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RURAL COMPETITIVENESS ACTIVITY

ENTREPRENEURSHIP IN BOLIVIA: FINDINGS AND RECOMMENDATIONS

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RURAL COMPETITIVENESS ACTIVITY ENTREPRENEURSHIP IN BOLIVIA: FINDINGS AND RECOMMENDATIONS

ACLARACIÓN

Las opiniones expresadas por el autor en esta publicación no reflejan necesariamente las opiniones de la Agencia de los Estados Unidos para el Desarrollo Internacional o del Gobierno de los Estados Unidos

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EXECUTIVE SUMMARY

The Bolivia Rural Competitiveness Activity (ARCo) is a USAID financed project implemented by Chemonics International. ARCo's objectives are to develop economic activities in rural areas, especially Chapare and Yungas, in order to make ventures more competitive; increase jobs, exports, sales, and savings; and find markets and contribute to the development of productivity chains.

Heretofore, ARCo has focused on improving the competitiveness of key productive sectors in Bolivia's coca-growing regions, Chapare and Yungas. Through a combination of training and technical assistance and programs to strengthen producer groups in rural areas, ARCo has helped to create market opportunities to link producer groups into value chains. Building on the significant investment made in Chapare over the past several years, a key objective of ARCo is to facilitate knowledge transfer from Chapare to the Yungas region and to promote the development of entrepreneurship in Bolivia.

To help prepare for the next stage of the ARCo program, the Beyster Institute developed a survey instrument to assess the potential for developing entrepreneurs in the Chapare and Yungas regions of Bolivia, and conducted an analysis of the real-time needs of entrepreneurs in those regions. The Beyster consulting team spent three weeks interviewing entrepreneurship support organizations in La Paz, Cochabamba, Santa Cruz as well as entrepreneurs in several small towns in the tropical regions of Chapare and Yungas.

The survey data provide useful insights for identifying skills needed by entrepreneurs as well as key barriers facing entrepreneurial growth companies. In particular, entrepreneurs cited the need for improved market research, business administration skills, and English language skills, while entrepreneurship support organizations cited business planning, access to capital, networking, goal setting and quality control concepts as the most needed skills. Entrepreneurs in Yungas rate themselves as having much greater need than their Chapare counterparts in terms of developing key business and personal skills but there was a general agreement as to the need to acquire more sophisticated business skills to deal with the complexities of growing businesses.

A corollary benefit of the survey process was to identify a core set of successful Bolivian entrepreneurs as well as a network of business support organizations that could help implement a training, networking and skills development program to spur the development of growth-oriented businesses.

Based on the survey results and on the potential of the entrepreneurial businesses identified in the course of this analysis, the Beyster Institute is confident that the timing is ideal to establish a center for entrepreneurship to provide the skills, networking and supporting environment needed to enhance the performance of new and emerging companies in Bolivia. This report outlines the core deliverables that could be provided through a center for entrepreneurship, and describes how such a program could leverage the capacity developed by the ARCo program to date to accelerate the development of rural competitiveness in Chapare and Yungas.

SECTION ONE

Objectives

1. USAID Bolivia Rural Competitiveness Activity

The Bolivia Rural Competitiveness Activity (ARCo) is a USAID financed project implemented by Chemonics International. ARCo's objectives are threefold:

1. Develop economic activities in rural areas, especially Chapare and Yungas, in order to make ventures more competitive;
2. Increase jobs, exports, sales, and savings; and
3. Find markets and contribute to the development of productivity chains.

ARCo's work has focused on improving the competitiveness of key productive sectors in Bolivia's coca-growing regions, Chapare and Yungas. In an effort to increase economic viability, rural producers have received training and technical assistance on how to add value to their products, meet market-based demand, and strengthen relationships with processors and exporters.

ARCo's second phase has been focused on producer groups in rural areas. ARCo has been able to find sufficient market opportunities to link producer groups into value chains. Besides traditional products from the Chapare such as bananas, pineapples and palm hearts, the program now supports papaya, passion fruit, fish and related products, tomato, organic rice and other agricultural products.

In Yungas, ARCo expects a similar expansion of activities. In a third phase to begin in 2007, the project hopes to include rural enterprises in general, and some urban enterprises within key economic corridors.

Given the significant investment made in Chapare over the past several years, another key objective of both USAID and Chemonics is to identify high-potential entrepreneurs in the Yungas region for phase three of the project. It will be important in that regard to leverage lessons learned and facilitate knowledge transfer from Chapare to the Yungas region.

2. Beyster Institute

The Beyster Institute at the Rady School of Management, University of California, San Diego (Beyster Institute, or Beyster) was contracted by Chemonics International to achieve the following deliverables:

- A preliminary work plan and outline of survey methodology;
- A detailed work plan for the initial 3-week engagement in Bolivia;
- An analysis of real-time needs of Chapare and Yungas entrepreneurs;
- A proposal for customized entrepreneurship training, capacity building and networking program and
- A final report of the assignment which includes a list of stakeholder contacts;

Beyster's assessment will be the basis for ARCo's third phase. Specifically, the following objectives were outlined for Beyster's technical assistance:

- Provide analytical results of surveys and interviews
- Identify entrepreneurs with high potential
- Find business opportunities proven to be potentially successful
- Develop a strategy for entrepreneurship development to meet ARCo goals

SECTION TWO

Beyster Approach and Methodology

The Beyster Institute, an authority on entrepreneurship development, has successfully completed assignments in 40 countries over the past two decades. From this rich experience, the Institute has developed a unique approach for identifying the status of and prospects for accelerating entrepreneurship in developing countries. The first critical phase is to develop a baseline assessment of the status of entrepreneurship in a country through survey instruments and interviews from multiple stakeholders.

2.1. Bolivia Survey Methodology

Beyster conducted interviews and surveys over three weeks from July 3-21, 2006. Two types of surveys were used targeting two separate audiences in order to ascertain the type of entrepreneurs that exist in Chapare and Yungas, as well as identifying their most pressing needs and/or opportunities for growth.

In the first week, a survey was conducted for entrepreneurship support organizations (foundations, NGOs, chambers of commerce) and universities engaged in entrepreneurship education in La Paz, Cochabamba, and Santa Cruz. The survey included open and close-ended questions focusing on the usefulness of knowledge about business concepts, level of achievement in a diverse range of business skills, and personal skills that entrepreneurs would like to develop. A total of 72 interviews were conducted.

During the second and third week, the interviewers conducted a different survey that focused not only on areas of business knowledge, business skills and personal skills, but also had numerous open-ended questions focusing on the specifics of Chapare and Yungas entrepreneurs' business ventures. The 42 respondent entrepreneurs covered a nice cross section of business and service companies, including:

- Producers: banana, camu camu, cacao, carpentry, coffee, construction, estebia (sweetener), flowers, forestry, livestock, palm hearts, pineapple, flowers, and wood
- Services: electricity, fruit exporters, importer-exporters, wholesale and retail sales, tourism-(hotels, restaurants, tour services), transport, and TV/Radio

Questions queried gender, age, languages, education level, entrepreneurial background of the individual, family and friends, networking ability and frequency, management experience and type of business, including past and projected trends.

2.2. Five Key Areas for Promoting Entrepreneurship

In Beyster's experience, there are five critical areas that must be addressed in order to accelerate the level of entrepreneurship in a country. These are:

- Entrepreneurship Training
- Networking

- Access to Capital
- Policy Advocacy
- Enhancing the Overall Culture for Entrepreneurship

The findings of Beyster's research in Bolivia have been grouped according to these five areas, as outlined below in section four.

SECTION THREE

Findings

From the surveys and interviews, the Beyster Institute has identified the following issues, trends and needs among entrepreneurs in Chapare and Yungas.

3.1. Training Needs of Entrepreneurs

Three key areas for training needs include general business knowledge and skills, technical training and market access, particularly international markets.

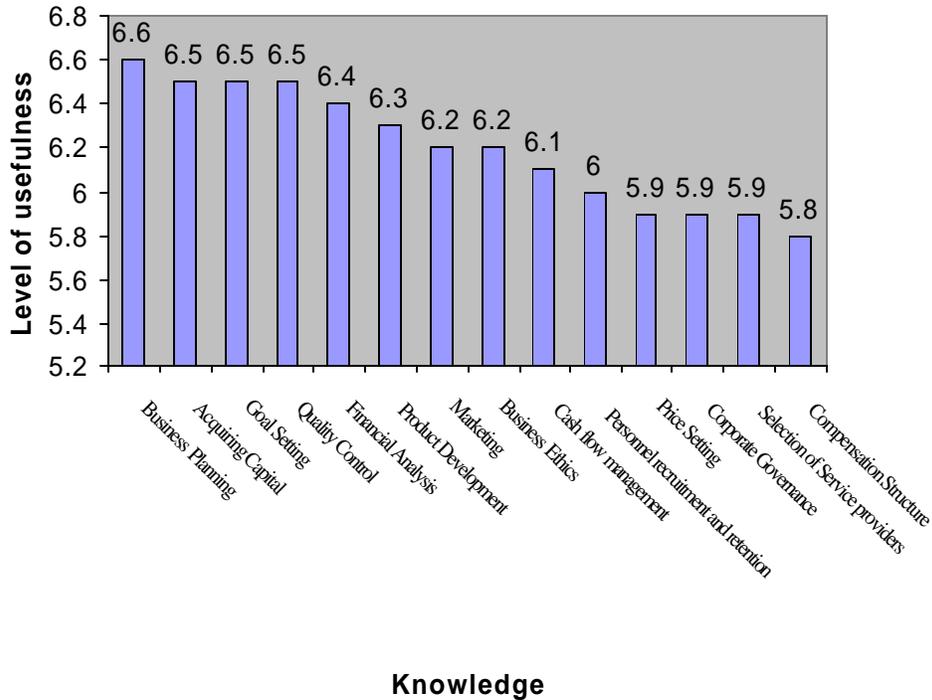
3.1.1 Business Training

The respondents were asked to rank the importance of 35 learning topics covering the broad areas of business knowledge, business skills and personal skill development. The survey is designed this way because entrepreneurs follow a maturation process as their business becomes more growth-oriented. At start-up stage, entrepreneurs require much more basic business knowledge, but as their firm grows they then need more business skill development and finally personal skill development. Thus, understanding how entrepreneurs and those who work closely with them rank their needs reveals a significant amount of information in terms of the status of their companies and the entrepreneur's own skills.

Entrepreneur Support Organizations and University Rankings

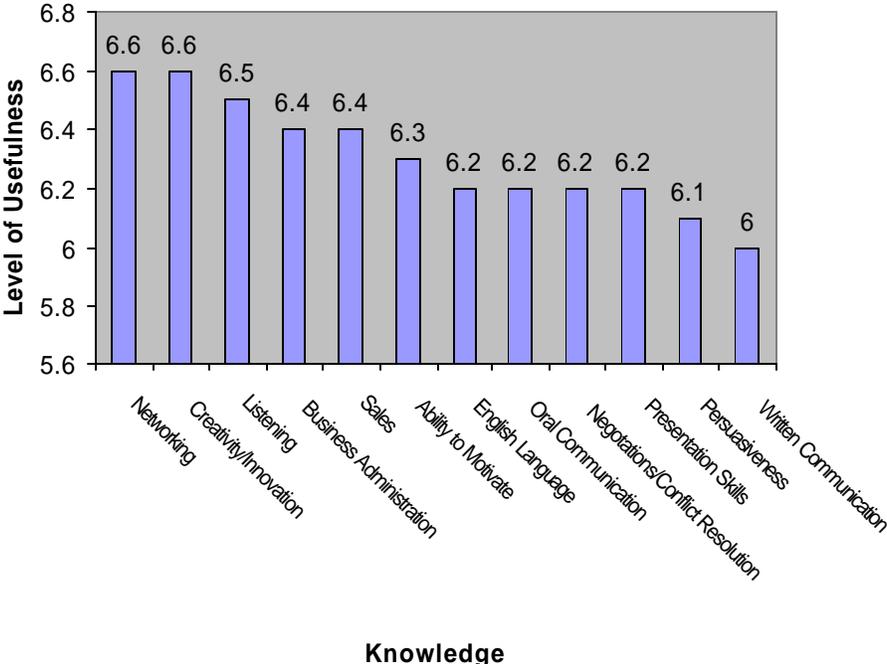
The closed ended questions focused on finding out from the entrepreneurship support organizations what needs they had observed among Bolivian entrepreneurs. In the first self-rating questions the respondents were asked to evaluate how useful knowledge about different business concepts would be to Bolivian entrepreneurs. They rated **business planning, acquiring capital, goal setting** and **quality control** concepts as the most useful for entrepreneurs.

Usefulness of Business Concepts Knowledge

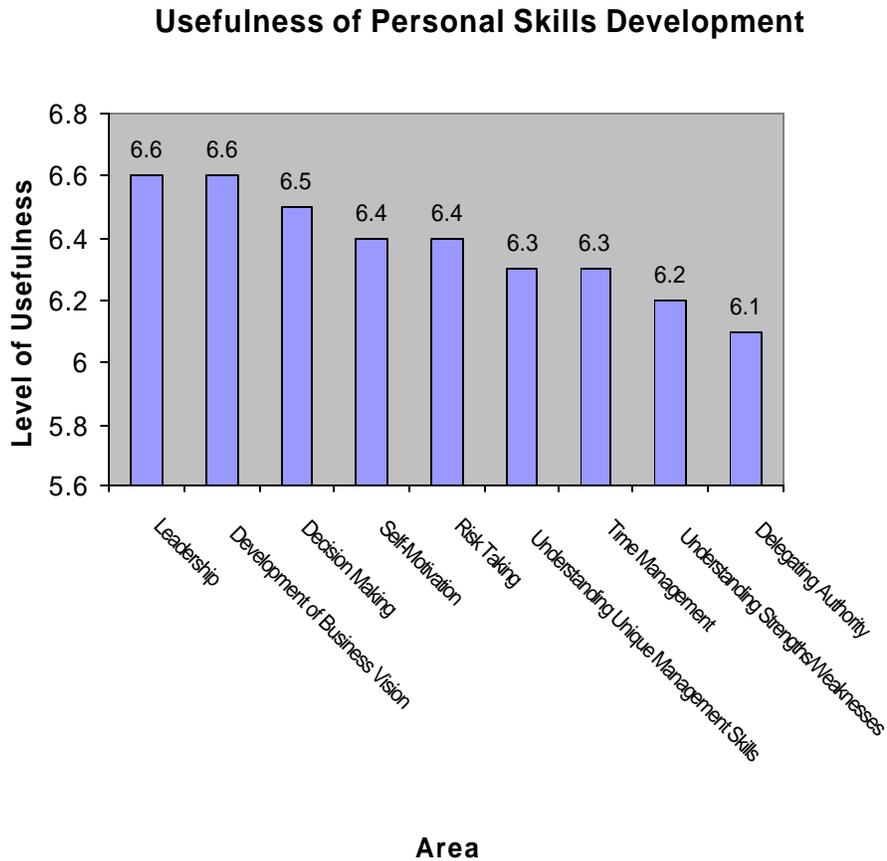


The second set of questions focused on entrepreneurship support organizations' views of the usefulness of a diverse set of business skills to Bolivian entrepreneurs. The respondents rated **networking, creativity/innovation, and listening skills** as the business skills that would be most useful to Bolivian entrepreneurs.

Usefulness of Business Skills Development



The third set of questions was directed at ascertaining what type of personal skills would be useful for Bolivian entrepreneurs to develop. The respondents identified **business vision**, **leadership**, and **decision making** as priority areas for Bolivian entrepreneurs to develop.



It is interesting to note that almost across the board, the experts who deal with entrepreneurs in Bolivia on a regular basis agreed that there is a need to develop all of these areas for entrepreneurs. The support organizations are therefore saying that these needs are obvious to them and are not being adequately addressed currently.

Chapare and Yungas Entrepreneur's Rankings

For the entrepreneurs in Chapare and Yungas, a different survey was used to better extract the current status of specific business knowledge and skill developmental needs. Entrepreneurs were asked to rate their capabilities from zero to 100%.

First, they were asked about their abilities in terms of general business concepts. The table below details the percent of Chapare and Yungas respondents who indicated that their level of knowledge and implementation of business concepts was 60% or below, indicating areas for improvement.

% of Respondents that are at 60% or below in Achievement Level		
What areas apply to your business?	Chapare	Yungas
Entrepreneurial Philosophy, Mission, and Vision	48	57
Planning Objectives	67	52
Standards and Regulations	48	67
Entrepreneurial Projects	57	52
Personnel Training	57	62
Product and Services Research and Development	71	90
Business Administration and Control	43	57
Budgeting	57	76
Accounting	43	71
Opening Markets for Products and Services	57	71
Savings from Profits	57	71

The areas chosen by both groups as being the weakest were **entrepreneurial vision and planning, budgeting and accounting, and product/services research and development**. Yungas respondents declared themselves weaker than their Chapare counterparts in all areas except entrepreneurial projects. This suggests that training programs focused on business fundamentals is much more necessary in Yungas than Chapare.

In comparison to the entrepreneurship organizations during the first week's Macro Survey, Chapare and Yungas entrepreneurs did not rate business planning or planning objectives as areas that were significantly low in achievement level as did the entrepreneurship support organizations.

In terms of business skills, the table below details the percent of Chapare and Yungas respondents who indicated that their level of knowledge and implementation of business skills was 60% or below.

% of Respondents that are at 60% or below in Achievement Level

Do you have the following skills and knowledge?	Chapare	Yungas
Listening	19	24
English Language	76	95
Business administration	71	76
Persuasiveness	33	52
Oral communication	29	29
Written communication	43	38
Sales	38	29
Motivating others	29	33
Negotiation	38	48
Conflict resolution	38	48
Presentation skills	19	43
Networking	38	67
Creativity/Innovation	24	48

The two areas chosen by both groups as being the weakest were **business administration, English** and **networking**, particularly in Yungas. Yungas respondents declared themselves weaker than their Chapare counterparts in all areas except written communication and sales skills.

When entrepreneurship support organizations were asked about the most important business skills for Bolivian entrepreneurs to develop, they cited networking, creativity and listening. In contrast, Chapare and Yungas entrepreneurs did not feel that they needed those skills as much as knowledge of English and business administration.

For personal skills development, the table below details the percent of Chapare and Yungas respondents who indicated that the personal skills they would like to develop are at an achievement level of 60% or below.

% of Respondents that are at 60% or below in Achievement Level

Which areas would you like to develop?	Chapare	Yungas
Leadership Development	33	24
Understanding Personal Strengths/Weaknesses	57	67
Understanding Your Unique Management Style	43	43
Time Management	33	33
Motivating Self	24	33
Developing Your Vision	24	43
Decision Making	24	19
Delegating	48	38
Risk Taking	57	43

In the personal skills development areas, the two groups coincided to a similar degree in wanting to develop their **understanding of personal strengths and weaknesses**. For **Chapare, risk taking and delegating authority** were also key areas which the entrepreneurs wanted to

develop, whereas in **Yungas**, other key development areas were **understanding unique management style, developing business vision, and risk taking**.

In the week one survey, entrepreneurship organizations did not identify understanding personal strengths and weaknesses as a key development area for Bolivian entrepreneurs. Those respondents cited leadership as a key development area, whereas the Chapare and Yungas entrepreneurs did not see themselves as deficient in those areas. Both sets of respondents did identify development of business vision and risk taking as important areas to develop.

In summary, it is important to note that Chapare and Yungas entrepreneurs ranked personal skill development as a low priority on average. This indicates that although many are successful, they are still very early stage in their entrepreneurial development. The more mature the entrepreneur, the more value is attached to enhancing areas of personal skill development to help them manage the greater complexities of a growing business.

3.1.2. Technical Training

In addition to training in the above three areas covering business and skill development, entrepreneurs also require specific technical training to help them overcome obstacles, improve performance and increase sales. The key areas of technical and industry-specific training needs identified in the surveys were:

- Lack of product standards
- Production for market niches
- Specific productive and technical education (preferred from regional operators)
- Process improvement
- Quality control
- ISO 9000
- Pesticides/herbicides

Industry-specific technical training needs include:

- Tourism
- Agricultural Production: Banana, pineapple, passion fruit, black pepper, camu-camu, palm heart, specialty coffee, typical roots, citrus fruits, cacao, short-term crops, post harvest quality, etc.
- Wood Production and Manufacturing: Drying and sawing of certified wood, manufacturing of commercial wooden crates and boxes, millwork, assembly of simple furniture, sustainable tree crops, timber, lumber, forestry, carpentry, etc.
- Light Manufacturing
- Civil Engineering (tropical construction, bridges and roads)
- Industrial Production (food factories)
- Livestock: Pig, ostrich breeding, cattle, poultry, etc.
- Farm, shop, plant, mill, factory, restaurant, hotel and national park administration

In developing a comprehensive training program to facilitate the development of growth-oriented entrepreneurs, Beyster envisions drawing on local partner organizations and experts to help meet these identified needs, as prescribed by the ARCo project management team.

3.1.3. Market Access Training

While companies in the Chapare are clearly very active in national and international sales, entrepreneurs still requested assistance with their market identification and planning efforts. In fact, the primary obstacle cited by Chapare firms was their inability to meet export demand, primarily for bananas, pineapple and palmito.

Interestingly, although only three of the 16 entrepreneurs in Yungas currently export; 13 of those anticipate exporting within the next three years. Key areas for targeted assistance are listed below:

- Access to market information
- Opening new markets
- Developing marketing plans
- Trade fair identification and preparation
- International product quality

3.2. Networking Needs of Entrepreneurs

From the surveys, it became apparent that networking is an important priority for entrepreneurs in Bolivia. Entrepreneur support organizations viewed this as a top deficiency in entrepreneurs, and Yungas entrepreneurs in particular also recognized the area as an immediate need.

Specifically, they noted the following:

- A lack of business partners
- An overall lack of contacts
- Difficulty penetrating chambers of commerce and business associations, particularly for new entrepreneurs

Another type of entrepreneurial pattern that the interviewers analyzed was what how often the entrepreneurs networked and with how many contacts. Both groups stated that they interacted frequently with buyers, sellers, and other type of networking contacts such as professional organizations.

Although both groups rated their networking activities as high, the fact that they also requested assistance with their networking efforts is an important point. Further, the identification of this area as a pressing need by the support organizations only underscores the importance for Chapare and Yungas entrepreneurs to expand beyond their existing circle of relationships in order to expand their companies.

3.3. Access to Capital

Given that ARCo is already engaged in microfinance and credit access activities, Beyster views this area outside the scope of its engagement. That said, it is important to reiterate the hindrances voiced by entrepreneurs in accessing capital for their businesses:

- Lack of institutions to access
- Very high interest rates
- Lack of knowledge about non-bank financial institutions
- Strict collateral requirements

Although outside of Beyster’s scope, the Institute understands the importance of capital to fuel the entrepreneurial process. Beyster therefore helping ARCo coordinate with other local organizations to address this need.

3.4. Policy Advocacy Needs

Similarly, policy advocacy is a critical requirement for entrepreneurs to be able to grow their companies. Common concerns were:

- Difficult regulatory framework
- Lack of transparency with the government
- High tax rates
- Lack of incentives to start new firms
- Lack of pro-SME policies
- Business legalization too centralized and cumbersome

While entrepreneurs in Chapare and Yungas did not see policy areas as immediately critical to their own companies, it is readily apparent that these are issues of great importance for the overall culture of entrepreneurship to thrive in Bolivia. Addressing these areas, while not a top priority of Beyster’s recommendations, will be addressed.

3.5. Enhancing the Culture for Entrepreneurship

An important finding from the research was that the following cultural nuances exist around the theme of entrepreneurship:

- Entrepreneurs and businesspersons are seen as negative, with the connotation that successful businesspeople are corrupt.
- Some entrepreneurs do not recognize themselves as such, due to the negative associations.

These are typical constraints on entrepreneurship at large that Beyster has encountered in many countries. In Section Five, suggestions for overcoming these preconceptions will be addressed. The site visits by the Beyster Institute staff to the three major cities, La Paz, Cochabamba and Santa Cruz and Yungas and Chapare revealed an emerging trend of entrepreneurship. New organizations are being established to address the needs of entrepreneurs. Training programs are being implemented to improve their skills. Initiatives are being tested to encourage new company creation.

There are already some organizations and initiatives working to promote entrepreneurship in the region. For example, the United Nations Industrial Development Organization (UNIDO) provides assistance to start-up entrepreneurs and manages a small business incubator. Another organization, the OIT, is helping with specific technical courses and programs to acquaint entrepreneurs with ideas and capabilities. In addition, there is an active Bolivia Chamber of Commerce and a recently established Chamber of Commerce of “El Alto,” contributing to the ventures with their views to the ATPDEA market in the US.

Other initiatives include a chapter of the Young Entrepreneurs' Association and entrepreneurial courses offered at the Bolivian Private University (Universidad Privada Boliviana-UPB). There is also the FUNDES project to support entrepreneurs at the national level.

In Chapare, the Union of Flower Growers is working to mobilize a new and younger core of women entrepreneurs. Some Bolivian universities such as Cumbre, Utepsa, UPSA and UPB are beginning to offer an entrepreneurship course for students.

At the national level, PRODEM was established to provide micro-financing and training programs to nascent entrepreneurs. Fundación Trabajo Empresa (Work, Enterprise Foundation) is also an institution financed by Spain who works promoting entrepreneurship and has established a program to fund entrepreneurial endeavors and provide assistance using incubators and consulting.

FUNDAPRO, Fundación para la Producción (Foundation for Production) is working in a national project to unite all the organizations somehow contributing to entrepreneurs to create an entrepreneurship center or a venture incubator to help promising ventures to start business and succeed as enterprises. All of these activities indicate a growing movement to support entrepreneurship and develop entrepreneurs in Bolivia.

3.6. Entrepreneurs in Chapare and Yungas

GENERAL CHARACTERISTICS

The Chapare and Yungas surveys also elicited responses about personal and family backgrounds in order to analyze more closely the entrepreneurial profile of each region. Both groups overwhelmingly believe that their businesses are successful, irrespective of the technical or financial challenges faced. When asked if their ventures were successful, 95% and 100%, respectively, of Chapare and Yungas entrepreneurs responded in the affirmative.

In both regions it was clear that entrepreneurial parents, family or friends were closely linked. On average, almost 70% of the entrepreneurs had parents who had also run their own businesses. Chapare entrepreneurs were significantly more likely to have started more than one entrepreneurial venture and to have parents who had also started businesses.

Variable	Chapare	Yungas
Average number of years owning business	9	11
Average number of years managing any business	14	11
Percent starting more than one venture	81	57
Percent whose parent(s) started a business	76	62
Percent whose other family members or close friends started a business	57	67

In both regions, entrepreneurs exhibited an appetite for risk by beginning their own businesses, in the majority of cases creating more than one business.

EMPLOYMENT

In both regions, employment has grown significantly in the last three years both in permanent and temporary employees. The joint growth was 55%, with an 85% rise in temporary employees fueling the rise. Chapare has had a much more significant rise in employment than Yungas, but those Yungas entrepreneurs interviewed still have more employees.

	Chapare		Yungas		Regions	Regions	% Change
	2003	2006	2003	2006	Total 2003	Total 2006	
Permanent Employees	448	609	253	366	701	975	39
Avg. per Enterprise	21	29	12	17	17	23	
Temporary Employees	255	540	137	227	367	677	85
Avg. per Enterprise	12	26	7	11	9	16	
Total Employees	703	1,149	390	593	1,068	1,652	55

Entrepreneurs in both regions plan on doubling employment and some of them were even more optimistic on the future growth of their ventures.

REVENUE GROWTH

Chapare and Yungas entrepreneurs demonstrated that their businesses have grown significantly not only in terms of rising employment but also in terms of revenues. In the two regions, revenues rose about 250% since 2003, with the rise largely propelled by revenue increases in Yungas.

	Average Monthly Revenues		
	2003	2006	% Change
	'000s US\$	'000s US\$	
Chapare	14	37	160
Yungas	10	48	379
AVG	12	42	251

3.7. Strengths to Build Upon

As the employment and revenue numbers suggest, the Beyster team clearly ended up working with some of the stronger success cases in both Chapare and Yungas.

The survey data and the experience of the team demonstrates that there is a core set of successful entrepreneurs and SMEs that have the capacity for fostering continued growth in Bolivia. Building upon the strength by providing more sophisticated assistance to these growth-oriented

entrepreneurs can be an important element of future program interventions. Key strengths to build on include the following:

- Overall very strong optimism among entrepreneurs despite challenging circumstances
- Opportunity for Chapare-to-Yungas knowledge transfer based on recent success in exporting
- Both Chapare and Yungas have seen very strong revenue and employment growth over past three years. There is a reservoir of entrepreneurial success stories and case studies and a ready network of experienced entrepreneurs that could serve as the nucleus of a network that could mentor new entrepreneurs and support the development of new companies.
- Both Chapare and Yungas are strong in entrepreneurship experience, whereby entrepreneurs have on average owned their business for 10 years and have an average of 12.5 yrs in managing a small business. That deep skill set can be tapped for fostering the development of new entrepreneurs and in enhancing the effectiveness of entrepreneur networks.
- In Chapare 81% of the survey respondents that started more than one venture. In Yungas 57% of the respondents have started multiple ventures. Again, this suggests a strong proclivity to entrepreneurial self-sufficiency and solid local knowledge and experience of the challenges facing entrepreneurs that could have support the development of new entrepreneurial companies.

3.8. Industry Sectors with Growth Potential

From the research, there are a number of industries with growth potential in the coming years. As already mentioned, several agricultural sectors cannot satisfy demand already. These include the following:

- Coffee
- Cacao
- Fruit
- Tourism
- Construction
- Forestry
- Distribution & logistics

Given the strong demand for products in these industries, a program focused on helping entrepreneurs move “up the food chain” by increasing production and/or providing high-end products for attractive international markets can not only accelerate economic growth, but potentially create new jobs more rapidly and help create strong companies that can in turn create opportunities for smaller companies in related markets and support services.

SECTION FOUR

Recommendations for Accelerating Entrepreneurship in Bolivia

Given the aforementioned findings, and keeping a clear perspective on ARCo's phase three objectives, the Beyster Institute believes that a Center for Entrepreneurship (CFE) would be an ideal platform for building growth companies, increasing employment, as well as generating sales, exports and savings.

The entrepreneurial process involves linking four critical factors: talent, opportunity, capital and know-how. A well planned and executed CFE can make a positive and lasting difference in the lives of Bolivian entrepreneurs, the employees with whom they work and the communities in which they operate. Given the joint commitment of talent, resources and expertise from both the U.S. and Bolivia, the opportunity exists to establish a leading center for entrepreneurship in Bolivia that will provide a unique blend of entrepreneur outreach activities and a top-tier entrepreneurship educational program, consistent with the Beyster Institute's philosophy and experience.

Mission: The Center for Entrepreneurship would serve to:

- Identify and develop high potential entrepreneurs through innovative courses and curricula, practical and experiential training programs, and effective networking events and activities.
- Promote a culture of entrepreneurship and innovation by communicating compelling stories of successful entrepreneurs, conducting workshops and conferences on policies to enhance entrepreneurial activity, and serving as an advocate for entrepreneurs in the region.
- Conduct research that contributes to understanding the issues and challenges facing entrepreneurs, develops useful data for policy analysis on new and emerging companies, promotes international trade, and provides insight on the contributions of entrepreneurs to the economies of the region.
-

This mission will be accomplished by creating a unique value proposition composed of traditional outreach activities for a CFE consistent with the Beyster approach, while recognizing the unique needs and challenges of Bolivia and its regions. This unique combination of training and education for both established and nascent entrepreneurs will allow us to foster the many paths that an entrepreneurial person can pursue:

- Start their own ventures
- Work in fast-growth, innovative firms
- Take over a family-owned business
- Buy a business or acquire a franchise
- Pursue entrepreneurial ideas or concepts in established corporations or public sector organizations
- Be social entrepreneurs, creating organizations that address societal needs in new ways
- Bring an entrepreneurial perspective to their chosen field, such as engineering or the arts

We suggest two CFE alternatives for ARCo's consideration:

1) CFE headquartered in a principal city (La Paz, Cochabamba or Santa Cruz):

This approach would be a high visibility project, designed to not only address current needs and facilitate the development of Yungas and Chapare entrepreneurs, but also to serve as a catalyst organization for accelerating entrepreneurship at the national level.

From its base in a major city, the CFE would connect via satellite offices to Chapare and Yungas, conducting training and networking events for entrepreneurs in both venues.

Being in a major city would create visibility and the opportunity for more partnerships with local organizations, such as the ones consulted for this study.

2) CFE headquartered in Yungas:

Given the success in Chapare and the importance and needs of Yungas, a CFE could also be located in an ARCo office in the region. This approach would be a lower profile effort (at least nationally), but would endeavour to build significant results in the regions over a short time period by delivering proven entrepreneurial training programs and support services to growth-oriented firms.

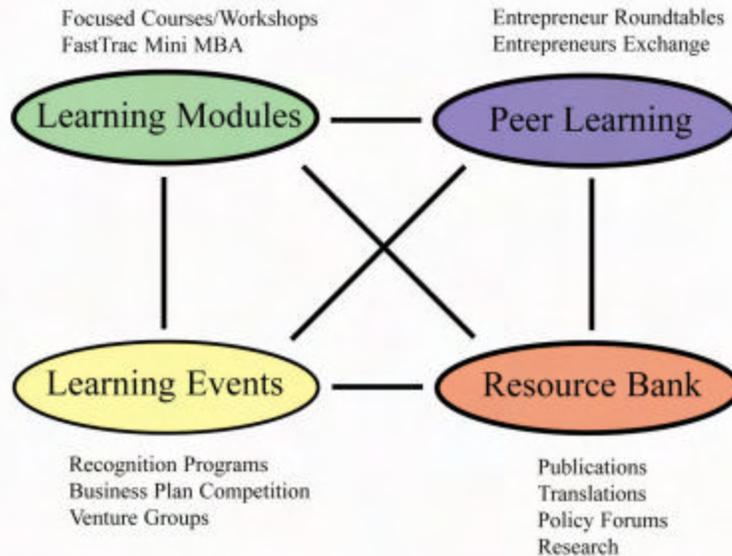
It is important to note that the word "center" should not be taken literally. Beyster is not proposing a high cost, unsustainable model for technical assistance. On the contrary, co-locating with existing ARCo offices and operations, a small staff will be able to accomplish a great deal at low cost.

Regardless of the principal city or Yungas CFE approach, we believe that the application of the programmatic areas detailed below will be an important step for laying the foundation for a successful third phase of ARCo. These targeted activities will build on existing strengths and successes, as well as fill critical gaps in entrepreneurial development and help to strengthen a culture of entrepreneurship in Bolivia.

CFE PROGRAM ELEMENTS

Beyster will likely introduce four programmatic areas modeled on its Russian center that we believe are necessary to coordinate and deliver training of SME consultants as well as learning activities for entrepreneurs, investors, policy makers and other support organizations. They are: learning modules, peer learning, learning events and information resources, as shown in the figure below.

Learning Activities



Learning Modules are an integrated set of courses and workshops that deliver focused content to consultants. These modules are interactive and customized to the unique needs of consultants. Tools, checklists, and quick reference materials will be developed as means to deliver and reinforce the material and to make learning as practical and relevant as possible.

Peer Learning emphasizes team and group learning environments and the formation of mentoring relationships that foster interaction between and support among those delivering a range of consulting services. Peer learning is most effective through the coordination and matching of individuals supplemented with case materials to be discussed, small groups that foster group dialogue and events that bring together individuals who have similar experiences and interests. The program will thus reinforce the importance of consultants learning from other consultants.

Learning Events are broader networking types of events which pull together consultants with entrepreneurs, investors, service providers, and other interested parties for discussions, recognition, and promotion. These events not only bring together people, but also serve as a coalition to discuss critical issues facing entrepreneurs and the development of high growth companies so that consultants get a better understanding of the clients with whom they will be working. The training programs will seek to coordinate and market these events to targeted audiences.

Resource Bank provides timely and relevant information to the various constituents including consultants, entrepreneurs, investors, policy makers, and other entrepreneur support representatives. Through the Internet, publications, translations and research projects, trainers of consultants and consultant associations will serve to educate entrepreneurs and influence policy makers.

The above framework will be implemented utilizing the following specific program activities.

4.1. Training

4.1.1. Target Audiences

The CFE will target two sets of entrepreneurs, (1) existing with growth potential and (2) nascent or potential entrepreneurs. Given ARCo priorities, the CFE would focus on high-potential entrepreneurs active in industries with a strong growth profile for the coming years, especially in the Yungas region.

The Beyster Institute has deep expertise in the identification of growth entrepreneurs. In our experience, growth entrepreneurs have unique characteristics, regardless of industry, company size or country, such as:

- Beyond startup stage
- Willing and able to grow
- Unique learning needs
- Greater capital requirements
- Not served by traditional micro/small business efforts
- Need expert assistance to reach next level of growth¹

Identifying and engaging this group is important because it enables ARCo to work with the entrepreneurs that can deliver job and sales growth, allowing Beyster to add value by helping this talented group reach their next stage of growth. It also will allow the CFE to hold events and roundtables featuring these leaders, who will engage, inspire and mentor the next generation of entrepreneurs.

From the three week assignment, Beyster already has a sufficient base of entrepreneurs to begin ramping up preliminary CFE activities.

4.1.2. Beyster Training Programs

4.1.2.1. Business Knowledge, Business Skills and Personal Skills Training

Training modules would be deployed based on the needs uncovered during the surveys. They are as follows:

Business Knowledge:

- Business planning
- Acquiring capital
- Goal setting
- Budgeting and accounting
- Product development

¹ See Beyster's "Learning Needs of Growth Entrepreneurs in Latin America" article from 2003 for more detail on this group in the Americas.

Business Skills:

- Networking
- Creativity and innovation
- Listening skills
- Business administration

Personal Skills:

- Business vision
- Leadership
- Decision-making
- Understanding personal strengths and weaknesses
- Risk taking
- Delegating authority

Through its Center for Entrepreneurship in Moscow (www.cfe.ru), Beyster has developed a set of innovative training modules based upon our Advanced Business Training Methodology™. These highly interactive and experiential learning programs provide practical and proven approaches that consultants can use to work with entrepreneurs in helping them to build their companies. Each module includes a range of resources for consultants and the entrepreneurs with whom they work including case studies, worksheets, application tools, a detailed instructor's guide and action planning documents. Some of these could be deployed immediately for Bolivia.

Beyster Training Modules for Growth Entrepreneurs

- ✓ Leading a High Performance Company
- ✓ Corporate Governance for Successful Entrepreneurs
- ✓ Effective Delegation
- ✓ Cash Flow Management for Growth
- ✓ An Entrepreneur's Guide to Strategic Planning
- ✓ Implementing the Balanced Scorecard
- ✓ Recruiting and Retaining Key Staff
- ✓ Fostering Innovation
- ✓ Making Winning Presentations To Investors: How to Raise Money to Build Your Company
- ✓ Entrepreneurial Marketing: Creative Approaches to Winning Customers and Capturing Markets
- ✓ The Real Power of Numbers: How Entrepreneurs Can Use Financial Statements to Grow Their Businesses

4.1.2.2. FastTrac Entrepreneur Training Modules

Through a longstanding partnership with the Ewing Marion Kauffman Foundation, Beyster is able to provide the well-known and highly effective FastTrac™ entrepreneurship training program through its international license for the FastTrac curriculum. Over 75,000 U.S. entrepreneurs have been through this program designed and taught by entrepreneurs. The true value of the FastTrac approach is in learning a planning process that can be used any number of times by entrepreneurs for analyzing the feasibility of new ventures and for planning the continued growth of their businesses. The two courses are:

- **FastTrac NewVenture™** is targeted for individuals who have a business concept they want to test for viability. The result of this program is a feasibility study that will form the basis of their initial business plan.
- **FastTrac Planning™** is for existing business owners who want to explore development or growth of their business. The outcome of this program is a business plan for growth, which is the equivalent of a “Mini-MBA”.

Both programs are 44-hour courses that can be delivered over weeks or months, depending on the needs of the target audience. FastTrac™ can be translated and localized in three months, on average.

4.1.2.3 Technical Training & Local Partners

Many excellent local partners organizations were identified that can assist with targeted interventions (very basic business training, custom technical training, industry-specific, etc.), as deemed appropriate by the ARCo team.

CECAP and the Work & Enterprise Foundation are two examples. Please refer to Appendix C for an abbreviated list of potential partner organizations based on Beyster’s interviews.

4.1.2.4. Market Access Training

Again, depending on the preferences of ARCo management, export preparation and market analysis training can be offered if it is viewed as congruent with the project’s objectives for phase three. It is important to reiterate the high expectation of Yungas firms to begin exporting over the next three years.

4.2. Entrepreneurial Networking

Beyster suggests a number of options to address the networking deficiencies of entrepreneurs uncovered in the surveys and interviews.

Entrepreneur Roundtables

From years of experience working with high-potential entrepreneurs, Beyster understands that business leaders learn most effectively from one another. Entrepreneur roundtables are a very effective forum for business leaders to interact and learn from each other.

Entrepreneur roundtables are expert facilitated, half-day events that occur at least once per quarter. They bring together entrepreneurs to discuss a variety of topics that include environmental factors, company problems, and personal needs. They serve as an ad hoc board of directors and foster a network that offers advice and support. They provide a setting that allows and encourages entrepreneurs to learn from other entrepreneurs.

Entrepreneur roundtables provide a secure, confidential environment for sharing practical experience and advice. These groups have proven very successful, even in countries and cultures where high levels of distrust are common.

Beyster also views these groups as an important way for leaders of smaller firms to begin dialogue about potential consolidation and supplier association building.

Entrepreneur Venture Groups

All successful entrepreneurs are talented networkers. Unfortunately, not all entrepreneurs in developing countries have sufficient opportunity to build relationships with potential clients, suppliers, government supporters or potential investors.

Venture Groups are broader networking events, which pull together entrepreneurs, investors, service providers, policy makers and other interested parties for discussions, recognition, and promotion. Each quarter this program brings together a recognized speaker or a panel of experts to discuss various topics. Topics could include corporate governance, capital fundraising, and industry areas. The event occurs in the evening and provides a networking session followed by a presentation by speakers.

These events not only bring together people, but also serve as a coalition to discuss critical issues facing entrepreneurs and the development of high growth companies. CFE seeks to coordinate and market these events to targeted audiences.

Chapare – Yungas Entrepreneur Exchanges

Based on the investment and success of USAID’s work in Chapare, Beyster suggests harnessing the success cases of those entrepreneurs for the benefit of nascent entrepreneurs in Yungas.

Entrepreneurs from Chapare can visit Yungas entrepreneurs interested to hear about their success in overcoming obstacles, launching abroad or to discuss relevant industry topics. Likewise, Yungas entrepreneurs could conduct site visits to Chapare to learn more about detailed operations and network.

4.3. Policy Advocacy

Policy Forum

The Beyster Institute has strong expertise arranging and managing large-scale policy events and forums and producing white papers. BI provides administrative, organizational and logistics

support for a national entrepreneurial forum, which fosters an interchange of ideas among entrepreneurs, government officials, venture capitalists and academics.

BI suggests an event of this kind after policy issues have been identified from the entrepreneurs involved with the program. Based on fresh data, the Entrepreneurial Forum can pinpoint key policy constraints and work for reform. A white paper from the proceedings is produced and made available online. Further, the CFE director is responsible for tracking legislative progress on key issues affecting business growth.

These events are also important for build relationships between the public and private sectors and facilitating the interchange of ideas among entrepreneurs, government officials, entrepreneur support organizations and academic communities.

4.4. Enhancing a Culture of Entrepreneurship

Given the negative cultural tags associated with entrepreneurs in Bolivia, a number of programs can be initiated to raise the awareness of the contributions of entrepreneurs to the economy. Recognition programs that celebrate the accomplishments of entrepreneurs will be important in improving the perception that entrepreneurs have of themselves and that the society has of them.

Entrepreneur of the Year Program (for a region, city or nationally)

BI understands the critical role of holding up and broadcasting successful local role models in order to inspire others to start their own companies. Through the selection process as well as a formal event for recognizing the winning entrepreneurs, this program builds a positive awareness towards entrepreneurship and helps to build a nation's entrepreneurial talent pool. In Russia, BI worked to bring Ernst & Young's highly regarded Entrepreneur of the Year program to the country for the first time. Other programs include:

- Role model and mentorship programs
- National and local media and press exposure
- Business plan contests
- Develop local success case stories
- Partner with organizations making an initial push for entrepreneurship

4.5. General Program Outline for CFE Activities

Given the three year window remaining on the ARCo initiative, the following is a possible approach to building activities, momentum and entrepreneurial expertise:

Year 1: Establish CFE in a major city or region

- Identify local staffing and possible trainers
- Develop curriculum and deliver first training
- Introduce networking events

- Partner with local university/training provider for regional outreach programs
- Bring regional entrepreneurs to CFE for networking
- Prepare for national and regional recognition programs
- Entrepreneur exchanges between Chapare and Yungas
- Begin long-term sustainability action planning; seek board of directors

Year 2: Expand to targeted secondary city or region with satellite office

- Conduct and expand training topics and venues
- Regional networking events
- Launch train-the-trainer for knowledge transfer to local staff
- Entrepreneur exchanges between Chapare and Yungas
- Extend national partner network and activities
- Launch national and regional recognition programs
- Policy Forum
- Sustainability drive with key stakeholders

Year 3: Expand via second satellite office

- Conduct and expand training topics and venues
- Regional networking events
- Launch train-the-trainer for knowledge transfer to local staff
- Entrepreneur exchanges between Chapare and Yungas
- Extend national partner network and activities
- National and regional recognition programs
- Policy Forum
- Turn over CFE operations completely to local staff, under board supervision

4.6. Benefits & Success Measures

By focusing on growth entrepreneurs, the Bolivian CFE can facilitate the development of dynamic companies that can generate jobs, create wealth, and stimulate innovation to contribute economic vitality and community well being in Bolivia.

From a macro perspective, CFE will make significant strides in affecting the overall culture for entrepreneurship.

Specific benefits of CFE will depend on the desired scope of ARCo management. That said, below is a sampling of the impact of Beyster Institute's CFE in Russia after its first three years of operations:

- Identified over 1,000 high-potential entrepreneurs leading growth companies
- Facilitated \$20 million of investment in Russian entrepreneurs
- Assisted with one US/Russian joint venture and several US/Russian sales agreements via entrepreneur exchange programs
- Arranged participation of US Secretary of Commerce Evans and Russian counterpart in a forum addressing policy constraints to company growth
- Created and delivered nine custom training modules based on real-time needs
- Developed several local case studies of successful entrepreneurs broadcast nationally through media partnerships
- Introduced several award and recognition programs, including Ernst & Young's Entrepreneur of the Year competition
- Established numerous networking events and peer learning groups in three cities (Moscow, St. Petersburg and Nizhniy Novgorod)
- Trained local trainers to teach FastTrac™, an intensive mini-MBA course
- Conducted two needs assessment surveys with high-potential entrepreneurs from various industries
- Reached over 8,500 people through 85 programs, forums and events

SECTION FIVE

Conclusion

In conclusion, the Beyster Institute counts it a privilege to have worked with Chemonics and USAID on this assignment.

Our survey methodology and data analysis confirm several important aspects about the current state of entrepreneurship development in Bolivia:

- Clear need for entrepreneurship development
- Great need for business education and specific technical training
- Significant need for enhanced networking skills among entrepreneurs
- High level of enthusiasm and perseverance among local entrepreneurs despite challenges
- Strong base of entrepreneurial talent and success cases to work with
- USAID and ARCo are viewed very positively by respondents in Chapare and Yungas
- Beyster identified numerous local partners with complementary programs

All of these factors lend themselves very well to the establishment of a center for entrepreneurship that will serve as a catalyst organization to facilitate the growth of existing entrepreneurial ventures, draw out and equip aspiring entrepreneurs as well as impact the overall culture of entrepreneurship in Bolivia.

Appendix A: Key Stakeholder Interviews and Site Visits

Please see the attachment entitled “Beyster Institute – ARCo Stakeholder Contacts” for contact information on meetings held in La Paz, Cochabamba, Santa Cruz, Chapare and Yungas between July 3 – 21, 2006.

Appendix B: Survey Instruments

Survey for Entrepreneurs and Support Organizations in La Paz, Cochabamba and Santa Cruz

Investors/Lenders/Support Organizations/Entrepreneurs

This questionnaire is being conducted to assist in developing a program to “Accelerate Entrepreneurship in Bolivia.” The program will include educational activities designed to facilitate the personal and organizational development of high growth entrepreneurs. We would like your thoughts about needs, skills and business activities that are most important to entrepreneurs building companies in Bolivia. We appreciate very much the time that you are taking to help us in this important project.

Information about You:

Name: _____ Organization: _____

Title: _____ Phone: _____ Email: _____

Describe Responsibility: _____

Survey Questions

1. How useful would each area of *business knowledge* be to entrepreneurs and their management teams in building companies? Please rate the degree of usefulness for each of these areas with 1 being *not at all* useful and 7 being *very* useful.

	Not Useful At All		Useful			Very Useful	
	1	2	3	4	5	6	7
Business Planning	1	2	3	4	5	6	7
Marketing	1	2	3	4	5	6	7
Product Development	1	2	3	4	5	6	7
Pricing	1	2	3	4	5	6	7
Financial Analysis	1	2	3	4	5	6	7
Cash Management	1	2	3	4	5	6	7
Raising Capital	1	2	3	4	5	6	7
Hiring/Retaining Staff	1	2	3	4	5	6	7
Business Ethics	1	2	3	4	5	6	7
Goal Setting	1	2	3	4	5	6	7

Quality Control	1	2	3	4	5	6	7	
Compensation Structures		1	2	3	4	5	6	7
Corporate Governance		1	2	3	4	5	6	7
Selecting Professional Service Providers		1	2	3	4	5	6	7
Other: _____		1	2	3	4	5	6	7
Other: _____		1	2	3	4	5	6	7
Other: _____		1	2	3	4	5	6	7

2. How useful would each area of *skill development* be to entrepreneurs and their management team in building companies? Please rate the degree of usefulness for each of these areas with 1 being *not at all* useful and 7 being *very* useful.

	Not Useful At All			Useful			Very Useful
Listening	1	2	3	4	5	6	7
Learning English	1	2	3	4	5	6	7
Organizing	1	2	3	4	5	6	7
Persuading	1	2	3	4	5	6	7
Oral Communication	1	2	3	4	5	6	7
Written Communication	1	2	3	4	5	6	7
Selling	1	2	3	4	5	6	7
Ability to Motivate Others	1	2	3	4	5	6	7
Negotiating/Conflict Resolution	1	2	3	4	5	6	7
Presentation Skills	1	2	3	4	5	6	7
Building Networks to Others	1	2	3	4	5	6	7
Creativity/Innovation	1	2	3	4	5	6	7
Other: _____	1	2	3	4	5	6	7
Other: _____	1	2	3	4	5	6	7
Other: _____	1	2	3	4	5	6	7

3. How useful would each area of *personal development* be to entrepreneurs and their management team in building companies? Please rate the degree of usefulness for each with 1 being **not at all** useful and 7 being *very* useful.

	Not Useful At All		Useful			Very Useful	
	1	2	3	4	5	6	7
Leadership Development	1	2	3	4	5	6	7
Understanding Personal Strength/Weaknesses	1	2	3	4	5	6	7
Understanding Your Unique Management Style	1	2	3	4	5	6	7
Time Management	1	2	3	4	5	6	7
Motivating Self	1	2	3	4	5	6	7
Developing Your Vision	1	2	3	4	5	6	7
Decision Making	1	2	3	4	5	6	7
Delegating	1	2	3	4	5	6	7
Risk Taking	1	2	3	4	5	6	7
Other: _____	1	2	3	4	5	6	7
Other: _____	1	2	3	4	5	6	7
Other: _____	1	2	3	4	5	6	7

4. List the three most important external forces or governmental policies that significantly **hinder** the growth of entrepreneurial companies.

1. _____

2. _____

3. _____

5. List the three most important external forces or governmental policies that significantly **facilitate** the growth of entrepreneurial companies.

1. _____

9. What kinds of educational organizations and programs have you found most helpful to entrepreneurs in Bolivia? Please be specific.

10. If some outside support programs or training programs already exist, which ones are they? Do you recommend them? Why?

Additional Contacts

Please provide us with two other contacts with whom you would recommend that we speak.

Name: _____ Organization: _____

Title: _____ Phone: _____ Email: _____

Name: _____ Organization: _____

Title: _____ Phone: _____ Email: _____

Thank you! Please return this questionnaire to the Beyster Institute Consultant.

Survey for Entrepreneurs in Chapare and Yungas

- 1 Name:
 2 Company Name:
 3 Address:
 4 Contact Phone:
 5 Fax:
 6 Email:
 7 Gender: Male Female
 8 Your age? Please fill in: _____
 9 Nationality? Please fill in: _____
 10 Primary Language? Please fill in: _____

1 Please circle one response below the question and fill-in the blank if requested:

- 11 What was the highest level of school you completed?
- | | Some High School | High School Graduate | Vocational School | Some College | Bachelor or of Arts | Master s of Arts | Ph.D. Docto rate | Other - Please Explain |
|----------------|------------------|----------------------|-------------------|--------------|---------------------|------------------|------------------|------------------------|
| Primary School | | | | | | | | |
- 12 Do you currently own a business? Yes No How Long? _____
- 13 Is your current business successful? Yes No
- 14 Did you start the business you currently own? Yes No
- 15 How many businesses have you started? 0 1 2 3 4 5 6+
- 16 How many of these businesses were successful? 0 1 2 3 4 5 6+
- 17 How many years experience do you have in running a business?
- 18 Was you Mother or Father a business founder and/or owner? Yes No
- 19 Any other family members or close friends? Yes No Who? _____
- If yes, were they successful? Yes No
- 20 Do you regularly network or interface with other business owners? Yes No How many? _____
- How often? Always Frequentl v Occasion allv Someti mes Rarely Never

11 Which areas apply to your business? Is this area important?

- | | Yes | No | 40% | 60% | 80% | 100% |
|---|----------|-----|-----|-----|-----|------|
| 21 Entrepreneurial Philosophy, Vision, and Mission
Your level of achievement? | 0% | 20% | 40% | 60% | 80% | 100% |
| 22 Setting Objectives
Your level of achievement? | 0% | 20% | 40% | 60% | 80% | 100% |
| 23 Standards and Regulations
Your level of achievement? | 0% | 20% | 40% | 60% | 80% | 100% |
| 24 Entrepreneurial Projects
Your level of achievement? | 0% | 20% | 40% | 60% | 80% | 100% |
| 25 Assets (Land, infrastructure, transport, equipment)
Please fill in the blank | \$ _____ | | | | | |
| 26 Personnel training
Your level of achievement? | 0% | 20% | 40% | 60% | 80% | 100% |

Do you have the following skills or knowledge?

43	Listening	Your level of achievement?	0%	20%	40%	60%	80%	100%
44	Learning English	Your level of achievement?	0%	20%	40%	60%	80%	100%
45	Organizing	Your level of achievement?	0%	20%	40%	60%	80%	100%
46	Persuading	Your level of achievement?	0%	20%	40%	60%	80%	100%
47	Oral Communication	Your level of achievement?	0%	20%	40%	60%	80%	100%
48	Written Communication	Your level of achievement?	0%	20%	40%	60%	80%	100%
49	Selling	Your level of achievement?	0%	20%	40%	60%	80%	100%
50	Ability to Motivate Others	Your level of achievement?	0%	20%	40%	60%	80%	100%
51	Negotiating/Conflict Resolution	Your level of achievement?	0%	20%	40%	60%	80%	100%
52	Presentation Skills	Your level of achievement?	0%	20%	40%	60%	80%	100%
53	Building Networks to Others	Your level of achievement?	0%	20%	40%	60%	80%	100%
54	Creativity/Innovation	Your level of achievement?	0%	20%	40%	60%	80%	100%

Which are the areas that you need to develop? Is this area important?

55	Leadership Development	Your level of achievement?	0%	20%	40%	60%	80%	100%
56	Understanding Personal Strength/Weaknesses	Your level of achievement?	0%	20%	40%	60%	80%	100%
57	Understanding Your Unique Management Style	Your level of achievement?	0%	20%	40%	60%	80%	100%
58	Time Management	Your level of achievement?	0%	20%	40%	60%	80%	100%
59	Motivating Self	Your level of achievement?	0%	20%	40%	60%	80%	100%
60	Developing Your Vision	Your level of achievement?	0%	20%	40%	60%	80%	100%
61	Decision Making	Your level of achievement?	0%	20%	40%	60%	80%	100%
62	Delegating	Your level of achievement?	0%	20%	40%	60%	80%	100%
63	Risk Taking	Your level of achievement?	0%	20%	40%	60%	80%	100%

64 What type of domestic or foreign organization and educational programs have provided you support? Have you found them useful for your role as an entrepreneur? Please list them and explain:

65 **Additional Contacts**

Please provide us the names and contacts of two individuals whom we could also interview:

Name and Surname: _____ Organization _____
 Position: _____
 Phone: _____ E:mail: _____
Name and Surname: _____ Organization _____
 Position: _____
 Phone: _____ E:mail: _____

Appendix C: Selected Local Partner Organizations

LOCAL PARTNER ORGANIZATIONS	
Technical Training	
CIAT Centro de Investigación Agrícola	Agricultural Research
ONWARD	Training and project development
FUNDACION TRABAJO EMPRESA	Entrepreneurial support and training
Fundación TROPICO HUMEDO and CECAP	Training and support for entrepreneurs in the tropical areas
Export and Market Analysis	
Camara de Exportadores de Santa Cruz CADEX	Export and technical assistance support
FEXPOCRUZ	Contributes to entrepreneurs through networking
CAO Camara Agropecuaria del Oriente	Agricultural support organization
Networking	
Red Bolivia Emprendedora	Training in Entrepreneurship
FUNDACIÓN TRINITY	Think thank, education, training and project and business plan development
FUNDACION TRABAJO EMPRESA	Entrepreneurial support and training
OPTIMIZARE	Networking, capacity building
ANUP National Association of Higher Educational Universities	Network of 50 leading universities throughout Bolivia; Facilities for training; feedback loops
Financing	
Fundapro	Support and Technical Assistance to production
PRODEM	Financing and social entrepreneurial support
Banco Nacional de Bolivia	Finances micro credits
Banco Economico	Finances micro credits
Policy Advocacy	
ONU - Desarrollo Industrial	Support to the millennium objectives (enterprises, employment, and ecology)
Camara Nacional de Industrias	Entrepreneurial and management support
Camara de Industria y Comercio - El Alto	Entrepreneurial and management support for the city of El Alto
Camara de Exportadores de CBBA	Entrepreneurial and management support for the city of Cochabamba
Camara Forestal de Bolivia	Research and Forest Venture support
CAO Camara Agropecuaria del Oriente	Agricultural support organization

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