

SYSTEMIZATION OF THE EXPERIENCE OF THE FORSANDINO PROJECT:
STRENGTHENING OF HIGH ANDEAN INDIGENOUS ORGANIZATIONS
AND RECOVERY OF THEIR TRADITIONAL PRODUCTS (2007-2011)

LLAQTA KALLPANCHAQ

3 SUCCESSFUL PRACTICES FOR SUCCESSFUL POLICIES

- through the eyes of their protagonists -

THE CASE OF PERU 



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We are also grateful to the authorities, professionals and technical experts and, in general, everyone from the various public, private, and academic institutions who participated in a profound reflection that was harnessed into action — known consensually as the “Great Institutional Minga”.

This made it possible to pool efforts and ensure efficient management of resources (technical, financial, and logistical), which is now reflected in stronger capacities among indigenous organizations, to plan and manage their own development and to enhance their food security, particularly for children, through the recovery of traditional products.





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(KECHWA VERSION, PERU)

FAO chaynallataq Programa de Cooperación Nueva Zelandia nisqan wasikuna riqsikuyninta chayarichinku qalay-qalay runakunaman kay qillqaykuna ruwakunampaq yachayninkuna chayarichisqanmanta, especialmente llaqta umanchaqkunapaq, llaqtakunapi tiyaq ayllukunapaq, paykunam sasachakuyninkuta chaynallataq munayninkuta willakuraku kikinkumanta puni ñuqaykuman; qinaspañataq churaykunku qatu-qatun yachayta, chay kikinkumanta puni qawaykachisqankumanta y rimariyqusqankumanta kay proyectupa ruwaykusqan allin kawsakuyninku chayaykachisqanmanta.

Qinallataq riqsikuniku qalay kamachikuqkunata, profesionalkunata, teknikukunata chaynallataq institucionkuna públicas y privadas qalay runankunata, uchuy-qatun yachaysapakunata; paykunam allinta umanchanakuykuspa, qispiykichiraku qatun yachaykunata kikillankumanta llaqta ñawpaqman puririchinamkupaq, qinallataq ñawpaqmanta tarpukuyninkuna qalinchanankupaq... chayman qina allinyaykachinampaq llaqta wawakunapa allin mikuykuyninta.



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PROLOGUE



The world food crisis of 2007-2008 and the persistence of highly volatile food prices call for a review of the role of family farming. There is consensus among analysts that food prices will stay high and volatile in the future; and, in this situation, family farming, especially traditional crop growing, provide major opportunities for increasing and diversifying agricultural production both locally and nationally, thus helping to reduce the vulnerability of Andean countries to price and climate shocks.

Nonetheless, strengthening family-farm production requires differentiated policies and programmes to bring to its full potential the incredibly rich productive, organizational, ecological, and social cultural heritage of the indigenous peoples of the high Andes.

The Food and Agriculture Organization of the United Nations (FAO) is committed to work with governments to strengthen small-scale farmers' production systems, enhance their food security, and promote rural development in vulnerable zones, such as those in which the FORSANDINO project has operated over the last four years.

Despite the harsh conditions in which these communities live, the results achieved are a source of enormous satisfaction. The reasons for success are varied, but in particular they include a major articulation of efforts that harnessed different desires and harmonized public programmes, NGOs, universities and research institutions to work together in pursuit of a common goal: to improve conditions of life in the communities.



The crisis has taught an important lesson, namely the importance of strengthening social protection networks and supporting food production, especially through family farming. Four years after the start of the FORSANDINO project, we also know rather more about how to increase and improve the output of high Andean zones. We can apply what has been learnt, by working in conjunction with local, regional and national governments, NGOs, universities, and so forth, and thus improve the food security of one of the most vulnerable population groups in the region: high-Andean peoples. The priority for FAO is to continue the daily struggle to achieve food security for all; and it is through experiences like this that we strengthen our commitment to eradicate one of humanity's greatest scourges: hunger.

ALAN BOJANIC

*Officer in Charge of the FAO Regional Office
for Latin America and the Caribbean*

PRESENTATION

This document forms part of the systemization of the FAO project “Strengthening of High-Andean Indigenous Organizations and Recovery of their Traditional Products” (2007-2011), financed by the New Zealand Aid Programme. Its aim is to strengthen national capacities to recover, systemize, disseminate, adapt and replicate some of the processes and lessons that arose during execution of the project.

The key objective is to learn and analyze the strategies and methodologies applied, based on the visions of the key project stakeholders. The aim then is to improve them and turn them into a knowledge platform to influence rural development policies, as a way of extrapolating the results and helping to combat poverty.

The document reports three experiences that were judged successful by the beneficiary communities themselves.

- **Successful Experience No. 1**
The importance of family and community development plans.
- **Successful Experience No. 2**
Partnerships and networks.
- **Successful Experience No. 3**
Promotion, production and exploitation of traditional products.

SALOMÓN SALCEDO

*Senior Policy Officer/Lead Technical Officer of the Project
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ABBREVIATIONS

AWP:	Annual work plan
CDP:	Planes de desarrollo comunal [Community development plan]
CESPAC:	Centro de Servicios de Pedagogía Audiovisual para la Capacitación [Centre for Audiovisual Pedagogy Services for Training]
CODECO:	Comité de desarrollo comunal [Community development committee]
CRSAN:	Consejo de Seguridad Alimentaria y Nutrición [Food Security and Nutrition Board]
DESCO:	Centro de Estudios y Promoción del Desarrollo [Development Studies and Promotion Centre]
ECA:	Escuela de campo [Farmers' field school]
FAO:	Food and Agriculture Organization of the United Nations
FORSANDINO:	Proyecto de fortalecimiento de las organizaciones indígenas y apoyo al rescate de productos tradicionales en zonas alto-andinas [Project to strengthen indigenous organizations and support the recovery of traditional products of high-Andean zones]
GAP:	Good agricultural practices
INIA:	Instituto Nacional de Innovación Agraria [National Institute of Agricultural Innovation]
Kg:	Kilogram
MCLCP:	Mesa de concertación para la lucha contra la pobreza [Poverty reduction roundtable]
MT:	Metric ton
NGO:	Non-governmental organization
PIDF:	Plan integral de desarrollo familiar [Integrated family development plan]
PRONAMACHS:	Programa nacional de manejo de cuencas hidrográficas y conservación de suelos [National Watershed Management and Soil Conservation Programme]
SICRA:	Servicio integral de cooperación rural Ancgara [Ancgara Integrated Rural Cooperation Service]
SWOT:	Strengths, weaknesses, opportunities and threats
UNH:	National University of Huancavelica
UPIH:	Unidad productiva integral sostenible [Integrated sustainable productive unit]

GENERAL PRESENTATION OF THE FORSANDINO PROJECT

TECHNICAL DETAILS	
Region	Latin America and the Caribbean
Countries	Ecuador and Peru
Headquarters	FAO Regional Office for Latin America and the Caribbean in Santiago, Chile
Donor country	New Zealand
Project code	GCP/RLA/163/NZE
Start date	1 June 2007
Completion date	31 July 2011
Total budget	USD 1.449.918
Website	www.rlc.fao.org/proyecto/163nze

BENEFICIARY FAMILIES

COUNTRY	DEPARTMENT	MUNICIPALITY/CANTON	COMMUNITIES
Peru	Huancavelica	Paucará	Padre Rumi
			Tinquerccasa
		Anchonga	San Pablo de Occo
			Parcco Alto
Ecuador	Chimborazo	San Andrés	Sanjapamba
		Colta	Huacona Santa Isabel
		Riobamba	Laguna San Martín
			Guadalupe
		Alausí	Sanganao
Guamote	Mayorazgo		

PROJECT OBJECTIVES



GENERAL OBJECTIVE

To help improve food security among families in indigenous communities by strengthening their development-management organizations.

SPECIFIC OBJECTIVES

1. To strengthen the planning capacities, credibility and transparency of indigenous organizations, and to upgrade their skills for training and providing guidance to community members, with equal participation by men and women.
2. To strengthen capacity among indigenous rural organizations to negotiate and obtain technical and financial support from the various rural development programmes and projects that currently exist, governmental or otherwise.
3. To increase the production, income and consumption of community families, by recovering traditional Andean products.

THE PROJECT'S ACHIEVEMENTS IN PERU

INDIGENOUS ORGANIZATION CAPACITY BUILDING

- The beneficiary communities have community development plans (CDPs) designed and validated by both men and women.
- The communities have tools for self-evaluation and participatory monitoring the CDPs.
- The communities have institutional mechanisms for publicizing and implementing the CDPs.

- Community development promotion committees have been set up, consisting of men and women who have the knowledge and skills needed to provide guidance to members of their communities, on issues such as local planning and the management of technical and financial resources provided by the different rural programmes and projects, governmental and otherwise.



- Indigenous organizations have obtained funding to implement a number of enterprises in their communities.
- Existing local networks have been strengthened to exchange information and experiences, coordinate actions and enter into partnerships and agreements to satisfy the communities' real needs and interests. This is based on an integrated vision that groups different sectors together according to the specialities of the organizations and entities in question, in pursuit of common objectives, namely to improve the quality of life and food and nutritional security of the indigenous communities.
- The indigenous communities publicize their actions through local, regional and national communications media. One of the most popular media used by the project has been rural radio.

STRENGTHENING OF TRADITIONAL PRODUCTIVE AND FOOD SYSTEMS

- Increased availability of seeds for traditional products of high genetic and phytosanitary quality, making it possible to increase the yield of those crops and generate new businesses such as the sale of seed to governmental entities and projects. Land plots have been created to multiply the seeds of traditional products with good agricultural practices (GAPs), and rustic seed storage facilities have been built.
- Traditional productive systems have been strengthened by recovering and introducing more productive traditional crop varieties.
- Good practices have been implemented in the use and maintenance of land plots, and water resources have been upgraded by creating reservoirs. This has made this scarce resource available for human and animal consumption, thus responding more effectively to the adverse effects of climate change, which has caused both lengthy droughts and periods of flooding.



- Agricultural production has been diversified with the implementation of demonstration models to improve household incomes and diversify family diets. Organic vegetable gardens have been set up, along with rustic greenhouses for vegetable production, family productive units, improvement of guinea-pig breeding and livestock production systems.
- The beneficiaries have incorporated good crop and livestock practices into their productive systems (use of organic fertilizers, integrated pest management, positive seed selection, use of organic pesticides to eradicate pests and diseases, among others).

DIVERSIFICATION OF FAMILY DIETS THROUGH THE CONSUMPTION OF TRADITIONAL PRODUCTS

- In addition to the recovery of traditional products, which increases the supply of food from land plots, it is essential to generate voluntary and sustained changes in family nutrition practices.
- In this regard, it has been possible to motivate and raise awareness among indigenous families (particularly women, who are responsible for food in their household) of the importance of a good diet and, hence, diversification of the current diets of their family members. This has been achieved, among other things,





by consolidating the interagency coordination of actions between governments and FAO to enhance the nutritional status of pregnant and breast-feeding mothers and school-age children.

Nutrition workshops have been held to discuss the use of traditional products and their preparation and handling, the distribution of food within families, and the link between nutritional habits and good health.

- A lot of work has also been done to promote and recover know-how through the wide variety of presentations and preparations of traditional products, which have become the delight of young and old alike. Activities include gastronomy festivals, the promotion of traditional products in local and provincial fairs, and the preparation and dissemination of traditional food recipes. An example is the book entitled *Gastronomía Tradicional Altoandina* [High-Andean Traditional Gastronomy], which is a compendium of traditional recipes, products and practices obtained from the communities themselves, published by FAO in May 2010.

IMPROVING FAMILY INCOMES



- Small local circuits have been created in which families sell their surplus produce directly without intermediaries, thus obtaining a greater share of the percentage profit.

- Training and support have been provided to set up commercial enterprises, processing and adding value to traditional products such as jams, cakes, biscuits, ice creams, sale of flours, sale of guinea-pig meat, establishment of bakeries, sale of juices, advisory services and rural tourism, among others.

This makes it possible to supplement family incomes through non-farm activities, taking advantage of market possibilities and coordinating with initiatives being promoted by the government nationally.

AT THE INSTITUTIONAL LEVEL

- The project supports Peru’s main food security priorities, and has received support and feedback from the national counterpart, the Regional Government of Huancavelica.
- The project has coordinated actions with various governmental, non-governmental and academic entities, thereby institutionalizing the proposal nationally. At the same time it has generated and executed joint work plans (with an integrated vision), making efficient use of different resources (technical, logistic and financial), and taking advantage of each entity’s knowledge and experience with the common goal of improving the quality of life and food security among indigenous communities. This process has been called the “Great Institutional Minga”.
- The project experience is systemized for the purpose of sharing and disseminating policy recommendations and lessons learned, to enable the institutions themselves to continue the processes begun and expand the initiative’s field of action.
- The project has a communications plan to publicize its experience in different spheres — through a website, participation in national and international events, bulletins, press communiqués, field visits by entities and organizations interested in learning about the project, among others.
- A participatory evaluation was made of the project’s impact, which highlighted its achievements and publicized the results among its various direct and indirect stakeholders.

SELECTED IMPACT INDICATORS

In April 2011, a household survey was conducted to evaluate the project's impact, among both participant and non-participant communities. The latter, serving as the control group, were the communities of Huanacopampa, Chacapampa, Buenos Aires de Parco and Chontocanca. The survey addressed various modules, such as basic services, household goods, family assets (agricultural, livestock, etc.), economic activities undertaken, household consumption expenses, valuation of traditional products, aspects of production, and so forth. Some of the main indicators of the project's impact are shown below.

INCOME AND FOOD SECURITY INDICATORS

	Control group families A	Participating families B	Project impact (B/A) - 1
Proportion of families living below the poverty line	77%	58%	-19 pp*
Annual net per capita family income (New soles)	463	715	54%
Cost of family food consumption per fortnight (New soles)	29	38	31%
Proportion of families who consider their family nutrition as good or very good	25%	31%	6 pp*

* Percentage points

GROSS VALUE OF THE PRODUCTION OF TRADITIONAL PRODUCTS (NEW SOLES)			
Product	Control group families A	Participating families B	Project impact (B/A) -1
Potato (papa)	386	796	106%
Olluco	76	133	75%
Quinoa	119	510	329%
Tarwi	376	1022	172%
Oca	59	118	100%
Mashua	46	92	100%
Wild turnip (nabo silvestre)	0	10	-

PER CAPITA CONSUMPTION OF TRADITIONAL PRODUCTS KILOGRAMS PER YEAR			
Product	Control group families A	Participating families B	Project impact (B/A) -1
Potato (papa)	110	119	8%
Olluco	35	41	17%
Quinoa	11	19	73%
Tarwi	15	20	33%
Oca	14	23	64%
Mashua	23	33	43%
Wild turnip (nabo silvestre)	0	1	-





SUCCESSFUL EXPERIENCE NO. 1

*The importance of family and
community development plans*



"WE'RE BUILDING OUR FUTURE OUT
OF THE PRESENT, AIMING AT FOOD
SECURITY AND A SUSTAINABLE
DEVELOPMENT VISION"



TESTIMONIES

- ☀️ *“... the community development plan will enable the communities and their authorities to prioritize the population’s urgent needs and problems; the plan will enable us to work with institutions, especially in the participatory budgeting process that the municipalities and regional government convene each year. For this we need to reach consensus among ourselves, and ensure that women and enthusiastic young people participate. Although we’re only just beginning to understand the importance of this document, everything will be to the benefit of the population — particularly if the projects presented and financed serve the majority.”* **Domingo Urbina Laime, President of the San Pablo de Occo Community Development Promotion Committee (Comité de Promotores de la Comunidad de San Pablo de Occo).**
- ☀️ *“... the plan can only be fulfilled if we work with the public and private institutions present in our community, and invite them to participate in our people’s development ...”* **Guillermo Urbina Laime, San Pablo de Occo Community Management Board (Junta Directiva de la Comunidad de San Pablo de Occo).**
- ☀️ *“If you think about it, planning is essential. We’ve always planned for any activity... but our planning has often been individual and is never written down; it’s all held in people’s memories. Now the preparation of the community development plan has shown us how to identify actions and activities as a community, and in relation to our needs. Although it’s taken us time and it’s been hard to understand, we’re now targeting all our efforts and endeavours on activities within our community.”* **Dionisio Sarmiento, Mayor-elect of Tiquerccasa, formerly President of the Tiquerccasa Community Development Promotion Committee (Comité de Promotores de Tiquerccasa).**

DESCRIPTION OF THE EXPERIENCE



The planning exercise consisted of helping indigenous families construct their own life plan. The experience proved mutually agreeable and enriching.

Families did not participate in a mechanical way without understanding what they were doing, with direction and decision-making provided by the project's technical officers. On the contrary, in addition to motivation there was also an awareness that reflected the degree of importance and understanding they attached to planning, now stemming from the household's own planning— to reflect on how they view themselves as a family, opening up space to listen to and take account of women, as active participants, with capacity for reflection and planning, and with decision-making power.

Each family approached the challenge of building and rethinking, through a practical exercise of planning to organize their productive space and family habitat, as a strategy to reduce poverty and improve food and nutritional security over a specific time horizon.

The process implemented by the project in constructing these family plans, hereinafter referred to as integrated family development plans (*planes integrales de desarrollo familiar* –PIDF), is described below.

STEP 1

Workshop on “productive plans” to identify preliminary ideas for the household planning proposal through the PIDFs.

This experience arose from the implementation of one of the project's strengthening strategies, taking the form of a contest on “productive family plans”, held in two intervention zones (one in Paucará for the communities of Tinquercasa and Padre Rumi, and another in Anchonga for the communities of Parco Alto and San Pablo de Occo). These events sought to guide families in undertaking productive initiatives based on a plan (planning), with a view to directing the development process from the family nucleus. During the presentation of “family





productive plans” prepared by the participants, comments are made on the planning of activities; the idea in question is developed and clarified, and the need for a plan becomes clear not only for a specific activity, but for every activity that each family undertakes.

STEP 2

Identification of “enterprising families” to implement the integrated family productive units (*unidades productivas integrales familiares* – UPIFs) based on a family development plan

With the guidelines and conclusions generated in the workshop, families were left free to formulate their respective plans. At the end of the event, arrangements were made to visit the homes of participating families, with a view to identifying their potentials and constraints. Other enterprising families were identified during the process.

Implementation of the UPIFs is one of the project’s proposals to promote families’ productive activities and thus improve their quality of life, with a focus on food and nutritional security.

The activities proposed for these integrated family productive units include the following modules: guinea-pig breeding, cultivated grazing land areas, family organic vegetable gardens, rustic diffuse-light seed storage facilities , production of organic fertilizers, automated irrigation systems, and family greenhouses.

These activities were used as a basis for constructing integrated family development plans. In other words, the UPIFs gave rise to the PIDFs.

STEP 3

Formulation and preparation of the PIDF

Based on the productive plan framework, the “enterprising families” started to formulate and prepare their respective family plans, supported by the project team and other related participants (such as academia: teachers and students; NGOs; counterpart entity, among others). The dynamic followed by these families includes a series of meetings for reflection, involving all of their members.

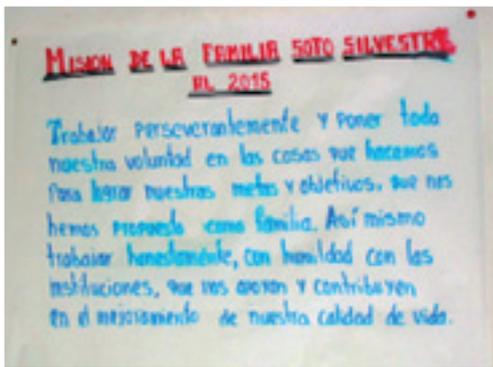
One of the main topics addressed with active participation by each of the members (parents and children), was the analysis of the family's current situation (diagnostic assessment), to identify their needs, problems, strengths, resources, limitations and potentials.

With this basic information, the aim was to propose their family vision and mission (some families projected short periods and others medium and long ones), based on simple questions such as “How do you want to be in the future?”, “Where do you want to get to?”, “What things need to change?”, “What activities need to be undertaken, how will they be done, what will they be done with?”, among others.

In reply to each of these questions, the activities of the family plan were identified and defined, along with the actions needed to implement them.

In some cases the results and information obtained from this exercise were transcribed on posters, flyers and pamphlets; and in other cases in files, folders, or simply in a notebook. In very special cases none of these media were used: “the family plan is held in living memory”.

Families that decided to use posters and cards displayed them on their kitchen walls (a family meeting point), or else in places that were visible and accessible to all family members and visitors.



*Development mission
Soto Silvestre family of Tiquerccasa.*



The basic structure of these family plans is: mission, vision, activities, timetable, resources and responsibilities. This is accompanied by a diagram of the family productive unit, graphically and objectively indicating the different activities to be undertaken with the family plan.

STEP 4

Activation of the PIDF, in which implementation of the UPIFs (demonstration modules) is an essential component

With their plan in place, the families began the process of implementing the previously prioritized activities and actions, based on the timetable prepared and defined responsibilities.

The project supported implementation of some of the plan's activities through resources (materials, seeds, and continuous technical assistance); and additional support was obtained from other projects or institutions (NGOs, governmental organizations, local and regional governments) present in the area.

Nonetheless, the largest contribution stems from the capacities and resources of the families themselves (local materials, tools, labour, time, local knowledge, skills and abilities), which represent the counterpart to the support received.

The basic characteristic of these family plans is the central role of crop-farming and livestock activity, without neglecting other activities such as health, education, sanitation, housing and communication, among others.

STEP 5

Technical assistance for implementing and monitoring the family plans

Every family that implemented a development plan (a gradual process) received technical assistance, field support and monitoring, under the plan of technical assistance and project capacity strengthening. For this purpose, with participation by the promoters and, in some cases, members of the Community Development Promotion Committee, the work team made personal and group visits, and found that progress and levels of implementation differ from one family to another according to conditions, resources, abilities, skills, capacities and other factors.

These visits revealed the families' abilities and major innovation and creative capacities in each activity undertaken; and they also upgraded knowledge in the work team for feedback to other families.

This work showed that some families did not complete the implementation of their UPIF, let alone their PIDF; in these cases, in fulfilment of its functions and powers, the committee took back the materials supplied by the project, and used them to support other selected families.

STEP 6

Exchange of experiences and strengthening of the family development plan proposal

In an initial stage, experiences were exchanged with the aim of strengthening capacities and expanding the family's development vision. Initially this took place outside, to view in situ the successful achievements of the provincial municipality of Acobamba, on the topic of food security and healthy homes in the communities of Allpas, 3 de Octubre, Putacca, HuallpaHuasi and Curimaray.

In a second stage that drew on the lessons learned from this exchange, several replicas were made within the neighbouring communities: Padre Rumi-Tinquerccasa and vice-versa; San Pablo de Occo-Parco Alto and vice-versa.

In each of these events, commitments were made to replicate the lessons learned; and these were monitored by the community authorities and the promoters committee to ensure that this happened.

The lessons learned and replicated by the participants served to strengthen the activities of the family development plan.

STEP 7

Replica and expansion of the PIDF proposal

The first families to embark upon the "Models" experience by implementing their UPIFs, based on their family development plans, served as "benchmark families" or "living shop-windows".





The successful results achieved helped to develop a strategy for expanding the experience in each of the participating communities. Many families became convinced of the visible benefits obtained and decided to implement UPIFs, based on family development plans. This process began with eight families, and gradually spread to encompass a total of 160 in the ensuing years.

STEP 8

Articulation of plans and management of resources to implement the PIDFs

The PIDFs are part of the process of articulating community development plans with other pre-existing plans. This is supported by the management of resources for implementing these plans. In this task, the actions and initiative of the community authorities and promotion committee are essential for reaching cooperation agreements both with local governments and with public and private institutions.

STEP 9

Monitoring and self-evaluation of the PIDF

Family members evaluate their progress and achievement mutually, and they identify difficulties in the process of implementing the PIDF. Studies are then reformulated to improve the implementation of the plan's activities. Internal monitoring of the development and fulfilment of the activities is continuous.

STEP 10

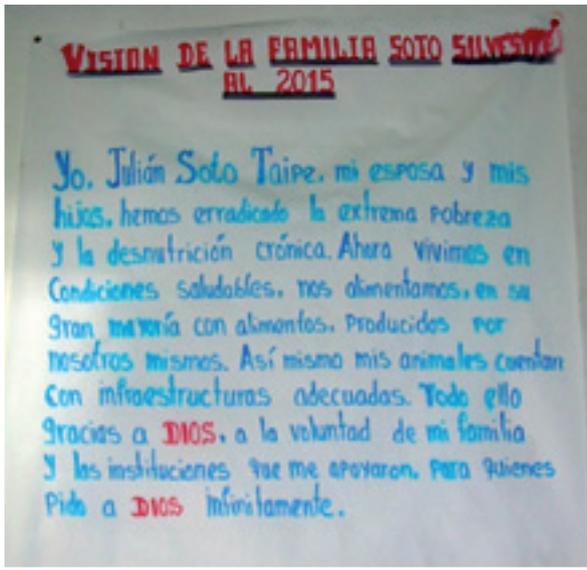
Formulation and proposal of community development planning policies based on the family nucleus

In conjunction with the promotion committee, the community authorities and mayors of population centres promote and formulate community policies to encourage the use of this methodology — the planning and management tool known as the PIDF.

This should be set out in simple documents consistent with their reality (agreements recorded in community minutes and resolutions issued by the mayors of population centres).

These integrated family development plans are a continuous extensive and intensive exercise that naturally combines theory and practice, know-how, and awareness of their own reality to be able to change it, with personal, economic and spiritual targets.

The process of constructing the PIDFs also raised awareness of the importance of planning, such that the families themselves perceived the urgency of sharing their interests and needs with other families, to continue the process, now through the joint construction of community development plans.



Development vision
Soto Silvestre family of Tinquercasa



PROCEDURES PROPOSED FOR THE PARTICIPATORY CONSTRUCTION OF COMMUNITY DEVELOPMENT PLANS (CDPS)



STEP 1

Awareness raising and agreements with the community authorities (identification of needs to construct the community development plan)

To launch the process of formulating the community development plan (CDP), meetings and assemblies were organized in each community, to provide detailed information on the importance, benefits, and need for a community development planning and management tool.

Based on this information, having resolved queries and concerns and with the acquiescence of the community authorities and population at large, agreements were reached to steer the participatory CDP preparation process.

STEP 2

Review and compilation of information on planning activities

Existing information sources and documents were reviewed to identify initiatives and obtain background information for preparing the community plans. This showed that of the project's four communities, only the Tinquercasa community had a strategic community development plan. Three had no plan at all.

STEP 3

Creation of a promotion group and support from the community development committee (local stakeholders)

As a project initiative, and to implement the initial CDP actions, in some cases a promotion or facilitator group was set up. This consisted of community authorities, representatives of public, private, grassroots organizations,

and other key local stakeholders in each community. In other cases there was participation from the Community Development Committees (CODECOs) existing at that time. These collaborated actively in calls for tender, organization of the participatory workshops and coordination between the community, the promotion group and the project.

STEP 4

Formulation of the plan of action of the promoter or facilitator group

Once the promoter or facilitator group had been set up, a work plan was organized to guide activities for preparing the CDP. These included a diagnostic study, participatory workshops, meetings, assemblies, consultations, interviews, group work, etc. The plan was circulated in the assembly, thereby making it possible to reach agreements on participation, support and monitoring of the process.

STEP 5

Diagnostic sessions

The participatory workshops were used to provide basic information on needs, potentials, problems and existing resources in areas of health, education, nutrition, basic sanitation, as well as road, productive, and communication infrastructure.

Additional information was also collected on the community's history, and its social, economic, political and cultural organizations, along with other relevant aspects.

The overriding characteristics of these events were gender equality, inter-cultural social inclusion and a protagonist role for the population.

The information obtained was organized into an initial thematic block dealing with the current situation of the community, which formed the basis for the CDP.





STEP 6

SWOT analysis session

A SWOT analysis workshop was held using the information obtained, together with data and inputs obtained from the diagnostic study and participation by actors such as community authorities, representatives of grassroots organizations, members of the promoter group (in some cases) and members of the CODECO (and others).

This made it possible to specify the main failings, limitations and risks, aspects to improve and problems to be overcome, as well as identifying possible solutions or viable alternatives based on the community's resources and capacities.

The results of the analysis became key inputs for formulating the plan's vision, mission and other components.

STEP 7

Participatory construction of the vision and mission

Having completed the SWOT analysis, and before introducing the topic, another similar workshop was held for participatory construction and formulation of the vision and mission, involving the most representative stakeholders in each community. To formulate the vision, the media and resources used included papers and colours through which the stakeholders used drawings to express their current reality ("as we are today") and their future prospect ("how we want to be in the future"). At another point in the workshop, the mission was defined on the basis of the role and tasks to be fulfilled by the community to achieve the proposed vision.

STEP 8

Identification, development of objectives and strategic pillars (components, indicators, strategies)

Another session, with participation by the different stakeholders and application of the SWOT cross-components methodology (matrix), was used to define the objectives, strategic pillars and strategies for implementing the CDP.

To identify the objectives, the question was: “What do we want to achieve?”. To define the strategic pillars, the question was: “For what?”; and for the strategy, the questions were: “How and with what?”.

The information obtained was organized in a matrix for each of the development pillars: “Organization and strengthening”; “Economic, productive and management of natural resources”; “Health and nutrition”; “Education” and “Urban development”. Components were defined for each pillar, with outcome and impact indicators; and strategies were defined to implement the activities and achieve the objectives, which were proposed, discussed, and agreed upon by the participants, with project support.

STEP 9

Production of the document, circulation, validation, enrichment, and final amendments

Following completion of the strategic planning phase and compilation of the necessary information, a first draft of the CDP was prepared in each case and reviewed by the project team.

This document, enhanced with contributions from various sources, was circulated among the community for validation; and the final CDP document for each community was thus obtained.

STEP 10

Design, production and publication of the CDP document

Once each community’s final CDP documents had been prepared, the cover, contents, and annexes were designed, for printing and publication.

STEP 11

Dissemination, implementation and institutionalization of the CDP. Empowerment and ownership of the plan

Once the CDP for each community had been published, it was delivered to the community authorities for circulation among the population at large, with a view to promoting its acceptance.





Printed posters and a CDP management manual were prepared to support the work of disseminating the CDP, and this was complemented by publicizing its contents in radio programmes, and by designating a place in the community to display and provide permanent access to the plan for the community population or other stakeholders.

The CDP serves as a mechanism for articulating existing plans on different levels, as well as for forging partnerships and agreements, and for the preparation of community project initiatives, participation in participatory budgeting processes, and the establishment of bilateral cooperation agreements to pool efforts and endeavours to implement it.

To start implementation of the CDP and put it into operation, the annual work plan was prepared on a participatory basis, prioritizing the activities included in the plan.

STEP 12

Annual monitoring and self-evaluation of the CDP

As in any activity, continuous monitoring is needed to evaluate the extent to which the plans are fulfilling the defined objectives and targets. In this case, as the CDP is a planning and management tool, it is monitored by the community authorities and the community development promotion committee. These support and oversee its fulfilment, on behalf of the community, identifying, during implementation, any difficulties, achievements, progress, priorities to be addressed, shortcomings and lessons to enhance and/or adjust the plan in the future.

This information is presented at a general assembly to inform the population at large, and to gather opinions, suggestions, contributions and proposals to improve its implementation.

Self-evaluation is done annually, using simple and accessible tools that are consistent with the traditional forms of evaluation used by the communities themselves — in this case the self-evaluation records created by the community with support from the project or other institutions.



POSTERS TO PUBLICIZE THE COMMUNITY DEVELOPMENT PLANS 2010 - 2015

Community development plans should activate social development and transformation processes, and their leaders should be capable of supporting the members of their organizations in articulating their communities' development vision.





Community Development Plan 2010-2015 – Peasant Community of San Pablo de Occe



Community Development Plan 2010-2015 – Peasant Community of Padre Rumi



Community Development Plan 2010-2015 – Community of Tinquercasa



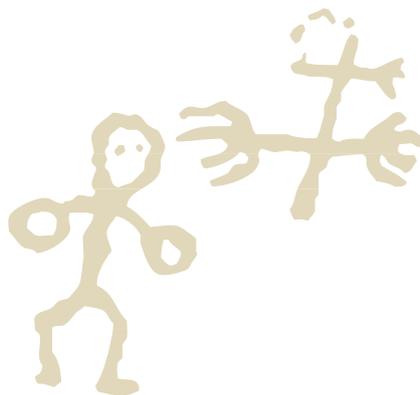
Community Development Plan 2010-2015 – Peasant Community of San José de Parco Pariacclla

POLICY RECOMMENDATIONS

- ❖ Local project activities need to be articulated with the CDPs. If the latter do not exist, they must be prepared, because without this community management tool, articulation and consensus-building actions become more difficult, and local development proposals are likely to be less successful.

▶▶ The danger in formulating plans externally is that they may not reflect the community's demands and its genuine interests and needs .

- ❖ Declare the CDP as a basic tool for formulating, reviewing and articulating plans at the district, provincial and regional levels.
- ❖ Declare the CDP as the instrument of admission and governance (requirement and endorsement) to take part in the participatory budgeting process, and gain access to resources and financing, establish strategic alliances, promote business partnerships, create productive networks and improve food security and sustainable development.



PROGRAMME RECOMMENDATIONS

- ◆ Respect for indigenous peoples' development vision and language are aspects that need to be taken into account when implementing a programme or project.

- ◆ It is extremely important to strengthen the role of indigenous women and raise their profile in planning and decision-making processes.

▶▶ Involving women in these mechanisms makes it easier to alter certain policies and programmes to specify the different constraints, needs and priorities pertaining to men and women. Otherwise, some initiatives may improve the situation for men but have adverse consequences for women.

- ◆ Mechanisms facilitating active participation by community leaders in local administration should be promoted and created.

PROJECT RECOMMENDATIONS

- ◆ Apart from the support that projects can provide in formulating community development plans, it is essential to train and prepare community leaders and members to monitor and evaluate the plan, to provide them with more time and greater knowledge to prepare for the construction of future community plans, without relying on external projects or consultants.

▶▶ Adequate formulation, monitoring and participatory evaluation of community development plans helps to reduce socioeconomic disparities.

If certain key actors do not participate, it becomes harder to obtain opinions and other contributions in the process of constructing the plan, which diminishes ownership and the effect on the community.





SUCCESSFUL EXPERIENCE NO. 2

Partnerships and Networks



"TURNING CONFLICTS AND
INTERESTS INTO SYNERGETIC AND
COOPERATIVE LINKS BETWEEN
STAKEHOLDERS"



TESTIMONIES

Partnerships

“This partnership has benefited both institutions by triggering micro-processes that have made us even stronger and allowed us to make the most of the project’s intervention.

The FAO-INIA partnership has enabled peasant communities to engage more closely with private institutions such as the SICRA and DESCO NGOs, and with public institutions such as the regional government, the Regional Agrarian Directorate, and local governments (district municipality of Paucar).

These partnerships have become sustainability mechanisms for one of the activities related to in-situ conservation of agro-biodiversity.

They are being used to promote new modes of research on Andean crops in peasant communities, with a view to making the most of these crops and traditional agricultural practices.

The partnership has enabled peasant communities to promote the implementation of innovative technologies, such as the INIA automated irrigation system and introduction of new cultivated grazing crops (Vicia and Phalaris), among project beneficiary communities in the Huancavelica region, with the aim of demonstrating new ways to overcome the fodder shortage in the low season. This will guarantee the supply of feed for family livestock breeding.

The partnership has also facilitated technology transfer from INIA to the project’s technical team, including the provision of bibliographic and information material (magazines), and distance training (INIA automated irrigation course).

There is no record of agreements between the INIA and peasant communities; if a partnership is formed with those communities, it will be a new experience, to meet technological demand and validate the technologies generated in INIA.” – Tulio Medina (engineer), INIA Coordinator for the Project.



Networks

“In Huancavelica, the experience of participatory and concerted work dates back to pre- 2000, and has been consolidated since 2002 through the consensus roundtable — which involves representatives from State and civil society entities in promoting and constructing consensus-based participatory endeavours with common objectives such as the search for solutions in the fight against poverty.

The MCLCP uses its regional presence to construct a network through provincial and local roundtables, prioritizing childhood services. The population has gradually been made aware of the nutritional value of its products, through the demonstration sessions given by FAO and other organizations.

Another mechanism which, like the roundtable, we have been promoting, is the Food and Nutrition Security Council (Consejo de Seguridad Alimentaria y Nutrición, CRSAN), which was recognized in 2009 by regional decree (ordenanza regional), as a mechanism for articulating the National CRECER strategy with the Llamkasun Wiñaypaq CRECER Huancavelica strategy.

The MCLCP believes the FAO project has made a major contribution to strengthening local and regional consensus mechanisms.

As secretary of the Regional Food and Nutrition Security Council, we believe the project has made a significant contribution in terms of strengthening the mechanism itself, as a part of the CRSAN technical team.

The gastronomy recipe book, produced as the result of fieldwork, is a major resource both for the authorities and for the population in general, who can draw on this local knowledge to recover the nutritional value of traditional products.” – Elmira Huayra Huarcaya (economist), Executive Secretary, MCLCP, Huancavelica.

DESCRIPTION OF THE PROCESS



● PARTNERSHIPS

STEP 1

Identification and characterization of potential partners

Information on institutions operating in the Huancavelica region was compiled — particularly those operating in the provinces, districts and communities of the project's action area — as part of the process of implementing one of the articulation strategies promoted by the project, namely to identify a portfolio of institutions that engage in activities related to the strategic pillars (capacity building, food production and access, recovery of traditional products with a food and nutritional security focus), and in actions to support the implementation of the CDPs, manage resources and make the most of the project's intervention with partnerships. Based on this compilation, each entity was characterized in terms of its areas of action, the activities it undertakes, the scope of its intervention, institutional policies, and other issues.

STEP 2

Prioritization of partners

Using the directory of characterized institutions, and bearing in mind criteria such as experience, thematic relevance, presence in the intervention area, political will, resources and others, the institutions were ranked in terms of their suitability for strategic partnerships. These included the National Agrarian Innovation Institute (INIA); the National University of Huancavelica, Faculty of Agricultural Sciences (FCA-UNH); and local governments (the provincial municipalities of Acobamba and Angaraes; and the district municipalities of Paucará and Anchonga).

STEP 3

Coordination and information exchange, initial agreements

Once the potential partnerships had been proposed, coordination was set up and initial information was exchanged with the identified institutions: with INIA, to develop issues such as recovery of traditional products, in-situ conservation, agro-biodiversity, adaptive research, water capture and automated irrigation; with the Faculty of Agricultural Sciences of the National University of Huancavelica, to conduct research into wild species: ayrampo (*Berberis sp.*), to obtain a functional drink and extract colourants; and wild turnip (*Brassica sp.*), to obtain dried products: dried leaf and dried flowers.

Thus, the project simultaneously influenced components involving the availability of traditional products and access to them, while promoting their consumption and use through the recovery and search for attractive, economical and widely accepted preparations to improve family food security.

Also, under this strategy, peasant organizations entered into partnerships with local governments and the aforementioned institutions to undertake CDP activities. The partnerships with ININA and FCA-UNH were promoted by FAO; and in the case of community partnerships with local governments, INIA and FCA-UNH, the cooperation agreements were forged by the peasant organizations with the project's assistance. Initial agreements were signed in each case.

STEP 4

Formulation of proposal, review and validation

Proposals were drawn up for signing the partnerships based on initial agreements.

Each of these mechanisms involved a work plan formulation process, followed by the respective review and negotiation.

All activities agreed upon in the partnership framework were incorporated into the project's annual workplan.





STEP 5

Signing of partnerships and implementation

Once the terms of the partnerships had been formulated and the documentation and tools validated, the partnerships were signed, adhering to the format of previous cooperation agreements.

STEP 6

A coordinator was appointed by each partner institution for monitoring and evaluation of the work plans in these partnerships.

This allowed for adequate monitoring and provided a new mechanism for interaction, namely quarterly meetings convened by the project coordination unit. These meetings were used to report progress and seek ways to overcome any unforeseen problems or situations affecting the normal development of the activities.



LESSONS LEARNED

- ◆ Forging partnerships is a complex and lengthy process.
- ◆ Entering into partnerships requires establishing a set of rules and practical methodologies agreed upon between the parties on a participatory basis from the outset, to effectively achieve the objectives.
- ◆ Signing partnerships on paper is not enough, because their real effect will only be seen in the actions they generate, and this depends on the possibility of maintaining a stable relation of trust, reciprocity and cooperation between the parties, in pursuit of common aims, with efficient management of resources, to benefit the least protected population groups.

POLICY RECOMMENDATIONS

- ❖ Given the agrobiodiversity wealth of the Huancavelica region, which is still not widely known, and the existence of a regional agrobiodiversity plan, it is essential that this plan be implemented.
- ❖ To encourage partnerships between the communities and the different institutions, INIA is promoting a law to recognize and create agro-biodiversity zones. When this law is promulgated, regional governments will implement it through regional regulations and the creation of such zones for the protection of native genetic assets, at the request of the communities and with institutional support.
- ❖ The regional government should promote the value of traditional crops for the population's food security, particularly among the peasant communities that hold all of this genetic wealth.

DESCRIPTION OF THE PROCESS



NETWORKS

STEP 1

Identification and characterization of networks

Based on the principle of “Work with partners and in networks”, the project aims to articulate with these mechanisms and identify potential partners for proposing and designing effective social intervention and local development planning strategies . It will also promote discussion of alternative policies and generate initiatives to improve the positioning of certain topics on public agendas and enhance the communities’ organizational and socioeconomic capacities.

Inspired by these aims, participation and monitoring was provided to local and regional networks.

Networks identified:

- Red de Acción en Agricultura Alternativa – RAAA [Alternative Agriculture Action Network].
- Red de Agricultura Ecológica del Perú-RAE [Ecological Agriculture Network of Peru].
- Red del Sistemas de Información Agraria del MINAG [MINAG Agrarian Information Systems Network].
- AGRORED Perú.
- Red de la Asociación Nacional de Productores Ecológicos – ANPE [National Association of Ecological Producers Network].
- Red de la Asociación Peruana de Ingenieros Agrarios – APIA [Peruvian Agrarian Engineers Association Network].
- Red regional del Consejo Regional de Seguridad Alimentaria (CRSAN) [Regional Food Security Council Network].
- Red regional de la mesa de concertación de lucha contra la pobreza (MCLP) [Poverty Reduction Roundtable Regional Network].

- Red regional del comité regional de papas nativas (COREPAN) [Regional Network of the Regional Native Potatoes Committee].
- Red provincial de papas nativas de la provincia de Acobamba [Provincial Network of Native Potatoes of the Province of Acobamba].
- Red provincial de papas nativas de la provincia de Angaraes [Provincial Network of Native Potatoes of the Province of Angaraes].
- Red distrital de la mesa de concertación de lucha contra la pobreza de los distritos de Paucará y Anchonga [District Network of the Poverty Reduction Roundtable of the Districts of Paucará and Anchonga].

STEP 2

Ranking of networks

A register was created for each of the networks identified; and this was followed by a ranking exercise, based on predefined criteria for selecting those with similar approaches to issues such as:

- Food and nutritional security
- Traditional Andean products and crops
- In-situ conservation and agro-biodiversity
- Production of seeds for consumption and marketing of native potatoes
- Poverty reduction

The following networks were prioritized

- *Red regional del Consejo Regional de Seguridad Alimentaria (CRSAN).*
- *Red regional de la mesa de concertación de lucha contra la pobreza (MCLP).*
- *Red regional del comité regional de papas nativas (COREPAN).*
- *Red provincial de papas nativas de la provincia de Acobamba.*
- *Red provincial de papas nativas de la provincia de Angaraes.*
- *Red distrital de la mesa de concertación de lucha contra la pobreza de los distritos de Paucará y Anchonga.*

STEP 3

Articulation with networks

Work was done on two levels:

REGIONAL NETWORKS

Regional Food Security Council Network (CRSAN). Articulation topic: Food security and the fight against chronic childhood malnutrition, concerted regional plan, regional strategy “LLANKASUM WINAYPAQ”.

Poverty Reduction Roundtable (MCLP). Articulation topic: Poverty reduction, the National CRECER strategy.

Regional Native Potatoes Committee (COREPAN). Articulation topic: Production of native potatoes for seed, consumption, and marketing.

In the specific case of the CRSAN, during the four years of project execution, participation and support was provided to the regional network of the Regional Food Security Council of Huancavelica (CRSAN), an important entity that encompasses public and private institutions, and social organizations.

LOCAL NETWORKS

Provincial Native Potatoes Network of the Province of Acobamba

This network, organized as a technical roundtable, made an in-depth study of the marketing of native potatoes, and the organization and articulation of producers from the Paucará district in the province of Acobamba (one of the main native potato-producing zones of the Huancavelica region). The mechanism attracted participation from promoters and leaders of the Padre Rumi and Tinquercasa community development committees.

Provincial Native Potatoes Network of the Province of Angaraes

Like the previous network, this network operated under the “technical roundtable of Angaraes” modality, grouping and articulating native potato-producer organizations from the province of Angaraes. This roundtable included participation from community authorities, community development committee members and promoters from the communities of Parco Alto and San Pablo de Occo of the district of Anchonga.

District Network of the Poverty Reduction Roundtable of Paucar and Anchonga

These local entities provided a platform for analysing, discussing and formulating proposals during the process of review, updating and articulation of district consensus-based development plans (Paucar and Anchonga), under the guidelines of the poverty reduction strategy. These local networks have also helped make participatory budget processes viable, by promoting participation by citizens with development proposals and initiatives and access to resources committed for these purposes.

In this context, one of the project’s key achievements was the fact that the community authorities and committees through their presidents and promoters have actively participated in local consensus development mechanisms: the MCLP of Paucar and Anchonga, CCL of Paucar and Anchonga, in public meetings and hearings to consider local development issues.

Four committees articulated with networks or consensus development mechanisms have implemented projects on food security and productive activities, based on their CDPs.

STEP 4

Coordination and exchange of information with networks

The coordination and information exchange with networks occurred continuously through ordinary meetings involving the project (CRSAN) and the communities (MCLP, technical roundtables, CCL). These discussed related issues and activities such as the consensus-based development plan, participatory budget, implementation of the National CRECER strategy, activities for World Food Day, the International Year of Biodiversity, formulation of the regional articulated plan, the International Year of the Potato, the Regional Native Potato Network, among others. These coordination activities facilitated various exchanges of experiences with project communities, among other things.

The most important results of this network-based activity were as follows: (i) awareness-raising, visibility, and positioning of the topics of food security, nutrition, and recovery of traditional products, on the agenda and development plans of local, provincial, and regional governments, as a result of the influence of the





Dissemination of the project to network members in Anchonga.

group of institutions participating in these networks; (ii) formulation of the regional consensus-based plan highlighting improvements to food security and the eradication of chronic child malnutrition in the Huancavelica region.

The project played a leading role as a member of the CRSAN Technical Committee.

Various materials were produced and published using different media, for the purposes of coordination, information exchange and dissemination of project activities within the networks:

A . WEBSITES

Project website (FAORLC)

This website publishes news on the project. Other materials have also been produced and circulated: diptychs, manuals, research work, and relevant information on the achievements and results obtained from the project experience.

INIA website

This website has published and disseminated the most important activities and results achieved in the framework of implementing the agreement between FAO (project) and INIA, such as:

- Installation of the oca, olluco and mashua germoplasm.
- Adaptive research (land plots cultivating oca, olluco and mashua).
- Installation, monitoring and evaluation of grazing areas cultivated (introduction of fodder species).
- Installation of demonstration models for water capture and automated irrigation.
- Strategic partnerships with peasant communities, among others.

Website of the Regional Government of Huancavelica

As the Regional Government of Huancavelica is the project counterparty, and in a climate of excellent interagency relations, this important regional information medium was used to publicize the objectives, purposes and most important activities executed by the project communities, in areas such as:

- Objectives and progress of the project.
- Good agricultural practices.
- Farmers' field schools.
- Integrated sustainable family productive units (UPIFS).
- Gastronomy festivals.
- Regional fair.

B. ELECTRONIC BULLETIN BOARDS



A locally prepared electronic information format, which was used to publish relevant project information on the websites of the executing partners and associates. Electronic bulletin boards were prepared every six months during the third and fourth year of project execution.





C. MAGAZINE OF THE FAO COUNTRY OFFICE IN PERU

The valuable support provided by the FAO Country Office in Peru made it possible to publish and disseminate a series of information articles on the main activities undertaken by the project in these magazines.

D. PRESS COMMUNIQUÉS

This was the medium most widely used to publicize the project in the different networks. For this purpose, notes were prepared highlighting the project's progress and main achievements.

E. PRINTED MATERIALS

Community development plans (CDPs), manuals, notebooks, pamphlets, dyptichs, posters and videos.

LESSONS LEARNED

- ❖ Participation and articulation in networks is a strategic part of any project action. These networks make it possible to forge horizontal relations between the stakeholders, which generate complementarity and integrity in the corresponding actions, thereby improving the projects' chances of success.
- ❖ Network actions to influence and design public policies are more viable than disjointed efforts on issues of common need and interest.
- ❖ Working as part of a network means pooling efforts, and sharing knowledge and experience. Tools and methodologies are validated, to the benefit of the entities in the partnerships and the communities themselves. A learning and knowledge community is created, making it possible to disseminate and apply the lessons learned.

POLICY RECOMMENDATIONS

- ❖ Promote a regional food security network that articulates the implementation of programmes and projects through a concerted regional plan.



SUCCESSFUL EXPERIENCE NO. 3

*Promotion, production, and exploitation of
traditional products*



"IMPROVING FOOD SECURITY
FROM THE SEED"

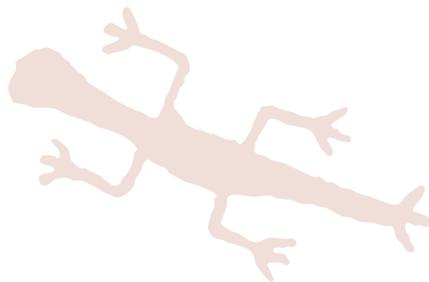




TESTIMONY

 *“We’re now eating more and better than we used to do”. Previously we only used to eat in our way, but now we’ve learnt that we need to balance our diet and, in particular, consume our traditional products. We’ve received training in workshops and seen demonstrations of food preparations; and we have participated in gastronomy festivals where we’ve learnt new ways to prepare and consume our products, such as oca, olluco, native potatoes, chuño, and others, and to value our food products more highly.*

In the past, we would buy certain food products such as vegetables, but now we’ve set up our own organic vegetable gardens and family greenhouses. We now produce our vegetables ourselves, and the fresh produce we eat is tastier. We no longer buy, but produce for sale instead.” Alejandro Quispe, Community Development Promoter of the Padre Rumi Community, District of Paucará, Acobamba Province, Region of Huancavelica.



- 
- One of the project's key goals is to improve food security among indigenous families, for which efforts were focused on recovering and promoting traditional crops, and on their use and adequate exploitation. Many of these products had been abandoned over time.

The project generated positive effects simultaneously in several dimensions: the availability of varied, clean and nutritious food products; access to other products that complement the diet, thanks to the savings generated by own-production of food, diversification and improvement of productive systems; generation of income through the sale of surplus produce, development of new undertakings and the promotion of consumption of those food products among young and old people alike.

Nonetheless, perhaps one of the most important aspects is what the beneficiaries refer to as a “change of mindset”.

Today, indigenous families and their organizations have adopted the issue of food security with a sense of co-responsibility. They say they feel aware and motivated, and they acknowledge that they have improved their diet by strengthening good practices and by making voluntary and sustained changes in others.

They are also aware that a better diet enables them to effectively exercise their rights, particularly those of children, for whom malnutrition in the past generated a climate that was harmful to their present and future development in many ways — mental, physical, emotional and spiritual.

The project participants recognize they are eating better; but, most importantly, they want to continue doing so after the project ends; because they now plan better, they have strengthened their knowledge and skills, and they want to do things in a better way.

They are confident of attaining their targets because they have a resource of incalculable wealth: “their people, their culture, their traditions, their know-how and their knowledge.”



PRACTICES TO STRENGTHEN PRODUCTIVE SYSTEMS



STEP 1

Identification and participatory selection of participant families

The first step involved identifying families with certain characteristics and requirements, such as: favourable conditions for setting up demonstration land plots, predisposition to assume commitments and risks; willingness and interest to support the proposed activities, commitment towards replication, and support for the multiplier effect with other families.

With these criteria, the initial registry of families was completed in each community; and then the families were selected by the community development promoter's committee, with assistance from project team members, to set certain activities in motion. These included the creation and administration of land plots, seed multiplication land plots, production land plots, installation of demonstration models, installation of integrated sustainable family productive units (UPIFS), establishment of family organic vegetable gardens, field schools and productive infrastructure (rustic diffuse-light storage facilities, family greenhouses, guinea-pig breeding modules, water capture and automated irrigation), to strengthen their capacities and provide them with productive activities to enhance family capital.

STEP 2

Identification and prioritization of traditional crops and products

To implement actions aimed at improving food production and recovering traditional products, community residents were consulted for the purpose of prioritizing the crops to be targeted, based on their knowledge, experience and expectations.





A “rapid survey” was held for this purpose in a series of community meetings attended by the majority of the members of each community, to identify and prioritize the crops, and select and appoint the persons responsible (local promoters) for operating the demonstration land plots for production and seed multiplication.

These mechanisms also served to identify existing traditional products and those of greatest interest to the family. A list of nine traditional Andean crops was identified and prioritized among the four communities: native potatoes, oca, olluco, mashua, quinoa, tarwi, haba (broad bean), wheat and barley, with which in the initial season, demonstration plots were set up for a process of production, multiplication and enhancement of the seeds of traditional Andean crops.

STEP 3

Establishment of demonstration land plots with good agricultural practices (GAPs) and farmers’ field schools (*escuelas de campo* – ECAs)

A strategy was implemented to tackle the problem identified in the diagnostic assessment reported in the communities’ CDPs, namely the shortage or absence of certified seed for certain Andean crops (basically tubercles and grains) in the project zone. The strategy consisted of setting up demonstration plots with two objectives: improve the skills of producers (local promoters) in producing and operating seed fields (plots); and build technical-productive capacity to improve the seed quality of traditional (Andean) crops, thereby simultaneously promoting self-supply of quality seeds in many peasant families.

The demonstration plots thus became one of the project’s most effective strategies. The areas in question served simultaneously as scenarios for implementing and articulating several strategies: implementation of good agricultural practices (positive selection, use of quality seed, use of organic fertilizers, counter-slope furrows, use of diffuse light storage facilities, among others), and the implementation of ECAs to encourage the process of production, improvement and self-supply of seeds of tubercles and Andean grains.



Demonstration plots

The purposes of these two fundamental strategies were to:

- Demonstrate the benefits of implementing good agricultural practices.
- Demonstrate increases in production by implementing those practices.
- Promote production and greater consumption of Andean crops.
- Promote self-supply of seeds of tubercules and quality Andean grains in families.
- Promote on-site conservation of the agro-biodiversity of Andean crops.
- Strengthen the sustainable use of traditional productive systems.
- Give renewed value to local knowledge and ancestral agricultural practices.
- Promote technological innovation, strengthen knowledge and improve agricultural practices among peasant families.
- Develop practical training and exchange experiences using the field as a learning resource for observing, analyzing, discussing and taking appropriate crop management decisions and solving problems.

Four ECAs were implemented, one in each of the project's communities, in each case involving 15 to 20 men and women, led by the local promoters themselves.



It was thus possible to maintain high levels of motivation and ownership among families, throughout the process, thus strengthening the sustainability of the proposal.

STEP 4

Use of simple and user-friendly techniques for the production and multiplication of the seed of traditional high Andean crops

The strategies and actions described above relate to an initial stage. A production, improvement and seed multiplication plan was then promoted for the prioritized crops. For this purpose, the project obtained a single batch of registered seeds from these crops, which were used in a first agricultural season in land plots operating under various modalities:

- Demonstration plots
- Seed multiplication plots
- Adaptive research plots

All of these had a modular format, led and directed by local promoters identified and designated by their own communities.

In the first instance, the land plots aimed to strengthen technical production capacities, develop the skills of promoters (families) in managing seed fields, and promoting self-supply of quality seed in each of the communities. This process was assisted and supported in the field by the production area technical team, for which the executing partner Desco (an NGO) was responsible.

This first agricultural season was the initial step in the production, multiplication and seed-quality improvement process. In the ensuing seasons, the work basically targeted the self-supply of seeds and the development of abilities and skills to manage seeds of a better genetic quality, with favourable results.

A fundamental working policy was to revalue ancestral techniques and promote simple practices that are easy to adopt, replicable, sustainable, and consistent with local culture. For example, the positive selection technique was used for the selection and improvement of seed quality, which involves identifying individual plants in the field with outstanding phenotype characteristics (shape, size, colouring, height of the plant, leafiness, health status and others). These are marked with a coloured string. At harvest time, the marked plants will be stored separately in appropriate conditions. This technique was mainly applied to native potatoes, quinoa and tarwi; and many families who applied this elementary technique were able to improve the quality of their seeds, increase their production level and start out on the road to self-supply.

During the first season, 60 plots were set up — 12 for demonstration, 44 for seed multiplication, and four for adaptive research — involving 56 promoters (leader of families) on a surface area of 9,225 ha, with nine Andean crops (native potatoes, oca, olluco, mashua, quinoa, tarwi, haba, wheat and barley). A total of 3,794 kg of seed was acquired and distributed among the four communities. This formed the seed capital with which the process was started; and the subsequent seasons made it possible to multiply and redistribute the seed to new beneficiary families, under revolving fund management.

STEP 5

Good post-harvest practices: seed management and storage

A fundamental complement to the work of the project involved implementing good practices for several of the activities undertaken. In the case of seed production and improvement, this meant addressing not only the technical-productive aspects of enhancing seed quality, but also the necessary and complementary task of improving post-harvest (storage).

It was possible to obtain testimonies from producers in the field, and also see that all of the good results that might be achieved in production could be lost in the post-harvest stage. Huge seed losses occurred because of a lack of adequate storage infrastructure.

To overcome this problem, and given the priority of this issue for the communities, the project presented its proposal to construct and implement rustic diffuse-light storage facilities.

This infrastructure, which was introduced at the family level, gave good results. The beneficiaries rated it as one of the project's most successful outcomes, because it made it possible to protect the seed from pests and significantly reduce losses caused by inadequate storage; and, secondly, it made it possible to undertake the other complementary activity of seed management.

For this purpose, greening and shoot management (*verdeamiento y manejo de rebrotes*) techniques were implemented, which helped to obtain “better quality propagation material”, in other words, healthy tubercules with shorter and stronger shoots, which, subsequently in the field and with the results obtained in the harvest, convinced many families to opt for this technology for improving seed quality.

Throughout the project cycle, a total of 158 rustic diffuse-light storage facilities were constructed in the four beneficiary communities. Each family store had an average capacity of 200 kg. The stores set up by the project currently hold between 20 to 30 MT of quality seed under adequate storage conditions and management.



Rustic diffuse light storage facilities

STEP 6

Self-supply of seeds

With the seed obtained by the project in the first agricultural season and distributed once only, to embark on the process of seed production and multiplication, it was possible to increase the quantity of seed in the project communities.

The key idea of this process was to involve and benefit the largest possible number of families. For this purpose, a “revolving fund” seed management and administration modality was implemented. This was used to promote the return and distribution of seeds to other beneficiaries, as the process of self-supply of seeds began.

SUSTAINABILITY OF THE PROCESS

In this way, combining a number of different techniques, and supported by capacity strengthening actions, many families have become self-sufficient in quality seed; and the process continues today in a robust and sustained way. Local promoters are recognized as benchmarks in their communities, and are currently responsible for transmitting what they have learned, exchanging their knowledge and experience with other families, improving practices and promoting the recovery of traditional knowledge, to achieve food security for those homes.

▶▶▶ “I’m very happy with this type of support, because it helps us to resolve our problems.” Vicente Ñahuincopa, Community Development Promoter of the Community of San Pablo de Occo, District of Anchonga.

LESSONS LEARNED

- ❖ The models proposed should not be rigid. Instead, they should be put forward for consideration by the producers, who will use their capacities and local knowledge to help adapt and improve them, making adjustments according to their needs.
- ❖ Without contradicting the field schools methodology, it is possible to develop a more integrated approach and address the producers' multiple needs.
- ❖ Before promoting a seed assistance and revolving funds programme, it is essential to design and regulate the proposal.
- ❖ To incorporate the proposed practices into the producer's daily activities, effective methods need to be developed and implemented on a participatory basis, and show concrete results.
- ❖ Seed improvements and self-supply can be achieved in many peasant families, by implementing very simple, user-friendly, easy-to-adopt and sustainable practices.



PROMOTION, DISSEMINATION, AND RECOVERY OF TRADITIONAL PRODUCTS



STEP 1

Promoting and giving renewed value to traditional products

The fundamental food security issue addressed by the project was the recovery and revaluation of traditional products.

For this purpose, a series of strategies were implemented and several actions were undertaken to promote the use and recovery of traditional food products in each of the programme's communities. These products were revalued taking account of their significant nutritional properties; the use of good hygiene practices in the handling, preparation, presentation of the food products; and adequate distribution within the home, among other things.

The central strategy implemented involved activities ranging from dissemination and training events such as: gastronomy festivals (with competitive aspects), typical dish contests, an Andean crop contest, participation in fairs at various levels, on-site conservation, installation of germoplasm at the community and family level, and exchange of experiences, among others.

The strategy and actions implemented had the following objectives:

General:

- Promote the recovery of traditional products and ancestral (local) gastronomy.
- Encourage nutritious, balanced and healthy eating, by using food products obtained locally.





Specific:

- Publicize the importance and nutritional value of traditional products.
- Promote the exchange of local knowledge on the use and exploitation of Andean products.
- Stimulate diversified consumption based on traditional products.
- Help improve the diet of at-risk groups, such as breast-feeding mothers and children under two years of age.
- Promote creativity and innovation in preparing and using traditional products.
- Promote the safety of the food products by applying good handling and hygiene practices.
- Revalue and contribute to the recovery and conservation of traditional crops and products.

The following activities were undertaken as part of this central strategy:

a. GASTRONOMY FESTIVALS

Contests were held to promote the recovery, consumption and dissemination of the nutritional value of traditional products that can make an effective contribution towards improving food and nutritional security among peasant communities, by including them in the food diet and implementing profitable productive initiatives to strengthen the family economy. The following gastronomy festivals were held during the project cycle:

Nabuschay: a native woody shrub known as “yuyo” or “wild turnip”.

“Nabuschay 2009”, “Nabuschay 2010” and “Nabuschay 2011”, in the community of Parco Alto in the district of Anchonga, Angaraes province, in the region of Huancavelica, with average participation by 30 competitors.

Cebadaschay: cereal crop known locally as “cebada” (barley).

“Cebadaschay 2009” and “Cebadaschay 2010” in the peasant community of San Pablo de Occo in Angaraes province, region of Huancavelica, with average participation by 30 competitors.



Ayrampo: European thorny shrub known by the same name “Ayrampo”.

“Ayrampo 2009”, “Ayrampo 2010” and “Ayrampo 2011” in the peasant community of Tinquercasa of the district of Paucará, Acobamba province, region of Huancavelica, with average participation by 30 competitors.

Chuñuschay: dried potato known as “chuño”.

“Chuñuschay 2009” and “Chuñuschay 2010” in the peasant community of Padre Rumi of the District of Paucará, Acobamba province, region of Huancavelica, with average participation by 30 competitors.

Mikuna Punchaw: “World Food Day”

A mixed event, designed to recover local knowledge; promote exchange of knowledge on the use, exploitation and consumption of traditional products; and stimulate greater valuation of their nutritional properties. The event was held in the San Pablo de Occo community as part of the “World Food Day” celebrations.

b. CONTESTS

Events of this type were held to promote the recovery of ancestral knowledge and gastronomy, revaluing the food, economic and social importance of Andean crops in the framework of healthy competition between peasant communities. Two types of events were held:

Typical dish contests: to promote the recovery of local knowledge and ancestral gastronomy based on the use of traditional products.

Andean crop contests: to promote the conservation and exploitation of agrobiodiversity, and revalue the importance of Andean crops.

c. FAIRS

A specific strategy implemented to disseminate traditional products and Andean crops, and to help producers to integrate into marketing mechanisms. The project communities participated actively in the various scenarios in which these fairs were held. Producers representing their communities and the project participated in two types of fairs:



Local: local events, such as the “Cuasimodo” fair in the district of Paucará, the district fair of Lircay, and provincial fairs in Acobamba and Angaraes.

Regional: a regional event held in the capital city of Huancavelica, attended by producers from across the region. The project participated successfully in this event, represented by the President of the Community Promoters Committee of San Pablo de Occo (Mr. Domingo Urbina, winner of the first prize in his category: Andean grains).

The participants in these local and regional fairs won the various internal contests and festivals (within the project), who, in representation of their communities and the project, produced outstanding performances and recorded major achievements.

d. **ON-SITE CONSERVATION**

In the belief that “Food security starts from the seed”, and in the framework of the strategic partnership established with the INIA, a number of on-site conservation activities were held. These included the installation of germoplasm of the oca, olluco and mashua crops; active research; and the establishment of community and family germoplasms to stimulate conservation and make sustainable use of local agro-biodiversity.

e. **EXCHANGE OF EXPERIENCES**

These were events to exploit knowledge from successful experiences that were considered crucial for generating positive results (the desired changes), and which could prove transferable and/or replicable in similar contexts or with the necessary adaptations among peasant communities supported by the project. The objectives proposed for these events were:

- To promote knowledge exchange and strengthen the capacities of community authorities, members of promoter committees, leaders and beneficiaries, on issues related to food and nutritional security, with a gender perspective.
- To promote the dissemination of good agricultural practices and technological innovations identified during the exchange with the communities, basically in peasant families and organized groups.

- To strengthen the management, administration and conservation of natural resources for sustainable food production in the communities participating in the exchange.
- To establish commitments with the participants to replicate successful experiences or technological innovations identified during the exchange, for implementation in their respective communities, at the family, group, or community levels with project support.

LEARNING FROM OTHER SUCCESSFUL EXPERIENCES (FROM THE OUTSIDE IN)

These events aimed to observe experiences considered successful, relevant and potentially transferable by the institutions that developed and implemented them. Two exchanges were held: one for communities of the Paucará zone and another for those in the Anchonga area; in both cases the working area of the provincial municipality of Acobamba was visited, to observe the work done on food security.

The strategy applied consisted of making visits to learn about outside experiences and contrast them with those undertaken by the project, to enrich and improve the activities carried out and, secondly, to promote exchange between the communities served.

EVENTS IN THE COMMUNITIES SERVED (INWARDS)

These events represent the second stage of the strategy implemented for exchanges. Two-way visits were held between “neighbouring communities” in each zone (Paucará and Anchonga), with the aim of stimulating “healthy competition” between communities (which one can do better in the shortest time?), self-evaluation thereof, correction of errors, improvement of progress and enrichment of the process in each participating community.

Most of these events were competitive and open to all; prizes were awarded to the winners in the established categories of participants in the host community: individual, family, social organizations; and participants from invited communities: individual, family, social organizations, based on the classification results. Consolation prizes were awarded to all participants in each event, to stimulate and reward participation.



STEP 2

Diversification of food and consumption of traditional products

Peasant families mainly consume self-grown products, basically consisting of a group of Andean crops.

Although they have some knowledge of nutritional properties, it is insufficient for an adequate diet. Accordingly the project held a series of events to inform and provide training on basic topics and practices, to achieve a healthy diet based on good exploitation and management of traditional crops. Two types of events were held:

TRAINING WORKSHOPS

Events held to strengthen knowledge of the nutritional properties of traditional products and Andean crops (nutrient content, diversification, importance and function fulfilled in each case in peoples lives), together with improvements in skills and abilities to handle, prepare, present and distribute those food products in a better way.



Harvest of native potato with family participation

Examples include:

- Cereal + mixed vegetables: **Arroz con puré de habas** [rice with broad bean puré]
- Cereal + mixed vegetables + tubercules: **Guiso de habas con morón** [broad bean stew with morón]
- Cereal + mixed vegetables: **Tortilla de quinua con arveja partida** [quinoa tortilla with peas]
- Cereal + animal protein + tubercules: **Solterito con cebada** [mixed stew with barley]
- Cereal + cereal+ animal protein: **Arroz chaufa de quinua** [chaufa rice with quinoa]

DEMONSTRATION SESSIONS

These highly practical and participatory events were held to strengthen capacities in the use and exploitation of nutritional traditional products in a balanced diet. They were held with groups organizations: with women members of the JUNTOS social programme (pregnant and breast-feeding mothers); with women's organizations (mothers clubs and women's committees); with schools; and with community development promoters in each of the project communities. The following issues were addressed:

- Identification of groups of food products and traditional Andean products existing in the community from which healthy combinations can be made.
- Identification of the nutritional value of the different preparations based on five existing healthy combinations.
- Preparation of nutritional dishes for a balanced diet.
- Handling and hygiene techniques before, during and after food preparation.

Both the workshops and the sessions aimed to stimulate diversification and promote the consumption of traditional products among peasant families. The main nutritional benefits were described for each prioritized group of crops and products.



Balanced diet prepared on the basis of chuño, egg and guinea-pig meat

With these methodologies and appropriate adult education tools, awareness-raising, motivation and training actions were undertaken focusing on the value and importance of these products for food, health and well-being.

STEP 3

Monitoring of the diversification and consumption of traditional products

Bearing in mind the various dissemination actions (gastronomy festivals, contests, use of Andean recipes) and training (illustration sessions, participatory workshops, exchange of experience, and others), and to assess the level achieved in diversifying the use and consumption of traditional products, 40 families were monitored through home visits and the application of a questionnaire.



Diversity of foods in the family diet

The study produced valuable information. Several families had found new ways to prepare and diversify food, based on their participation in the dissemination and training events organized by the project, mainly the “gastronomy festivals”, “typical dish contest” and the “demonstration sessions”.

The results show that the strategy and activities undertaken do help these families to diversify their food, by revaluing and becoming aware of the nutritional importance of their traditional products and, above all, improving their diet on a voluntary and sustained basis.

STEP 4

Recovery of traditional products for food security

At the same time as the activities of promotion, dissemination and training in the use and exploitation of traditional products, “recovery” work was done, with the following aims:

- Recover and improve knowledge on the nutritional value, use, and exploitation of native shrub species such as “yuyo” or “wild turnip”, “ayrampo”, and also certain Andean crops such as “tarwi”, “oca”, “olluco” and “mashua”, through research work.

- 
- Improve selection, handling and preparation practices; and promote creativity and innovation in the consumption of traditional products among peasant families to improve their diet and food security.
 - Promote the permanent conservation, dissemination and widespread consumption of traditional products by peasant families from the communities covered by the project.

For these purposes, two strategic partnerships were set up, one with the National Institute of Agrarian Innovation (INIA) of the Ministry of Agriculture, and the other, with the National University of Huancavelica, specifically with its Agrarian Sciences Faculty (UNH-FCA).

The following activities were undertaken within the first partnership mentioned:

Establishment of germoplasm. Thanks to the efficient work done by the INIA, it was possible to obtain a sample of the INIA national collection of oca crops (625 accessions), olluco (38 accessions) and mashua (52 accessions). This material made it possible to introduce the germoplasm of these crops in the community of Tinquercassa, district of Paucará, Acobamba province in the region of Huancavelica, with technical assistance from INIA to evaluate that material and obtain, in the first selection, the most promising accessions for recovering these crops, which are susceptible to degradation and at risk of being lost.

Adaptive research. The material obtained from the establishment of germoplasm was used to create adaptive research land plots in the project zones, to evaluate the behaviour and adaptability of this genetic material (promising selected accessions of oca, olluco and mashua) in local conditions, and to obtain seed. Of the material obtained in the two fields, one part was returned to the INIA germoplasm bank and the other was delivered to the communities and beneficiary families for seed multiplication and distribution.

Community and family germoplasms: The material obtained from this microprocess (seed from promising accessions) was distributed to the project's communities, to enable them to start the process of multiplication and dispersion of this valuable genetic material (community and family germoplasm). This represents another of the project's important contributions to the on-site conservation and food security among these peasant communities and the region.

Research work was undertaken in conjunction with the Agrarian Sciences Faculty of the National University of Huancavelica, on two topics:

Ayrampo:

- Research on uses, exploitation and transformation of the ayrampo fruit. Obtaining of a functional drink to improve family nutrition.
- Research on the extraction of colourants from the ayrampo fruit as a potential source of family income.

As part of the work to recover and disseminate this native species, events were held to publicize its potential both in the project communities (during the ayrampo gastronomy festivals in its three versions and in other festivals held), and in the regional project closure workshop held in Huancavelica.

Wild turnip:

- Research into uses, exploitation and transformation of the leaf of wild turnip; obtaining of dried leaf and leaf meal for nutrition and food security.
- Research to identify the nutritional components of the wild turnip flower (yuyo).

Like the previous activity and with the same purposes, events were held to publicize the potential of the wild turnip during the three versions of the Nabuschay gastronomy festivals, and in other festivals, as well as in the regional project closure workshop held in Huancavelica.

Tarwi:

Complementing the activities described above, the “tarwi” problem was addressed. This highly nutritious crop-product was not consumed in the project zone, but was only produced for sale, owing to lack of knowledge on how to prepare it for consumption.

Training events were held on the separation (*desamarrado*) process and “exploitation-combination modes”, to recover and incorporate it into the diet, mainly to stimulate its mass consumption among the communities.



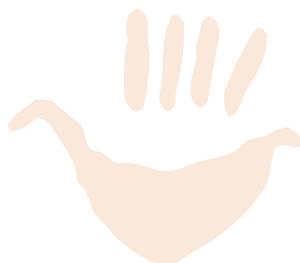
LESSONS LEARNED

- ❖ The teaching methodologies used with adult women who were semi- or wholly illiterate should be highly practical (demonstrative) and inclusive (participatory). Demonstration sessions on how to prepare and use traditional products are a clear example of this.
- ❖ Women place a higher value on the quality of food and the nutritional value of traditional products, since they have responsibility for food preparation and family nutrition. They showed great interest in learning and improving their capacities; but they asked for these events to be adapted to the limited time they have available, given their multiple responsibilities and tasks in the home.
- ❖ It is possible to coordinate efforts and actions between programmes and/or projects based on an adequate conceptualization of the food security approach and the revaluation and sustainable exploitation of the traditional products. Actions can be undertaken in conjunction with social programmes (JUNTOS), education institutions (*Vaso de Leche*) or women's organizations public canteens, among others.
- ❖ Peasant families produce and consume products, but they have insufficient theoretical-practical training and information on food and nutrition topics, which can undermine food security for their families.



POLICY RECOMMENDATIONS

- ❖ Formulate and implement a regional food security and nutrition plan, taking account of the experience of the FORSANDINO-FAO project to contribute with appropriate and comprehensive methodologies and approaches towards reducing chronic child malnutrition and extreme poverty.
- ❖ Promote a regional programme targeted on complementing the family food basket by revaluing and recovering traditional products from high Andean zones affected by extreme poverty; and simultaneously support marketing initiatives that position producers in the market in better conditions.
- ❖ Build an inclusive proposal into regional policy that recognizes the importance and contribution of family farming in the regional economy, and which also guides investment towards this important productive segment, promoting its integration in the market economy.
- ❖ Any proposal to implement productive technologies should include dialogue with the local culture as one of its basic characteristics; and it should be user-friendly for adoption by family farmers. In other words, it should represent the interface between the recovery of ancestral technologies and new proposals that complement each other in contributing to the sustainability of traditional productive systems.
- ❖ The curricular contents of education programmes should stress the importance, value and benefits of traditional products for healthy eating, encouraging their sustainable exploitation. For this purpose, it is recommended to set up school orchards and thus engage the different members of the education community in food security issues.



“We’re systemizing our experience so that everyone can learn critically from it”

This publication aims to share the project’s experiences in the case of **Peru**, which have supported learning processes between direct and indirect stakeholders, and can be extended to all people interested in improving their practices in the present and future, based on the lessons learned from other experiences — in this case ours.

As is the case of other materials included in the systemization stage, this product arises from a process of critical and participatory reflection, in which beyond the numbers and figures resulting from project execution, we wish to delve deeper into several of aspects that could be lost or pass unnoticed by some people, but which play a large part in supporting the results achieved by the project, although very seldom mentioned in project systemizations.

These data, knowledge, practices and experiences could become alternatives and criteria for present and future actions, because the stakeholders are convinced of, and agree on, the importance of having reconstructed the past to produce knowledge and community know-how.

Although there may be similarities between projects, each one is unique. Accordingly, these lessons learned, which go far beyond measurement of the achievements of the quantitative targets indicated in the project’s logical framework, serve as useful information to support more secure actions in present and future interventions.

“Strengthening Indigenous Organizations and Support for the Recovery of Traditional Products in High-Andean zones of Peru and Ecuador”

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