



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org



21210

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

7 September 95

Introduction of Information Broking Services in BOLIVIA

MISSION

Santa Cruz, 12 - 23 August 1995

Draft PROJECT DOCUMENT *

Prepared by the United Nations Industrial Development Organization

Based on the work of Mr. Claude CARRIER
UNIDO Industrial Information Officer

* This document has not been edited

Table of content

	Page
I Background and justification	2
II THE PROJECT	5
(a) Project objective	5
(b) Outputs and activities	5
Output 1	5
Output 2	5
Output 3	6
(c) Inputs	7
Government Inputs	7
UNIDO Inputs	7
III Reporting and evaluation requirements	8
 Tentative work schedule	 Annex I

I Background and justification

1. The reforms introduced in Bolivia since 1985, have given the private sector the role of main economic agent and that of motor of the economy. This has been carried out through creation of employment, increased investments and the access to external market

To better play its role, the private sector needs outside support as well as an institutional structure to accelerate the private sector development. To achieve this aim one very important element to consider is the supply of relevant information to the economic development agents, the SME's in particular.

2. In response to a request from "Federacion de empresarios privados de Santa Cruz (FEPSC)" to prepare a diagnostic for the creation, operation and maintenance of an information exchange system in Bolivia, a fact finding mission, financed jointly by FEPSC and the German Agency for Technical Cooperation (GTZ) was carried out in August 1995 by UNIDO. During the mission a staff member from the Information and Research Division/Industrial Information Section (IRD/INF) visited twenty nine institutions, twelve in Santa Cruz, eight in La Paz and nine in Cochabamba. It was found that these institutions represent considerable information resources--about technologies, about suppliers of equipment and materials, about markets, even about potential national and foreign partners. However these resources are not efficiently used in practice by the SMEs in Bolivia.

The main reasons are:

- (a) the information is geographically spread in the country;
- (b) the SMEs are overflowed with "non-packaged" information viz. not prepared in formats that help the users process the large amount available;
- (c) absence of networking mechanism(s) to have access to international information resources.

Telecommunication systems in the three regions visited of Bolivia are adequate. A priori there is no major problem connecting to INTERNET or on-line database services. Expenses related to the use of these information tools are not well known. There is a need to learn how they can be used efficiently and what they offer.

GTZ is planning to establish an information service centre (CES) which is intended to centralize information collection for easy reference and to deliver that information directly to SME's. This however will not completely fulfil the needs of SME's because it will mainly address point (a) and not solve point (b) and (c).

3. Based on the information obtained during meetings which the mission held with top management of SME's service-oriented institutions, UNIDO proposed a strategy focused on the establishment of intermediaries (Information Brokers) between the mass of information and the SME's (see fig. 1). The proposal is to introduce information broking services in Bolivia and to do it in such a manner that the involved parties act in coordination to bring to the SMEs, the target beneficiaries, real solutions that meet their industrial, technological and business information needs. To support that strategy a permanent inventory of information resources in Bolivia needs to be set-up helping the Information Brokers to perform their job.

The same methodology used to identify and describe national resources will be used to contact and establish dialogue with international suppliers of information. The inventory is a logical step in the development process of CES as proposed by GTZ.

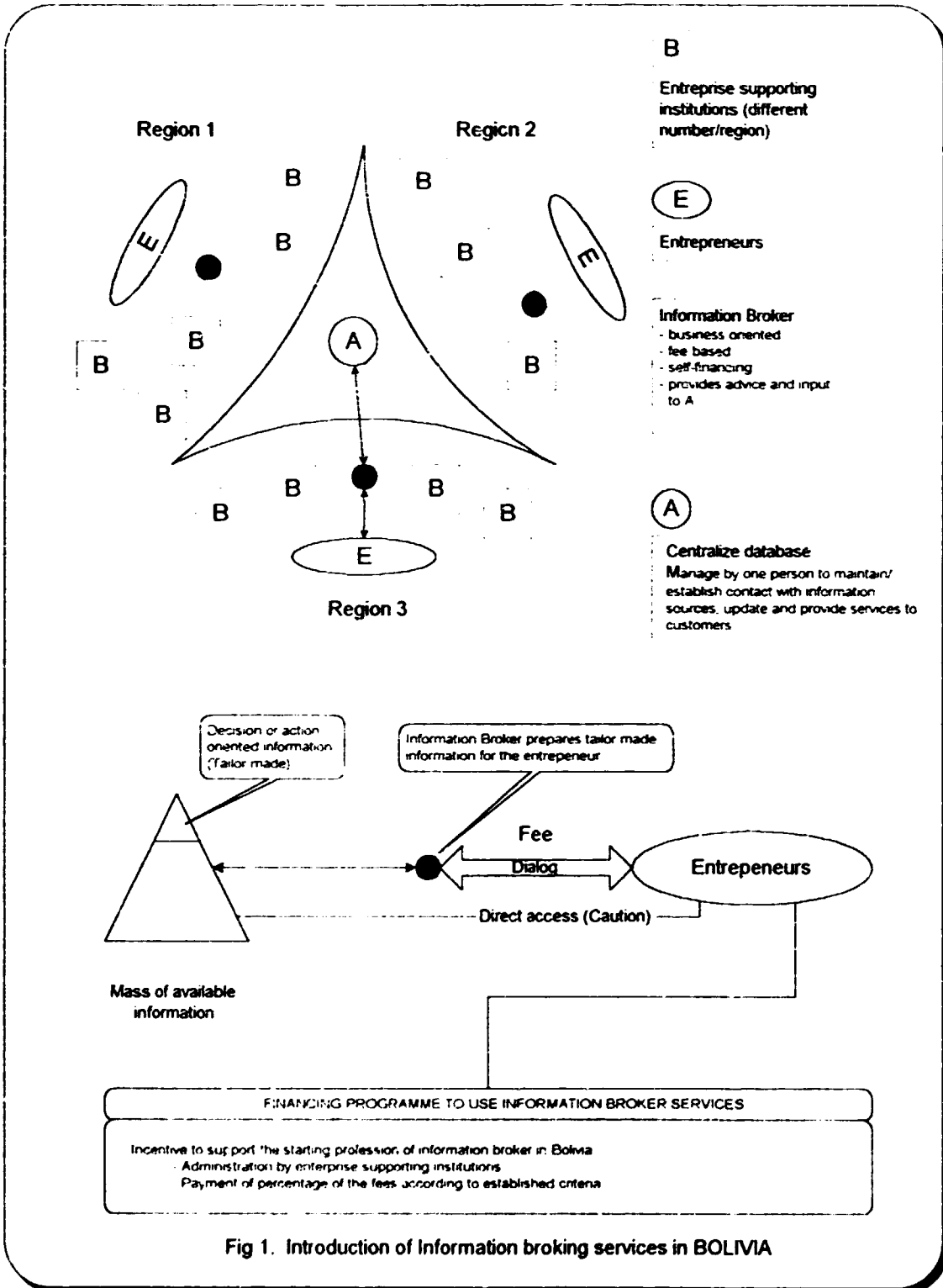


Fig 1. Introduction of Information broking services in BOLIVIA

The information brokers will be recruited from University. Ideal candidates should have a background in science or business administration.

The Information Brokers will act independently but will receive logistic support from host institutions. The Brokers must be bilingual and will base their work on a code of practice That code exist in Europe and will be modified if necessary for the Bolivian context. This will be crucial for them to fulfil their tasks to the satisfaction of their clients. The Broker will develop a business oriented approach and will have to design more refined and high performance information products, identify market fields that are growing and discover niches. They will charge a fee for the services provided to the SMEs so as to ensure sustainability and feedback on the quality of the services.

A central database will be established to keep a permanent inventory of what information is available in the country and to keep updated data on international partners (sources) providing the information. The equipment for the central database will be selected to provide access (via Internet) to the global information network and to on-line data bases. It will be managed by a full-time bilingual officer who compiles and updates information, and performs searches to fulfil the requirements of the institutions or the information brokers. The location of the database will be decided after reaching consensus between the involved parties. The institutions will provide assistance and also inputs to the inventory, and help the database administrator with required modifications for data collection (questionnaires) to adjust to real needs

4. The present project is of a pilot nature and is intended to bring three information brokers in three different regions of Bolivia to act as intermediaries between the SMEs and the sources of information.

UNIDO will

- provide training to the new information brokers and help the host institutions in each region on the modus operandi.
- transfer know-how on managing an information resources centralized database :

in addition to this

- a workshop on INTERNET will be organized.

The workshop will be a key issue to inform all concerned parties on how to use global information network (INTERNET) to monitor evolution of costs according to available services. This is an area were it is important to keep regularly informed on the new services available and to be able to make cost-benefit analysis for particular applications requiring use of on-line services

5. To generate interest in this new profession in Bolivia, it is necessary to create the favorable conditions and environment that will help promote the development of the profession.

The Information Brokers will be supported by host institutions who will provide the infrastructure for a certain period (e.g. project duration) until they make enough business and can support their functioning costs. For example they could be physically located in one host institution but with their own identity.

The institutions will create a special subsidy programme to avoid a common danger, namely that the SMFs are not accustomed to paying for information and will therefore be reluctant to

do so. The proposed solution is that the institutions create a fund which will for an initial period subsidize using the service of an information broker to 80 per cent. This subsidy rate should be decreased over time so that within a reasonable period the users will pay the full price of value added information.

The national counterpart for the project will be FEPSO.

II THE PROJECT

(a) Project objective

To set-up a pilot mechanism for providing SME's in Bolivia with tailor made industrial, technological and business information.

(b) Outputs and activities²

Output 1

A core group of staff (Approximatly 30) from enterprise supporting institution in Bolivia familiarized with the main applications of INTERNET (how to access and provide information and how to use E-Mail services).

Activities for output 1	Resp.	Duration ¹
1-1 Recruit International Consultant (IC)	UNIDO	5d
1-2 Identify host institution (HI)	(IC)	1d
1-3 Prepare workshop programme and documentation including a comprehensive guide to use INTERNET E-Mail service	(IC)	5d
1-4 Finalize logistic arrangement	(IC, HI)	2d
1-5 Hold workshop	(IC, HI)	2d
1-6 Evaluate results and prepare brief report	(IC, HI)	1d

¹ d = full working day

Output 2

An inventory of national and international information sources established on a permanent basis.

² See Tentative work plan annex I

UNIDO 1995-09-07

Activities for output 2		Resp.	Duration
2-1	Recruit international and national expert (IE and NE)	UNIDO	5d
2-2	Identify host institution (HI)	(IE)	1d
2-3	Appoint national database administrator (NDA)	(IE, HI)	1d
2-4	Define methodology/implementation modalities and prepare questionnaire for acquiring data on information sources at national and international level	(IE, HI)	5d
2-5	Collect and validate data on information sources * other concerned institutions and information brokers	(HI, *)	Continuous
2-6	Organize study tour for national expert to get acquainted with similar system at UNIDO	UNIDO	5d
2-7	Select and purchase equipment (Local)	(NE)	3d
2-8	Develop database and prepare users manual (maintenance)	(NE)	30d
2-9	Provide on-the-job training to NDA to maintain/establish contact with information sources, update and provide services to customers	(IS, NE)	3d,10d

Output 3

Three information brokers (IB), one from each of the target regions, capable of providing tailor made services to entrepreneurs at the regional level.

Activities for output 3		Resp.	Duration
3-1	Recruit international information specialist (IS)	UNIDO	5d
3-2	Identify a host institution in each of the 3 target regions	(IS)	2d
3-3	Select candidates (recruitment procedure)	(IS, HI)	5d
3-4	Determine what infrastructure will be provided	(IS, HI)	2d
3-5	Revise and adjust code of practice of IBs	(IS, IB)	3d
3-6	Prepare terms of agreement and define success indicators	(IS, HI)	2d

Activities for output 3		Resp.	Duration
3-7	Provide training (abroad and on-the-job) in:	UNIDO	
	• how to prepare a business and marketing plan;	(IS)	8d
	• communication skills and interview technics;	(IB)	30d
	• how to approach the potential customers;		
	• how to use the information banks and extensive networks of information sources at national and international level.		
3-8	Prepare modus operandi of a programme to finance access to information brokering services	(IE, HI)	2d, 5d
3-9	Raise fund from supporting intitutions	(IE, HI)	1d, 10d
3-10	Provision of back-up support to the IBs (Home based)	(IS)	5d
3-11	Project review meeting	UNIDO (HI, IB)	3a

(c) Inputs

Government Inputs

The necessary national counterpart who will be available for the entire project duration.
 Provision of the infrastucture to the information brokers for a period of two years. Salary and infrastructure for the national database management and operation.
 Substantive contribution for the organization of the workshop on INTERNET (selecting participants, providing facilities, etc...).
 All necessary physical facilities and administrative support to the experts.
 Implementation of the incentive financing programme.

UNIDO Inputs

B.L.	Description	Time	US\$
11-51	One consultant for the internet workshop	0.5 m-m	6 000
11-52	One Business administration expert to facilitate the development of the modus operandi	1 m-m	8 000
11-53	One information expert for the training of IBs (Split-mission)	1.5 m-m	18 300
17-01	One computer expert (NF.)	2 m-m	4 000
<i>Subtotal consultant and experts</i>		5 m-m	36 300

UNIDO 1995-09-07

B.L.	Description	Time	US\$
32-01	Study tour Information Brokers (3 pers.)	1 month	36 900
	• Fee (4 000 \$ / pers)		
	• Travel (3 800 \$ / pers)		
	• DSA 150 \$ / d x 30 d (4 500 \$ / pers)		
32-02	Study tour in UNIDO of the National Expert	1 week	4 800
	<i>Subtotal training</i>		41 700
41-00	Access to on-line databases		4 500
42-00	Equipment		7 000
51-00	Sundries		5 000
99-99	Total	5 m-m	94 500

III Reporting and evaluation requirements

The findings and recommendations of the project will be evaluated within the objectives of this project in accordance with UNIDO procedures.

Tentative work plan

