

Feasibility Study for the Improvement of  
Agricultural Marketing System in Santa Cruz  
Republic of Bolivia  
Japan International Cooperation Agency

Fig. 2-7 Origin / Destination (O/D) and Marketing Volume of Fruits and Vegetables for Santa Cruz Department in 1998

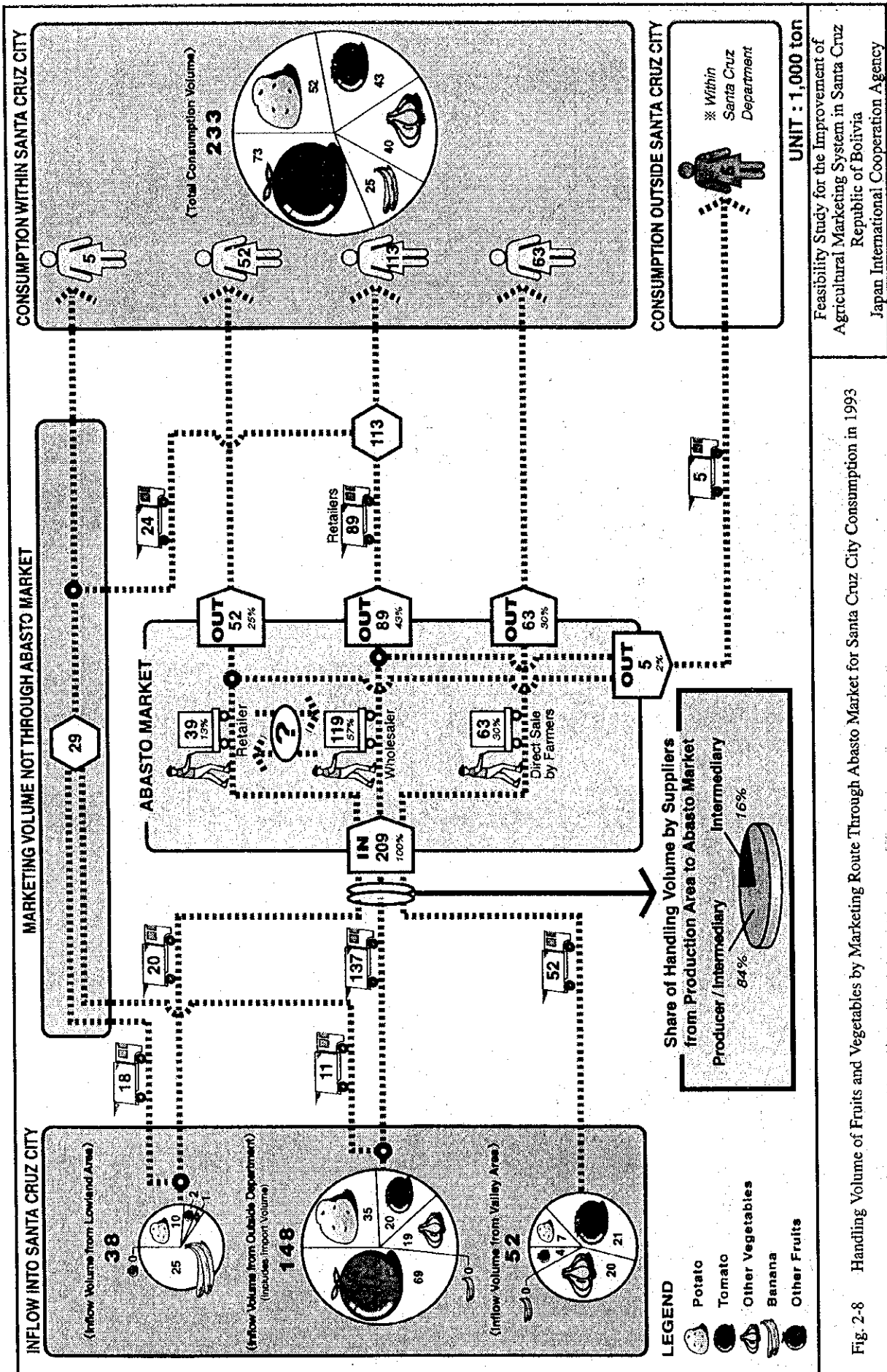


Fig. 2-8 Handling Volume of Fruits and Vegetables by Marketing Route Through Abasto Market for Santa Cruz City Consumption in 1993

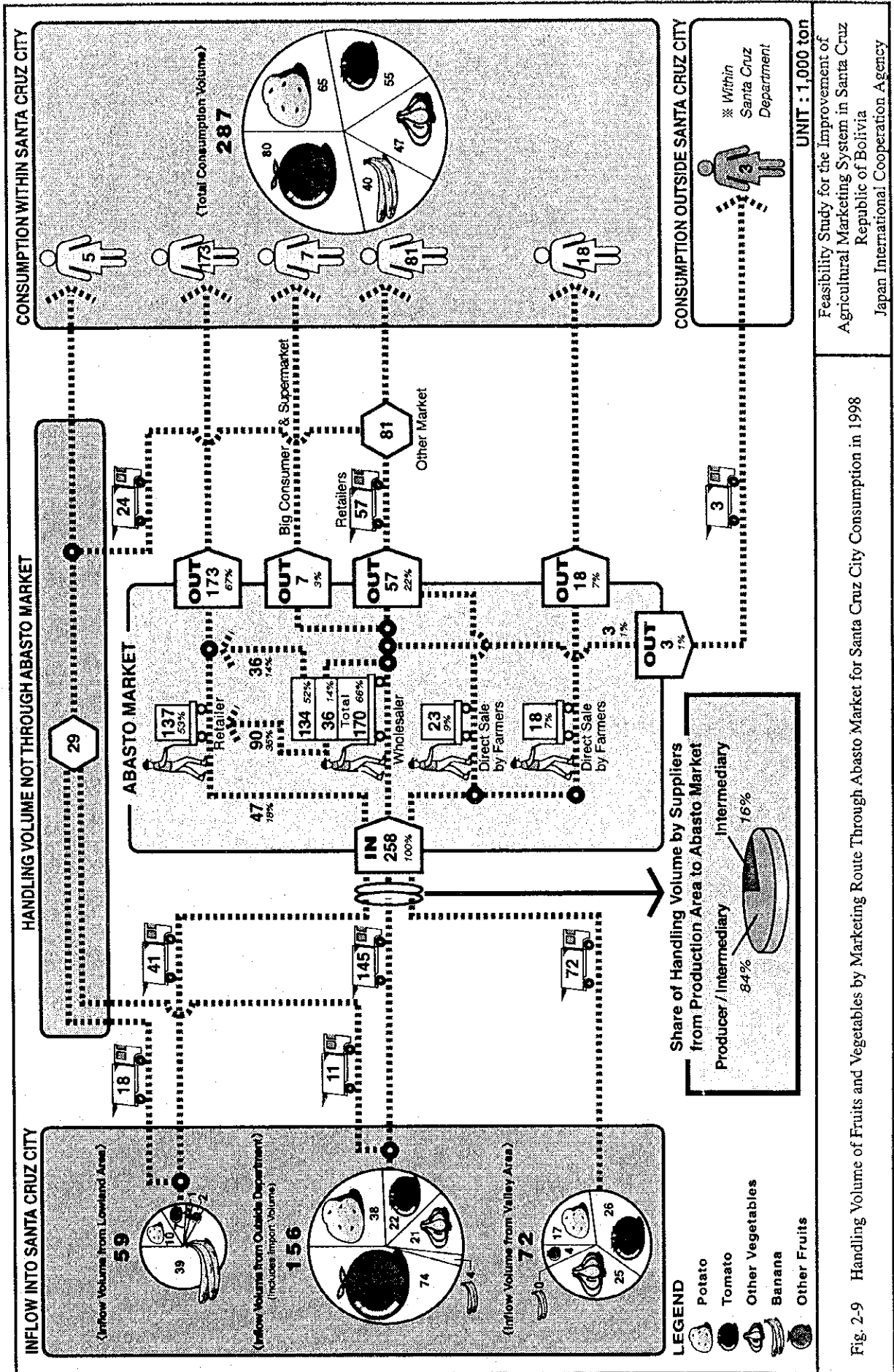
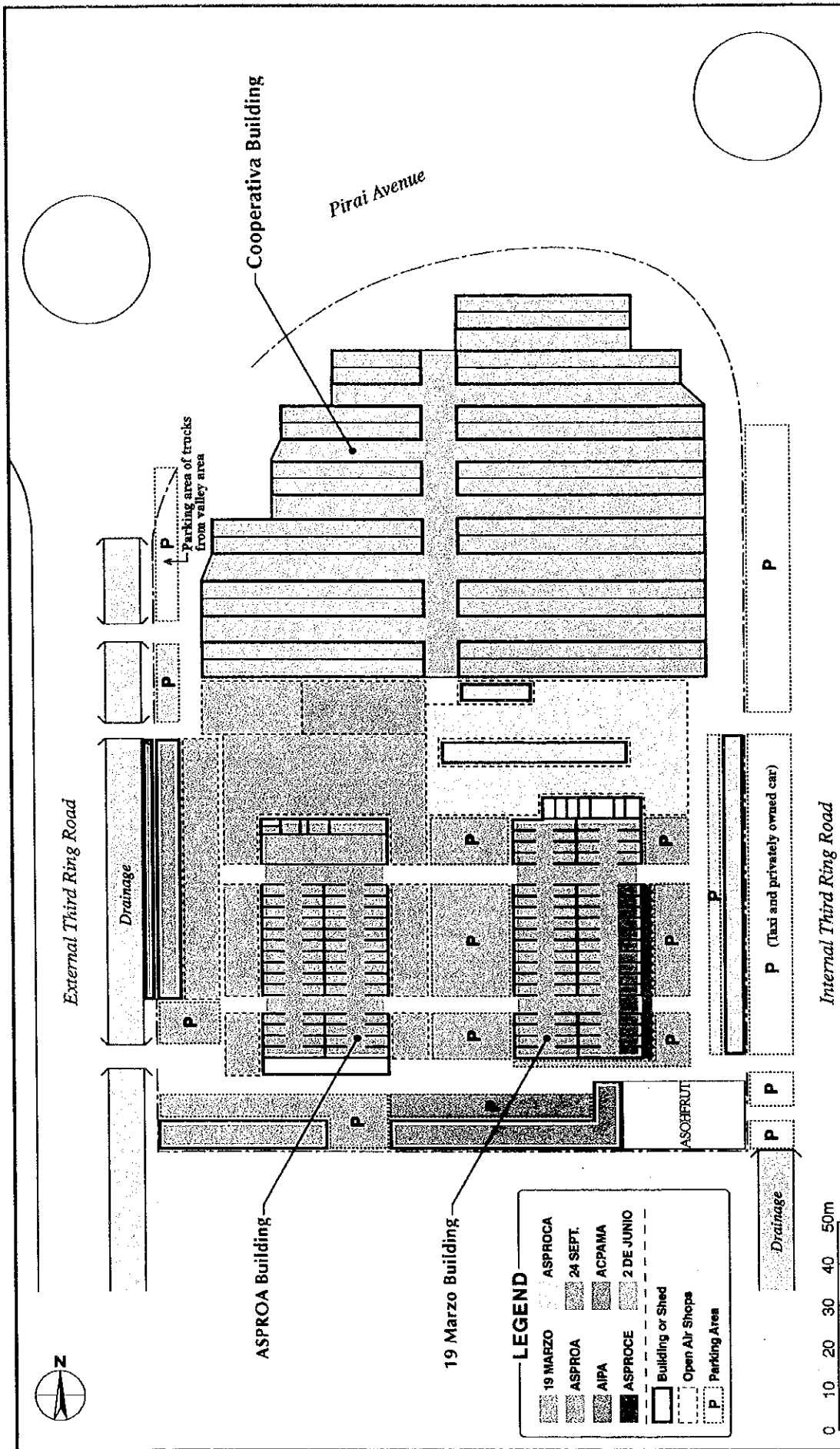


Fig. 2-9 Handling Volume of Fruits and Vegetables by Marketing Route Through Abasto Market for Santa Cruz City Consumption in 1998

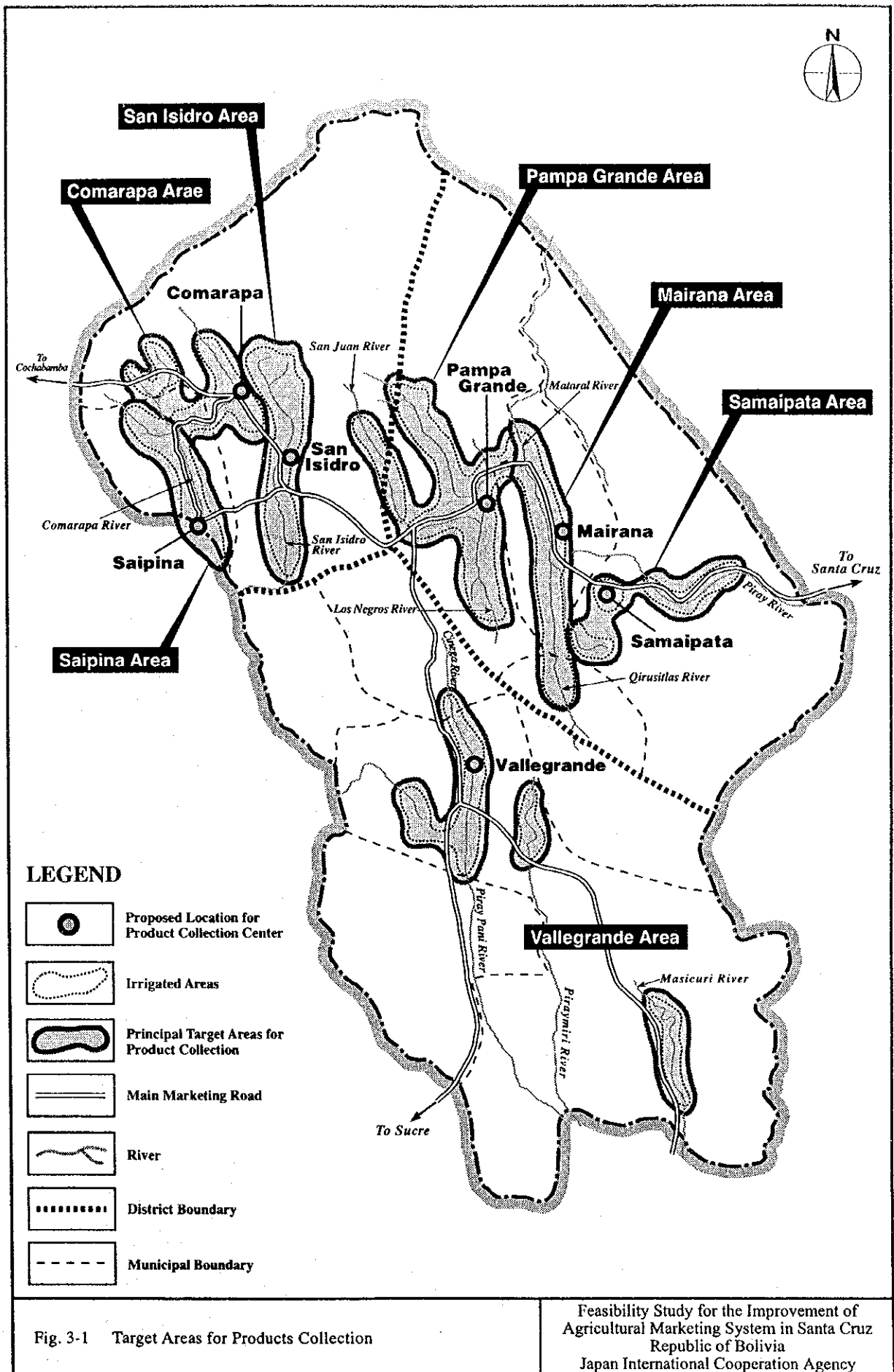


**LEGEND**

19 MARZO	ASPROCA
ASPROA	24 SEPT.
AIPA	ACPAMA
ASPROCE	2 DE JUNIO
Building or Shed	
Open Air Shops	
Parking Area	

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 Republic of Bolivia  
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Fig. 2-10 Territories of Users' Organization in Abasto Market in 1998



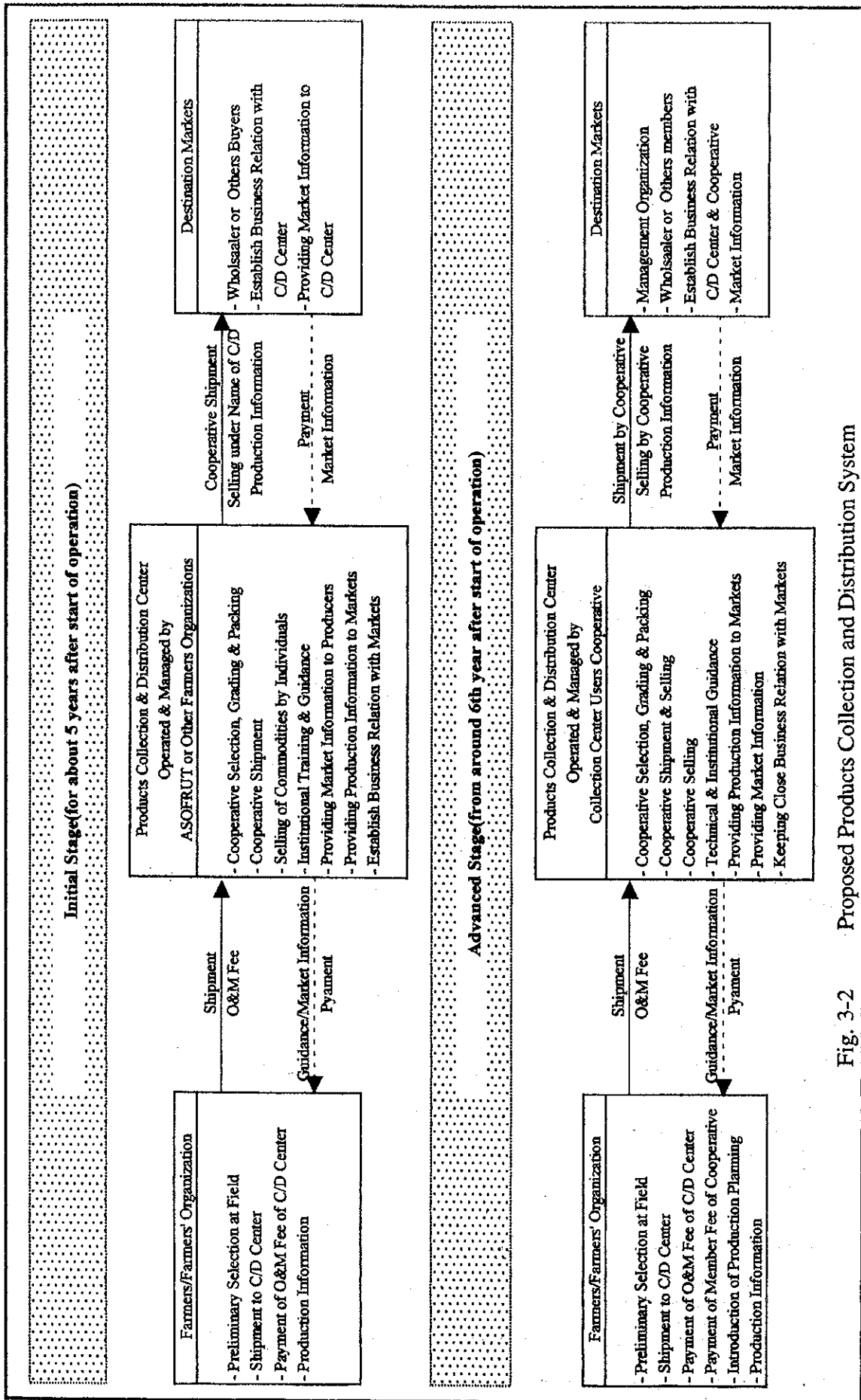


Fig. 3-2 Proposed Products Collection and Distribution System

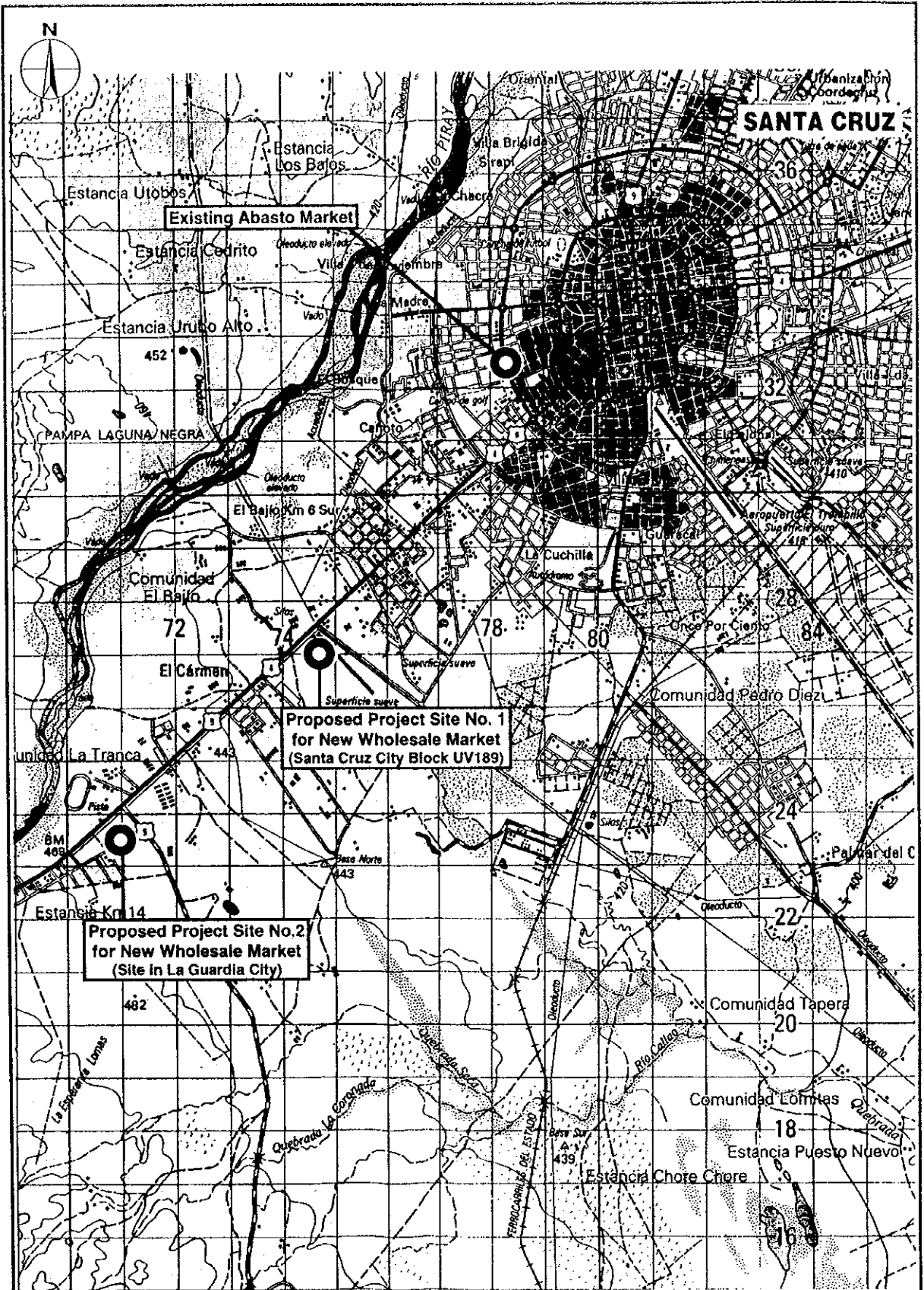
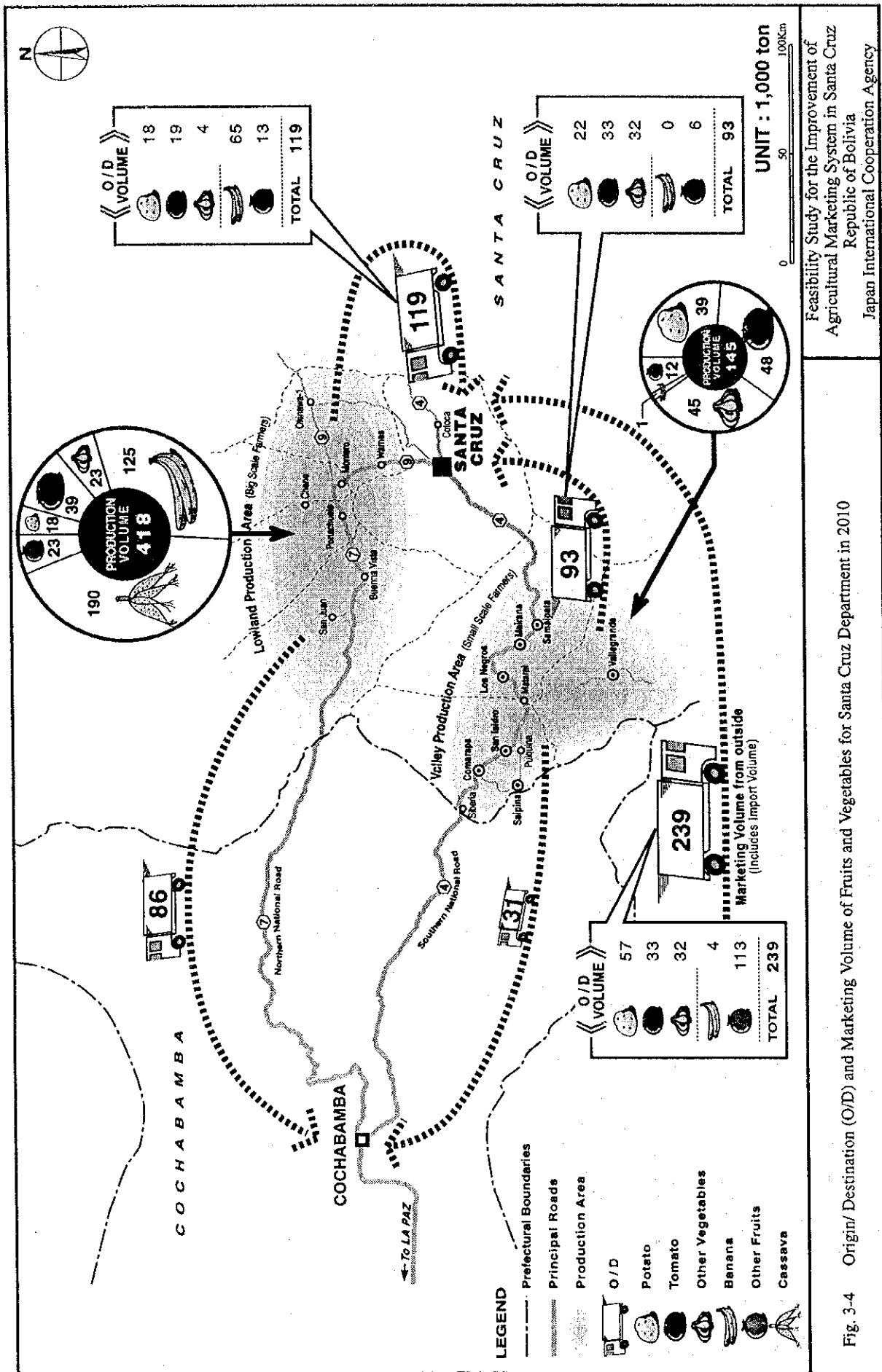


Fig. 3-3 Location of the Project Site Alternatives for New Wholesale Market

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Agricultural Marketing System in Santa Cruz  
Republic of Bolivia  
Japan International Cooperation Agency



Feasibility Study for the Improvement of  
Agricultural Marketing System in Santa Cruz  
Republic of Bolivia  
Japan International Cooperation Agency

Fig. 3-4 Origin/ Destination (O/D) and Marketing Volume of Fruits and Vegetables for Santa Cruz Department in 2010



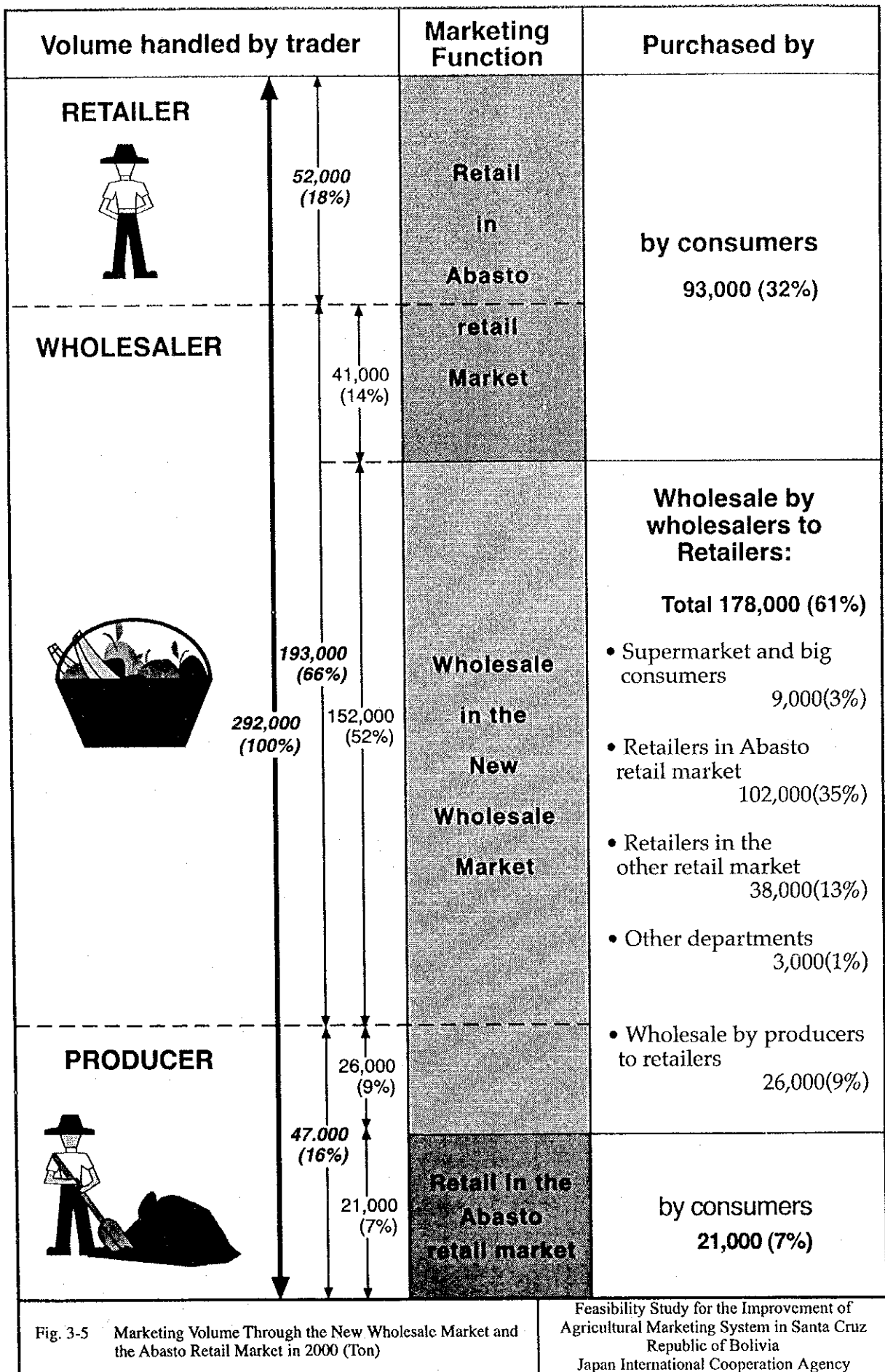


Fig. 3-5 Marketing Volume Through the New Wholesale Market and the Abasto Retail Market in 2000 (Ton)

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 Japan International Cooperation Agency

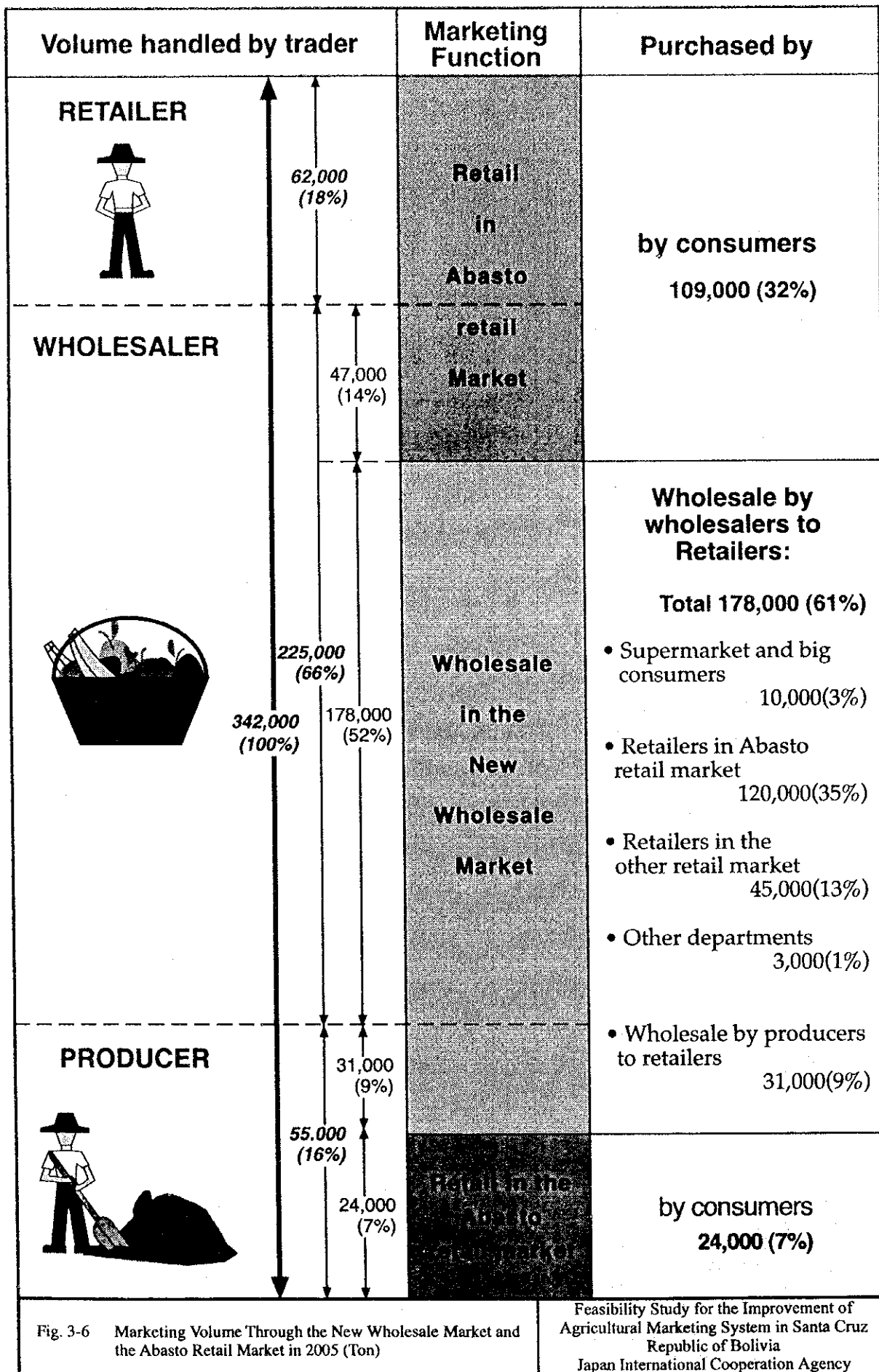


Fig. 3-6 Marketing Volume Through the New Wholesale Market and the Abasto Retail Market in 2005 (Ton)

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 Japan International Cooperation Agency

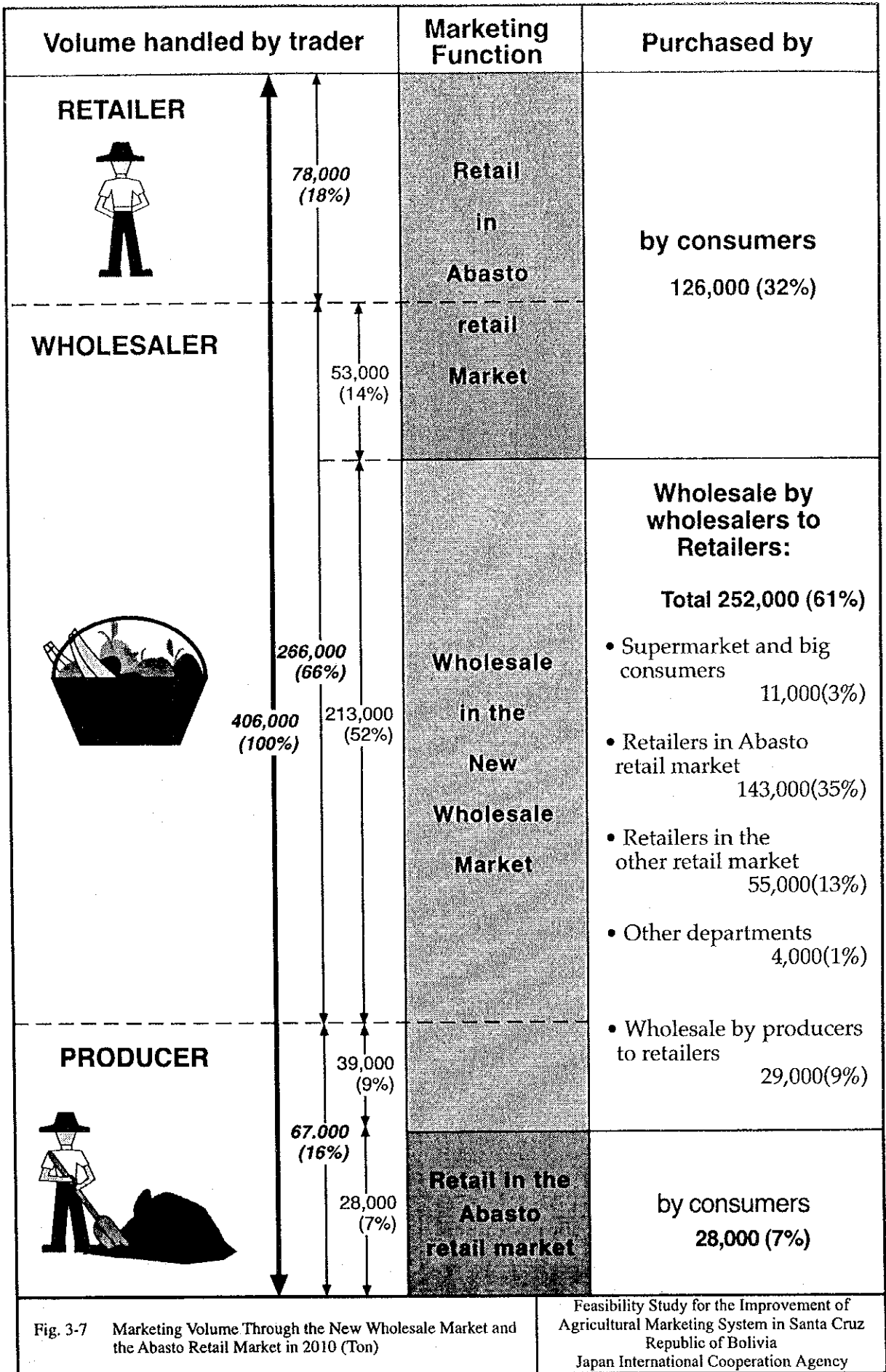


Fig. 3-7 Marketing Volume Through the New Wholesale Market and the Abasto Retail Market in 2010 (Ton)

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 Japan International Cooperation Agency

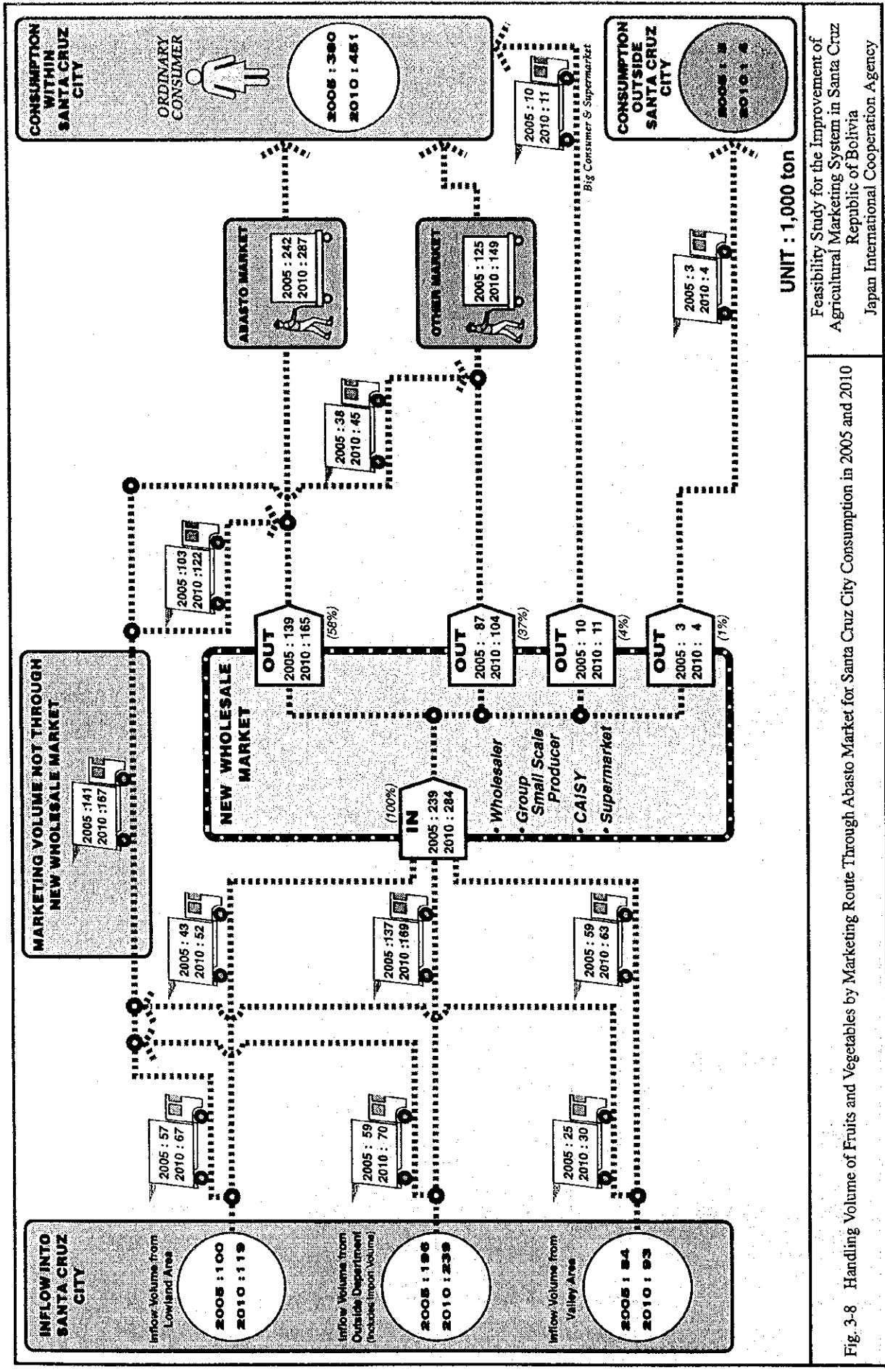


Fig. 3-8 Handling Volume of Fruits and Vegetables by Marketing Route Through Abasto Market for Santa Cruz City Consumption in 2005 and 2010

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 Japan International Cooperation Agency

# SUPPLY

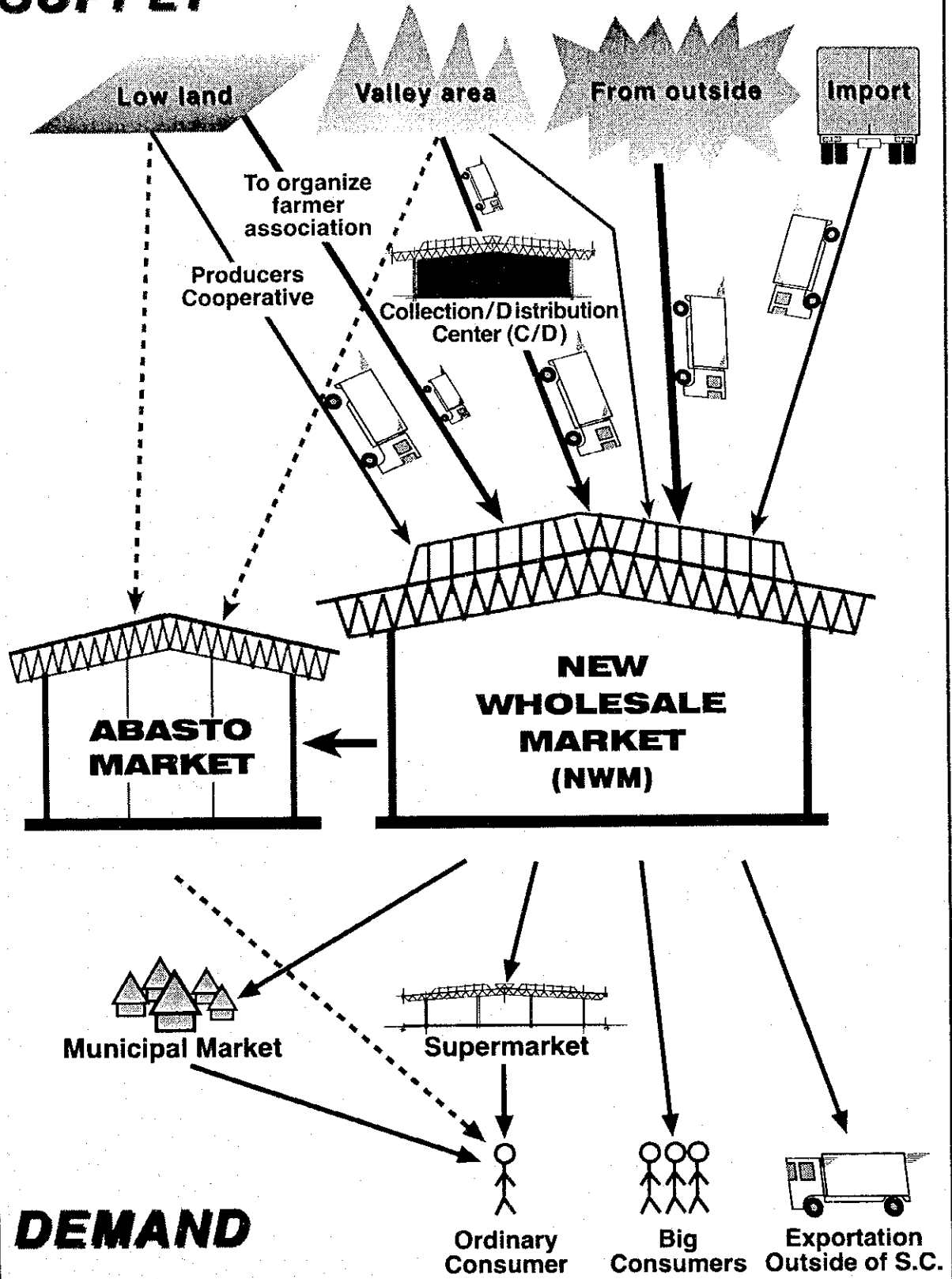


Fig. 3-9 Concept of Proposed Project  
(New Marketing System of Fruits and Vegetables)

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Agricultural Marketing System in Santa Cruz  
Republic of Bolivia  
Japan International Cooperation Agency

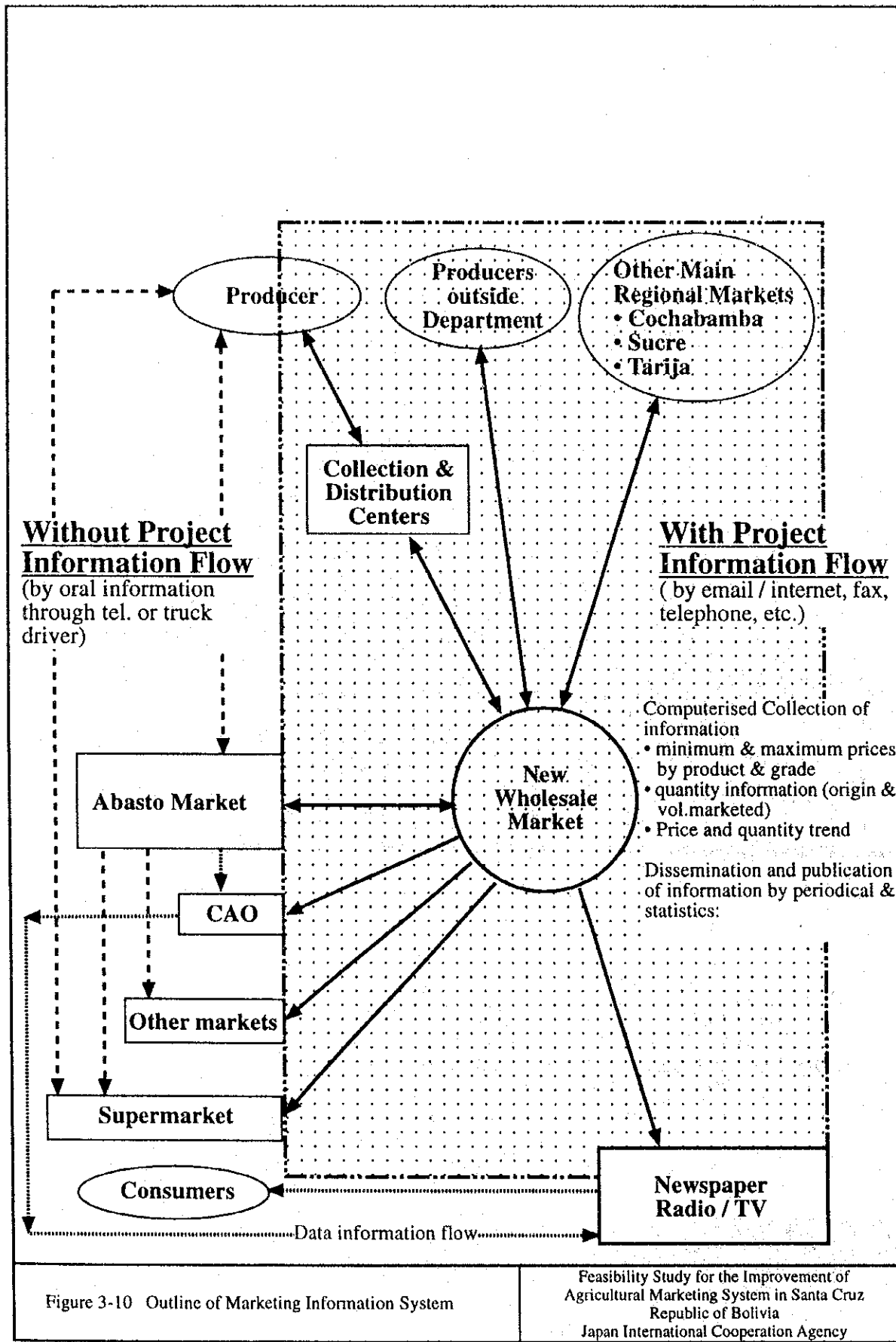


Figure 3-10 Outline of Marketing Information System

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Republic of Bolivia  
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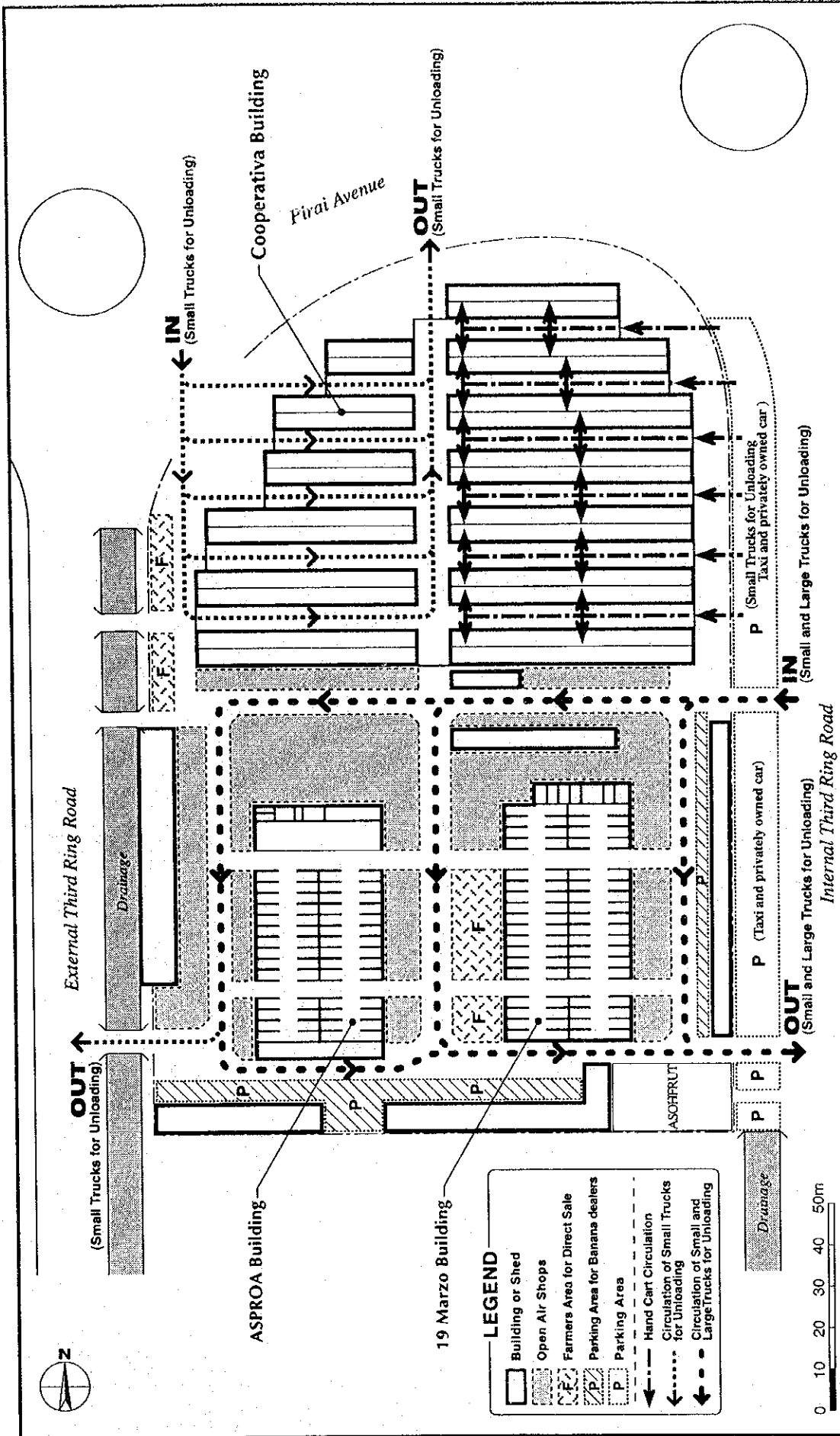


Fig. 3-11 Plan of Re-arrangement for Sales Areas in Abasto Retail Market

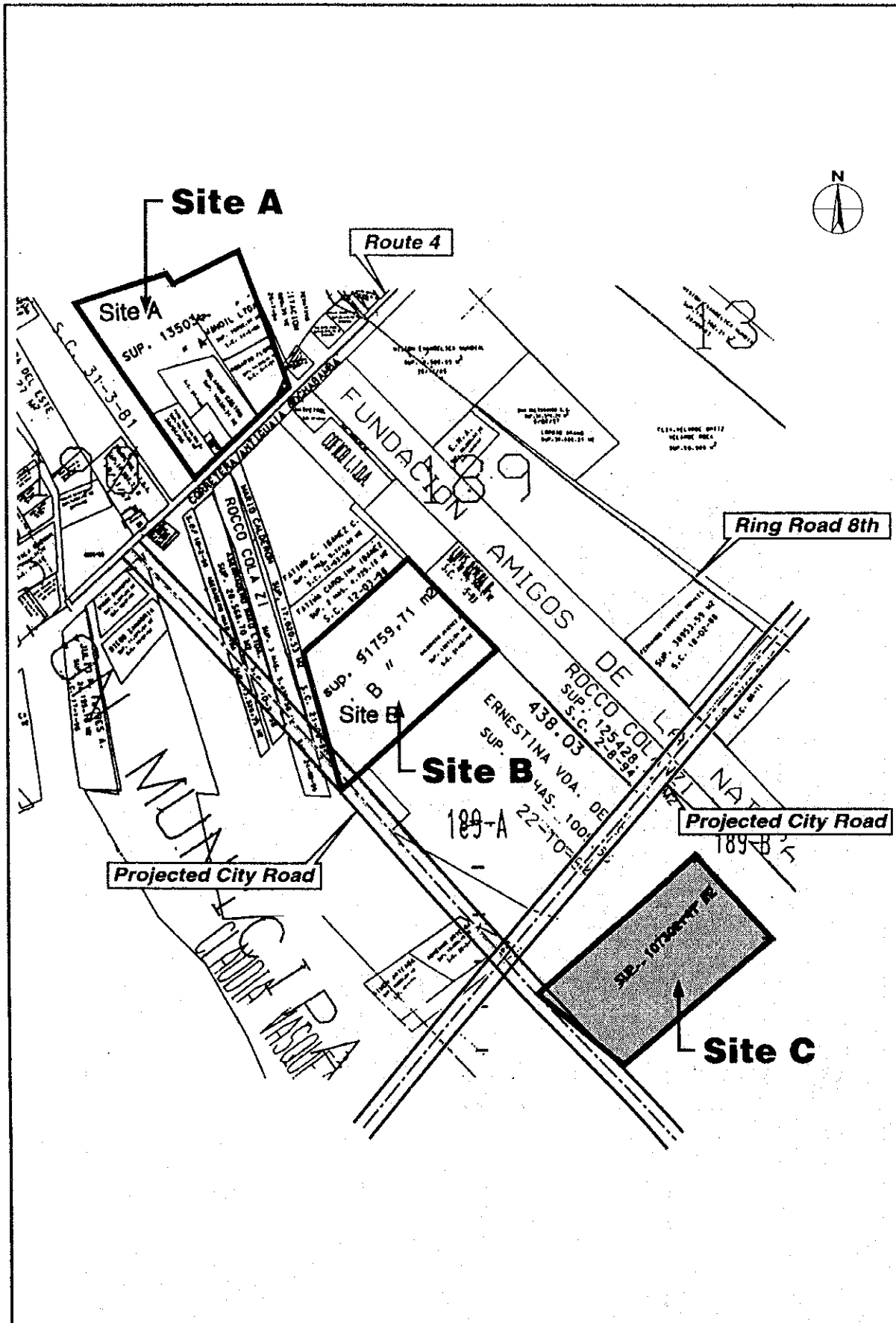


Fig. 4-1 Location of the Possible Sites for the New Wholesale Market in UV189 and Neighboring District

S = 1 / 12,000

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Japan International Cooperation Agency



**"Project for Establishment of Collection and Distribution Center"**

Beneficiaries	Possible Opponent	Implementation Agency	Decision Makers	Funding Agency	Supporting Agency
Small-scale Farmers	Large-scale Farmers	EMCA	Government of Bolivia	Farmers' Association	NGO
Consumers	Intermediaries	Farmers' Association	Municipal Government	NGO	Universities
Women	Transporters	Municipal Government	Prefecture Government	External Cooperation	SEAPA
Farmers	Wholesalers /Retailers		Sub-prefecture Government	Government of Bolivia	Syndicates
Farmers' Families	Farmers in other Regions		Farmers' Association	FDC	Catholic Church
Farmers' Associations			Farmers	JICA	Mothers' Club
Local Community			OTBS		EMCA
			Assemble of Associations		Provincial Technical Committee
					CIAT
					ASOFRUT

Fig. 4-2 Participation Analysis Formulated in the Comarapa Workshop

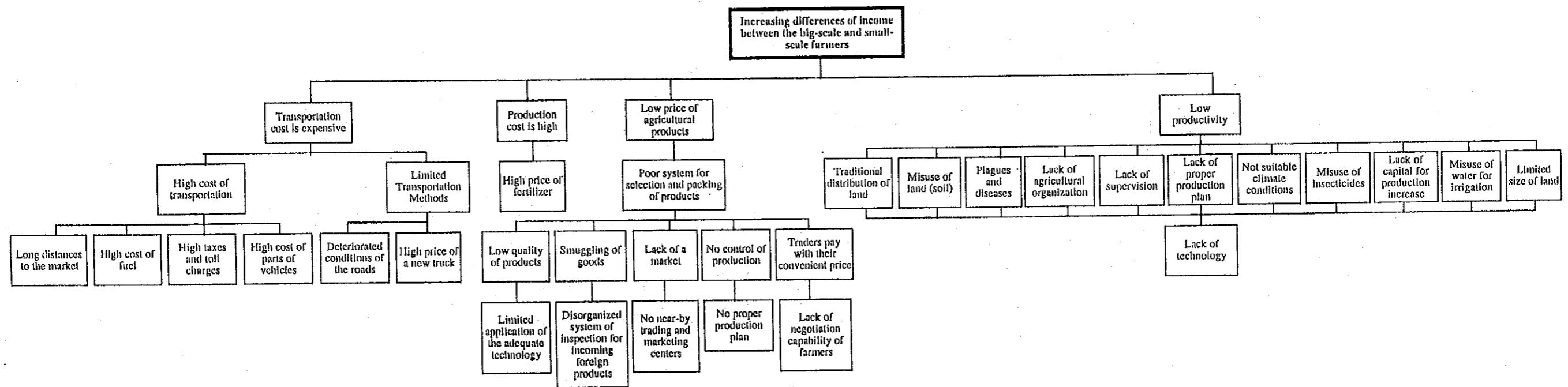


Fig. 4-3 "Problem Tree on the Agriculture Sector in Comarapa"  
Formulated in the Comarapa Workshop



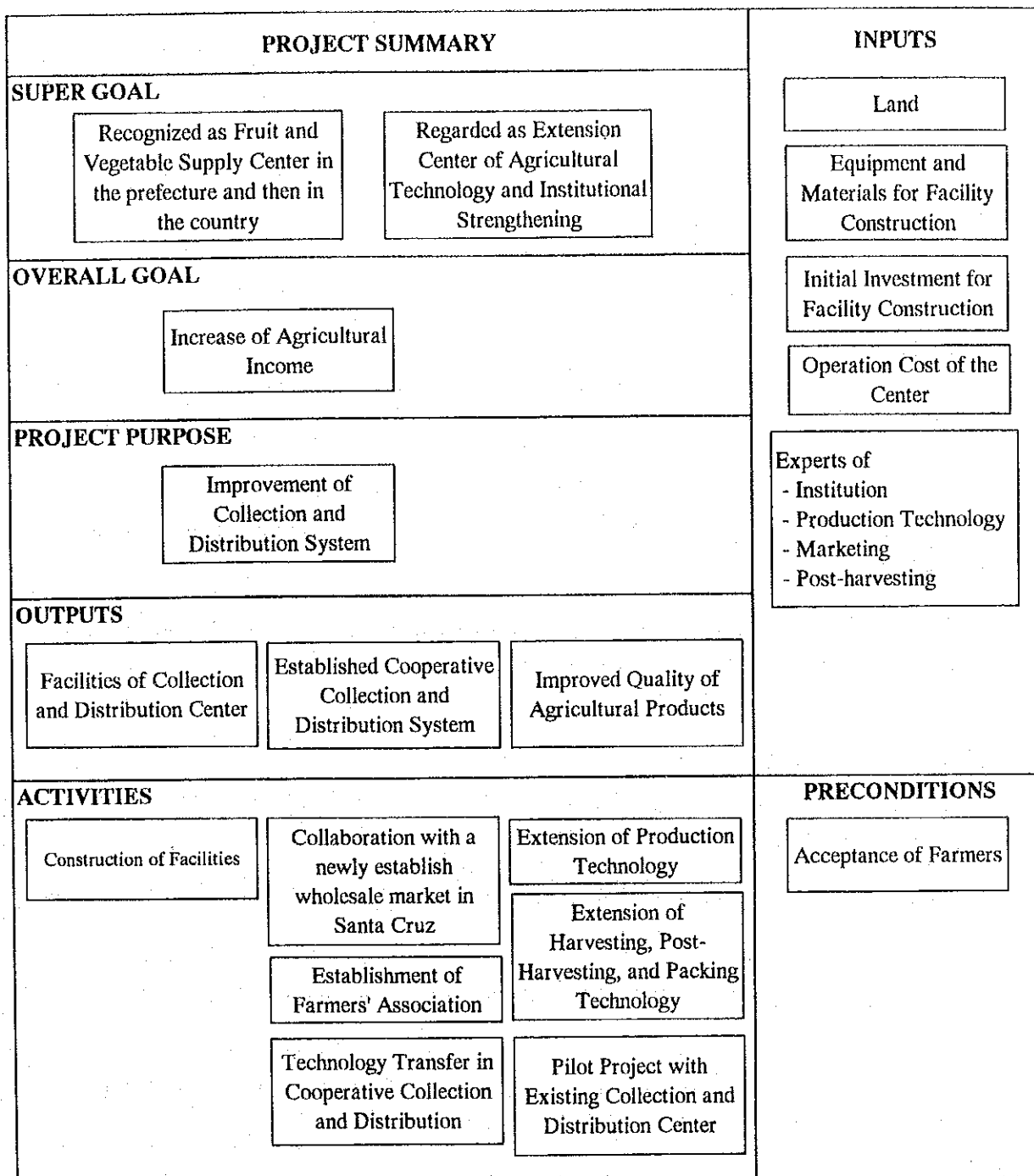


Fig. 4-4 PDM "Project for Establishment of Collection and Distribution Center" Formulated in the Comarapa Workshop

(1) Constraints which are expected to be solved by the Proposed Project

Most of their products have been sold in Cochabamba. However, the market in Cochabamba is getting smaller, because farmers in Cochabamba and La Paz have promoted growing fruit and vegetables.

Farmers including women, who used to sell their products in the Abasto Market, seldom go to the Abasto Market, because there are no space available for them.

There are no information system available to know how much their products are to be sold by intermediaries in the Abasto Market.

Their competitiveness in the Abasto Market is not strong, because the volume they can supply to the Market is very limited.

(2) Important Issues which need to be Considered in the Proposed Project

Credibility and transparency on the pricing system in the new wholesale market should be improved and secured.

To foster a reliable relationship between the project and the farmers is most important to make the project acceptable by the production site.

(3) Possible Constraints for the Proposed Project

They rely on EMCA rather than ASOHRUT. They regard ASOHRUT as the organization having less relationship with the producers.

Existing strong financial relationship between the intermediaries as financiers and the farmers might be difficult to be neglected.

Two types of land ownership (owned/rent) might be one of the conflicts for the farmers to start to join the project.

Farmers' fear and suspicion about working in a group have been formed based on their previous bad experience in various projects. No equal distribution of benefits.

Farmers are not familiar with the activities in a group traditionally. They prefer to work individually due to its cultural background. Some experience for getting credit.

Poverty and high illiteracy rate of women in the mountain areas, especially in the small-scale farmers' families, is one of the biggest constraints in improvement of their market competitiveness.

Fig. 4-5 Comments on the Proposed Operation System of C/D Center Received at Comarapa Workshop

**"Project for Improvement of the Wholesale Market in Santa Cruz"**

Direct Beneficiaries	Possible Opponent	Implementation Agency	Decision Makers	Funding Agency	Supporting Agency	
Wholesalers' Association	Intermediaries	Municipal Government	Municipal Government	NGO	NGO	
Wholesalers' Cooperatives		Institute of Investigation		JICA	Donors	
Indirect Beneficiaries						Transporters
Small-scale Farmers						Government of Bolivia
Retailers						Prefecture Government
Consumers						CAO
ASOFRUT						EMCA
Farmers						Provincial Technical Committee
FSUTCSC						CIAT
					ASOFRUT	

Fig. 4-6 Participation Analysis Formulated in the Santa Cruz 1 Workshop.

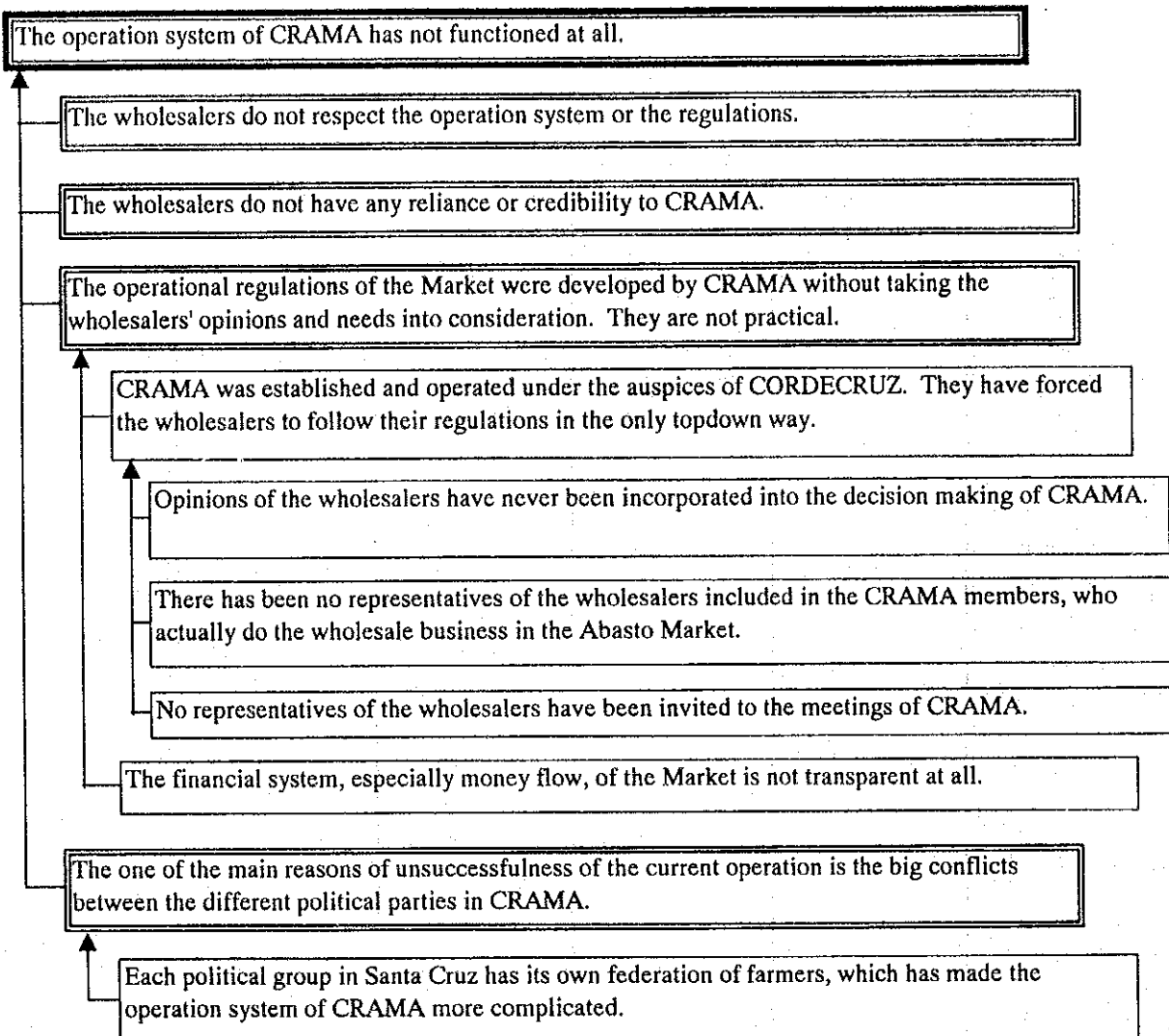


Fig. 4-7 Problem in the Current Operation System of the Abasto Market Formulated in the Santa Cruz I Workshop

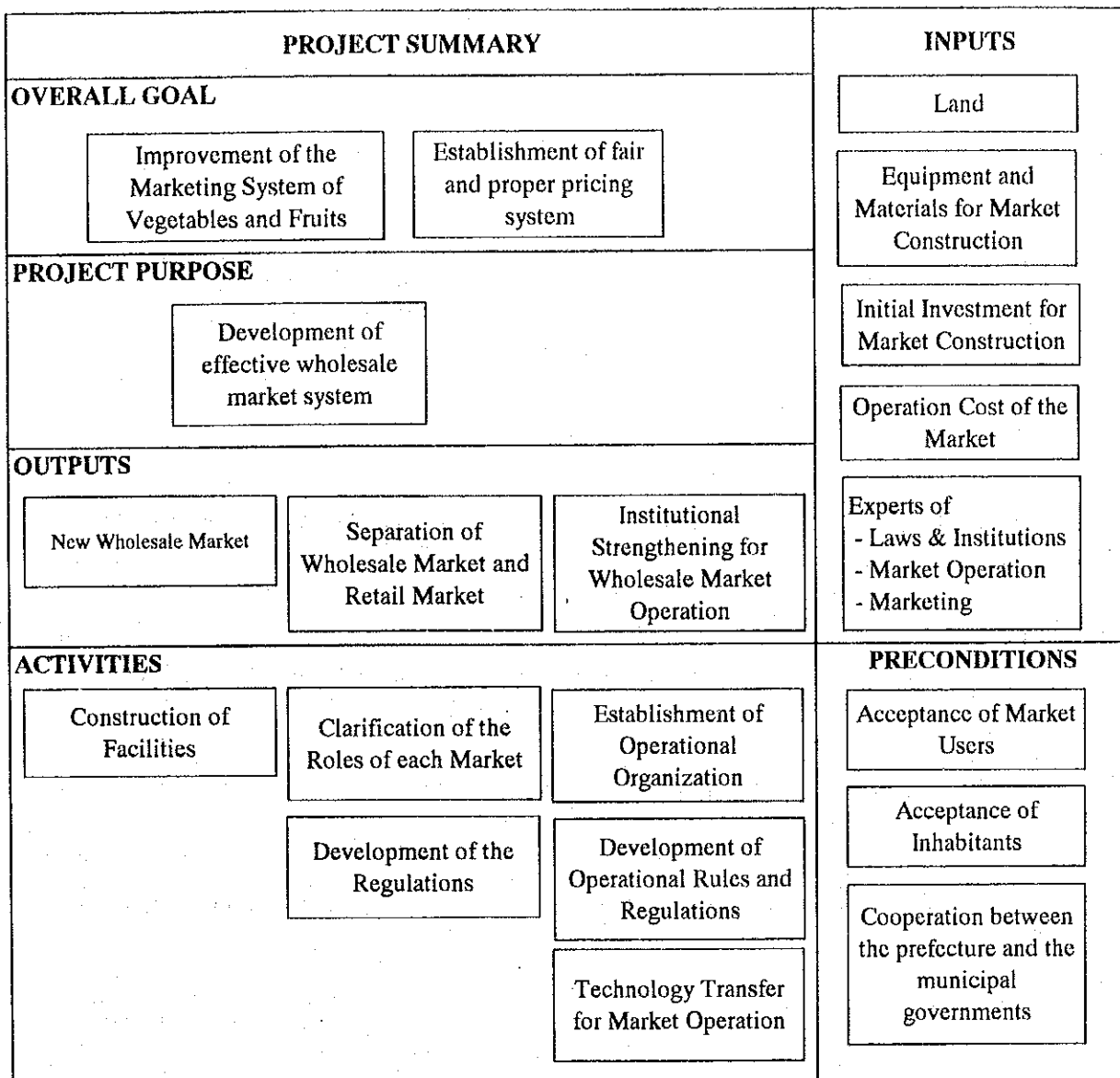


Fig. 4-8 PDM "Project for Improvement of the NWM in Santa Cruz" Formulated in the Santa Cruz 1 Workshop



The participants understood the entire scope of the project for improvement of agricultural marketing system.

The participants agreed that the project would be operated under the management committee under the municipal government in the beginning basically.

The participants understood the importance of improvement of production, harvesting, post-harvesting, collection, and distribution systems in the 7 production centers.

The participants understood the importance of including the farmers in the valley area in the beneficiaries of the project

The participants agreed that both of the representatives from the wholesalers and from the producers would be involved in the administration system of the new market.

It is not appropriate to include ASOFRUT in the administration system of the new market, they do not know anything about marketing and they do not reflect the actual needs of farmers.

Good coordination between the prefecture and the municipal governments is the most important issue for the successfulness of the project.

They are really interested in the institutional strengthening of the operation system. They never want to repeat the same failure like CRAMA.

CAO is not the appropriate agency included in the administration system, because they have never been involved in the activities of marketing fruit and vegetables.

The project needs to be designed with considering not only large-scale farmers but also small-scale farmers.

Municipal government can be a supervision agency. However, prefecture government does not have authorities to administrate the wholesale market. They can be a supporting agency.

Fig. 4-9 Comments on the Proposed Operation System of NWM received at Santa Cruz 1 Workshop

Beneficiaries	Possible Opponent	Implementation Agency	Decision Makers	Funding Agency	Supporting Agency
Wholesalers	Supermarkets	JICA	Prefecture Government	Cooperatives	Municipal Government
Producers	Associations			Banks	JICA
Retailers	Street Vendors			Cooperatives of Credits	ASOFRUT
Large-scale Wholesalers					
Small-scale Producers					
Transporters					
Large-scale Producers					
Associations					
Intermediaries					
Consumers					

Fig. 4-10 Participation Analysis Formulated in the Santa Cruz 2 Workshop

(1) Infrastructure

There are no roofs over the retail markets.

Selling space is very limited. Congestion in the market.

Parking space is limited.

Truck entrance is too small for smooth flow of traffic and products.

Hall-ways are too narrow for smooth traffic of trucks and pedestrians.

(2) Facilities and Equipment

Small trucks are not available for re-distribution of the vegetables.

Weighing equipment for trucks and for products is not enough.

No storage available to keep the products fresh.

(3) Sanitation and Working Environment

No nurseries available. They take care of their children under the tables in the market.

Garbage collection system is not well functioning. Garbage containers are not enough.

There is only one water pipeline. Absolutely inconvenient for washing products.

Limited number of bathrooms. Sanitary conditions are not good. Shower room is needed.

Cleaning system of the market has not been well functioning.

Restaurants or canteens should be improved.

Ventilation system of the market is terrible.

No green area or playground in the market.

(4) Operations

Security system of the market has not been functioning.

Supervision on the market activities (ex. weighing of products) are not well conducted.

Cost for electricity is very expensive.

Disorganized spacing in the market.

Fig. 4-11 Problems in the Abasto Market Formulated in the Santa Cruz 2 Workshop

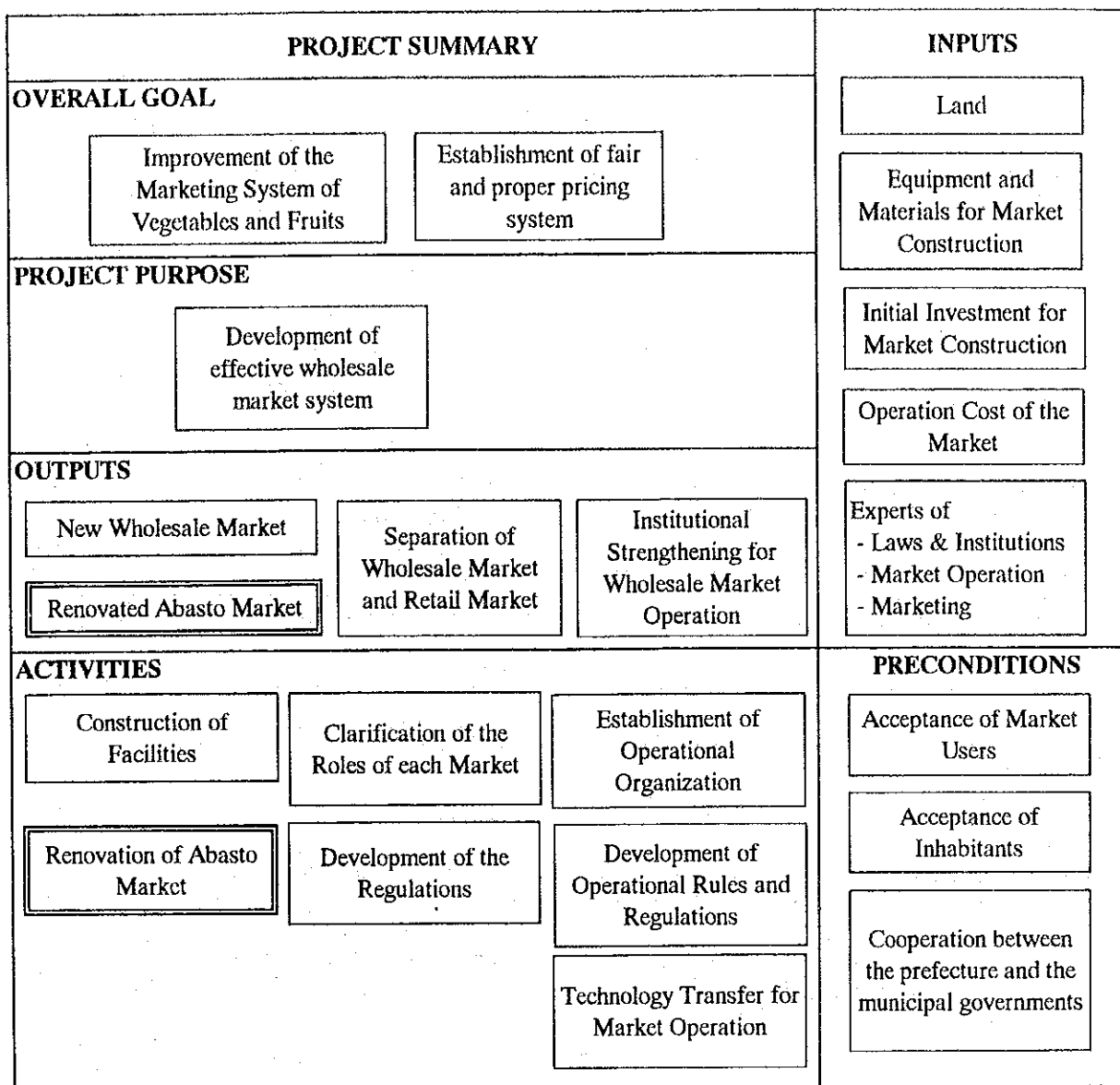


Fig. 4-12 PDM "Project for Improvement of the NWM in Santa Cruz" Formulated in the Santa Cruz 2 Workshop

Reorganization and rehabilitation of the Abasto Market is highly required.

There are no reliance on the municipal government due to their bad experience in the past. The municipal government should not join the administration committee. They should supervise the project only.

Money and tax collection system and financial system of the market handled by the municipal government should become open to the public and need to be reorganized.

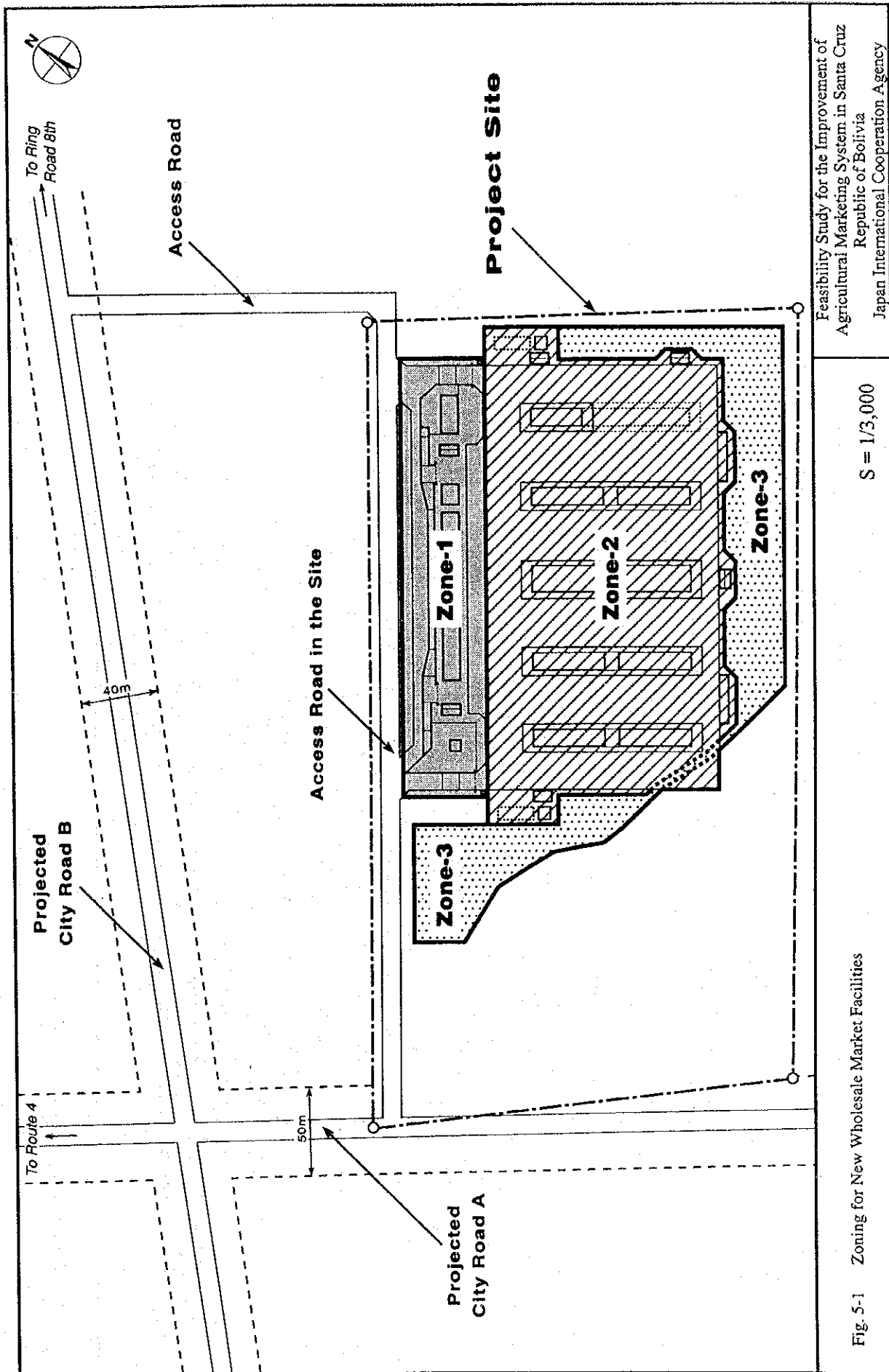
There have been many conflicts about the selling space etc. among the many associations. The existing associations need to be unified. One association of wholesalers and one association of retailers are the most desirable number for effective operation of the market.

Nursery is very much required for the safeties of their children and for their efficient activities.

The current operation system has been terrible. Technical support by JICA is very much required.

ASOFRUT can not be an administrative body. They can be a supporting body.

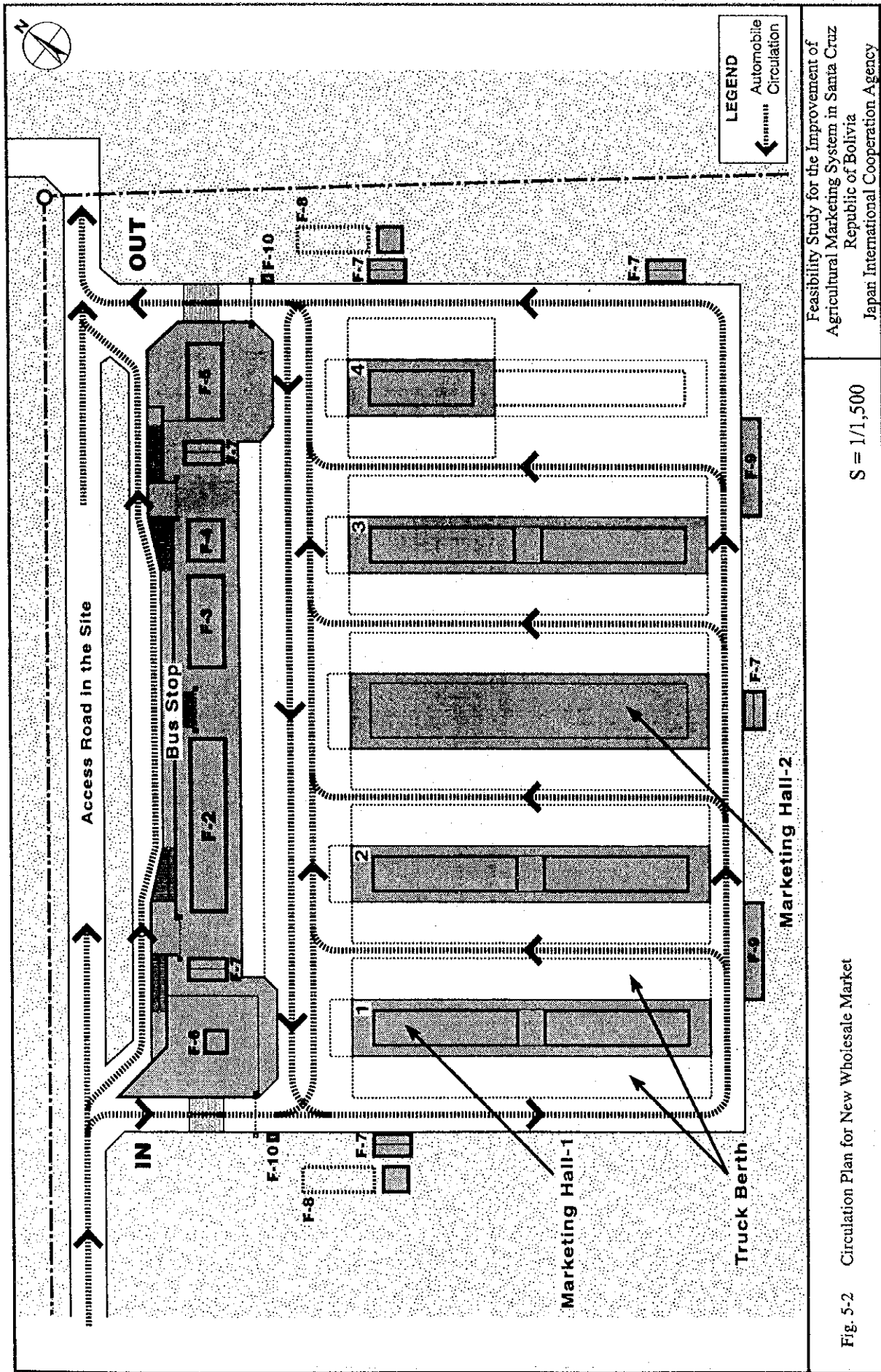
Fig. 4-13 Comments on the Proposed Operation System of NWM received at Santa Cruz 2 Workshop



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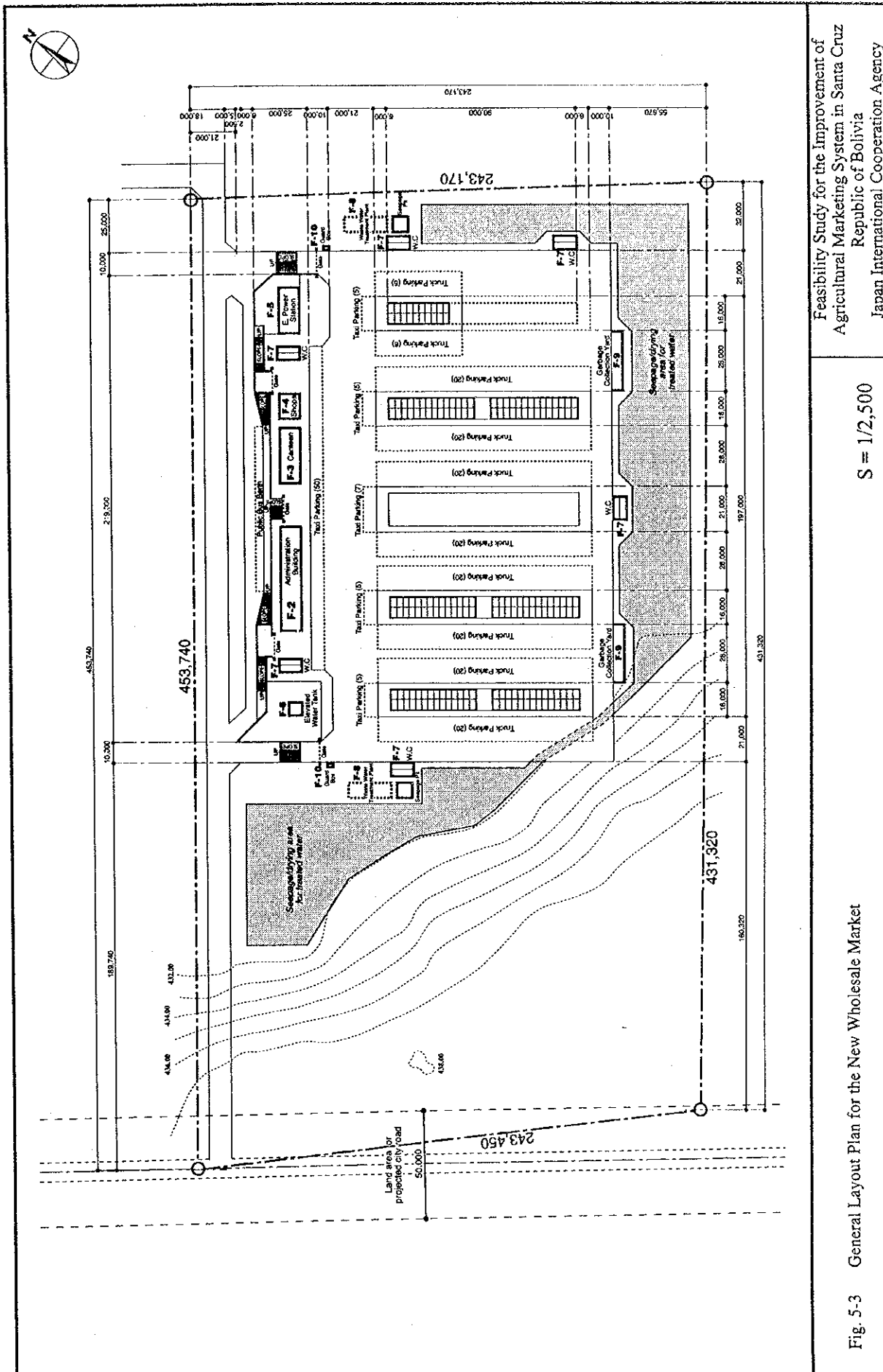
Fig. 5-1 Zoning for New Wholesale Market Facilities



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S = 1/1,500

Fig. 5-2 Circulation Plan for New Wholesale Market



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S = 1/2,500

Fig. 5-3 General Layout Plan for the New Wholesale Market



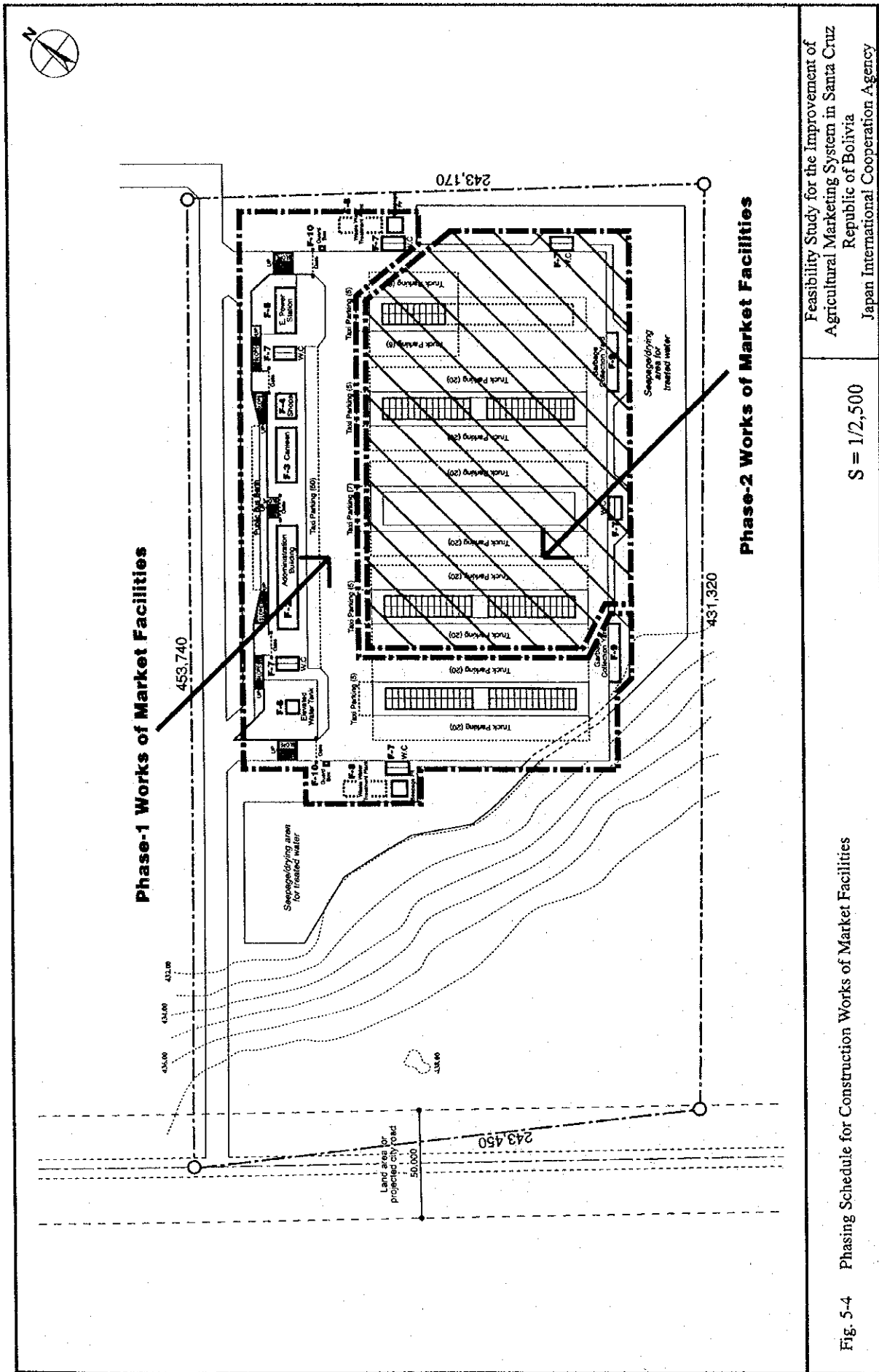


Fig. 5-4 Phasing Schedule for Construction Works of Market Facilities

S = 1/2,500

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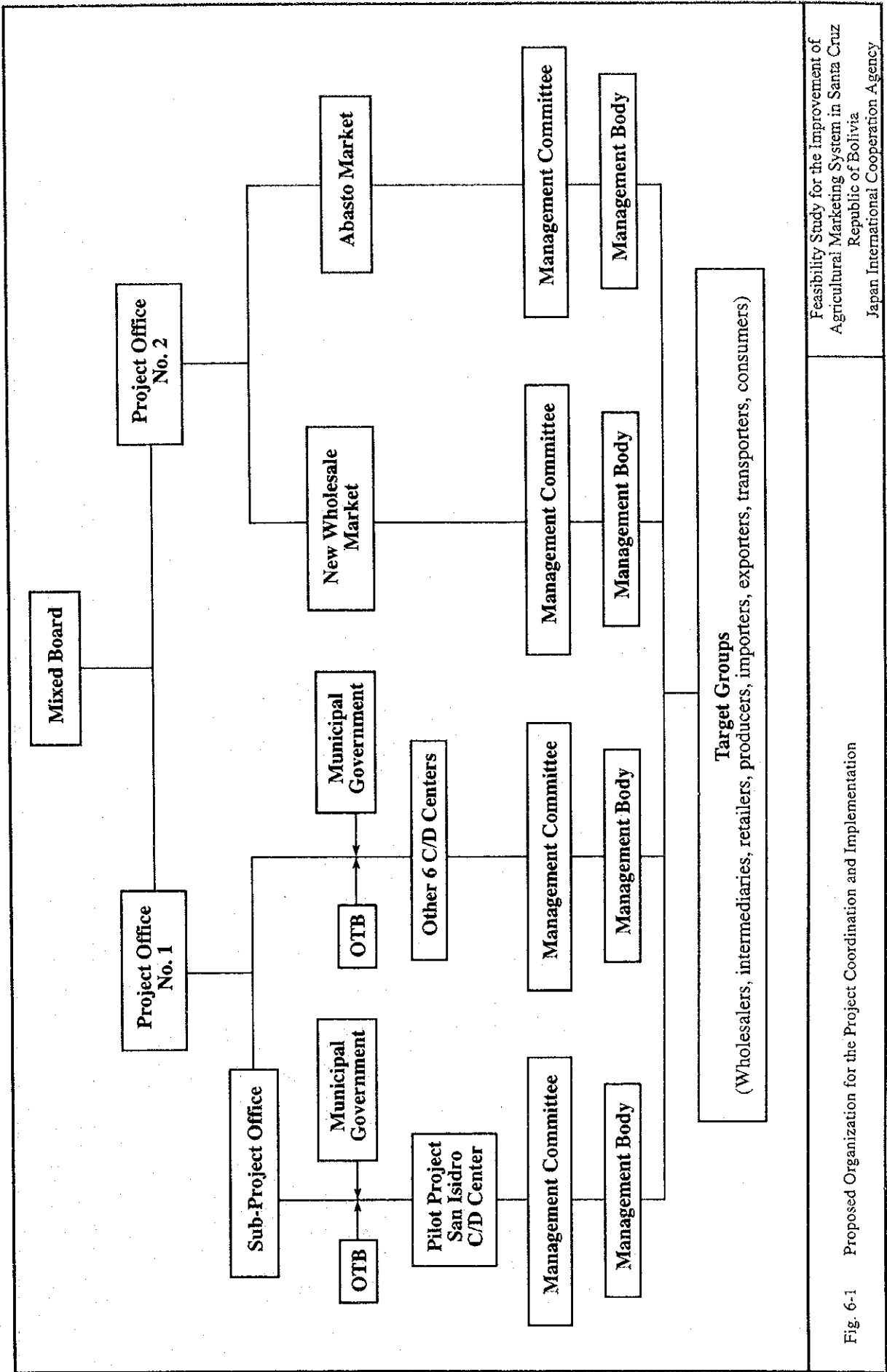


Fig. 6-1 Proposed Organization for the Project Coordination and Implementation

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Agricultural Marketing System in Santa Cruz  
Republic of Bolivia  
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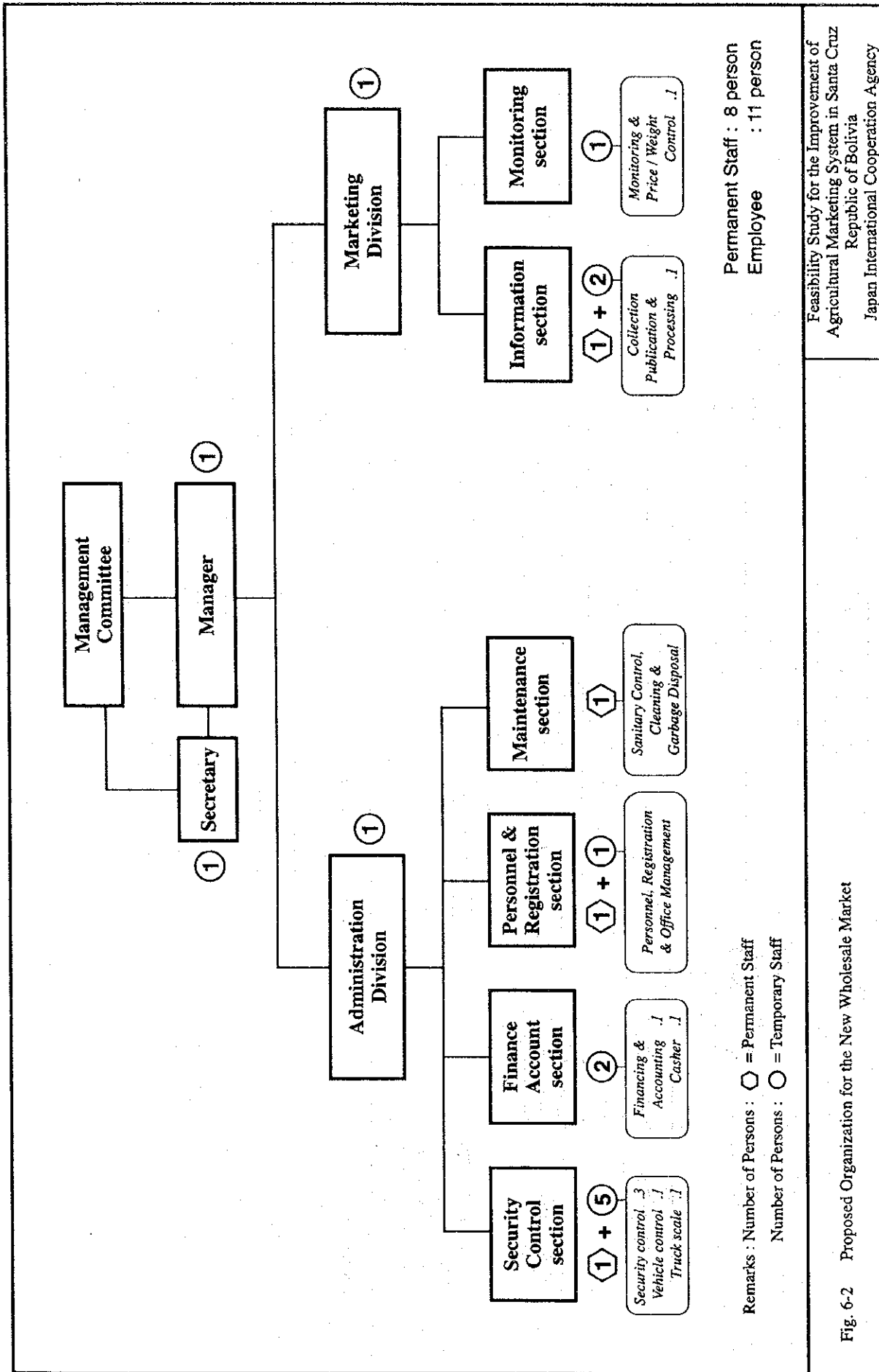


Fig. 6-2 Proposed Organization for the New Wholesale Market

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Agricultural Marketing System in Santa Cruz  
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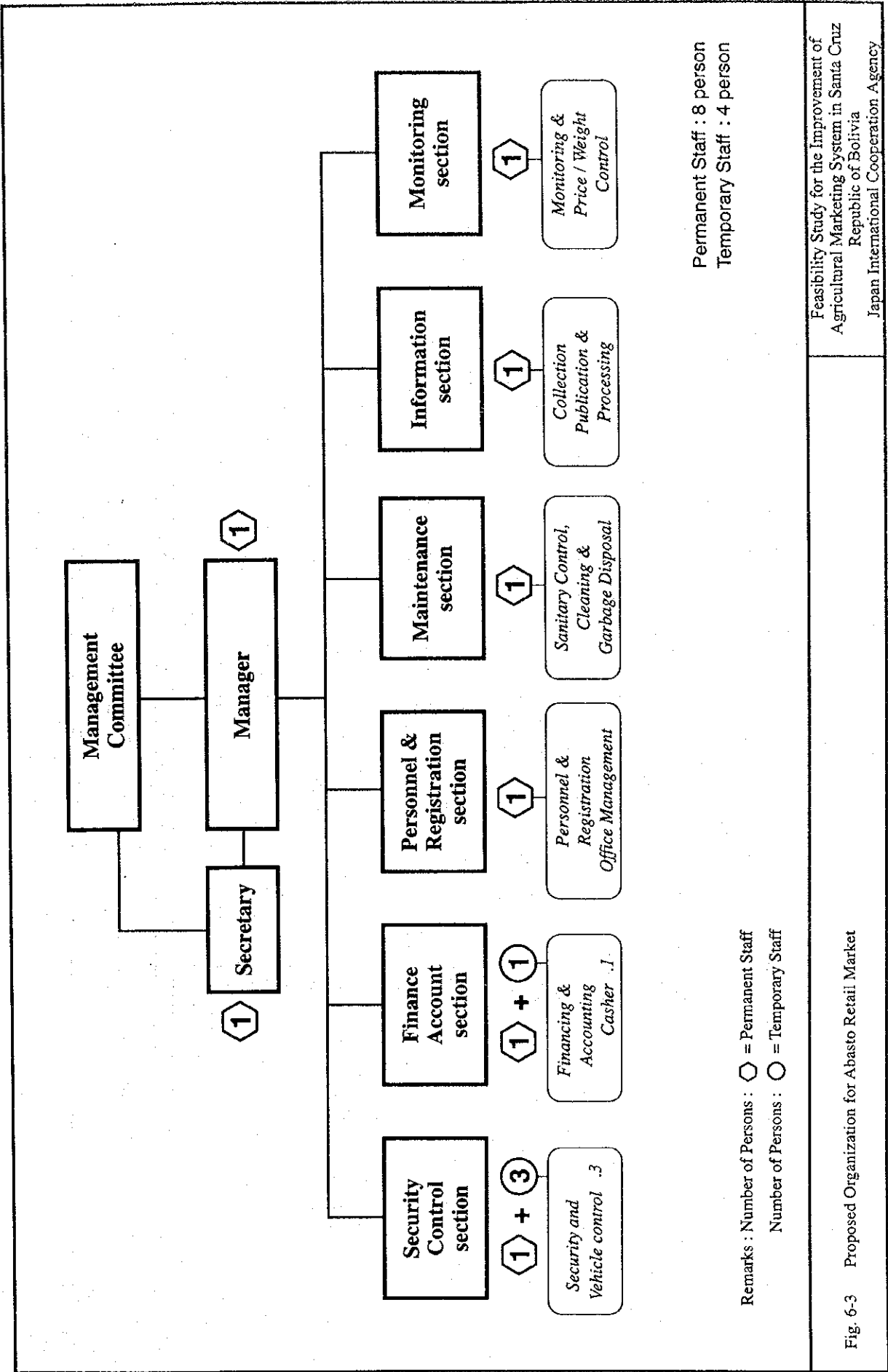


Fig. 6-3 Proposed Organization for Abasto Retail Market

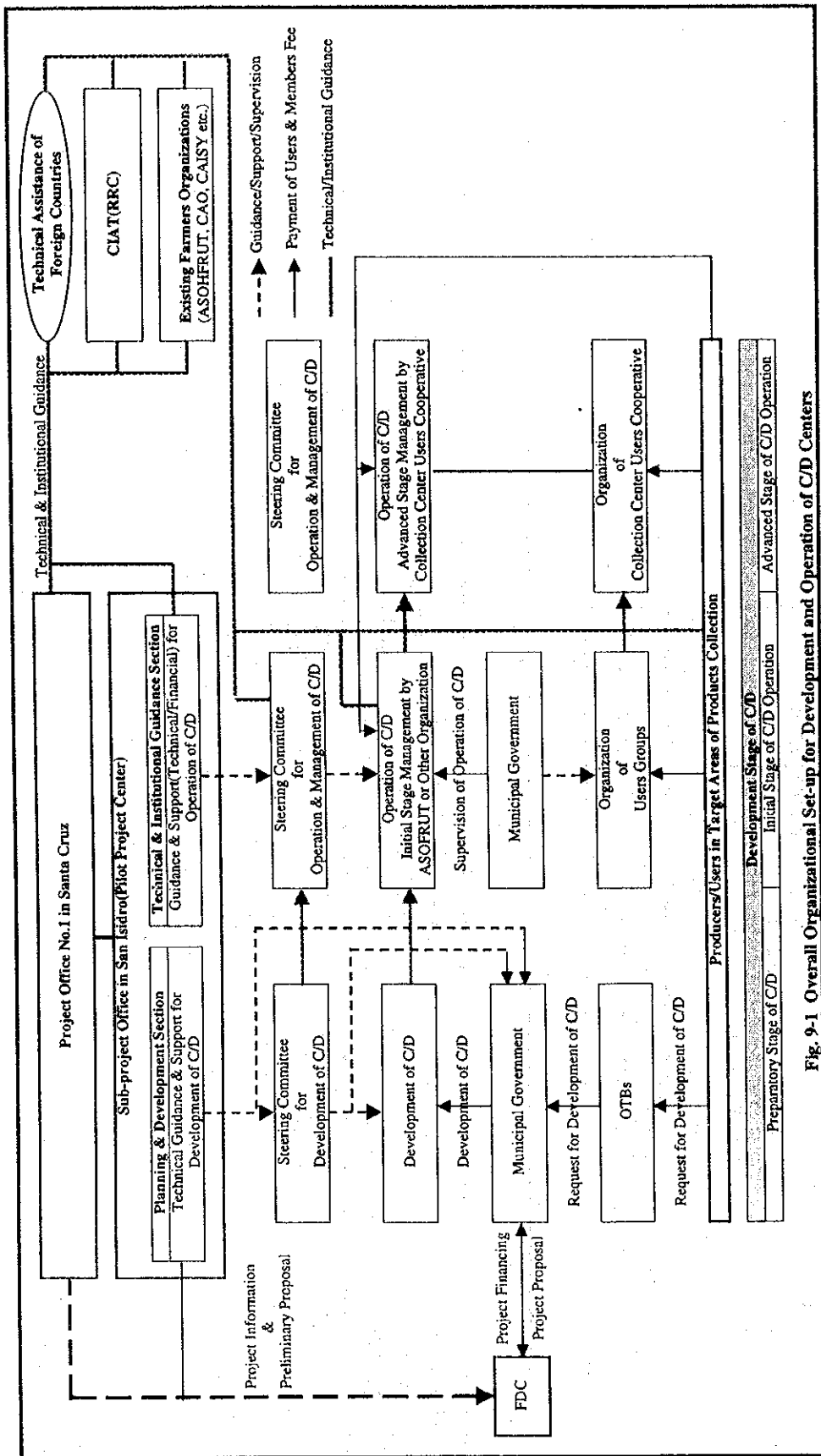


Fig. 9-1 Overall Organizational Set-up for Development and Operation of C/D Centers

