each business plan by an assessing petit committee, and 2) with field visits to customers and small producers linked together by PRA.

Assessment is ongoing throughout the year and is scheduled on a monthly basis in coordination with the ESCs.

2) Audit of sales, employment and investment performance

Through this activity, the quality of data reported in the business plan as a result of the ESC intervention will be checked. This result may lead to the ratification of the data reported by the ESCs or its correction if an adjustment is required.

Performance audit is ongoing throughout the year and is scheduled on a monthly basis in coordination with the ESC.

3) Performance check of the Environment and Biodiversity component

There will be a performance check of this component, which will allow identifying those business plans that show evidence of significant impact or show improvements in the protection of the environment and biodiversity.

This evaluation will be conducted over FY 2011, but more attention will be paid between the months of June and September 2011.

4) Performance check of the Gender component and the improvement of labor standards and inclusion of disabled people

A verification of these indicators will be performed through field visits as a result of the development of business plans implemented by the ESCs.

This activity will take place during FY 2011, but more attention will be paid from June to September 2011.

⁷ The Monitoring and Evaluation Plan as well as the Plan for Impact Assessment Study. Both have been approved by USAID

5) Review and study of employment multiplier coefficients

There will be a review of the employment multiplier coefficients that need to be recalculated.

If the case requires, the new coefficients will be calculated by external consultancy.

This study will take place between May and July 2011

6) Monitoring of the beneficiaries database for impact measurement in 2012

While the project’s first impact measurement will take place in 2012, it will be necessary to monitor the quality of the database of the beneficiaries articulated with the business plans. In addition, the database needs to be reviewed because it is also used to perform the PAT and other specific studies requested by USAID and partners.

This activity is ongoing throughout the year and will be scheduled every three months.

7) Execution of the Poverty Assessment Tool-PAT survey

This survey will be applied to show the number of small producers (beneficiaries) who are living in extreme poverty.

The study will be conducted between September and November 2011.

FY 2011 Activity Schedule

M&E Activities	O	N	D	E	F	M	A	M	J	J	A	S	O	N
Assessment of Business Plan and analysis of the project intervention's causality														
Audit of sales, employment and investment performance														
Performance check of the Environment and Biodiversity component														
Performance check of the Gender component and the improvement of labor standards and inclusion of disabled people														
Review and study of employment multiplier coefficients														
Monitoring of the beneficiaries database for impact measurement in 2012														
Execution of the Poverty Assessment Tool-PAT survey														