

# Final Report

## December 2005 – September 2012

Cooperative Agreement No. 511-A-00-06-00014-00  
“FDTA-Valleys’ Institutional Capacity Improvement”  
Office of Sustainable Development and Environment (SDE)—USAID/Bolivia

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## A. Presentation

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This document has been prepared on the basis of the Strategic Plans of Fundación Valles and the agreements and contracts which the Foundation signed, specifically the objectives and results outlined in Cooperative Agreement No. 511-A-00-06-00014-00 “*FDTA-Valleys’ Institutional Capacity Improvement*”, signed between Fundación Valles and USAID/Bolivia, with a total implementation period from December 2005 to September 2012.

The Cooperative Agreement had an initial period of implementation from December 1, 2005 to November 30, 2010, with a total cost of USD 978,677.46. In September 2009, Amendment 6 was signed for an additional amount of USD 89,999.54 that was as allocated to support fundraising activities for Fundación Valles. In September 2010, Amendment 7 was signed, financing the extension of the implementation period until September 2011, with an additional amount of USD 1,500,000.00, to partially cover the operational expenses (up to USD 550,000.00), USD 50,000.00 to finance the Information and Analysis Service of Agricultural Markets (SIMA) and an amount assigned to new projects up to USD 900,000.00.

In September 2011, Amendment 8 was signed, which financed the extension of the implementation period until September 2012 with an additional amount of USD 1,100,000.00 to partially cover the operational expenses (up to USD 390,000.00), USD 50,000.00 to finance SIMA and an amount assigned to new projects up to USD 660,000.00.

This document also shows activities that were carried out and funded within the framework of other inter-institutional agreements signed by Fundación Valles, which in one way or another, benefited from the co-funding of the resources provided by USAID/Bolivia, such as the PL-480 Title III Program Trust Fund, constituted within the framework of the Bilateral Agreement between the governments of Bolivia and the United States of America, as counterpart to the MAPA (Market Access and Poverty Alleviation) Project. It also includes the agreement with the Royal Danish Embassy for the implementation of the Rural Businesses Development Program (DER), the Donation Agreement with The McKnight Foundation to support the peanut chain and the Donation Agreement with the American company ENRAY Incorporated to support the quinoa chain in the Altiplano [Bolivian highlands] region.

Throughout the duration of the Cooperative Agreement, several agreements with public entities were processed, mainly Departmental and Municipal Governments, with whom projects were designed, financed and implemented, under the modality of concurrent projects, where the co-funding amounts committed by these institutions were managed and implemented by Fundación Valles.

In Section B of this document, a brief description and a historical review of Fundación Valles, including its objectives and its role in the framework of USAID/Bolivia’s Office of Sustainable Development and Environment (SDE), is made. The sections that follow show a summary of the main results obtained and activities carried out during the Cooperative Agreement in each of the programs attended by the Foundation, such as Technological Innovation, SIMA, Agribusiness Development Service (SDA) and others, in addition to the objectives and activities of institutional development and strengthening.

## **B. Executive Summary**

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### ***Description and historical review of Fundación Valles***

Fundación Valles was established in February 2000 as a result of the Bolivian Government's definition of a new agricultural development policy, stated by Supreme Decree No. 25717 (March 30, 2000), where the Bolivian System of Agricultural and Livestock Technology (SIBTA) is established. Fundación Valles initiated its institutional activities in October 2000, supported by USAID/Bolivia's MAPA (Market Access and Poverty Alleviation) Project, implemented by Chemonics International. One year later, in October 2001, the implementation of Applied Technological Innovation Projects (PITAs) was initiated.

The MAPA Project played a fundamental role in the institutional development process. Since the beginning of its actions, it made its technical and administrative team available as an integrated part of the organizational structure of Fundación Valles. This situation allowed the Foundation to have a stable and competent team, from which it shaped and structured its own staff, according to capabilities and needs, and following its own institutional growth.

In thirteen years of institutional life and permanent activity, Fundación Valles has exceeded the goals established in its Strategic Plans and has consolidated itself as a viable and transparent private institution, capable of managing public and private resources for agricultural development, having earned the confidence of other institutions, and widely diversifying its funding sources.

As counterpart of the first phase of the MAPA Project (2000-2005), Fundación Valles obtained a trust fund financed by the PL-480 Title III Program. This fund was used since October 2003 for project funding, as well as to co-finance activities and leverage resources from other sources. These resources were managed by the Fundación and supervised by a Board of Trustees.

During the activities carried out by Fundación Valles, not only program development processes based on agricultural production chains were facilitated and promoted, but also other type of projects and programs were implemented, such as the Information and Analysis of Agricultural Markets (SIMA), the Agribusinesses Development Service (SDA), both financed by USAID, and the Rural Businesses Development Program (DER), financed by the Royal Danish Embassy. In addition, complementary resources from the Swiss Agency for Development and Cooperation (COSUDE) for the DER program were also available.

In October 2005, MAPA Project's second phase was initiated for a period of five years, under a second contract with Chemonics International. USAID/Bolivia's Office of Economic Opportunities foresaw within MAPA's design the institutional consolidation of Fundación Valles, through the contractor's technical support and a direct Cooperation Agreement, which has been extended until September 2012, by the signing of the corresponding amendments.

Among the legal aspects that had a marked influence on Fundación Valles' operations, there is Supreme Decree No. 29308 of October 10, 2007 which modifies the manner bilateral official cooperation resources can be channeled towards a private organization like the Foundation, and Supreme Decree No. 29611 of June 25, 2008 which determines SIBTA's operational closure and the resulting creation of Instituto Nacional de Innovación Agropecuaria y Forestal [National Institute of Agricultural, Livestock and Forestry Innovation] (INIAF). As a result of these

provisions, a detailed legal analysis of the implications was carried out, with the purpose of ensuring the Foundation's proper operation in the future, especially in its financial and legal relations with public entities.

### ***Main Objectives and Results of Fundación Valles***

The main objective of the Cooperative Agreement was to contribute to poverty reduction, by increasing the income of the families of small scale agricultural producers from the rural areas of the Bolivian valleys, highlands and Chaco, as well as to increase the competitiveness of the agricultural sector through access to markets and the responsible use of natural resources and friendly environmental practices, besides contributing to the strengthening and modernization of small-scale producer associations.

Below is a detail of the components that were part of the Cooperative Agreement with USAID/Bolivia, on which the Foundation's main actions and activities were based during the seven years of validity of the Agreement.

- Component 1. Increase rural household's income through access to technology and marketing services
- Component 2. Make the Competitive Fund for Innovation (CFI) more functional
- Component 3. Strengthening local non-governmental organizations and producer organizations
- Component 4. Strengthening the capabilities and sustainability of Fundación Valles

### ***Funding***

The resources for operational expenses came from USAID/Bolivia, through the Cooperative Agreement and its respective amendments 7 and 8, and from Fundación Valles. Another smaller amount of these expenses was covered by specific resources for each program and project.

Resources assigned to the funding of Applied Technological Innovation projects (PITAs) were basically covered by the trust fund, Departmental Governments, remaining funds of the SIBTA's IDB loan and European bilateral donors counterpart (FOCAS), as well as by USAID/Bolivia in the 2010-2011 and 2011-2012 periods, through Amendments 7 and 8, respectively.

## C. Achievements and Impact

### *Achievements and impact reached by Fundación Valles during the period of the Cooperative Agreement with USAID/Bolivia*

12	productive chains-based development programs
122	completed Applied Technological Innovation Projects (PITAs)
17	Complementary Actions completed
35	new Municipalities involved
7	Departments involved
47,387	Families participating in completed projects
34,946	Families that receive technical assistance (completed and under implementation projects)
68%	Technological Adoption Rate (completed PITAs' weighted average)
84%	Revenue increase (completed PITAs' weighted average)
122	Demanding Organizations assisted
52	Technological innovation service providers contracted
16	Funding sources established (Royal Danish Embassy, Swiss Agency for Development and Cooperation, Prefecture of Tarija, Prefecture of Cochabamba, Municipal Government of Mizque, The McKnight Foundation, PAI - Chemonics International Inc., PISA – Abt Associates Inc., Enray Inc./Quinuaboli, IDRC, Interactuar, JICA, European Union, Basque Agency for Development Cooperation, IS Wong Foundation and Socodevi.

With regard to the percentage increase in crop-related income and the adoption rate, these values are dynamic to the extent that projects are completed in each program and the number of families assisted in each program varies. The tables below show the impact results obtained until September 2012, compared with the existing results at the beginning of the Cooperative Agreement in December 2005. In most cases, the programmed results were widely exceeded.

The following tables summarize impact by program, based on completed projects, and make reference to the beneficiary families, technological adoption rate (proportion of families that apply more than 60% of the technological innovations generated in each program) and the increase in crop-related income (in percentage and amount). It also shows the average expense per beneficiary family of each program and the ratio between the invested amount per family and the additional income achieved (rate of return).

**Table of Impact by Program (to December 31, 2005)\***

Program	# Completed Projects	Families	Adoption	Δ Income	Income/Family (Bs)	Expense/Family (Bs)	Rate of Return
Onions	14	10,957	63%	63%	3,180.65	1,083.67	3.29
Chili Peppers	5	2,563	63%	94%	1,262.07	1,112.44	1.15
Spices	2	602	94%	92%	838.34	5,674.61	0.13
Tomatoes	2	310	30%	166%	6,231.93	3,785.49	1.60
Table grapes	3	1,504	60%	77%	10,402.73	1,537.34	7.03
Peanuts	2	1,313	75%	36%	1,506.34	1,152.53	1.30
Peaches	3	1,041	70%	45%	547.68	2,308.12	0.29
Berries	1	87	71%	173%	717.08	10,084.47	0.07
New Opportunities	1	2	---	---	---	---	---
<b>TOTAL</b>	<b>33</b>	<b>18,379</b>	<b>65%</b>	<b>69%</b>	<b>3,102.94</b>	<b>1,526.73</b>	<b>2.74</b>

**Table of Impact by Program (to September 30, 2012)\***

Program	# Completed Projects	Families	Adoption	Δ Income	Income/Family (Bs)	Expense/Family (Bs)	Rate of Return
Onions	31	20,136	65%	97%	2,639.37	1,139.25	2.77
Spices	14	6,144	84%	78%	2,021.07	2,815.28	1.22
Chili Peppers	19	7,131	72%	72%	1,941.94	2,014.58	1.18
Tomatoes	4	920	61%	389%	6,660.55	2,884.39	3.25
Table grapes	12	4,779	69%	81%	11,255.18	1,901.68	7.67
Peanuts	25	11,816	64%	74%	3,140.18	1,443.03	2.37
Stone Fruits	12	4,833	61%	58%	6,074.20	2,227.35	3.51
Berries	7	749	75%	82%	1,749.46	7,773.93	0.12
Cut flowers	7	1,102	71%	71%	5,188.85	2,183.79	2.78
Vegetables	5	2,027	53%	55%	15,376.39	1,718.75	10.03
<b>TOTAL</b>	<b>136</b>	<b>59,637</b>	<b>68%</b>	<b>84%</b>	<b>4,069.20</b>	<b>1,677.66</b>	<b>3.01</b>

\*Note. - In the income increase analysis, PITAs 001/D and 001/I (onion seeds) are not considered since they did not foresee that indicator. However, they are considered in the adoption rate and in the number of families. Projects 004/E and 004/F (chili pepper), 006/I (anti-hail net validation), 016/A (validation and multiplication of cut flower bulbs), 017/A (dairy), 100/A (deseasonalization of fruit and vegetable products - cold chain), 100/B (new opportunities development) and 004/J (paprika) are not considered in the income increase analysis, nor in the adoption rate. These projects involved 2,007 additional families.

In thirteen years of institutional life and permanent activity, Fundación Valles has exceeded the goals established in its Strategic and Operational Plans and has consolidated itself as a viable and transparent institution, capable of managing public and private resources for agricultural development, having earned the confidence of several cooperation entities, thus diversifying its funding sources.

In the course of the activities developed by Fundación Valles, not only programs based on agricultural production chains with a comprehensive and ecological approach of the productive systems were facilitated, but also actions of cross-cutting nature were taken care of, such as food safety, biodiversity conservation and climate change. Similarly, programs like the Information and Analysis of Agricultural Markets (SIMA) and the Rural Business Development Program (DER), become structural pillars to accomplish the Foundation's mission as articulator and facilitator of economic development processes.

In regard to the Technological Innovation Program, the achievements, accumulated as of December 2012, show positive and high impact indicators, having assisted more than 62,000 families, grouped in 122 grassroots organizations and small and medium scale rural businesses, distributed in more than 12 productive chains in 80 municipalities of seven Departments of Bolivia. The income increase per assisted crop and the income of the rural household reached 84% and 54%, respectively.

The impact study and the determination of the multiplying factor carried out in 2010 was updated with accumulated data to 2012, in relation to the number of beneficiaries and the average income increase generated by projects, from which it is estimated that the contribution and effect of the Foundation's activities to Bolivia's Gross Domestic Product reaches a total of 275,5 million US Dollars.

In addition, significant contributions have been made with the efficient implementation of the rural business development, the information and analysis of agricultural markets, and the agribusiness development services Programs, as well as the Integrated Food Security Project, the Integrated Amazon Project and other specific projects funded by cooperation agencies, philanthropic entities and private corporations. These experiences have allowed Fundación Valles to accumulate more capabilities and knowledge about integrated productive systems, as well as

broaden its coverage to more geographical areas of the country, and address the management of other productive chains.

Among the most outstanding results of the above mentioned programs, more than 300,000 families have access to daily information about prices of agricultural products. SIMA has a database system of production costs, productivity information and prices for more than 300 agricultural products and supplies. In addition, the implementation of more than 45 business plans for rural business initiatives has been financed and the creation of more than 10,000 fixed and temporary jobs has been promoted, besides the concretion of deals for more than 10 million US Dollars in trade events, among others.

## D. Programs

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### D.1 Working approach elements

The institutional experience of the last few years makes it possible to predict the decisive role of Fundación Valles in future intervention on agricultural development programs. To ensure the effectiveness of its interventions it is important to take into account, for example, the issue of climate change and the need to establish alliances with private business sectors and departmental and municipal governments.

The approach was based on existing integrated and agro-ecological production systems in rural communities, as basic pillars for the food security of farm families. This will allow the production of diversified crops, giving priority to traditional and non-traditional value chains, as well as the access to local and external markets, as main strategies of Fundación Valles to contribute to poverty reduction of rural households. Thus, farmers may benefit of a wide range of production alternatives and support services, moving forward with successful and sustainable agribusinesses.

According to the thematic components of the Cooperative Agreement, a definition of the strategic lines that marked the working approach in the different years is presented below:

**Project implementation.** Fundación Valles facilitated the management and implementation of programs and projects in the regions of the Bolivian valleys, highlands and Chaco. It was intended to consolidate agribusinesses based on productive chains and to broaden the coverage of attended crops, in accordance to the comprehensiveness of the productive systems.

**Science, technology and agricultural innovation.** USAID has implemented a structure to promote innovative development solutions that have broad impact on people, with a long history in development promotion through science and technology. In this context, Fundación Valles promoted the vertical and horizontal scaling-up of the ongoing programs and projects, intensifying the dissemination of adapted and proven technologies to geographical areas assisted to the present day, and those of new intervention. Technical assistance processes that covered specific technological needs related to the current and potential condition of the value chains assisted until now by the Fundación were implemented.

**Adaptation to climate change.** Climate change may pose risks and create opportunities for development efforts in Bolivia. This concept was incorporated to agricultural risk management at different levels: communal, regional and municipal. Fundación Valles supported the preparation of risk maps and adaptation plans, adjustment of agricultural cycles to climate change, preparation of soil management and conservation plans, implementation of sustainable agro-ecological systems and irrigation validation and clean energy technologies, towards a better use of natural resources. As key components of the Cooperative Agreement, the following specific strategies were applied:

- **Irrigation.** Due to dramatic climate changes, it was necessary to apply measures that promote resilience in agricultural systems, especially the mentioned ones, to mitigate the effects of droughts and change of climate patterns. Therefore, Fundación Valles proposed the introduction and validation of adequate irrigation systems for small-scale farmers. The strategy focused on increasing access to a stable supply of irrigation water, as well as the incorporation of other technologies, which increase the levels of production and productivity of prioritized crops.
- **Clean energy.** Following USAID/Bolivia's priorities in relation to the conservation of natural resources, Fundación Valles implemented ecological technological innovations adapted to the needs of small-scale farmers and supported agribusinesses. It is expected that the use of solar energy equipment will be extended to the majority of the supported value chains through the dissemination of dryers, ovens and post-harvest equipment, among others. Access to simple and low-cost dehydration systems has proven to be an effective solution to dramatically reduce post-harvest losses in oregano, peanut, chili peppers, vegetables, grapes, peaches and other fruits.

**Quality assurance systems.** Fundación Valles intensified actions in quality assurance systems at the level of processing centers of producer organizations or supported medium and small scale enterprises. Emphasis was made on Integrated Pest Management (IPM), Good Agricultural and Manufacturing Practices (GAPs and GMPs, respectively) and Hazard Analysis and Critical Control Points (HACCP). On the other hand, the organic production volumes and scale were the main bottlenecks for the sustainability of the agricultural industry of ecological export. For this reason, Fundación Valles centered its efforts on the expansion of cultivated areas with certified organic crops. In addition, it promoted the consolidation of certification processes with the purpose of gaining the markets' recognition and promoting sustainability through socially responsible agribusinesses.

**Public-Private Alliances (PPAs).** Fundación Valles fulfilled its commitment to establish strategic alliances with the private sector, as a mechanism to generate additional and sustainable impacts. Trade and business relations between national and international companies were strengthened, such as UNEC S.A., AGRINUTS, INTERSNACK, MAJO-Trading, Bolivian Agribusiness, Reynales and others, with producer organization supported by the Foundation. The development and consolidation of new PPAs was promoted with the involvement of departmental and municipal governments, businessmen of urban and rural zones, and business groups committed to the development of the rural sector.

**Access to specialized financial services.** During the last phase (Amendments 7 and 8) concrete measures for the establishment of sustainable relations among producers, small-scale businesses and financial services providers were established. The positive results obtained are expected to

grow significantly through the opening of rural branches and the development of specific appropriate credit products for farmers with little debt capacity.

**Strengthening of NGOs and producer organizations.** The effective involvement of these key actors was a critical element for the success of the interventions. Fundación Valles permanently innovated the procurement procedures and the strengthening of the entities that fulfill the requirements set forth in the Competitive Fund of Innovation regulations. The strengthening strategies are described below:

- **Service providers.** The strengthening of these entities was carried out through sub-contracts and sub-agreements, as well as by activities of specialized training in technical, administrative and financial aspects. In the framework of continuous improvement and strengthening of a market of rural development technology and services, Fundación Valles promoted the specialization of these service providers, supporting the implementation of quality systems and the improvement of their project management processes.
- **Grassroots organizations.** Direct support to these organizations allowed the consolidation or the “graduation” of at least ten of them. For this propose, a participatory methodology was designed, which included the co-responsibility in the process among the small-scale farmer organizations and the Foundation. Direct funding to small-scale farmers has allowed them to improve their governance, operational and administrative structures, as well as to gain experience managing their own businesses and technical assistance activities.
- **Agribusiness private sector.** Based on the acquired experience, the commitment to establish strategic alliances with the private sector was the answer to the complementation of needs that arose among the programs of technological innovation and rural enterprise development, managed by Fundación Valles. These actions promoted the sustainability of the compatible agribusinesses.

## ***D.2 Program Development***

### ***D.2.1 Technological Innovation Program***

A list of applied technological innovation projects which took place in the framework of the Cooperative Agreement with USAID/Bolivia is showed in annexes, mainly those that were funded with resources of the trust fund (PL-480 Title III Program) and amendments 7 and 8 of the Agreement. In the same manner, a detail of producer organizations and service providers that were involved in the activities and projects of Fundación Valles, as well as the geographical coverage per municipality and assisted chains, is showed.

### ***D.2.2 Complementary actions for programs***

One of the objectives contained in the Agreement between the governments of Bolivia and the United States of America was to strengthen communal and producer groups, through technical assistance and access to market services. To help in the achievement of this objective, multiple needs were identified at the level of actors of the assisted productive chains. To the extent that the projects were developed in each program, Fundación Valles, in close coordination with the beneficiaries, gathered and prioritized technological, knowledge, development and product promotion types of demands, as well as the need to facilitate access of small-scale producers to a more competitive environment and to new markets. To this end, several complementary actions

were designed, which allowed the strengthening of capabilities of technicians, producers and micro-entrepreneurs in different areas.

Following the procedures set forth in the CFI's Operational Regulations of Fundación Valles, the following complementary and strengthening actions were carried out, mainly intended for small-scale producers.

Nº	Event	Location	Date	Nº Participants	Implemented Budget (Bs)
1	8 <sup>th</sup> Festival of the Bolivian Chili Pepper	Padilla, Chuquisaca	June, 2009	155	18,390.00
2	Technological capture trip of the chili pepper chain	Majes – Arequipa, Perú	March, 2009	29	47,395.00
3	1 <sup>st</sup> Summit of stone fruits producers	Vallegrande, Santa Cruz	July, 2009	212	41,410.00
4	Technological capture trip – Spices and Table grapes	San Juan and Mendoza, Argentina	October, 2009	15	61,345.77
5	1 <sup>st</sup> Summit of organic peanut producers	Torotoro, Potosí	April, 2009	138	28,650.00
6	Technological capture trip of the peanut chain	Filadelfia, Paraguay	April, 2010	20	40,800.00
7	1 <sup>st</sup> National Business Roundtable. CONECTA/Winter	Santa Cruz	May, 2009	120 businesses 138 people	50,481.00
8	FEXPO Sucre Bicentenary 2009	Sucre	October, 2009	N/A	16,951.47
9	Expo Sur 2009	Tarija	October, 2009	N/A	30,779.97
10	1 <sup>st</sup> Summit of Table Grapes producers	Uriondo and Cercado, Tarija	November, 2009	152	32,206.47
11	2 <sup>nd</sup> . National Business Roundtable CONECTA/Summer	Tarija	November, 2009	70 businesses 144 people	40,530.00
12	1 <sup>st</sup> national Summit of Oregano producers	Tomina, Chuquisaca	May, 2012	220	52,473.44
13	9 <sup>th</sup> . Festival of Chuquisaca's Chili Pepper	Padilla, Chuquisaca	June, 2010	213	31,605.28
14	Technological capture trip of the peanut chain	Filadelfia, Paraguay	June, 2010	19	40,795.12
15	4 <sup>th</sup> Summit of peanut producers	Muyupampa, Chuquisaca	April, 2010	281	46,617.50
16	2 <sup>nd</sup> National Summit of organic peanut producers	Aiquile and Mizque, Cochabamba	May, 2011	160	72,335.80
<b>Total</b>				<b>1,896</b>	<b>652,766.82</b>

### ***D.2.3 Information and Analysis Service of Agricultural Markets (SIMA)***

One of Fundación Valles' strategic priorities is access to information to improve the participation of the actors in the market. In this framework, it has positioned SIMA (Information and Analysis of Agricultural Markets Service) as a reference to provide price information of 24 wholesale markets and 9 rural fairs of seven Departments in Bolivia (except for Beni and Pando).

Since 2002, SIMA's activity consists in gathering, processing and broadcasting, on a daily basis, prices of agricultural products, thus contributing to a decisive instance within the productive chain: commercialization. Thanks to this service, producers, traders, service suppliers and customers can have updated, reliable, consistent and quality information, which will give them, at the time of the negotiation, less uncertainty and better conditions for all the involved parties

With the purpose that farmers who have access to SIMA's radio information can understand and use the received information in a more effective way, a cross-cutting on-site training activity has been designed, which helps farmers interpret the disseminated prices and to calculate the structure of production costs of their main crops. This couple of tools, in addition to SIMA's radio information of wholesale prices, allows producers to make better decisions at the time of defining the sale of their production.

1	<i>Program in permanent implementation</i>
300,000	<i>Beneficiary Families (Radio Information)</i>
1,854	<i>Radio bulletins (national coverage)</i>
1,760	<i>National market reports</i>
1,237	<i>International market reports</i>
12	<i>Price yearbooks</i>
7,697	<i>Trained persons in the use of price information and production costs (accumulated)</i>
1,927	<i>Personalized radio bulletin (Rural)</i>

The table on the left shows SIMA's accumulated results in the period covered by the Cooperative Agreement with USAID/Bolivia. It has been estimated that the information broadcast free of charge, through a wide range of radio stations, has an audience of approximately 300,000 families in the rural area of Bolivia. Experience and recognized prestige, allow Fundación Valles to broaden this service and strengthen SIMA as an expert entity in agricultural markets analysis and research in Bolivia.

#### **D.2.4 Agribusiness Development Service (SDA)**

The Agribusiness Development Service (SDA) of Fundación Valles contributed to the guidelines established in the Institution's Strategic Plan 2010-2020, which are related to the continuous development of the portfolio of products and services of technological innovation and comprehensive rural economic development, intended for the country's small-scale agricultural producers. This program's vision is to become an operational arm of Fundación Valles to provide comprehensive and specialized services to the Bolivian agricultural sector.

From December 2010 to September 2012 the Agribusiness Development Service Project was implemented, through two allocation of resources from the PL-480 Trust Fund, whose main objective was to support in a regular basis the agribusinesses strengthening of rural organizations and enterprises assisted by Fundación Valles' programs.

This unit is responsible for processing, preparing, co-financing and implementing business plans for initiatives related to value chains supported by Fundación Valles. In this way, the strengthening of management and the improvement of the decision-making ability of productive chains stakeholders was pushed forward and capabilities to respond to concrete market opportunities were developed; profitable business opportunities were identified and established, as well as management of suppliers and customers, promotion of added value creation according to market demand, and connection of producer organizations with financial institutions to provide access to credits.

In order to promote its sustainability, Fundación Valles started to provide specialized services as a mechanism to make SDA viable, and also to strengthen its CONECTA network as a platform, which will allow interaction among the different actors involved in agribusinesses, to obtain better negotiating conditions and capabilities to increase their revenues.

Likewise, SDA supported all commercial missions that were required by the programs, as well as the follow-up of all admissibility paperwork of Bolivian products in other markets of the region, among other activities.

The following table summarizes the results obtained regarding this Service:

N°	Event	Location	N° Associations / Businesses	N° Participants	Implemented Budget (Bs)
<b>First Allocation</b>					
1	Training workshops about how to participate in business roundtables	Monteagudo, Chuquisaca	2 Associations, 2 Businesses	24	211,652.34
2	Training workshops about how to participate in business roundtables	Padilla, Chuquisaca	1 Association, 1 Business	19	
3	Training workshops about how to participate in business roundtables	Cochabamba	20 Associations, 9 Businesses	70	
4	Second "showroom" of organic products	FEICOBOL, Cochabamba	9 Associations	18	
5	Seminar "Doing Agribusiness"	Cochabamba	36 Associations	156	
6	3 <sup>rd</sup> National Business Roundtable. CONECTA	Cochabamba	36 Associations 170 Businesses	410	
7	National Roundtable of Seeds	Muyupampa, Chuquisaca	9 Associations 12 Businesses	42	
8	Health Registration for dehydrated peach	Camargo, Chuquisaca	1 Association	N/A	
9	Development of packing for "moqonchinchí"	Camargo, Chuquisaca	1 Association	N/A	
10	Development of trade mark for export of cut flowers	Quillacollo, Cochabamba	2 Associations	N/A	
<b>Second Allocation</b>					
11	Training workshops about how to participate in business roundtables	Cochabamba	15 Associations	70	34,052.17
12	Support to the Departmental Fair of Potosí	Potosí	1 Association	3	
13	Third "showroom" of organic products - FEICOBOL	FEICOBOL, Cochabamba	14 Associations	25	
14	Trade mission of peanut (national market)	La Paz, Santa Cruz and Cochabamba	1 Association	2	
15	Trade mission to border cities of Brazil	Corumbá, Cuiabá and Campo Grande, Brazil	2 Associations	5	
16	Trade mission MERCOSUR	Uruguay and Argentina	N/A	2	
17	4 <sup>th</sup> National Business Roundtable CONECTA	Cochabamba	39 Associations 170 Businesses	430	
18	Health Registration for peanut sub-products	Mizque, Cochabamba Torotoro, Potosí	2 Associations	N/A	
<b>Total</b>				<b>1,276</b>	<b>245,704.51</b>

### **D.3 Cross-cutting Themes**

#### ***Environment***

Fundación Valles Board of Director's mandate is to improve the quality of life of producers, mainly by promoting the application and adoption of technologies based on sustainable and rational use of natural resources, both in the farms and in the transformation processes. This

policy is strictly shared with the guidelines of the Cooperative Agreement with USAID/Bolivia and other donors, and seeks to promote new technologies and encourage a competitive market oriented agriculture which complies with national and international environmental requirements.

The most outstanding results obtained in this topic are the following:

- The PERSUAP (Pesticides Evaluation Report and Safer Use Action Plan) was prepared based on USAID/Bolivia's regulations. This document was part of the contracts and monitoring of all projects.
- The Integrated Pest Management (IPM) and safe use of pesticides manual was prepared and distributed. Using different inter-institutional agreements, training in responsible use of pesticides was provided in a cross-cutting way in each project for technicians and producers.
- A Manual of Good Agricultural Practices (GAPs) was prepared and distributed in all projects. In the same way, practices related to quality assurance were implemented in each project
- A co-financing project was processed with the Swiss Agency for Development and Cooperation (COSUDE), to promote processes of quality certification (GMPs and HACCP) of at least five small enterprises and associations supported by the Foundation's programs.
- The environmental assessment report of the Cooperative Agreement was carried out.

### *Training and Communications*

During the validity of USAID/Bolivia's Cooperative Agreement, Fundación Valles created an internal communication and dissemination unit within its organizational and functional structure, with the purpose of replacing some tasks that were carried out directly by MAPA Project's staff. A communications strategy was designed and put in place, whereby a great deal of progress in dissemination of results and institutional positioning was made.

Among the most outstanding results is the update of the design and maintenance of the website, the issuing of institutional electronic newsletters related with rural and agricultural development, the organization of children's drawing contests, renovation of the institutional image, review of the design and contents of technical manuals, production of an institutional video and permanent support in communication issues (press notes, reports, etc.)

The Documentation Center is part of the Communications Unit. Therefore, a massive dissemination of the features and services that the Center offers to society and stakeholders of the agricultural sector, at a level of academic, research and rural development organizations, was made.

On the other hand, the Communications unit was in charge of planning and implementing the internal and external staff's training needs, requirement that is contained in the ISO 9001:2008 standard.

### *Events*

Another area of intervention, which was addressed in the framework of the Cooperative Agreement was the organization of training and technological and trade dissemination events for each program, with the massive participation of different stakeholders, contributing to their integration, technological exchange and the concretion of formal trade actions. Among these

event, producer summits, business roundtables, technological capture trips and participation in fairs and commercial events were organized.

### ***Monitoring and Evaluation***

Fundación Valles established a Planning, Monitoring and Evaluation Unit, which is responsible for the processes of strategic planning, annual programming and monitoring and evaluation activities of programs and projects managed by the institution, as well as the impact assessment of its interventions.

Within the Unit, activities of data capture, information processing and report are included. In this area, Fundación Valles started to gather information of each project in a quarterly basis, to perform process and final evaluations when applicable, as well as the maintenance and continuous improvement of the design and structure of databases kept for these tasks. In the same manner, the elaboration and yearly update of the *Performance Monitoring Plan (PMP)* of USAID/Bolivia was made.

All the management and procurement processes, technical proposals, progress and final reports and evaluation reports of each project funded by Fundación Valles are properly registered in the electronic institutional databases, as well as in printed records. The database management system was shared with the MAPA Project until September 2010, for report standardization purposes to USAID/Bolivia. For year 2011, a new Project Monitoring System was designed, called SIMON, which has become the daily tool for project management and for the recording of its documentation. This tool can be accessed on the internet and has a system of privileges for different information and level of users.

On the other hand, this Unit, along with the staff of the MAPA Project, was responsible for carrying out the impact assessment of activities and projects. The information generated in these processes was processed and presented to the Foundation's Board of Directors and to representatives of USAID/Bolivia, Government bodies and other funding sources.

## **E. Strengthening of Institutional Capabilities**

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### ***E.1 Organizational Structure***

#### ***Government and decision-making bodies***

Within the framework of the current Bylaws, every year of the Cooperative Agreement, ordinary meetings of the Fundación Valles Assembly were held in the month of March. Also, a minimum of five ordinary meetings of the Board of Directors were organized each year. A Technical Committee of the Board of Directors was created to provide more agility when dealing with technical aspects that required a Board of Director's decision, including the approval and allocation of resources for projects and complementary actions. Other Committees and Commissions, such as the Administrative Committee, were summoned by the Chairman of the Board, as needed.

As part of the internal strengthening process and as a result of the partial renovation of members of the Board of Directors that occurs in every Annual Assembly Meeting, different workshops

took place for induction and training in managerial skills. On the other hand, a policy of permanent recruitment of new members for Fundación Valles' Assembly was kept.

The Analysis Committee and the Investment Advisory Council (Board of Trustees) were required to the extent that project tender processes took place, according to the Operational Regulations of the Competitive Fund for Innovation, approved by the Board of Directors.

The review of bylaws and regulations was under the direct responsibility of the Board of Directors and the General Assembly. These bodies evaluated the relevance of the review and the adaptation of the existing documents to the new legal and socioeconomic context of the country, as part of the new orientation and working approach reengineering.

### *Staff*

The conclusion of the MAPA project had an important influence on the functional and organizational structure of Fundación Valles, as well as in the size of its core team. Many of the MAPA technical and administrative employees were reabsorbed by the Foundation. On the other hand, the growth of the geographical coverage and of the institutional activities caused the creation of some functional units to decentralize the tasks of some people and make the achievement of results more efficient, such as communications and diffusion, planning, monitoring and evaluation, and fundraising.

The funding for Fundación Valles core team (31 persons) for the period of December 2005 – September 2012 came from USAID/Bolivia through the Cooperative Agreement signed on December 1, 2005 and extended by Amendments 7 and 8, and the contribution of resources of Fundación Valles. Other 15 employees were funded directly with resources from the Royal Danish Embassy, the IFS Project, the IBA Project, Fundación McKnight and ENRAY Inc.

A detail of the employees that were part of the core team of Fundación Valles in the period covered by the Cooperative Agreement with USAID/Bolivia is shown below:

**Fundación Valles' Core Team in the December 2005 – September 2012 Period**

No.	Name	Position	Start date dd/mm/yy	Funding
1	Edgar Guardia	Executive Director	17/10/01	Fundación Valles
2	Patricia Moscoso	Manager of Administration, Finance and Services	20/08/01	Fundación Valles
3	Virginia Ovidio	Accountant	08/01/04	Fundación Valles
4	Elizabeth Herrera	Accounting Assistant	17/02/03	Fundación Valles
5	Jenny Serrano	Responsible for Processes	20/08/01	Fundación Valles
6	Martha Vega	Responsible for Events	22/12/04	Fundación Valles
7	Juan Arévalo	Programs Manager	01/12/01	Fundación Valles
8	Ricardo Alem	Institutional Development Manager	03/01/02	Fundación Valles
9	Andrés Quiroga	Information Analysis and Systematization Technician	19/01/04	USAID/Cooperative Agreement
10	Ramiro Rojas	Driver - Messenger	11/05/04	USAID/Cooperative Agreement
11	Efraín Balderrama	Responsible SIMA	07/05/10	Fundación Valles
12	Roger Colque	Trainer SIMA	09/05/11	USAID/ISA Project
13	Margarita Callapa	Reporter SIMA	04/10/04	USAID/Cooperative Agreement
14	Leopoldo Lora	Data Transcription SIMA	15/10/04	USAID/Cooperative Agreement
15	Rodrigo Valencia	Information Systems Manager	17/07/06	Fundación Valles
16	Faustino Fermín	Program Officer	01/04/06	USAID/Cooperative Agreement
17	Marcela Coca	Documentalist	01/03/06	Fundación Valles
18	Juan Carlos Claire	Program Officer	10/10/05	USAID/Cooperative Agreement

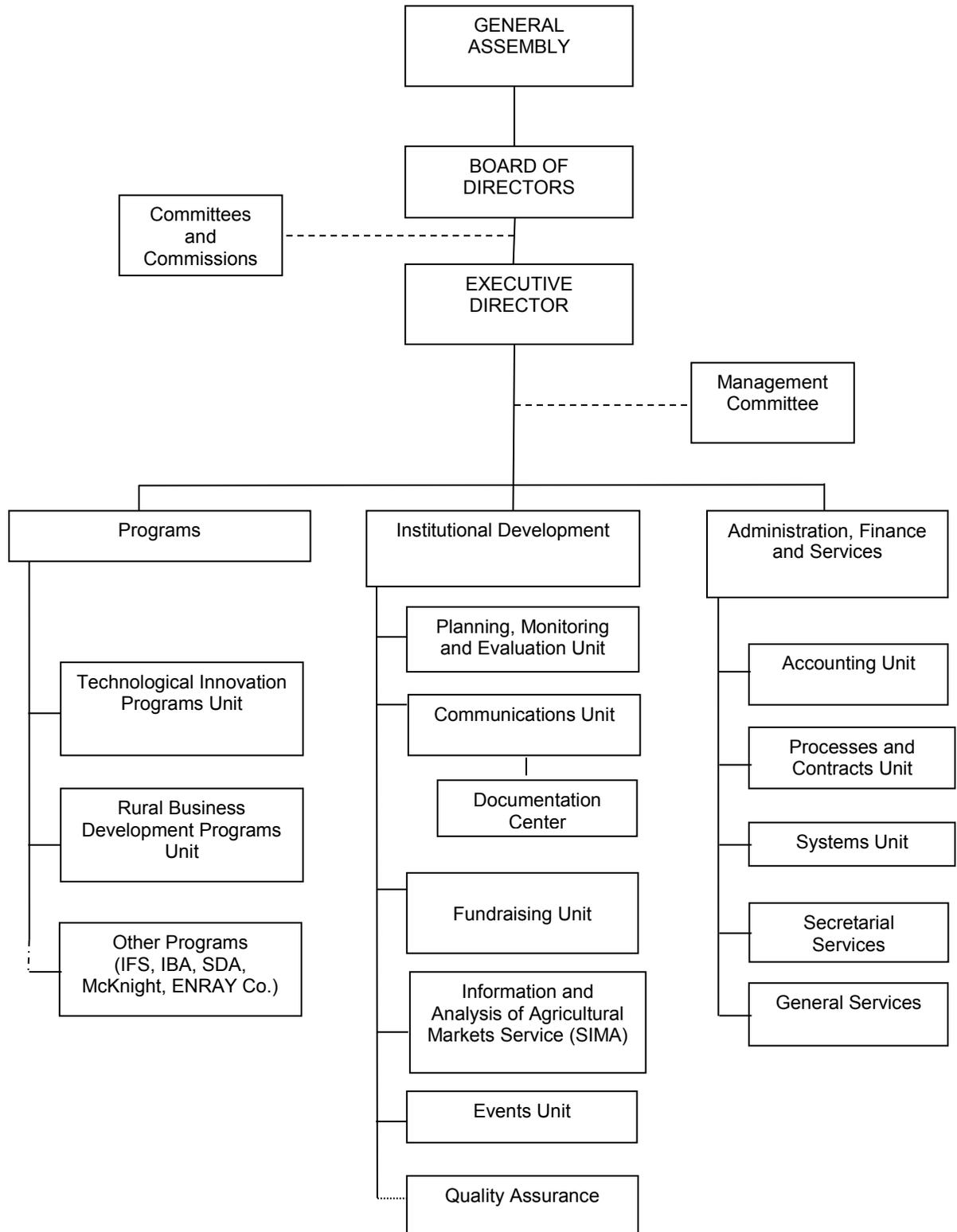
19	Jorge Frigerio	Responsible for Tarija's Office	04/04/07	USAID/Cooperative Agreement
20	María Elva Román	Secretary – Receptionist	12/05/08	USAID/Cooperative Agreement
21	Nieves Bejarano	Janitorial staff	01/01/10	Fundación Valles
22	Silvia Mercado	Responsible for Communications and Diffusion	01/03/10	Fundación Valles
23	Susana Alcázar	Administrative Assistant	01/06/10	USAID/Cooperative Agreement
24	Amadeo Rojas	Driver – Messenger	01/07/10	USAID/Cooperative Agreement
25	Paul Meruvia	Program Officer	01/10/10	USAID/Cooperative Agreement
26	Ivana Alandia	Responsible for Grants	01/10/10	USAID/Cooperative Agreement
27	Juana Villca	Janitorial staff	01/10/10	Fundación Valles
28	Miguel Florido	Monitoring Systems and Quality Assurance Technician	06/12/10	USAID/Cooperative Agreement
29	Claudia Sainz	Monitoring and Evaluation Technician	20/12/10	USAID/Cooperative Agreement
30	Alina Arévalo	Marketing Technician	20/12/10	Fundación Valles
31	Rodrigo Paz	Responsible for Fundraising	01/07/11	Fundación Valles

The organizational and functional structure is showed in Figure 1.

The organizational and functional structure was reviewed on a regular basis, with the purpose of improving the team's efficiency and adapting the structure to the needs of the ongoing programs. On the other hand, the regular meetings of the Management Committee, the Quality Committee and the technical team were continued with the purpose of coordinating activities and receiving the necessary feedback from the different members.

As part of the institutional strengthening activities, attention was given to the ISO 9001-2008 external audit process, which took place on March 2012, for which an internal audit in the month of February was scheduled to review the state of progress and address the observations made in similar events during 2011, as well as review some procedures of the Foundation's Quality Management System. The latter has been receiving adjustments in the last few months as a result of the staff having acquired more awareness and experience in the application of procedures, which leads to the continuous improvement of the institution's processes.

**Figure 1. Organizational and Functional Structure**



### ***E.2 Mechanisms and processes***

A regular activity carried out during the Cooperative Agreement was the evaluation and review of the Operational Regulations of the Competitive Fund for Innovation (CFI), with the purpose of making it more flexible and efficient.

The most important elements that were reviewed and incorporated in the CFI regulations are based on a new development approach to agribusinesses that is sustainable and integrated to the current socioeconomic context of the country. Other elements are: type of project and counterpart contributions in cash that the groups of beneficiaries must provide; the calculation of the contribution to the Foundation's Endowment Fund with the purpose of ensuring part of its financial sustainability; procurement standards for concurrent projects with public sector entities and other donors, as well as the categories and eligibility criteria for grassroots organizations and small and medium-scale enterprises.

### ***E.3 Relations and Coordination***

Fundación Valles keeps its active memberships in the Council of American Development Foundations (SOLIDARIOS), an international network related to the Latin American social and economic development process, the Departmental Council of Competitiveness of Cochabamba (CDC), the Bolivia Entrepreneurship Network and *The Resource Foundation*. All these memberships contribute to the institutional positioning and the improvement of the fundraising capability for the Foundation's activities.

## **F. Financial Sustainability of Fundación Valles**

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Fundación Valles' sustainability in the medium and long term is based on its institutional capacity to fund its strategic and operational plans. This capacity depends on the Foundation's ability to build a suitable organizational structure and systems that allow the effective application of its activities, ensuring good governance conditions, as well as technical and financial accountability to its target population (Assembly, funding agencies, different levels of Government, beneficiaries and civil society).

Amendment 6 of the Cooperative Agreement signed with USAID/Bolivia contributed to the development and design of a financial sustainability and fund raising strategy for the Foundation. With the support of a US specialist, several institutional presentation documents were prepared and designed, such as the Institutional Profile. Other activities included multimedia presentations, updating of the website, and the organization of overseas trips (Spain and United States), in order to establish future contacts.

Following the mandate established in its 2010-2020 Strategic Plan, Fundación Valles obtained the ISO 9001:2008 Certification, which accredits compliance with international quality standards in the management processes of its different programs and services. This important step makes the Foundation a more efficient, accountable and transparent institution. To face concrete actions towards financial sustainability, the following guidelines were determined:

**Fundraising.** The unit created for this end has designed a fundraising strategy and plan, which defines the guidelines to successfully ensure the necessary resources for programs and projects, thus ensuring the Foundation's financial sustainability in the medium and long term. As part of

the Foundation's fund raising strategy, coordination with different public and private, national and international institutions were sought, such as departmental and municipal governments, foundations, private businesses, development programs and non-governmental organizations. It is expected to participate actively in the presentation and negotiation of funding proposals.

**Income generation for the Foundation.** Fundación Valles has developed a portfolio of services for agricultural development, having systematized its institutional “*know how*”, providing specialized services oriented to private businesses, producer organizations, development institutions and other stakeholders involved in the promotion of income generation activities.

**Coordination with the public sector.** Coordination activities with different government offices were carried forward, with the objective of joining efforts for development programs as well as sharing information about technological innovation and other topics. Specific contacts were established with current programs of the Ministry of Rural Development and Land, such as Instituto Nacional de Innovación Agropecuaria y Forestal [National Institute of Agriculture, Livestock and Forestry Innovation] (INIAF) and new initiatives such as the Project of Innovation and Agricultural and Livestock Services (PISA) and the Project of Community Investment in Rural Areas (PICAR).

**Coordination with agricultural research centers.** As a fundamental aspect to strengthen the technical capacity of Fundación Valles, agreements were signed with international and national research centers, universities and multilateral organizations, among others, with the objective of coordinating activities on topics related to agricultural research and innovation.

## G. Lessons learned

- Fundación Valles, as an institution created by a legal provision of the Bolivian Government (SIBTA), had the opportunity to gain access to different public and private funding resources for its management, among them funds received from the PL-480 Title III Program, from which it was possible to leverage a larger amount of resources that were used to broaden the service coverage and obtain more representative achievements. Resources directly received from USAID/Bolivia for funding of technological innovation projects added to build this capacity.
- Fundación Valles gained a proven and successful experience designing and preparing procedures and regulations for “competitive funds management”, intended for technological innovation and markets access projects, oriented mainly to benefit poor families in the rural areas of the country.
- Fundación Valles has developed a methodological package for project management and implementation, including topics such as prioritization of productive chains, assessment of the demands, participative processes for technological transference, medium and final term evaluations, as well as impact assessments. This package is product of the know-how and experience acquired managing the different resources received for projects' implementation.
- Initially, SIBTA's target group was limited to producers and their associations. However, experience showed that it was convenient and necessary to include all stakeholders, incorporating micro and small-scale enterprises and commercial actors of the different supported chains.

- It was determined that the demand-oriented approach, coming from the stakeholders and from the market itself, was an indispensable condition for the proper design and implementation of programs and projects.
- Besides financial and technical support to projects, Fundación Valles carried out permanent support activities oriented to the consolidation and strengthening of capabilities of demanding organizations and technology service providers. This was done through complementary actions, which were designed with the involvement of beneficiaries.
- The technological innovation projects, funded with resources from the PL-480 Title III Program and USAID/Bolivia, contributed significantly to the development of competitive capabilities at all levels in the attended commodity chains, under a concept of programs designed with a long term perspective.

## **H. Conclusions and recommendations**

- SIBTA was established as an agricultural and livestock technological development program intended to improve the competitiveness of commodity chains, with the objective of improving the population's income and, by this means, reduce rural poverty. Therefore, the decision of the Bolivian Government and USAID/Bolivia to support Fundación Valles, based on the MAPA Project within the SIBTA's framework, was a correct and appropriate one.
- It was made evident that the development model, designed by the Bolivian Government and the international cooperation agencies with the involvement of the private sector, does work. The role of Fundación Valles during the SIBTA's implementation process, and later, has proved that the public-private coordination is an important factor to promote productive development and poverty reduction in the rural areas of the country.
- The institutional strengthening of Fundación Valles was an indispensable aspect for the efficient management of resources and also to provide sustainability to the system. The role of USAID/Bolivia's MAPA Project was critical in this sense. The Foundation is now fully prepared to continue managing public resources oriented to rural development, within the framework of appropriate contractual relations with donor entities.
- Fundación Valles fully complied with the contractual conditions and obligations set forth in the Memorandum of Understanding signed with the PL-480 Title III Program, having successfully and transparently managed the resources provided as counterpart to the MAPA Project and the Cooperative Agreement.
- The impact achieved in the implemented programs and projects was conclusive, covering a representative number of attended families, as well as reaching significant levels of income increases in each productive chain, contributing this way with poverty reduction in the Bolivian rural areas.
- The interventions carried forward by Fundación Valles with USAID/Bolivia's funding have sought at all times the sustainability of technological interventions and of benefits obtained regarding revenue increase, ensuring in this manner that impacts are projected in time and replicated in other regions of the country.
- The sustainability of the results is also linked to coordination and appropriate complementation with other public and private programs supporting development in the agricultural sector. In this regard, SIBTA proved to be a successful model of that necessary coordination.

# Annex 1



**Projects and complementary actions financed within the framework of the Cooperative Agreement  
(Trust Funds – PI-480, Title III)**

No	Programa	Código	Proyecto	Total Ejecutado (Bs)	Ejecutado PL 480 Titulo III (Bs)	Ejecutado FDTA-Valles (Bs)	Familias Capacitadas	Familias Asistencia Técnica	Tasa Adopción	Incremento Ingreso
1	Cebolla	001/AA	Incremento de la productividad y manejo poscosecha de la cebolla en el Valle Central de Tarija	857.544,91	857.544,91		464	316	75%	93%
2		001/AB	Incremento de la productividad y manejo poscosecha de la cebolla en el Valle Alto de Cochabamba	1.000.000,00	1.000.000,00		632	281	78%	43%
3		001/AC	Consolidación de los procesos de producción y comercialización de cebolla híbrida en los valles de Bolivia	1.400.000,00	1.400.000,00		939	439	75%	93%
4		001/AD	Diversificación productiva y comercial de cebolla y otras hortalizas de Bolivia	704.997,94	704.997,94		30	30	75%	96%
5		001/AE	Aplicación de propuestas tecnológicas, modelos empresariales y desarrollo de mercados especializados para cebollas híbridas en tres ecoregiones de Bolivia	889.781,23	569.190,46	320.590,77	215	213	89%	95%
6		001/AF	Aplicación de propuestas tecnológicas y desarrollo de mercados para cebolla diferenciada del Valle Alto de Cochabamba	348.733,30	121.994,89	226.738,41	767	767	83%	54%
7		001/H	Validación comercial de variedades híbridas y manejo poscosecha de cebolla en Saipina y Comarapa (Santa Cruz)	821.578,03	821.578,03		584	348	64%	95%
8		001/K	Validación comercial de variedades híbridas y manejo poscosecha de cebolla en Mizque (Cochabamba)	823.536,99	823.536,99		668	479	72%	32%
9		001/P	Proyecto de validación de la producción comercial de cebolla dulce y su exportación al mercado norteamericano	2.096.094,50	2.096.094,50		278	278	100%	50%
10		001/S	Factibilidad económico-financiera de las operaciones de exportación de cebolla dulce y validación del cultivo de cebolla dulce orgánica para exportación al mercado norteamericano	1.619.895,73	1.619.895,73		204	204	100%	60%
11		001/T	Producción de cebolla para Exportación en los Valles de Bolivia	2.916.000,00	2.916.000,00		571	571	74%	53%
12		001/Tc	Acción Complementaria de comercialización de cebolla híbrida en los Valles de Bolivia	200.000,00	200.000,00		N/A	N/A	N/A	N/A
13		001/W	Producción de Cebolla para exportación en los valles de Capinota y Sicaya, Cochabamba	760.004,27	760.004,27		1354	501	81%	60%
14		001/X	Integración de los procesos de producción, comercialización y exportación de cebolla dulce	1.225.647,74	1.225.647,74		409	206	69%	240%
15		001/Z	Producción y comercialización de cebolla dulce orgánica en los Valles y Altiplano de Bolivia	1.319.726,82	1.319.726,82		603	208	80%	63%
16	Especias	003/B	Apoyo a la producción y comercialización de especias y condimentos de los valles de Chuquisaca	1.191.603,72	1.191.603,72		164	164	100%	77%
17		003/D	Apoyo a la Producción y Comercialización de Especias en los Valles de Chuquisaca	1.098.890,05	1.098.890,05		183	183	100%	26%
18		003/E	Apoyo a la producción y comercialización de especias y condimentos de los valles de Bolivia - Tarija	902.344,01	902.344,01		127	35	37%	121%
19		003/F	Apoyo a la producción y comercialización de especias en el Cono Sur de Cochabamba	1.389.160,00	1.389.160,00		664	664	72%	19%
20		003/Fc	Apoyo a la producción y comercialización de especias en el Municipio de Omereque, Departamento Cochabamba	347.713,55	347.713,55		N/A	N/A	N/A	N/A
21		003/G	Apoyo a la producción y comercialización de especias y condimentos de los valles de Bolivia - Chuquisaca	871.704,36	871.704,36		132	132	66%	20%
22		003/H	Apoyo a la producción y comercialización de especias en los valles de Bolivia-Tarija	1.223.584,00	1.223.584,00		112	112	79%	60%
23		003/I	Apoyo a la producción y comercialización de especias en los valles de Bolivia-Chuquisaca	1.231.314,60	1.231.314,60		685	685	98%	33%
24		003/J	Apoyo a la producción y comercialización de orégano en los valles de Tarija	1.550.038,09	1.550.038,09		171	90	63%	6%
25		003/K	Fortalecimiento institucional y del agronegocio de la Unidad de Negocios de Especias y Condimentos Chuquisaca	765.030,65	765.030,65		689	689	75%	26%
26		003/Kc	Desarrollo de una alternativa productiva con base al cultivo de orégano en el Municipio de Presto, Departamento Chuquisaca	129.902,78	62.284,91	67.617,87	N/A	N/A	N/A	N/A
27		003/Kc1	Desarrollo de una alternativa productiva con base al cultivo de orégano en el Municipio de Icla, Departamento Chuquisaca	142.381,66	58.730,85	83.650,81	N/A	N/A	N/A	N/A
28		003/L	Apoyo a la consolidación de la industria del orégano en los valles del Departamento de Chuquisaca	709.435,36	211.087,32	498.348,04	741	741	71%	12%
29		003/M	Apoyo a la consolidación de la industria del orégano en los valles del Departamento de Tarija	881.478,64	155.120,00	726.358,64	120	60	70%	30%

No	Programa	Código	Proyecto	Total Ejecutado (Bs)	Ejecutado PL 480 TituloIII (Bs)	Ejecutado FDTA-Valles (Bs)	Familias Capacitadas	Familias Asistencia Técnica	Tasa Adopción	Incremento Ingreso
30	Ajos	004/C	Incremento de la producción y mejoramiento de la poscosecha del ají en los Valles de Chuquisaca	1.256.446,93	1.256.446,93		351	225	81%	47%
31		004/Dc	Comercialización organizada del ají de los valles (complemento)	113.120,00	113.120,00		N/A	N/A	N/A	N/A
32		004/E	Procesamiento industrial de ajíes y locotos - COBAL	201.750,00	201.750,00		180	180	72%	
33		004/F	Procesamiento industrial de ajíes y locotos - ECOPAL	202.000,00	202.000,00		139	139	72%	
34		004/I	Incremento de la competitividad del ají en los valles de Chuquisaca	1.578.689,67	1.578.689,67		480	394	77%	11%
35		004/J	Desarrollo tecnológico y comercial de pimentón páprika en los valles del departamento Santa Cruz	482.809,86	482.809,86		186	128	72%	
36		004/K	Incremento de la competitividad del ají en el municipio de Azurduy, departamento Chuquisaca	1.040.000,00	1.040.000,00		366	327	49%	36%
37		004/L	Incremento de la competitividad del ají en tres municipios del Chaco Chuquisaqueño	1.286.366,34	792.686,63	493.679,71	565	546	64%	41%
38		004/M	Producción de ají para mercado nacional e internacional en el Municipio El Villar del Departamento de Chuquisaca	403.762,85	166.297,98	237.464,87	212	212	71%	46%
39		004/N	Fortalecimiento del proceso productivo y del agronegocio de los productores de ají del Municipio de Azurduy, Departamento Chuquisaca	287.843,28	60.000,00	227.843,28	342	285	59%	15%
40	Uva de mesa	006/H	Apoyo a la producción, cosecha y poscosecha de uva de mesa en el Municipio de Cercado - Tarja	769.445,39	769.445,39		676	450	67%	20%
41		006/J	Incremento de la competitividad de uva de mesa en la región de los Cintis, departamento Chuquisaca	1.162.882,56	1.070.308,00	92.574,56	564	283	81%	127%
42		006/K	Desarrollo integral competitivo de la cadena de uva de mesa en el Valle Central de Tarja	745.066,09	647.090,68	97.975,41	201	201	85%	37%
43		006/Kc	Consolidación de las acciones para la provisión de material vegetal de alta calidad	155.385,87	50.164,66	105.221,21	N/A	N/A	N/A	N/A
44	Maní	007/D	Producción de Maní para Mercados Nacionales y de Exportación en Mizque – Cochabamba y Valles Mesotérmicos – Santa Cruz	1.614.825,22	1.614.825,22		761	761	69%	50%
45		007/G	Producción de Maní para Mercados Nacionales y de Exportación en los Municipios de Padilla, Villa Serrano y El Villar del Departamento de Chuquisaca	1.205.458,89	1.205.458,89		879	580	59%	48%
46		007/H	Producción de maní para mercados nacional y de exportación en los Municipios de Icla-Chuquisaca y Betanzos-Potosí	688.308,65	619.477,79	68.830,86	345	423	64%	51%
47		007/I	Fortalecimiento de la capacidad productiva, acceso a mercados de exportación y desarrollo organizacional de productores de maní en los Municipios Mairana, Pampagrande, Quirusillas y Samaipata - Santa Cruz	920.000,00	828.000,00	92.000,00	176	308	77%	25%
48		007/Ic	Acción Complementaria "Desarrollo organizacional y fortalecimiento en gestión empresarial de la APROMA	105.064,63	105.064,63		N/A	N/A	N/A	N/A
49		007/IJKc	Fortalecimiento de los procesos de exportación de maní orgánico a los mercados de la Unión Europea	264.120,22	169.346,46	94.773,76	N/A	N/A	N/A	N/A
50		007/J	Fortalecimiento de la capacidad productiva, acceso a mercados de exportación y desarrollo organizacional de productores de maní en el Municipio Mizque-Cochabamba	840.000,00	840.000,00		420	270	54%	200%
51		007/K	Producción de maní para mercados nacional y de exportación en los Municipios de Aiquile y Anzaldo-Cochabamba y Torotoro-Potosí	1.000.000,00	1.000.000,00		510	603	60%	34%
52		007/L	Fortalecimiento de la gestión institucional y del agronegocio de la Asociación Integral de Productores de Ají y Maní del Municipio de Padilla	1.034.864,75	672.837,36	362.027,39	463	451	61%	100%
53		007/M	Producción de maní para mercado nacional en los Municipios El Villar y Villa Serrano del Departamento de Chuquisaca	1.197.335,77	881.654,69	315.681,08	594	509	75%	441%
54	007/N	Mecanización del cultivo de maní y acceso sostenible a mercados de los productores de la región del Chaco Chuquisaqueño	976.613,36	622.381,38	354.231,98	478	315	59%	71%	
55	007/O	Fortalecimiento de la gestión institucional y del agronegocio de la Asociación de productores de maní de Mizque (APROMAM)	294.113,64	79.682,24	214.431,40	301	301	58%	9%	
56	007/P	Fortalecimiento organizacional de las Asociaciones de productores de maní de Icla-Chuquisaca y Betanzos-Potosí y desarrollo del agronegocio de maní en vaina	297.917,05	88.243,38	209.673,67	420	420	74%	88%	
57	007/Q	Producción de maní orgánico para mercados de exportación en los Municipios Anzaldo-Cochabamba y Torotoro-Potosí	295.101,00	79.443,53	215.657,47	366	366	61%	42%	

No	Programa	Código	Proyecto	Total Ejecutado (Bs)	Ejecutado PL 480 Titulo III (Bs)	Ejecutado FDTA-Valles (Bs)	Familias Capacitadas	Familias Asistencia Técnica	Tasa Adopción	Incremento Ingreso
58	Carozos	008/E	Incremento de la competitividad y mejoramiento de poscosecha de durazno en la Provincia de valle Grande	1.550.745,32	1.550.745,32		320	263	65%	133%
59		008/I	Desarrollo de la cadena frutícola en el Municipio de Mizque	1.194.000,00	1.013.684,35	180.315,65	492	216	N/A	N/A
60		008/J	Desarrollo de la cadena de frutales carozo en los valles cruceños	1.212.809,98	606.404,96	606.405,02	494	438	70%	28%
61	Bayas	009/B	Apoyo a la consolidación de la producción, transformación y comercialización de bayas en Tarija	1.039.083,75	1.039.083,75		103	70	69%	150%
62		009/C	Desarrollo de parcelas comerciales de bayas destinadas a la exportación en fresco para el valle de Cochabamba	1.193.850,55	1.193.850,55		55	36	100%	200%
63		009/E	Comercialización y diversificación de la oferta de frambuesa de los valles de Tarija y Cochabamba	1.380.567,24	1.380.567,24		142	132	68%	28%
64		009/G	Fortalecimiento de la cadena bayas con diversificación de la oferta de productos de frambuesa y acciones de mercadeo	612.620,00	612.620,00		59	20	80%	22%
65		009/H	Consolidación de AFRUTAR como actor principal de la cadena bayas en el Departamento de Tarija	422.447,77	343.434,31	79.013,46	53	53	72%	52%
66	Flores de Corte	016/B	Mejoramiento de la tecnología de producción y calidad de flores de corte tradicionalmente cultivadas e introducción de nuevas especies florales en Bella Vista	799.778,80	799.778,80		327	232	70%	67%
67		016/C	Manejo optimizado y difusión de tecnología de producción de flores de corte cultivadas por productores de la Asociación K'acha Tika en la zona de Bella Vista	399.443,88	166.039,65	233.404,23	246	131	77%	52%
68		016/D	Manejo optimizado y difusión de tecnología de producción de flores de corte cultivadas por productores de dos Asociaciones de los Municipios de Quillacollo y Vinto	244.623,08	37.092,13	207.530,95	122	48	64%	52%
69	Hortalizas	019/.c	Validación de la producción y comercialización de hortalizas en los valles de Cochabamba	606.475,75	208.106,47	398.369,28	N/A	N/A	N/A	N/A
70	Nuevas Oportunidades	100/Ac	Acción Complementaria "Validación técnica y análisis de factibilidad económica de la desestacionalización por refrigeración de uva moscatel de Alejandría	125.499,87	125.499,87		N/A	N/A	N/A	N/A
71		100/B	Desarrollo de nuevas oportunidades para la zona de los valles	233.452,52	233.452,52		11	11	100%	N/A
72		100/C	Desarrollo de nuevas oportunidades para la zona de los valles	200.219,29	110.737,32	89.481,97	N/A	N/A	N/A	N/A
73	Acciones Complementarias		Acciones Complementarias (Ferias, Viajes, Cumbres, Ruedas)	220.602,56	220.602,56		1.003	N/A	N/A	N/A
74			Acciones Complementarias (Ferias, Viajes, Cumbres, Ruedas)	188.337,12	188.337,12			N/A	N/A	N/A
<b>Total</b>				<b>61.461.972,43</b>	<b>54.562.080,68</b>	<b>6.899.891,75</b>	<b>24.908</b>	<b>18.723</b>	<b>73%</b>	<b>69%</b>

**Projects and complementary actions financed within the framework of the Cooperative Agreement (Amendment 7)**

Nº	Programa	Código Proyecto	PROYECTO	Total Ejecutado USAID/B	Fideicomiso	Fondos Propios	Familias Capacitadas	Familias Asistencia Técnica	Tasa Adopción	Incremento Ingreso	
1	Especias	003/N	Fomento a la industria del anís y otras especias en el Municipio de Omereque - Ampliación con costo		592.087,87		328	250	4%	82%	
2		003/O	Estrategia para mejorar la rentabilidad del agronegocio de orégano e integración de las operaciones de UNEC S.A. en Chuquisaca y Tarija	580.000,00			778	778	50%	86%	
3	Flores de corte	016/E	Apoyo a la producción y mejora de la poscosecha de flores de corte de la Asociación de Productores Agropecuarios y Ecológicos Bella Vista (APAEBV), Cochabamba	282.800,00			60	60	6%	76%	
4		016/F	Mejora del Agronegocio de Flores de Corte de la Asociación de Productores Integrales Bella Vista Agropecuaria y Ecológica Kacha Tika	281.279,39			117	177	6%	55%	
5	Frutales	008/K	Apoyo al agronegocio del durazno deshidratado de pequeños productores en los valles de altura de Chuquisaca y Tarija	423.502,27			300	300	155%	70%	
6		008/L	Fortalecimiento del agronegocio de los productores de frutales de los valles cruceños	352.234,12			259	218	33%	51%	
7		019/B	Fortalecimiento del agronegocio de pequeños y medianos productores de hortalizas en el Municipio Punata, Cochabamba	353.485,94			322	201	146%	47%	
8	Hortalizas	019/C	Fortalecimiento de pequeños productores y comercializadores de hortalizas del Municipio de Pampa Grande, Santa Cruz	579.665,53			665	218	19%	39%	
9		019/D	Mejoramiento de la producción y acceso a mercado de pequeños productores de hortalizas del Municipio Caraparí, Provincia Gran Chaco, Tarija	246.945,67	15.910,64		106	106	33%	n/a	
10		007/R	Fortalecimiento del Agronegocio de exportación de pequeños y medianos productores de maní del Municipio Yacuiba, Tarija	491.355,07			261	121	60%	70%	
11	Maní	007/S	Fortalecimiento de la gestión institucional y del agronegocio de la Asociación de Productores de Maní de ICLA (APROMI), Chuquisaca	326.906,35			310	310	7%	62%	
12		007/T	Fortalecimiento de la gestión institucional y del agronegocio de la Asociación de Productores de maní de Mizque (APROMAM), Cochabamba	317.757,40		34.947,46	270	270	30%	43%	
13		007/U	Fortalecimiento del agronegocio de productos orgánicos de la Asociación Integral de Productos Ecológicos del Río Caine (AIPE- Río Caine)	307.596,76	35.204,00		214	214	22%	60%	
14		004/O	Consolidación del agronegocio de la Asociación de Productores de Aji y Maní del Municipio de Padilla, Chuquisaca (APAJIMPA-I)	351.452,32			236	236	7%	69%	
15		004/P	Fortalecimiento de la Gestión Institucional y del Agronegocio de la Asociación de Productores Agroforestales de Aji y Maní (APAFAM) en el Municipio El Villar, Chuquisaca	348.673,48			259	259	97%	85%	
16		Maní y Aji	004/Q	Fortalecimiento de los Agronegocios de Pequeños Productores de Aji y Maní de los Municipios de Monteagudo, Villa Vaca Guzmán y Huacareta en el Chaco Chuquisaqueño	446.109,69			411	411	33%	57%
17		Uva de Mesa	006/L	Mejoramiento de la producción y acceso a mercado de pequeños productores vitícolas en la Provincia Gran Chaco, Tarija	237.506,31	35.350,00		90	83	N/A	68%
<b>Total</b>				<b>5.927.270,30</b>	<b>678.552,51</b>	<b>34.947,46</b>	<b>4986</b>	<b>4212</b>	<b>44%</b>	<b>64%</b>	

**Projects and complementary actions financed within the framework of the Cooperative Agreement (Amendment 8)**

Nº	Programa	Código Proyecto	PROYECTO	Total Ejecutado USAID/B	Fideicomiso	Fondos Propios	Familias Capacitadas	Familias Asistencia Técnica	Tasa Adopción	Incremento Ingreso
1	Especies	003/P	Escalamiento de los procesos de exportación de orégano en el Departamento de Tarija	522.565,09			392	432	26%	69%
2		003/Q	Escalamiento de los Procesos de Comercialización y Exportación de Anís y otras Especies Aromáticas en el Municipio de Omereque, Cochabamba	306.653,91			120	120	21%	38%
3	Ajiés	004/R	Consolidación del Agronegocio de la Asociación Integral de Productores de Aji y Maní del Municipio de Padilla (APAJIMPA-I), Chuquisaca	182.656,21			257	257	13%	67%
4		004/S	Incremento de la oferta de maníes y ajiés nativos de Bolivia para mercados de exportación en los Municipios de Monteagudo, Villa Vaca Guzmán y Huacareta, Chuquisaca"	513.096,50			392	392	55%	68%
5		004/T	Fortalecimiento del Agronegocio de la Asociación de Productores Agroforestales de Aji y Maní El Villar (APAFAM), Chuquisaca	182.752,48			224	224	57%	69%
6	Uva de	006/M	Expansión de oferta de uva de mesa de pequeños productores vitícolas de la Provincia Gran Chaco, Tarija"	414.923,38			115	115	219%	93%
7	Maní	007/V	PITA 007/V: Consolidación del Agronegocio de la Asociación de Productores de maní de Mizque (APROMAM), Cochabamba	209.098,44			282	312	10%	62%
8		007/W	Integración del agronegocio de la Asociación de Productores de Maní de Icla (APROMI), Chuquisaca	243.614,81			310	200	88%	70%
9		007/X	Fortalecimiento del agronegocio de producción y comercialización de maní en el Municipio de Yacuiba, Tarija	414.346,35			368	368	27%	90%
10		007/Y	Consolidación del Agronegocio de Productos Orgánicos de la Asociación Integral de los Productores Ecológicos del Río Caine (AIPE Río Caine), Potosí	174.166,93			221	145	84%	75%
11	Frutales de	008/M	Escalamiento de la oferta de durazno deshidratado para mercados interno y de exportación en los valles de altura de Chuquisaca, Potosí y Tarija	487.899,41			570	428	23%	64%
12	Flores de Corte	016/G	Consolidación de la oferta de flores de corte con calidad de exportación para mercados internos y de exportación de la Asoc. de Prod. Agrop. y Ecológicos Bella Vista	202.130,00			80	66	28%	75%
13		016/H	Fortalecimiento de la oferta de Flores de corte para mercados nacional y de exportación de la Asoc. de Productores Integrales Bella Vista Agropecuaria y Ecológica K	202.130,00			150	122	57%	75%
14	Hortalizas	019/E	Incremento de la oferta de hortalizas tradicionales y de alto valor para mercado interno de pequeños productores de los valles de Cochabamba y Santa Cruz	831.777,73			808	392	9%	64%
<b>Total / Promedio</b>				<b>4.887.811,24</b>			<b>4289</b>	<b>3573</b>	<b>51%</b>	<b>70%</b>

## Annex 2



**List of service providers and attended producer organizations and microenterprises with Trust Fund resources**

Dpto.	Programa	Código	Oferente	Demandante	
CHUQUISACA	Cebolla	001/AC	Bolivia Produce S.A.	ANAPROCH	
		001/AE	Bolivia Produce S.A.	Pequeños productores de cebolla distribuidos en seis (6) municipios del altiplano, chaco y valles de Bolivia	
		001/T	CEDES	Sipe Sipe - Vinto - Vincuntaya (Tapacari) ASOPROC; Mizque ASPROCUM, Comarapa - Saipina ASOFRUT; Culpina APAC - Las Carreras APALC	
		001/Tc	Bolivia Produce S.A.	BOLIVIA PRODUCE S.A.-Socios Productores y FDTA-Valles	
	Especias	003/B	AGROCENTRAL-UNEC	Cooperativas Agropecuarias Afiliadas a AGROCENTRAL	
		003/D	UNEC S.A./Tarija/Chuquisaca	AGROCENTRAL Ltda.	
		003/G	UNEC S.A./Tarija/Chuquisaca	Central de Cooperativas Agropecuarias de Chuquisaca-AGROCENTRAL LTDA.	
		003/I	UNEC S.A./Tarija/Chuquisaca	Central de Cooperativas Agropecuarias de Chuquisaca	
		003/K	UNEC S.A./Tarija/Chuquisaca	CAPEC Tomina, Complejo Agroindustrial de Procesamiento de Especias y Condimentos.	
		003/Kc	PROAGRO	Organizaciones Territoriales de Base OTB; Tomoroco, El Peral, Presto Pueblo y OTB Motaya del Municipio de Presto.	
		003/Kc1	PROAGRO	Asociación de Regantes Candelaria, Sindicatos Agrarios Pila Torre, Laquinillas, Icla-Pueblo y Chawarani	
		003/L	UNEC S.A./Tarija/Chuquisaca	UNEC SA - Chuquisaca	
		Ajies	004/C	PROINPA	APAJIMPA, APROMAJI Sauces y Pedernal
	004/Dc		AGRISEC	Federación Dptal. de Mercados de La Paz, Asociación 14 de Septiembre en Condimentos, PISABOL y COBAL	
	004/E		COBAL	Productores de ají y locoto	
	004/I		PROINPA	APAJIMPA, APROMAJI Sauces, APROMAJI Pedernal, APROMAJI Villa Serrano	
	004/K		PROINPA	Asociación de Productores de Ají y Maní de Azurduy	
	004/L		PROINPA	APROMAJI-Pedernal, APROMAJI-Sauces, APROMAJI-Huacareta y APROJAJI Muyupampa	
	004/M		SENACYT SRL	APAFAM El Villar	
	004/N		PROINPA	APROMAJI - Asociación de Productores de Ají y Maní de Azurduy	
	Uva de mesa	006/J	Sociedad Accidental PROTECCION - AGROSERVACH S.R.L	Asoc.de Pequeños Productores Agropecuarios de Cinti (APPAC), Comité Agrícola San Luis COAGRISAL, Asoc. de Productores Agropecuarios de Las Carreras (APALC).	
	Maní	007/G	SENACYT-PETROMAAS S.R.L.	APROMAJI Valles Serrano, APAFAM El Villar y APAJIMPA Padilla.	
		007/H	PROAGRO - Promotores Agropecuarios	OTB's Choromomo, Uyuni, Taygata, Soroma y Sumala, Asociación de Productores Virgen Santa Margarita de Churumatas (AVISAM), OTB Inca Pampa, OTB Río Urifaya y OTB Viña Quemada	
		007/L	APAJIMPA-I	Asociación Integral de Productores de Ají y Maní del Municipio de Padilla (APAJIMPA-I)	
		007/M	Servicio Nacional de Consultorías y Tecnologías (SENACYT) S.R.L.	APAFAM - El Villar, APROMAJI-Valles Serrano	
		007/N	Universidad Mayor, San Francisco Xavier UMRPSFXCH	APROMAJI Sauces, APROMAJI Pedernal, APROMAJI Muyupampa, ASAGI y OTB Atrimbía	
		007/P	PROAGRO - Promotores Agropecuarios	APROMI Y APROMBE	
	LA PAZ	Ajies	004/E	COBAL	Productores de ají y locoto
		Bayas	009/E	WAKI S.A.-Zepol S.R.L	Programa Bayas Departamentos de Tarija y Cochabamba
	ORURO	Cebolla	001/AD	Bolivia Produce S.A.	Productores de cebolla dulce orgánica de las comunidades Santa Rosa (Cochabamba) y comunidades de Alantañita Caravi, Amachuma Catuyo (Oruro).
001/AE			Bolivia Produce S.A.	Pequeños productores de cebolla distribuidos en seis (6) municipios del altiplano, chaco y valles de Bolivia	
001/P			Key-Perú, FDTA-Valles	ASOPROC, ASOFRUT filiales Saipina y San Isidro y ASPHRO	
001/S			Key-Perú, FDTA-Valles	Productores de Challapampa (Oruro) y Sipe Sipe (Cochabamba)	
001/Tc			Bolivia Produce S.A.	BOLIVIA PRODUCE S.A.-Socios Productores y FDTA-Valles	
001/X			Bolivia Produce S.A.	BOLIVIA PRODUCE S.A.-Socios Productores y FDTA-Valles	

Dpto.	Programa	Código	Oferente	Demandante
POTOSÍ	Maní	007/H	PROAGRO - Promotores Agropecuarios	OTB's Choromomo, Uyuni, Taygata, Soroma y Sumala, Asociación de Productores Virgen Santa Margarita de Churumatas (AVISAM), OTB Inca Pampa, OTB Río Urifaya y OTB Viña Quemada
		007/K	CIAPROT - Aiquile	Asociación de Productores de Maíz (APROM), OTB Sector Anzaldo, OTB Sector Toro Toro (Anzaldo) y Municipio Torotoro-Potosí
		007/P	PROAGRO - Promotores Agropecuarios	APROMI Y APROMBE
		007/Q	CIAPROT	APARCA-Río Caine Anzaldo, AIPE Río Caine
		007/U	AIPE-Río Caine	Asociación Integral de Productores ecológicos de la cuenca del Río Caine (AIPE-Río Caine)
COCHABAMBA	Cebolla	001/AB	CEDES	APROCEP - Asociación de Productores de Cebolla de Punata
		001/AC	Bolivia Produce S.A.	ANAPROCH
		001/AD	Bolivia Produce S.A.	Productores de cebolla dulce orgánica de las comunidades Santa Rosa (Cochabamba) y comunidades de Alantañita Caravi, Amachuma Catuyo (Oruro).
		001/AE	Bolivia Produce S.A.	Pequeños productores de cebolla distribuidos en seis (6) municipios del altiplano, chaco y valles de Bolivia
		001/AF	CEDES	APROCEP - Asociación de Productores de Cebolla de Punata
		001/K	ACDI/VOCA	ASPROCOM, Municipio de Mizque
		001/P	Key-Perú, FDTA-Valles	ASOPROC, ASOFRUT filiales Saipina y San Isidro y ASPHRO
		001/S	Key-Perú, FDTA-Valles	Productores de Challapampa (Oruro) y Sipe Sipe (Cochabamba)
		001/T	CEDES	Sipe Sipe - Vinto - Vincuntaya (Tapacari) ASOPROC; Mizque ASPROCOM, Comarapa - Saipina ASOFRUT; Culpina APAC - Las Carreras APALC
		001/Tc	Bolivia Produce S.A.	BOLIVIA PRODUCE S.A.-Socios Productores y FDTA-Valles
		001/W	ECO VIDA S.R.L.	P.D.A. Los Vecinos
		001/X	Bolivia Produce S.A.	BOLIVIA PRODUCE S.A.-Socios Productores y FDTA-Valles
	001/Z	Bolivia Produce S.A.	BOLIVIA PRODUCE S.A. - Socios Productores y FDTA-Valles	
	Especias	003/F	CIAPROT	APROMAM-Asociación de Productores de Maní de Mizque
		003/Fc	CIAPROT	Cooperativa de Productores Agropecuarios de Omereque (CAO).
		003/N	CIAPROT	Cooperativa de Productores Agropecuarios de Omereque (CAO).
	Ajíes	004/E	COBAL	Productores de ají y locoto
		004/F	ECOPAL	Productores de ají y locoto
	Maní	007/D	ANAPO - CIAPROT	APROMA y APROMAM
		007/IJKc	AGRICABV S.A.	APROMAM Mizque, APROM Aiquile, APARCA Río Caine Anzaldo, AIPE Caine, APROMA Mairana
		007/J	CIAPROT - Mizque	Asociación de Productores de Maní de Mizque (APROMAM)
		007/K	CIAPROT - Aiquile	Asociación de Productores de Maíz (APROM), OTB Sector Anzaldo, OTB Sector Toro Toro (Anzaldo) y Municipio Torotoro-Potosí
		007/O	CIAPROT-Mario Arrazola	Asociación de Productores de Maní de Mizque (APROMAM)
		007/Q	CIAPROT-Jhonny Sejas	APARCA-Río Caine Anzaldo, AIPE Río Caine
		007/T	APROMAM	Asociación de Productores de Maní de Mizque (APROMAM)
	Frutales	008/I	CEDEAGRO	Asociación de Fruticultores de Mizque
	Bayas	009/C	Vivero Cuatro Estaciones	Vivero Cuatro Estaciones y Productores de Tuscapujo y Curubamba
		009/E	WAKI S.A.-Zepol S.R.L	Programa Bayas Departamentos de Tarija y Cochabamba
	Flores de corte	016/B	CEDES	La Asociación Agropecuaria de Floricultores Ecológicos Santa Rita, Asoc. Ecológica K'acha T'ika, Ecológicos "Bella Vista"
		016/C	APIBAE - K'acha T'ika	APIBAE - K'acha T'ika
		016/D	APAEBV - 'Bella Vista'	APAEBV - 'Bella Vista'
	Hortalizas	019.c	FDTA-VALLES	Productores de hortalizas de las zonas hortícolas de Cochabamba.
	Nuevas oportunidades	100/B	FDTA-VALLES	Programa Nuevas Oportunidades
		100/C	FDTA-VALLES	Programa Nuevas Oportunidades

Dpto.	Programa	Código	Oferente	Demandante
SANTA CRUZ	Cebolla	001/AC	Bolivia Produce S.A.	ANAPROCH
		001/H	ACDI/VOCA	Municipios y Filiales de ASOHFRUT Saipina y Comarapa
		001/P	Key-Perú, FDTA-Valles	ASOPROC, ASOHFRUT filiales Saipina y San Isidro y ASPHRO
		001/T	CEDES	Sipe Sipe - Vinto - Vincuntaya (Tapacari) ASOPROC; Mizque ASPROCOM, Comarapa - Saipina ASOHFRUT; Culpina APAC - Las Carreras APALC
		001/Tc	Bolivia Produce S.A.	BOLIVIA PRODUCE S.A.-Socios Productores y FDTA-Valles
	Ajjes	004/J	ECO VIDA S.R.L.	Asociación de Productores de Frutas y Hortalizas Saipina, Empresa Comercializadora Comarapa, Asociación de Regantes Comarapa.
	Maní	007/D	ANAPO - CIAPROT	APROMA y APROMAM
		007/I	ANAPO	La Asociación de Productores de Maní de Mairana (APROMA)
		007/Ic	ANAPO	APROMA - Equipamiento y maquinaria
	Frutales	008/E	FDF	APROFRU, AFRUMO, AFRUVA, SEPROCO, BOLIFRU, Productores Frutales de Pucará y Vivero La Ladera
008/J		FDF	APROFRU-Vallegrande, AFRUMO, BOLIFRU, SEPROCO, APPAP, ACOFRU	
TARIJA	Cebolla	001/AA	Bolivia Produce (Antes ECO-VIDA S.R.L.)	ACOPROCEC y la ACIPAVALT
		001/AE	Bolivia Produce S.A.	Pequeños productores de cebolla distribuidos en seis (6) municipios del altiplano, chaco y valles de Bolivia
	Especias	003/E	UNEC S.A./Tarija/Chuquisaca	Productores de Tarija (Cinco cooperativas de AGROCENTRAL LTDA)
		003/H	UNEC S.A./Tarija/Chuquisaca	Productores de Orégano de Tarija
		003/J	UNEC S.A./Tarija/Chuquisaca	Productores de Orégano de Tarija
		003/M	UNEC S.A./Tarija/Chuquisaca	Complejo Agroindustrial de Procesamiento de Especias y Condimentos.
		006/H	AGROSERVACH S.R.L.	Asociación de Productores Agropecuarios Unidos (APAU).
	Uva de mesa	006/K	COTA S.R.L.	Asociación de Productores Agropecuarios Unidos (APAU)
		006/Kc	Vivero Agrofrutícola El Carmen	Productores de Cercado y Uriondo, Vivero Agrofrutícola El Carmen, departamento Tarija
		006/L	MARCAL Consultores	Asociación de Viticultores de la Primera Sección de la Provincia Gran Chaco (ASOVIT-Chaco)
		009/B	AFRUTAR	AFRUTAR. Asociación de Fruticultores de Tarija, APECO, OMCSA
	Bayas	009/E	WAKI S.A.-Zepol S.R.L	Programa Bayas Departamentos de Tarija y Cochabamba
		009/G	AFRUTAR	Productores de Frutas y Hortalizas del Valle de Tarija
		009/H	AFRUTAR Asociación de Fruticultores de Tarija	Asociación de Fruticultores de Tarija, Productores Socios de El Progreso - Méndez
		019/D	MARCAL Consultores	OTB Laimé
	Nuevas oportunidades	100/Ac	FDTA-VALLES	APAMUT y APROVICA

**List of service providers and attended producer organizations and microenterprises (Amendment 7)**

Dpto	Programa	Código	Oferente	Demandantes
Chuquisaca	Maní	007/S	Asociación de Productores de Maní de Icla(APROMI)	*Asociación de Productores de Maní de Icla(APROMI)
	Aji	004/P	Asociación de Productores Agropecuarios y Forestales de Aji y Maní	*Asociación de Productores Agropecuarios y Forestales de Aji y Maní
		004/O	Asociación Integral de Productores de Aji y Maní del Municipio de Padilla	*Asociación Integral de Productores de Aji y Maní del Municipio de Padilla
		004/Q	Universidad Mayor Real y Pontificia de San Francisco Xavier de Chuquisaca	*Asociación de Productores de Maní y Aji Pedernal *Asociación de Productores de maní y Aji de Villa Vaca Guzman *Asociación de productores de Maní y Aji Sauces
Cochabamba	Espicias	003/N	Centro de Asistencia Integral a la Producción Triquera (CIAPROT)	*Cooperativa Agropecuaria Integral Omereque (CAIO)
	Maní	007/T	Asociación de productores de maní de Mizque	*Asociación de productores de maní de Mizque
	Flores de corte	016/F	Asociación de Productores Integrales Bella Vista Agropecuaria y Ecológica K'acha T'ika	*Asociación de Productores Integrales Bella Vista Agropecuaria y Ecológica K'acha T'ika
		016/E	Asociación de Productores Agropecuarios y ecológicos "Bella Vista"	*Asociación de Productores Agropecuarios y ecológicos "Bella Vista"
	Hortalizas	019/B	Centro de Desarrollo (CEDES)	*Asociación de productores de Cebolla de Punata
Potosí	Maní	007/U	Asociación Integral de Productores Ecológicos Río Caine (A.I.P.E. Río Caine)	*Asociación Integral de Productores Ecológicos Río Caine (A.I.P.E. Río Caine)
Santa Cruz	Frutales	008/L	Fundación para el Desarrollo Frutícola	*Asociación de fruticultores de Moro Moro
	Hortalizas	019/C	Centro de Desarrollo (CEDES)	*Sindicato Único de trabajadores campesinos 6 de Enero Rodeo Pampa en representación de ASOFRUT filial LOs Negros
Tarija	Uva de mesa	006/L	Marcal Consultores	*Asociación de viticultores de la Primera Sección de la provincia Gran Chaco(ASOVIT Chaco)
	Maní	007/R	Servicio Nacional de Consultorías y Tecnologías (SENACYT) S.R.L.	*Asociación de Productores de Maní (ASOPROMANI) Municipio Yacuiba
	Frutales	008/K	Consultora Unipersonal EFICIENTE	*Asociación de Fruticultores de Tacomayo
	Hortalizas	019/D	Marcal Consultores	*Organización Territorial de base LAIME del Municipio Caraparí (OTB LAIME)
	Espicias	003/O	Unidad de Negocios de Especies y Condimentos S.A.	*Unidad de Negocios de Especies y Condimentos S.A.

**List of service providers and attended producer organizations and microenterprises (Amendment 8)**

Estado	Programa	Código	Oferente	Demandantes
Chuquisaca	Aji	004/T	Asociación de Productores Agropecuarios y Forestales de Aji y Maní	*Asociación de Productores Agropecuarios y Forestales de Aji y Maní
	Maní	007/W	Asociación de Productores de Maní de Icla(APROMI)	*Asociación de Productores de Maní de Icla(APROMI)
	Frutales	008/M	Consultora Unipersonal EFICIENTE	
	Aji	004/S	Servicio Nacional de Consultorías y Tecnologías (SENACYT) S.R.L.	*Asociación de Productores de Maní y Aji de Villa Vaca Guzmán *Asociación de Productores de Maní y Aji Pedernal *Asociación de productores de Maní y Aji Sauces
	Aji	004/R	Asociación Integral de Productores de Aji y Maní del Municipio de Padilla	*Asociación Integral de Productores de Aji y Maní del Municipio de Padilla
Cochabamba	Flores de corte	016/G	Asociación de Productores Agropecuarios y ecológicos "Bella Vista"	*Asociación de Productores Agropecuarios y ecológicos "Bella Vista"
	Espicias	003/Q	Centro de Asistencia Integral a la Producción Triguera (CIAPROT)	*Cooperativa Agropecuaria Integral Omereque (CAIO)
	Maní	007/V	Asociación de productores de maní de Mizque	*Asociación de productores de maní de Mizque
	Flores de corte	016/H	Asociación de Productores Integrales Bella Vista Agropecuaria y Ecológica K'acha T'ika	*Asociación de Productores Integrales Bella Vista Agropecuaria y Ecológica K'acha T'ika
Potosí	Maní	007/Y	Asociación Integral de Productores Ecológicos Rio Caine (A.I.P.E. Rio Caine)	*Asociación Integral de Productores Ecológicos Rio Caine (A.I.P.E. Rio Caine)
Santa Cruz	Hortalizas	019/E	Centro de Desarrollo (CEDES)	*Asociación de productores de Cebolla de Punata *Organización Territorial de Base (OTB) la Colonia
Tarija	Maní	007/X	Servicio Nacional de Consultorías y Tecnologías (SENACYT) S.R.L.	*Asociación de Productores de Maní (ASOPROMANI) Municipio Yacuiba
	Espicias	003/P	Unidad de Negocios de Especies y Condimentos S.A.	*Unidad de Negocios de Especies y Condimentos S.A.
	Uva de mesa	006/M	Marcal Consultores	*Asociación de viticultores de la Primera Sección de la provincia Gran Chaco(ASOVIT Chaco)

## Annex 3



**Municipal coverage per projects and programs**

Depto	No.	Municipio	Cebolla	Espicias	Ajjes	Tomate	Uva de mesa	Maní	Frutales	Bayas	Flores de Corte	Lechería	Hortalizas	Nuevas Oportun.
CHUQUISACA	1	Azurduy												
	2	Camargo												
	3	Camataqui-Villa Abecia												
	4	Culpina												
	5	El Villar												
	6	Icla												
	7	Las Carreras												
	8	Mojocoya												
	9	Monteagudo												
	10	Padilla												
	11	Sopachuy												
	12	Sucre												
	13	Tomina												
	14	Villa Alcalá												
	15	Villa Serrano												
	16	Yamparaez												
	17	Zudáñez												
	18	Villa Vaca Guzmán												
	19	Huacareta												
	20	Presto												
	21	San Lucas												
COCHABAMBA	22	Aiquile												
	23	Anzaldo												
	24	Arbieto												
	25	Capinota												
	26	Cliza												
	27	Cochabamba												
	28	Colomi												
	29	Mizque												
	30	Omereque												
	31	Punata												
	32	Quillacollo												
	33	Sacaba												
	34	San Benito												
	35	Santiváñez												
	36	Sicaya												
	37	Sipe Sipe												
	38	Tapacarí												
	39	Tarata												
	40	Tolata												
	41	Vila Vila												
42	Vinto													
43	Colcapirhua													
44	Tiquipaya													
45	Tiraque													
ORURO	46	Machacamarca												
	47	Oruro												
	48	Soracachi												
	49	Caracollo												
LA PAZ	50	Cairoma												
	51	El Alto												
	52	La Paz												
	53	Luribay												
	54	Sapahaqui												
	55	Yaco												

Depto	No.	Municipio	Cebolla	Espicias	Ajjes	Tomate	Uva de mesa	Maní	Frutales	Bayas	Flores de Corte	Lechería	Hortalizas	Nuevas Oportun.
POTOSI	56	Betanzos												
	57	Torotoro												
	58	Cotagaita												
	59	Vitichi												
SANTA CRUZ	60	Comarapa												
	61	El Trigal												
	62	Mairana												
	63	Moro Moro												
	64	Pampa Grande												
	65	Pucará												
	66	Quirusillas												
	67	Saipina												
	68	Samaipata												
	69	Santa Cruz de la Sierra												
	70	Vallegrande												
TARIJA	71	El Puente												
	72	Padcaya												
	73	San Lorenzo												
	74	Tarija												
	75	Uriondo												
	76	Bermejo												
	77	Entre Ríos												
	78	Caraparí												
	79	Villamontes												
	80	Yacuiba												