The case of El Salvador
The day after my arrival to El Salvador, on 14th August, 2010, the Assistant of the Representation informed me that she had arranged an appointment with the Minister of Agriculture in order to present the credentials.

I arrived very early at the Ministry, so much so that the staff had not yet arrived. The security team made a call and then told me how to get to the area of the office. When I walked down the hallway, I was met by a man wearing jean pants, field boots and a shirt with the logo and the name of the Ministry of Agriculture (MAG, its acronym in Spanish). He beckoned me to follow him for introducing me to the Office, where I expected to find the Minister. To my surprise the gentleman who received me, sat behind the desk and said, "Pedro Pablo, you and I are arriving together at this "volado ". What will we do for Salvadoran agriculture and our people?" Who spoke was the Engineer Guillermo López Suárez, Minister of Agriculture and Livestock of El Salvador.

In November, 2010, we received a formal communication from Minister López Suárez, which requested the support and accompaniment of FAO in the design of the Presidential Strategy to Support Family Farming.

The Minister said: "recognizing the experience and ability which FAO has shown in the design and implementation of strategies to fight hunger and poverty, as well as in rural development and food security and nutrition, FAO is invited to participate in the implementation of the component [...] for producing families that belong to the segment of subsistence farming, by providing technical assistance and incentives for food production and income generation, following the model currently being developed by FAO in its field programs."

From that moment, a joint working team was established, comprising personnel of MAG, the National Center for Agricultural and Forestry Technology (CENTA, its acronym in Spanish), FAO and the Advisors of the Minister’s Office, for the formulation of the Plan for Family Farming (PAF, its acronym in Spanish).

Beyond the formulation of the PAF, what happened was a process of collective capacities building, in which everyone brought his/her best and the most relevant experiences of each institution. PAF was built on the basis of lessons learned and experiences gained in the field projects, most especially on the Special Program for Food Security

---

1. According to Salvadoran folklorist, Francisco Andrés Escobar, "volado" means matter, issues, object, everything.
(PESA, its acronym in Spanish), in the eastern part of the country and the Project ‘Support to the Productive Rehabilitation and Sustainable Management of micro watersheds’ in the western region (Ahuachapán Project).

Both PESA and Ahuachapán Project were implemented at the time of PAF formulation, therefore, each time that a methodology, an approach or course of action was proposed; this was consulted with the families in the territories, asking them what they thought of what was being done. The opinions and examples of life offered by the families were the main criterion for acceptance of any approach.

PAF is also the product of all my colleagues from FAO Representation El Salvador: Programs, Administration, Projects, administrative, secretarial, technical and logistical support staff.

Surely, we can ensure PAF has been a project designed not on a desktop, but on the roads leading to each department, municipality, canton, village or settlement in the country. What we call Plan for Family Farming and Food Security was written on the parcels, farms, yards and homes of Salvadoran families practicing family farming. Therefore, PAF is a living document, a dynamic process in constant evaluation and renewal to meet the changing reality of 325,000 families we serve.

FAO General Director, Dr. Jose Graziano da Silva, has requested a systematization of the implementation of PAF - Food Security in El Salvador to be carried out. For this, we have returned again to the yards, fields and homes of families; to the offices of the decision makers; extension agencies of the CENTA; to the health units; and municipalities to listen from them what they have to say.

What this document and the accompanying video present are the lessons learned through the implementation of PAF-Food Security in the voices of its protagonists: the 325,000 families, whose lives are changing as a result of their participation in the program. To them this systematization is dedicated.

PAF - Food Security is FAO’s response to the Minister of Agriculture’s question.

Pedro Pablo Peña
FAO Representative in El Salvador
Families that practice subsistence agriculture are the priority focus of FAO's work in El Salvador because they present the highest levels of poverty, while paradoxically these families produce a high proportion of the food consumed by the population. This social sector has accumulated a capital of knowledge and experiences on which it was built the Plan for Family Farming (PAF, its acronym in Spanish).

FAO considers that Government’s work to reduce poverty in rural areas have substantially improved with the implementation of Plan for Family Farming. PAF operates at two levels simultaneously. On the one hand, at the field level, with direct actions with families; and on the other hand, at the political level, linking different sectors such as agriculture, health, education and environment with the purpose of having a common and holistic strategy aimed at improving the living standard of those families who practice Family Farming in vulnerable conditions.

Family Farming in El Salvador plays an exceptional and important role in improving the livelihoods of rural families, for its role in ensuring food and nutrition security, income generation, environmental conservation and demographic balance. Family Farming is the foundation upon which rests the balance of nature, society, economy, political stability and social sustainability.

The purpose of the present document is the systematization of Plan for Family Farming, in its component known as PAF-Food Security, which is carried out by the Government of El Salvador, through the Ministry of Agriculture and Livestock (MAG, for its acronym in Spanish) and the National Center of Agricultural and Forestry Technology (CENTA, for its acronym in Spanish), with the accompaniment of FAO. There are two aspects of interest highlighted in PAF-Food Security: a) Family Farming becomes the
focus of government policy and b) capitalizes on previous experience of FAO in the country through the implementation of projects. In this way, the objective of the systematization is to think about on the conditions that determine the formulation and implementation of the PAF-Food Security.

The methodology of the systematization is based on the following criteria: participation; gender approach; informative rigor; predominance of the qualitative over the quantitative; and search for new information. The methodology has been structured in three phases: planning of the process; retrieval, analysis and interpretation of the experience and communication of the lessons learned.

From the methodological point of view, all existing documentary information on PAF-Food Security was collected for subsequent interpretation. The gathering of testimonial information took place in the territories, by means of individual and group interviews. The interviews were open and informal, to promote the free flow of thought. People at the operational and management levels, and participating families were interviewed; as well as relevant participants from the private sector and several civil society organizations that could provide their views and enrich the analysis and interpretation of PAF-Food Security. In the interpretation stage, feedback was collected from the operational and management levels, to confirm the information collected.

To communicate the learning of the systematization a final document of synthesis for the public diffusion of the main results has been designed. The information collected, once transcribed, arranged and classified, becomes property of FAO.

After analyzing the information collected, the lessons learned are presented by the protagonists of PAF-Food Security: first and foremost, the families; in second place, the technical team that implements the program; and finally, the authorities and government institutions.

Finally, recommendations are presented for the sake of optimizing the actions of PAF-Food Security and to adopt the necessary strategies to improve the quality of life of the families that practice Family Farming in El Salvador.
“We needed to develop a plan for Family Farming that were short term driven, something that would provide real outcome for the families' economy. How could we face that tremendous challenge?: the only way was responding with programs already paying off in El Salvador, such as those carried out by FAO in the Eastern and Western parts of the country.”

Guillermo López Suárez
Minister of Agriculture
Economic and social context and its influence on the type of agro in El Salvador

El Salvador is a small country with an area of 21,000 km² and with a high population density (294 inhabitants/km²). It is the third most populated country in Central America, with a total population of over 6 million inhabitants, of which 37.5% lives in rural areas. 65% of the country’s surface is on slopes, i.e. with a slope greater than 15%. The majority of the small farmers cultivate in these areas.

In El Salvador, 36.5% of the population is on the threshold of poverty, with 33% being in extreme poverty and 67% in relative poverty; 43.2% of total poverty is located in rural areas. This poverty is reflected in the lack of access to basic services such as water, electricity and sanitation, as well as in the precariousness of the dwellings. For example, access to education is limited, the average education received is of 2.2 years and an important part of the rural population has not received formal education.

The Basic Food Basket in the rural area costs $137.54, while the average wage in the sector of agriculture, livestock, hunting and pisciculture is $129.73. In addition, the

---

5. EHPM 2010.
6. Data from January to March 2012, consulted in DIGESTYC (May 2012).
7. EHPM 2010.
minimum wage established by the Ministry of Labour and Social Welfare in May, 2011, sets the salary of the farm worker at 3.5 dollars per day. This shows that the income of farming families can hardly cover the cost of the basic food basket.

From a climatic point of view and according to the Minister of Environment and Natural Resources "In El Salvador, we have passed from one extreme event per decade in the 60s and 70s, to suffer eight in the 21st century and this has had a huge impact on the agriculture". Extreme precipitation events have increased and thus the risks of drought, erosion, flooding and landslides. By being a country with a high degree of vulnerability, the measures of adaptation to climate change are unavoidable.

Undernourishment in El Salvador is 9%, according to statistics provided by FAO. However, chronic malnutrition (low height for age) among children under 5 years is 14.5% nationwide, while the number increases in the rural areas, with an estimation of 18.3%.

The agrarian reform in the early 80’s, as well as the prevailing economic model from the 90’s, that gives greater priority to agricultural export and diminishes the investment in the national institution of agricultural extension, determine the current weakening of the agriculture sector.

In this context, the fourth agricultural census of the country (2007-08) recorded 395,588 farmers from which 18% are large and commercial farmers, while 325,044 farms (82%) appear as small farmers, whose holdings are less than three hectares. At the same time, the National Household Survey of Multiples Purposes (EHPM, for its acronym in Spanish) of 2010 states that 87% of all farms have a size of less than two “manzanas” (equivalent to 1.4 hectares). A data to point out is that 9% of farmers have 72% of the land, while the remaining 91% has 28% of arable land. This means that a significant percentage of agricultural production of El Salvador is concentrated in small areas of operation for own consumption and sale of surplus, with basic grains, few animals and some fruit trees.

The change in the economic model caused the greater source of income for the rural sector to originate from activities outside the family farm; such as: wage labor, migration and remittances. The ‘maquilas’, as an engine of economic growth attracted rural labour to secondary and tertiary sectors. Migration to cities and developed countries,
especially the U.S.A., seems also linked to the increase of crime rates. The other side of the coin of the migratory phenomenon is the reception of remittances, which has become an important foreign exchange earning for the country; 28% of rural households received remittances in 2008\textsuperscript{12}. The increase in food imports in recent years is also an indicator of increasing the country's dependence on the food industry.

Finally, current factors, such as the financial crisis, rising food prices and climate change appear to adversely affect the Salvadoran agriculture. The consequences of these processes increase the food insecurity of the rural population in El Salvador; therefore, demanding a change of course in the economic model in a manner that the economic model adjusts to food needs of the population.

Family Farming in the subsistence economy

In El Salvador, agriculture maintains a dual characterization: on the one hand, commercial farms for export or food industry, and on the other hand, many farms restricted to subsistence economy.

This subsistence economy, quite ill served by public policies in recent decades, does not produce, in many cases, sufficient family income in order to provide access to food or the basic services necessary to ensure their quality of life. However, this sector makes an important contribution to food production. The rise in food prices in recent years hinders food access among the most vulnerable population; therefore, it is desirable to have an increase of self-consumption in a subsistence economy. Family Farming is a main part of the solution to the problems of food insecurity in the country.

Salvadoran reality marked by a strong migration in search of opportunities both inside and outside the country and by the weight of remittances in the household economy, defines the concept of "family" in a wide manner. A family can be formed, as traditionally understood, by the mother, father and sons and daughters, but there are many households formed by a woman head of household with or without children, older adults living alone or with their grandchildren, among others. In this way, the family nucleus can be considered as related people living in the same house and eating the same foods.

The Government of El Salvador in 2011, through the Plan for Family Farming (PAF), defines Family Farming as “those families that mainly develop agricultural, forestry, fishing and aquaculture activities, using family labour in their processes; generate income and contribute to food and nutrition security in the territories”. The family subsistence agriculture (AFS, for its acronym in Spanish) is characterized "by living on the farm, using family labour as the only labour force, in addition, the area of this land does not exceed three hectares, which

\textsuperscript{12.} Data collected in El Salvador 1989-2009, UNDP-UCA.
does not let them earn a minimum income to meet the basic needs of the household and the main destination of production is self-consumption”.

The Family Farming sector is also characterized by limited access to resources, which determines its low productivity, and access to other basic services such as health. Multiple strategies for generating revenue, not always related to agricultural activities, are also observed in these families. Ultimately, they are production units with limited market access and often related to poverty.
“The Plan for Family Farming has taught us that to have food security we need to cultivate more, diversify more. We have received training and developed these small plots, in which we have planted 26 products between vegetables and legumes.”

“My baby girl had anemia before eating these plants and now she did her check up and turns out well.”

Daniel Morales y Karina Rivas. Torola, Morazán.

In this context, FAO in El Salvador has and has always had a strong commitment to Family Farming. This commitment responds to two realities, one of national character: the recognition that rural families are axis of rural and agricultural development, and the other: the regional, sub-regional and national priorities of FAO, defined in the last two Regional Conferences. Both in Panama, in 2010, and Argentina, in 2012, agriculture ministers agreed to give priority to Family Farming in the region. The ministers and representatives of farmers organizations declared that it was necessary: a) to increase staple food production by family farms; b) increase the insertion and market share of small farmers; and c) reduce transaction costs in order to promote equitable participation of Family Farming in value chains.
Collective construction of Plan for Family Farming

The socioeconomic situation of Salvadoran agriculture highlights the need to implement a Family Farming strategy aimed to promote the subsistence economy. To do this, it is essential to combine efforts among different sectors to achieve improved quality of life for families practicing Family Farming.

Plan for Family Farming (PAF) responds to Government’s commitment to strengthen the agricultural sector. The cornerstone of PAF is the family, contributing to the empowerment of rural communities and facilitating processes that contribute to the management of their own comprehensive development.

PAF is based on existing experiences and validated in the field. FAO Representative in El Salvador states that "Both PESA and Ahuachapán Project were implemented at the time of PAF formulation; therefore, each time a methodology, an approach or course of action was proposed, it was consulted with the families in the territories, asking them what they thought of what was being done. These same experiences reinforce the importance of including in the formulation process all stakeholders and sectors that are related to the improvement of the families’ food security.

The construction of the Plan was a very participatory process and a team effort. In addition to the active participation of MAG, CENTA and FAO, the private sector and civil society organizations were consulted during the formulation process. The industry representative of agricultural inputs confirms that FAO personnel contacted them during the program design. Likewise, the Regional Manager of CORDES Foundation said “we have had professional relations with the CENTA since 2010, to know the formulation of the Plan for Family Farming. All the organizations working in the Bajo Lempa watershed learned first hand by means of the expositions that were presented to us, at the first moment, by the Deputy Minister of Agriculture along with his team of advisors”. The
National Association of Agricultural Workers (ANTA, for its acronym in Spanish) was part of the advisory committee of PAF.

The Plan, taking into account the typology of the agricultural sector, establishes a differentiated intervention for each of the subsectors that coexist in the Salvadoran agriculture: from subsistence economy to market oriented and agro-industry economy. The project promotes the mobilization of families from a subsistence economy to a market driven agriculture as shown in Figure 1. In this regard, the Plan for Family Farming is structured around four components: National Supply Program for Food and Nutritional Security (PAF-Food Security), Program of Agriculture for value added chain (PAF-valued added Chains) and Liaison Program with industry and commerce (PAF-Agroindustry).

FAO provides technical support to Government through MAG and CENTA in the implementation of PAF-Food Security, which focuses on a comprehensive approach for families practicing Family Farming. Families participate in teaching-learning processes
through technical and financial assistance and direct support to increase the availability, access and consumption of food by improving their production systems, home environment and their communities.

The Inter-American Institute for Cooperation on Agriculture (IICA) is supporting MAG in the implementation of PAF- Value Added Chains, which aims to "increase the level of net income of rural families by improving the competitiveness of rural businesses and agricultural production chains". PAF-Innovation is carried out by the National Center for Agricultural and Forestry Technology (CENTA) and aims to "provide knowledge and technologies demanded by the participants in the agricultural value chains, necessary for increasing and sustaining competitiveness in the market". The Ministry of Economy (MINEC, for its acronym in Spanish) and the Agricultural Development Bank (BFA, for its acronym in Spanish) are supporting MAG in the implementation of PAF-Agroindustry, which seeks to achieve the goal of "establishing the mechanisms of coordination and incentives for the private sector that promote business between large enterprises and small and medium-sized farmers associations".

The working methodology of the project has been defined in terms of the characteristics of participating families and the changing conditions in the territories.

In addition, over the years, FAO has worked by accompanying the Ministry of Agriculture and Livestock and CENTA. The Manager of Technological transfer at CENTA assures that "one of the relevant aspects of the work with FAO is the respect that this Organization confers to the institutionality of CENTA. "We are partners in the field". For one of the advisors of the Minister, it is clear the link of FAO's experiences with the PAF model: "The model of PAF-Food Security, as a whole, is a model based on concrete experiences and the most instructive field experience in El Salvador is that of FAO".

For all these reasons, the construction of Plan for Family Farming, especially in the Food Security component, took advantage of this experience and transformed the models validated at field levels into a national policy.

The current PAF-Food Security project has as its direct effect: "To contribute to reducing the levels of rural poverty while improving food and nutritional security of families in the areas prioritized by the Government of El Salvador". As a result it is expected that: "Participants families have improved production systems and have adopted best practices in Food and Nutrition Security that increase availability, access, biological utilization and consumption of food." Indicators to measure this result will include the following:

---

13. According to the project document of FAO UTF/ELS/011/ELS: Support to the sub-program of Food Production and Income Generation of the Plan for Family Farming.
50,000 participating families increase their availability to and diversity of food in 2014.

In 2014 a reduction of the 2% of chronic malnutrition is achieved in children under two years for the participating families.

60% of participating families has managed to diversify their production and improved their food consumption pattern.

20% of participating families improves their gender equity relationships.

For the implementation of PAF-Food Security, six products were defined, each one counts on its indicators of verification. These products are:

**Product 1:** Participating families have improved and diversified their productive capital and have adopted good agricultural practices.

*Indicators*

a. 50,000 participating families increase their productive capital and diversify their production in 2014.

b. 80% of participating families adopt good agricultural practices.

**Product 2:** Participating families have strengthened their capacity in food and nutrition, and have improved the conditions of their homes.

*Indicators*

a. 10,000 participating families improve their diet, hygiene habits and safe food handling.

b. 20% of participating families reduces the prevalence of gastrointestinal and respiratory infections.

c. 10% of participating families improved their domestic spaces.

**Product 3:** Participating families adopt good practices for sustainable management of natural resource and climate change adaptation.

*Indicators*

a. 60% of participating families implement sustainable practices of soil and water management.

b. 10% of participating families implement improved practices for soil and water management.
**Product 4:** Socio-productive associations in areas prioritized by the Government of El Salvador have been promoted and strengthened.

*Indicators*
- a. In 2014, there are 40 socio-productive associations created and/or strengthened.
- b. 30% of the senior management positions of the socio-productive associations are held by women.
- c. 30% of the membership of socio-productive associations are composed of young people.

**Product 5:** Rural micro-entrepreneurships have been established in the territories prioritized by the Government of El Salvador.

*Indicators*
- a. In 2014, there are 40 rural micro-entrepreneurships established and functioning.
- b. 30% of the leadership positions of the micro-entrepreneurships are exercised by women and youth.
- c. 50% of workers of the rural micro-enterprises are youth.

**Product 6:** The technical, methodological and operating capacities of MAG and CENTA have been strengthened to assist families working on Family Farming in El Salvador.

*Indicators*
- a. 162 CENTA extension workers have been trained in technical assistance in technologies of production, agricultural diversification, post-harvest management, sustainable management of natural resources, gender, methodologies and tools for integrated approach with a focus on food and nutritional security.
- b. 162 CENTA extension workers have transportation, information technology and communication equipment to improve the technical assistance provided to families working on Family Farming.
- c. MAG and CENTA have been internally strengthened in terms of their competencies and capacities with a focus on food and nutritional security.

**PAF-Food Security Model**

PAF-Food Security works on six lines of action to achieve an integrated approach to Family Farming, they are the following: agricultural production and diversification; nutrition and home; natural resources; partnerships; rural micro-entrepreneurship; and institutional strengthening.
a. **Agricultural production and diversification:** Increasing food productivity and diversification will improve the availability and continued access to sufficient and quality food for a decent life. The promotion of traditional farming practices are aspects that should prevail to revalue the food culture of the population. At the same time, the productive diversification will improve the diet of the families and increase the sources of income, as well as reducing the risk of failure for the family farming holdings.

b. **Nutrition and home:** To improve the living conditions of the Family Farming families it is necessary to increase nutrition and improve the environment where they live. It is promoted that food in the households respond to the nutritional needs of vulnerable groups, especially pregnant women and lactating mothers and children under five and older adults, respecting diversity, culture and their food preferences. The knowledge and practice of food handling and safe preparation with traditional and nutritious recipes are reinforced through methods of teaching and learning.

c. **Natural resources:** The sustainable management of production systems raises the need to reverse the deterioration of natural resources, especially soil and water. PAF Food Security is promoting the adoption of measures and practices for the sustainable management of scarce resources, as well as promoting conservationist production systems. Furthermore, adaptation measures are promoted to counter the effects of climate change affecting the livelihoods of families in subsistence and vulnerability conditions.

d. **Associativity:** PAF-Food Security uses associativity as an instrument to improve the productive efficiency of small farmers, increase their bargaining power and achieve greater and better market linkages. The associativity is one of the best tools available to family subsistence agriculture in order to gain access and link to markets.

e. **Rural micro-entrepreneurship:** Economic diversification is carried out through different types of non-agricultural activities that promote territorial development, such as services, tourism, handicrafts, and agro-industry, among others.

f. **Institutional strengthening:** The strengthening of government institutions responsible for technical assistance, such as MAG and CENTA, is the foundation for the sustainability of PAF.
In addition, PAF-Food Security works with various approaches tested in the territories, such as: intersectorality and territorial development; food security; human rights and gender approaches; participation; and communication for development; management of natural resources; and institutionalization. The intersectorial approach has determined the alliance with local institutions and organizations and is complemented by a territorial approach based on the interaction of all stakeholders in the territory. In fact, the creation of working teams is interdisciplinary with participation from different specialists: production systems; nutrition; gender and organization; natural resources; and communication for development.

The intersectorality at local level is established through the identification and subsequent coordination with all stakeholders who work in Family Farming in the territories. For this, local governments have a leading role. For example, coordinating efforts are established in some municipalities (often called "Technical Tables in Food and Nutrition Security"), in which sectors such as agriculture, health, education, NGOs, local associations, churches, media, among others, develop synergies to carry out actions in the municipality related to improving the quality of life and food security of households practicing Family Farming.

Likewise, the joint work between the agricultural extension worker and the health promoter to assist families is a method that substantially increases the impact of the program, since both of them join forces and expertise to improve the standard of living of families as a whole, at both production and health levels.

The close relationship of the health promoter with the families and their knowledge of the community is of great help for the agricultural technician (extension worker) who is able to approach them with more knowledge about them, knowing beforehand what problems he or she is going to face. An extensionist of Cacaopera in the Eastern part of the country says: "As a CENTA technician, with the support of the health promoter I find work easier because she knows the area, she knows who are the community leaders, she knows how to reach the communities ..." PAF promotes the interaction with the Ministry of Education, either through the implementation of school gardens or with the assistance of other program activities. The health promoter of San Jose de Cancasque, department of Chalatenango, during an activity filling Farm-Home Plans says that teachers of the school "have provided great support here in the community because there are people who cannot read or write, thus they have participated in completing the Farm-Home Plans."

Seven technical manuals have been published to improve work of CENTA’s extensionists and other efforts of technology transfer. These manuals guide the implementation of PAF-Food Security, along with the participating families. These manuals are based on the methodologies developed by MAG, CENTA and FAO at country level for the last several years.

The Opportunities Identification Workshops (TIO, for its acronym in Spanish) provide a community profile of food consumption patterns, health, gender relationships, com-
munity organization, agriculture and natural resources management. The Farm-Home Plans (PFH, for its acronym in Spanish) show in detail the situation of the family and the identification of needs and desires regarding the development of farm-home system, including the characterization of family members, land tenure, decision making, the household situation as a whole, the production of basic grains and entrepreneurship, among others.

The methodology of the Demonstrator Family (FD, for its acronym in Spanish) horizontally transfers technology and knowledge among people of the same interest, with similar problems and experiences. This methodology is based on the leadership role families play within the community. Both the Field Schools (ECA, for its acronym in Spanish) and the Household Workshops (TH, for its acronym in Spanish) are participatory methods of teaching-learning about farming and household issues, the former, and about food and nutrition the latter.

These methodologies are based on the principle of “learning by doing” and are built upon existing and traditional knowledge. They have a multiplier effect on rural extension beyond strictly agricultural extension. Each Demonstrator Family shares its experience and teaches its skills to other families, called “Irradiated Families” based on the same problems and same possible solutions. At the Field Schools families learn best practices, by experiencing on the farm and adapting technologies to their reality and conditions. The Home Workshops emphasize the process of the families learning from one another, different subjects, such as: how to cook nutritious foods; how to improve personal care and hygiene; food processing; and how to take care of children under five.

It is worth mentioning that throughout the implementation process of PAF-Food Security, a permanent training plan on the methodologies and approaches is carried out, which targets CENTA technical team, the participating families, as well as other strategic partners at field levels.
“The main focus of the program are the families that suffer food insecure and emanates from a right that is consigned in the United Nations Declaration of Human Rights, which states that everyone has the right to adequate food. This is the engine of the Plan for Family Farming.”

Hugo Alexander Flores
Deputy Minister of Agriculture and Livestock
Systematizing implies drawing general conclusions from a particular experience. Systematization seeks to reach conclusions, not to measure results. What is important upon systematizing is not to measure, but rather to discover the relationships among all the elements in the process, drawing from there "learned lessons" that can be replicated in the future. It is not an evaluation. The systematization is a deeply qualitative process.

The systematization of PAF-Food Security is necessary for an orderly record of the experiences and processes carried out in its implementation, with particular emphasis on identifying the learning achievements to date.

It is expected that this process of systematization allows us to analyze and recognize not only the progress made and the opportunities that have arisen from the implementation of the program, but also the challenges faced and the critical points that have been found in order for all parties involved to learn from experience and, therefore, to improve future work of PAF-Food Security. That in turn, will contribute to improve the quality of life for rural families in El Salvador.

To develop a good model of rural and agricultural development for El Salvador it is necessary to analyze what has been done so far, to analyze the effects of the work done with families, and understand the type relationships that develop among all stakeholders in the process; it is also important to understand the forces that drive or delay the achievement of the proposed results. To meet this need, FAO General Director, Dr. Jose Graziano da Silva, has requested a systematization process (from design, formulation to implementation) to be carried out for Family Farming Plan in its Food Security component (PAF-Food Security). The systematization seeks to document the main lessons learned and provides recommendations to ensure the achievement of the objectives and impacts set out by the Government of El Salvador.
So far PAF-Food Security has generated important lessons at three different levels: political, technical and participating families, such as: 1) the family as a unit of knowledge management for change; 2) inter-sectorality and territorial development; 3) integrated approach; 4) knowledge management; and 5) institutional strengthening. What follows are those learned lessons as they were identified by stakeholders:

1. **The family as a unit of knowledge management for change**

In rural communities the family works as a unit of knowledge management for change, that function is sought to be promoted through the implementation of PAF-Food Security.

The family is considered to be the main “agent of change” at field levels. Within the family, knowledge management defines the role of each household member. Likewise, the family is identified as an agent of change within the community, where leader families play a role model for other families. The methodology of the Demonstrator Family encourages the cycles of knowledge management and builds on the existing leadership in rural communities. Each extension worker is responsible for 16 Demonstrator Families who, in turn, transfer their knowledge to 18 Irradiated Families. The testimony of an irradiated family helps us to understand its functionality: “The demonstrator family also teaches us. The CENTA technician trains them and they train us”. They further explained that the demonstrator family introduced them, little by little, new learning technologies that they learned with the extensionist: “They were guiding us, little by little, until we are at this level, a lot better than we were before the program started.”

This methodology increases the impact of the program and optimizes technical resources. But more important: it represents a method of horizontal transfer of knowledge and technology and fosters asociativity and collaborative work among all the participant parties. The technical support through the technical team of extension and the demonstrator families helps to increase the scope and scale of the program and speed the transfer of knowledge, at the same time families play the role of “new agricultural extension

---

14. For the collection of traditional romances in the communities, the Institute Menéndez Pidal identifies the informants’ family, who are the custodians of that knowledge from generation to generation with regard to the community. Within the family, the transfer of the knowledge combines the role inheritance with the capacities and predispositions of leadership. Traditional knowledge is transferred in the family group, and the family is a unit of knowledge management. In fact, one could say that in the management of the traditional knowledge, the family is the smallest unit of articulation.
agents” in their communities, with a more integrated approach. This methodology is praised by the CENTA management team, but at the same time; it considers the risk of not being able to provide quality service to all families. Also the senior agricultural economist of FUSADES expresses this concern: “the design and methodology of the PAF are very good; my concern in the implementation is the quality and the coverage of assistance of the extension workers.”

Other families recognize that their plot becomes a showcase for the community: "having the vegetable garden is good because the neighbors can see it from the street. And I tell them that here we work with the CENTA and FAO technicians because I like what I do". The farm of the Demonstrator Family becomes an “experimental laboratory”, where the community can appreciate the effect of the proposed technology and learn how to implement it: "We went to see the demonstrator family and we liked how they work and cultivate. And now we are working together". The interest is born from the observation of good results; with the ones of the irradiated families identified: "People who pass in front of the house look at it and tell me how nice it looks. They say they had never seen these home gardens around here. So the truth is we have to do something to help other families out". The transformation process moves throughout the community and becomes a deep and sustainable change.

At the same time, PAF-Food Security enhances existing knowledge management within the family. The application of a gender approach in a transversal manner in project activities also brings changes on traditional family roles. So, the wife in a Demonstrator Family of Sensembra, a rural community on the eastern part of the country said that "now my husband helps out in the kitchen ... and I also go out to sow and work on the farm...". They are an example for the community and feel more valued since they work integrally both in production and in terms of health and nutritional education, especially when they share all the tasks required to improve their situation as a family. The woman’s role, as well as the man’s role, is an important element in the family system to bring the change pursued by the program. The extensionists have observed this change in families, "Now women are more participatory and, at home, there is more communication to make decisions". Family roles are restructured to balance the roles of men and women and to value the work of both in all areas.

2 Intersectorality and territorial development

PAF-Food Security intersectoral strategy includes a territorial approach, ie, alliances have been established at field level, according to the needs of the families. The territorial alliances arise from a common interest shared by all parties at the same time they solve operational needs. Thus it happens with the creation of joint teams between agricultural extensionists and health promoters. The testimony of a CENTA extensionist confirms the
operational complementarity: "One of our first steps was to group ourselves together. Training was scheduled. In the household workshops, health promoters teach hygiene habits, they handle them perfectly. We, the extensionists, teach the family about how to diversify the diet, how to plant vegetables and the promoter tells them about the importance of vegetables in the children diet". The operational need for them is evident: "It would have been more difficult for me if the promoter would have not been there because she knows about the communities".

Indeed, besides supplying the interdisciplinary relationship between health and agriculture there is a more operational complementary role, since health promoters maintain a closer relationship with the territories, that often, represents one of the weaknesses of the agricultural extensionist. Also, the alliance turns out to be efficient for the health promoter because he or she can influence more the quality of life of families with whom they work. The Minister of Health states that "the health worker meets the agricultural worker (extensionist). This person is capable of contributing significantly to agricultural production, and thus, to the nutrition of the family. The two together, extensionist and promoter are a basic duet for this program, that is PAF-Food Security".

Local (municipal) authorities have decided to work together to reduce food insecurity in their territories. In fact, there are more and more mayors that commit municipal funds for the implementation of PAF-Food Security by hiring extension technicians, paid with municipal funds. In the municipality of Nombre de Jesus in Chalatenango, the mayor has already hired an extensionist to serve more families through PAF-Food Security.

The common interest in the development of the territories has also promoted the formation of "technical tables" in some municipalities. The technical tables are comprised
of all stakeholders working together at field level, such as: ONGs; churches; local authorities (municipalities); health; education; and agriculture. The mayor of New Granada, that have supported the implementation of FAO programs since five years ago, speaks about the process of integrating the technical tables, despite all the difficulties, he expresses his commitment to community development: "It was a strength to have FAO as a partner, together with Radio Izcanal, the parish, Intervida, the mayor, health, education ... We are together. It was then when we started working together, we went to visit the cantons where there was more poverty. From this visit we decide what needs to be done in the municipality. And that is how began what is called Technical Table. We meet every month."

The mayor explains that through this coordination, they could avoid duplication of effort, and reach better resource allocation, to benefit the population. Also there is more efficiency in the execution of any project of local development through the distribution of roles and responsibilities, as it has happened in his municipality with the construction of a local cattle market.

Families participating in the program also identify synergies in the territory. In a municipality of Morazan, the demonstrator family also coordinates the implementation of the school garden. Naturally, the family has understood that their demonstrator mission is consistent with their leading role in the school garden at the school where their children attend. In another municipality of Chalatenango, the health promoter has the support from the teachers of the school community to fill out the farm-home plans of those families who cannot read or write.

The Ministry of Health has agreed with MAG and FAO to support the implementation of PAF-Food Security at field level. Conceptually, it is clear that food security is an
interdisciplinary issue. The Minister of Health, Dra. Maria Isabel Rodríguez, points this argument out and states that Health “cannot do an individual work because it is an interdisciplinary job. It depends on other sectors”. In her interview, she clarifies that “since the beginning, the relationship with the Ministry of Agriculture has been one of our great stimulus to achieve food security for our population”.

Alliances with other ministries are also being built along this process. The Ministry of Economy supports the monitoring and evaluation process of PAF. It is important to continue to work in this direction, widening and deepening the range of activities taking place at field level, for example with the Ministry of Education and the Ministry of Environment and Natural Resources.

To point this out, the Minister of Environment and Natural Resources, Herman Rosa Chávez, remarks that “El Salvador is a country facing, perhaps, one of the greater climate risks in the world” and recognized the importance of the “efforts being made under Plan for Family Farming, particularly those developed in the component of Food Security, supported by FAO” since the management of natural resources such as soil conservation is being addressed, for better adaptation and recovery from extreme weather events such as floods or droughts.

3 Holistic approach

For PAF-Food Security, the family must be represented by the couple in all program activities. The family may be formed by husband and wife, for example, but also by a single mother with an older son or daughter, or a grandmother with her granddaughter, that is, two people of the same family root. It also includes family nuclei formed by a single person, as an elder or widowed person without sibling.

In fact, one of the requirements for participating in the project is that the couple attends all activities, contributing to equitable access to knowledge and technologies by both man and woman. One farmer from the municipality of Tacuba in Ahuachapan, explained: “Today everything has to be done by the couple”. In another community, the wife of a demonstrator family explains how she changed her way of thinking: “Before I did not go with him to training. I had always been invited, but I had not wanted to go because I felt it was for fun but I’m already seeing it is a bit necessary to go with him and I like it because they teach you”. The concept of family is used at PAF-Food Security in an inclusive manner.

When the center of agricultural development were the farmers, changes to improve the quality of life were expected only within the farm. Nowadays, the desirable changes must also occur at household level. One extensionist points out: “What we are always looking for is to improve the living conditions of the families in a holistic way”. One of the advisers to the minister says food security “is an issue that goes beyond the agricultural sector. The holistic approach is a bet on social development”.
Therefore, PAF-Food Security aims to improve housing conditions, which may positively affect the health of family members and the assimilation of nutrients. Good agricultural practices (GAP) are complementary to other approaches, such as distributing water filters, improved stoves that prevent smoke pollution inside the home and promote firewood saving. The Home Workshops are used to exchange good practices of food hygiene, cooking nutritious meals and child care practices.

Communication for development, in broad terms, in the implementation of the PAF-Food Security, is used to demonstrate the importance of cross-cutting issues such as communication or self-esteem. This vision has led the technicians to establish Farm School (ECAs) on "communication and life skills" in which the agricultural issues are intertwined with gender equity issues or public speaking skills.

The testimony taken in one of these schools tells us about the motivation of participants to these activities: "I feel like I’m going back to school to study, to learn something I have not learned. Here we are learning to plant vegetables and more, as self-esteem. Here we are learning to raise self-esteem and to be able to talk freely". Indeed, without a good level of communication, family management is not shared. The husband of one of the demonstrator families said that many of the families on his community do not feel confident enough to sell publicly the surplus production from their garden. He recognizes that one of its tasks is to encourage their neighbors to get rid off the shame and gain confidence in themselves.

The integration of two family members to work together positively affects the gender roles. In addition, an interesting aspect regarding the gender approach is the incorporation of women extension officers in PAF-Food Security. The woman extensionist of Guatajaigua Morazán, tells that the attitude of women in her presence is different and that she can often discuss family problems with them and guide them not only in farming activities: "Also, I participate in other activities with them as in the elaboration of products, I like to be there and support them in so many things, advising them on issues of market development and participating with them in the markets". Nevertheless, still the job market does not offer the number of women extensionists that are required. It is advisable to continue this effort to incorporate more women into the labor force working for PAF Food Security.

From the agriculture perspective as well as from the health point of view, the work done through PAF Food Security has a holistic approach to promote healthy living: "For example, sometimes it is spoken of the use of pesticides. CENTA technicians talk about the management of pesticides, and then it comes the counterpart; they (health workers) talk about what are the symptoms of poisoning, first aid. We complement each other in our jobs".

Another aspect that offers a holistic vision of development for these families is the management of natural resources and environment. Families work in agronomic practices of soil conservation, using green barriers, building hillside ditches, planting trees in the plots to retain soil, among others. One family explains the difference: "Before, we
used the slash and burn practice. There was bare earth only. It was wrong. The land was washed. Storms came and washed-out everything. We are now using new technology”, to avoid slash and burn. This approach is important to take adaptive measures to climate change, a quick rehabilitation capacity, and disaster risk management.

### 4 Knowledge management

The methodologies implemented in PAF-Food Security respond to different needs but all of them are conceptually consistent with the cycle of knowledge management that can be observed in rural communities.

Firstly, there are two methodologies that PAF-Food Security uses to carry out a previous diagnosis or baseline: the Workshop on Identifying the Opportunities and the Farm-Home Plans. The former allows to establish a good relationship with the families at field level and it is used to gather general information about the community. The latter provides a more accurate information on the farm-home system for each family. Both are records of complementary information that serve to plan program activities.

This approach seeks to ensure that there is an awareness of the problems identified and possible solutions. The profile of the community and household includes not only the identified needs but also reflects the participants’ expectations based on their own initial situation. This methodological approach is very important for empowerment, so that participants become the protagonists of their own development project. In the municipality of Osicala in Morazan, a family invited the team to return, so that the team
could verify their progress regarding what they agreed to on their Farm-Home Plan: "We are going to improve. Hopefully, next time you come, the walls and floor will be better because, according to them, “we will get everything we wrote down on the plan". To those families those expectations have become their lifetime project, on their commitment to themselves. In fact, the farm-home plan includes the commitments the family made to improve their home and farm, all together.

The methodology of Field Schools (ECAs, for its acronym in Spanish) applies the principles of adult education. It starts taking into account the competence, the knowledge, skills and experiences that the participants have. Technical teams from both FAO and CENTA and the Demonstrator Families take the lead to share knowledge with other families at field level. They jointly develop a plan for experimentation for participating families to adapt new technologies to their own reality and conditions. This ultimately is a methodology of “learning by doing”. One participant explains the procedure: “First, the extensionist explains to us and then we do the practice. I believe practicing is the best way of learning, because by doing so one can see and do”. This is also a methodology used by PAF- Value Added Chains, as IICA Representative in El Salvador, Dr. Gerardo Escudero, says “in our intervention, one of the strongest methodologies is field schools, of course, developed by FAO several years ago. The heart of them (the extensionists) is the field schools.”

The Household Workshops identify positive practices of food and nutrition security at field level. This methodology is based on the “positive deviance” approach: the solutions are already present in the community and it is only necessary to discover and disseminate them.

”Now with the program’s support we save money on food, because we no longer have to go to the supermarket for shopping. We now produce peppers, tomatoes, radish, cabbage, and cucumbers on our own garden; and therefore, we do not have to buy them.”

José Cruz and Esmeralda Aranda. Gualococtí, Morazán.
Once the good practices in food and nutrition security have been identified, these are transferred through the development of workshops/meetings on identified households: "We cook from Monday to Saturday. In the household workshop, we assess the child, we take his or her weight. We have been trained to do so and then draw trends on the child weight behavior. We check to see which child is gaining weight and which one is not. The biggest concern is the child who is not gaining weight. We used to have more children with low weight". The community volunteer explains the process: "We do recipes. We exchange those recipes with other mothers. One thing we do is we add some incaparina15 to each recipe. Most mothers are happy, because they have learned how to cook food and how to play with children. In the group there are pregnant women. Besides the development of skills related to food security and health, the household workshop teaches how to play with children on their surroundings: "As there are mothers that barely see each other; there are also children that do not play because they live far away from each. Mothers are very concerned about children wellbeing. They make sure children play with each other. Now, one can see them in a different mood. They are happy now".

All these methodologies, which are one of the most valuable lessons of PAF-Food security, have been systematized in seven manuals that are used to train extension technicians. Those manuals contribute to the development of technological, conceptual and methodological capacities for CENTA technical team. The technical guidelines developed so far by PAF-Food Security are: 1) Training Plan; 2) Opportunity Identification Workshops; 3) Farm-Home Plan; 4) Methodology of the Demonstrator Family; 5) Mechanism of Incentives; 6) Field Schools; and 7) Household Workshops.

5 Institutional strengthening

To promote agricultural development, PAF - Food Security aims to strengthen the institution responsible for the extension services in the country, i.e. the National Center for Agricultural and Forestry Technology (CENTA). For this reason, FAO provides technical assistance, taking advantage of an environment of mutual trust and respect between both institutions developed during previous projects.

Some CENTA supervisors interviewed said that PAF has helped them to have a holistic vision of development, directing all CENTA activities toward the same goal. According to collected testimonies, its personnel were responding to the day by day demands linked to the delivery of donations and emergencies programs. PAF has become a strategy that

15. Protein and vitamin supplements created by the Institute of Nutrition of Central America and Panama, INCAP, in 1959.
articulates all efforts towards their goals and objectives. A shared mission and vision contribute to the strengthening of an institution through the valorization of its work. The institutional strengthening also contributes to the sustainability of Plan for Family Farming and even to its political stability.

The most relevant issue is the technical capacity developed at CENTA. The transfer of methodologies and approaches that are implemented through PAF-Food Security has helped CENTA to follow a clear strategy for working with deprived families. The criteria established for the selection of participating families is a great contribution to focus CENTA’s work. That along with working with health promoters, provides a greater impact on families and, therefore, a greater satisfaction for the job done.

This knowledge transfer from FAO to CENTA extension team for the implementation of PAF-Food Security consists of: induction, technical assistance and accompaniment. That is, FAO specialists offer training sessions on new methodologies and work objectives. CENTA supervisors, on this training framework, state that they feel well prepared, as an institution, to implement new technologies, but they need to have secured the necessary human and financial resources to keep doing their jobs.

Moreover, it has been necessary to invest in two important aspects of the extension equipment: vehicles (pick ups and motorcycles) for access to rural communities and information technology to track activities such as computers, mobile internet, GPS, cameras and mobile phones for communication. It has also been necessary to hire new staff for extension work, due to the fact that CENTA extension agencies were progressively devoid of human resources over the last several years.

Many are the testimonies collected that appreciate the way in which FAO has worked all these years, accompanying the institution, without altering its guidelines but harnessing
its resources. FAO specialists also highlight the disposition found among CENTA technicians for "reaching agreement on how to make things better", an understanding which "is not common between a government institution and an international cooperation agency", and that is the result of the job done by FAO over the years which has allowed "the confidence to state things are they are and always look for the best solution to any problem".

Another important FAO’s contribution for the institutional strengthening is the system of planning, monitoring, evaluation and systematization of PAF-Food Security, which has integrated the three institutions: MAG, CENTA and FAO. The continuing advice from FAO to the work of planning, monitoring, evaluation and systematization of CENTA is one of the most remarkable aspects, according to CENTA’s personnel. Thanks to this accompaniment, formats and planning tools have been unified, the monitoring formats are improving such working tools as the extensionist visit sheet with a food and nutrition security vision; midterm evaluation is being designed jointly by MAG and FAO; and an evaluative monitoring platform used by FAO for PAF-Food Security is being adapted by CENTA. The systematization of the information and data collection process in the field has started. Information has been gathered from Opportunity Identification Workshops, Plans of Farm-Home, Baseline and other type of information, to measure the program indicators and results. At present, CENTA and MAG are strengthening the Planning, Monitoring, Evaluation and Systematization system to properly measure progress, which in turn will allow for evaluating the overall impact of PAF-Food Security. FAO’s proposals regarding the improvement of this system are discussed and improved with specialists in this area, both from MAG and CENTA.

Finally, it must be highlighted that one of the lessons learned and replicable in this experience is how FAO has worked under the premise of respect for institutions. In the words of the Deputy Minister "FAO becomes a companion institution and strategic partner in the program for Food and Nutrition Security". A technical accompaniment, respectful, but always present, which creates the atmosphere of confidence necessary to deliver the job. The concept of institutional strengthening seems to be closely linked to the achievement of expanding the experience of specific projects at field level to government programs at national level.
“The adoption of new, more systematic methodologies, guidelines and technical manuals allows us CENTA’s extensionists to carry out a more effective job.”

Edmundo Mendoza
CENTA’s Executive Director
Conclusions

- The key role of the family as a unit of knowledge management for change is the engine for PAF-Food Security. The family is the protagonist and is the one who decides, guides, transfers, and shares the knowledge learned during the implementation of the program.
- Throughout the document, it has been shown that PAF-Food Security is a joint effort, a “collective construction”, the result of teamwork and learning accumulated over years of implementation of projects and programs by CENTA and MAG with FAO technical assistance. From this point of view, PAF-Food Security is the result of the knowledge management that FAO has developed.
- It is also shown that the transfer methodologies put in practice at PAF-Food Security are framed in the natural cycles of knowledge management in rural communities. That is one of the success keys of these transfer methods.
- The territorial and intersectoral alliances, both at local and national levels, contribute to unify efforts and to create a more holistic vision of development.
- Strengthening capacities is the safest value to sustain development and ensure food security for families.

Ultimately, Family Farming represents an opportunity for the subsistence economy in El Salvador because the family operates as a system and is articulated for knowledge management in rural communities, as a way out of rural poverty.
Recommendations

• **To promote family as unit of management for the change.** Family farming must make profitable the family’s function around a subsistence economy, in three dimensions: as a system in which all members have productive and reproductive value; as a joint unit for knowledge management in rural communities; and as a principle of association.

• **To enhance the importance of intersectorality.** The strengthening of intersectorality with a territorial approach, through partnerships and synergies, can improve the operational capacity, sustain the comprehensive approach of development and enhance the impact of actions. Advocacy is necessary to promote these intersectoral and interministerial actions in order to turn the approach and methodologies of PAF-Food Security into state policy.

• **To guarantee resources for PAF-Food Security implementation.** Several sectors, such as CENTA and participant families requires that technical, human and material resources are assured by Government. For that, involving in the process governmental institutions, such as the ministries of Education, Environment and Natural Resources or Finance and, furthermore, the involvement of the Legislative Assembly is the key to guarantee the sustainability of this program.

• **Institutional strengthening of CENTA.** Thanks to PAF-Food Security, CENTA has a better orientation and organization for its work and is provided with resources that improve the effectiveness of its field activities. Therefore, it is advisable to continue supporting the growth and enhancement of CENTA, as an institution directly responsible for supporting family farming and rural poverty reduction.

• **To strengthen citizen participation, from a rights approach.** PAF-Food Security, as a collective construction, has the active participation of many stakeholders. It has become a government project thanks to political will, but it would be desirable if it becomes a state policy, beyond political changes, and survive government replacements. To accomplish this, it is necessary to strengthen citizen participation by improving transparency and accountability. As the civil society owns this program, this will generate a social audit that claims and demands PAF-Food Security to become a state policy.

• **To strengthen knowledge management and communication.** The transfer and empowerment methodologies used by PAF-Food Security are inserted in a natural way in the knowledge management model of rural communities. Therefore, it is recommended to develop a strategy for communication and knowledge management, which must include the development of appropriate communication resources for different audiences: the implementing technical team, participant families, decision makers and the public.
• **The FAO role.** FAO has played a key role in the construction and implementation of PAF-Food Security. Thanks to its field experience, but also to its experience at political level, it has been possible to join efforts and work with families that are practicing family farming under a holistic and intersectoral view. Nevertheless, it is necessary to continue playing this role to involve key stakeholders in the process (Executive and Legislative branches of government and many others present in the territory as NGOs or agricultural associations), and ensure the sustainability of this type of national program which supports family farming in vulnerability conditions regarding food security.

“I consider that PAF-Food Security is a fundamental program that should be encouraged, promoted and supported. Is a joint effort, a true partnership for development that in the Ministry of Health we see very closely with the Ministry of Agriculture.”

Minister of Health
Dra. María Isabel Rodríguez
## Annex

List of interviews conducted for the systematization of PAF-Food Security

<table>
<thead>
<tr>
<th>Date</th>
<th>Name</th>
<th>Position</th>
<th>Institution/ location</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/05/12</td>
<td>Carlos Alberto Chacón</td>
<td>Agency Head</td>
<td>CENTA</td>
</tr>
<tr>
<td>07/05/12</td>
<td>Miguel Ángel Sigüenza</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>07/05/12</td>
<td>José Eduardo Rodríguez</td>
<td>Agency Head</td>
<td>CENTA</td>
</tr>
<tr>
<td>07/05/12</td>
<td>Evelyn Corado</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>03/05/12</td>
<td>Ángel Cardoso</td>
<td>Deputy Regional Supervisor Region II</td>
<td>CENTA</td>
</tr>
<tr>
<td>03/05/12</td>
<td>Margarita Ledezma</td>
<td>Gender Unit</td>
<td>CENTA</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Juan Jilberto Hernández</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>09/05/12</td>
<td>José Eduardo Bonilla Ayala</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Jacqueline Guandique</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Luis Edmundo Marroquín</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>04/05/12</td>
<td>Mauro Menjivar</td>
<td>Regional Supervisor Region II</td>
<td>CENTA</td>
</tr>
<tr>
<td>04/05/12</td>
<td>Ricardo Aparicio</td>
<td>Regional Supervisor Region III</td>
<td>CENTA</td>
</tr>
<tr>
<td>08/05/12</td>
<td>Rosa María Quintanilla</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>08/05/12</td>
<td>Ermin Moratalla</td>
<td>Extension officer</td>
<td>CENTA</td>
</tr>
<tr>
<td>15/05/12</td>
<td>Miguel Martínez</td>
<td>Transfer Manager</td>
<td>CENTA</td>
</tr>
<tr>
<td>15/05/12</td>
<td>Mario Alarcón</td>
<td>Planning</td>
<td>CENTA</td>
</tr>
<tr>
<td>17/05/12</td>
<td>Edmundo Mendoza</td>
<td>Executive Director</td>
<td>CENTA</td>
</tr>
<tr>
<td>14/05/12</td>
<td>Néstor Deras</td>
<td>Adviser</td>
<td>MAG</td>
</tr>
<tr>
<td>14/05/12</td>
<td>Santiago Rovira</td>
<td>Adviser</td>
<td>MAG</td>
</tr>
<tr>
<td>14/05/12</td>
<td>Juan José Rodríguez</td>
<td>Adviser</td>
<td>MAG</td>
</tr>
<tr>
<td>22/05/12</td>
<td>Guillermo López Suárez</td>
<td>Minister of Agriculture</td>
<td>MAG</td>
</tr>
<tr>
<td>22/05/12</td>
<td>Hugo Alexander Flores</td>
<td>Deputy Minister of Agriculture</td>
<td>MAG</td>
</tr>
<tr>
<td>08/05/12</td>
<td>Jorge Guadalupe Sorto</td>
<td>Radio Chaparrastique</td>
<td>Communication media</td>
</tr>
<tr>
<td>08/05/12</td>
<td>Rosa Hilda Rivas</td>
<td>Radio Izcanal</td>
<td>Communication media</td>
</tr>
<tr>
<td>03/05/12</td>
<td>Guillermo Rodríguez Chávez</td>
<td>Mayor of Nombre de Jesús</td>
<td>Local Government</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Fco. Andrés Adonay Gómez</td>
<td>Mayor of Yamabal</td>
<td>Local Government</td>
</tr>
<tr>
<td>08/05/12</td>
<td>Aquilino Rendón</td>
<td>Mayor of Nueva Granada</td>
<td>Local Government</td>
</tr>
<tr>
<td>Date</td>
<td>Name</td>
<td>Position</td>
<td>Institution/ location</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------</td>
<td>-------------------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>16/05/12</td>
<td>Celinda Ramírez Guardado</td>
<td>Teacher school of Cantón Concepción</td>
<td>Ministry of Education</td>
</tr>
<tr>
<td>16/05/12</td>
<td>Orbelina Margarita Tobar</td>
<td>Health promoter</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>03/05/2</td>
<td>Roxana Recinos</td>
<td>Supervisor SIBASI</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Glenda Marisela Fuentes</td>
<td>Health promoter</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>15/05/12</td>
<td>Dra. Mª Isabel Rodríguez</td>
<td>Minister of Health</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>24/05/12</td>
<td>Herman Rosa Chávez</td>
<td>Minister of Environment</td>
<td>Ministry of Environment and Natural Resources</td>
</tr>
<tr>
<td>04/05/12</td>
<td>Rafael Antonio Paredes</td>
<td>PRODEMOR CENTRAL (FIDA)</td>
<td>PRODEMOR</td>
</tr>
<tr>
<td>14/05/12</td>
<td>Roberto Valent</td>
<td>Representative</td>
<td>SNU</td>
</tr>
<tr>
<td>22/05/12</td>
<td>Gerardo Escudero</td>
<td>Representative</td>
<td>IICA</td>
</tr>
<tr>
<td>07/05/12</td>
<td>Eladio García and Matilda Amaya</td>
<td>Family</td>
<td>Guaymango, Ahuachapán</td>
</tr>
<tr>
<td>07/05/12</td>
<td>María Rosana Vásquez y Adalberto García Amaya</td>
<td>Family</td>
<td>Guaymango, Ahuachapán</td>
</tr>
<tr>
<td>07/05/12</td>
<td>Roberto Amaya and Mª Aurelia Márquez</td>
<td>Family</td>
<td>Guaymango, Ahuachapán</td>
</tr>
<tr>
<td>07/05/12</td>
<td>Adelina Hortensia Silva and Wenceslao Anaya</td>
<td>Family</td>
<td>Tacuba, Ahuachapán</td>
</tr>
<tr>
<td>07/05/12</td>
<td>David García</td>
<td>Family</td>
<td>Tacuba, Ahuachapán</td>
</tr>
<tr>
<td>07/05/12</td>
<td>Gregorio Monterrosa</td>
<td>Family</td>
<td>Tacuba, Ahuachapán</td>
</tr>
<tr>
<td>03/05/12</td>
<td>Carlos Antonio Soza y Guadalupe Elizabet Dubón</td>
<td>Family</td>
<td>Chalatenango, Chalatenango</td>
</tr>
<tr>
<td>16/05/12</td>
<td>Eduardo Serrano and Mª Sofía Ramírez</td>
<td>Family</td>
<td>Chalatenango, Chalatenango</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Esmeralda Aranda and José Cruz</td>
<td>Family</td>
<td>Gualococti, Morazán</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Familia Ramírez</td>
<td>Family</td>
<td>Gualococti, Morazán</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Daniel Morales and Karina Rivas</td>
<td>Family</td>
<td>Osicala, Morazán</td>
</tr>
<tr>
<td>Date</td>
<td>Name</td>
<td>Position</td>
<td>Institution/ Location</td>
</tr>
<tr>
<td>----------</td>
<td>-------------------------------------------</td>
<td>---------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>08/05/12</td>
<td>José Luis Martínez and Elsy Noemi Jurado</td>
<td>Family</td>
<td>Sensembra, Morazán</td>
</tr>
<tr>
<td>30/05/12</td>
<td>Óscar Albanes</td>
<td>Representative</td>
<td>APA</td>
</tr>
<tr>
<td>30/05/12</td>
<td>Mauricio Orellana</td>
<td>Regional Manager</td>
<td>CORDES</td>
</tr>
<tr>
<td>31/05/12</td>
<td>Amy Angel</td>
<td>Senior Agricultural Economist</td>
<td>FUSADES</td>
</tr>
<tr>
<td>31/05/12</td>
<td>Carlos Rodríguez</td>
<td>President</td>
<td>ANTA</td>
</tr>
<tr>
<td>07/05/12</td>
<td>Jaime Tobar</td>
<td>Regional Coordinator. Region I</td>
<td>FAO</td>
</tr>
<tr>
<td>03/05/12</td>
<td>Yoalmo Cañas</td>
<td>Regional Coordinator. Region II</td>
<td>FAO</td>
</tr>
<tr>
<td>04/05/12</td>
<td>Carlos Huezo</td>
<td>Regional Coordinator. Region IV</td>
<td>FAO</td>
</tr>
<tr>
<td>09/05/12</td>
<td>Ana Hernández</td>
<td>Nutritionist</td>
<td>FAO</td>
</tr>
<tr>
<td>22/05/12</td>
<td>Cristóbal Escobar</td>
<td>Productive systems</td>
<td>FAO</td>
</tr>
<tr>
<td>15/05/12</td>
<td>Marta Alfaro</td>
<td>Communication for Development</td>
<td>FAO</td>
</tr>
<tr>
<td>15/05/12</td>
<td>Emilia González</td>
<td>Strategic Unit</td>
<td>FAO</td>
</tr>
<tr>
<td>21/05/12</td>
<td>Luis Hernández</td>
<td>Strategic Unit</td>
<td>FAO</td>
</tr>
<tr>
<td>21/05/12</td>
<td>Delmy Linares</td>
<td>Assistant Representative (Programs)</td>
<td>FAO</td>
</tr>
<tr>
<td>22/05/12</td>
<td>Martha Eugenia Martínez</td>
<td>Assistant Representative (Administration)</td>
<td>FAO</td>
</tr>
<tr>
<td>22/05/12</td>
<td>Pedro Pablo Peña</td>
<td>Representative</td>
<td>FAO</td>
</tr>
</tbody>
</table>


FAO/RUTA, (2011). Características económicas y sociales de los agricultores familiares y aspectos de la evolución del comercio agropecuario y alimentario entre los países de América Central.


Soto, Fernando; Rodríguez Marcos; Falconi, César, (2007). Políticas para la Agricultura Familiar en América Latina y el Caribe. FAO; Santiago, Chile.
“We had to find solution to gastrointestinal problems. And how this relates to agriculture? We had to find solution to respiratory problems. And how this relates to agriculture? A lot. Because the country is not only agriculture, neither health alone, nor education alone; but the combination of all of them changes the face of the country.”

Guillermo López Suarez
Minister of Agriculture and Livestock