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**ADRA-BOLIVIA**

***Rural Income Component***

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We thank God for the opportunity of learning with all the people involved, the project field professionals and the organizations that collaborated in the preparation of this document.

**SYSTEMATIZATION OF EXPERIENCES**  
**ORGANIZATIONAL DEVELOPMENT MODEL**  
Peach and By-products Producers Association of Chinimayu

2007

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### **ANNEXES**

- A. List of actors
- B. Revised Documentation
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## ACRONYMS:

ADRA	Adventist Development and Relief Agency,
ACLO	Acción Cultural Loyola
AIFRUC	Asociación Integral de Fruticultores de Camargo
APACAS	Asociación de Productores del Cañon de San Lucas
APAC-C	Asociación de Productores de Culpina
ASHABI	Asociación de Haberos de Incahuasi
ASOHABA	Asociación de Haberos (Puna)
ASOPRODUCH	Asociación de Productores de Durazno y Derivados Chinimayu
CSA	Agricultural Service Center ( <i>Centro de Servicio Agrícola</i> )
COAGRISAL	Cooperativa Agropecuaria San Luis
DO	Organizational Development ( <i>Desarrollo Organizacional</i> )
EXPOCRUZ	Feria Internacional de Santa Cruz
FEICOBOL	Feria Internacional de Cochabamba
GAT'S	Technical Assistance Group ( <i>Grupo de Asistencia Técnica</i> )
INE	Instituto Nacional de Estadística
MIC	Integrated Crop Management ( <i>Manejo Integrado de Cultivos</i> )
MEP	Ecological Pest Management ( <i>Manejo Ecológico de Plagas</i> )
MIP	Comprehensive Pest Management ( <i>Manejo Integral de Plagas</i> )
OIT	Organización Interamericana del Trabajo
DELACH	Desarrollo Económico Local de Chuquisaca
PC	Field Professional ( <i>Profesional de Campo</i> )
PMA	Programa Mundial de Alimentos
POP	Communal Land-Use Planning ( <i>Plan de Ordenamiento Predial</i> )
PRODEPE	Programa de Desarrollo para la Pequeña Empresa
USAID	United States Agency for International Development

## **PRESENTATION**

The Rural Income Component, part of the Title II Food Security Program of ADRA Bolivia and funded by the United States Agency for International Development – USAID, works in the Department of Chuquisaca, in the municipalities of: Camargo, Culpina, San Lucas and Incahuasi with around 1750 producers organized in 7 associations. Within its intervention strategies for the organizational consolidation in 2002 - 2008, the Component has developed activities at two levels: 1) community level, with the organization of producers in Technical Assistance Groups (GATs) and 2) Municipal level, with the constitution of associations based on the organization of GATs, with the purpose of enabling producers to face market demands in an organized way. During this process, the producers have developed capacities and abilities in managing their crops based on the environment conservation and the development of market and marketing strategies.

The present systematization wants to show the experience of ASOPRODUCH in terms of its organization, at community and municipal levels, to take advantage of its productive and organizational potentialities in such a way it may meet the more and more demanding markets in an organized way.

Juan Marcos Blasquez Miranda  
**Rural Income Component Administrator**  
**ADRA Bolivia**

## 1. Background

### 1.1. Description of ADRA Bolivia's Food Security Program

ADRA Bolivia carries out its activities since 1996, initially with a welfare approach and then expanding them to emergency and development activities in the subsequent years. Since 1990 ADRA has developed more comprehensive activities oriented basically to community development with the financial support of USAID's Title II.

ADRA Bolivia's Food Security Program considers the implementation of three components: Rural Income, Natural Resources Management, Health & Nutrition and Water & Sanitation. It works in the municipalities of San Lucas, Camargo, Culpina and Incahuasi in the Nor and Sud Cinti Provinces of the Department of Chuquisaca, and its main objective is to **“Strengthen families and communities for a comprehensive and sustainable improvement in their lives by means of an increase in the rural income supported by an improvement in health and natural resources management”** <sup>(1)</sup>

To achieve this goal, each component has raised the following Strategic Objectives (SO):

***Rural Income:***

SO 1: Increase the productivity of the target families' commercial crops.

SO 2: Increase the target families' income related to agriculture.

***Natural Resources Management:***

SO 1: Improve the natural resources management in the target communities.

***Health and Nutrition:***

SO 1: Improve nutritional and health status of the target population.

SO 2: Increase water and sanitation facilities for the target families and communities.

### Rural Income Component

The main objective of the **Rural Income Component** is: achieving the generation of economic income of the participating families through the development of productive activities. For that matter, it is determined to achieve an increase in the productivity of crops, which shall cover in the first place the self-consumption needs of families and the surplus shall be set aside earmarked for the market.

To achieve these objectives, the program had the following interventions:

- Community organization (constitution of the Agricultural Service Centers and Technical Assistance Groups and strengthening of the Producers Associations).
- Technical Training and Assistance (through demonstrative plots in the field). The provision of technical assistance for each Technical Assistance Group (GAT) was carried out through field professionals. The technical assistance was focused basically on the products identified by the program. These products were identified for their marketability and their economic and productive feasibility in the geographical areas selected by the program.
- Support with agricultural credits granted to clients for the purchase of agricultural supplies and to the Agricultural Service Centers to cover the commercialization costs.
- Support to the commercialization (through the Agricultural Service Centers) in order to gain access to local and external markets.
- Production support infrastructure (improvement of roads, silos and irrigation systems).

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(1) DAP 2002-2006, pag.3

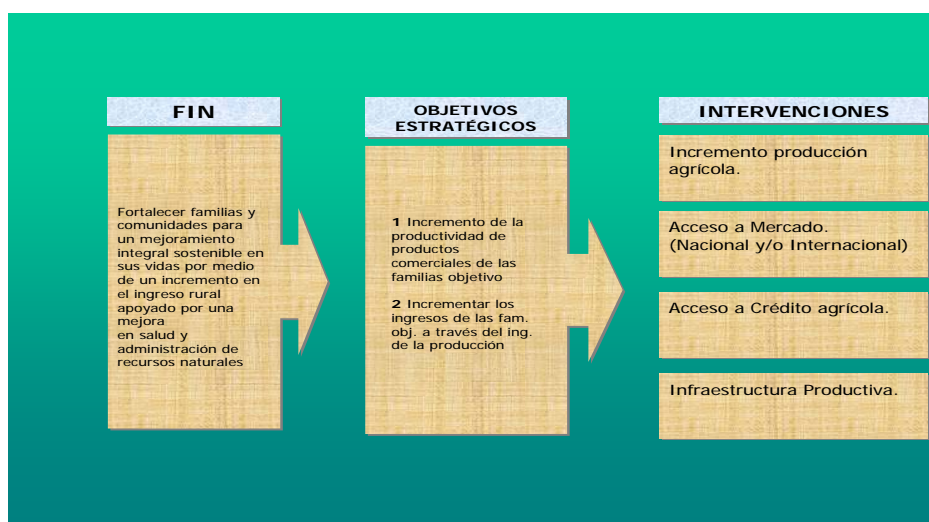
The component has considered comprehensive technical assistance activities in the crop or product management, which allowed the exact identification of infrastructure resources and credits needed for an appropriate implementation and operation of the projects.

During the Organizational Development process, it implemented the organization of small producers in Technical Assistance Groups (GATs) at community level, with the purpose of training and positioning them in a better place facing the technological and market changes, which allowed a better communication between producers and external actors of their development. The constitution of GATs was one of the first activities carried out in the field and on this base the technical assistance activities for crops with market demand were defined.

To ensure the commercialization of agricultural production, the Agricultural Service Centers (CSA) were created in each municipality, whose main task was the commercialization of the GATs' production. The CSAs are made up of producers from the GATs, and in turn these constitute a Producers Association that has as objective consolidating the offer and maintaining sustainable commercial relations with buyers of each product. The CSAs in each municipality serve as centers of commercial information for the producers, storage for GATs' yield, selection, basic processing and packing among other commercialization activities.

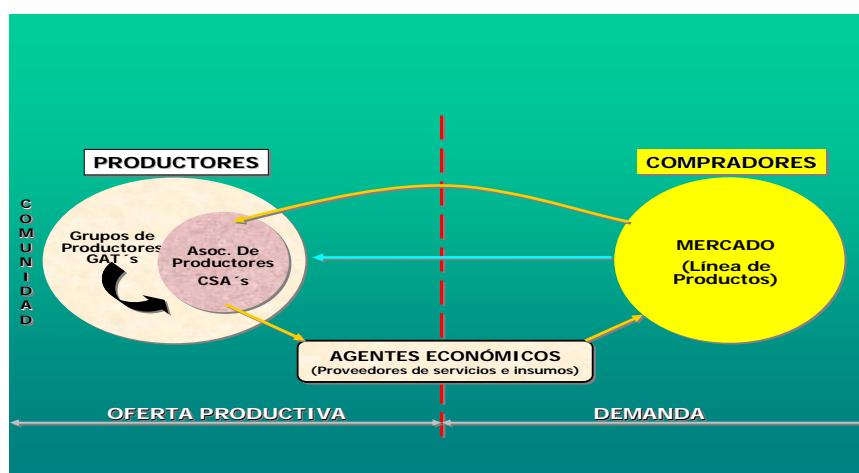
The construction of micro-irrigation systems and the improvement of roads were defined through the demands of communities and then consolidated with resources from the producers themselves, Mayor's offices and funds from USAID.

### COMPONENT OBJECTIVES



To achieve this goal, the Rural Income Component is made up of one administrator, one assistant, seven field professionals in charge of the productive area and three CSA coordinators working mainly on the commercialization of products and the search for potential markets, assigned in each municipality to cover approximately 77 communities. All the Component members work looking for the achievement of the proposed objectives for the sake of the families involved in the project.

## COMPONENT STRATEGY



### 1.2. Population and geographical area

The Rural Income Component developed its activities in the Nor and Sud Cinti Provinces of the Department of Chuquisaca. According to the following detail:

Department	Province	Municipality	Beneficiary community	Total number of families	Total number of beneficiary families
Chuquisaca	Nor Cinti	Camargo	17	6.225	2.325
		San Lucas	23	11.115	2.815
		Incahuasi	14	8.850	795
	Sud Cinti	Culpina	23	9.710	3.260
<b>TOTAL</b>			77	35.900	9.195

SOURCE: FISCAL YEAR 2008 REPORT

To date, the Rural Income Component has achieved the constitution of six producers associations:

MUNICIPALITY	ASSOCIATION	No. of partners	CATEGORIES
Camargo	AIFRUC	305	Fresh and dehydrated peach, fruit by-products
	COAGRISAL	40	Dessert grape, plum and by-products
San Lucas	MUSUJ TARPUY	98	Dried broad bean
	ASOPRODUCH	115	Fresh and dehydrated peach
	APACAS	151	Fresh and dehydrated peach
Incahuasi	ASHABI	110	Dried broad bean, garlic
Culpina	APAC-C	147	Onion, garlic, dried broad bean and apple

SOURCE: Own elaboration based on the Fiscal Year 2008 Report

Each one of these associations have the necessary infrastructure and technology to yield products with export quality. It is also important to mention that the organization at internal level has a clearly established Mission and Vision and an annual work plan that serves as an activity planning instrument.

Another important achievement is the development of the commercialization process with full market approach, which includes the production program, technological transfer, post-harvest technology, identification of potential markets and rural business development, being this last one a true challenge in process of consolidation with for the purpose of achieving the greatly desired sustainability in the rural area of the municipality of San Lucas.

The communities are located within the administrative area of the municipality of San Lucas, at an average altitude of 3.368 m.a.s.l. (2)

### MAP OF THE INTERVENTION AREA IN THE MUNICIPALITIES (3)

#### 1.3. Socio-economic and cultural aspects

San Lucas is the second municipal section of the Nor Cinti Province, it borders on the Department of Potosí to the North and West, the Azurduy Province to the East and the Municipalities of Camargo and Incahuasi to the South. San Lucas is 206 km away from the city of Sucre.

Its topography is characterized by plains, low mountainous areas, low hills to the north (*altiplano*) and high mountainous areas with high peaks to the south (valleys). Its weather is temperate with an average temperature of 20°C and an average rainfall of 700 mm<sup>3</sup>. The mountain range of Tarachaca is located in the central part of the municipality. The main rivers are San Lucas, Huerta Mayu, Corma, Marcani, Acchilla and Huayni. The inhabitants are of quechua origin. The farmers have as social organization models the Ayllus and the agricultural union. Regarding cultural heritage, they have the Church with a colonial architecture.

#### Photo

Most of the population works on extensive agriculture. The second economic activity is livestock. The main annual crops are corn, potato, wheat, barley, broad bean and chili. Among perennial crops are orange, cherimoya, peach and grape. The main cattles are goats and sheep. Fruit dehydration, especially peach dehydration, is carried out to sell products such as *mockochinchi* or *pelón*. Corn and wheat are cultivated for then turn them into flour. Grape production is used for the elaboration of wine and *singani*. The inhabitants migrate temporarily between April and September as part of their income generation activities. Other part of the population works entirely on the informal trade and the production and commercialization of handicrafts.

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(2) POP Quirpini Grande

(3) ATLAS DE MUNICIPIOS, 2000, pág. 190

The provisioning of food is made through the informal trade and in fairs or retail shops. A small part of the population works on mining, particularly zinc and lead.

Its strategic location in the main road Sucre-Tarija is among its potentialities, besides having an ecosystem that allows a diversified production with numerous rivers with enough water volume for irrigation. It also has an important handicraft production of fabric and pottery. There are *chullperíos* (ancient tombs) of ancient peoples in the municipality that represent a tourist attraction, but they have not been properly promoted due to the lack of infrastructure and services. The presence of development organizations such as NGOs in the municipality is clearly visible, and together with the support of public financial institutions such as FIS, FDC, PASA and PDCR, make the execution of development projects possible. On the other hand is the agricultural potential in terms of the transformation of corn and wheat into flour and its commercialization. It is also possible to promote tourism through the advertisement of its attractions. (4)

The access road to the Municipality of San Lucas is through the main road Potosí-Tarija, located 125 km away from the city of Potosí and 60 Km away from the Municipality of Camargo. It has a year-round access. It is possible to arrive using departmental buses that provide the daily service Tarija – La Paz, Potosí – Tarija and Sucre – Camargo.

#### **a) Language and customs**

The predominant languages in the project area are Spanish and Quechua. People are used to wake up quite early most of the days to carry out their daily activities, and on Saturdays and Sundays they sell their products in the fairs and provide themselves with provisions, supplies and tools for the week.

#### **b) Feast days and holidays**

The main feast day is celebrated on October 18 in honor of Saint Lucas. The typical music of the region is the *fandango*. There are also the following holidays over the year: August 6<sup>th</sup>, the most important civic holiday; All Saints' Day and Easter, religious holidays characterized by the celebration of masses at Catholic churches in the communities; carnival, characterized by the *ch'alla* and group dancing.

#### **c) Education**

The formal education in San Lucas is organized in the following way: in the lead is the District Director's Office, below is the Secretariat, the Pedagogic Advisers, the current Institutions and the District Board. The Regional Director's Office of the *Escuelas de Cristo* and the Principals of all the pre-school, primary and secondary schools are also accountable to the District Director's Office. Currently, there are 103 sectional schools, 56 type A and 47 type B<sup>1</sup>, grouped in 14 school nuclei in the municipality of San Lucas.

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(4) ATLAS DE MUNICIPIOS, 2000, pág. 190

<sup>1</sup> Type A schools are those schools that have 2 or more teachers. They are multi-teacher schools. Type B schools are those schools that have only one teacher, who can work with one or more grades. They are multi-grade schools.

## **d) Health**

Given the enormous quantity of communities, families and population existing in the municipality of San Lucas, the Health Service system shows a deficit. It scarcely covers 44% (INE, 1992) of the general population with conventional medical care. In spite of health care is an essential element in any society, the municipality has just 14 Third Level Health Establishments in the communities, and in emergency cases the population should go the Hospital of San Lucas, the Second Level Hospital of Camargo or even to the city of Potosí. In 41 communities of the municipality mothers with children under 5 years of age go to a Community Center of Family Promotion (CCPF), where they receive talks about health, nutrition, basic sanitation, human development and early stimulation issues. This center is led by health professionals of ADRA Bolivia.

## **2. Methodology**

It is important to emphasize that a systematization process requires the construction of the experience through a critical analysis based on primary and secondary information. The methodological model used considers three major analysis moments: the first is the initial situation corresponding to the organization of the association as such; the second are the attempts to produce better products with export quality; and the third is the commercialization model implemented and the results of the experience. Finally, the lessons learned, important to be taken into account in the present and future interventions, are presented.

The stages of field work and analysis of the experience systematization process of ASPRODUCH (Peach and By-products Producers Association of Chinimayu) have been developed in 2009, working in the municipality of San Lucas, communities of Chinimayu, Quirpini, Habas Chacra, Habas Mayu and El Terrado.

Interviews were made with all the actors involved (producers and GATs members) in the organization, production and commercialization of the Peach and By-products Producers Association of Chinimayu "ASPRODUCH", in order to draw their opinion and appraisal about the process they experienced to achieve a large and strengthened association with good future prospects.

### **Photo - Interview**

- **Systematization objective**

Registering and disseminating the experiences developed in the Peach and By-products Producers Association of Chinimayu in terms of the Organizational Strengthening to improve the economic income through productive and commercial activities with a market demand approach.

- **Object**

The Peach and By-products Producers Association of Chinimayu "ASPRODUCH" is a productive, competitive and legally and commercially recognized economic organization based on the organization of Technical Assistance Groups (GATs).

### 3. Central Point of Systematization

Based on the “production with a market approach” proposal of the Rural Income Component, the following central points have been identified:

#### a. organization

- The constitution of the GATs allows the consolidation of an association at municipal level.
- The Productive Association is made up of an organic and functional established structure.
- The business management system of a productive economic organization allows the development of the Association.

#### b. production

- The agricultural production of ASOPRODUCH is based on the ecological pest management, taking into account the technological package of the crop.
- The product diversification allows giving the fruit an added value, such as: dessert peaches, industry, dehydrated peach.

#### c. commercialization

- The selection process of products was carried out based on the market demand and the potential productive characteristics of the area.
- Potential markets were identified based on: rapid market researches, participation in business round tables and contact with commercial operators.
- The improvement of commercialization systems such as: participation in traveling fairs and commercialization to wholesalers and industries, was implemented.

### 4. Actors involved in the experience

TABLE OF INTERVIEWS

<i>TYPE OF ACTOR/INTERVIEW</i>	<i>Chinmayu</i>	<i>El Terrado</i>	<i>Quirpini</i>	<i>Habas Chacra</i>	<i>Habas Mayu</i>	<i>Esmeralda</i>
1. Group of Leaders of ASOPRODUCH Individual interviews	1	1	1		1	1
2. Members of ASOPRODUCH Group interviews	1	1	1	2		
3. GAT promoters Individual interviews	1		1	1		
4. Rural Income Component staff Individual interview	1		1			

## 5. Description of the initial situation

At the beginning of the intervention activities of the Food Security Program, the organization system at level of agricultural producers only existed in the form of trade unions that gathered people but not to receive technical training and assistance. Each producer received it individually. In the community of Quirpini there were institutions like the NGO ACLO and Chuquisaca Sur that offered technical assistance to some producers.

The production was sold individually at the annual local fairs where barter was also carried out.

One characteristic of these communities is the temporary migration of young population to Argentina, Santa Cruz or Bermejo to generate more income during the seasons when the agricultural production decreases. This situation motivated the producers to look for the opportunity of grouping together to face the productive and commercial processes.

“...we were not organized, we sold at the fairs individually, each for himself. There was not anybody to lead us.”  
*Tomas Fuentes (Habas Chacra community)*

“we did not organize ourselves, we did not realize, we did not have a good product...”  
*Jose la Fuente (Chinimayu community)*

The potato, corn and broad bean crops were produced for self-consumption, the production was too little and was not of a good quality, and it was sold or exchanged at the local fairs. The variety of native peach had a very low production, which is why it was not of any economic interest and it was just transformed into *pelón* or *mokochinche* (dehydrated peach) to be sold or exchanged by other products. The attack of pests and diseases was frequent and the losses were high. To mitigate the damage, the producers traveled to the cities to buy chemical products made in Argentina or Santa Cruz, but they bought without knowledge of what disease or pest was affecting their crops.

The commercialization was carried out through resellers who went to the community to buy at the local fairs or directly in the farms at a price imposed by them to the producers, and as the producer did not know the prices for his products in the market, he was not able to negotiate the price with them.

Fresh peach was carried to the fairs in bags of one quintal without selecting or sorting it, the producers just took the damaged fruit out. Generally, the resellers deceived the producers regarding weight and price.

## 6. Critical reflection on the intervention process

### 6.1. Organization

Since 2002, ADRA Bolivia supports the constitution of the Technical Assistance Groups (GATs) to provide technical trainings and assistance on productive and commercial processes of the selected crops, these trainings were carried out in a theoretical-practical way in Demonstrative

Plots and the technical assistance was carried out at the GAT members' plots. Each GAT was established with 20 to 25 producers after a process of awareness raising in each community.

*"All farmers from all the communities were invited. Those interested attended and thus we gathered together and organized the GATs" "We made one group per community, in El Terrado they made two groups"*  
Eugenio Impa (President of the Association)

*"When Engineer Cárdenas came for the first time, he explained us how could we organize ourselves, ...some people did not want to give an answer but four of us agreed to organize ourselves, and thus the GAT started in our community"*  
Hermogenes Fuentes (Treasurer, Habas Chacra community)

The GATs were constituted with interested producers who wished to undertake changes in the production and face commercial processes. In the beginning there was a lot of susceptibility because of the duties and responsibilities being a GAT member implied. The customs of rural organizations were respected to constitute the Board of the GATs: a president, one secretary, one treasurer and spokespeople. The members of each GAT designed the duties and responsibilities for the operation of this small organization in each community.

*"We constituted our Board... we wrote down a minutes in which all of us signed to fulfill with our duties and responsibilities in the meetings and trainings with the purpose of going on with a lot of interest"*  
Tomas Fuentes (Habas Chacra community)

*"We were trained once a month with practices such as how to plant, fertilize and water peaches in order to improve the production and quality, and in each workshop the pest and disease control was also addressed"*  
Armando Urdininea (Habas Mayu community)

Based on the GATs, the Peach and By-products Producers Association of Chinimayu (ASPRODUCH) was constituted to face the necessity of commercializing fresh and dehydrated peach, allowing the offer to satisfy a large volume demand that one producer alone is not able to meet. For this purpose, an awareness raising campaign was carried out in all the communities of the Chinimayu canton to point out the advantages of selling the products in an organized way.

*"When ADRA arrived they taught us first how to produce and then how to improve the quality of the production. We continued selling at the fairs. At the association we were trained on how to sell and get organized to obtain a certain market"*  
Armando Urdininea (Habas Mayu community)

This association required the participation of all the communities in the area since it demanded an organizational structure with representation from all the communities. In this way, a Board was constituted with a president, vice-president, secretaries of minutes, treasury, production and commercialization, and spokespeople, all of them elected from the member communities.

*"Through the GATs of each community we constituted the Association in order to sell better our products"*  
Rene Paiva (Quirpini Grande community)

The best way to sell the agricultural products of the ASOPRODUCH members is jointly, in an organized way, to commercialize them with a better price. To sell the agricultural products, the Board members received technical training and assistance on issues such as:

- Enterprise and its environment
- Accounting management
- Calculation of production and commercialization costs
- Marketing

The association was initiated with the purpose of improving the selling system of agricultural products of its members, so they may commercialize jointly and negotiate better prices. Also, this would allow them to attract projects and receive agricultural supplies and training.

## 6.2. Production

The members of the GATs and the Producers Association improved the production of peach with the application of an appropriate technology designed by specialists in the area together with the producers themselves, multiplying varieties such as: *gumucio reyes, yellow ulicante and white ulicante, which have a lot of market demand for their taste, color and size.*

The factors that contributed to the improvement of the production were the organization at community level with the GATs and the technical validation of crop management through demonstrative plots, which included the theoretical-practical training and the implementation of the technological package including the Ecological Pest Management (MEP).

*"We have improved thanks to the trainings, digging up, fertilizing well, watering well, pruning, taking care of the plant and treating with natural pesticides"*  
Renato (Chinimayu community)

At the beginning of its intervention, ADRA trained the GAT members on the pest and disease control under a **Comprehensive Pest Management (MIP)** approach, however, currently the producers need to adopt new agricultural practices using biological products and identifying the natural enemies of the pests and diseases (biological control), so, an **Ecological Pest Management** approach was adopted. These practices allowed producing better and natural products to meet the market demands.

*"Pests can be controlled in a natural way; we used chemicals before but one realizes that is dangerous to use them. Now we have learned to prepare natural foliaceous fertilizers based on hen manure, chaka huano, dark brown sugar and yeast"*  
Rene Paiva (Quirpini Grande community)

*".. these natural control practices are easy, we do not have to buy anything, and the supplies are easily obtained. In my opinion they are good"*  
Enriqueta Villca (Chinimayu community)

### 6.3. Commercialization

To face the commercialization activities it is necessary to carry out selection and sorting activities. The selection process is made manually, considering the condition of the fresh fruit and the following criteria:

- EXTRA, weight over 120 grams
- FIRST CLASS, weight between 100 and 120 grams
- SECOND CLASS, weight between 80 and 100 grams
- THIRD CLASS, weight between 60 and 80 grams
- FOURTH CLASS, weight between 40 and 60 grams
- DISCARDED, weight below 40 grams

*“The selection and sorting is done to improve the price and the product presentation to attract more people in the market ”*  
*Armando Urdininea (Habas Mayu community)*

*“To sell in the market we select the peaches according to their size to obtain better prices”*  
*Enriqueta Villca (Chinimayu community)*

*“To sell faster and at a good price, we present first, second and third class peaches, those that have better look and bigger size”*  
*Tomas Fuentes (Habas Chacra community)*

The main activities for the identification of clients are Market Research and the exchange of experiences, which allowed the identification of the following clients:

Place	Clients
La Paz	Chorolque Market
Santa Cruz	Abasto Market
Sucre	Central and Rural Market
Potosí	Uyuni Market
Resellers	Trifón Cárdenas, Fausto Méndez, Nila de Rosas, Alberto Villca.

The sales volumes reached by the Association are detailed in the following table:

#### Sales Volume of Fresh Peach

	2002	2003	2004	2005	2006	2007	2008
<b>COMMERCIALIZED VOLUME OF FREASH PEACH (M.T.)</b>	3.56	4.89	10.98	12.04	14.02	9.78	9.7
<b>INCOME (BOLIVIANOS)</b>	10394	20300	49034	52947	71478	62679.09	55181.686

Source: ASOPRODUCH Registers 2008

## 7. Achievements of ASOPRODUCH

### Organization

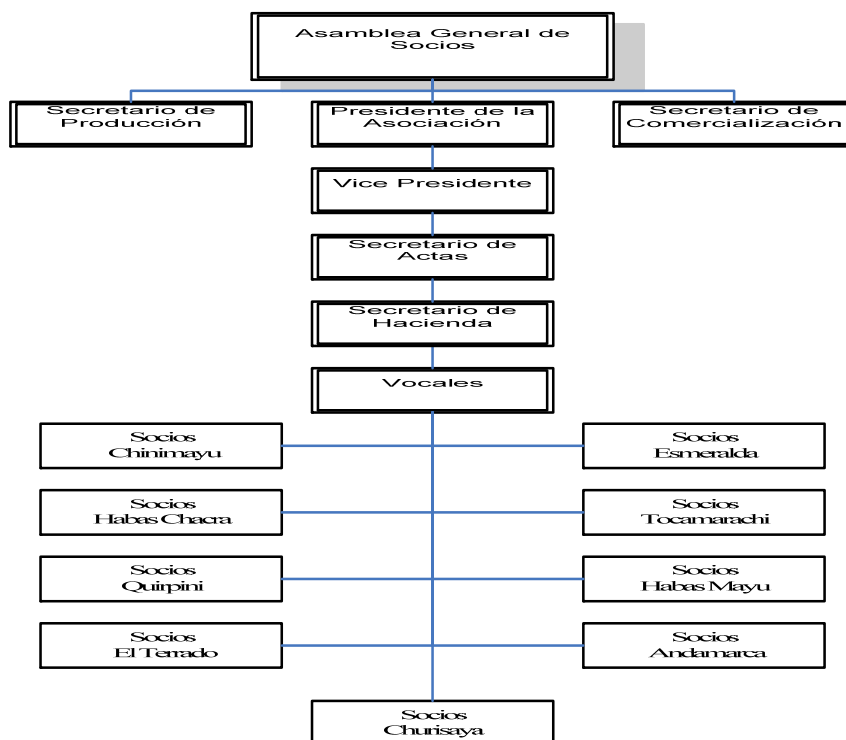
Currently, the Peach and By-products Producers Association of Chinimayu "ASOPRODUCH" is made up of 115 members from ten communities. These communities are organized in Technical Assistance Groups (GATs), production units through which ADRA offers training.

The election of association leaders is democratic, each group elects one of its members to be their representative in the association. These positions rotate until all members have "served" the organization, according to their customs. The maximum authority of the Association is the General Assembly, made up of all the members, where the actions of the Association are discussed and decided. At the General Assembly the leaders are appointed by acclamation or secret vote too, to lead and ensure the fulfillment of the objectives. The Board of the Association has a work period of one calendar year.

*"We have departmental legal status and a Board, according to the organic law"  
Rene Paiva (Quirpini Grande community)*

Currently the Association is legally constituted after obtaining its legal status, conferred by the Prefecture of the Department of Chuquisaca in 2003. To achieve this, the Association had to draw up its Statutes and Internal Regulations.

### ASOPRODUCH ORGANIZATION CHART



The financial management of the Association is made through a bank account where the funds from any commercial transaction are deposited. These funds are managed by the Secretary of Treasury and the President of the Association, who withdraw the incomes and distribute them to the members according to the volume they contributed. The accounting management is made through documents such as: journal and income and expenditure vouchers (prior deduction of a percentage earmarked to pay services and maintenance of the Storage Center equipments).

## **Production**

The production of peach at the GATs belonging to the Association has increased in the past few years both in quantity and quality, thanks to the **Integrated Crop Management** with practices that allow improving the production such as: Autumn activities (harvesting of discard fruits, first preventive treatment, digging up and fertilization), Winter activities (watering, stem liming, prunings and winter preventive treatment), Spring activities (watering, setting traps for fruit flies, spring treatment, green pruning, fruit thinning and application of bio-fertilizers) and Summer activities (summer treatment, ripeness control and harvest and post harvest management). The production areas have been increased with varieties demanded by the market such as: *gumucio reyes*, *yellow ulicante* and *white ulicante*. The implementation of the Ecological Pest Management for the pest and disease control is being successful because of its easy application. These practices are based on natural products to prepare organic fertilizers.

*"We apply organic practices, which are more required in the market, people want natural products. Chemical products have damaged our plants and our production, we must use natural practices because they are healthier"*  
Armando Urdininea (Habas Mayu community)

The harvest and post harvest management practices allow producers to reduce losses during these processes. The determination of the harvest moment and the product selection and sorting allow obtaining high quality products and establishing good commercial relations with buyers of peach and *mocochinche*. Also, the Association could improve its income.

Now, the Association has identified the apple crop as an alternative product to be commercialized, based on the experience, ecological conditions and market opportunities.

## **Commercialization**

The commercialization activities are a task in charge of the Board and the commercialization committee, made of one representative from each community, that ensure the negotiation and consolidation of commercial agreements and receive the support of more experienced leaders who were part of previous processes.

*"We have another product that is the apple, its flowering is in October and it has a good market. There are already six varieties of apple here, two yield well and have a good market"*  
Rene Paiva (Quirpini Grande community)

Currently, the Board is carrying out commercialization activities making telephone contacts with potential buyers that have been identified in business round tables, exchange of experiences and market researches.

*“We meet new clients each year. The identification of new peach and pea buyers is in process”  
Rene Paiva (Quirpini Grande community)*

The method of sale under contract is a formal agreement between the Association and the buyers to carry out any commercial transaction. The contract, verbal or written, is a experience that has allowed producers to obtain better prices and at same time it has generated trust and confidence for both parties. The members declare that the contract is safer and has allowed them to obtain more income in relation to other years when they sold to resellers or at local fairs. The contracts have also become a guarantee to access to credits in order to face the activities of the next crop year.

*“It is better to sell under contract, both parties come to an agreement and better prices are obtained”  
Eugenio Impa (President of ASOPRODUCH)*

## **Sustainability**


Sustainability is a process that requires responsibility and commitment to overcome several stages and obtain benefits. The members of the Peach and By-products Producers Association of Chinimayu shall give continuity to this work method, maintain the production units (GATs) in the communities, identify new products and materialize new projects for the Association.

New marketable products have been identified such as peach snacks and peach jam. Other product identified is the apple, which has potential buyers in La Paz, Cochabamba and Santa Cruz.

Trainings on productive processes shall continue conducted by promoters trained on the **Integrated Crop Management**, which considers all the cultural works and the Ecological Pest Management.

*“We will continue working, we will not be left behind and we will go on with more interest, that is why we were trained, we cannot give up our organization”  
Enriqueta Villca (Chinimayu community)*

## **8. Lessons Learned**

-  **The strengthening of agricultural producers with a market perspective needs to improve the organization systems at community level with the involvement of people who want the change.**

Local economic development is a responsibility of the farmers, for which purpose it is necessary to have organizations that meet the needs of both producers and consumers.

There is more sustainability when producers have got organized and developed local capacities to face commercialization processes.

The experience has shown that supporting productive groups results in a larger capacity of production and transformation of products that have an identified market.

**✚ The consolidation of rural associations is a process that requires effort during the productive process to obtain market links.**

In the process of rural development, the role of the facilitator working with productive groups involves time, follow-up, coordination, facilitation of processes, linking with other actors and market contacts. The facilitators (programs or projects) play a decisive role in this process to internalize and agree on perspectives of change.

**✚ Community organizations are managed in a different way than commercial organizations.**

The operation of rural organizations, micro enterprises and associations is based on a socio-cultural context that has as its model the trade unions, and is different to the concept of commercial organizations. The decision-making processes do not have the same pace as in business organizations.

In these community organizations the Board members rotate each year and the effect of this is reflected when there is no continuity in the commercial relations.

**✚ To improve the commercial processes of agricultural products and the offer (quantity, quality, costs), training and counseling groups of producers should be considered.**

To train and counsel productive groups in order to improve their offer (quality, volume, costs), it is necessary to consolidate a basic organization at community level.

The technical assistance groups should be strengthened in regard to innovation, perseverance and punctuality when delivering products.

**✚ When facing commercialization processes with groups of products, a certain associativity and specialization should be looked for.**

It is important for small agricultural producers to look for associativity in specialized groups at community level to go after a common interest and face commercial processes. The specialization should also consider if the transactions are margin or volume transactions and the common distribution points. In this way complementarities and economies of scale that do not require differentiated interventions are obtained. A range of products with similar categories, markets, distribution logistics and management is required to optimize efforts.

**✚ The evaluations of the agricultural products offer should be carried out in a continuous way so that the market orientation is periodically updated.**

The market characteristics are dynamic and variable, which demands the producers associations to carry out continuous evaluations in order to adapt their production to the market demands and keep up with their competitors.

The rapid market researches are a useful tool to obtain information about the demand. The exchange of experiences with actors who are important in the target market (commercializers or other companies) are another interesting information source.

- ✚ **Identifying commercialization channels demands an entrepreneurial behavior that leads to stable and/or sustainable business relations.**

It is easy to obtain clients through rapid market researches, but it is difficult to maintain stable clients. To maintain the client loyalty to a certain product, the provision should be continuous and with a stable quality. If for any reason the provision is not continuous, irregular or presents changes in the quality and presentation, the clients will look for another supplier in the competition. If that is case, sustainable commercial opportunities will be lost.

- ✚ **The subsistence agriculture of rural producers is not compatible with the idea of loyal suppliers who are able to give continuity to a stable relation through the method of contracts of sale.**

The buyers establish fixed price contracts of sale with the producers over the year, paying more during the seasons in which the products price drops due to the increase of the offer, and less when it rises. The buyers usually comply with the contracts until the moment in which the prices rise in the market. Once they drop again, the buyers contact the commercializers again to reinitiate the product supply. This situation makes the producers generate distrust toward buyers, and this attitude eliminate the opportunities of maintaining a certain market.

## **9. Reflections on the experience**

The Food Security Program with its market approach made the constitution of the GATs possible to face new production processes with appropriate technology and a natural production approach. The GATs in turn made the consolidation of a Producers Association possible, which achieved to link the agricultural production with the market, improving the commercialization of products from the rural area in local and regional markets. The producers have seen the importance of producing according to the market demand. However, the time available is not compatible with the long process of accompaniment, feedback and adaptation of instruments for a stable consolidation.

This Organizational Development process shall continue based on the capacities and initiatives of the GATs members in each community and the leaders of the Peach and By-products Producers Association of Chinimayu.

# ANNEXES

## ANNEX A LIST OF ACTORS

Direct Actors from the Experience			
Group or type	Representative	Priority level	Methodology of Information gathering
Technicians	1. Oscar Vargas 2. Juan Carlos Ramirez 3. Ademar Ontiveros 4. Marco Blasquez	A A A A	Interview Interview Interview Interview
Board	1. Eugenio Impa (president Terrado) 2. Maria de Condori (Vice president Chinimayu) 3. Antonio Arias (ex-president Quirpini) 4. Tomas Fuentes (Treasurer, Habas Chacra) 5. Hermógenes Fuentes (ex-president Habas chacra )	A A A A A	Focal Group Focal Group Focal Group Focal Group Focal Group
Charter members	1. Jose Condori (Chinimayu) 2. Angel Condori (promoter Chinimayu) 3. Abel Condori (Quirpini) 4. René Paiva (Quirpini) 5. Tito Cayo (promoter Esremalda) 6. Armando Urdininea (Habas mayu) 7. Rodolfo Colque (Terrado)	A A A A A A A	In-depth interview In-depth interview Focal Group In-depth interview In-depth interview Focal Group Focal Group
Members	1. Enriqueta Villca (Chinimayu) 2. Juan Villca (Quirpini)	A A	Focal Group Focal Group

### A. INDIRECT

Indirect Actors from the Experience		
Group or type	Representative	Priority level
Municipality of San Lucas	Humberto Arancibia (UDEM)	B
Buyers of the product	Elena Coro (wholesaler)	B

## ANNEX B

### REVISED DOCUMENTATION

Description of the Information	What for it may be useful?	Where is it and who has it?
DAP 2002 -2006	A. Initial situation	Management
Induction Workshop Guide	A. Initial situation	Management
Internal regulations, organic law	A. Organizational strengthening	Association
Baseline	Initial situation	Management
Agro-business plan	B. Intervention process	Association
Number of members	B. Intervention process	Association
Evolution of the commercialization	B. Intervention process	Association
Contracts of sale	B. Intervention process	Association
Enterprise directory in business round-table	B. Intervention process	Association
Project profiles of the Association	B. Intervention process	Association
Photographies of the productive processes, organizations and commercial activities	B. Intervention process	Association

## ANNEX C

### GUIDELINE FOR INTERVIEWS OR FOCAL GROUPS

PLAN OF INTERVIEWS	
<b>Actors:</b>	
<b>Pollster name:</b>	
<b>Date:</b>	<b>Place:</b>
<b>Case:</b>	
<b>Subject</b>	<b>Questions</b>
<b>Initial situation:</b>	<b>ORGANIZATION:</b>
	1. Were there technical assistance groups to provide trainings on production and commercialization?
	2. Did you organize yourselves before to sell and/or produce? (Yes = How?) (No = Why?)
	3. Were there other institutions that supported you to get organized? Which ones? How?
	4. Did you have interest to get organized to receive technical assistance?
	<b>PRODUCTION:</b>
	5. Did you receive training on production and post harvest? On which crops? From whom?
	6. Which crops did you produce? (IF THE ANSWER IS Peach, GO TO THE NEXT QUESTION)
	7. How did you carry out the pest management? How? With what?
	8. Did you have improved varieties of peach for commercialization?
	<b>COMMERCIALIZATION</b>
	9. Whom did you sell your products to?
	10. How did you sell your products?
	11. Did you select and sort the products to be sold?
	12. How much did you earmark to the commercialization of fresh fruit?
13. Did you know fresh fruit buyers?	
14. How did you find out about product prices?	
15. What prices did your products have?	
16. Were the prices good?	
<b>Intervention process</b>	<b>ORGANIZATION:</b>
	17. How was the selection of GATs' clients made?
	18. How was the organization of the GATs made?
	19. How did you receive trainings at the GATs?
	20. When did you start to organize yourselves to sell?
	21. How did you get organized?
	22. What for did you get organized?
	23. Did you receive training to administrate and manage the association resources?
	<b>PRODUCTION</b>
	24. How did you improve your production?
	25. Which varieties did you introduce for the commercialization? Why?
	26. What practices did ADRA teach you to control crop diseases and pests?
27. Were you convinced by the trainings of ADRA's technicians?	
28. Were these trainings easy to apply?	
<b>COMMERCIALIZATION</b>	

	29. Which activities are necessary to carry out with the product before selling it?
	30. What for did you start to select and sort peaches?
	31. Whom did you sell your peach production these years to? How?
	32. How did you identify the demand for peach?
	33. How did you contact your clients?
	34. Which clients did you make contracts with?
	35. Who are the people in charge of negotiating in your association?
<b>Current situation</b>	<b>ORGANIZATION:</b>
	36. How is the organization currently?
	37. Are you legally constituted?
	38. How do you appoint your leaders?
	39. What kind of infrastructure do you have?
	40. How do you handle the association's money?
	<b>PRODUCTION</b>
	41. How is your production of peach currently?
	42. What practices do you use currently to control diseases and pests?
	43. Which practices are the most important in the crop management?
	<b>COMMERCIALIZATION</b>
	44. Have you identified new products to sell?
	45. Do you have new identified clients?
	46. Who negotiates currently your production of peach in your association?
	47. Do you think it is useful to sell under contract?
	<b>SUSTAINABILITY</b>
	48. Do you plan to continue working with the association after ADRA leaves?
	49. How do you plan to continue making contacts with your clients?
50. How do you plan to continue commercializing your products?	
51. How do you plan to continue with the trainings on Commercialization? (only Association leaders)	
52. How do you plan to carry out trainings on production at the Technical Assistance Groups (GATs)?	
53. What new projects would you suggest to improve the association?	
<b>Lessons Learned</b>	54. If you could start again with the same project, what things would you do in a different way?
	55. If you could start again with the same project, what things would you do in the same way?
	56. What things would you not do again?