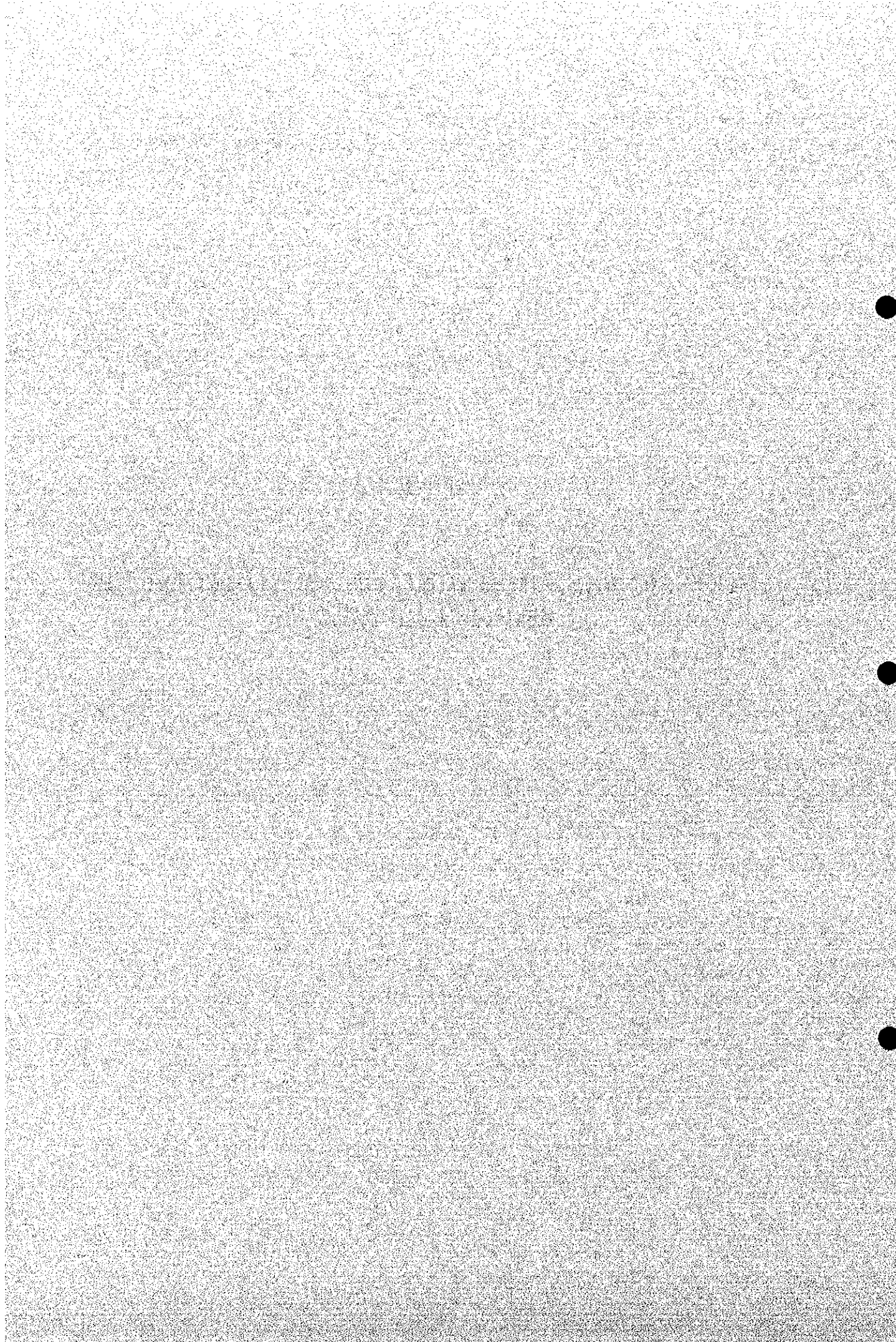


*Feasibility Study
for the Improvement of Agricultural
Marketing System
in
Santa Cruz*

ANNEX 3

CONSENSUS – BUILDING ON THE OUTLINE OF TARGET PROJECTS



ANNEX 3
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ANNEX 3
CONSENSUS-BUILDING ON THE OUTLINE OF TARGET PROJECTS

LIST OF ATTACHMENT

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| Attachment 2 | Output of the PCM Workshop for the Feasibility Study for the Improvement of Agricultural Marketing System in Santa Cruz |
| Attachment 3 | Material for Demonstration |

1 INTERIM REPORT EXPLANATION AND DISCUSSION

1.1 Official Explanation and Discussion

The Study Team submitted to the Bolivian side 20 copies of the Interim Report in the Spanish language on October 27, 1998. The following points were included in the Minutes signed for the Report.

- (1) The Bolivian side has approved that UV 189 of Santa Cruz City shall be the site where feasibility study for the new wholesale market is to be conducted.
- (2) The Bolivian side has approved that the area of the pilot project, included in the Feasibility Study area, shall be located in Caballero Province.

1.2 Production Site

For the explanation and discussion of the development plan (concepts) for products collection and distribution center at major producing areas, the explanation meeting and the discussion meeting on the plan were held at major producing areas in the following schedule.

Explanation Meeting

Date: October 29, 1998
Place: At EMCA meeting room, Comarapa, Caballero Province
Target Groups: Farmers representatives, representatives of municipal and sub-prefecture office at all major producing areas
Participants: 17 (15+2 counterpart, as shown in Attachment 1, List of Participant, no participants from 3 major producing areas in Florida Province and Saipina area)
Materials: Abstract of Interim Report

Discussion Meeting

The discussion meeting at individual major producing areas were held in the following schedule. Details are presented in Attachment 1.

Mairana Area: November 19, 1998 at municipal office
Pampa Grande Area: November 20, 1998 at municipal office
Samaipata Area: November 20, 1998 at municipal office
Comarapa Area: November 27, 1998 at municipal office
Saipina Area: November 27, 1998 at municipal office
Vallegrande Area: November 27, 1998 at municipal office
San Isidro Area: December 1, 1998 at ASOFRUT San Isidro

The discussion meetings in major producing areas were held with the objectives of: 1) to discuss development concepts proposed in Interim Report and 2) to discuss operation and management system of collection center. As a result of discussion, the development concepts for products collection and distribution center proposed in Interim Report, proposed collection and distribution system and basic concepts for organization, were basically accepted by the participants of the meeting consisting of farmers' representatives, representatives of municipal and sub-prefecture offices in all the major producing areas except Pampa Grande Area as shown in Attachment 1.

1.3 Abasto Market

(1) First Meeting: On Outline of Plan

The plan outline of the new wholesale market was explained to the representatives of users' organizations engaged in wholesale business in Abasto Market, and comments were obtained from all the organizations including those that were absent in the meeting.

- In principal, all organizations agreed upon the plan outline.
- Producers are included in beneficiaries, though some voiced concern that they may be excluded from the scope of the plan.
- Wholesalers' scale of business is small.
- Formulation of fair price through supply/demand adjustment is expected.
- Appropriate fee collection is accepted though they refuse government intervention in the wholesale management.
- Once collection and distribution centers are established in the production site, farmers will not be able to engage in direct sales. Cooperative collection and distribution system will hold the individually owned trucks idle.
- Including all of the Municipal Government, Prefecture and users in the new wholesale market management will impede smooth consensus-building.
- The new wholesale market can be monopolized by wholesalers.
- If the Municipal Government is to be responsible for the market management, disorder is anticipated in the Management Committee and market use, as observed in the existing Abasto Market.
- Sales sections should be divided into four, by products; potatoes, tomatoes and other vegetables, plantains, and seasonal vegetables.

(2) Second Meeting: On New Marketing System and Management System

- Principally understood.
- Users' representatives should take part in the Management Committee.
- There is a concern that the Management Committee could fall in the same pit CRAMA had been in.

(3) Third Meeting: On Operation/ Maintenance System and Laws/ Regulations

- The management committee consisting of users' representatives has primary responsibility of market management, under the supervision of the Municipal Government.
- In due course, Users' Organization will form one wholesale enterprise to manage the market.
- Political interference should be avoided.

- Inclusion of supermarkets is questionable.
- Should sales lots be rented or purchased? (They should not be entirely handed to tenants until capable wholesalers are fostered)
- Market design: Truck weight scale, cold storage, and inspection laboratory are lacking. Sales lots are too small. Sharing with farmers' market should be a point of consideration (benefits and inconvenience addressed).

1.4 Supermarkets

The existing Abasto Market has problems of confusion, expansion of retailers outside the market, and sanitary conditions. The supermarket association wishes to join gradually to the wholesale market as user if these problems are to be mitigated. The first step of participation will be as large-scale retailer in buying from wholesalers. If efficiency of this operation is confirmed, then a sales lot will be established in the market as collection depot. It is intended to make the marketing flow more efficient through step-by-step procedure as small-scale collection from farmers scattered in the Valley areas is inconvenient. Though dubious about ASOFRUT's capability in product collection, they expressed their willingness in cooperating in choice purchase (in which buyers have the choice of commodity and decision over the price) for our demonstration (and they did).

1.5 Japanese Agricultural Cooperatives

(1) CAISY

Explanation and discussion with CAISY, the Japanese agricultural cooperative in San Juan, took place on November 3 and December 4, 1998. CAISY owns storage facility for rice and egg, and has an established direct sales channel. Citrus fruits are sold in the market via intermediaries. Lately, citrus fruits division was set up in CAISY, through which CAISY intends to develop direct sales route from the cooperative. They accepted the plan outline and expressed their will to participate in the new market as wholesaler with two sales sections. One is for display and storage of rice and eggs, and the other for seasonal fruits (citrus fruits and papayas).

(2) CAICO

On December 4, 1998, the Colonia Okinawa Japanese agricultural cooperative CAICO was briefed on IT/R. Fruits and vegetables from the colony are sold in the Supermarket "Okinawa" owned by CAICO. In time, they intend to increase the fruit and vegetable production to be marketed. The outline of new wholesale market plan was agreed on, and they wish to have their sales section for vegetables and seasonal fruits.

1.6 Discussion on Land Appropriation for the New Wholesale Market

At the official meeting held on October 30, Urban Planning Division (Plan Regulador) of the Municipal Government of Santa Cruz presented two potential sites in U.V.189 (Site A and Site B). From the Study Team's perspective, Site A on Route 4 seemed most appropriate for wholesale market use. However, the decision reached by the discussion between the Municipal and Prefecture (counterpart) was that Site A was unsuitable from the urban planning perspective (as Route 4 is the only major road connecting the Valley areas and the City, anticipated disorderly development of stores around the market and

traffic congestion caused by incoming and outgoing traffic of the market may dysfunction its utility), and environmental perspective (waste water disposal to the side ditch of Route 4, traffic accidents, etc.). For Site B, these issues have less impact since it is located off to the west of Route 4. Site B was thus assessed appropriate on the condition that accessibility to Route 4 to the market will be facilitated by construction of an access road.

As to Site B, the Study Team held frequent meetings with the Prefecture, Municipal Government, Urban Planning Committee and Market Committee, both of which are advisory bodies of Municipal Council, on land use conversion that is prerequisite of boring permission. As a result, on December 4, the Mayor officially requested acquisition of the new wholesale market site to the Municipal Council. Subsequent to this, as the first move to land acquisition, land use conversion to the market construction and permission of boring survey were resolved.

Meanwhile, Urban Planning Division of the Municipal Government and the local consultant in charge of boring test began site survey to identify the boundary of Site B and points to bore. At this stage, it was found that the site held illegal housings and chicken farm though of marginal scale. Rise of protest against boring test by the occupants was anticipated and reconsideration was required. Urban Planning Division, though it was just before requesting the Council, examined alternative Site C, which shares basic conditions with Site B. Accordingly, the Council resolved affirmative with full assent in the form that the site may be replaced.

In the end, the Municipal Council issued an ordinance to secure Site C as the new wholesale market site (December 8). Before this issue, the site was identified by the Urban Planning Division to be undesignated in the urban development plan, and is located in the neighboring section of U.V.189. The ordinance, henceforth, describes the site as a "neighboring section of U.V.189."

The process of site acquisition was arduous and time-consuming, yet on the other hand, it helped foster cooperative relations between the Prefecture and Municipal that were previously in conflict and lacking communication (for both government and council), as well as raise interest on the project among concerned parties.

The Minutes of Meeting on the Interim Report includes agreement upon U.V.189 to be the site of the new wholesale market. However, as above mentioned, it was changed to the "ZAPU (neighboring section of U.V.189)" for reasons pertaining to urban development policies and urban development planning that are beyond the scope of this project. As such, the Minutes of Meeting on the Progress Report (2) includes its procedure.

The aforementioned three sites have following characteristics;

	Site A	Site B	Site C
1. Location	<ol style="list-style-type: none"> 1. This site is convenient to users because it's along directly to Route 4. 2. No room for future extension 3. In UV189 	<ol style="list-style-type: none"> 1. Located approx. 400m south-east from route 4 2. There is room for future extension. 3. In UV189 	<ol style="list-style-type: none"> 1. Located approx. 1.4 km from Route 4 and 500 m from Ring Road 8th. 2. Room for future extension is large 3. In ZAPU next to UV189
2. Infrastructure	Equipped with road and main line of potable water, electricity / telephone. (in the zone of non sewage)	<ol style="list-style-type: none"> 1. Municipal Gov't has projected road from Route 4. It's necessary to prepare access road to Ring Road 8th. 2. Equipped with electric main line. 3. Not equipped with potable water main line. (in the zone of non sewage) 	<ol style="list-style-type: none"> 1. Municipal Gov't has projected roads from Route 4 and Ring Road 8th (projected road from Ring Road dose not touch with Site C directly). Budget and construction schedule are now under investigation (*1). 2. Not equipped with potable water main line. (in the zone of non sewage) 3. Not equipped with electric main line.
3. Social Impact etc.	<ol style="list-style-type: none"> 1. High tonnage truck flow to/from Site will disturb the traffic flow of future Route 4 (It's now under construction for hi-way). 2. Inflow of wasted water from new wholesale market to Route 4 will lessen the value of Route 4. 3. Predicted street vendors will disturb the traffic flow on Route 4. 	<ol style="list-style-type: none"> 1. Temporal residences and chicken farm facilities exist in the site. Social problems from expropriation will supposedly occur. 	<ol style="list-style-type: none"> 1. Benefit of projected road from Route 4/Ring Road 8th will rise-up by new wholesale market. 2. No possibility of traffic jam and social problems
4. Land Price	Highest	Low	Lowest

Remark *1 Budget and construction schedule of these 2 projected roads are now under investigation. But according to the explanation by Director of Public Work Section of Santa Cruz City, road pavement budget of 1999 does not includes the budget for these 2 projected roads.

2 PCM (PROJECT CYCLE MANAGEMENT) WORKSHOP

2.1 Outline of the Workshops

Three PCM Workshops were held targeting mainly the beneficiary groups including wholesalers, retailers, and producers of fruit and vegetables during the second field survey in the Prefecture of Santa Cruz.

The Workshops were designed and conducted in collaboration with the counterpart members from the Prefecture Government of Santa Cruz. Representatives from the counterpart members attended the Workshops as observers. No representative from the Municipal Government showed up, although their participation in the Workshop with wholesalers held in the City of Santa Cruz was highly expected.

All of the outputs of the Workshops, where four-colored cards were used as the tool of

describing the opinions of the participants, are shown in the Attachment 2. The outline of the Workshops is briefed as below:

(1) Purposes

The followings are the four major purposes that the Workshops, scheduled on the stage of the feasibility study, have been expected to contribute to:

- 1) Clarification of actual needs, potentials, and constrains of the beneficiary groups in the current marketing and distribution system;
- 2) Promotion of the beneficiaries' understanding about the entire scope and objectives of the proposed project as well as the importance of their active cooperation and participation;
- 3) Clear grasp of general feelings among the beneficiaries including their expectation and anxiety about the proposed project and the main causes of the general feelings;
- 4) Identification of potentials and constraints in organizing operational institutions for the proposed project.

All of the outputs of the Workshops are the actual voices from the beneficiaries; these are to be carefully reviewed and incorporated into the institutional and physical plan of the proposed project.

(2) Date and place

Among the three workshops, the first one was held in Comarapa and the other two were held in the City of Santa Cruz. The period of implementing one Workshop was reduced from "three days" to "one day" with taking it into consideration that everyday work was very important for all of the participants to earn their livings.

The first Workshop was held at the office of EMCA in Comarapa on November 26 (Th). Comarapa was chosen as the representative of the seven production centers located in the Valley Area. Major reasons why Comarapa was selected are:

- 1) It is one of the largest production centers of potatoes and onions;
- 2) It has marketing potentials located halfway between two big markets: Cochabamba and Santa Cruz; and
- 3) It has an established environment to accept the Workshop implementation due to the on-going KFW project.

The second Workshop as held with wholesalers in the Abasto Market at the conference room of Hotel Asturias in the City of Santa Cruz. The third one was also held at the conference room of Hotel Asturias targeting female wholesalers and retailers, most of whom are running small-scale businesses in the Abasto Market.

(3) Component of the Workshops

Regarding analysis steps of the PCM method as the instruments, Participation Analysis and Problem Analysis were selected among them because these two steps were the more effective for clarifying needs and potentials of the participants. PDM (Project Design Matrix) was prepared by the moderator in advance based on the Interim Report and used

for explanation and discussion about the proposed project. The original process of the analysis was not applied during this Study.

Components of each workshop were designed considering the purposes of the Workshops and the technical and educational background of the participants. Basically, each Workshop comprises of three major components: Participation Analysis, Problem Analysis, and explanation and discussion about the proposed project. The agendas of the Workshops in Comarapa and Santa Cruz are shown in the Attachment 2, I-1, II-1, and III-1 respectively.

(4) Participants

1) Comarapa Workshop

15 participants (13 men and 2 women) attended including the mayor of Comarapa, staff members from the Municipal Governments of Comarapa, EMCA, Sub-Prefecture and FAN, president and vice president of Mother's Club of Comarapa etc. Most of them are from farmers' families in Comarapa. Farmers from nearby production centers were also invited, however, they could not join due to the bad weather condition. The participant list is in the Attachment 2, I-2.

2) Santa Cruz 1 Workshop (with wholesalers)

9 participants (9 men and no women) from one cooperative and four associations of wholesalers and one farmers' union. They are the representatives from Cooperativa 2 de Junio, 19 de Marzo, ACPAMA, ASPROA, AIPPA, and FSUTCSC. The participant list is in the Attachment 2, II-2.

3) Santa Cruz 2 Workshop (with female wholesalers and retailers)

17 participants (no men and 17 women) from one cooperative and four associations of wholesalers and retailers. They are the representatives from Cooperativa 2 de Junio, 19 de Marzo, ASPROA, ASOPROCA, and AIPPA. The participant list is in the Attachment 2, III-2.

2.2 General Outcome

(1) Comarapa Workshop

1) Participation Analysis

The result of the Participation Analysis is shown in the Attachment 2, I-3. After discussing about possible players in improvement of the agriculture sector in Comarapa, the participants of the Workshop selected "small-scale farmers", "farmers' families", "women", and "local community" as beneficiaries, which describes that they have a wider scope of a development project. Their chief concern is development of the entire community including the social week. This is one the unique characteristics of the Participation Analysis in Comarapa.

"Intermediaries", "transporters", and "wholesalers/retailers" were considered as the possible opponents because they have given the credits to farmers for

investing the agricultural production. The traditional relationship with these opponents has given lots of disadvantages to the farmers, which was recognized by the participants clearly.

As for the implementation agency, the participants showed the reliance on EMCA and the Municipal Government of Comarapa; there is little influence of ASOFRUT. Farmers' associations were selected as decision-makers and as funding agency. The participants clarified that their willingness to participate and to pay would become higher if the credibility and impact of the proposed project were really proved.

2) Problem Analysis

The problem tree developed by the participants is shown in the Attachment 2, I-4. The participants chose "Increasing differences of income between the large-scale and the small scale farmers" as the core problem. Four direct causes were clarified: "low productivity", "low price of agricultural products", "production cost is high", and "transportation cost is expensive".

Through analyzing the existing problems, the participants produced the relatively well-organized problem tree in the Workshop. It shows the biggest problem and the main concern of the participants are the issues related to improvement of production technology, which is figured in the right end branch of the problem tree.

As for the problem with "low price of agricultural products", the participants specified their limited competitiveness and negotiation capability is one of the biggest reasons, in addition to the "no proper production plan". They grasp that their problems had been caused by various factors ranging from the working place level to the policy making level.

3) Discussion on the Proposed Project

The brief outline of the proposed project was explained by the moderator using several charts and tables including the PDM shown in the Attachment 2, I-5. The participants have understood and accepted the concept; especially for attainment of the project purpose, the importance of acceptance and participation of the beneficiaries (farmers).

They also pointed out the seriousness of the poverty situation among the small-scale farmers, most of whom are indigenous people, and the high illiteracy rate of the female indigenous people living in the mountain area located far from the center of the municipality.

Among the comments provided by the participants, "farmers' fear and suspicion about working in a group have been formed based on their previous bad experience in various projects" was told by many of them. They believe only limited people can be benefited through group activities. Additionally, they traditionally prefer working individually to cooperating in profit-making activities. On the other hand, they understand that it is more effective to form a group or association in order to gain bigger competitiveness and benefits in marketing of agriculture products.

These are the major problems to be solved for institutional strengthening in the

project of the collection and distribution center construction. "To foster a reliable relationship between the project and the farmers" is essential for contributing to realization of the project purposes and the sustainable operation of the project.

(2) Santa Cruz 1 Workshop (with wholesalers)

1) Participation analysis

The output of the Problem Analysis is shown in the Attachment 2, II-3. Due to the past bad experience working with CRAMA in the Abasto Market, they had wanted to limit "beneficiaries" to only themselves, "wholesalers", in the beginning of the Workshop. They believe the complicated and top-down operation of CRAMA, with various conflicts among different political parties, has produced the current disorganized situation in the Abasto Market.

As a result of the several discussions among the participants, beneficiaries are divided into two groups: direct beneficiaries and indirect beneficiaries. The Workshop could make a valuable progress in promoting the participants' understanding about the entire concept of the project; the production centers need to be also developed for marketing promotion. "Small-scale farmers" and "farmers" were chosen as indirect beneficiaries.

They selected "Municipal Government" as implementation agency and decision-makers, although they do not trust the Municipal Government at all through observing and experiencing the inefficient performance of the Government in the Abasto Market. They stressed that the Municipal Government should be the supervising agency since they make market regulations. They also emphasized that these regulations needed to be prepared considering the actual situation of the market as well as the needs of the market users.

2) Problem analysis

Considering the strong interests of the operation system among the participants, the problem tree, which is originally expected as the product of the PCM Workshop, was not formulated. Active discussions were made on the problems of the existing operation system of the Abasto Market. The main opinions given by the participants are summarized in the Attachment 2, II-4.

The participants repeatedly complained about the incapable operation system of CRAMA of the Abasto Market. Representatives from the wholesalers were not invited to any of the meetings of CRAMA and their decisions were made without considering the needs of the market users.

"CRAMA was established and operated under the auspices of CORDECRUZ. They have forced the wholesalers to follow their regulations in only top-down way" is one of the main reasons why such a substantial operation system had been formulated in the Market. The participants also pointed out the unclearness of the current money flow and taxation system in the Abasto Market.

3) Discussion on the proposed project

The proposed project was introduced by the moderator with charts and the PDM shown in the Attachment 2, II-5. The PDM was formulated by the moderator in advance. The concept and the strategies of the proposed project were basically understood and accepted by the participants.

They stressed the importance of "acceptance of market users" and "acceptance of inhabitants living near the proposed project site. "Cooperation between the prefecture and the municipal government" can be a killer assumption of the project implementation if the existing conflicts are not solved. All of the participants are anxious about the institutional strengthening of the new wholesale market, which is to be constructed by the proposed project.

In the end of the discussions, the participants understood the entire scope of the project and agreed that the project would be operated under the management committee supervised by the Municipal Government. The Prefecture Government can be the supervising agency also. Major comments from the participants are outlined in the Attachment 2, II-6.

The participants expected that the management committee of the new market would basically consist of representatives from users: wholesalers and producers. There are currently about 30 associations of wholesalers in the Abasto Market. It was agreed that five to seven representatives of these thirty associations should be nominated as the management committee members, instead of insisting one representative from each association.

(3) Santa Cruz 2 Workshop (with female wholesalers and retailers)

1) Participation analysis

The output of the Problem Analysis is shown in the Attachment 2, III-3. Many groups were selected as beneficiaries of the project since the participants expected that the Abasto Market would be physically and institutionally improved through the implementation of the proposed project.

As for possible opponents, "supermarkets" and "street vendors" are selected. "Street vendors" have greatly disturbed the participants' business through conducting illegal trades on the hallway of the Market, which should be controlled by the proposed project. They selected "associations" as possible opponents as well as beneficiaries. This is because there are many conflicts among the existing associations, especially about the selling space. If the project is commenced without solving the conflicts, it might run into strong opposition from some of the associations. The necessity of the unification of the associations was strongly mentioned.

Due to their deep distrust to the Municipal Government and the other public agencies, they did not select any Bolivian organizations as implementation agency. They chose "JICA" instead; they expected technology transfer and supervision by JICA on the newly established operational organization.

2) Problem analysis

Institutional and physical problems of the Abasto Market were identified by the

participants, which are outlined in the Attachment 2, III-4. Cards were used for describing the opinions of the participants, however, the problem tree was not formulated.

Among the institutional problems, lack of supervision on the activities in the Market and limited services of the Municipal Government were strongly pointed out. "No roofs", "limited selling space", "disorganized spacing", "limited parking space" etc. were included.

Low level of the sanitary conditions in the Market was also clarified: "ineffective garbage collection system", "small number of bathrooms", and "limited access of water". Additionally, "no nurseries" and "malfunction of the security system" were the serious problems, especially from the viewpoints of female wholesalers and retailers.

3) Discussion on the proposed project

The proposed project was explained by the moderator with charts and the PDM, which were prepared by the moderator in advance (refer to the Attachment 2, III-5). Although the entire scope of the proposed project was understood and accepted by the participants, their main concern was not about the construction of a new wholesale market, but about the restructuring of the existing Abasto Market.

With transferring the wholesale function from the Abasto Market to the newly constructed wholesale market, the improvement of the Abasto Market should be planned and implemented. Technology transfer in the institutional strengthening in the market operation and supervision was highly requested by the participants.

3 DEMONSTRATION

The demonstration of cooperative collection and shipment of vegetables was carried out at San Isidro Collection Area by utilizing the existing PETHOSAM collection facility from November 30 to December 1, 1998. The objectives, collection and shipment system, trials implemented and results of the demonstration are as follows;

3.1 Objectives and Collection and Shipment System for Demonstration

The objectives of the demonstration (trial collection and shipment) are:

- To initiate trial cooperative collection and shipment participated by producers in cooperation with wholesalers at Abasto Market and other buyers,
- To demonstrate cooperative collection and shipment by producers,
- To examine possibility for introduction of cooperative collection and shipment, and
- To collect data on market preference for quality and grading.

The cooperative collection and shipment system employed in the demonstration is

illustrated in Attachment 3, Fig. 1.

3.2 Location, Schedule and Participants

Location:	PETHOSAM collection facility, San Isidro
Schedule:	November 29 to December 1, 1998 November 29: Preparation November 30: Cooperative collection & shipment December 1: Selling & evaluation
Participants:	4 producers in San Isidro Collection Area 1 transporter in San Isidro ASOFRUT Santa Cruz, San Isidro and Mairana JICA Study Team
Commodities	Tomato (100 boxes), cucumber (94 bags), long beans (60 bags)
Visitors	10 representative producers in San Isidro Representative of Vallegrande Province

3.3 Basic Procedures for Trial Collection and Shipment

The basic procedures taken for the implementation of demonstration are as shown in Attachment 3, Fig. 2.

3.4 Trial Components

The trial components implemented during the demonstration include trials on 1) re-selection & grading, 2) packing methods and 3) destination market (supermarkets, Hipermaxi and Hamacas) as shown in Attachment 3, Table 1 and as follows;

Tomato:	Re-selection/grading, cleaning and packing method
Cucumber:	Selection and washing
Long Beans:	Selection

3.5 Results of Demonstration

(1) Collection

The collection of commodities delayed because of the delay of harvesting due to rather heavy rain in the previous day and slight rain in the morning of the demonstration. Delivery of commodities to PETHOSAM was made by a tractor (cucumber and long beans) and by a truck (part of tomato). While, the rest of tomato was directly shipped to Abasto Market from fields because of the delay in harvesting and packing. The volume of commodities collected, time of collection and selection/grading status of the commodities are as shown in Attachment 3, Table 1 and as summarized below.

Tomato	12 boxes	Grade Class PE	Collection Time 18:45
	38 boxes	Grade Class P	Collection Time 18:45
	45 boxes	Grade Class P	Collection Time 11:05
	5 boxes	Grade Class S	Collection Time 11:05
Cucumber	94 bags	No selection	Collection Time 15:25
Long Beans	60 bags	No selection	Collection Time 16:25

The volumes of products collected were; tomatoes 2,300kg, cucumber 3,200kg, long

beans 1,400kg and about 7,000kg in total.

(2) Selection and Grading

Cooperative selection/grading at PETHOSAM was done only for commodities selected for trial purposes because of the delay of collection and 45 boxes of tomato and 4 bags each of cucumber and long beans were re-graded. The method of selection/grading and packing method employed were as follows;

Tomato

Selection/grading: Re-selection and grading of products selected by producers into 2 grade (Excellent class and Class P) and cleaning by cloth

Packing: Packing in order using paper as cushion

Cucumber

Selection/grading: Washing and selection of products in accordance with standard demanded by Hipermaxi

Packing: Packing in plastic bags after drying as commonly practiced

Long Beans

Selection/grading: Selection of products in accordance with standard demanded by Hipermaxi

Packing: Packing in bags as commonly practiced

(3) Shipment

The shipment of collected products to Abasto Market was done from PETHOSAM and partly from fields directly by a separate truck because of delay in harvesting. The time of shipment, volume of commodities and arrival time at Abasto Market were:

From PETHOSAM	Shipment Time:	19:30, November 30
	Commodities:	Tomatoes 51 boxes
	Cucumber:	94 bags
	Long Beans:	60 bags
	Capacity of Truck	12 tons
	Arrival at Abasto	03:15, December 1
From fields	Shipment Time:	19:30, November 30
	Commodities:	Tomatoes 50 boxes
	Arrival at Abasto	04:15, December 1
	Capacity of Truck	12 tons

The total shipment volumes were about 7,000kg and the shipment was made by 12tons truck under mixed loading conditions.

(4) Selling at Abasto Market

Tomato

Because of the over supply trend of tomato from the last week, market prices of tomato were low and the receipt of the commodity collected under the demonstration was rejected by all the 3 candidate wholesalers who agreed to buy the commodity at the negotiation prior to the demonstration. Accordingly, the commodity was sold by producers by themselves to other wholesalers found after the arrival at the market and the time of delivery was late than expected and at around 06:30. The selling prices are as follows;

50 boxes	Grade Class PE & P	Bs. 8/box
40 boxes	Grade Class P	Bs. 6/box
5 boxes	Grade Class S	Bs. 5/box

The market prices of tomatoes in ABASTO remained at lower levels at around Bs. 8 to 10 per box (Class P) because of the over supply trend in the market. Therefore, the selling prices of demonstration products were only about 25 - 30% of the normal market prices of Bs. 25/box (Class P). The price differences among the Class P products were due to differences in maturity and less matured products were preferred by the market at the time of delivery due to over supply trend of the products.

Cucumber and Long Beans

The commodities were delivered to 5 intermediaries as previously arranged at around 03:45. The commodities were delivered to the intermediaries without price negotiation and prices were determined at around 13:00 after delivery of commodities to retailers. The transaction was done by ASOFRUT Santa Cruz representing producers and the selling prices are as follows;

Cucumber(no grading)	91 bags	Bs. 8/box
Long Beans(no grading)	20 bags	Bs. 15/bag
	36.5 bags	Bs. 13/bag

(5) Selling to Supermarkets (Trials)

Some specially selected commodities for trial purposes were sold to Hipermaxi and Hamacas as planned as follows;

Hipermaxi

Tomato	2 boxes	Bs. 20.2/box
Long Beans	3 bags	Bs. 24.3/bag
Cucumber	3 bags	Bs. 32.9/bag

Hamacas

Tomato	2 boxes	Bs. 15/box
Cucumber	10kg/box	Bs. 10/box

The detail results of the demonstration are as shown in Attachment 3, Table 1.

3.6 Evaluation

The experiences obtained from the demonstration indicate that prior to the start of the Pilot Project in San Isidro there exist strong needs for: 1) intensive guidance to producers, 2) establishment of close business relation with wholesalers, 3) continuous implementation of trial collection and shipment operated by ASOFRUT and producers and 4) strengthening of management capability of ASOFRUT.

As the evaluation of the demonstration, findings on collection and shipment system and delivery and selling identified through the demonstration and the results of the evaluation meeting held after the demonstration are presented as follows;

(1) Collection and Shipment

- Harvesting timing of tomatoes should be adjusted so as to ship less

matured products to market as the market (Abasto) prefers less matured ones to matured ones, especially when the supply trend of the products is high in the market.

- Unit volume in a tomato box should be reduced to 20kg from the current 23kg in order to avoid damages to commodity due to over packing (current tomato box is too small to pack 23kg).
- Selection for cucumber should better be introduced to exclude large size products from marketing (to Abasto).
- Scheduled collection times should be observed for ensuring the early arrival at the destination market and the early delivery of products.
- Cooperative selection at a collection and distribution center should be based on the actual market demand for grading and quality.
- The technical possibility for the introduction of the cooperative collection and shipment was identified through the demonstration. However, the stage-wise introduction of the same will be practical. The 1st step for the introduction will be collection of products selected/graded by producers and cooperative shipment. The 2nd step will be collection of products preliminary selected by producers, cooperative selection and cooperative shipment.
- No. of participants should be increased in the continuous trial shipment following to the demonstration through guidance and dissemination of the cooperative collection and shipment system to producers.

(2) Delivery and Selling Prices

- Close relation and communication with certain wholesalers or buyers should be maintained through the continuous transaction in order to avoid failure in delivery of products.
- The advantage of early arrival to market in transaction is commonly experienced, especially when products are under over supply in the market.
- Selling prices to the supermarkets were substantially higher than those in Abasto. However, it does not mean that there is an immediate possibility to have marketing channel to supermarkets.

(3) Evaluation Meeting

The evaluation meeting on the demonstration was held from 21:00 to 23:00 on December 1 at ASOHRUT office in San Isidro attended by 8 representatives of producers, participants for demonstration and the JICA Study Team. After the explanation of the results of the demonstration by the JICA Study Team, the discussion on the results of the demonstration was made. Major opinions and comments raised in the evaluation meeting are as follows;

- Current market prices of tomatoes are low both at Santa Cruz and Cochabamba markets. The low prices in Abasto Market are largely attributed to over supply of the products from the valley region.

- Market information should be collected in advance to collection and shipment.
- Close business relation with buyers at destination markets should better be established in order to ensure the delivery of products even at the time of over supply of them.
- Cooperative collection and shipment on trial bases both to Santa Cruz and Cochabamba market is to be continuously implemented in cooperation with ASOFRUT.
- Although the market prices to supermarket were substantially higher than those to wholesalers, the market channel to the supermarkets is restricted and the immediate marketing to them will not be possible. The first step to be taken by the proposed collection and distribution center will be to obtain good reputation for products shipped through the center in the destination market.

4 STUDY TOUR

4.1 Objectives and Schedule

Aiming at providing representatives of producers and local government with opportunities to learn something from the advanced agricultural cooperatives, the Study Tour to the established agricultural cooperatives, CAISY (Cooperativa Agropecuaria Integral San Juan Yapacani Ltda.), were carried out under the full support and cooperation of CAISY in 3 days from December 9th to 11th, 1998 in accordance with the following objectives and schedule.

The primary objectives of the Study Tour are to provide participants with opportunity:

- To learn from experiences of CAISY in the organization of agriculture cooperative,
- To learn advanced management system of agriculture cooperative and marketing system of farm products, and
- To exchange opinions with CAISY members and participants from different producing areas.

The schedule of the Study Tour was as follows;

1) Objective Cooperatives and Location

CAISY (Cooperativa Agropecuaria Integral San Juan Yapacani Ltda.) in Japanese Colony of San Juan, Ichilo Province, Department of Santa Cruz.

The immigration of Japanese people started in 1955 in the colony and the number of migrants was 294 families in total. Presently, the number decreased to 230 families and the total land area of the colony is 27,100 ha. Major crops cultivated in the Area are soybeans, rice, maize and citrus. In addition to the crop sector, egg production is predominant agriculture activity in the Area. Major products are marketed through the collection and distribution centers or processing facilities of CAISY. CAISY with 115 members was initially

established as a voluntary organization in 1957 and obtained legal status in 1971. The major economic activities of CAISY include; 1) extraction and marketing of soybean oil, 2) milling and marketing of rice, 3) production of poultry feeds from maize, 4) collection and marketing of eggs, 5) supply of farm inputs and machinery repair services and 6) saving and credit. In addition, they have research division which engage in selection of promising varieties, production of macadamia nut seedling and other experimental activities.

2) Itinerary

The Study Tour was implemented for 3 days from December 9th to 11th as shown in Attachment 3, Table 2.

3) Participants

In total of 15 representatives (4 government staff, 9 representatives of farmer groups & 2 representative of NGO) were invited from the 6 major producing areas of vegetables and fruits in the valley region as shown in Attachment 3, Table 3.

4.2 Study Components

The Study was carried out through: 1) lectures and discussion in class and 2) field visit to marketing facilities and farms as follows;

1) Lectures and Discussion in Class

- Background and history of CAISY (2.0 hours)
- Marketing system of CAISY (2.0 hours)
- Discussion and change of opinion with members of CAISY (2.0 hours)
- Free discussion on results of demonstration & C/D centers (1.0 hour)
- Evaluation of Study Tour (1.0 hour)

2) Field Visit to Marketing Facilities of CAISY and Farms

- Soybean collection & processing facility
- Rice collection & processing facility
- Egg collection & distribution facility
- Agriculture experimental station
- Farm visit (1 farmer)

4.3 Evaluation

The Study Tour was performed successfully than expected under the full support and cooperation of CAISY and it appeared that the attitudes of all the participants were seriously toward the development of C/D center and the introduction of cooperative marketing system.

The impact of the Study Tour was assessed by applying the appraisal sheet filled in by the participants. The results of the appraisal are shown in Attachment 3, Table 4 and summarized as follows;

- 13 among 15 participants expressed that the Study Tour was “very useful” to promote C/D center and farmers organization (Question 1)
- 13 participants answered that the subject on “operation of CAISY” was most useful among programs (Question 2)
- Most interested program by participants is “collection & marketing system of CAISY” followed by “background & history of CAISY” (Question 3).
- 12 participants reported that the period of study is adequate (Question 4).
- 10 participants (8 are representatives of farmers) have a opinion that the similar study tour to advanced areas to be carried out by farmers own expenses. While, 5 participants suggested such tour to be by government support (Question 5).

In addition, major opinions and comments raised in the evaluation are as follows;

- The Study Tour was meaningful to every participant as the Study covered not only the subjects on production and marketing facilities but also the same on organization, quality of products and etc.
- The experiences of CAISY in organization and management of cooperative are to be transferred to the member of ASOHFRUT.
- The hard experiences of CAISY will provide good lessons learnt for farmers to create agricultural cooperatives.
- The Study Tour showed us the well organized activities in production and marketing.
- The CAISY members may be well disciplined and observe membership rules.
- The valley region has to have farmers organized in cooperative system to eliminate intermediaries. Traditional marketing system have to be improved. However, because of the Bolivian cultural background, such improvement will take a long time. Dissemination & guidance to farmers will be essential for them to understand.

4.4 Acknowledgments

The JICA Study Team would like to express the deepest acknowledgment to Mr. Kato, the president of CAISY, Mr. Tajima, the general manager of CAISY, Mr. Kondo, the instructor in the Study Tour and other members of CAISY for their support and cooperation extended fully to the Study Tour.

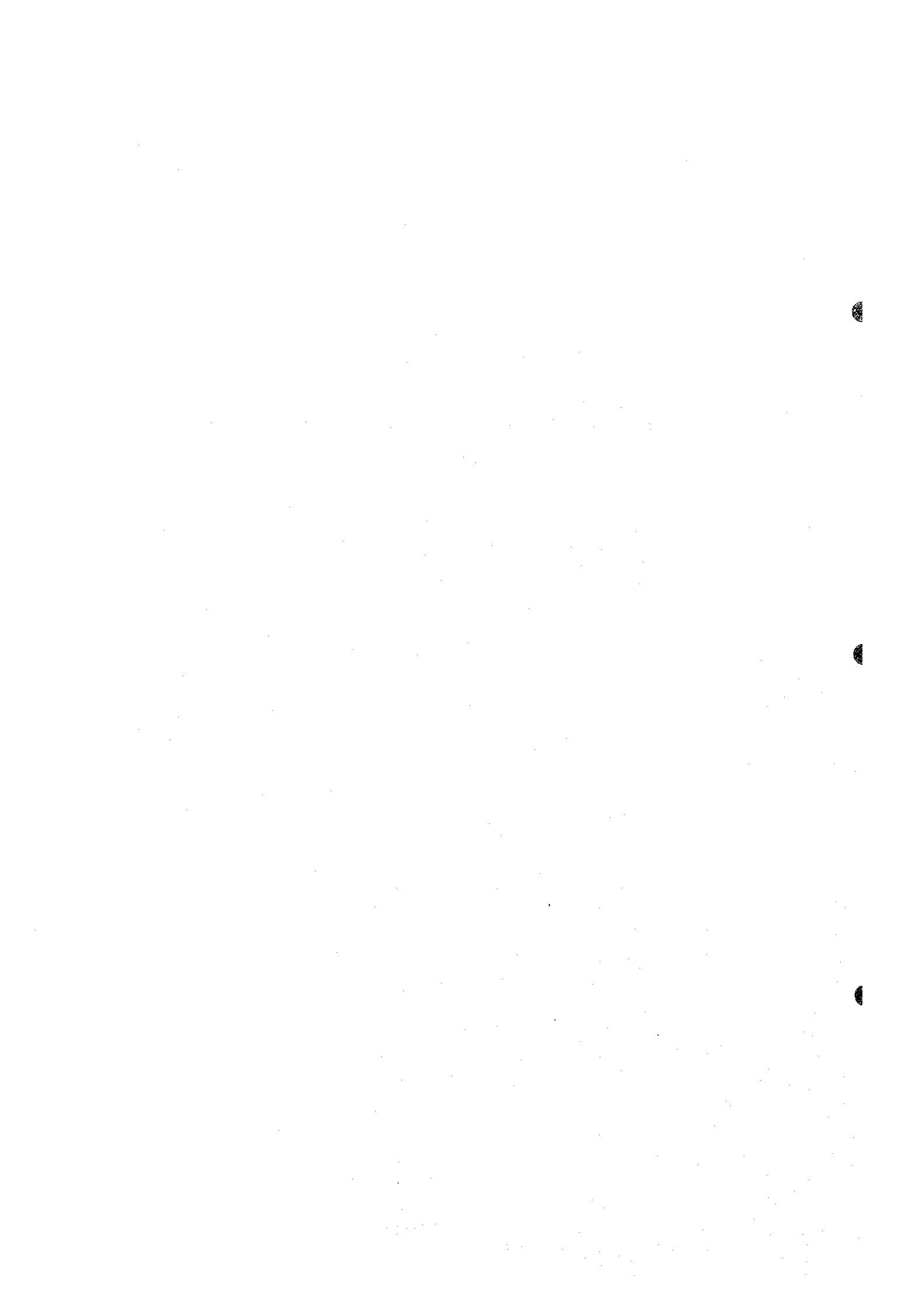
*Feasibility Study
for the Improvement of Agricultural
Marketing System
in
Santa Cruz*

ANNEX 3

ATTACHMENTS

ATTACHMENT 1

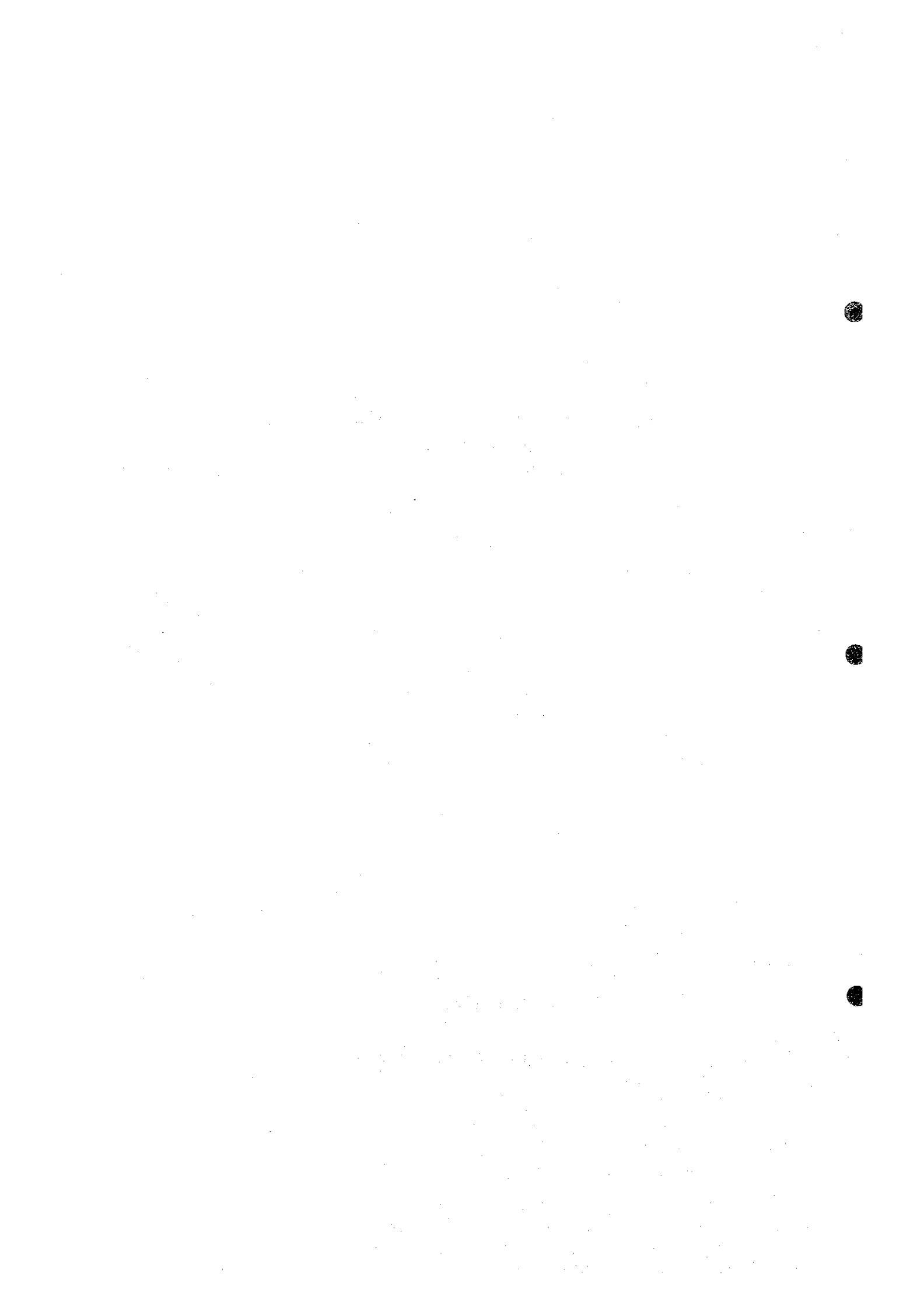
RECORD OF IT/R EXPLANATION AND DISCUSSION



**Records of Discussion at Explanation Meeting
in Comarapa**

October 29, 1998

At EMCA Meeting Room



**Record of Meeting on Explanation of
Development Concepts for Products Collection and Distribution Centers and
Development & Direction of New Market at Comarapa**

Date: October 29, 1998
Time: 15:00 - 17:30
Place: EMCA meeting room, Comarapa
Participants(as per an attached list):
Representatives of producing areas(15)
JICA Study Team (3)
Counterparts(Prefecture Government; 2)
Materials: Concepto de Desarrollo(Extracto del Informe Intermedio)

The development concepts for production collection and distribution centers at the major producing areas in the valley region and the development and direction of new market were explained by JICA Study Team. Comments on the development concepts raised by representatives of producing areas and answer/explanation to the same by JICA Study Team and Counterpart are as follows;

Comments: Representative of Vallegrande(representative of FDF)

Proposed the introduction of mechanized or partly mechanized grading methods, especially for fruits.

Explanation by Study Team:

Explained that the development of collection center with low investment is intended in the concepts and the upgrading of the center should be done by the organization of users when the operation of the center become successful and when such upgrading become necessary and is assessed economically feasible. The concepts of the Study Team was supported by the representative of CAPA(farmers organization in Vallegrande)

Comments: Representative of Vallegrande(representative of FDF)

Proposed to develop a collection center in Moro Moro Municipality having 80ha of year-round irrigated areas.

Explanation by Study Team:

Explained that limitation of production of vegetables and fruits in the municipality does not justify the development of a center under the present Project. However, collection of products in the municipality to the proposed collection center in Vallegrande is

possible in the operation stage if judged feasible by management body, accepted by the Vallegrande Municipal government and supported by users.

Comments: Representative of Comarapa (representative of MASRENA & others)
Raised the question on financial sources for the development of centers, including JICA.

Explanation by Study Team:

Explained that financial support of JICA for the construction of centers will not be expected and funds required for the purpose will have to be sought domestically.

Explanation by Counterpart:

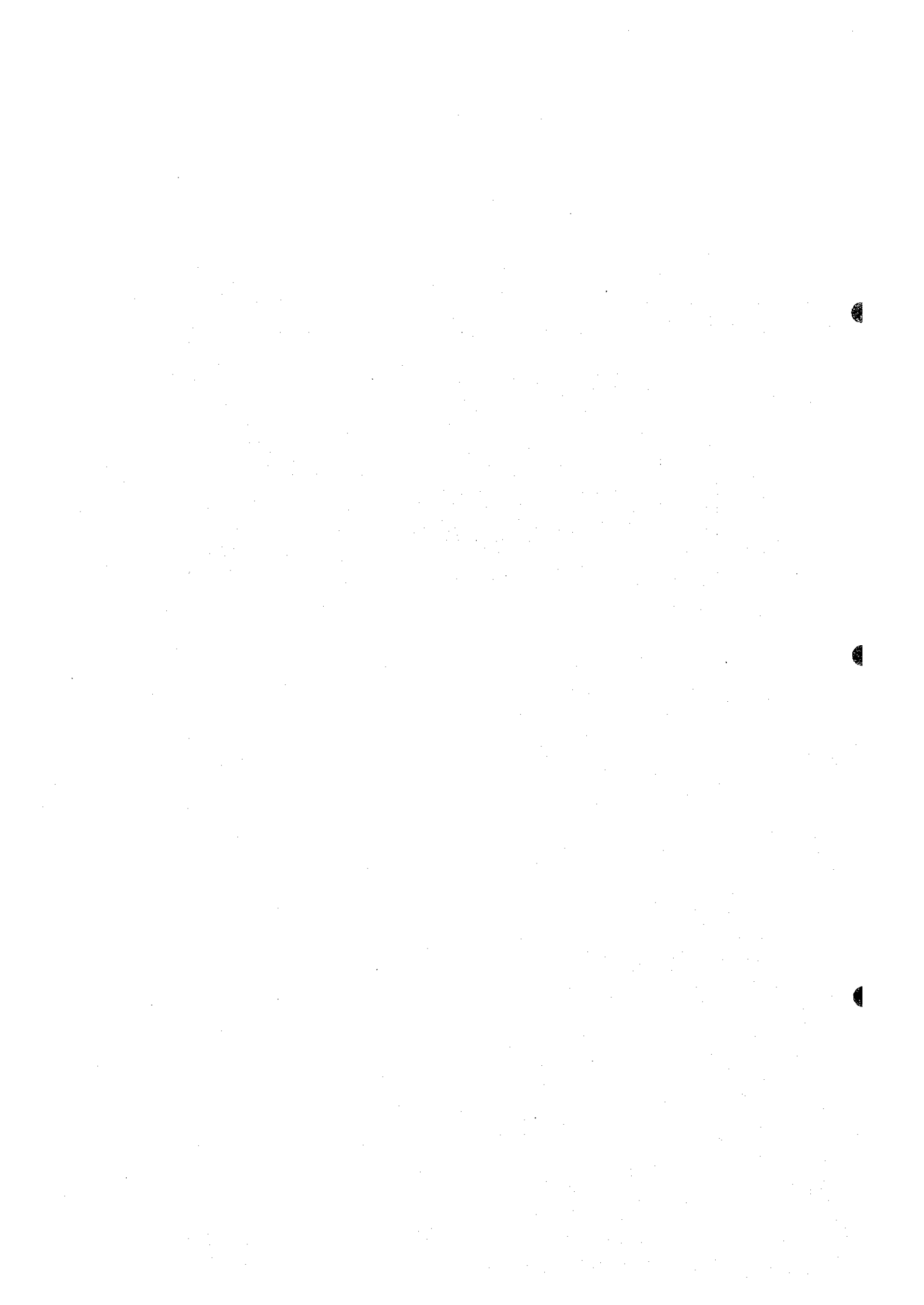
Explained that FDC, FINDESA and other financial sources should be sought.

At the end of the explanation on the development concepts for products collection and distribution center, the JICA Study Team explained the schedule (tentative) for Workshop, Study Tour and Demonstration and requested the followings to the representatives of producing areas.

- To study the development concepts in detail together with other related personnel at each producing areas. Further discussion with the JICA Study Team for the formulation of operation and management plan of the center will be held at individual producing areas.
- To organize personnel at each producing area who are continuously involved in the development in the center and participants in Workshop, Study Tour and Demonstration should be those who will take leading roles for the development.

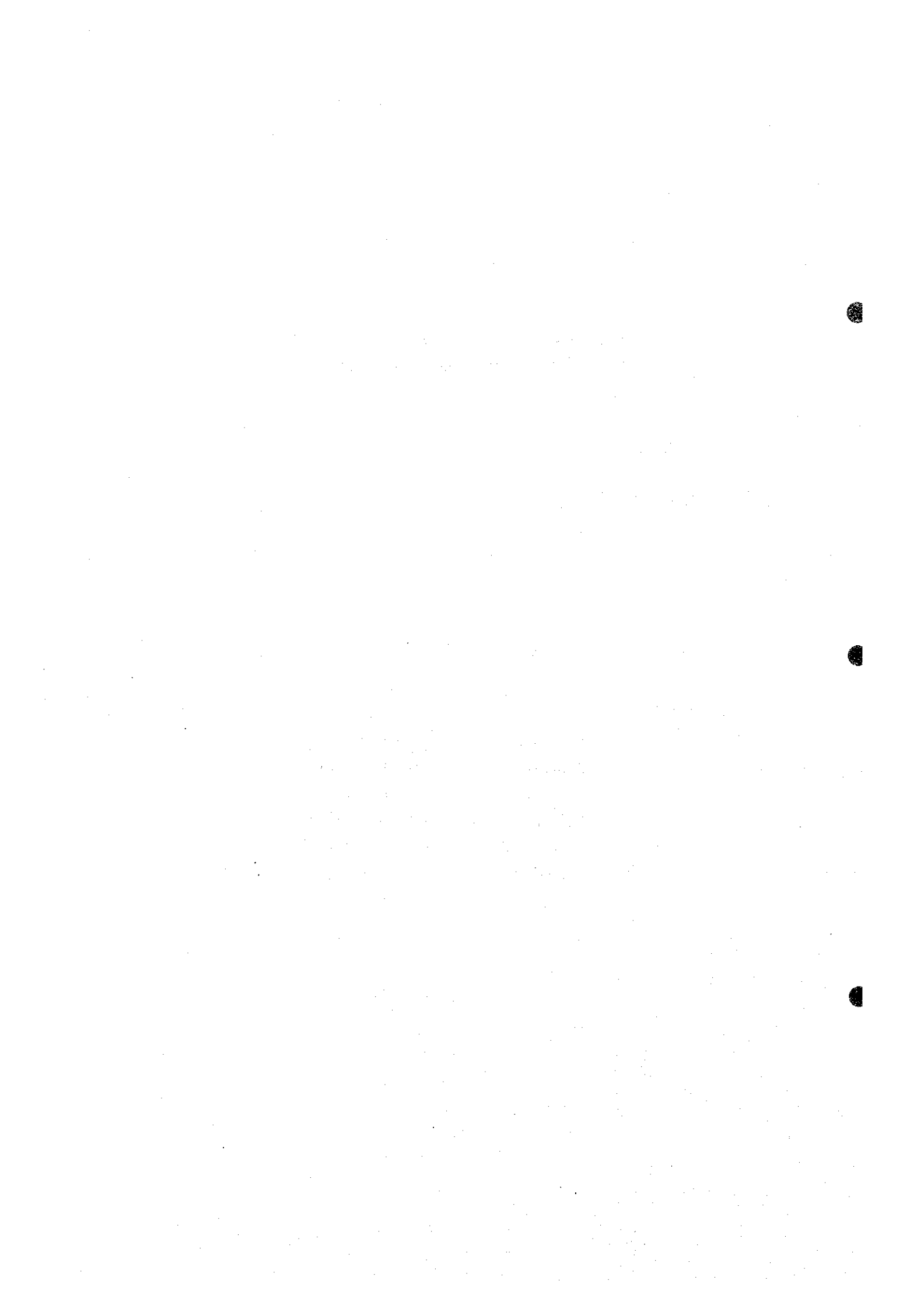
List of the participant held at Comarapa on 29 Octubre, 1998

No	Name	Institution
1	Marcelo Padilla A.	A. Regantes Comarapa
2	Eduardo Mendoza G.	C.A.P.A. Vallegrande
3	Vicente Gutierrez R.	F.D.F. Vallegrande
4	Luis Francisco Asbun V.	Sub Prefectura Vallegrande
5	Freddy Aras M.	CIAT (San Isidro)
6	David Pena T.	Serviagro (Palisada)
7	Freddy Gonzales	ICO
8	Martiniano Saravia	Alcaldia Comarapa
9	Bernardo Guzman	PRICRUZ
10	Pacifico Camacho V.	ASOHFRUT San Isidro
11	Alberto Salguero Sandoval	ELAC
12	Jose G. Ustariz	ASOHFRUT San Isidro
13	Miguel Vega Pedrazas	E.M.C.A.
14	Remberto Rojas	Sub Prefectura
15	Israel Arana C.	MASRENA



**Records of Discussion on Development Plan
in Major Producing Areas**

Mairana	November 19, 1998
Samaipata	November 20, 1998
Comarapa	November 27, 1998
Saipina	November 27, 1998
Vallegrand	November 27, 1998
San Isidro	December 1, 1998



**Registro de Discusión
Sobre el
Plan de Desarrollo de un Centro de Acopio de Productos
Bajo el Estudio de Factibilidad de JICA**

Este es el registro de las discusiones sobre el plan básico de desarrollo de acopio de productos en el Área de MAIRANTA bajo el Estudio de Factibilidad de JICA para el Mejoramiento del Sistema de Mercadeo Agrícola en Santa Cruz llevado a cabo el 19 de noviembre de 1998 entre el Equipo de Estudio de JICA y las instituciones relacionadas y personal de las Áreas. El plan de desarrollo básico para el estudio acordado entre ambas partes, comentarios/opiniones y otros puntos en cuestión que se originaron son los siguientes:

1. Plan de Desarrollo Básico

- ~~Elaboración de~~ (A) Sistema Propuesto de Acopio y Distribución de Productos. **AGREED**
- (B) Conceptos Básicos para la Organización de Caminos para la Operación y el Manejo de Centros de Acopio y Distribución de Productos. **AGREED**

2. Comentarios/Opiniones

3. Otros Puntos

Ententida la necesidad de solicitar la asignación de fondos para implementación del Programa.

Representantes de los participantes

VICTOR DIMA HINOJOSA	PDTE. DEL CONCEJO	<i>[Signature]</i>
ANDRES VELAZCONUEZ	H. ALCALDE	<i>[Signature]</i>
NOE MORÓN	PDTE. FILIAL ASDHFRUT	<i>[Signature]</i>
GUILLERMO BARRANCO	Representante Agricultores ASDHFRUT	<i>[Signature]</i>
Guillermo Serrate	Prefectura	<i>[Signature]</i>
Gregorio Cardona	ASDHFRUT	<i>[Signature]</i>
T. SHIRAKI	JICA Study Team	<i>[Signature]</i>

Lista de participantes

Nombre	Organización	Cargo	Firma
Marcial Posada	Alcaldía	Oficial Mayor	
Clara Toledo	Programa País	Responsable ad. OI	
Guillermo B.	Asahpant	Vicario	
Edgar Orquesa	CIAT	Enc. Oficina Nacional	
Rodrigo	Asahpant	P. Oficial Asahpant	
Agustín	Socio de empresa	ASOHFOVI	
Niector D. Hinojosa	H.A.M.H.	Polte. ecología	
GREGORIO CHARDON	ASOHFOVI	PRESIDENTE	
GUILLERMO SERRATE	PREFECTURA	Coordinador Proj.	
Andrés Velasco	Alcalde	maiora	

**Registro de Discusión
Sobre el
Plan de Desarrollo de un Centro de Acopio de Productos
Bajo el Estudio de Factibilidad de JICA**

Este es el registro de las discusiones sobre el plan básico de desarrollo de acopio de productos en el Área de Samaipata bajo el Estudio de Factibilidad de JICA para el Mejoramiento del Sistema de Mercadeo Agrícola en Santa Cruz llevado a cabo el 20 de noviembre de 1998 entre el Equipo de Estudio de JICA y las instituciones relacionadas y personal de las Áreas. El plan de desarrollo básico para el estudio acordado entre ambas partes, comentarios/opiniones y otros puntos en cuestión que se originaron son los siguientes:

1. Plan de Desarrollo Básico

- * Conceptos básicos para la organización de campesinos para la operación y el manejo de centros de acopio y distribución de productos. ACUERDO
- * Enfoques propuestos para el establecimiento de un sistema de acopio y distribución. ACUERDO


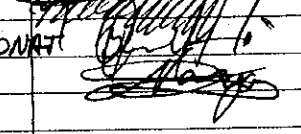
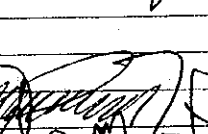
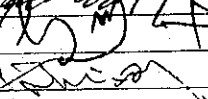
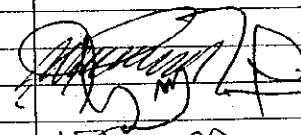
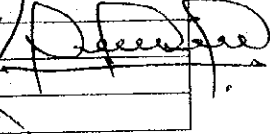
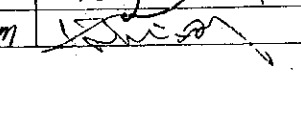
2. Comentarios/Opiniones

Hay un problema con la Ley 1551 que dice que el Gobierno Municipal no puede hacer inversión en propiedad privada.

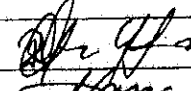
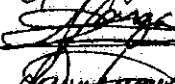
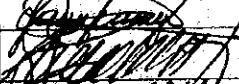
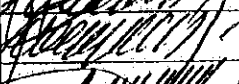
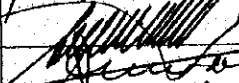
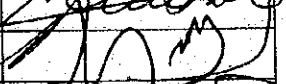

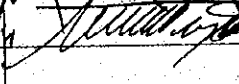
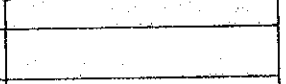
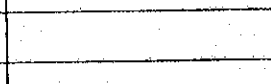
3. Otros Puntos

Agroplan (PRECONAT) y otras Asociaciones pueden hacer uso de las instalaciones.
El equipo de JICA explicó las operaciones de obtención de fondos de financiación.

Representantes de los participantes

Alfonzo Banegas	Alcaldía	
Marín Mileta	Sub Prefectura	
Orlando Ortega	Agroplan PRECONAT	
Alfredo Varagas	Agroplan	
Guillermo Serrate	Prefectura	
Gregorio Cardona	ASBIFRUT	
T. SHIRAKI	JICA Study Team	

Lista de participantes

Nombre	Organización	Cargo	Firma
Orlando Betes	PRECONAT	Codirector	
Alfredo Vargas	Agroplan	presidente	
Miguel Manrique	Pdra. C.V. sptz.	Presidente	
MARIN MILETA	SUB-PREFECTURA	SUB PREFECTO	
/ /	ASOHFEUT.	PRESIDENTE	
Alfonzo Baeza	Alcaldia	H. Alcalde	
JAVIER ESCOBDO	FAO-SEARPI	Asesor Técnico	
GABRIEL CARDONA	ASOHFEUT	PRESIDENTE	
Guillermo Serria	PREFECTURA	COORDINADOR PROJ.	
Marie Vargas	H. ALCALDIA	OFICIAL MAYOR	

**Registro de Discusión
Sobre el
Plan de Desarrollo de un Centro de Acopio de Productos
Bajo el Estudio de Factibilidad de JICA**

Este es el registro de las discusiones sobre el plan básico de desarrollo de acopio de productos en el Área de Comarapa bajo el Estudio de Factibilidad de JICA para el Mejoramiento del Sistema de Mercadeo Agrícola en Santa Cruz llevado a cabo el 27 de noviembre de 1998 entre el Equipo de Estudio de JICA y las instituciones relacionadas y personal de las Áreas. El plan de desarrollo básico para el estudio acordado entre ambas partes, comentarios/opiniones y otros puntos en cuestión que se originaron son los siguientes:

1. Plan de Desarrollo Básico

- * El concepto Sistema Propuesto de Acopio y Distribución de Productos fue acordado.
 - * Conceptos Básicos para la Organización de Campesinos para Operación y el Manejo de Centrales de Acopio y Distribución de Productos fue acordado con la inclusión de la NOTA.
- Ambos puntos bajo el Informe Intermedio de Octubre 1998

2. Comentarios/Opiniones

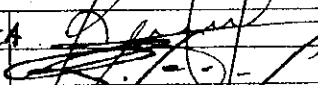
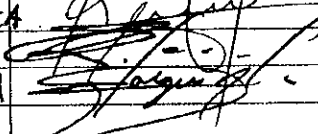
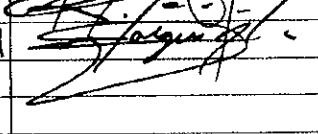
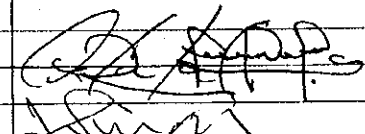
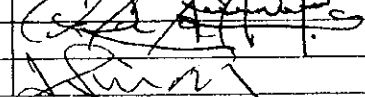
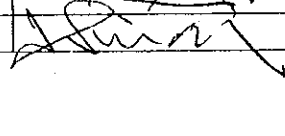
La administración del sistema de Acopio y Envío va a ser realizada en la etapa inicial por EMCA.

NOTA: * Después del 6º año (segunda etapa) los usuarios, en acuerdo con el Gobierno Municipal, decidirán qué Administración van a tener.

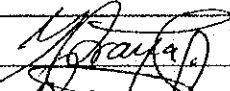
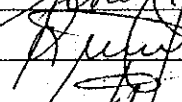
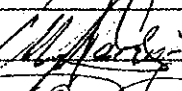
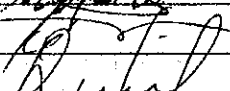
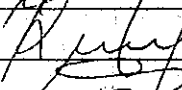
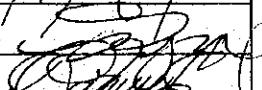
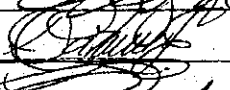
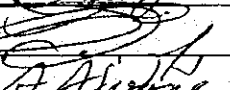
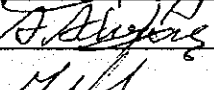
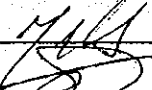

3. Otros Puntos

El Gobierno Municipal tiene dificultad para proveer fondos operacionales para el comienzo por intermedio de sus propios fondos. Ellos tratarán de conseguirlos por intermedio de otras instituciones.

Representantes de los participantes

Remberito Rojas	Sub Prefecto y EMCA	
Vicente Rodríguez	H. Alcalde Municipal	
Gonzalo Salguero	Consejero Departamental P.M.M.C.	
Gregorio Cardona	ASOFRUT	
José Luis Caneubé	Prefectura SO	
T. SHIRAKI	JICA Study Team	

Lista de participantes

Nombre	Organización	Cargo	Firma
Israel Araña	MASRENA	Profesional Area	
Roberto Rojas Programa	Subprefectura	Prefecto	
Mauricio Serrano Mantenimiento	Consejo Municipal	Secretario	
Weimar Chávez	MASRENA	Prof. AREA	
Roberto Rojas	EMCA	Garante	
Antonio Rojas	TRANS PORTISTAS	REPRESENTANTE	
JMG. DOLOREDO CABA	H. ALCALDIA DE COMACAPA	JEFE OTO. AGROPESCUARO	
Vicente Rodriguez	H. Alcaldía Comunal Poc Carrabal	Ejecutivo	
Amelinda Alvarado	Poc Carrabal	Presidente	
César Sevilla	GFA - PRLC/OT	Jefe de Equipo	
Gonzalo Solórzano	Prefectura	Consejero	

**Registro de Discusión
Sobre el
Plan de Desarrollo de un Centro de Acopio de Productos
Bajo el Estudio de Factibilidad de JICA**

Este es el registro de las discusiones sobre el plan básico de desarrollo de acopio de productos en el Área de Saipina bajo el Estudio de Factibilidad de JICA para el Mejoramiento del Sistema de Mercadeo Agrícola en Santa Cruz llevado a cabo el 27 de noviembre de 1998 entre el Equipo de Estudio de JICA y las instituciones relacionadas y personal de las Áreas. El plan de desarrollo básico para el estudio acordado entre ambas partes, comentarios/opiniones y otros puntos en cuestión que se originaron son los siguientes:

1. Plan de Desarrollo Básico

- * El concepto Sistema Propuesto de Acopio y Distribución de Productos está acordado.
- * Conceptos Básicos para la Organización de Campesinos para la Operación y el manejo de Centros de Acopio y Distribución de Productos está acordado.

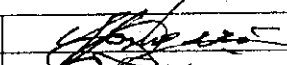
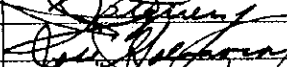
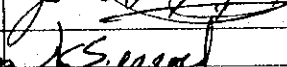
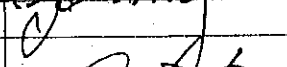
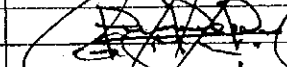
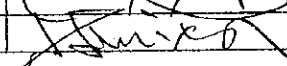

2. Comentarios/Opiniones

Las actividades del Centro de Acopio serán coordinadas por un comité de seguimiento de irrigantes de las otras zonas de la Jurisdicción Municipal de Saipina. La supervisión del Centro de Acopio estará a cargo del Gobierno Municipal de Saipina.

3. Otros Puntos

Informamos de la necesidad de Costos Operativos para el inicio del Centro de Acopio a la autoridad municipal.

Representantes de los participantes

Narciso Cabrera	H. Concejo Municipal	
Gonzalo Salguero	Consejero Provincial	
Jose Galvardo	Pdte. Asociación de Irrigantes	
Justo Serrano	Pdte. ASOFRUT Saipina	
Gregorio Cardona	ASOFRUT	
Jose Luis Carroño	PREFECTURA SC.	
T. SHIRAKI	JICA Study Team	

Lista de participantes

Nombre	Organización	Cargo	Firma
Jorge Samano	MSOHERU	p. de A.F.S.	Jorge Samano
Carlos Bource	Asoc. Regantes	Tesorero	Carlos Bource
Pancho Rojas	Chilon	Delegado	Pancho Rojas
Fernán Clavo	Bañado de la Cruz		Fernán Clavo
Joaquín Rojas	El Canal	Vocal	Joaquín Rojas
Joaquín Rojas	Vocal. Chilon		Joaquín Rojas
Bernardo Pérez	Delegado Saipina M.		Bernardo Pérez
Bernardo Pérez	Asociación Regantes	Delegado Saipina	Bernardo Pérez
Proprietario V.	Asociación Regantes	Representante	Proprietario V.
David Rodríguez	Bañado del Batío		David Rodríguez
Juan Carlos Pinto	El Canal	Delegado a v. c. s.	Juan Carlos Pinto
José Purraz	Bañado de Rosario	Vocal	José Purraz
Andrés	Saizalongo		Andrés
Andrés Veizaga	Bañado de Catarina	Representante	Andrés Veizaga
Ramón Caprino	Vocal del Bañado	Voto o T. U.	Ramón Caprino
Elixa Miranda	Saizalongo		Elixa Miranda
Máximo Montano	(agricultor) Oyauca		Máximo Montano
EDWIN PEREZ L.	Saipina		Edwin Pérez
Santos Duxari	SAIPINA	oyente	Santos Duxari
Victoriano Barcoy M.	H.A.M. Saipina	Data agropecuaria	Victoriano Barcoy
Miguel B. Cillero	S.A. P. I. N. A.	Comisario	Miguel B. Cillero
GRIGORIO CARDONA	ASOHERUT	PRISIDENTE.	Grigorio Cardona
José Calvarro	EMCA	Presidente	José Calvarro
Simón Caste	San Rafael	Estimado Comisario	Simón Caste

**Registro de Discusión
Sobre el
Plan de Desarrollo de un Centro de Acopio de Productos
Bajo el Estudio de Factibilidad de JICA**

Este es el registro de las discusiones sobre el plan básico de desarrollo de acopio de productos en el Área de Vallegrande bajo el Estudio de Factibilidad de JICA para el Mejoramiento del Sistema de Mercadeo Agrícola en Santa Cruz llevado a cabo el 27 de noviembre de 1998 entre el Equipo de Estudio de JICA y las instituciones relacionadas y personal de las Áreas. El plan de desarrollo básico para el estudio acordado entre ambas partes, comentarios/opiniones y otros puntos en cuestión que se originaron son los siguientes:

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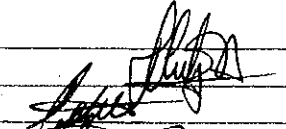

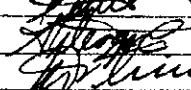
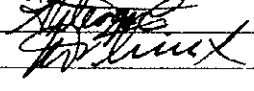
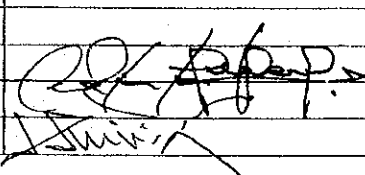
2. Comentarios/Opiniones

Se concede la administración a CAPA-ASOFRUT por fortalecimiento institucional.

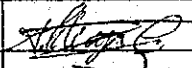
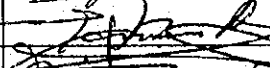
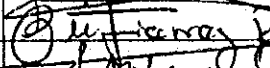

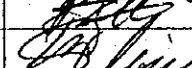
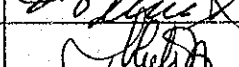
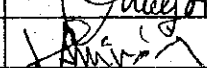
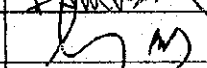
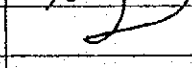
3. Otros Puntos

Se hace hincapié en la necesidad de asistencia técnica y capacitación en planificación de producción antes de la construcción del centro de acopio. También que el financiamiento se redistribuya ^{parte del total} y se considere a los centros de acopio como parte del sistema.

Representantes de los participantes

Carlos Cortéz	H. Alcalde Municipal	
Luis F. Cabrera	Sub Prefectura	
Pedro Arteaga	Pres. CAPA	
Willy Molina	ASOFRUT	
Gregorio Cardona	ASOFRUT	
José Luis Carrión B.	PREFECTURA	
T. SHIRAKI	JICA Study Team	

Lista de participantes

Nombre	Organización	Cargo	Firma
Pedro Arteaga	C.A.P.A.	Presidente.	
EDWIN ROCHA	ICO	Director	
Vicente Gutierrez	ICO	Tecnico	
LUCIO ARTEAGA	COMITE CIVICO	DIRETIVO	
Juan Fern Lopez V	Sub-Prefectura	Prof. de apoyo	
Willy Molina R	ASOFRUT	Director	
Carlos Rodriguez A	Alcaldia	Alcalde	
T. SHIRAKI	JICA Study Team	Member	
GREGORIO CAR DONIA	ASOFRUT	PRESIDENTE	

Registro de Discusión
Sobre el
Plan de Desarrollo de un Centro de Acopio de Productos
Bajo el Estudio de Factibilidad de JICA

Este es el registro de las discusiones sobre el plan básico de desarrollo de acopio de productos en el Área de San Isidro bajo el Estudio de Factibilidad de JICA para el Mejoramiento del Sistema de Mercadeo Agrícola en Santa Cruz llevado a cabo el 1 de ^{noviembre} ~~noviembre~~ de 1998 entre el Equipo de Estudio de JICA y las instituciones relacionadas y personal de las Áreas. El plan de desarrollo básico para el estudio acordado entre ambas partes, comentarios/opiniones y otros puntos en cuestión que se originaron son los siguientes:

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2. Comentarios/Opiniones

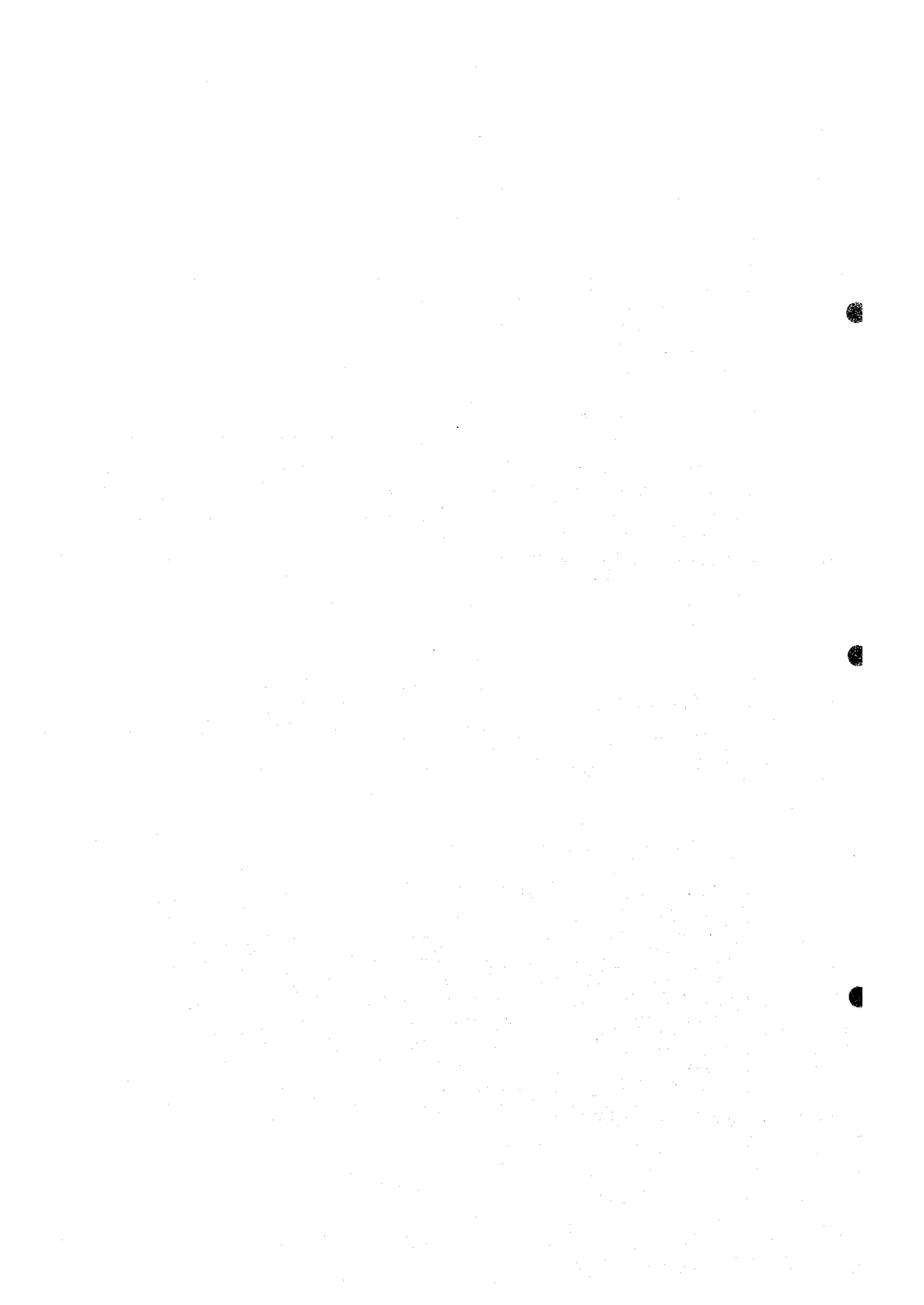
3. Otros Puntos

Se necesita información de Mercado aún para los ensayos.

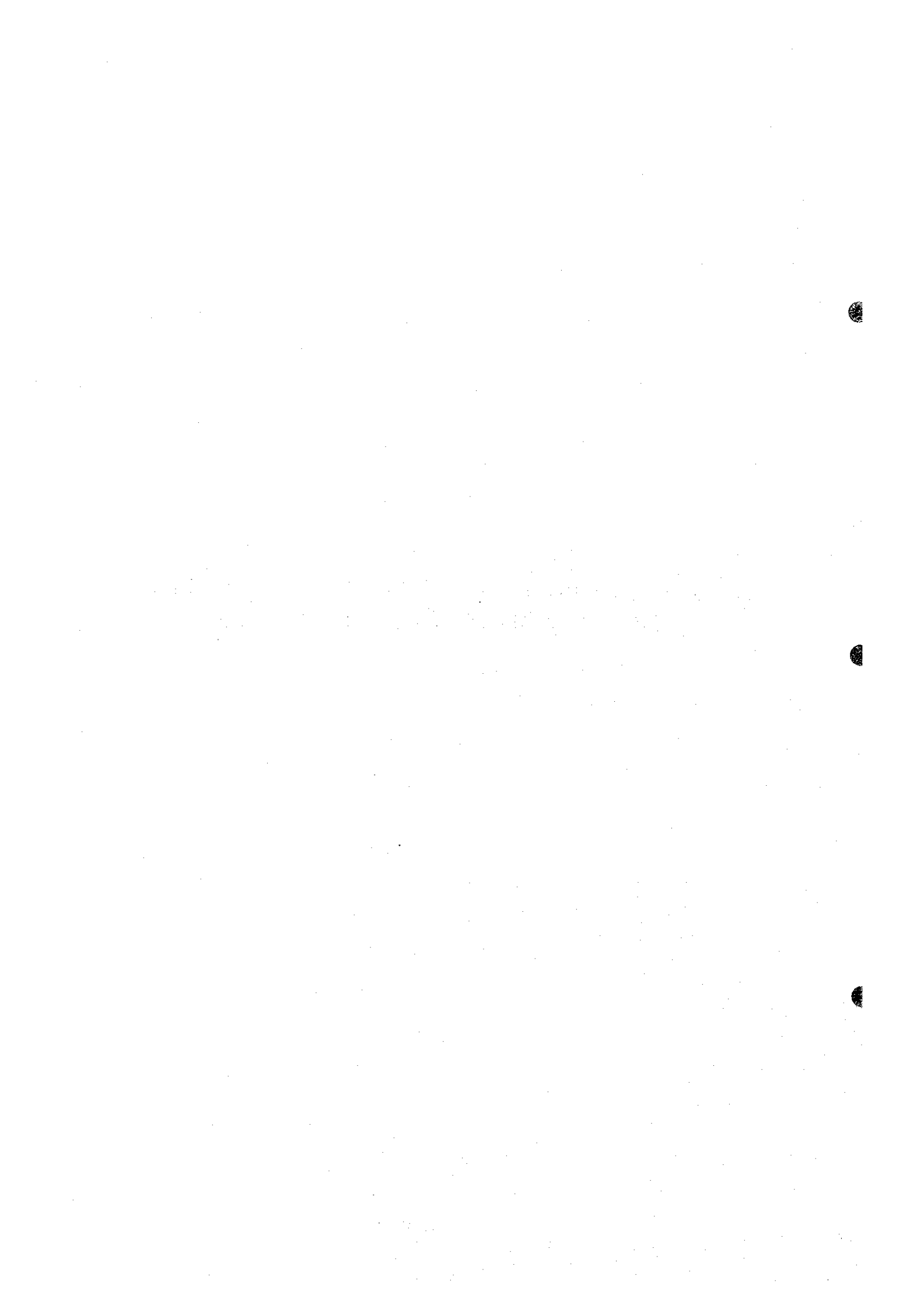
Representantes de los participantes

Josef Gal	Vie Pdlte - ASOHFRUT	<i>Josef Gal</i>
Mirtha Olivera	Agricultora	<i>Mirtha Olivera</i>
Mary Romero	Socia ASOHFRUT	<i>Mary Romero</i>
Celdina Rojas	Sec. de Actas ASOHFRUT	<i>Celdina Rojas</i>
Ademar Técnico	Agricultor	<i>Ademar</i>
Paulino Camacho	Director ASOHFRUT	<i>Paulino Camacho</i>
Eloy Olmos	Técnico ASOHFRUT	<i>Eloy Olmos</i>
Yakeline Gutierrez	Secretaria ASOHFRUT	<i>Yakeline Gutierrez</i>
Esther Rojas	Contadora ASOHFRUT	<i>Esther Rojas</i>
T. SHIRAKI	JICA Study Team	<i>T. Shiraki</i>

↓ José Luis Corrao Prefectura SC.



**MEMORANDUM AND COMMENTS OF MEETINGS
FOR USERS IN THE ABASTO MARKET**



Meeting Memo

Time:2:30 PM

Date:10/30/98

Place:Sala de Conferencias de la Prefectura

Objective: Explanatory meeting of the Interim Report of the first phase for the Feasibility Study of the M/P.

On Friday October 30th of 1998, the explanation of the Interim Report of the first phase for the Feasibility Study of the M/P was carried out. On behalf of the Japanese consultant, Mr. Tateo Kusano, T. Yabana, and M. Gando. The counterpart conformed by Mr. G. Serrate, Mrs. S. Barrancos, and Mr. R. Navia.

José Arinoza from ACPÁMA, Alejandro Monte from ASOPROCA and Plácido Barón from AIPPA attended as representatives for the fruit/vegetable producers and wholesalers; Gregorio Cardona from ASOHFRUT and Julio Nemer for the Alcaldía attended the meeting. Each one of the participants received a written summary of the intermediate report to be exposed. Dr. Rafael Soto, Director of Sustainable Development gave beginning to the meeting with welcoming words. Mr. Yabana gave the explanation of the marketing part and Mr. Gando mentioned all with respect to the construction of the new market. Concluding the exhibition came the session of questions and answers. Mr. Nemer questioned the project pointing out that all the producers should be included as participants of the new market, because otherwise again this would become an alone benefit for the intermediaries. Also pointed out that the wholesalers of the current Abasto, probably would not have the financial capacity to operate in the proposed market.

The Mr. Monte of ASOPROCA shows his concern because this new market doesn't end up becoming a spot of direct sale from the producer to the consumer. He was equally worried about those producers that have their own means of transport to carry their products to the market, vehicle (tool) that would possibly be left without work if the collection centers are created.

The representant of AIPPA said that he had been waiting for a long time for something like this project, and is sure that consumers will now have products at a lower price. José Arinoza of ACPAMA manifested his desire that this new market becomes a regulator of prices that there be very high prices in times of shortage or very low prices in oversupply season. Arinoza is convinced that this project will a benefit for everyone, specially the producers. As representative of ASOFRUT Mr. Cardona said to be very informed of the same project that will be only of wholesale, because the retailers will be able to continue selling their products in the current Abasto. He said that possibly in this new market won't eliminate all the intermediaries (wholesaler and retailer), but the main one will disappear: the retailer. On the other hand he explained that the negotiations for obtaining of the land for the new market go well, and everything seems to indicate that the wholesale market's location will be in the proximities of km.8 of the old highway to Cochabamba. After answering one by one the questions and doubts the assistants had, Mr. Kusano invited them to read the Interim Report thoroughly and send their suggestions to the office of this project.

MEMORANDUM:
MINUTES OF MEETING ON OPERATION AND MANAGEMENT OF THE NEW
WHOLESALE MARKET

Time: 2:30 PM

Date: November 19, 1998

Place: JICA Study Team office

Subject: Discussion about Operation and Management of the New Wholesale Market

Participants:

- (1) Julio Nemer (Director de Industria y Comercio)
- (2) Matilde Nuñez ACPAMA (Member)
- (3) Armando Ribera ASPROA (President)
- (4) Trifonia Balderrama ASPROCA (President)
- (5) Mario Salas Cooperativa 2 de junio (President)
- (6) Guido Valdivia and Sr. Ricaldez Asociacion 19 de marzo (President)(Vice-President)
- (7) Fermín Tito FSUTCSC (Presidente)

On Thursday November 19, 1998, a discussion was carried out on Operation and Management for the New Wholesale Market. On behalf of the Japanese Consultant Mr. Teruo Yabana and also Rilmar Navia from the counterpart attended.

AGENDA

1. Answers for comments for IT/R
2. Explanation of the new marketing system
3. Explanation of the new transaction system in the NWM.
4. Explanation of three options of Operation and Management and Regulation of the NWM.

1. Mr. Armando Ribera (ASPROA) commented that they are an organization of small scale producers. They have never managed Abasto Market (Farmer's Market) because of the Alcaldia and Intermediaries. Prefecture and Alcaldia should only be an entity for support. He suggests the Users manage the Market, so something like CRAMA doesn't happen again. Mr. Ribera also wants credit and technical assistance for producers.

2. A seller, who has interest about the project, she is a member of ACPAMA. She said that they work directly with the producer on vegetables. Retailers and Intermediaries think collection centers are not well functioned, Collection centers will fail like in Cochabamba because they think that the products are stocked and spoiled before the delivery.

3. Mr. Mario Salas of the Cooperativa 2 de junio asked about the system of packing in the NWM.

4. Trifonia Balderrama of ASOPROCA asked how many people will be able to participate in the New Wholesale Market.

5. Fermín Tito of FSUTCSC said that 30 % benefit by the project should be for the producers, because he knows that when private groups (wholesalers) enter, producers will not have as much to sell since the private ones have more money. CAISY, is a strong company, small producers will not be able to compete.

6. Guido Valdivia and Mr. Ricaldez of the 19 de marzo Association said that Associations should be given priority in management of the NWM and that power of Alcaldía should be limited. "Alcaldía steals money here and there." In other words we want to have one representative for each association in the Operation and Management Committee because Alcaldía and Prefecture kick out the wholesalers and producers. Association of supermarkets should be excluded from wholesalers in NWM and in the collection centers.

Mr. Nemer, Alcaldía went back to his office before discussion of Operation and Management of New Wholesale Market. He promised to submit the comment on Operation and Management.

Users attended this meeting; all said that one representative of each association should be included in the Operation and Management Committee.

Mr. Yabana said the Study Team will hold PCM workshops and requested their participation in this workshop. We should get consensus in Operation/Management through workshops.

MEMORANDUM:
MINUTES OF MEETING ON OPERATION AND MANAGEMENT OF THE NEW
WHOLESALE MARKET

Date: December 7, 1998
Time: 2:30 p.m.
Place: Prefecture Conference Room
Subject: Discussion about Operation and Management for the New Wholesale Market
Participants: (1) Julio Nemer (Director de Industria y Comercio)
(2) Matilde Nuñez, ACPAMA (Member)
(3) Armando Ribera, ASPROA (President)
(4) Trifonia Balderrama, ASOPROCA (President)
(5) Mario Salas, Cooperativa 2 de Junio (President)
(6) Guido Valdivia and Sr. Ricaldez, Asociacion 19 de Marzo (President)
(Vice-president)
(7) Fermin Tito FSUTCSC (President)

On Monday December 2, 1998 a discussion was carried out on the Operation and Management and Facility Design and Plan for the New Wholesale Market. On behalf of the Japanese Consultant, Mr. Tateo Kusano, Mr. Teruo Yabana attended and from the counterpart Mr. Rilmar Navia.

AGENDA

1. Explanation of the Operation and Management, and Regulations for the New Wholesale Market
2. Explanation of the Facility Design and Plan for the New Wholesale Market

The Study Team prepared the draft Operation/Management Plan based upon the results of the PCM workshop and layout plan of the facilities.

The main points are that management committee composed of the representatives of users, manage the New Wholesale Market under supervision of Municipal Government.

In initial stage after completion of the New Wholesale Market, the management committee of users manages the market under supervision of Municipal Government and operates in cooperation with Municipal Government.

After an appropriate period of time which will take some time, S.C. Municipal Gov. will discuss with the private organization (Wholesale Company) established by users organizations and transfer its Operation/Management to private organization through legal procedure. However, the Operation/Management by private organization shall be under the supervision of S.C. Municipal Gov.

Major comments about operation and management are as follows:

- Elimination of political influence
- Explanation about private organization
- Transfer of Operation/Management about the New Wholesale Market from Municipal Government to Private Organizations.
- The reason why supermarket association is partner
- Division of sales sections by wholesaler and producers

- Explanation about the rent of sales section and collection system of rental charges

Major comment about the design and plan of facilities:

The Study Team explained the design and plan of facilities based upon prepared layout plan of facilities major comment of participants are as follows:

- Installation of truck scale, cold storage and inspection laboratory
- Possibility of mixing farmers market and wholesale market
- Insufficiency of areas of sales section

In the end of explanation and discussion, the attendants understood and agreed the plan proposed by Study Team.



GOBIERNO MUNICIPAL DE SANTA CRUZ DE LA SIERRA

"EL Gobierno Comunal es autónomo. En las capitales de departamento, habrá un Concejo Municipal y un Alcalde" Art. 200 C.P.E.

Santa Cruz, 06 de Noviembre de 1998

Señor
Tateo Kusano
EQUIPO DE ESTUDIO "JICA"
Presente.-

**REF.: COMENTARIOS AL ESTUDIO DE FACTIBILIDAD PARA EL
MEJORAMIENTO DEL SISTEMA DEL MERCADO AGRICOLA.**

De mi consideración:

Adjunto a la presente, envío a usted mis observaciones respecto al proyecto de referencia.

Para mayores comentarios, espero fecha de una reunión en la que podamos definir algunos puntos que pueden hacer mas factible el proyecto.

Reiterando mis consideraciones mas distinguidas, saludo a usted muy atentamente.

Julio Nemer Chaloup
VICEPRESIDENTE COMITÉ SEGUIMIENTO
Y COORDINACION PLAN MAESTRO
DE COM. FRUTIHORTICOLA

cc. Arch.



GOBIERNO MUNICIPAL DE SANTA CRUZ DE LA SIERRA

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Comentarios al Estudio de Factibilidad para el mejoramiento del Sistema del Mercado Agrícola.

Para llevar a cabo un Plan Maestro como el que encaramos y no caer en los errores que llevaron al Abasto I Pirai al fracaso, se deben considerar temas que por su base pueden cambiar totalmente el significado del programa.

Al leer el informe de la primera fase he logrado de identificar problemas que no llevarían el proyecto y sugiero revisar los siguientes:

1. Separar el concepto básico de Producción – Comercialización
2. El sistema de mercadeo en el sitio debe cambiar
3. El sistema del movimiento interno se lo debe ajustar
4. El tamaño del proyecto respecto al año 2.010 (en espacios)

Para considerar estos puntos, vamos enumerar algunos puntos rescatados del Informe Resumen y son los siguientes:

Del cap. 2 incisos 24.1 Objetivos

"SEPARAR LAS FUNCIONES DE MAYORISTAS Y MINORISTAS"

"LOGRAR LA EFICIENCIA DE LA FUNCION MAYORISTA"

2.4.2 (2) "LAS FRUTAS Y VEGETALES TRAI DOS POR LOS PRODUCTORES E INTERMEDIARIOS, SON RECIBIDAS POR LOS MAYORISTAS QUIENES LUEGO LAS VENDEN A LOS MINORISTAS".

Estos dos conceptos se hacen contradictorios dentro del sistema interno de mercadeo del nuevo mercado mayorista, por tanto se deben separar conceptos básicos como MAYORISTAS Y MINORISTAS.

En mi concepto, el verdadero Mayorista es el Centro de Acopio por comunidades, por cuanto cada producción va a caer a esos centros convirtiéndose en instituciones de comercio y servicio.

Ahora se hacemos hincapié en los conceptos tomados en los puntos mencionados, ampliamos la idea así:



GOBIERNO MUNICIPAL DE SANTA CRUZ DE LA SIERRA

"EL Gobierno Comunal es autónomo. En las capitales de departamento, habrá un Concejo Municipal y un Alcalde" Art. 200 C.P.E.

Al Primero: Separar el concepto básico PRODUCCION – COMERCIALIZACION.

Por el principio del acuerdo de los Participantes en el Proyecto, los quehaceres de uno y otro, van encadenados pero no confundidos ni mezclados.

De este concepto nace el principio de separar el concepto tanto operativo como administrativo.

Del operativo: El Concepto Productos – Acopio y
El Concepto Mercadeo

Uno basado en el asesoramiento para la mejora de la producción, acopio y transporte.
El otro para su mercadeo.

En la Administrativa: Por Competencia
El Productor – Acopio /Con la Prefectura
El Mercadeo/Con la Alcaldía

Ambos conceptos deberán ser integrados en cadena para el total desempeño de los mismos en cuyo caso las metas son las mismas.

Al segundo: El sistema de mercadeo en el sitio

El sistema propuesto y de acuerdo al Art. 2.4.1. y 2.4.2.(2) está en contra posición

Uno por el concepto Mayorista y
Otro por el concepto Intermedio

El concepto General a manejar es: Mercado Agrícola (Campesino) por tanto el campesino a través de los Centros de Acopio maneje su producto como mayorista, pero con un representante propio en el mercado Agrícola para el comercio Directo al exterior del mercado (ingreso – egreso) sin intermediario.

Por tanto el puesto o espacio que se debe manejar es de mayor envergadura, como para poder recibir un camión de 500 qq o la mercadería en el piso.

El concepto del Intermediario es ajeno al proyecto por cuanto no se puede permitir que esa persona sea quien, por su inversión, maneje el precio.



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Si esto sucede, volveríamos al actual sistema que por su puesto dio el resultado mas nefasto en cuanto a mercado campesino se refiere.

ANEXO 1

Al Tercero: El movimiento interno se lo debe ajustar de acuerdo a los nuevos espacios solicitados en el punto segundo para cumplir con las necesidades fundamentales.

Sugerencia de Espacio ANEXO 2

Al Cuarto: Respecto al tamaño del proyecto con miras al 2010 y de acuerdo al crecimiento del sector, además del interés del Interior del país por un modelo Ideal, queda insuficiente y las proyecciones deben ir al 2020 por cuanto la inversión es muy alta para reordenamiento en 10 años solamente.

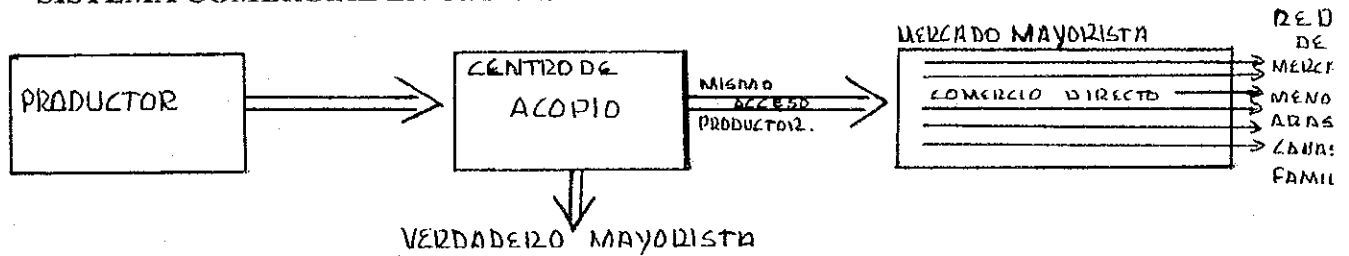


GOBIERNO MUNICIPAL DE SANTA CRUZ DE LA SIERRA

"El Gobierno Comunal es autónomo. En las capitales de departamento, habrá un Concejo Municipal y un Alcalde" Art. 200 C.P.E.

ANEXO 1

SISTEMA COMERCIAL EN CADENA



Desde aquí se puede lograr EFICIENCIA de la función mayorista

El modo: Debe asesorarse a los productores y enseñarles como manejar el sistema de Remate y Venta directa de productos para la obtención de mejores precios.

Fases:
Primera: Acceso y Exposición
Segunda: Puja abierta
Tercera: Cierre

Opción: Modalidades a) Sobre Camión
b) Sobre el piso

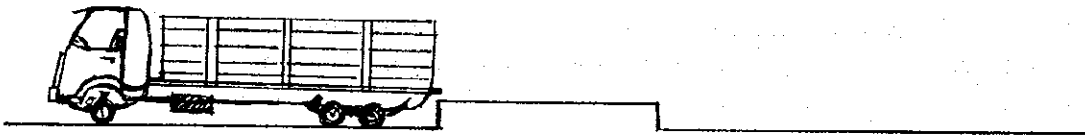
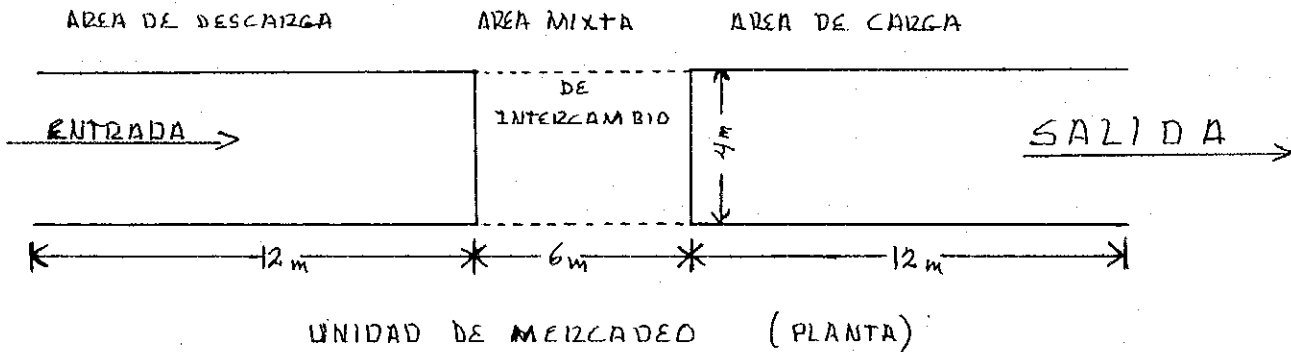
Sin horarios de descarga y carga.



GOBIERNO MUNICIPAL DE SANTA CRUZ DE LA SIERRA

"EL Gobierno Comunal es autónomo. En las capitales de departamento, habrá un Concejo Municipal y un Alcalde" Art. 200 C.P.E.

ANEXO 2



Sugerencia de Superficies:

Area general necesaria será de:

Salón de Mercadeo	39.100 m ²
Estacionamiento de camiones	10.000 m ²
Area de camionetas menores	5.000 m ²
Servicios General	5.000 m ²
Area Operativa	10.000 m ²
Area de Crecimiento	<u>30.000 m²</u>
	99.100 m ²

Redondeando a 10 Hectáreas como promedio.



ASOCIACION DE HORTICULTORES Y FRUTICULTORES
INSTITUCION AFILIADA A LA CAMARA AGROPECUARIA DEL ORIENTE

Noviembre 06 de 1998.
AHF - OF. 185/98

Señor
Lic. Tateo Kusano
JEFE EQUIPO CONSULTOR JICA
Presente. -

Ref: COMENTARIOS ACERCA DEL ESTUDIO.

Licenciado Kusano:

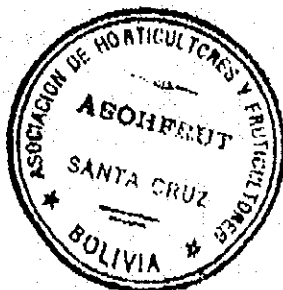
Tal como manifesté mi opinión en la reunión sostenida con Ude., vuelvo a reiterar nuestra complacencia acerca de la definición por parte del Municipio para la fijación del lugar del terreno para la construcción del Mercado Modelo.

Nosotros estuvimos muy preocupados por la indefinición tanto de la Alcaldía como del Plan Regulador, razón por la cual acudimos a la Cámara Agropecuaria, habiendo sostenido una reunión conjunta con el Dr. Edgar Chávez, Honorable Diputado Nacional, habiéndose enviado cartas al señor Alcalde y al Presidente del Concejo. Asimismo tuvimos otra reunión con el Presidente del Comité Cívico para manifestarle la misma preocupación, el señor Antelo habló personalmente con el Alcalde y se comprometió a recibirnos y dar una solución definitiva. Asimismo se enviaron cartas a la prensa.

Con respecto al informe intermedio, estamos plenamente de acuerdo con el contenido del mismo y con la localización del terreno e igualmente con la conexión que tendrá con los 7 centros de acopio.

No tenemos ninguna observación de fondo al respecto, al contrario, agradecemos y felicitamos a JICA y al equipo consultor por la calidad del estudio.

Con este motivo hacemos llegar a Ud. nuestras consideraciones mas distinguidas,




Ing. Gregorio Cardona Rojas
PRESIDENTE ASOHFRUT

ASOCIACION DE PRODUCTORES
Y PROVEEDORES

19 DE MARZO

Santa Cruz - Bolivia

Pers. Juridica N.º 203/86 Av. Tercer Anillo Teléfono: 538504

Santa Cruz, 18 de noviembre de 1.998

Señor:
Tateo Kusano
REPRESENTANTE EQUIPO DE ESTUDIO JICA
Presente.-

Ref: ESTUDIO DE FACTIVILIDAD PARA EL MEJORAMIENTO DEL
SISTEMA DE MERCADEO AGRICOLA EN SANTA CRUZ

Distinguido Señor:

Habiendo realizado un estudio minucioso de su proyecto de factividad con respecto del nuevo mercado mayorista nos es muy grato felicitarle por el trabajo que esta realizando en bien de toda una Ciudad como es Santa Cruz.

Hacemos conocer que sus planteamientos encuadran a nuestras actividades dentro del mercado, por lo tanto damos nuestro apoyo total para la realización de dicho proyecto, aclarando que sea la más antes posible.

Además hemos visto que en este momento el mercado de Abasto no reúne las condiciones necesarias para seguir operando como mercado mayorista ya que esta en un lugar centrico que perjudica el trafico vehicular con camiones de alto tonelaje.

En cuanto a la futura administración del nuevo mercado mayorista hacemos conocer que no estamos tan preocupados por que nuestro interés esta operar con nuestra mercaderia bajo las condiciones y reglamentos para este tipo de mercados.

Ahora abien nuestra observación esta en el plano del nuevo mercado mayorista que consta de 300 puestos de venta y que están en un solo bloque.

Sugerimos:

- 1.- Dividir en 4 secciones o sectores definidos o sea sección tomates y verduras.
- 2.- Sección papas y cebollas
- 3.- Sección platanos
- 4.- Sección frutas y productos temporales.

Estos sectores en ningún momento pueden estar juntos y por propia experiencia sabemos que funciona en forma separada. Los productos de temporada se encuentran en el mercado solo algunos meses por Ej. la naranja solo los meses de abril, mayo, junio la sandia octubre, noviembre, diciembre otras frutas en los meses de enero, febrero, marzo y sucesivamente.

La Asociación "19 DE MARZO" como la más grande que opera con productos agricolas que es papa y cebolla, se encuentra dispuesta a colavorar en todo lo que sea necesario en cuanto a planificación de este merdado que va en veneficão de toda la Ciudad.

ASOCIACION DE PRODUCTORES
Y PROVEEDORES

19 DE MARZO

Santa Cruz - Bolivia

Pers. Juridica No. 203/96 Av. Tercer Anillo Teléfono: 538504

ATTE.

Guido Valdivia M
PRESIDENTE



Servanda Barrios
SECRETARIA GENERAL

Gerardo Ricaldez S.
STRIO ASUNTOS INTERNOS

Santa Cruz, 17 de noviembre del 1998

Señor:

Tateo Kusano
Lider del Equipo de Estudio - JICA
Estudio de Factibilidad para el
Mejoramiento del Sistema de
Mercadeo Agrícola en Santa Cruz
(Departamento de Desarrollo
Sostenible, Prefectura Departamental)
Tel./Fax 333240

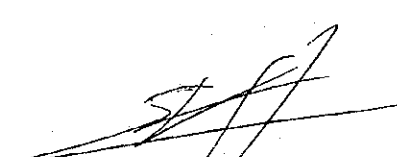
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Distinguido señor:

La Cooperativa 2 de junio recibio el Informe Intermedio. Principalmente estamos de acuerdo con el contenido del Informe Interino después de leerlo. Sin embargo nosotros tenemos algunos comentarios como sigue:

1) El Sr. Salas manifestó su acuerdo con el proyecto, siempre y cuando los mayoristas del mercado no sean interrumpidos ni perjudicados en su trabajo: la venta al mayoreo. No obstante existen algunas dudas respecto al manejo y administración del Mercado, la propiedad de los puestos, monto de alquiler si hay que pagar y que garantías se tiene para respetar el uso de los locales.

Atentamente,



Mario Salas Presidente
Cooperativa. 2 de junio

Santa Cruz, 17 de noviembre del 1998

Señor:

Tateo Kusano
Líder del Equipo de Estudio - JICA
Estudio de Factibilidad para el
Mejoramiento del Sistema de
Mercadeo Agrícola en Santa Cruz
(Departamento de Desarrollo
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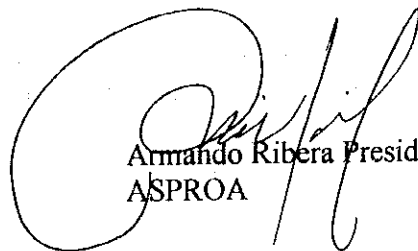
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Distinguido señor:

La Asociación ASPROA recibió el Informe Intermedio. Principalmente estamos de acuerdo con el contenido del Informe Intermedio después de leerlo. Sin embargo nosotros tenemos algunos comentarios como sigue:

1) Todo está bien con respecto al proyecto del nuevo mercado. No obstante cree que puede haber problemas respecto a la administración del Nuevo Mercado si la Alcaldía, Prefectura y los Gremiales están a cargo.

Atentamente,


Armando Ribera Presidente
ASPROA

Santa Cruz, 17 de noviembre del 1998

Señor:
Tateo Kusano
Lider del Equipo de Estudio - JICA
Estudio de Factibilidad para el
Mejoramiento del Sistema de
Mercadeo Agrícola en Santa Cruz
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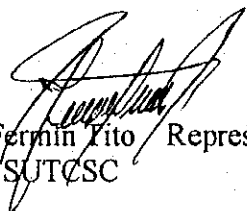
Ref.: Comentarios acerca del Informe Intermedio como parte del Estudio de Factibilidad para el Mejoramiento del Sistema de Mercadeo Agrícola en Santa Cruz

Distinguido señor:

La FSUTCSC recibio el Informe Intermedio. Principalmente estamos de acuerdo con el contenido del Informe Interino después de leer. Sin embargo nosotros tenemos algunos comentarios como sigue:

1) Basicamente estamos de acuerdo con lo que se manifiesta en el proyecto. Sin embargo tenemos nuestras dudas respecto a la propiedad del mercado pues si la Prefectura y la Alcaldía son las contrpartes principales puede que a largo plazo seamos marginados como beneficiarios del proyecto. Por lo tanto se caeria en el mismo error del actual Abasto.

Atentamente,


Fermin Tito Representante
FSUTCSC

Santa Cruz, 17 de noviembre del 1998

Señor:

Tateo Kusano
Lider del Equipo de Estudio - JICA
Estudio de Factibilidad para el
Mejoramiento del Sistema de
Mercadeo Agrícola en Santa Cruz
(Departamento de Desarrollo
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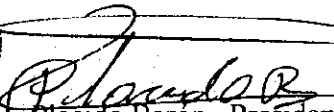
Distinguido señor:

La Asociación AIPPA recibió el Informe Intermedio. Principalmente estamos de acuerdo con el contenido del Informe Intermedio después de leerlo. Sin embargo nosotros tenemos algunos comentarios como sigue:

1) Hemos esperado mucho tiempo por algo como este proyecto. El Sr. Barón espera que este mercado no vaya a ser monopolizado por los mayoristas quienes lo manejen a su antojo. Otra de las preocupaciones es acerca de la Prefectura y Alcaldía estén a cargo del Mercado, es decir que ocurra lo que paso con Abasto I y el CRAMA.

Atentamente,




Plácido Barón Presidente
AIPPA

Santa Cruz, 17 de noviembre del 1998

Señor:

Tateo Kusano

Lider del Equipo de Estudio - JICA

Estudio de Factibilidad para el

Mejoramiento del Sistema de

Mercadeo Agrícola en Santa Cruz

(Departamento de Desarrollo

Sostenible, Prefectura Departamental)

Tel./Fax 333240

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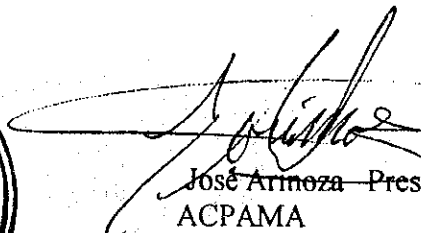
Distinguido señor:

La Asociación ACPAMA recibió el Informe Intermedio. Principalmente estamos de acuerdo con el contenido del Informe Interino después de leerlo. Sin embargo nosotros tenemos algunos comentarios como sigue:

1) José Arinoza manifestó su deseo de que este nuevo mercado se convierta en un regulador de precios, que haya precios muy altos en épocas de carestía o precios muy bajos en temporada de sobreoferta.

Atentamente,




José Arinoza - Presidente
ACPAMA

Santa Cruz, 17 de noviembre del 1998

Señor:

Tateo Kusano
Lider del Equipo de Estudio - JICA
Estudio de Factibilidad para el
Mejoramiento del Sistema de
Mercadeo Agrícola en Santa Cruz
(Departamento de Desarrollo
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Distinguido señor:

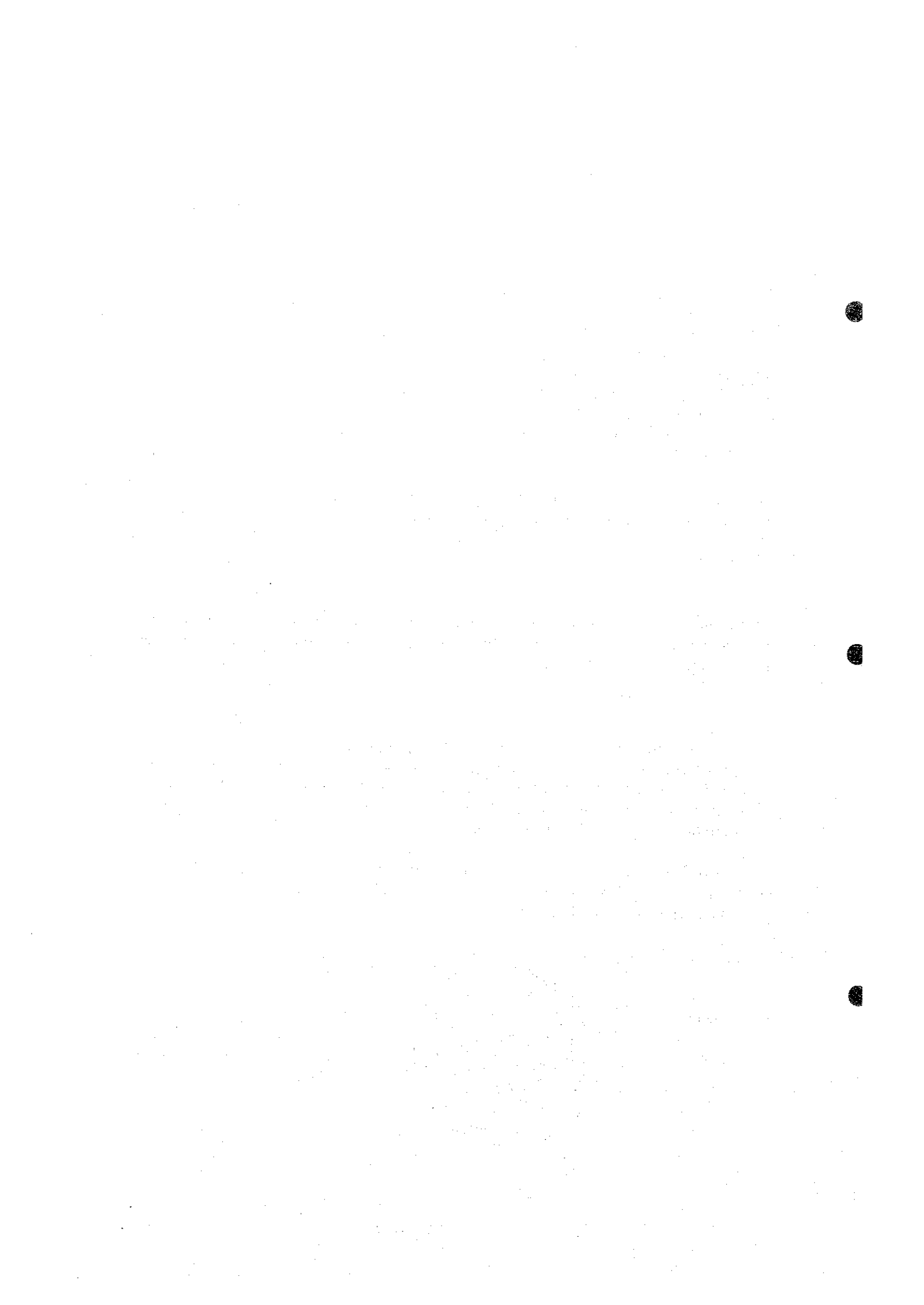
La Asociación ASOPROCA recibió el Informe Intermedio. Principalmente estamos de acuerdo con el contenido del Informe Interino después de leer. Sin embargo nosotros tenemos algunos comentarios como sigue:

- 1) El Sr. Monte manifestó su preocupación porque este nuevo mercado no llegue a convertirse en punto de venta directa del productor al consumidor. Igualmente se mostró preocupado por aquellos productores que tienen su propio medio de transporte para acarrear sus productos al mercado, vehículo(herramienta) que posiblemente se quedaría sin trabajo si se crean los centros de acopio.
- 2) Concordamos con la idea general del proyecto del nuevo mercado. Sin embargo cree que puede que no haya consenso si la administración del Nuevo Mercado esta en manos de la Alcaldía, Prefectura y los Gremiales.

Atentamente,




Trifonia Balderrama Presidente
ASOPROCA



ATTACHMENT 2

**OUTPUT OF THE PCM WORKSHOP FOR THE FEASIBILITY
STUDY FOR THE IMPROVEMENT OF AGRICULTURAL
MARKETING SYSTEM IN SANTA CRUZ**

**DECEMBER 7, 1998
JICA STUDY TEAM**

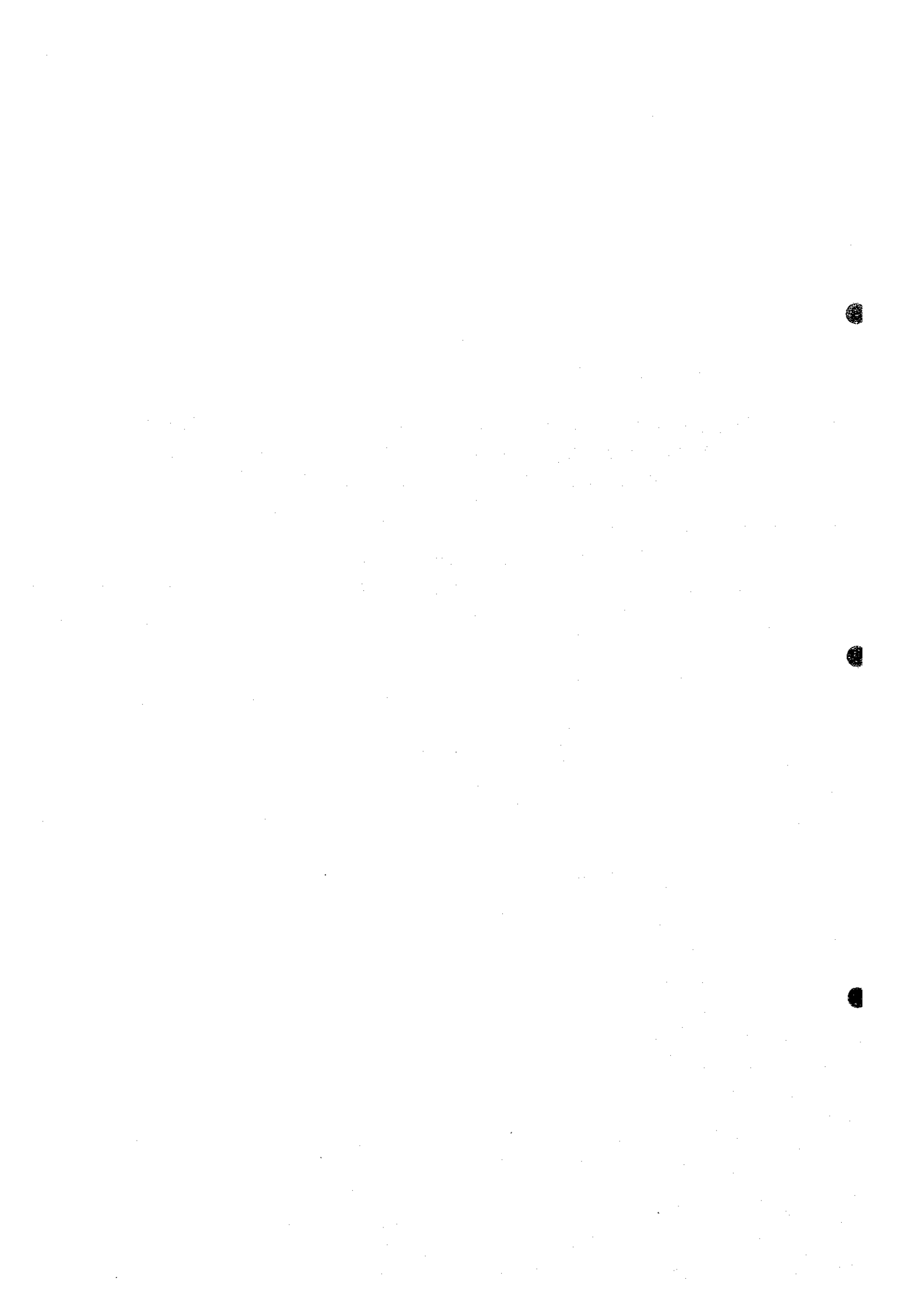


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Part I: PCM Workshop in Comarapa

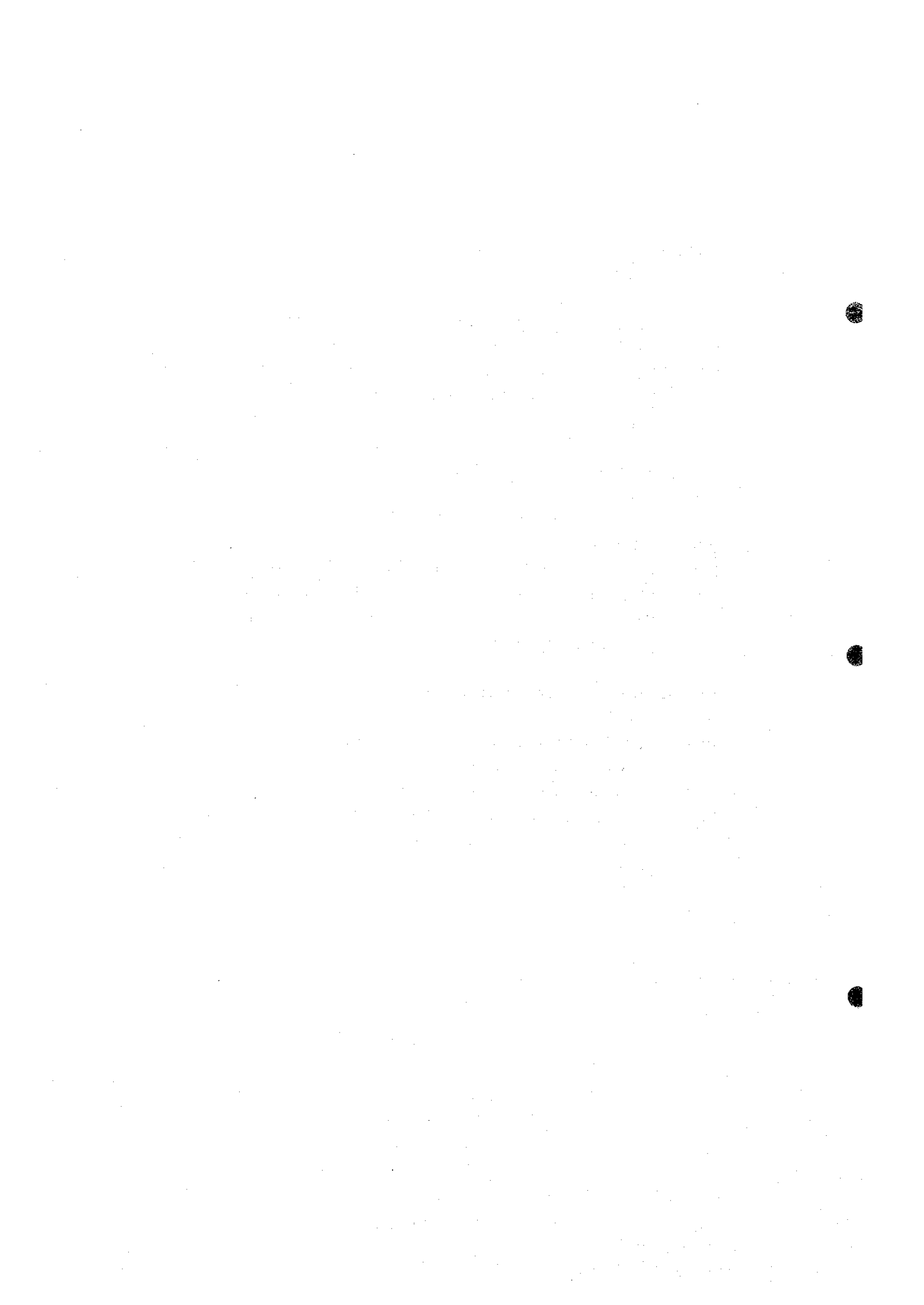
- I-1 Agenda
- I-2 List of Participants
- I-3 Participation Analysis (formulated in the Workshop)
- I-4 Problem Analysis (formulated in the Workshop)
- I-5 PDM "Project for Establishment of Collection and Distribution Center"
(prepared by the moderator and used for explanation)
- I-6 Comments on the Proposed Operation System

Part II: PCM Workshop of Santa Cruz 1

- II-1 Agenda
- II-2 List of Participants
- II-3 Participation Analysis
- II-4 Problems in the Current Operation System of the Abasto Market
- II-5 PDM "Project for Improvement of the Wholesale Market in
Santa Cruz" (prepared by the moderator and used for explanation)
- II-6 Comments on the Proposed Operation System

Part III: PCM Workshop of Santa Cruz 2

- III-1 Agenda
- III-2 List of Participants
- III-3 Participation Analysis
- III-4 Problems in the Abasto Market
- III-5 PDM "Project for Improvement of the Wholesale Market in
Santa Cruz" (prepared by the moderator and used for explanation)
- III-6 Comments on the Proposed Operation System



I-1 Agenda

AGENDA OF PCM WORKSHOP IN COMARAPA

With Farmers
in EMCA Office in Comarapa
November 26, 1998

8:30 – 9:00	Registration
<i>- Opening -</i>	
9:00 – 9:10	Opening Speech by the Mayor of Comarapa
9:10 – 9:20	Brief Explanation by the Team Leader of the JICA Study Team
<i>- Workshop -</i>	
9:20 – 9:30	Outline of the Workshop by the Moderator
9:30 – 9:45	Introduction of the Participants
9:45 – 10:00	Outline of the PCM by the Moderator
10:00 – 10:30	Explanation about the Proposed Project
10:30 – 10:45	Coffee Break
10:45 – 11:15	Questions and Answers
11:15 – 12:00	Discussions about the Proposed Project
12:00 – 13:30	Lunch
13:30 – 14:15	Participation Analysis
14:15 – 15:15	Problem Analysis
	- Explanation by the Moderator
	- Group Work
15:15 – 15:45	Presentation about the Problem Trees by each Group
15:45 – 16:15	Reconfirmation about the Concept of the Proposed Project and Questions and Answers
<i>- Closing -</i>	
15:45 – 16:00	Closing Address by the Prefecture of Department and and Presentation of Certification

I-2 LIST OF PARTICIPANTS IN THE COMPARAPA WORKSHOP (November 26)

	NAME	INSTITUCION	POSITION
1	Walter Terceros	Sub-prefecture	Technician
2	Vicente Rodriguez	Municipal Government	Mayor
3	Luis Michel	Municipal Government	Main Official
4	Dulfredo Caba	Municipal Government	Chief of Agriculture and Cattle
5	Antonio Rojas	Transportation Syndicate	Act Secretary
6	Mario Cabrera	EMCA	Accounting
7	Marcelo Padilla	Technician of Province Committee	President
8	Miguel Quinteros	Corregidor de Pulquina	Corregidor
9	Weimar Chavez	MASRENA	Technician
10	Joaquina de Padilla	Mother's Club	President
11	Edelfrida de Borda	Mother's Club	Vice-president
12	Erwin Camacho	FAN	Coordinator
13	Cesar Sevilla	Pricruz- GFA	Team Leader
14	Material Saravia	Municipal Government	Secretary
15	Jorge Prado	GFA	Economist

I-3 Participation Analysis Formulated in the Comarapa Workshop

"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

