

RESULTS OF THE FORSANDINO PROJECT
STRENGTHENING HIGH ANDES INDIGENOUS COMMUNITIES AND
REVIVING THEIR TRADITIONAL PRODUCTS (2007-2011)

LLAQTA KALLPANCHAQ

IN THE 
PROTAGONISTS'
OWN WORDS
THE CASE OF PERU



RESULTS OF THE FORSANDINO PROJECT:
STRENGTHENING HIGH ANDES INDIGENOUS COMMUNITIES AND
REVIVING THEIR TRADITIONAL PRODUCTS (2007-2011)

LLAQTA KALLPANCHAQ



IN THE 
PROTAGONISTS'
OWN WORDS
THE CASE OF PERU





Worldwide distribution for the English language

FAORLC 2011

175p. 21cm x 21cm.

ISBN 978-92-5-107095-6

Coordination: Forsandino Project

Editing: Ruth Maritza Ávila

Design: Sergio Baros

English Translation: Julian Dowling

The terms used in this information document, and the format in which the data are presented, do not imply any judgment by the Food and Agriculture Organization of the United Nations (FAO) concerning the legal status or development level of countries, territories, cities or zones, or of their authorities, or with regard to the definition of their borders or boundaries. Any mention of specific firms or manufacturing products, whether or not patented, does not imply that FAO approves them or recommends them in preference to others of a similar nature that are not mentioned.

All rights reserved. FAO encourages the partial reproduction and dissemination of the material contained in this information product. Its use for non-commercial purposes is freely authorized upon request. Reproduction for resale or other commercial purposes, including for educational purposes, could be subject to the payment of duties or fees. Requests for authorization to reproduce or disseminate material on which FAO holds the copyright, and any query concerning fees and permits should be addressed by electronic mail or in writing to the Chief of the Publications Policies and Support Subdivision, Office of Knowledge Exchange, Research and Outreach, FAO, Viale delle Terme di Caracalla, 00153 Rome (Italy).

© FAO 2013

Santiago, Chile

March 2013



ACKNOWLEDGEMENTS

FAO and the New Zealand Cooperation Programme are grateful to everyone who contributed to this publication, particularly the representatives of indigenous organizations and members of the communities who were willing to share their concerns, struggles, dreams and realities, and who provided invaluable information by describing, in their own words, the impact of the project on their daily lives.

We are also grateful to the authorities, professionals, technical experts and everyone from the public, private and academic institutions who participated in a deep reflection turned into communal action, known as the “Great community cooperative” (Gran minga institucional).

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



RJQSIKUY O RJQSIKUYNINCHIK

(ACKNOWLEDGEMENT: SYNONYM OF THANKS)

KECHWA VERSION, PERU

FAO chaynallataq Programa de Cooperación Nueva Zelandia nisqan wasikuna riqsikuyninta chayrichinku qalay-qalay runakunaman kay qillqaykuna ruwakunampaq yachayninkuna chayrichisqanmanta, especialmente llaqta umanchaqkunapaq, llaqtakunapi tiyaq ayllukunapaq, paykunam sasachakuyninkuta chaynallataq munayninkuta willakuraku kikinkumanta puni ñuqaykuman; qinaspañataq churaykunku qatu-qatun yachayta, chay kikinkumanta puni qawaykachisqankumanta y rimariyusqankumanta 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 puririchinankupaq, qinallataq ñawpaqmanta tarpukuyninkuna qalinchanankupaq... chayman qina allinyaykachinampaq llaqta wawakunapa allin mikuykuyninta.



FAO Project Team in Peru

Salomón Salcedo

Official Project Leader

Hernán Mormontoy

National Project Coordinator in Peru

Ruth Avila

Regional Project Coordinator

Valdir Roberto Welte

FAO Representative in Peru

Jazmine Casafranca

FAO Assistant Representative in Peru

Enrique Quedena

Consultant

Instructor

Antonio Taipe

Graduate students

Raquel Mónica Ccatamayo Oré

José Ccatamayo Oré

Zenón Paitán Lanata

Víctor Paucar Quispe

Oswaldo Crisostomo Paucar

Officials from the New Zealand Aid Programme

Debbie Player

Winnie Mahowa

Sonya Cameron

Deborah Collins

➤ National Project Counterpart

Regional Government of
Huancavelica, Peru



➤ Project Partners

Center of Research and Promotion of
Development (DESCO)
Peru



National Institute of Agricultural
Innovation (INIA)
Peru



Integral Rural Cooperation Service of
Ancara (SICRA)
Peru



National University of Huancavelica (UNH)
Peru



FOREWORD



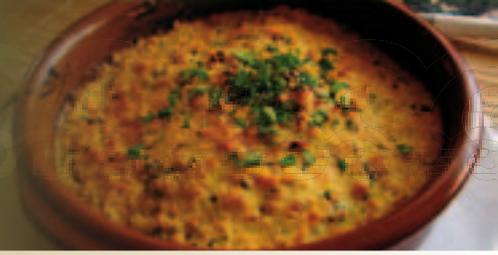
The world food crisis of 2007-2008 and the current high volatility of food prices call for a review of the role of family farming. There is consensus among analysts that food markets will continue to show higher and more volatile prices in the future. In this situation, family farming, and traditional crops in particular, provide important opportunities for increasing and diversifying agricultural production both locally and at the national level, thereby helping to reduce the vulnerability of Andean countries to food price and climate shocks.

Strengthening family farming, however, requires policies and programmes that draw on the incredibly rich productive, organizational, ecological, and cultural heritage of the high Andean indigenous peoples.

The Food and Agriculture Organization of the United Nations (FAO) is committed to working with governments to strengthen small-scale farm production, enhance food security, and promote rural development in vulnerable areas, such as those that have benefitted from the FORSANDINO-FAO project over the last four years.

Even in the adverse conditions facing families in these communities, the results achieved by the project are a source of enormous satisfaction. The reasons for its success are varied, but in part they are the result of a high level of coordination, including efforts to harmonize public programmes and bring together NGOs, universities and research institutions in pursuit of a common aim: to improve the quality of life in the communities.

The food price crisis has taught us an important lesson, namely the importance of strengthening social protection networks and local food production, especially family



farming. Four years after the start of the FORSANDINO-FAO project, we also know more about how to improve agricultural production in high Andean areas. We are applying what we have learned by working with local, regional and national governments, NGOs, universities, and other institutions to improve the food security of one of the region's most vulnerable populations: the high Andean peoples. Our priority is to continue the struggle to achieve food security for everyone, and it is thanks to experiences like this that we have strengthened our commitment to eradicating humanity's greatest scourge: hunger.

ALAN BOJANIC

*FAO Regional Representative for
Latin America and the Caribbean*

OVERVIEW

About six years ago, the New Zealand Aid Programme approached the FAO Regional Office for Latin America and the Caribbean with the intention of developing its aid programme in the region. Common issues and interests immediately emerged, which resulted in the design and implementation of the FORSANDINO project. The project, which had a relatively small budget, was designed so that it could deal with this budgetary restriction and overcome it.

The impact assessment of the project, which compares the participant population with a control group, shows that 31.4% of participating families consider that their level of nutrition is good or very good, compared with 24.8% of the control group. This is confirmed by the fact that the value of food consumed by the participating families is 35.7% higher than in the control group. Also, at the end of the project, the income per capita of the participating families was 54.4% higher than in the control group. In addition to these quantitative indicators, the study showed greater involvement of community members in public spaces, from taking part in budget discussions to participating in workshops on native potatoes.

This document describes the project's approach, including its coordination with other initiatives and government programmes, its holistic view of development, its emphasis on strategic planning and skills training, and its total respect for local dynamics and the worldview of indigenous peoples. This is complemented by the publication of Three Successful Cases for Successful

Public Policies in Peru, as well as similar reports on the Ecuador experience, a cookbook of Traditional High-Andean Cuisine and a DVD with the tools generated by the project.

The current situation in food markets, which today are closely linked to energy and financial markets, requires a review of models for agricultural production, processing, trade and consumption. The systematization of the FORSANDINO project seeks to share the lessons learned in four years of work, so they can be used by other programmes and policies aimed at improving the living conditions of Andean communities. The project also aims to contribute to the design of new rural development models that are sustainable and more inclusive, while recognizing that there is still much to learn about indigenous systems.

SALOMÓN SALCEDO

Senior Policy Officer / Project Leader

FAO Regional Office for Latin America and the Caribbean

CONTENTS

| | |
|--|----|
| List of Abbreviations | 16 |
| Introduction | 17 |
| General background | 17 |
| About the methodology of systematization | 18 |
| Chapter I | |
| Background and Context | 23 |
| 1.1. Development initiatives in the context of extreme poverty | 23 |
| 1.2 The FORSANDINO-FAO project and rural poverty in Huancavelica | 28 |
| 1.3 The aims of the FORSANDINO-FAO project | 47 |
| Chapter II | |
| The Role of Promoters in the Family and the Community | 53 |
| 2.1 The promoters of the FORSANDINO-FAO project | 56 |

| | | |
|--------|--|-----|
| 2.1.1 | Duties of the promoter | 60 |
| 2.1.2 | Strengthening traditional high Andean production systems | 61 |
| 2.1.3 | Organization of the promoters | 80 |
| 2.1.4 | Training the promoters | 83 |
| 2.1.5 | On the promoter's social role in the community | 93 |
| 2.1.6 | Relationship with local authorities | 96 |
| 2.1.7 | The Committee of Promoters for Community Development: A foundation for change | 96 |
| 2.1.8 | Benefits to the communities | 100 |
| 2.1.9 | Gender relations | 102 |
| 2.1.10 | Respect for local culture, dialogue and cultural exchange | 105 |
| 2.2 | Strategies for food and nutritional security | 107 |
| 2.2.1 | Diversified consumption through the use of traditional products | 107 |
| 2.2.2 | Strategies for recovering traditional products and crops to improve food and nutritional security | 122 |

Chapter III

| | | |
|-----|---|-----|
| | Outlook and Recommendations | 131 |
| 3.1 | The project's contribution in perspective | 131 |



| | | |
|---------------------|---|-----|
| 3.1.1 | Local development actors and the role of promoters | 132 |
| 3.1.2 | Improving the management efficiency of local governments to fight rural poverty | 137 |
| 3.1.3 | From generating a surplus to commercialization: A single strategy | 144 |
| 3.1.4 | Strengthening the framework of food and nutritional security: The role of civil society and governments | 149 |
| 3.1.5 | Developing the potential of community promoters: An important task | 153 |
| 3.1.6 | Project sustainability and institutionalization | 155 |
| 3.1.7 | Tomorrow begins today | 156 |
| Bibliography | | 162 |
| Appendices | | |
| | Appendix N° 1. List of institutions and projects in the districts of Paucará and Anchonga. | 165 |
| | Appendix N° 2. Levels and Roles of the Project in Ecuador and Peru | 170 |
| | Appendix N° 3. Cost of New Technologies in the Home | 171 |
| | Appendix N° 4. Material produced for the FORSANDINO-FAO for purposes of information, education and communication* | 174 |

Tables

| | | |
|------------|--|----|
| Table N°1 | Beneficiary families in Huancavelica, FORSANDINO-FAO project, Peru | 29 |
| Table N°2 | Livestock population by district and province, 2005 (Anchonga-Angaraes) | 32 |
| Table N°3 | Livestock by district and province, 2004 (Paucará-Acobamba) | 37 |
| Table N°4 | Demonstration plots, FORSANDINO-FAO Project (2008-2009 season) | 66 |
| Table N°5 | Seed Multiplication Plots by Community, FORSANDINO-FAO project (2008-2009 season) | 67 |
| Table N°6 | Seed Research Plots by Community, FORSANDINO-FAO project (2008-2009 season) | 68 |
| Table N°7 | Seed Multiplication Plots by Community, FORSANDINO-FAO project (2009-2010 season) | 69 |
| Table N°8 | Quinoa Production Plots, FORSANDINO-FAO Project (2009-2010 season) | 70 |
| Table N°9 | Tarwi Production Plots, FORSANDINO-FAO Project (2009-2010 season) | 70 |
| Table N°10 | Number of Integral Family Production Units, FORSANDINO-FAO Project (July 2009-June 2010) | 71 |
| Table N°11 | Number of family greenhouses, FORSANDINO-FAO Project , (July 2009-June 2010) | 75 |



| | | |
|------------|---|-----|
| Table N°12 | Guinea Pig Cages Built by the FORSANDINO-FAO Project (July 2009 - June 2010) | 76 |
| Table N°13 | Number of Family Vegetable Gardens Created by the FORSANDINO-FAO Project (July 2009 -June 2010) | 77 |
| Table N°14 | Number of Plots with Grass Cultivation FORSANDINO-FAO Project (July 2009 -June 2010) | 78 |
| Table N°15 | Winners of the First Gastronomic Festival of Nabo 2009, FORSANDINO-FAO Project | 87 |
| Table N°16 | Malnutrition in Children, 2008-2009 | 110 |

Figures

| | | |
|------------|--|----|
| Figure N°1 | Geographic areas of the FORSANDINO-FAO Project in Peru | 30 |
| Figure N°2 | Profile of a promoter, FORSANDINO-FAO project | 58 |

LIST OF ABBREVIATIONS

Agro Rural: Rural Farming Development Programme

CBO: Community-Based Organizations

CENAN: National Food and Nutrition Center

CESPAC: Center of Audio-Visual Teaching Services

CODECO: Community Development Committee

CRSAN: Regional Council on Food Security and Nutrition

DESCO: Center for Research and Development Promotion

DIRESA: Regional Department of Health

ENDES: Family Demographic and Health Survey

ENSA: National Food Security Strategy

ERSA: Regional Food Security Strategy

FAO: Food and Agriculture Organization of the United Nations

FCA: Faculty of Agrarian Sciences

FORSANDINO: Project for the Strengthening of Indigenous Organizations and Support for the Recovery of Traditional Crops in High-Andean Areas

FS: Field Schools

GAP: Good Agricultural Practices

GDP: Gross Domestic Production

GRH: Regional Government of Huancavelica.

Ha: Hectare.

INEI: National Statistics and Information Institute

INIA: National Institute of Agrarian Innovation

ITDG: Intermediate Technology Development Group

MCLCP: Roundtable for Coordinating the Fight against Poverty

MIMDES: Ministry of Women and Social Development

MINSA: Ministry of Health

MONIN: National Monitoring of Nutritional Indicators

PB: Participatory Budgets

PDC: Community Development Plan

PEA: Economically Active Population

PIDF: Integral Family Development Plan

PRONAA: National Food Assistance Programme

PRONAMACHCS: National River Basin Management and Soil Conservation Programme

SICRA: Integral Service of Rural Cooperation Ancara

t: tonnes

UNH: National University of Huancavelica.

UNICEF: The United Nations Children's Fund

UNO: United Nations Organizations

UPIF: Family Production Units

INTRODUCTION



GENERAL BACKGROUND

The Peruvian office of the United Nations Food and Agriculture Organization (FAO) decided to systematize the project “Strengthening High Andes Indigenous Communities and Reviving their Traditional Products”, which was implemented in Huancavelica, Peru. The purpose was to document the experience of the project, especially working with local community actors who helped to revive, enhance and increase awareness about traditional products and practices to improve food and nutritional security, as well as household income, in rural Andean communities.

The systematization of this project seeks to contribute to the institutionalization of such practices in the areas where they have been applied (four rural communities in two of the country’s poorest districts), but it also aims for the results - including the project design, the technologies adapted to a reality of extreme poverty, and the recovery of self-esteem and respect for local culture – to nurture a new generation of local and regional policies that are effective in overcoming adversity. The project was carried out by the FAO with the support of the New Zealand Aid Programme. The duration of the project was estimated at four years starting in June 2007, working with a total of 1,372 indigenous families in extreme poverty in Huancavelica, Peru (1,074) and in Chimborazo, Ecuador (298).

The national counterpart in Peru is the Regional Government of Huancavelica. The scope of the project covers the provinces of Acobamba and Angaraes, serving four communities in critical economic conditions: Padre Rumi and Tinquercasa in the district of Paucará, Acobamba province, and San Pablo de Occo and Parco Alto in the district of Anchonga, Angaraes province.



The project, as explained in this report, aims to contribute to the food and nutritional security of the families in these four communities, strengthening rural organizations to manage their own development. This included two lines of action: i) the institutional strengthening of rural organizations; and (ii) the recovery and use of traditional products to improve food and nutritional security.

ABOUT THE METHODOLOGY OF SYSTEMATIZATION

The process of systematization was designed to reflect the project's experience, seeking to identify lessons that give insights into why and how events happened in order to enrich agricultural practices. The systematization of the FORSANDINO-FAO project includes a review of its most important proposals, taking into account the contributions made by different stakeholders.

This means that other communities can capitalize on the project's valuable experience in their regulatory frameworks, planning meetings, strategies, etc. without neglecting the human component. In fact, the systematization weaves a delicate balance between those who support the evolution of processes and change, with those who are the protagonists of the story - the people who are prepared to undertake drastic changes in their way of life while respecting, at the same time, their own culture in a positive environment of openness.

The qualitative and quantitative results of previous projects, including concrete results as well as changes in the attitudes of participants, are also important within a framework of development interventions that aim to generate sustainable change in groups and individuals.



The methodology used in the project is designed as a two-way process in which local stakeholders, with the support of an external technical team, revive their traditional knowledge while sharing their experiences. Rural development projects usually include proposals that must be tested in different social groups. However, the specific interests of the stakeholders expressed through different activities may contradict, in practice, the project's proposals, in which case modifications should be made that are agreed between the parties until, finally, the results can be evaluated.

The process of evaluation involved tangible as well as conceptual and existential aspects that reveal the rational as well as emotional impact of the intervention. In this regard, obtaining feedback from people living in the communities is important.

To organize the systematization process, a series of activities was developed with different stages in such a way that they supported each other. The sequence of actions was established in the project Terms of Reference, supported by a systematization plan designed by the team in charge of the study.

In this process, the first step was the revision of material documenting the project's impact including reports, publications, and other secondary sources.

A second stage was the identification of key sources in order to understand the vision, opinions and perceptions of stakeholders involved in the project. This included regional authorities, experts, promoters, family members, and project managers. In addition, focus groups and workshops were organized to share their experiences. To carry out the study, qualitative



techniques were applied such as group interviews (04), focus groups (01) and workshops (02). The interviews were held in the respective districts and capitals of each department as well as in Lima. In the communities targeted by the project, these interviews were complemented with a review of actions in the field as well as testimonials from local people. Focus groups were carried out exclusively with promoters of the communities, while workshops with representatives of the four communities were held in two locations: Parcco Alto and Padre Rumi.

To gather these opinions and collect documentary evidence “in situ”, two work missions were sent to the areas of the project: one to gather information for the design of the systematization report, and the second to deepen knowledge of some aspects identified in the first mission. In addition, at all times there was a fluid communication by telephone and email with FAO officers and the main stakeholders.



Workshop with promoters from the communities.



CHAPTER 1

BACKGROUND AND CONTEXT

1.1. DEVELOPMENT PROJECTS IN THE CONTEXT OF EXTREME POVERTY

While fiscal discipline and the expansion of local markets in Peru seem to be showing good results, the most acute problems of Peruvian society, including rural poverty, are still concentrated in certain areas of the country where macroeconomic policies, which benefit only specific segments of the population, fail to have much effect.

In fact, the persistence of rural poverty has led both the authorities and local organizations to examine the dynamics of these territories and assess their potential for development, especially regarding education, health and, more recently, economic activities. However, policies are needed that allow for public action to be focused on people and not only infrastructure. Different experiences have shown that technical and productive improvements, as well as physical improvements in the rural environment and the rational use of natural resources, achieve lasting results only when the conditions are created that allow the development of human potential. This is especially important considering that rural peoples in the country have historically been unable to fully exercise their rights.

The FORSANDINO-FAO project has the virtue of continuing on the path established by a number of previous experiences. In Huancavelica, various actions have been implemented related to the project that have helped to strengthen local stakeholders in areas such as healthcare, recognition of citizens' rights, protection of



human rights and childcare, as well as those areas related to rural development that have been the focus of international development projects carried out by NGOs and state programs at the national level such as PRONAMACHCS, among others. Some actions have also been executed by other rural development projects such as the FAO-Netherlands project, or the audio-visual pedagogy services provided by CESPAC in the mid-1970s. Appendix 1 shows some of the institutions and projects developed in the Huancavelica region (on food and nutritional security, rural development and strengthening of organizations), especially in the communities targeted by the project.

Another important precedent is the case of the Yachachiq people in Cusco. They proposed a project with local farmers to introduce 18 new farming techniques over three years, in order to improve their standard of living and meet their production needs. The proposal includes the following innovations: sprinkler irrigation; a vegetable garden; a plot for cultivating animal feed; a cage for breeding Guinea pigs; a pen for raising hens (to produce eggs); eight small plots for grains and Andean tubers; the production of organic fertilizers; agroforestry for windbreaks and climate protection; better food preparation techniques; provision of safe drinking water; improved horse stables; a garden with a greenhouse for the diversification of production; a basic system for processing raw material; a thermal solar bath; a biodigester to produce gas; solar cooking and a pond to breed carp.

Another interesting experience is run by the Kamayoq School and supported by the ITDG, which since 1996 has promoted Sicuani techniques for water management and irrigation. The project is aimed at helping “yachaq”, which means innovative farmers, who seek to strengthen their skills and capacities, improve their leadership capabilities and offer better quality training and technical assistance services. From 1996 to 2000, all training included irrigation, livestock, horticulture, forestation and Andean crops. However, from 2001 to 2007 training became more specialized in animal health for livestock diversity, the handling of alpacas and growing native potatoes. The results include 247 kamayoq people with new skills, nine with at least two areas of specialization and 60 indigenous organizations.

The task is long and increasingly requires more concrete actions. In this regard, the FORSANDINO-FAO project uses a model adapted to the characteristics and needs of the areas of extreme poverty in Huancavelica, which can help to reverse the causes of delayed development through cooperation with different stakeholders. In this

sense, the project has taken into account not only poor rural communities, but also the institutions involved in implementing new policies such as local and regional governments.

While recognizing these contributions, it is also true that the choice of Huancavelica as the project location has raised serious difficulties. In the four communities selected for the project¹, some training activities had been carried out previously in terms of improving agricultural production; however, these processes lacked organization and efficiency, involving only one small group of farmers. A member of Padre Rumi community said of the instructors: “they taught us the same things we learned from our parents”.

There were also cases in which, although there were some prior experiences, these were short-lived or were not followed up, meaning that whatever had been learned was quickly forgotten, leaving farmers to return to their own way of doing things as in Parcco Alto. Many of those interviewed pointed out that previous experiences in these communities were specific, short-term interventions, unlike the FORSANDINO-FAO project which has provided on-going support in the communities affected. Possibly because of their previous experience, promoters in Tinquercasa and Padre Rumi (Máxima Silvestre and Nicanor Laura, respectively) said the population had initial doubts about the FAO project. Therefore, it was initially accepted mainly by older promoters and those who showed the most interest, while others in the communities first wanted to know, in greater detail, about the project and its emphasis on the recovery of traditional products.

According to a FAO study on sustainable livelihoods and socio-economic and gender analysis carried out in three of the four communities involved in the FORSANDINO-FAO project, the main characteristics identified as important for successful development projects were: new types of crops; new agricultural techniques; higher income as new products reach the market; and positive changes in social aspects (e.g. higher rates of schooling, improvement in health indicators). Women expressed a broad interest in participating in the activities of the project, but signs of machismo in these communities (such as women not valuing their work or bearing the burden of daily responsibilities) were still evident.²

¹ This refers to the communities involved in the project: Padre Rumi, Tinquercasa, Parcco Alto and San Pablo de Occo.

² FAO (2006). *Study on sustainable livelihoods and socioeconomic and gender analysis. Project: “Strengthening indigenous organizations and supporting the recovery of traditional products in High Andean areas of Bolivia, Ecuador and Peru”*. 36-37



With the gradual acceptance by the participants, the FORSANDINO-FAO project has sought to expand the outlook of men and women in the communities. One of the points considered was how to better organize the communities to improve production systems, public participation and protect community interests. This is clearly a complex issue since one of the major difficulties has to do with the narrow mindedness of many inhabitants that seem to believe in an imaginary status quo while resisting interaction with the outside world, which ultimately increases their vulnerability.

This is the reason that development projects, such as FORSANDINO-FAO, try to create the opportunity to broaden the perspectives of rural people, as described below, by putting them in contact with producers from different regions, facilitating the exchange of knowledge and generating mechanisms of empowerment. The project has also supported efforts to fight poverty and promote a more humanistic vision through efforts such as the following:

- The revival of local culture, knowledge and ways of doing things, providing communities with greater capacity for integration and intercultural dialogue.
- Creating conditions to encourage experimentation and greater openness to new technologies.
- Strengthening the community's capacities for planning and negotiation with different authorities.
- Promoting the adaptation of social and cultural practices in communities to new challenges, thereby increasing their openness to innovation while preserving their cultural heritage. The project has also promoted conditions for dialogue with broader segments of society, which can serve as a reference and create new opportunities for farmers to defend their interests and exercise their rights. This allows the sharing of knowledge between different segments of society, the exchange of new experiences and the strengthening of regional identities.
- Broadening the focus of rural development and integrating it with national and regional development dynamics. In this sense, it is necessary to refocus social policies applied to territories with the highest poverty levels, avoiding hand-outs while strengthening capacities or conditions for new development policies.



Workshops facilitate the exchange of knowledge and experiences.

- Increasing social capital, which means strengthening the social fabric with new stakeholders and making social relations more equitable, especially between genders and different generations within the communities.
- Promoting the modernization of public management and improving the management capability of local governments to support the processes of economic and social development promoted by rural organizations. In some cases, these actions may involve defending municipal competencies as well as greater control over public investment.





1.2. *THE FORSANDINO-FAO PROJECT AND RURAL POVERTY IN HUANCAVELICA*

The FORSANDINO project, financed by the New Zealand Aid Programme, included activities in two countries of the Andean Community: Ecuador and Peru.

The project headquarters in Latin America and the Caribbean was the FAO Regional Office in Santiago, Chile. A Senior Policy Officer managed the project with a multidisciplinary group of officers specialized in agricultural, environmental, nutritional, rural and trade issues in Andean countries. In each country there was a National Technical Coordinator responsible for facilitating the project's activities and coordinating with partners. The strategy of the project, both in Peru and Ecuador, as well as the roles of the different stakeholders, is explained in Appendix 2.

In the case of Peru, the base for this national coordination was in the city of Huancavelica. There, the project is known as “Llaqta Kallpanchaq”, which in quechua means “Making People Stronger”. The scope of work of the project lies within the jurisdiction of the provinces of Acobamba and Angaraes, and covers four communities in a critical situation: Padre Rumi and Tinquercasa in the district of Paucará in Acobamba province; and San Pablo de Occo and Parco Alto in the district of Anchonga in Angaraes province, all in the department of Huancavelica.

The main objective of the project was to improve the food and nutritional security of families in indigenous communities by strengthening rural indigenous organizations to manage their own development. In this regard, the project had two specific objectives: to strengthen the capacity of rural organizations to negotiate with the authorities; to improve access to technical and financial support from various governmental and non-governmental programmes and rural development projects; and to increase food production and consumption, as well as the incomes, of families through the recovery of traditional Andean products.

To achieve these goals, the project included two complementary areas of action: a) strengthening indigenous organizations, and b) the recovery of traditional products. In general, the project focused on improving the

capacity of rural organizations to manage activities aimed at improving the food and nutritional security of their communities. The direct beneficiaries of the project in Peru are shown in the following table:

**TABLE N° 1: BENEFICIARY FAMILIES IN HUANCAMELICA,
FORSANDINO-FAO PROJECT, PERU**

| Country | Department | District | Community | No. of Families | Total |
|---------|--------------|----------|-------------------|-----------------|-------|
| Peru | Huancavelica | Paucará | Padre Rumi | 148 | 1,074 |
| | | | Tinquerccasa | 266 | |
| | | Anchonga | San Pablo de Occo | 425 | |
| | | | Parcco Alto | 235 | |

Source: <http://www.rlc.fao.org/proyecto/163nze/proyecto/beneficiarios.htm>

The poverty in Huancavelica is widely documented and this report only identifies some relevant data to show the context of the project.³

³ See related studies and statistical analysis in the bibliography.

FIGURE 1: GEOGRAPHIC AREAS OF THE FORSANDINO-FAO PROJECT IN PERU



Extract from the Communication Strategy of the FORSANDINO-FAO Project

The Huancavelica region is located in the central-southern area of the Peruvian Andes. The territory is very rugged with mountains over 4,600 m.a.s.l and represents 1.7% of the national territory. It is divided into 7 provinces (Huaytará, Huancavelica, Castrovirreyna, Angaraes, Tayacaja, Churcampa and Acobamba) comprising 94 districts. The total population of the region in 2010 was 471,720 inhabitants, most of who live in rural areas (70%).

According to figures from the National Institute of Statistics and Information (INEI), six of the ten poorest districts of the country are in the region of Huancavelica. The FORSANDINO-FAO project took place in two of these: the district of Anchonga in Angaraes province, which is in the highest range of poverty nationally (96.1%

of the population living in poverty and 86% in extreme poverty), and in the district of Paucar in Acobamba province, which is in the same range (90.6% in poverty and 70.9% in extreme poverty).⁴

CHARACTERISTICS OF THE DISTRICTS AND COMMUNITIES AFFECTED BY THE PROJECT

ANCHONGA DISTRICT



*Fieldwork in Huancavelica
(technical officers and
members of indigenous
communities).*

The agricultural production of the Anchonga district is based on a variety of Andean products dominated by the potato, cereals, haba, and oca among others, but most of the production is for self-consumption. Agricultural activity is mainly carried out on unirrigated land covering an area of 3,291.60 hectares (ha), while the area under irrigation is only 214.88 ha.⁵

The main crops in this area are as follows: barley, 1.665 ha; corn flour, 165 ha; wheat, 55 ha; potato, 107 ha; green pea, 40 ha; and green bean, 15 ha. In terms of livestock activity, this mainly consists of raising small animals, such as Guinea pig, sheep, poultry and pigs. Cattle, llamas, horses and goats can also be found in smaller quantities.

⁴ INEI - Map of poverty by province and district 2007.

⁵ Municipality of Angaraes Province. Angaraes Development Plan 2008-2015.p 9.

**TABLE N° 2: LIVESTOCK POPULATION BY DISTRICT AND PROVINCE, 2005
(ANCHONGA-ANGARAES)**

| Type | Anchonga District | Angaraes Province | District versus provincial population (%) |
|-------------|-------------------|-------------------|---|
| Poultry | 4.247 | 39.890 | 11% |
| Cattle | 1.186 | 12.738 | 9% |
| Sheep | 12.695 | 117.089 | 11% |
| Pigs | 1.469 | 11.791 | 12% |
| Goats | 783 | 24.656 | 3% |
| Alpacas | 598 | 22.725 | 3% |
| Llamas | 1.099 | 24.090 | 5% |
| Guinea pigs | 20.619 | 98.309 | 21% |
| Horses | 1.042 | 6.819 | 15% |

Source: Annual agrarian statistics 1996-2005 cited in the Angaraes Development Plan (2005).

The industrial activity of the district is mainly comprised of family-scale craft activities, which use unpaid labour and complement agricultural and livestock activities.⁶

It should be noted that with regard to other activities, such as mining, there have been conflicts and social disputes in Angaraes province (where the Anchonga district is located) due to non-compliance with environmental programs caused by poor management of mining resources, which has resulted in irreparable damage to the environment near the mines. One of the most recent events was the rupture of a containment dam at a tailings plant owned by the company Caudalosa Chica, causing 50,000 cubic meters of tailings to spill into the Huachocolpa river, affecting more than 1,500 ha of land downstream and around 4,100 inhabitants of the area (including Anchonga which was one of the districts most affected), finally reaching the Opamayo, Lircay, Urubamba, Cachi and Mantaro rivers.⁷

⁶ *Ibid.* p. 11-12.

⁷ Proposed Dredging Funds to Remediate Contamination in Huancavelica (July 4, 2010). RPP news. Retrieved on July 20, 2010 from http://www.rpp.com.pe/2010-07-04-proponen-dragado-de-fondos-para-remediar-contaminacion-en-huancavelica-noticia_277253.html.

In Angaraes province, Anchonga district boasts potential tourist attractions such as the Teja Huasi and Occo ruins; however, to be able to take advantage of these resources means overcoming barriers such as limited access to information, poor transportation and lack of basic services.⁸

Commercial activity is extremely limited. In Anchonga, and throughout the province, grains, tubers, and other products are sold from May to July, but the resources are only for family use. It is estimated that potato, barley and chuño represent 96% of the diet of inhabitants, who receive very low prices in local markets for these crops: 12 kilos of potatoes are worth two soles, or 0.16 soles per kilo. An average potato crop obtains 1,100 soles (roughly US\$430), which is the annual income for the whole family. Considering that each family is comprised, on average, of six individuals⁹, this means that every inhabitant of Anchonga lives on less than 20 soles per month, or less than one sol (US\$0.40) a day¹⁰. This level of income, which is unfair and unsatisfactory, is of great concern since the low prices received for their crops, imposed by merchants from other areas, do not even cover their basic food needs.

▶▶▶ *“The middlemen take advantage of us because we do not know how to negotiate prices for our products, they deceive the women, buy our beans cheaply, our cheese... also our animals; and we accept... to be able to buy salt, sugar and other things... but sometimes we don't have enough to buy what we need to eat, or to give to our children.” (Promoter of the Parco Alto community).*

Given this situation, temporary migration to urban areas in search of work is part of the survival strategy. Also, barter still occurs in some cases, primarily to exchange food and livestock products.

Another problem afflicting communities in the project area of Anchonga district, which has to do with the impact of adverse conditions on health, is a high level of malnutrition in children under three years of age, reaching 46% for boys and 29% for girls.¹¹

8 Municipality of Angaraes province. *op. cit.* 13, 15.

9 Baseline study. FORSANDINO-FAO Project. November 2007.p. 28.

10 Anchonga (the poorest district of Peru according to the official poverty map.) Extract on July 21, 2010 from http://www.huancavelicaperu.com/angaraes_2.php.

11 Baseline study. *op. cit.* p.38.



Many children eat only twice a day: potato or chuño for breakfast, if they are lucky a flour biscuit, and morón soup for dinner, usually without any vegetables. Given this diet, heavy on carbohydrates and proteins, almost all the boys and girls suffer from chronic malnutrition. At the regional level, it was found that just over half of the children of Huancavelica (53.6%), are affected by chronic malnutrition, 2.3 times the national average.¹²

In general, the diet is not balanced and consists mainly of carbohydrates, which provide energy but do not contribute to proper growth and development, especially in children. As a result, their ability to deal with poverty and social exclusion is compromised because of the irreversible damage that chronic malnutrition causes to their physical, intellectual and emotional development.

Finally, regarding housing conditions, at the district level homes built with adobe (1,508) are most common, followed by those made of stone and mud (49) and a few made from brick and cement (6).

In rural areas the average home includes two rooms, one of which serves as a kitchen and the other as a bedroom but also as a storage area for food, utensils, clothing, coats (blankets, rugs, animal skins), which causes overcrowding. In terms of basic sanitation, only 7% of houses in Anchonga have sewerage facilities.¹³

PAUCARÁ DISTRICT

Paucará's main economic activity is agriculture and livestock. Agriculture is based on a variety of Andean crops, especially the native potato since it has the world's largest genetic reserve with over 600 ecotypes, which is why its inhabitants call this district the "world capital of the potato".¹⁴

This crop clearly has important potential. The production of native potatoes in 2009 reached 15 metric tons per hectare, surpassing the volume of the previous year, although prices remain very low (just US\$0.35 per kilo), as reported by the Acobamba Agrarian Management Unit.¹⁵ In addition, approximately 50% of the farmers

12 INEI. 2009 Family health and demographic survey. July 20, 2010 extract from http://desa.inei.gob.pe/endes/images/Principales_indicators.

13 Municipality of Angaraes province. Angaraes Development Plan 2008-2015 plan, op. cit. p. 19-20.

14 Huancavelica news, (2009). Native potato festival to be held in Paucará. Extract July 3, 2010 from <http://www.huancavelicanoticias.com/2009/05/realizaran-festival-de-la-papa-nativa.html>.

15 Huancavelica news, (2009). Production of native potato exceeds expectations with respect to 2008. Extract July 3, 2010 from <http://www.huancavelicanoticias.com/2009/06/produccion-de-papa-nativa-supero.html>.



*Homes of participants
in the Project.*

use potentially harmful chemical fertilizers on their crops, which will need to change if they plan to enter international markets.¹⁶ It has also been noted that, along with Rosario, Anta and Acobamba, Paucar is among the districts with the highest level of productivity.¹⁷

However, the production of other crops, such as garlic, maca, green bean, mashua, and wheat, is below the regional average, with barley the only exception despite its low level of production.

The situation is paradoxical considering the waste of water resources. Despite having access to the Chopcca, Dos de Mayo, Tinker, Pumaranra and Paucar rivers, farmland under irrigation in Paucar is only 0.03%, equivalent to 6.9 hectares of the total agricultural area.

¹⁶ Municipality of Paucar district. *Paucar District Development Plan 2006-2015*. p. 25.

¹⁷ <http://www.huancavelicanoticias.com/2009/06/produccion-de-papa-nativa-supero.html>.



Meanwhile, production of livestock and related products is highly deficient. Indeed, figures are below the provincial average: poultry, -1.20%; cow milk -20.97%; pork, -0.40%; goat meat, -5.10%¹⁸; and the district is the penultimate in milk yield.

In Paucar, as in Anchonga, the raising of small animals like the Guinea pig dominates the industry, as well as horses, sheep and camelids. It is interesting to note that the district also produces 100% of the province’s alpaca output.¹⁹

¹⁸ *Ibid.*

¹⁹ *Ibid.*

TABLE N° 3: LIVESTOCK BY DISTRICT AND PROVINCE, 2004
(PAUCARÁ-ACOBAMBA)

| Type | Paucará District | Acobamba Province | District versus provincial population (%) |
|-------------|------------------|-------------------|---|
| Poultry | 3.186 | 42.001 | 8% |
| Cattle | 2.502 | 15.305 | 16% |
| Sheep | 14.146 | 50.621 | 28% |
| Pigs | 2.438 | 16.220 | 15% |
| Goats | 696 | 15.116 | 5% |
| Alpacas | 952 | 952 | 100% |
| Llamas | 2.615 | 3.219 | 81% |
| Guinea pigs | 20.946 | 136.764 | 15% |
| Horses | 3.290 | 9.174 | 36% |

Source: Regional Agrarian Office. Huancavelica 2004.

Commercial activity, on the other hand, is in a critical situation: 96.5% of producers sell to a single buyer and do not have enough training to negotiate, while only 3.5% belong to agricultural associations. All of the trade in agricultural crops and meat is informal in local markets. As in Anchonga district, this situation is made worse by the involvement of intermediaries, who prevent any form of intervention in the price they pay for the products.

As in Anchonga a high percentage of children less than three years of age suffer from malnutrition, including both boys (38%) and girls (48%)²⁰. However, the Regional Council for Food and Nutritional Security (CRSAN) has implemented initiatives to achieve the targeted reduction of chronic child malnutrition²¹. Between 2005 and 2007, some previous experiences in the villages of Paccho Molinos and Tinquercasa were used to develop the National Food Security Strategy (FAO TCP/PER/3005 project).

²⁰ Baseline study. *op. cit.* p. 38.

²¹ Regional Council of Food Security (2009). *Advances to 2009*. Retrieved on July 8, 2010 from www.forosalud.org.pe/Consejo_Regional_de_Seguridad_Alimentaria_-_Avances_al_2009.ppt.



Finally, basic sanitation services are very poor: 67.8% of households do not have drinking water while 97% do not have a wastewater system²². As in Anchonga district, access to safe water is an important factor, especially in terms of healthcare and hygiene aspects.

CURRENT SITUATION IN THE FOUR COMMUNITIES

The rural communities of Huancavelica affected by the project include 1,074 families (around 6,182 people): 425 families in San Pablo Occo, 235 in Parcco Alto, 266 in Tinquerccasa and 148 in Padre Rumi. The following characteristics are common among the four communities:

²² District municipality of Paucar, *op. cit.* p. 33.

Organization

Community associations already exist and, in some cases, their leaders are in the process of learning and assimilating new rules and functions, as well as participating in other spaces of coordination.^{23 24 25 26}

In Padre Rumi there is an association comprised of leaders from various civil society organizations. These entities were previously part of the Community Development Committee (CODECO), an organization supported by various institutions that was finally dissolved.

The community of Tinquercasa is a special case because it belongs to the Chopcca ethnic group, originally from Huancavelica, which is part of the Chopcca nation that has a national council.

Migration

Migration in the four communities is temporary and is related to the search for job opportunities to earn income for the family with the main destinations being Lima, the central forest, Pisco and Huancayo. Much of the migration occurs from July to September and from January to March, when there is less agricultural activity. Most of those who leave are young men who end up changing their way of life.

▶▶▶ *“They return for the harvest and leave again... this happens in the four communities... this is why there are many who do not think it is important to keep the project going. This led us to identify families that work year round...” (Edwin Riveros-specialist DESCO).*

Although permanent migration from rural areas occurs, temporary migration is more important since it not only allows families to increase their income, but it also puts them into contact with others who have settled in the cities. In addition, it generates a real, though often unconscious, intercultural dialogue. As a result, temporary migration has influenced the new mind-set of the rural worker.

23 Rural community of Padre Rumi. Communal Development Plan 2010-2015. p. 10.

24 Rural community of Tinquercasa. Communal Development Plan 2010-2015. p. 9.

25 Rural community of San José de Parco Pariacclla. Communal Development Plan 2010-2015. p. 10.

26 Rural community of San Pablo de Occo. Communal Development Plan 2010-2015. p. 12.



Housing conditions

In general, homes in the communities are poorly designed and used, which affects the quality of life of the population. High levels of contamination produced by cooking, or by sharing the home with animals, negatively affect living conditions. In addition, there are sanitation problems and there is a lack of modern construction techniques that would ensure greater security in the event of earthquakes or floods.

According to the INEI Census of 2007, only 51.1% of the dwellings of Acobamba have electricity, while only 23.4% have running water and 9.9% have sewerage.²⁷

By comparison, 55.2% of the homes in Angaraes had electricity, 28.3% running water and 11.1% sewerage.²⁸

Agriculture

In general, the main crops are barley, potatoes, corn and broad beans, which are supplemented by wheat, oats, peas, olluco, mashua, oca, quinoa, flax, black beans, kiwicha and tarwi.

Traditional agriculture is highly dependent on climate variability, which makes it highly vulnerable to the weather. The sale of these crops allows community members to buy basic commodities in the market, including clothing, and to invest in the education of their children. Some goods are bartered with neighbouring producers but family farming is still essential for subsistence and the production of quality seeds.

The agricultural potential is uneven between the communities. In San Pablo Occo, for example, the land area is 1,120 hectares, of which only 30% is arable while 60% is unproductive wasteland, natural pastures and hillsides, and 10% is reforested.²⁹ By contrast in Tinquercasa, the land area is 10,000 ha, of which 7,000 is arable, 2,000 ha are not (natural pastures, hillsides, unproductive wasteland) and 1,000 ha is irrigated.³⁰

27 INEI. *National Census 2007, XI of Population and VI of Housing*. Extracted on July 21 2010 from <http://proyectos.inei.gob.pe/Censos2007/>

28 INEI. *Ibid.*

29 *Rural community of San Pablo de Occo, op. cit. p. 19.*

30 *Rural community of Tinquercasa, op. cit. p. 13.*

Livestock

Small-scale livestock production often takes place on family farms. It has been mentioned that the raising of cattle, sheep, horses, goats, pigs, Guinea pigs, poultry and camelids is common in the communities. The main problems with this are parasites, as well as the degeneration of species and the shortage of pasture. Often these farmers receive no technical assistance or veterinary support. Animal husbandry, at the family level, almost always acts as a way to conserve resources.



*Agricultural land
in one of the
communities.*



Commerce

Products are sold to external buyers and at weekly community fairs. Intermediaries, usually from Huancayo, acquire local crops for a low price and they usually buy very small volumes.

Adding value to traditional products

In the community of Parcco Alto, barley is processed into morón and machca (flour) only for local use. The milling machinery, found in the villages of Parcco Centro and Pariacclla, only serves the families in these areas and neighbouring communities. Small volumes of potatoes are also turned into chuño. There are no other forms of processing local products.

The few agricultural products that the community sells for money are barley and potatoes, of which an average 50% of the total production is sold; these products (barley and potato) are sold in the Lircay and Ccochaccasa weekly fairs, and some to intermediaries.

In the community of San Pablo de Occo there are several agricultural and artisans' organizations that process small quantities of products, such as barley, oats, peas and broad beans, to obtain American morón, national morón, ground oats, pea flour, split peas and split beans. Producers supply these products to social programmes in the district, province or region. There is also the "Mill Community Centre" that provides services to the population to add value to their products.

In the community of Padre Rumi the only product produced is chuño. The community members complain about the lack of electricity, as well as the need for greater entrepreneurial skills and a lack of capital for investment



as constraints in adding value to their products. In the community of Tinquercasa there are no major activities involving adding value to agricultural products, except in the case of one family that makes a small amount of handmade cheese and yogurt.

Nutrition

The poor state of health in the communities is shown by the fact that more than 70% of children under five years of age show signs of chronic malnutrition, while in San Pablo de Occo the figure is approximately 72%.

One of the main causes of malnutrition is poor diet, since this basically consists of carbohydrates like potatoes and barley, with little consumption of proteins, vitamins and minerals. Meat, eggs, milk and cheese, are sold in the Sunday fairs before being consumed at home.

In all these communities, there is a Ministry of Health representative except in Padre Rumi where there is only a health official with basic knowledge of first aid, and the population is served by the Paucará medical centre some 8 kms away.

In general, there is a high incidence of parasitic infections due to the consumption of untreated water. The capture and chlorination of water in tanks is poor and there is no culture of boiling potable water.

Water and sanitation

With the exception of Tinquercasa, water is available in the communities for human and animal consumption, although not enough for agricultural irrigation.

In San Pablo de Occo, there are small springs and streams across all its territory, but due to its inappropriate use it does not meet all the demand, especially for farming activities.

The community of Padre Rumi is facing a serious water problem because what little is piped to members only caters to their needs for a maximum of one hour daily. In addition, the water is not treated.





About 70% of the families in the four communities have latrines built with the support of different entities, although some do not use them properly, keeping them in poor conditions of upkeep. Also, there is no adequate treatment of solid waste.

ANALYSING THE MAIN CHALLENGES

All of the above shows that the communities involved in the project are in a very precarious situation, but the project's achievements in these areas should serve as a reference for other parts of the region that have similar problems.

As the Huancavelica Competitiveness Plan indicates, 80% of the farms in the region cover less than five hectares (4 plots on average), which are predominantly private property although only a third have property titles. This is worrying considering that agriculture is the most important economic sector, accounting for 64.6% of the EAP in 2007.³¹ The situation of the communities shows that residents consider agriculture to be the most important economic activity since it is the main creator of employment, with potato the main crop followed by corn flour.³²

The regional competitiveness plan points out that the limiting factors in agriculture include the fact that 92% of arable land is irrigated by rainwater and is highly vulnerable to climatic factors. In addition, an increase in smallholdings has led to 64.9% of farm units covering less than 3 hectares and with very low yields, combined with the weak organization of producers owing to the fact that 290 communities are “completely unconnected and without specialization in production”.

Considering the three main agricultural products of the region, 62% of the planted area grows potato, grain barley and corn, with Angaraes and Acobamba focused on these last two products. However, these products are in the process of recovery after a collapse experienced between 1999 and 2000 in the whole of Huancavelica. For example, the production of grain barley went from 26,675 tonnes (t) in 1999 to 21,279t in 2005; however,

31 INEI. *National Census 2007, XI of Population and VI of Housing*. Extracted on July 21 2010 from <http://proyectos.inei.gob.pe/Censos2007/IndDem/>

32 http://www.mincetur.gob.pe/COMERCIO/otros/Perx/perx_huancavelica/pdfs/PERX_Huancavelica.pdf.

in 2007, production fell again to 13,982t. Corn flour went from 26,048t in 1999 to 15,743t in 2005, and in 2007 was 12,625t. Finally, potato production rose from 190,597t in 1999 to 140,590t in 2005 and in 2007, its total production was 76,239t.³³

The cultivation of barley is very important for the region, considering that in 2004 Huancavelica placed fourth in national production (10%) behind Puno (14%), Cusco (12.5%) and Junín (11%), which combined accounted for 48% of national production.³⁴ As noted by INIA, 93.6% of farms in the Andean zone consume the barley they produce, so this product contributes 20% of the total number of calories ingested by rural families.³⁵

But at a national level Peru is a net importer of barley, especially malt barley, as the INIA points out: “*beer companies prefer imported barley since that produced in the country does not reach the minimum standards of quality for the production of beer*”.³⁶

Overall, however, agricultural activity does not generate enough income in Peru for the subsistence of rural families, which is the reason these peoples seek income from non-agricultural activities, usually outside their communities, through difficult and often painful processes of migration. However, there are also cases of successful adaptation to the demands of urban reality, which bring other elements that influence the communal way of life such as the cultural exchange previously mentioned.

Problems with the raising of livestock are also difficult to resolve due to a set of production factors, coupled with the lack of added value and limited organization of producers. First, there is low animal productivity, low grazing capacity, and the low genetic quality of livestock. Second, there is the limited development of agro-industrial activities, a poor educational and technological level, deficiencies in the marketing system, the shortage of credit, etc.

33 Ministry of Agriculture. Historical agricultural production statistics extracte don July 19 from <http://frenteweb.minag.gob.pe/sisca/>

34 INIA. Extracted on July 17 from <http://www.inia.gob.pe/cultivosandinos/zonas.htm>.

35 INIA. Extracted on July 17 from <http://www.inia.gob.pe/notas/notao5o/>.

36 INIA. Extracted on July 17 from <http://www.inia.gob.pe/cultivosandinos/zonas.htm>.



Finally, in terms of organization, it should be noted that at the regional level “only 10% of farm units belong to a committee of producers and only 5% to an association. There are 580 rural communities, located mostly in the High Andean area, which are completely disconnected, with minimum sales volumes and, therefore, reduced power of negotiation.”³⁷

In general, these communities only organize when sharing certain labour activities. For example, when they want to improve something in the community, such as the local church, a house or a channel for irrigation, they resort to age-old practices such as “minga” (community cooperative). There is also “ayni” when family members help each other, for example by working on the farm of a community leader.³⁸ In the Paucará district, where 95.5% of producers sell their goods individually and have no sales training, the system for commercializing agricultural products is deficient. In addition, only 3.5% of producers are grouped into agricultural associations, while 100% of the trade is informal and livestock-related.³⁹ The same difficulties are present in Angaraes province, which includes the district of Anchonga, where most of the producers are not able to organize themselves and existing organizations are still very weak and in need of strengthening.⁴⁰

The poor state of the industry in rural communities is unsurprising considering that, in the Huancavelica region, the primary sector accounted for 77.1% of total production in 2007, while the secondary sector - responsible for the industrial processing of raw materials - barely reached 2.8%, and the tertiary sector was 20.1%.⁴¹ Moreover, the contribution of the industrial sector to the gross product has fallen over time: according to INEI, in 1971 it represented 8.3% of the department’s product, in 1981 this had decreased to 6.9% and in 2003 it accounted for only 0.4%.⁴²

One of the most acute problems is the difficulty establishing new forms of cooperation within communities to improve agricultural production processes. Production and marketing associations are non-existent, and this

37 Office of Agricultural Information, *Regional Agrarian Directorate of Huancavelica*, 2005. Cited in the *Competitiveness Plan of the Huancavelica Region*.

38 *Communication Diagnostic and Strategy (August 2010)*. PUCP, Faculty of Communication Sciences and Arts, p. 16.

39 *Municipality of Paucará district 2006-2015*, p. 19.

40 *Municipality of Angaraes provinces*. *op. cit.* p. 26.

41 *Regional Government of Huancavelica. Regional Competitiveness Plan of Huancavelica 2007-2017*.

42 *Regional Strategic Export Plan for Huancavelica (2005, octubre)*. Extracted on July 22 from http://www.mincetur.gob.pe/COMERCIO/otros/Perx/perx_huancavelica/pdfs



limits the possibilities of growth and for capturing niche market opportunities.

This situation prevents the community members from improving their perception

of the role played by the organizers of rural economic activities. Diversifying production and specialization is essential for creating a value-added chain. Industry, financing and marketing must be conceived from the start as part of a chain so the cycle can be completed, these cannot be an afterthought. All components of the system must be considered, including the network of suppliers, services and basic infrastructure.

Finally, public and private institutions must provide support and contribute to these processes to create a climate of security and collaboration. However, the actions of these institutions, mainly local governments, are still incipient and are developing slowly.

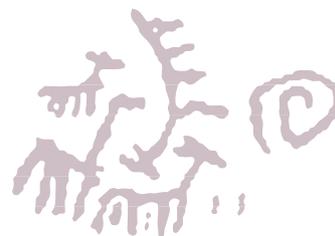
1.3 THE FOCUS OF THE FORSANDINO-FAO PROJECT

In this context, the main objective of the FORSANDINO-FAO project was the improvement of food and nutritional security of families in indigenous communities through the strengthening of rural indigenous organizations to manage their development.



Rather than defining new actions and striving to be the main actor, the project is designed to act as a facilitator to refine and enhance on-going processes of change.

It is important to point out that the strategies employed by projects such as FORSANDINO-FAO have reevaluated various aspects of rural life, such as multi-stakeholder action and the ability to operate in multiple areas simultaneously.



Indigenous leader discussing the current situation in his community.

Multi-stakeholder refers not only to a group of stakeholders in local society, but also to the recognition of the existence of many different authorities at the civil society and state level, with some having greater influence than others. But it is also important to identify stakeholders at a local level; for example, until a few years ago, generic terms such as “community” or “rural community” were used to refer to stakeholders while today, however, the term sometimes has a negative connotation when used to refer to specific stakeholders within the community such as local leaders, families, the women’s committee or, as proposed by the project, the promoters.

Multidimensional, on the other hand, refers to the ability of the stakeholder to act simultaneously on several fronts. One way to show the complexity of this issue has to do with the difference that exists between the

rural imagination and society's collective imagination about rural communities. In fact, one of the most serious problems with previous approaches has been the oversimplification of the rural environment so they end up representing the people in these communities as powerless or without political representation, or as people affected by poverty, or as individuals only interested in agricultural production. The approach used in the FORSANDINO-FAO Project, in the same way as their rights and capabilities, are explicitly multidimensional.

In relation to this point, Félix Unocc, a promoter of the community of Padre Rumi said that the FORSANDINO-FAO project is considered a “mirror” because it has allowed the community to see its situation and learn how, in practice and in theory, to develop its agricultural production.

But families in the communities know that selling their surplus production, or developing other agricultural activities to generate temporary income, is only a viable strategy if they achieve specific goals in education and meet minimum sanitation conditions. Only if they learn how to control the use of scarce resources and manage water or vegetation as part of an integrated system do these people consider their actions to be meaningful. While the local government should support these families with better and more investment, the families must also work to support and monitor the impact of government programmes. These areas of action are continuing to evolve and are starting to show, through concrete results, that rural populations have already accepted many dimensions of this strategy. Therefore, rural development cannot be limited only to productive, technological, or social issues.

In the same way, new approaches are needed to resolve old issues – the smallholding, the lack of business organization, lack of access to natural resources such as water etc. Development projects, again, are able to identify new concepts and categories. For example, there are situations, such as those seen in rural Huancavelica, where it is not enough to be for or against the market since adopting either a black or white position does not help anyone.

For those who suggest that the market is the solution to everything, the reality in the areas of the project shows the narrowness of this reasoning, but it does not imply the market's importance should be denied. This project proposes paths to market integration without naively supposing to know the limits when it comes to addressing poverty, and it recognizes the role of the State in creating the conditions for sustainable access as well as for improving market participation. In addition, it must be considered whether the aim is the production of goods



that have an individual or collective interest, and whether these should be shared to avoid imbalances or inequalities, as in the case of natural resources.

This intervention has provided an opportunity to test new forms of cooperation agreements, which allow the building or strengthening of social networks that enhance individual, family and community actions. Sometimes, these agreements can be important to reform public institutions, such as local governments, creating new mechanisms of participation which, eventually, should contribute to generating the following impacts:

- A positive impact on food and nutritional security of indigenous communities through the creation and monitoring of business plans to sustainably produce traditional products (mainly for subsistence with the possibility of selling surpluses). These include evaluation systems that allow their progress to be monitored, while ensuring gender equity and identifying corrective measures to achieve the development objectives of the indigenous organization.
- Indigenous organizations are expected to improve their capacity to design and implement development plans through their participation in strategic planning processes, as well as making better use of governmental and non-governmental resources.
- The income and nutritional situation of indigenous communities should improve due to (i) greater availability and use of food; (ii) greater access to nutritious foods due to higher incomes that are expected to be obtained through better post-harvest processing practices (that add value) and the identification of more attractive

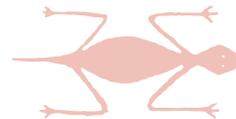




marketing channels. By stimulating the production and consumption of Andean crops, the project should have positive impacts in four main areas: cultural, nutritional, ecological and economic.

- The project has provided tools and technical knowledge related to good agricultural practices to increase productivity and protect the (in some cases badly deteriorated) surrounding environment.
- The project has provided training courses and advice to local, regional and national governments, as well as to private sector organizations involved in rural development, on how to strengthen indigenous organizations and improve their food and nutritional security, mainly by using traditional Andean products.
- The project has promoted the incorporation of actions and themes linked to development issues in public policies and the planning processes of local governments in order to ensure their long-term sustainability.

Considering these expected impacts, this document summarizes the main lessons that can be drawn from the project so far, including both its achievements and limitations. This process (systematization) was included in the planning of the project and, therefore, reaffirms the interest and willingness of its participants to learn valuable lessons for future interventions.



Participating in the creation of a community development plan.





CHAPTER 11

THE ROLE OF PROMOTERS IN THE FAMILY UNIT AND THE COMMUNITY

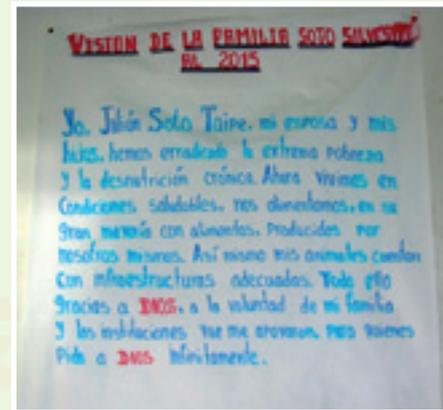
After a few years of hard work, the landscape in one of the poorest areas of Peru is beginning to show significant signs of change. Through the construction of new buildings and ingenious adaptations, local people have been able to retake control of the public space in their community which, for many reasons, seemed not to offer any possibility for progress.

An important point is that this change is nothing more than the result of the work of hundreds of people who, for decades, have been the target of unjustified criticism. Now, they finally have the opportunity to demonstrate that it is possible to achieve a major change in their living conditions, as long as new proposals engage with their cultural reality and help them recover their self-esteem.

A tour of the four communities of Anchonga and Paucará is enough to see how modest families have built animal pens and seed storage facilities out of mud. With great patience, they are also growing vegetables ecologically, installing small composts, and some are using vermiculture techniques. Different kinds of grasses are cultivated near the storage facilities, which are used to feed Guinea pigs, while in the highest areas of the terrain groups of families are building small water reservoirs for the installation and implementation of irrigation systems.

These changes can be explained, in part, by posters on the walls that encourage people to dream of a better future. “You can do what you want” (Querer es poder) is the slogan printed on the posters, which reflects the long road still ahead, but people are not discouraged because they are used to being patient.

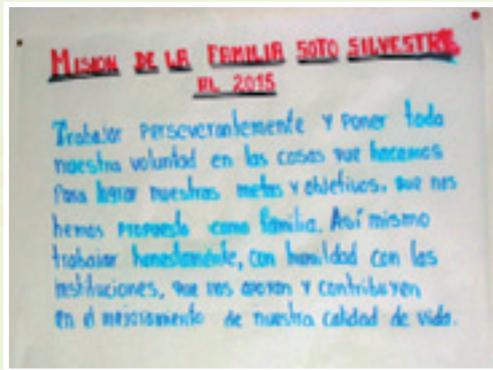
“We are working step by step... we want to sell cheese in the market, also hand-woven handicrafts and products such as potato and olluco... not Guinea pigs, for the moment we are only raising them for our own consumption.” (Julian Soto Taipe, Promoter of Tinquercasa).



*Vision of development
Soto Silvestre Family, Tinquercasa.*

“Before the project, there was no order within the family.” (Felix Unocc Loayza, Chairman of the Communal Development Committee).





Mission
Soto Silvestre Family, Tiquerccasa.

*“My family has used the training we received about a balanced diet... before we ate only to survive, but now we have changed and we have written down what to eat today, and the next day and so on... I have invited some promoters to have breakfast and see what we are doing, and they are using the things they have seen... this is a new initiative, but I started before.”
(Julian Soto Taipe, Promoter of Tiquerccasa).*

This vision of development, which is focused on the family, aims to make changes that will help to increase the strength and potential of the local culture, by recovering their traditional knowledge of the area and rescuing their mother tongue.

As with other projects that have benefitted from past efforts, the FAO project has clear goals that have helped to create a model that is easy to adapt to the needs, conditions and even the tastes of those who are interested in using it as a guide.

One of the most innovative aspects of the project has been the way it has integrated different local practices and know-how to design a model consistent with its main goals. This has helped, firstly, to create a new social component in rural communities, which acts as a catalyst for development and, secondly, it has proposed a practical model for organizing production in the family unit that helps to fight poverty and take advantage of traditional Andean products to improve their living conditions while strengthening food and nutritional security.

The main catalyst of change, unlike other projects, is not based on costly buildings or cash transfers, but rather the individual. This is the story of community promoters, or

"Before, when there was no project... my house was a bit messy, but now I am on the way up, I have my house with a kitchen, a pen with Guinea pigs, a reservoir, a seed storage area, a garden, and pasture... everything according to the family development plan."
(Julian Soto Taipe, Promoter of Tinquercasa).

"My family has a plan to remodel our house..., so far the kitchen has not been renovated, but I am planning to do more this year. My family is also happy... we all work together, even my youngest children." (Domingo Urbina Laime, Chairman of the San Pablo Occo Communal Development Committee).



*Sketch of the Family Development Plan
Soto Silvestre Family, Tinquercasa.*

Yaqchay'qispichiq of Tinquercasa, Padre Rumi, San Pablo de Occo and Parco Alto, all extremely poor areas of Huancavelica..

2.1 THE PROMOTERS OF THE FORSANDINO-FAO PROJECT

The objective of the project is to improve the food and nutritional security of families of indigenous communities by strengthening the capacity of local organizations to manage their own development. Although community organizations are used by the project, it is really up to the promoters who trigger a series of actions and effects that lead, not only to their individual development, but also to strengthening their family and the community. One of the main aspects of this is the creation and implementation of the Committees of Promoters of Community Development, which not only generate processes of learning, but also take specific actions related to community development.

Thus, the concept of promoters in the context of the FORSANDINO-FAO project refers to a new generation of male and female leaders in rural communities with the willingness for intercultural dialogue and cooperation within their community. They also comprise an interesting group of people who have the potential to lead activities on behalf of the community, despite their limitations, such as not having experience in leadership, public speaking, or not knowing how to read or write.

The truth is that in reality these limitations do not matter much. However, it is essential for promoters to have self-confidence, which is probably one of the aspects that characterize this group.

These promoters serve the community but they are firmly focused on their family from which springs their will to act. This vocation for public service is what characterizes their leadership, which is exercised in such a way that their knowledge and skills have an immediate practical application, in line with the wider goals identified by the project.

Clearly, it is a different model: in another context, a person acquires leadership because of what he/she knows; in the case of the Yachaq, leadership is earned because it is also shared.



Community members of Huancavelica.

The profile of the promoter helps to appreciate their importance:

-The promoter acts as a reference. This means that they possess a set of attributes that inspires respect and imitation by others. This is not easy to achieve, because they have to demonstrate, through their own example, the feasibility of their proposals and, with their own behaviour, the path of action. This ability to propose changes in the way of life of their peers is linked to the legitimacy and respect they have earned. Their dedication to supporting the community and local people, coupled with a record of exemplary personal behaviour is what finally consolidates their leadership position. As community members say, if the promoter “has gained our respect, then that is their recognition” (Rosario Ore, director of SICRA). The promoter also puts higher demands on himself since he knows he is a role model: therefore, he must achieve good results in planning and production,

in management, as well as in family relations within the home. There are many testimonials from members who speak of progress and better relations with their partners:



“If you see the properties of the promoters, they implement new practices first and then others follow their lead, for example they have been trained in new areas such as raising Guinea pigs, chickens and tending vegetable gardens. They are also learning about healthy living and putting new ideas into practice, Many others see this and copy it, which generates a multiplier effect within the community,”
(Felix Zárate Najarro, SICRA specialist).

- Getting the promoter to act as model for change by altering their own behaviour is a significant achievement and is one of the main factors used to motivate other community members. In fact, in interviews, many considered this to be one of the most significant features of promoters, in addition to two other important factors: their reputation for honesty and their willingness to change.

FIGURE N° 2.- PROFILE OF A PROMOTER, FORSANDINO-FAO PROJECT

WHAT PERSONAL QUALITIES SHOULD A PROMOTER HAVE?

- Honest
- Hardworking
- Entrepreneurial
- A good communicator
- A born leader
- Sets an example
- Knows how to talk to others
- Has the ability to bring people together
- Humble
- Consistent
- Sincere
- Proactive

- Organized
- Has a vocation for public service
- Solidarity
- Knows how to teach
- Knows how to coordinate
- Lives in the community
- Loves their community
- Does their duty
- Knows how to read and write (preferably)
- Respectful
- Has moral and spiritual values (love for their family, themselves and others)

This list could lead to the assumption that the promoters are quite young; however, they are a heterogeneous group which combines different ages and experiences, and which allows opportunities for both men and women. The promoter has been referred to in this document in the masculine gender, but it should be noted that women's participation is gaining greater visibility due to their increasing numbers and the quality of their contribution.

In the community of Padre Rumi, there was a high rate of participation of the elderly in the activities of the committee of promoters, but they also contributed with their enthusiasm. One of them mentioned in a workshop that being a promoter had rejuvenated him, had given his life a greater sense of meaning and that, as a young man, he had followed the recommendations to eat healthier because he hoped that with every day of his life he could contribute more to others: *"I want to be an example to my children and young people in my community"*, said Nicanor Laura, aged approximately 68.

He said: *"Before I found out about this project and became a promoter, I was an alcoholic, and that is why we have to take advantage of the opportunities given to us by these projects"*. Today he has a home with a kitchen, which he aims to renovate; he has planted a garden and has finished building a garden with his wife's help. In addition, the Guinea pig pen is ready, different grasses have been planted and he is taking livestock management classes in Huancavelica. No one can question his commitment or criticize his efforts.

Another feature is the ability of promoters to communicate their proposals and promote dialogue. The promoter facilitates processes so that each family is on track to achieve their future goals while, at the same time, integrating these processes in community dynamics. Again, this is a difficult challenge because, regardless of the changes that can be achieved in the short term that can be truly spectacular, the promoters know that the most significant results are produced in the medium and long-term, which is why they must learn to manage the expectations of the population.

Also, the promoter must know how to deal with failure when their proposals do not yield the expected results. There is no common strategy in this regard; one promoter said that his responsibility was to face the situation directly but another said that he aimed to avoid failure at all costs or, if that was not possible, to significantly reduce its effects. He recommended that some changes be tested on a small scale before



thinking about bolder measures. In all cases, however, there was the belief that the risks lay more in the lack of conviction and perseverance of the community members, than in the project's proposals which had already been validated.

The capacity for dialogue developed by promoters is very complex. In most processes, the promoter has acted as a facilitator of learning processes in different areas: from the productive technical aspects, to those relating to the role of men and women in a more balanced gender relationship; from family issues to government and community issues. At this level, it is important to recognize the hard work that has allowed steady progress in a short time.

The project methodology adapted to the communities has borne fruit, especially its ability to put local culture in contact with Western culture. In this sense, the recognition of the quechua language as a way to communicate, as well as the recovery of ancestral knowledge and practices, have served to restore the self-esteem of participants who now feel more confident to make changes.

Of course, not all promoters have the ideal skills profile, nor is this strictly necessary, because the role model for the promoters has been created and is being put into practice in the four communities.

2.1.1 DUTIES OF THE PROMOTER

In operational terms, the strategies and actions of the FORSANDINO-FAO project were modified during the project's implementation.

As mentioned, the project was based on two pillars that mutually reinforce each other: on the one hand, the recovery and proper use of traditional Andean products has been achieved by improving food and nutritional security in rural communities; and, on the other, rural organizations have been strengthened.

On a technical level, the project proposed the introduction of simplified planning tools, which allow community members to improve their food and nutritional security, while also taking part in decision-making and management processes with the participation of public entities. This topic is very complex and ambitious because

it helps families of the communities to develop concrete business plans, as well as systems of monitoring and evaluation.

Gender equity has also been achieved and measures identified that help rural organizations to achieve their development goals.

The project also envisages the need to incorporate tools and techniques related to good agricultural practices in rural organizations, with the aim of improving productivity and protecting the environment.

However, the project raises two points that are far more complicated, especially because of the time limits of the four-year project. Firstly, it seeks to improve the nutritional situation and income arising from higher availability and better use of food, as well as to increase access to nutritious foods thanks to higher expected incomes.

Secondly, the project aims to provide recommendations to local, regional and national governments, as well as other entities about how to strengthen organizations and improve their food and nutritional security, mainly through the use of traditional Andean products. In addition, the project's actions are designed to influence the development plans of local governments, thereby promoting long-term sustainability.

2.1.2 STRENGTHENING TRADITIONAL HIGH ANDEAN PRODUCTION SYSTEMS

The project has encouraged promoters to develop a set of techniques that allow them to better manage their farms and improve their production, partly by replanting the main Andean crops that had been gradually phased out.

The project has also helped the promoters to incorporate these techniques as part of an integral plan called: "Integral family production units" (UPIF in Spanish). This plan aims to gradually strengthen the productive system and local habitat through the introduction of new technologies; the development of agricultural production models; the recovery of high Andean crops and, with them, the gathering and use of ancestral knowledge; the incorporation of new know-how and tools; the change of behaviour; and the incorporation of new social roles.



Each new technique that is learned helps to raise the value of the community's physical assets and also enriches the knowledge base. This is important because the community members understand that, thanks to the project, they have achieved economic improvements including a change in their way of thinking and acting. Unlike other projects that inject capital for major construction projects, this is extremely modest in terms of buildings and construction investment; however, it has achieved significant levels of acceptance among communities.

The ideal family unit would comprise, in infrastructure terms, the improvement of cultural techniques and the supply of seeds, which are important for bio-gardens and greenhouses; pens for raising guinea pigs; and, small plots of land with grasses and small water reservoirs. The project also requires certain changes in housing, including an improved kitchen, an area for bathing and treatment of water for human consumption.

The value of household assets in the area is extremely low; as the project's preliminary study shows, families in Paucará have assets worth, on average, US\$3,847, whereas in Anchonga this is barely US\$2,621⁴³. This means that the project's proposed activities could result in important changes considering the scale of poverty in the four communities.



*Diffuse light rustic storehouse
FORSANDINO-FAO Project*



A. CONSTRUCTION OF SEED STORAGE FACILITIES

These storage facilities are built to store seed of native potatoes, mainly obtained from the practice of positive selection in the field. Members of the four communities consider this to be one of the most significant

43 *Baseline study, op. cit. p.39.*



*Promoter explains the use and construction of the storehouse
FORSANDINO-FAO Project*

contributions of the project, since it has helped them to improve the availability and quality of seeds while increasing the production of traditional crops. The advice that promoters give to improve the collection, storage and selection of seeds has created a change in management of this valuable resource and key input for production, mainly by moving the seeds from collection areas into appropriate infrastructure (rustic diffuse-light storage facilities), while changing their approach to producing less seeds but with higher quality. “Before, when we selected the seeds, we kept them in a dark corner out of the sun. As a result, they grew long shoots that reduced their strength and had to be removed before sowing so the production was low. Now, thanks to the storage facilities and good management we have obtained vigorous shoots with higher production.” (Promoter Felix Loayza, president of the Committee of Communal Development Promoters in Padre Rumi).

Between July 2009 and June 2010, the availability of seeds of quality potato, oca, mashua, olluco, quinoa, bean, barley, among others, increased through the use of new production and post-harvest technologies.

During the period 2007-2008, two seed storage facilities were built; in 2008-2009, 54; and in 2009-2010, 66, for a total of 122. Each facility has an average capacity of 200 kilograms of seed, which includes



approximately 24.4 TM of quality native potato seeds within the scope of the project. It was planned to increase the number of these storage facilities by 40 during the period 2010-2011.⁴⁴

The total number of families that benefited in each community is as follows:

- Padre Rumi: 21
- Tinquercasa: 31
- Parco Alto: 36
- San Pablo de Occo: 34⁴⁵

The cost of a storage facility (1.5 m x 2.5 m) is 592.10 nuevos soles, approx.

B. RECOVERY OF ANDEAN CROPS

This is key to the generation of surplus production, including native products, which can later be sold. “To recover the high Andean products: oca, olluco, mashua, tarwi, quinoa, native potatoes, they are supporting us with the seed storage facility,” (promoter Felix Loayza of Padre Rumi). In other words, producers understand that from now on new technologies should serve mainly to recover their cultural heritage.

The project is in the phase of consolidating strategies aimed at ensuring dietary diversity through the promotion of traditional products at the family level. The actions designed to produce surpluses constitute a second phase, which must be well planned and coordinated.

On the production side, the model plot is one of the strategies of the project to recover traditional crops. These are agricultural areas, or small farms, that are created in each of the target communities to experiment

44 FAO. FORSANDINO Project. Annual report 2008, p. 13.

45 Mormontoy, H. (2010). Reporte de datos actualizados-Proyecto FORSANDINO. Huancavelica.



*A demonstration plot and its harvest
FORSANDINO-FAO Project*

with one or more crops and test new technologies, as well as generating new knowledge about crop management with the use of Good Agricultural Practices (GAP) to improve productivity, which also helps the farmer to solve production problems.⁴⁶

The participation of the families, local groups, associations of producers, promoters and women's committees or organizations is essential in the creation and management of these plots. This takes place through four steps: the first consists of selecting, cleaning and preparing the land of the "chacra", the second is the making of furrows for sowing seeds (planting, fertilizer and soil cover), the third involves tending the garden (weeding, sanitary control, cultivation, positive selection), and finally, there is the harvest, selection (seed, consumption, sale) and storage.⁴⁷

During the 2008-2009 planting season, 70 plots were created with 9 Andean crops (potato, olluco, mashua, oca, haba, tarwi, barley, quinoa, oats), of which 12 were model plots, 54 seed multiplication plots and 4 research plots covering a total area of 9.02 ha.⁴⁸ In 2009-2010, 78 plots were planted with 4 Andean crops (potatoes, olluco, tarwi and quinoa), of which 26 were seed multiplication and 52 production plots,⁴⁹ as shown below:

⁴⁶ Mormontoy, H., Riveros, E., Silva, D., Lina A. "Demonstration plots with good agricultural practices", p. 1.

⁴⁷ *Ibid*, p.2.

⁴⁸ DESCO. Annual report of the Letter of Agreement 2008-2009.

⁴⁹ DESCO. Annual report of the Letter of Agreement 2009-2010.

TABLE N° 4: DEMONSTRATION PLOTS, FORSANDINO-FAO PROJECT
(2008-2009 SEASON)

| Community | Seeds delivered (kg) | Area (Ha) | No. of plots | Crops | Seeds obtained (kg) | No. of beneficiaries |
|-------------------|----------------------|-------------|--------------|--|---------------------|----------------------|
| Tinquerccasa | 165 | 0,59 | 3 | 1 potato; 1 oats; 1 tarwi | 1.700 | 3 |
| Parco Alto | 95 | 0,99 | 3 | 1 oats; 1 quinoa; 1 barley | 1.367 | 30 |
| San Pablo de Occo | 335 | 0,93 | 3 | 1 oca; olluco; mashua; 1 quinoa; 1 tarwi | 8.527 | 30 |
| Padre Rumi | 455 | 0,47 | 3 | 1 potato; 1 haba; 1 oca; olluco; mashua | 9.180 | 3 |
| TOTAL | 1050 | 2,98 | 12 | | 20.774 | 66 |

Source: DESCO. 2008-2009



Andean products: mashua, oca, olluco, quinoa, tarwi, native potatoes, barley, beans, oats.

**TABLE N° 5: SEED MULTIPLICATION PLOTS BY COMMUNITY, FORSANDINO-FAO PROJECT
(2008-2009 SEASON)**

| Community | Seeds delivered (kg) | Area (Ha) | No. of plots | Crops | Seeds obtained (kg) | No. of beneficiaries |
|-------------------|----------------------|-------------|--------------|--|---------------------|----------------------|
| Tinquerccasa | 796 | 1,76 | 13 | 2 potato; 1 haba; 3 oca; olluco; mashua; 1 oats; 2 quinoa; 3 tarwi; 1 barley | 1.700 | 3 |
| Parco Alto | 865 | 1,28 | 12 | 1 oats; 1 quinoa; 1 barley | 1.367 | 30 |
| San Pablo de Occo | 615 | 1,18 | 8 | 1 oca; olluco; mashua; 1 quinoa; 1 tarwi | 8.527 | 30 |
| Padre Rumi | 479 | 1,70 | 21 | 1 potato; 1 haba; 1 oca; olluco; mashua | 9.180 | 3 |
| TOTAL | 2.755 | 5,92 | 54 | | 20.774 | 66 |

Source: DESCO. 2008-2009



**TABLE N° 6: ADAPTIVE RESEARCH PLOTS BY COMMUNITY, FORSANDINO-FAO PROJECT
(2008-2009 SEASON)**

| Community | Seeds delivered (kg) | Area (Ha) | No. of plots | Crops | Seeds obtained (kg) | No. of beneficiaries |
|-------------------|----------------------|-------------|--------------|---|--------------------------------|----------------------|
| Padre Rumi | 0,5 | 0,05 | 1 | 1 quinoa (11 ecotypes of quinoa) | None (due to climatic factors) | None |
| Tinquerccasa | 25 | 0,02 | 1 | 1 potato (13 potato clones) | 150 | 2 |
| San Pablo de Occo | 12 | 0,05 | 2 | 1 wheat (15 strains of flour wheat); 1 barley (milagrosa variety) | 40 | 2 |
| TOTAL | 37,5 | 0,12 | 4 | | 190 | 4 |

Source: DESCO. 2008-2009

In the 2009-2010 season, a total of 26 multiplication plots were created in the four communities. A total of 1,377 kg of quality seed was delivered to the communities, which was distributed among 21 farmers, as shown in the following table:



**TABLE N° 7: SEED MULTIPLICATION PLOTS BY COMMUNITY, FORSANDINO-FAO PROJECT
(2009-2010 SEASON)**

| Community | Crop | Seeds delivered (kg) | Area (Ha) | No. of plots | No. of beneficiaries |
|-------------------|--------|----------------------|-------------|--------------|----------------------|
| Tinquercasa | Potato | 600 | 0,40 | 8 | 6 |
| | Olluco | 100 | 0,10 | 3 | 1 |
| | Quinoa | 3 | 0,25 | 1 | 1 |
| | Tarwi | 20 | 0,25 | 1 | 1 |
| Parco Alto | Potato | 486 | 0,32 | 6 | 6 |
| | Quinoa | 5 | 0,42 | 1 | 1 |
| San Pablo de Occo | Tarwi | 5 | 0,06 | 1 | 1 |
| Padre Rumi | Potato | 150 | 0,10 | 3 | 2 |
| | Quinoa | 3 | 0,25 | 1 | 1 |
| | Tarwi | 5 | 0,06 | 1 | 1 |
| TOTAL | | 1.377 | 2,21 | 26 | 21 |

Source: DESCO. 2009-2010

TABLE N° 8: QUINOA PRODUCTION PLOTS, FORSANDINO-FAO PROJECT
(2009-2010 SEASON)

| Community | Seeds delivered (kg) | Area (Ha) | No. of plots | No. of beneficiaries |
|--------------|----------------------|-------------|--------------|----------------------|
| Tinquerccasa | 39,5 | 3,30 | 11 | 11 |
| Parco Alto | 29 | 2,42 | 10 | 10 |
| Padre Rumi | 47,5 | 3,96 | 9 | 9 |
| TOTAL | 1050 | 2,98 | 30 | 30 |

Source: DESCO. 2009-2010

Also, as a result of the 2009-2010 season, 22 tarwi production plots have been installed in three communities, as shown in the following table:

TABLE N° 9: TARWI PRODUCTION PLOTS, FORSANDINO-FAO PROJECT
(2009-2010 SEASON)

| Community | Seeds delivered (kg) | Area (Ha) | No. of plots | No. of beneficiaries |
|--------------|----------------------|--------------|--------------|----------------------|
| Tinquerccasa | 54 | 0,675 | 5 | 5 |
| Parco Alto | 117 | 1,46 | 4 | 4 |
| Padre Rumi | 115 | 1,44 | 13 | 13 |
| TOTAL | 286 | 3,575 | 22 | 22 |

Source: DESCO. 2009-2010

Eight model plots are in the process of implementation in three communities:

**TABLE N° 10: NUMBER OF INTEGRAL FAMILY PRODUCTION UNITS,
FORSANDINO-FAO PROJECT
(JULY 2009-JUNE 2010)**

| Community | No. of UPIFs | Name of UPIF | No. of plots |
|-------------------|--------------|--|--------------|
| Tinquerccasa | 3 | <ol style="list-style-type: none"> 1. "Granjita Ecológica Don Sarmiento" 2. "Granjita Ecológica Semilla de Vida" 3. "Granjita Ecológica San Valentín" | 3 |
| Parco Alto | 2 | <ol style="list-style-type: none"> 1. Implementation of healthy housing with food security 2. Implementation of healthy housing with food security | 2 |
| San Pablo de Occo | 2 | <ol style="list-style-type: none"> 1. Implementation of healthy housing with food security 2. Production of improved native potato seed for food security 3. Raising of guinea pigs for food security | 3 |
| TOTAL | 8 | | 8 |

Source: Annual report 2009-2010. FORSANDINO-FAO project



It should be noted that during the second season (2009-2010), two research plots were created with technical advice from INIA. The first consisted of 20 varieties of tarwi in the community of Tinquercasa and the second of 20 varieties of tarwi in the community of San Pablo Occo. In addition, three conservation plots in situ (research) were created with advice from INIA, which also provided genetic material; olluco (38), mashua (52) and oca (625), in the community of Tinquercasa. Finally, an inventory of Andean crop varieties was conducted in the communities with advice from the INIA.⁵⁰

During the first quarter of this year, a study of the germplasm of Oca, Olluco and Mashua was carried out in the community of Tinquercasa⁵¹, with the objective of evaluating the behaviour and level of adaptability of these accessions in the conditions of the community. Later, during the harvest, the first selection of the most promising accessions of the three crops was made, which will be used to promote “family germplasm”. This area of research was used for the development of a Field School (ECA). Meanwhile, the genetic material of some varieties of tarwi was evaluated and promising accessions were selected, which will be delivered to families or qualified promoters for them to continue with research and multiplying these promising seed varieties. In both cases, the idea is to develop “family germplasm” from this valuable genetic material while also enriching local agro-biodiversity and strengthening *in situ* conservation.

C. CONSTRUCTION OF GREENHOUSES

These structures are used for growing vegetables in areas where conditions are unfavourable for gardens. These structures also help to promote the consumption of vegetables to supplement the diet in rural families and improve their food and nutritional security.

The above technique has allowed families to diversify their food production and enrich their diet by adding vegetables that have vitamins and minerals. It has been widely accepted and is one of the activities (using GAPs) that generated the greatest interest among participants. There is also evidence that family members, both men (promoters) and women (wives of promoters), have actively participated

⁵⁰ Annual report 2009-2010, *op. cit.*, p. 12.

⁵¹ Antonio Taipe Vargas, *trip report from Padre Rumi and Tinquercasa. March 2010*, p. 2.

in the design of their greenhouses; moreover, their maintenance falls to the women of the household with the help of their children. These structures serve as greenhouses and are built, in all cases, with adobe and a plastic cover; technical assistance provided by the project encourages promoters to use their greenhouses on a permanent-basis, which also helps to keep the moisture inside and prevents the deterioration of the plastic cover.



*Greenhouse in Tiquerccasa
FORSANDINO-FAO Project*



▶▶ *“In my greenhouse I have carrots, lettuce, puchi puchi, cabbage, corn... it is mostly for my family’s consumption, and also when it is needed we sell these products to bring in some income..., but it is more for my family; in the field school they give us training on how to plant seedlings, how to transplant, and also seeds..., thanks to the project we are using our own capacity. When I go out my wife is in charge of keeping an eye on it (the fitotoldo), she is the one in charge of all this...” (Basilio Sataccura Salazar, Promoter of Tiquerccasa).*

The construction of greenhouses has been a joint effort of both the residents of the communities and the project’s technical team; in other words, it has helped to generate opportunities to share the work in the following ways:

- The producer builds the infrastructure (a wall, which may be made out of adobe, packed earth, stone and mud). They also contribute the roof, beams, studs and labour for roofing.

- 
- The project provides the plastic (agro-film), frames, footwear, wire, nails, plastic ties, vegetable seeds and technical support.

However, in this cooperative process some difficulties arose such as:

- Lack of habit of growing vegetables in greenhouses.
- Lack of knowledge about seedlings.
- Poor handling of seedlings.
- Poor preparation of soil for transplanting.
- Lack of knowledge about phytosanitary control.
- Lack of knowledge about how to prepare vegetables for consumption.

These difficulties are gradually being overcome through technical support and training in health and nutrition workshops. Demonstrations have also been given on how to prepare and combine foods as a way to continue encouraging the cultivation of food through the use of greenhouses.

The actions to implement these greenhouses and overcome the difficulties encountered have been developed based on the experiences of previous projects. For example, considering the experience of DESCO, which built greenhouses that were 14 meters long and 6 meters wide, the new greenhouses are only 7 meters in length and 3.5 meters wide because they are for a single family, where the main concern is replacing the plastic film. However, today this is no longer a problem for producers since the material is available in local stores. Also, with proper use, the plastic may last up to 4 or 5 years.⁵²

Currently, 20 family greenhouses are being built in the four beneficiary communities (Tinquercasa, father Rumi, Parco Alto, San Pablo Occo).⁵³

52 Riveros, E. (2010). *A description of fitotoldos- FORSANDINO Project. Huancavelica.*

53 *Ibid*, p. 11.

TABLE N° 11: NUMBER OF FAMILY GREENHOUSES, FORSANDINO-FAO PROJECT
JULY 2009 - JUNE 2010

| Community | No. of greenhouses | No. of beneficiaries |
|-------------------|--------------------|----------------------|
| Tinquerccasa | 6 | 6 |
| Parco Alto | 4 | 4 |
| San Pablo de Occo | 3 | 3 |
| Padre Rumi | 7 | 7 |
| TOTAL | 20 | 20 |

Source: Annual report 2009-2010. FORSANDINO-FAO Project

In the community of Tinquerccasa, greenhouses and good agricultural practices are used to produce and manage crops of vegetables such as cabbage, lettuce, beets, and Swiss chard, among others. This was one of the activities that took place in March 2010, within the framework of Field Schools. The total estimated cost is 730,80 nuevos soles (20 m²), which is detailed in Appendix N° 3.

D. BUILDING GUINEA PIG CAGES

As in the previous case, the walls of these structures were built entirely in adobe. Dimensions and models vary significantly by family and community. An important aspect has to do with the placement of this cage away from the area of the home because it creates the conditions to move to a commercial stage later since it allows better control of food, health and reproduction. One woman said that it was not until the construction of the cage that she noticed the problem of the accumulation of guinea pig droppings, which had made it difficult to clean the house, but this was a relatively simple task with the cage.

According to the 2009-2010 annual report, 20 Guinea pig cages were built in the four communities, with the community of Tinquerccasa having the most cages, 9 in total, as shown by the following table:

TABLE N° 12: GUINEA PIG CAGES BUILT BY THE FORSANDINO-FAO PROJECT
JULY 2009 -JUNE 2010

| Community | No. of cages | No. of beneficiaries |
|-------------------|--------------|----------------------|
| Tinquerccasa | 9 | 9 |
| Parco Alto | 3 | 3 |
| San Pablo de Occo | 3 | 3 |
| Padre Rumi | 5 | 5 |
| TOTAL | 20 | 20 |

Source: Annual report 2009-2010. FORSANDINO-FAO Project

In regards to the construction of the Guinea pig cages, both the cages and walls were made with materials of the area: sticks, wood, abobe, clay, thorns and animal excrement.⁵⁴ The approximate cost is 881.80 nuevos soles (for 15m²). The detailed costs are shown in Appendix N°3.

E. FAMILY VEGETABLE GARDENS

The technique of preparing soils with previously treated organic matter has been widely accepted and is complemented by other activities.

In the four beneficiary communities, 33 vegetable gardens had been established by early 2010. The following table shows that the community of Parcco Alto has the most gardens and is first in terms of

⁵⁴ Monthly report, activities carried out during April 2010, p.1-2.

number of beneficiaries.⁵⁵ The approximate cost of a garden is 203 nuevos soles (only seeds for 0.05 ha). The detailed costs are shown in Appendix N°3.

TABLE N° 13: NUMBER OF FAMILY VEGETABLE GARDENS CREATED BY THE FORSANDINO-FAO PROJECT (JULY 2009 -JUNE 2010)

| Community | No. of Gardens | No. of beneficiaries |
|-------------------|----------------|----------------------|
| Tinquerccasa | 7 | 7 |
| Parco Alto | 14 | 14 |
| San Pablo de Occo | 6 | 6 |
| Padre Rumi | 6 | 6 |
| TOTAL | 33 | 33 |

Source: Annual report 2009-2010. FORSANDINO-FAO Project

F. CULTIVATION OF ANIMAL FEED

The growing of grasses with other crops is also a highly accepted activity. Many promoters in the communities already cultivated grasses for use as Guinea pig feed, even though they did not yet have the animals themselves.

According to the 2009-2010 annual report, there are currently 21 plots for grass cultivation distributed between the four communities, as demonstrated in the following table:

⁵⁵ *Ibid*, p. 11.

TABLE N°14: NUMBER OF PLOTS WITH GRASS CULTIVATION
FORSANDINO-FAO PROJECT
(JULY 2009 -JUNE 2010)

| Community | No. of Plots | No. of beneficiaries |
|-------------------|--------------|----------------------|
| Tinquerccasa | 8 | 8 |
| Parco Alto | 7 | 7 |
| San Pablo de Occo | 4 | 4 |
| Padre Rumi | 2 | 2 |
| TOTAL | 21 | 21 |

Source: Annual report 2009-2010. FORSANDINO-FAO Project

In 2010, Rye Grass, Dactylis and Alfalfa were planted by 21 families (8 in Tinquerccasa; 2 in Padre Rumi; 4 in San Pablo de Occo and 7 in Parco Alto, covering a total area of 0.67 ha), with the aim of producing improved feed for raising Guinea Pigs.

G. WATER RESERVOIRS

The implementation of actions to support the development of agricultural production is linked to the presence of natural, social, political and cultural factors that enhance or limit this development. A critical aspect in the area is water scarcity. In Padre Rumi, for example, the lack of water inhibits the development of vegetable gardens and greenhouses. The promoters are aware of this and try to identify possible solutions, such as the preparation of project profiles with technical assistance that mitigate

these limitations. One of the best solutions are small investments that allow each farm to have a quota of water thanks to the construction of reservoirs made of polyethylene membrane, which are located to take advantage of the conditions of the terrain.

The 2009-2010 annual report noted among its achievements the creation of three models of water harvesting and drip irrigation, a micro reservoir and the application of family drip irrigation, the application of drip irrigation using a pump and a reservoir - to be completed - in the community of Tinquercasa, with advice from the INIA.⁵⁶

The project's water strategy is the implementation of irrigation models, including the type "A" model for families and type "B" at the group level (small reservoirs lined with geomembrane), in both cases with drip irrigation, under the technical guidance of the strategic partner, INIA.

H. QUALITY HOUSING

Based on synergies with other projects (DESCO), as well as a campaign led by private institutions and the State, the developers of the project have implemented new kitchen areas that prevent contamination and allow a better distribution of space. Also, as mentioned, the project has contributed to moving some specialized functions outside the home, such as animal breeding and seed storage.



*Improved kitchen in Padre Rumi
FORSANDINO-FAO Project*

56 Annual report 2009-2010, op.cit. p12.



In an interview, Donato Soto, technical advisor and specialist at DESCO, expressed concerns that the model of kitchen they promote costs more than S/500. Other institutions, charge between S/220 and S/152,90 for new kitchens (CARE and ADRA); however, the price depends on the model that is used.

In general terms, the approach is based on local knowhow and resources, and is in line with the approaches taken by other cooperation agencies as well as national and regional governments. In addition, it calls for limited investments considering the poverty of the local population.

Strengthening traditional high Andean production systems depends on local knowledge about the nutritional value of these products, which can improve living conditions in the short term with the possibility of later generating surpluses for trade.

As a result, the project does not bring external elements into the system, instead relying on internal dynamics to avoid the danger that development actions become based on exogenous processes, requiring external inputs that end up increasing dependence.



2.1.3 ORGANIZATION OF THE PROMOTERS

On average, 80 promoters have participated in the project, approximately 20 per community, although it should be noted that this number may be lower owing to seasonal migration, especially in the months of January and February, but there are cases in which the number is higher.⁵⁷

The impact of the promoters is expected to increase as they share their knowledge with a larger number of people: *“Each promoter, chosen by his community, has committed to have at least five students who may be his children, brothers-in-law, or other relatives... this family group is helping to increase awareness in the community, although there are differences between the four communities,”* (Edwin Riveros, technical coordinator of DESCO).

⁵⁷ According to data provided by Edwin Riveros, technical coordinator of DESCO in Huancavelica, in June 2010 there were between 12 and 14 promoters in Padre Rumi, 30 in Tinquercasa (comprised of four neighbourhoods), 30 in San Pablo de Occo (where there are 9 different areas) and 20 in Parco Alto (composed of 5 areas). As has been mentioned, the number varies during the year and according to the 2009 annual report it is estimated that, on average, there were 15 active promoters of community development, including men and women (Yachayq'ispichik) in each of the four communities.



Community meeting of leaders and promoters
FORSANDINO-FAO Project

This manner of spreading knowledge has worked well and has increased the coherence of actions carried out by the families; however, some promoters have created other mechanisms to extend the reach of their knowledge. *“For example, Julián de Tiquerccasa, has agreed to give a guided tour of the secondary school in his community which will include his Integral Family Productive Unit (model). He will explain all the work that has been going on with the project on his farm,”* (Hernán Mormontoy, National Coordinator of the FORSANDINO-FAO Project).

Another case with a wider impact is the community of San Pablo de Occo, where there are 29 promoters registered who should, in theory, be in charge of 145 students. This was explained during the application process because, initially, neighbours rather than family members were chosen to participate but the idea is to strengthen the family grouping.

An interesting extension experience has been expanding knowledge in special groups, such as the promoters who are in charge of a group of women comprised of close relatives and neighbours.

In the beginning, the promoters were trained to be specialists in certain areas, but this caused dispersion and did not contribute to strengthening the organization, which was one of the main objectives. The project has encouraged promoters to be more integrated actors.

▶▶▶ *“FAO, SICRA and DESCO studied this issue... the result was a more integrated effort, not only to make progress on issues of communication but also to train promoters in production, health, nutrition... in other words, a comprehensive training more in accordance with their own reality...”* (Felix Zarate Naranjo, SICRA specialist).



Finally, it became clear; promoters should better understand their productive system and contribute in different aspects of community life. The promoter should develop the capacity to learn, fix, recover and reinterpret, within a larger learning process in which he/she becomes, in turn, a source of information in some cases and in others, an educator.

In some cases, the executors of the project had difficulties working with the promoters. Actions had to be adapted to the agricultural calendar, to family problems and the rhythms and needs of the people. Different factors that hindered the organization of the promoters required ingenious solutions.



“Another problem is migration because, after we had trained promoters in each community, when January arrived they began to travel to other cities like Huancayo and Lima, so we had to have other strategies. One strategy was to train promoters who always stay in that community; of course, those who leave return soon, so it is day-to-day with them, but those who stay permanently give the community its structure,” (Donato Soto, DESCO Specialist).

Finally, a large group of promoters has been formed that is reaching maturity. Little by little they are distributing and delegating tasks to ensure adequate transfer that ensures the sustainability of processes. *“In the case of the revolving fund, sometimes we don’t have time for all communities so we give more functions to those that can manage them. If we had not been able to do this, we would have had difficulties. In this way we have managed to launch several activities thanks to the promoters,” (Edwin Riveros, Technical Coordinator of DESCO).*



“Now, in the last year, what we think is that schools, according to the project’s strategy, should be led by promoters. For now our technical team is managing them, they are advising field schools (...) Of course, as a whole, there is a challenge for us to develop techniques and tools so that we can ensure that future transfers will make promoters more effective. We also have to become more prepared, but that’s the idea, so we thought to start with the four leaders of the committees (presidents) that, under their leadership, will keep the field schools running, which is why we are already promoting further personal development to meet the needs of other communities,” (Hernan Mormontoy. National coordinator of FORSANDINO-FAO project).

2.1.4 TRAINING THE PROMOTERS

In the beginning, promoters were assigned to different areas of action without any strategic organization or planning, which meant they were spread out, working alone and with little planning; however, as a result of a participatory evaluation of the project's approach and the work of promoters with local community organizations, it was decided to promote the integration of these local actors in an organization called the "Promoters of Community Development Committee". On the basis of an initial proposal, debated and approved through meetings in each community, the election of 10 promoters per community was approved, which began the process of training promoters.

These promoters were trained in agricultural theory. Then, in 2008, the model plots called Farm Schools were implemented, thus creating greater expectations and, finally, success in training. *"One thing was to show the outbreak of a disease on the blackboard but it was something else in the field,"* (Edwin Riveros, Technical Coordinator of DESCO).

It should be noted that, subsequently, promoters include not only those who are nominated in the community meetings, but also those who voluntarily wish to assume this role.

A. TRAINING STRATEGIES

◆ **Farmer Field Schools (FFS).** These schools are in model plots, which are the spaces where the promoter applies their knowledge and improved harvesting techniques, according to good agricultural practices (GAPs) learned through the project. This is perhaps the most important space of the project because it demonstrates its benefits and advantages and may also be the best place to apply GAPs, not only at the level of the members of the family of the sponsor, but also other actors and sectors, as is the case with the students of the local school in Padre Rumi who have received guided tours of the plots. As a result, the population is motivated to be part of the learning process for the recovery of traditional Andean crops.

There are some courses offered in places like DESCO, but much of their skill-building activities are carried out in the field, in model plots that belong to the promoters, because it is in the field where it is easier to identify common mistakes and demonstrate good practices. The work is carried out on the plot during the harvest season, using the tools and materials that are commonly used, avoiding the creation of artificial or simulated conditions. Later, SICRA assists with dissemination efforts in the communities, but the promoters are not left alone in the initial phase.



As part of the implementation of Farmer Field Schools, the FORSANDINO-FAO project provided seeds of traditional products such as oca, olluco, mashua, tarwi, quinoa and native potato, as well as barley and oats. Later, it provided technical assistance for the construction of storage facilities for seeds.

As a result, the consumption of native products has increased (at the level of promoters and families). For example, the promoters have distributed seeds to other families in their area (the idea is that this benefits 100% of the families in the communities affected by the project).

The coordination between SICRA and DESCO with community promoters has also been important for the training programme of the Farmer Field School (SICRA identifies needs according to the agricultural calendar and DESCO provides technical assistance according to those needs), as well as the partnership with the regional government (the technical team of the Economic Development Office through the Regional Department of Agriculture). Regarding this point, the initial phase is advancing so that the promoters themselves now lead the Farmer Field Schools.

◆ **Training sessions.** These sessions, especially relating to food and nutritional topics, are mainly for promoters, who can put into practice what they have learned in their homes (preparation and handling of food, food distribution inside the home, among other topics), even though there has been a scarcity of some foods, especially those of animal origin.

◆ **Apprenticeships.** This is one of the training strategies that have allowed promoters to apply their knowledge and skills based on experience in the field, and to identify other points of reference that allow them to develop their vision for the community. This has not only served to provide feedback about techniques or improve conditions, but also to improve their quality of life.



“In the apprenticeship in Acobamba, we saw how things should be... for example, with the seed storage area, the kitchen, the bedroom, the cage for Guinea Pigs, the barn for cattle, and everything else... later, we used a sheet of paper to write down what we are going to fix in the house this month, and the next, and so on,” (Gregory Laura Reymundo, member of the Committee of Promoters of Community Development of Padre Rumi).

It has been the promoters themselves who have dialogued, and exchanged their experiences and knowledge. This corresponds to the approach of the project, which is based on the “farmer to farmer” methodology.⁵⁸

In addition, apprenticeships are considered motivational for family and community initiatives within the framework of recommendations to promote food and nutritional security at the local level.⁵⁹



*A promoter leads a workshop about production plans
FORSANDINO-FAO Project*

Coordination has been achieved between FAO, the project partners (DESCO and SICRA) and other institutions involved in the process, such as the National Institute of Agrarian Research and the Universidad Nacional de Huancavelica, which have had an impact since 2010. In general, these efforts have allowed the development of joint strategies for achieving common objectives with an efficient use of resources.

♦ **Contests.** The promotion of innovation and creativity has been one of the pillars for developing new skills. This is an area in which both men and women have clearly realized the benefits of practices that favour food and nutritional security and the rescue of “local knowledge”⁶⁰ in an atmosphere of healthy competition.

58 *Methodology aimed at family units to manage different actions related to the promotion of sustainable agriculture. This is based on the idea that participation and empowerment are key elements in sustainable development. (“On the farmer to farmer methodology”, FAO project document).*

59 *Guide for mayors. National strategy for food security.*

60 *This is the term for the rescue and valuation of products, crops, good agricultural practices (GAPs), and traditional customs, i.e. the “living culture”. Excerpted from the presentation: Experiences of Peruvian Contests. FORSANDINO Project.*



*A villager from Parco Alto participates in a contest for Andean crops.
FORSANDINO-FAO Project*



The types of contests held include: contests for typical dishes, native crops, seed storage and production plans.

These contests have also enabled the exchange of experiences between participants from different communities. One of the evaluations carried out by the project of these activities reported that the motivation generated in the participants endures in the long-term, even once the contest is over (greater commitment, participation and awareness). These contests also help to rescue knowledge and practices related to the nutritional benefits of Andean products, as well as promoting good eating habits and healthy lifestyles, the conservation of agro-biodiversity, and proper management of productive systems. They also strengthen the organizational capacity of leaders and farmers, both in the phase of preparation and in the competition.

However, local authorities must increase their participation, as there still exist logistical constraints for such competitions.

*Nabuschay Festival 2009
FORSANDINO-FAO Project*



♦ **Festivals.** In addition to competitions, local food fairs also seek to encourage greater consumption of Andean products. The first Gastronomic Festival of the Yuyo (or turnip), Nabuschay 2009, deserves special mention.

This festival was held in the community of Parco Alto, bringing together more than 55 contestants.

It was an event in which, both regional and local authorities, as well as representatives of agencies involved in rural development (for example, Agro Rural) and the general public, recognized the importance of “praising this delicious and nutritious Andean product”.⁶¹

As a training strategy, the enthusiasm generated in the festivals by the exchange of experiences, is one of the main triggers for community representatives, and the population in general, to continue to strengthen their skills.

Just as in the competitions, the prizes awarded also contribute to meeting local needs or developing other productive activities.

TABLE N° 15: WINNERS OF THE FIRST GASTRONOMIC FESTIVAL OF NABO 2009, FORSANDINO-FAO PROJECT

| Position | Name | Community | Prizes |
|----------|------------------------------|----------------------------|-------------------------------|
| 1 | Cipriano Belito Gala | Chontacancha | 9 female guinea pigs + 1 male |
| 2 | Felicita Huaranca Areche | Chillhua - Parco Alto | 6 female guinea pigs + 1 male |
| 3 | Leoncia Conterras Ñahuincopa | Parco Alto | 4 female guinea pigs + 1 male |
| 4 | Santa Soto Enriquez | Ñahuinpuquio - Chacapuquio | 3 female guinea pigs + 1 male |
| 5 | Catalina Belito Gonzales | Parco Alto | 3 female guinea pigs |
| 6 | Teresa Taipe Areche | Parco Alto | 2 female guinea pigs |
| 7 | Mercedes Buendía Quispe | Santa Ana - Chacapuquio | 3 baby chicks |

Source: Newsletter “Nabuschay 2009”.

61 FAO (2009). Newsletter “Nabuschay 2009”. FORSANDINO Project.

*A promoters shows visitors a seed storehouse.
FORSANDINO-FAO Project*



◆ **Guided tours.** The promoter has assumed the role of a “multiplier” agent for different groups of the population, which strengthens their capacity for multi-actor interaction and their ability to teach what they have learned.



“In the case of the community of San Pablo de Occo, there are 29 registered promoters and each is committed to passing on their knowledge... so we are talking about approximately 150 students (5 students per promoter), but who are their students? Well, we have thought of the following strategy: at the level of families, which are the basis of the project, the students could be his wife, children, brother, uncle, brother-in-law or neighbour...” (Hernan Mormontoy, National Coordinator of FORSANDINO-FAO Project)

In addition, the promoters have shown their interest in continuing to be trained, both individually and collectively:



“Here, the women go into the fields to plant seeds, take care of the animals, and cook... we do something to help ourselves in life... that’s why all the women want to learn more, we want to be businesswomen, some already know how, others don’t... but we are learning,” (Máxima Silvestre, promoter of Tiquerccasa).

It is clear that the project’s approach to capacity building has sought to integrate the skills that the promoters already possess. It has been, in that sense, a smart way to capitalize on previous training programs and integrate them into a new proposal for action.

B. THE METHODOLOGY

A key point in the methodology has to do with the teaching and learning processes used by the technical team and the promoters, which have played an important role in the success of the project.

Firstly, the quechua language was used at all times. This decision has allowed the whole process to be carried out in an atmosphere of cooperation with knowledge easily communicated. All actors, whether from DESCO and SICRA, or the chief officer of the FAO project, are fluent in quechua and are familiar with the Andean culture. As a result, fluid communication has helped to establish trust among all participants.



*Training promoters
FORSANDINO-FAO Project*

There is also an emphasis on equality of learning opportunities. The method has generated an exchange where all those who are involved have knowledge to offer and, at the same time, are given the opportunity to learn more. The fusion of ancestral and current knowledge is an important strategy to strengthen the local productive system and personal and institutional relationships. This includes areas such as genetic variability and developing capabilities to be receptive to new technologies, either researching possible applications or adapting them to the local environment.

In terms of educational resources, these are mainly focused on cropland, small plots and in homes, which was one of the conditions for the Farmer Field Schools.



The methodology is based on two fronts: one is related to the development of agricultural products and the other is linked to community development, in particular organizational strengthening through the establishment of the committee of promoters. To achieve these goals, a theoretical and practical training program was developed. For example, in the first training program, inputs and samples of seeds were delivered to promoters to promote production techniques with GAP. Promoters have subsequently made use of their own improved seeds, returning those that were provided by the project.

The methodology has also been inclusive, which means that it is suitable for adults that have not necessarily had formal education; at the same time, it has considered the living situation of the men and women, including actions only for women in order to facilitate their participation in these new spaces. A promoter of San Pablo de Occo (Cipriana Chocce Quiña) has said that education and her role as a promoter has helped “to continue growing as people”.

Summarizing the methodology applied by the project, the following features stand out:

- A focus on projects that are transparent and replicable, such as the model plots, the design of bio-gardens, building and managing greenhouses, and apprenticeships, among others.
- Much care has been taken with the methods used to reach the promoter. This requires patience, earning their confidence, creating appropriate communication mechanisms using their native language, using local resources, inputs and media, etc.
- Education is not just a means to achieve technological advancement, but it has included other relevant aspects such as the revaluation of cultural elements; the improvement of management, which involves working at the level of the promoters committee; the improvement of administration, as is the case with the handling of seeds; and the use of the revolving fund by the committees of promoters.
- Theoretical elements have been combined with practical techniques or applied learning. Training through pictures, which have cultural characteristics of the local area, is used to complement the model plots where agricultural and nutritional knowledge is imparted.

C. MAIN ISSUES

The main themes of the project are equally important, since they are not theoretical or issues that can only be appreciated after a long time; on the contrary, they have responded to the communities' most immediate needs. Similarly, the proposals have considered, in all cases, the limited economic conditions of participants, so that they may be applicable in the short and medium-term.

In 2007, the training activities were based on workshops to develop participatory tools including, from the beginning, both men and women in order to identify the needs of the residents and subsequently the election of the promoters. Some participants dropped out during that year.

In 2008, the training focused on a set of specific themes: agronomic management, community development plans, selection of seeds, construction of storage facilities and model plots for Andean crops. In that year, the project began delivery of seeds to promoters for planting.

During 2009, the participation of female promoters in training courses became more common, including Rebeca Laime of San Pablo of Occo. The utility of the greenhouses, in addition to the model plots, became evident as part of the strategy of the Farmer Field Schools.

Finally, in 2010, training emphasized the themes of strategic planning and organization, as well as the design and improvement of development plans.

In regards to the specific themes of food and nutrition, project actions have focused on raising awareness about the importance of a balanced diet, a diet rich in calcium and iron, sanitation, hygiene and the handling of food, and the use and preparation of Andean foods. According to those consulted, the topics of greatest interest have been balanced diets and the importance of iron, especially for women with young children.

The teaching materials used include: Managing a Community Development Plan, Committee of Promoters, Promoters of Community Development-Yachayqispichiq, Demonstration Plots, etc.



Advisors of the project have chosen to certify promoters who have passed skills testing for specific applications. However, this point still warrants a specific analysis on the scope of such certification, the criteria taken into account, and who will administer it in the future, amongst other aspects.

Educational activities considered of greater impact by the promoters themselves, include two: (i) training through workshops and practical sessions, (ii) the exchange of experiences through apprenticeships.

D. LESSONS LEARNED BY PROMOTERS

The execution of the project included initiatives proposed by the participants, such as festivals, awards ceremonies and the testing of new crops. Also, the innovations proposed by promoters have helped to improve farming techniques. For example, they have developed several “model” seedbeds and sheds based on a basic model provided by the project, which are the result of permanent research, adaptation and testing of technologies by the promoters.

These innovations often provided solutions for local problems. For example, the enlargement of windows and improved roofing for seed storage huts is an interesting proposal to take advantage of light and cause more negative phototropism in potato seeds.

In another case, a small barbed wire gate was built to give access to the seeds and to prevent theft. Other buildings have more space downstairs for ease of handling, etc. This means that farmers build the model they consider most effective, which is not necessarily the project’s model. Thus, innovation is not only for personal or family benefit, but it quickly finds mechanisms of incorporation that benefit the whole community.

We understand that such innovations should not have to depend on private support, since they could have a wider impact if research institutions could support them. The greenhouses, for example, in some cases have been lined with lime, others have a “bed” of straw or wooden sticks, there was one coated with a mixture of mud and manure; others, however, do not have any type of coating and are only made of adobe; what would be the best material? It would be very useful to receive suggestions from specialists. In another case, large windows could be extended to the upper floor to facilitate operations. The district and provincial

municipalities could promote a new model based on these experiences that takes advantage of the skills of the promoters. In other words, universities, technological institutes and regional governments, among others, can complement the different contributions made by the community promoters; in addition, it is an invitation for the exchange of knowledge.

We can conclude, then, that the promoters have applied their capabilities progressively in various areas. While all these applications have had a personal, family and communal benefit, the promoters say they have obtained the greatest satisfaction from specific actions, which include:

- Learning through workshops.
- Training their own family or others from their community.
- Applying practical lessons learned and reaping the benefits, “thanks to FAO, which has trained us, we now produce 20 5-kilo sacks of olluco and five sacks of oca, which is more or less 120 kilos in total,” (Félix Unocc, promoter of Padre Rumi).
- Integration with the community and obtaining quality products through techniques that have allowed them to be more productive, such as the positive selection of seeds.

This assessment has driven promoters to train both their own families and the community. In relation to this point, although the promoters initially received technical assistance provided by the project, he/she maintains coordination with the project staff and continues receiving technical support.

The field school has been extremely successful as a space in which the promoters exercise GAP. For example, in the integrated management of pests and diseases in Andean crops such as potatoes and beans, or positive seed selection.

2.1.5. ON THE PROMOTER’S SOCIAL ROLE IN THE COMMUNITY

The results obtained have enabled the promoter, through the committee of promoters in each of the communities, to be included in the communal organization, despite the project’s limited timeframe. In practice, the promoter



has become a community organizer and a bridge to facilitate the integration of families with local organizations, while also bringing the families into contact with the community, other actors and external factors.

In this sense, the promoter's leadership is aimed at facilitating community integration and change, an image that contrasts with other more conservative models and which is well recognized by the project team, "*the most important thing is that they feel there is leadership, not just because the promoter has been trained or learned specialized skills, but the most important thing is that his knowledge is put at the service of his community, and the community feels that this is a great contribution. That's the idea: to leave behind skilled human resources,*" (Rosario Ore, Director SICRA).

To some extent, the idea of aggressive leadership is out-dated and communities need leaders who dare to participate in a world that is bigger than their own community.

Previous leadership structures were formed in a closed society seeking, for different reasons, to become self-sufficient, while neglecting important aspects such as interaction with regional processes, the economy and politics. As a result, relations between family members formed the basis of the economic system and local management, which reduced the possibility of a more professional management and rejected, finally, greater participation in the market.

The current leadership is aware of the vulnerability produced by the previous structure but, at the same time, promoters are less willing to accept a naive response. In two workshops, promoters expressed their view that the market is not concerned about the situation of the poor, but in all honesty neither are politicians, so it depends largely on the ability of individual producers to earn market share and, gradually, begin to change things. This by no means negates the need for state support in areas not reached by private investment.

It is clear that promoters must achieve new forms of organization, management and partnership to increase economic integration. "*As a committee, we could pool our products to have larger quantities and then bring them to market,*" (Basil Satacuro Salazar, promoter of Tinquerccasa).

Many promoters have also played specific roles in the community and have contributed to expanding their vision of integral development, so that the FORSANDINO-FAO project found an existing channel to launch many

ideas and personal possibilities. Roberto Belito of Parcco Alto, for example, has worked in different fields such as health, including working to inform people about the benefits of kitchen improvements. Other promoters occupy leadership positions in community organizations, while many of them have been linked to different state programs. Such partnerships have also permitted promoters to strengthen their capabilities.

Given this situation, the project's strategy has been to provide the promoters with advice that helps them to integrate, or improve, their diverse abilities, while emphasizing the acquisition of skills linked to productive development, achieving food and nutritional security, and planning and managing different initiatives.

The project provided advice for the creation of the Community Development Plan (CDP), with the participation of local authorities and a prominent role played by the promoters. These plans have focused on inter-sectoral actions, including the implementation of healthy housing that considers not only basic hygiene, but also the improvement of living conditions and the environment.

The introduction of planning at different levels helped the project contribute to social and family development. However, one of the results with the greatest impact occurred when strategic planning was introduced into the family environment. For example, the promoter Julián Soto Taípe's family development plan (PIF) in Tinquercasa called for a series of actions with the aim of better managing natural resources, which included redefining family roles for both men and women. The results in terms of dairy products, nutritional improvement and surpluses for market, are derived from a shared vision of the future. A visit to the farm and home of this promoter shows the success of the family plan, which is drawn on a poster that hangs on the wall. In this way, each family makes its own plan according to their vision, considering their current resources and future possibilities.

It is clear that the implementation of Integral Family Productive Units (IPFU), which are based on a family plan and guided by GAP, makes it possible to consider formulating future business plans as considered by the final stage of the project. For now, it is the promoter who receives training in designing business plans⁶², which he/she can later demonstrate to the family unit.

62 Project document: "Methodology of workshops to design business plans".

2.1.6. RELATIONSHIP WITH LOCAL AUTHORITIES

In the short time that the promoters have become part of the communal leadership system, their authority has increased and, more importantly, they have made a significant contribution to improving the dynamism of these old structures.

To say they have earned their authority is often correct. It is their willingness to serve their community that has ended up legitimizing their position and given them recognition by society.

The project managers also recognize the respect earned by the promoters and are convinced that they have been the key factor in bringing about the key changes, as well as helping to ensure the sustainability of the project experience.

The promoters' authority has also been recognized by the elders who, far from feeling threatened, have understood that they are a way of increasing community cooperation.

▶▶ *“The promoters are also supported by the local authorities, the project was never intended to work with promoters only. While the authorities have taken part in the project activities, the promoters have been the main focus. That does not mean that they have replaced roles or functions, rather the promoters are like bridges,” (Félix Zárate, SICRA Specialist).*

This is recognized by the formal recognition of the promoters, which, in reality, goes beyond a simple title.

▶▶ *“They were sworn in, first in some communities in Anchonga. They are respected here, it is as if they were another elder in a dairy organization or on the board of the JUNTOS programme,” (Edwin Riveros, Technical Coordinator of DESCO).*

2.1.7. THE COMMITTEE OF PROMOTERS FOR COMMUNITY DEVELOPMENT: A FOUNDATION FOR CHANGE

The strategy of the project has not only improved individual skills-building through the implementation of new procedures and technology, but it has also served to strengthen management capabilities at the level of the organization, in this case the committee of promoters.

The committee of promoters has been identified by the community as a participatory entity, democratically elected by a simple majority of votes and guided, basically, by the criteria of results and accountability. In this sense, the project's partner organizations such as SICRA and DESCO have not participated in the election of new promoters.

Criteria such as previous experience or age are not considered in the election of new promoters; however, there are other considerations for the appointment of women, as will be seen later. The communities have freely determined the requirements. The project helped to identify key aspects for the election of the promoters such as: experience, profile, role, duties, responsibilities and powers, as well as the compensation mechanism. *"They know that when they go to choose a promoter he or she is giving up their time, so they are excused from certain communal work obligations, and they take into account that he or she is an active community member who has the right to land. They already have certain established criteria and their own statute,"* (Rosario Ore, Director SICRA).



*Huancavelica villagers in a community meeting.
FORSANDINO-FAO Project*

However, the strengthening of the committee for the purposes of mobilizing local resources is still in an initial phase. For example, although these committees have been established in each of the four communities, the organization is still shared with the project staff. In addition, the work plan has been elaborated with external technical assistance and its implementation focuses on community mapping as well as in the selection of beneficiaries and the distribution of inputs for activities promoted by the project, such as the case with seeds delivered to certain families.

The committees are still strongly linked to the framework of the project, which is understandable if one takes into account their recent experience, although this differs from the great independence shown by the promoters at the individual level.



“Because there was no time, we could not monitor or supervise the goods we are giving to the communities through the project, such as seeds and hoses. Who will be responsible for that? There has to be someone, so we formed the committees in 2008,”(Edwin Riveros, Technical coordinator of DESCO).

There is evidence that, thanks to the leadership of the chairs of the committees of promoters, the seeds have been distributed according to the community census; this is one of the activities that is being implemented under the “Revolving Fund” idea but relying, more and more, on criteria defined by the committee of promoters.

The committees of Tinquercasa and San Pablo de Occo have shown the greatest advances. The reasons could be related to two aspects: on the one hand, the pre-existence of forms of communal organization, which facilitates working in networks or in associations: in Tinquercasa, each promoter is in charge of a core of families in their area, which he/she organizes for community work projects; this form of partnership has contributed spontaneously to the dynamics of the project and to facilitating the activities of the committee. Moreover, it highlights the leadership qualities and vision of the community leaders, especially of the committee chairperson.

The follow-up and close participation by the members of the project team has been important for strengthening the organizational capability of the committee and the implementation of its plans, although it is a gradual process. It is hoped that, in the future, the committee will achieve an efficient and effective implementation of its work plan, which will be strengthened through opportunities for community assessment (municipal assemblies). This will generate feedback and learning at the community level which will help to strengthen the skills of members, as well as giving or receiving feedback from others, and participating in workshops offered by promoters, among other benefits.

An expectation that exists in some committees, or to be more exact, in some of their presidents, is that they will formally become communal organizations responsible for commercialization in external markets, avoiding intermediaries who take advantage of the limited conditions farmers have to negotiate by paying a price for their products that is so low that it does not even compensate them for their efforts. This idea has been heard from some representatives, even though the project does not train committees to form commercial initiatives in the future.

This perspective has to do with a vision of development that, progressively, is going beyond traditional activities with the desire to strengthen organizations and to conclude agreements with third parties in the search of interventions that promote communal business plans. *“We want the committee of promoters to be a strong partnership that can deal with the market,” (Félix Unocc, promoter of Padre Rumi).*

As part of this broader vision of development, there is also the desire to participate, in an organized way, in the local budget, and to offer proposals that contribute to improvements in the communities.

Part of this strengthening is due to the identification and internalization of functions, which, for the moment, are being proposed by the project’s advisory team. Some of the presidents of the committees are aware that they have specific duties, and require training to carry these out in a better way, as pointed out by Basilio Satacuro of Tinquercasa.

Among the difficulties in terms of the promotional work realized by the committee of promoters, it must be considered that not all of the population is convinced that the application of improved techniques will improve their products, so there is still some attachment to traditional techniques, which is especially evident in the case of Padre Rumi.

The improvement in the quality of products thanks to the project has made some other farmers envious. This point shows the gap between those who farm with the support of targeted assistance of the project, and those who do not. This situation occurs normally in the implementation of such projects, and it is advisable that the pilot nature of the project be explained, as well as the possibility that, in the future, it could be extended to the whole of society.

One of the difficulties for the committees of promoters is the lack of water, particularly in areas such as the community of Padre Rumi where the situation is critical: *“The water shortage is a problem, we can’t do much without water, it is the most important thing,” (farmer in Padre Rumi).* This situation creates barriers that the project can hardly overcome, however, there are opportunities for action that local governments could consider such as a harvesting or irrigation policy with communal and family participation.

Finally, it is clear that the committees of promoters have reached a level of highly functional collaboration thanks to the project team, out of which is emerging a new way of working.



“We have a committee in each community which calls a meeting to discuss, for example, the recovery of seeds. Then, the promoter notifies other beneficiaries who have not yet received seeds of the date of the meeting. That is the role of the committee in this case, because we are located about 20 minutes away from the communities of Paucar,” (Edwin Riveros, Technical Coordinator of DESCO).

As a result, the recovery and transfer of seeds takes place in the field. The committee does not handle the seeds; instead they are delivered from farmer to farmer with the oversight of the committee.

2.1.8. BENEFITS TO THE COMMUNITIES

Although the promoters have only had a limited time to work, they already have the confidence to go beyond the initial scope of the project. They have integrated well into joint actions with local governments and governmental agencies, as well as participating in spaces of political and even academic cooperation.



“Some things that have come out of the project are the result of the initiative of the promoters... What this does for the project is that, beyond the generosity of the participating institutions, it helps it to run smoothly because the ideas come from the promoters themselves. For example, holding four festivals, one in each community, was their idea, it isn’t written in the framework of the project. The issue of the budget for the awards is a slight problem and we are working on this, but the rest is there,” (Rosario Ore, Director SICRA).

This means the project has not limited the creativity and motivation of the promoters to do other thing. Even when they do not have enough economic or logistical resources, these spontaneous initiatives linked to rural development and food and nutritional security are carried out incorporating innovative elements that help to raise the value of local products.



“The most important force - or part - of the project are the promoters, because they are the ones who do interesting things; make changes, even with their own designs, they have surprised us with their storage buildings which are very innovative, they are creating new things all the time,” (Rosario Ore, Director SICRA).

Indeed, the promoters have played an important role in innovation, consolidation and dissemination of the project. In addition to festivals, competitions, and agricultural fairs, the promoters exhibit the best of their harvest of native products (potatoes, peas, quinoa, tarwi, beans, etc.), and employ various artistic forms such as verses and poems to promote and distribute their products.

This aspect shows that, although the project trains farmers and introduces techniques for improved production, it does so by emphasizing the recovery and value of local culture, rather than focusing purely on agricultural aspects.

Through roundtables, the promoters have proposed their views on conservation and production of native potato in Paucará and Anchonga. Others have gone even further:



“There is the example of Dionisio Sarmiento Escobar of the community of Tinquercasa in the district of Paucara, province of Acobamba, who just gave a keynote address at the Faculty of Agricultural Sciences of the Universidad Nacional de Huancavelica, which gave the future professionals the chance to be in the presence of a real farmer, who has the ability to transfer experiences and knowledge on his own terms, in his own language (customs), obviously not so scientific, but with technical know-how. In fact, Dionisio left the audience surprised by his ability and level of personal development. We have other cases, like Domingo Urbina, of the community of San Pablo de Occo in the district of Anchonga, in the province of Angaraes, who is participating in the technical roundtables at the provincial level, mainly concerning native potatoes..., and so on, we have many concrete cases like these one,” (Hernán Mormontoy. National Coordinate of the FORSANDINO-FAO project).

Finally, the promoter also acts as a source of information, with the capacity to collect and communicate data and news that is relevant to the community through different media. *“We participate in workshops and when there are community meetings, we are the spokespeople, we deliver our knowledge to the community, we also spread the word to our neighbours,” (Félix Loayza, chairman of the Committee of Promoters of Community Development of Padre Rumi).*

The promoter does not only receive training, he/she also passes the knowledge on to their community, generating an exchange of knowledge and allowing feedback between the partners: promoter-family-community. To develop



the capability to present their proposals or information at the communal level, they receive advice from the staff of the project. Gradually, this exercise will be entirely assumed by the promoter who will expand interaction with the local government.



“As part of this process, the promoters are able to communicate with the leader of the community, the regional governor, and with other institutions, so the authorities then have an idea of what is really happening and what initiatives need resources,” (Hernán Mormontoy, National Coordinator of the FORSANDINO-FAO Project).

It is commendable that the technical assistance and support by the project team has avoided the easy paternalistic relationship that characterizes similar development projects. *“In every meeting we have with promoters, mainly with those in Tinquerccasa, we discuss these things a lot; that they do not expect that we only give them something, but they talk with their authorities themselves, and through them, see about the possibility of cost-sharing or other alternatives,” (Edwin Riveros, Technical coordinator of DESCO).* Currently, promoters are becoming familiar with the work of the Local Coordinating Councils and participating in public spaces, while some have even considered the possibility of participating in local political activity, which could inject fresh energy into municipal politics.

2.1.9. GENDER RELATIONS

With regard to gender roles, the project has proposed only a few changes that could be developed in the future, due to the complex situation facing Andean rural communities.

So far, it can be said that the project found absence of many men in the communities due to temporary migration, with their wives left to perform their work. This means that, in principle, these women were not chosen for this function, but in the absence of their husbands, they have quickly managed to prove their worth to the community. However, it is clear that there is an asymmetry that the project is trying to alter in terms of greater equality of access.

In other cases, there have been women who have gone with their husbands to work. Regarding the question of whether there are couples of promoters, the answer is that *“there are none appointed by the assembly, but there have been many wives of promoters that have promoted work in the community, such as Julián, in Tiquerccasa”* (Félix Zárate, Specialist SICRA). This quote confirms the situation of initial asymmetry, however, it opens up new spaces for collaboration between partners and, subsequently, to discuss domestic roles; *“my husband is also a promoter, he knows about seed storage and cooking techniques, but he tells my children and I that we should also learn these things,”* (Cipriana Chocce, promoter of San Pablo de Occo).

The participation of women in community leadership has increased since 2009. However, as pointed out by Rosario Ore, executive director of the NGO SICRA (partner in the project): *“the inclusion of women as promoters has been a slow and difficult process”*.



Community meeting with promoters.
FORSANDINO-FAO Project

Even though the training workshops given by the project do not discriminate based on sex, there is a difference in the orientation of the themes, so in purely agricultural workshops there are mostly male promoters, while the food preparation workshops are mainly attended by women.

There is a long way to go in terms of gender equality, which requires reevaluating the role of women and rethinking gender roles in the family. For example, better diets are mostly a priority of women who recognize that, despite



their best efforts, their children are malnourished. In fact, it seems that the female population is where the project's food security and nutrition strategies have had the best results, while different methods are required to interest more men.

Local women, who are often illiterate, are excluded from many areas of community management, but the project has not let this be an obstacle, *"I have worked in the field since I was little, but (...) I have been taught more and to improve what I know,"* (Paula Escobar Raymundo, promoter of Tinquercasa). To the extent that the methodology has been productive, it has managed to have positive effects on all people who participated, including those who cannot read or write, *"it is a way to continue to grow as a person and participate, even without formal education... this is a project that excludes no one, you don't need to be educated because the activities are simple and practical,"* (Cipriana Chocce, promoter of San Pablo de Occo).

To the above it should be added that the project has been executed entirely in the quechua language which is a primarily oral language, so communication has not been a problem, rather it has favoured integration.

Some older female promoters have participated in previous programs, and this experience has helped them to gain confidence. However, sometimes this has happened as the result of activities that do not necessarily include a gender component.

»» *"By myself I have learned how to cook better, years ago in the obstetrician's clinic I was taught how to cook because my husband could not train me. Before my husband had no interest, but now with the project we both work. We work in the seed storage hut, we make shingles or help put them on, we manage between the two of us,"* (Cipriana Chocce, San Pablo de Occo promoter).

Finally, as in other experiences, the project has given women the opportunity to create spaces for themselves and move forward in addressing a large number of common problems.

»» *"We met with the women, I invite them sometimes when the food is distributed. Later we meet and I talk to them patiently so they can learn,"* (Cipriana Chocce, San Pablo de Occo promoter).

These small spaces, generated by cracks in a very closed society, are highly valued and generate much optimism about what women can achieve in the near future. *“Yes I’d like to be an authority figure, I’m sure my husband would also accept this. Last year I had a child and he was watching to see if I could manage it. If I had the authority, I would have to be accountable and do things as they should be done.”*(Cipriana Chocce, San Pablo de Occo promoter).

2.1.10. RESPECT FOR LOCAL CULTURE, DIALOGUE AND CULTURAL EXCHANGE

One of the most relevant aspects of the contribution of the FORSANDINO-FAO project has to do with its impact on the social mind-set of the promoter as well as their family and community environment.

One of the criticisms of the traditional rural outlook is its tendency to be close-minded, ignoring the reality outside the community. According to this theory, the community’s relationship with the external environment tends to be starkly opposed: urban versus rural; communal traditions versus the new and foreign. As a result, communities were locked in opposition. From this point of view, there are nearby public bodies, such as the district municipality, and then there are institutions further away, such as the central government. Under these assumptions, the concept of the community appears less important than that of the citizen. In other cases, there are concepts that are misunderstood: commercialization and profitability demand broader horizons than those created by small production and consumption; the concept of the market can be seen as an opportunity, as a requirement, or as a marginal aspect or as something to fear. Under this view, the external is seen more as a threat than as an opportunity, and therefore it must be resisted rather than conquered.

Promoters, on the other hand, represent an interesting change, which reinterprets traditional customs and ideas, viewing the external as an opportunity, or simply as a new condition that must be accepted to improve the well-being of the family unit and the community. It is difficult for this change to occur without motivation, which means actions preceding the project must have gained some ground, facilitating the formation of a new “common sense”.

However, it is necessary to recognize that there are other reasons, some of them considered negative, when in fact they could simply be part of a new configuration of rural economies that are more integrated with urban



areas. Temporary migrants definitely have a different way of seeing the outside world; speeches matter little when you have worked and lived abroad, and then have to return.

Indeed, seasonal migration, even when regarded as a factor that hinders capacity building and results in farms being abandoned, has allowed promoters to expand their worldview. For example, some of them have worked in poultry firms or in wholesale markets in Lima, which has been beneficial in terms of having more know-how, better judgment and the motivation to apply new productive techniques in their local areas. Others have mentioned that the experience of living in the hills of Lima, with so many problems in basic services, transport, security and the high cost of living, makes them see the situation in their community, Padre Rumi, with different eyes.

To this should be added the new roles played by women, for the reasons we have discussed above, as well as the increasing public participation of young men and women. We can add many more factors that contribute to create new views in the current rural mind-set, such as the effect of the media and the resulting penetration of globalization in the community.



“I am an old man, but now I know that there are foods that can make me live a little longer, I appreciate that, because it is a day more than I can give to my community. Now I know that everything can change, I know, I’m sure of it.”(Nicanor Laura, promoter of Padre Rumi).

So the new rural mind-set, enriched by the promoters, shows that change is possible without believing in utopias. For example, promoters do not naively believe that the market will solve everything, because they know that it is not so, that every share or - every market niche – has to be earned, because the market does not give anything for free or ensure justice is done.

The progress made by the project - and other similar projects - has also brought about changes in the way of life. It is difficult for someone to imagine a different or better way of life until you see it in a family member or a neighbour. Without new possibilities based on the reality of the community, it is easier to stay with what is already known, even if this way of life leads to poverty.

The family development plan promoted by the project represents a change in worldview. It is no longer fate that pulls the strings of people's lives because human action offers many possibilities of change. The family plan enables a group of people to see the world in a different light. Many promoters have told us that it is the first time they have viewed their future in this way; in other words, establishing courses of action that improve their quality of life, not just accepting whatever comes along.

The family development plans also allow community members to organize their concerns and find common ground to take action. The transformative power of immediate action makes sense to them and the tasks are perfectly assigned; what needs to be done today and tomorrow is clear, as well as what is possible to achieve in the medium and long-term.

The project has created new physical points of reference, based on a functional and productive plot of land and a more comfortable and healthy home. It has also created new standards in terms of diet and personal health, generating wealth or savings and planning for the future, which are all aspects that are central to a new worldview, because they are elements that are both intangible and, at times, concrete. Finally, it has created, in the figure of the promoter, a new leader, to face whatever difficulties may come in the future.

2.2. STRATEGIES FOR FOOD AND NUTRITIONAL SECURITY

2.2.1 DIVERSIFIED CONSUMPTION THROUGH THE USE OF TRADITIONAL PRODUCTS

Peru is part of a group of countries that have signed international agreements in favour of food and nutritional security⁶³ such as: World Food Summit (FAO, 1996, 2002 and 2009), the Millennium Declaration (UN, 2000)

⁶³ Food security is defined as physical and economic access to sufficient, safe and nutritious food for all individuals so that they can be used properly to meet their nutritional needs and lead a healthy lifestyle, without taking undue risks of losing such access. This definition incorporates the concepts of availability, access, use and stability in food supply. (Supreme Decree No. 118-2002-PCM).



and the World Summit for Children (UNICEF). Under this regulatory framework, the country has formalized and implemented various initiatives that reflect a political will to address the problem.⁶⁴

Under this framework has emerged the National Strategy of Food Security (ENSA), approved by Supreme Decree 066-2004-PCM, from which have emerged a series of actions, both at the national and regional/local levels, for example: the formalization of the Regional Strategy for Food Security (ERSA) which, in the case of Huancavelica, was approved in December 2006 (Regional Ordinance No. 083-2006) for the period 2006 to 2015, as well as the creation of the Regional Council on Food and Nutritional Security (Ordinance No. 110 Regional - 2006-GRH).⁶⁵

THE FORSANDINO-FAO PROJECT AND FOOD AND NUTRITIONAL SECURITY

The FORSANDINO project addresses the following aspects: a) capacity-building, b) development of the communal organization, c) good agricultural practices and d) revaluation of traditional products.

The project results show the serious state of food insecurity and poverty in the areas of intervention. One of these indicators measures per capita consumption in the family, which reported that 84% of the families live on less than US\$1.00 per capita daily, with food consumption being the highest expense (60.5% average). Such figures put these families in the category of serious food insecurity (living on less than US\$1.00 daily).⁶⁶

It is important to note that in Peru there are measurements that reflect the nutritional status of various sectors of the population: for example, through the Demographic and Family Health Survey (ENDES) carried out by INEI, as well as the Monitoring of National Nutritional Indicators survey (MONIN) by the National Food and Nutrition Centre (CENAN) - Ministry of Health.⁶⁷ It should be noted that both surveys are aimed at addressing chronic malnutrition in children under 5 years (the project has taken into account children under 3 years old).

64 ENSA. D.S. 0066-2004 - PCM.

65 MIMDES. Directorate of Research and Social Development. *Regional food security strategies. Promoting and monitoring the implementation of regional food security strategies.* December 2009.

66 *Baseline study.* op. cit. p. 48.

67 Zegarra, E. *Food Security: A policy proposal for the next government.* 2010.

Complementing the findings of the project study, the ENDES survey reports a decrease in chronic malnutrition nationally (taking height/age as a reference). However, in the first and second poorest quintile, child malnutrition has seen only minor variations: 45.1% to 46.8% and 33.2% to 32.7%, respectively, between 2005 and 2009.⁶⁸

According to INEI, the department of Huancavelica, with the highest percentage of extreme poverty of the country (68.7%)⁶⁹, suffers from 53.6%⁷⁰ chronic malnutrition in children under 5 years, which is the highest percentage nationwide.

ENSA overall goals include the reduction of chronic malnutrition in children younger than 5 years of age from 25% to 15%, closing urban-rural gaps and the reduction of micronutrient deficiency, primarily anemia in children under 36 months and in pregnant women from 68% and 50%, respectively, to less than 20% in both groups.⁷¹

Even though data concerning consumption or lack of micronutrients from interventions carried out by the FORSANDINO-FAO project has not been included in the study, two points are worth mentioning in this regard:

- Measurements to detect deficiencies of micronutrients, conducted by ENDES and MONIN in the population of interest in both surveys.
- References on the nutritional value (micronutrients) of traditional foods promoted by the project.

In relation to the first point, ENDES evaluates only iron deficiency, which indicates a possible situation of anemia in children and women in fertile age, while the MONIN survey makes additional measurements to detect lack of vitamin A and iodine in the population. The results of CENAN (MONIN survey) will be used to comment on the significance of the problem in the population surveyed.⁷² The following are the results of this survey taken between 2008 and 2009.⁷³

68 *Ibid*, pag. 2.

69 INEI - *Map of provincial and district level poverty 2007*. op.cit. 74.

70 *According to ENDES (INEI), including children who are 2 and 3 standard deviations or more below the average.*

71 ENSA. D.S. 0066-2004 – PCM, op. cit. p. 275950.

72 Zegarra, E., op. cit. p. 2.

73 Instituto Nacional de Salud.- *Executive summary of the results of the MONIN survey. 2008-2009.*

TABLE NO. 16 MALNUTRITION IN CHILDREN
2008 - 2009

| | Percentage of children aged between 6 and 35 months | |
|-------------------|---|-------------------------|
| | Anemia | Deficiency of Vitamin A |
| Metropolitan Lima | 31,6 | 10,3 |
| Rest of the coast | 44,5 | 10,3 |
| Urban sierra | 52,3 | 10,8 |
| Rural sierra | 58,1 | 13,1 |
| Jungle | 43,9 | 13,9 |
| National | 43,4 | 11,5 |

Source: CENAN. 2008-2009

As can be appreciated from this table, the problem of anemia is widespread in children under 3 years, especially those located in the Sierra (urban and rural).

Vitamin A deficiency is known as the “hidden hunger” and it affects 11.5% of children under 3 years at the national level, with the most worrying levels occurring in the rainforest (13.9%) and in the rural Sierra (13.1%).⁷⁴



“The lack of vitamins and minerals is the most important cause of ‘hidden hunger’ and malnutrition in the world today. The ‘hidden hunger’ resulting from the lack of micronutrients does not produce the same sensations as normal hunger. It often does not feel like anything in the stomach, but hidden hunger attacks health and vitality and remains a big problem that presents a terrible threat to the health, education, economic growth and human dignity in developing countries,” Kul C. Gautam, former deputy executive director of UNICEF.⁷⁵

⁷⁴ Ibid, p. 30-31.

⁷⁵ UNICEF, (2005, February 2). Accessed July 12 2010 from http://www.unicef.org/spanish/nutrition/index_hidden_hunger.html.

In view of the rescue of high Andean traditional products, the FORSANDINO-FAO project has collected information on the importance given by communities to traditional products. The results indicate that barley, potatoes, beans, quinoa, wheat and mashua contribute the most to the family diet⁷⁶, with high nutritional content, for example: the potato is an important source of calories, vitamins, proteins and minerals recommended by nutritionists for human development⁷⁷, beans are also rich in vitamins and minerals⁷⁸, while quinoa has a very high concentration of proteins compared to other cereals.⁷⁹

However, the project report does not give specific data about the consumption of nutrients, which could give some indication on how much these crops are contributing to mitigate “hidden hunger”. Such information could be used to generate standards in terms of the contribution of certain traditional crops to food and nutritional security.

As a summary of this first part, the project report shows some data related to the main components of food and nutritional security cited in the description of the project⁸⁰, with the aspects that the project aims to address under this framework and the difficult nutritional situation and poverty faced by the communities in the area of the intervention.

However, and according to the objectives of the ENSA goals, there are still some areas to improve, for example: measurement of the current intake of nutrients of the family members to understand the progress achieved by the project thanks to the efforts of: (i) education in topics of food and nutrition, (ii) the rescue and production of traditional foods (and even others like vegetables) through production, and (iii) the promotion of their participation in family diets.

Although there is no data relating to nutrient intake, the following identifies some elements that give the big picture:

76 *Baseline study. op. cit. p. 54.*

77 *INIA. Accessed July 11 2010 from <http://www.inia.gob.pe/notas/nota058/>.*

78 *NEOINCAS. Accessed July 11 2010 from <http://neoincas.com/sp/limabeansTable.html>.*

79 *NEOINCAS. Accessed July 11 2010 from <http://neoincas.com/sp/quinoaTable.html>.*

80 *The overview of the project refers to five components of food security: availability, access, use, stability and institutional framework.*



- AVAILABILITY OF FOOD

Peru could produce enough food for all Peruvians, but it has not achieved optimal efficiency of production: 36 of every 100 Peruvians households do not receive enough food and in rural areas the situation is even worse, with 47 of every 100 households unable to feed themselves properly.⁸¹

Faced with this situation, the FORSANDINO-FAO project has stimulated the production of traditional products, for example, apprenticeships and fairs have been held for community promoters to exchange their knowledge based on “in situ” evidence on how to improve production and, with it, the availability of resources. This is in line with the project’s “farmer to farmer” methodology⁸² which has undergone cultural adaptations where project participants (‘external’ actors) and other advisers, have had an important role in the promotion of traditional food production.

▶▶ *“I recommend that the project organizes more apprenticeships, because thanks to these we have come to do the things in our community that we have seen elsewhere,” (Domingo Urbina, Chairman of the Committee on Community Development Promoters).*

Events to facilitate the exchange of learning to promote agricultural development have been well received in all the communities of the intervention; however, Tinquercasa and San Pablo de Occo, where living conditions have improved the most, deserve special attention.

In addition, Good Agricultural Practices, also taught through the field schools, have helped to increase productivity (in comparison to the situation prior to the intervention of the project), and the protection of the environment (identification of pests and diseases, management methods, improvement of seed, positive and negative selection).

81 Ministry of Women and Social Development (July 2009). Directorate General of Decentralization: Developing proposals to achieve food security. Lima. p 12.

82 Methodology that aims to help family members learn and implement different actions related to the promotion of sustainable agriculture. This is based on the idea that participation and empowerment are key elements in sustainable development. (“On the farmer to farmer methodology”, FAO project document).



“In order to promote the recovery of high Andean agricultural products, first the project brought oca, olluco, mashua seeds... and they are also supporting us with quinoa and other crops that we no longer plant because they have been forgotten, so now the people of Padre Rumi are happy...” (Félix Unocc, Chairman of the Committee of Promoters of Padre Rumi).

The implementation of GAP has led to a substantial increase in the availability of good quality seed of Andean crops (potato, oca, mashua, olluco, quinoa, bean, barley, among others), through the use of new technologies for production and post-harvest. For example, in the area of the project intervention there are more than 120 greenhouses that currently store approximately 20 Mt of high quality native potato seeds.⁸³



Community members applying GAPs in the field.

The GAP are incorporated into strategies proposed by the project, such as:

- Realization of the first agricultural campaign with GAP that consists of the installation of demonstration plots for seed production (diversification) with seeds provided by the project. Thus, in the four communities affected by the project, inputs have been provided (selected seeds) to certain families (work carried out by the committee of promoters as in Padre Rumi), in order to promote the “family germplasm”.
- Execution of the second campaign: demonstration plots for seed multiplication (with seeds recovered by the system of the Communal Revolving Fund and promising seeds of Andean crops).
- Third campaign: distribution and self-sustainability of seed production.

83 FAO. FORSANDINO Project (2010). Preliminary progress report, July 2009 to June 2010. Huancavelica. Peru. p 8.

Community member applying GAPs.



However, as indicated in the summary of the challenges in the previous chapter, the number of hectares per farm is low (less than 3 hectares). For example, the maximum number of hectares installed on plots for seed multiplication (second agricultural campaign) is 0.42 and corresponds to quinoa (Parcco Alto), which is followed by 0.40 of potato planted on eight plots (Tinquercasa). Tarwi has the fewest hectares for seed multiplication, with just 0.06 in a single plot (both in San Pablo de Occo and in Padre Rumi).⁸⁴ The existence of the smallholding, the abandonment of land and the initial lack of a strong farmers' organization are, among other aspects, the factors affecting the low productivity and the availability of traditional products.

With regards to the quantities produced, as mentioned in Chapter I, the main products cultivated in the zone of intervention are in the category of cereals and tubers. At the national level these two products represent 42% of the total net availability of food, so the caloric and protein supply comes mainly from cereals (wheat and rice mainly) and its derivatives (flour and noodles).⁸⁵

However, although chronic malnutrition in children nationwide declined from 2000 to 2008, the proportion of families with caloric deficiency (below the biological minimum for life) increased from 29% to 31% and the differences between urban and rural areas persist. In Lima, 19% of 8 million inhabitants suffer from caloric deficit, while this rises to 42% in rural areas.⁸⁶ According to the national household survey of 2008, the department of Huancavelica has the second highest rate of caloric deficit (the first is Cerro de Pasco), as shown by a seasonal

84 FAO. *Ibid*, p. 10.

85 *Agrodata*, (April 1, 2010). *Food safety? The availability of food grows in quantity but not in quality*. Accessed on July 15, 2010 from <http://www.cepes.org.pe/blogs/?q=content/%C2%BFseguridad-alimentaria-la-disponibilidad-de-alimentos-crece-en-cantidad-perono-quality>.

86 *86 Spanish.news.cn*, (October 31, 2009). *Malnutrition in Peru, despite availability of food*. Accessed on July 11 from http://spanish.news.cn/entrevista/2009-10/31/c_1376290.htm.

pattern in the months of January to March (summer season when there are difficulties in obtaining food due to drought).⁸⁷ This caloric deficit shows that, while there are communal efforts to improve productivity, inequality in the access⁸⁸ and consumption of food is evident.

- ACCESS TO FOOD

Chapter I describes the critical situation of poverty and extreme poverty of the districts in the area of the project intervention (Anchonga and Paucará). It states that households in this situation (poor and extremely poor) do not have their food supply guaranteed and are therefore more likely to suffer from malnutrition.⁸⁹

The situation of severe food insecurity in the four communities is also mentioned (84% of families live on less than US \$1.00 per capita daily). Thus, there is a direct relationship between the availability of food for consumption and the increase in per capita GDP.

In addition to the economic problems, in the communities of the FORSANDINO-FAO project there are difficulties of physical accessibility: such as the case of highways in poor condition, as well as market infrastructure that is still weak at this level.⁹⁰

In summary, the diversified consumption of food (both traditional and non-traditional) is subject to their availability in households, which in turn is related to the ability to obtain them as well as cultural and environmental constraints, and the knowledge to prepare them properly; for example, tarwi is only produced for sale because no one knows how to prepare it by eliminating alkaloids through a process called “debittering”, which has to do with the limited availability of water for this process and ends up wasting a food of high nutritional value due to its high protein and nutrient content. On the other hand, there is also a lack of fuel (firewood) for the preparation of food for consumption.

87 Zegarra, E., *op. cit.* p. 8.

88 FAO document “Household food security” (2001), which defines access and sufficient resources by socio-demographic factors (e.g. poverty) and physical access that affects the ability to acquire food.

89 Ministry of Women and Social development. *op. cit.* p. 12.

90 As mentioned in Chapter I, concerning the characteristics of the commercialization of traditional and non-traditional products, and communal organization in the intervention communities.



The FORSANDINO-FAO project has provided technical assistance to families and, most importantly, to the promoters of the communities regarding a series of techniques to enhance their capability for self-supply at the household level, as well as to achieve greater productivity based on knowledge about the nutritional value of various traditional and non-traditional products. For example, families understand that with gardens or greenhouses, they can diversify food production and grow vegetables of higher quality for their consumption:



“Now we can grow our own vegetables, we don’t have to buy them in the market where they sell vegetables washed with dirty water...” (Paula Escobar Reymundo, wife of a promoter of Tinquercasa).

Although the promoters have improved the quality and quantity of their production (olluco, potato), there are structural limitations of communal land management (smallholding, the organizational capacity of local producers), which impede improvement in productivity, increased food consumption at the family level, and the generation of surpluses for sale at a fair price. This last point is important to ensure that the acquisition, availability and consumption of food increase in line with GDP.

The need to generate income is also a factor that, in certain cases, competes with the consumption of a variety of products, which means that foods with higher nutritional value and better prices are more often destined for sale while the consumer has a diet largely based on carbohydrates (tubers, cereals and corn), with insufficient quantities of fats, minerals and, above all, proteins.

However, the experience of the FORSANDINO-FAO project has shown that community leaders and farmers are gradually improving their knowledge in terms of the valuation and consumption of food, especially traditional products.

- FOOD CONSUMPTION

The consumption of a variety of foods (both traditional and non-traditional) depends on their availability in the home, which in turn depends on the ability of people to obtain them.

Even though promoters in the four communities know the importance of a varied diet (traditional and non-traditional products) and have put into practice improved cultivation and preparation techniques that have



Vegetables grown in a bio-garden.

reduced spending on food by up to 30%⁹¹, the quantity and variety of food available for consumption is still low, which is something the promoters and the other actors involved are working to change.

This process highlights the increased intake of vitamins and minerals in families (Tinquercasa) thanks to the consumption of vegetables grown in the family gardens or fitotoldos.⁹² However, families have still not achieved a sufficiently balanced diet.

▶▶▶ *“For breakfast they have morón and vegetable soup, which fills them up, but they don’t have the typical vegetable stew or tarwi, which is 46% to 56% protein..., of course it is not like animal protein, but it has some protein. For lunch, they have potatoes, coca, cancha and mate and for dinner a stew of potato or carrot accompanied, when they have it, with some tripe,” (Jackelyn Mendoza, nutritionist of DESCO-Huancavelica).*

The lack of variety of foods makes it difficult to implement practices for the preparation and consumption of a nutritious and balanced diet. As a result, in the communities of the project intervention, consumption of animal protein is low (the purchase of meat is not within the reach of the family economy while raising small animals can bring disease, among other problems) and foods rich in carbohydrates (potato, olluco, maize) continue to dominate the family diet.⁹³

⁹¹ FAO (2010). 2010 Green shoots - FAO in Latin America and the Caribbean. p 15.

⁹² *In the four communities of the intervention area, food produced from the gardens or greenhouses is destined, mainly, for self-consumption (subsistence agriculture).*

⁹³ *Data obtained from field research, corroborated by the report of diagnostic and communication strategy carried out by the Working Group of the Pontifical Catholic University of Peru in 2008.*

There is also a “confrontation” between old and new knowledge about a diversified diet, such as the case of tarwi, which, despite the process of debittering, has not been incorporated into the diet of many families. Even though this product is rich in proteins, families prefer to sell it and generate income, rather than consume it. This shows that the availability and access to food on its own is not enough and there are other factors that are determinants of food consumption, for example: the size and composition of the family, the distribution of food within it, food culture, patterns and food consumption habits, the educational level of the family members, etc.

However, the following are some of the project initiatives that have had an impact on the diversification of diets and the efficient use of scarce resources available to families to improve their diet and nutrition:



Contest for traditional dishes.

Contests – This activity, explained in the section of this report about training strategies (training of promoters), includes competitions of typical dishes to rescue traditional recipes and promote the consumption of local products, as well as contests for Andean products that promote their great nutritional value and contribution to the conservation of agro-biodiversity.

Collecting traditional recipes – The community promoters (predominantly women and wives of promoters) are responsible for this. Many recipes were demonstrated at contests and festivals promoted by the project. The recipes are based on traditional products grown by local community farmers.

In 2010, the project launched its publication: Traditional Andean Cuisine, which offers the general public the chance to use traditional products through delicious recipes and eye-catching presentations based on the knowledge and creativity of beneficiary families.

Some of these recipes based on traditional crops such as potato, olluco, mashua, tarwi and quinoa, among others, may be incorporated in food assistance programs and the development of more novel ways of consumption on a larger scale and they could even be used by chefs who may rediscover in traditional Andean cuisine a rich source of inspiration.

These actions have been part of the project's communication strategy in order to enrich and strengthen the high Andean population and indigenous organizations through the rescue of their traditional products as well as the celebration of their worldview, customs and ancestral Andean culture.⁹⁴

Educational activities – Explained in the section on the training of promoters, these highlight the importance of diet, nutrition and hygiene (care in the use, handling and food preparation, preparation of affordable, simple and nutritious snacks and beverages for boys and girls, among others), with the aim of promoting the voluntary adoption of practices that can improve the nutrition and health of families.

- **BIOLOGICAL UTILIZATION**

In addition to availability, access and consumption, the biological processing or utilization of food is another component that is important in food and nutritional security of families, because it is the way in which the body takes advantage of foods that it consumes and converts them into nutrients, which is determined by factors such as: general state of health, lifestyles and the environment, availability, access and quality of health services, drinking water and basic sanitation, degree of knowledge about how to eat better, among others. It is said that the degree of instruction received by women is related to the level of knowledge about how to feed their children, what products are nutritious and how to achieve a balanced diet.⁹⁵

With regards to socio-environmental factors, although the project has promoted good practices of food hygiene, the communities do not have a permanent supply of water, with the problem most severe in Padre Rumi (Paucaará) and Parco Alto (Anchonga). The limited availability of basic services like water and drainage facilitates

94 FAO (2009). *Strengthening of high Andean indigenous organizations and rescue of their traditional products: Communication Strategy*. FORSANDINO Project. Huancavelica.

95 *Ministry of Women and Social Development*. Op. cit. p. 12.

outbreaks of diseases and diarrhea, limiting the assimilation of the nutrients in the body.⁹⁶ Chapter I discusses the situation of basic sanitation in homes in the communities of the area of intervention.

- **SUSTAINABILITY OF FOOD SUPPLIES**

This refers to the availability and access to food and nutritional security, as well as to its sustainability.⁹⁷

Both the processes and strategic partnerships developed by the project are aimed at strengthening local and institutional capacities, so that these institutions will give continuity to actions of intervention and to continue promoting a greater supply of food at all times and for all members of the family (diversity of production, technical assistance to generate income from possible surpluses, etc.).⁹⁸

However, this continuity depends on the inter-sectoral political will to continue implementing action plans. The signing of agreements between the project and institutions are important for the implementation of joint actions to achieve food and nutritional security. For example, from July 2009 to June 2010 partnerships were established with public institutions, including the National Institute for Agrarian Innovation (INIA) and the Universidad Nacional de Huancavelica-Faculty of Agrarian Sciences (UNH-FCA), as well as local governments (provincial and municipal), to promote initiatives and actions in the Annual Operating Plan to achieve their compliance, consolidation and sustainability.

▶▶ *“INIA provides the seeds which were abandoned by farmers during a time of internal violence... it also provides support in technology and the rescue of their traditional knowledge,” (Tulio Medina, INIA specialist).*

The FAO also aims to institutionalize food and nutritional security, as well as its sustainability, through the participation of the community and different levels of government.⁹⁹

96 Ibid, p. 12.

97 FAO (2009). *Tesoros escondidos en el altoandino: mejora nutricional a través de los proyectos de seguridad alimentaria*. Lima, Peru: Cuevas, R.

98 98 FAO (2001, October). *Household Food Security*. Stineke Oenema. p. 12.

99 (2009). *Tesoros escondidos en el altoandino: mejora nutricional a través de los proyectos de seguridad alimentaria*. op. cit.

Through projects such as this, FAO seeks to make the right to food a priority on the public agenda of governments at different levels (local, regional, national), especially by raising awareness about the serious implications of maintaining high rates of malnutrition in indigenous rural areas, which implies high costs in education, health and productivity for countries, as well as irreversible consequences for the families and children (increased risk of mortality and consequences for cognitive development, affecting their health and productive potential).

In summary, in relation to food and nutritional security the FORSANDINO-FAO project has adopted the territorial management approach of ENSA, by implementing processes in small communities where family units are located¹⁰⁰ in order to evaluate their existing resources and potential. This approach is transversal in the food and nutritional security measures adopted by the project.

Demonstration plots have been implemented in the four communities of the project that include a variety of topics related to healthy housing, breeding of Guinea pigs, vegetable gardens, fitotodos, greenhouses, organic farming and water harvesting, among others. The aim has been the strengthening of capacities of promoters (addressed in the section on training promoters), who have shared with their families this “knowledge” to replicate the same techniques in their family homes. In the community of Tiquerccasa, in addition to this “sharing of knowledge” within the family, promoters have also passed on this knowledge to other families.¹⁰¹

Previous studies carried out by FAO in some of the communities of the area (San Pablo de Occo, Parco Alto and Tiquerccasa) analyses the natural, ecological, productive and even social resources of the community, which supports the finding in this report that, while there are efforts to deploy a series of actions that promote a greater



Raising Guinea pigs.



Digging a water well.

¹⁰⁰ ENSA, D.S. 0066-2004 – PCM. *op. cit.*

¹⁰¹ This refers to the group of families in the area managed by the promoter, which has been constituted according to the communal organization.



food and nutritional security, there is still room to improve at the levels of production and productivity, as well as “fairer” market conditions, the recovery of traditional techniques of soil management, among other aspects, in order to gradually replace the prevailing subsistence economy in the zone.¹⁰²

Beyond the limitations or difficulties faced in the four communities, the FORSANDINO-FAO project has advised and participated in actions aimed at promoting the production, use and proper consumption of traditional products, taking into account the implementation of strategies that revalue the products and traditional crops described as follows.

2.2.2 STRATEGIES FOR RECOVERING TRADITIONAL PRODUCTS AND CROPS TO IMPROVE FOOD AND NUTRITIONAL SECURITY

One of the project aims is the rescue and utilization of traditional products to improve the food and nutritional security of the communities, given that these nutrient-rich foods contribute to the diversification of production and can be grown in a variety of conditions (adapted to severe conditions). There is also a cultural reason to stimulate the production and consumption of traditional products because the cultivation of these products helps to reward the labour of farmers’ families in rural areas.¹⁰³

The project emphasizes the importance of traditional products in two areas: commercialization and consumption. In the former, tarwi, beans, barley, potatoes, and wheat are the main products for sale, and other potential products include kiwicha, maca, mashua, oca, and yacón, while products which have greater use for family nutrition are: barley, potatoes, beans, quinoa, wheat and mashua.¹⁰⁴ As explained in the previous section, the higher the market price for a product, the more likely that it will be destined for sale rather than consumption.

The starting point for this strategy has been informing the communities and making them aware of their food resources in order to later advise them on how to cultivate, use, and prepare traditional products, thus

¹⁰² FAO (2006). *Study of sustainable livelihoods, socio-economic and gender analysis*. op. cit. p. 19-20.

¹⁰³ FAO. FORSANDINO Project. Accessed July 22, 2010, from <http://www.rlc.fao.org/proyecto/163nze/proyecto/descripcion.htm>.

¹⁰⁴ FAO, op. cit. p. 53

contributing to food security and nutrition. All this must be done while considering the cultural characteristics and context of the area.

▶▶▶ *“Promoters and other community members speak in the workplace or in the community meetings about the products of the area, which is why it seems that people are now planting all kinds of varieties of our own products.” (Domingo Urbina, Chairman of the Committee of Promoters of San Pablo de Occo).*

With this motivation, the promoter begins a gradual process of capacity-building that contributes to improving their family environment, their interaction with the community and their capacity of response in an agricultural context that, increasingly, demands diversity of production.

Different strategies have been developed in the four communities for the revaluation of products and traditional crops to promote food and nutritional security. These have general and specific characteristics as follows:

Community surveys have provided information about the population’s knowledge of Andean products, their personal view of them and their dietary habits (identifying traditional and non-traditional products in the family diet), This information has been used to design activities to recover traditional agricultural practices and crops.

Another category of strategies is related to the training activities, with the implementation of the demonstration plots, the adaptive research plots with technical advice from the INIA (vegetables like tarwi, mashua, olluco, oca), and installation of technologies in the home to improve living conditions. These activities are developed in the framework of the Farmer Field Schools (FFSs), and conducted in the four communities of the project with the participation of community promoters that have shared knowledge about the construction of greenhouses and vegetable gardens, installation of improved pastures, as well as germplasm research for the transformation and utilization of traditional products, among others.

▶▶▶ *“Before the project, the training was based on the things we already knew, but the project has helped us become more interested and now I’m happy because I am trained and I no longer think about going to the city because I have to care for my farm... there is money to be made here,” (Domingo Urbina Laime, Chairman of the Committee of San Pablo de Occo promoters).*

However, this “ideal model” developed within the family unit (improvement of living conditions and the environment) that, to some extent, promotes and facilitates the consumption of safe food and the use of Andean products is not enough to achieve the aim of substantially improving food and nutritional security, which not only depends on local efforts (families or individuals) and other actors, but also the dynamics of political systems and structures (economic, social and environmental, among others) that encompass the main components of food security and nutrition.¹⁰⁵

In terms of training, the preparation of traditional products is highlighted through workshops. The synergy with some social programs, such as the JUNTOS programme, has enhanced training efforts aimed at pregnant mothers, through workshops on the use, preparation and proper utilization of traditional products of high nutritional value.

In this area special mention should be made of apprenticeships and exchanges of experiences both within the scope of the project and outside, and which are considered by other interventions such as the best form of training activities to motivate and teach people effectively.¹⁰⁶



Feria de Ayrampo 2010

105 FAO (2010, October). *Food security in the home*. p. 11.

106 Solaris Perú (2009). *Sistematización sobre las metodologías para el fortalecimiento de capacidades a agentes comunales*.



Feria de Ayrampo 2010



With regard to dissemination and communication, the project has tried to take advantage of communal spaces (fairs, local meetings, food festivals such as “Cebadaschay 2010”, “Nabuschay 2010”, and “Ayrampo 2010”) where the promoters offer their own products.

►►► *“It has been very interesting to see the preparation of traditional products at the Ayrampo fair... but motivated community members have also taken part,” (Mauro Machuca, Manager of the district municipality of Paucará).*

Efforts to communicate the rescue and value of Andean crops have also been aimed at school students, mainly in the demonstration plots but also in community meetings, communal workplaces and in other meetings. On some occasions, this has also included the use of loud speakers.

Some of the materials produced for information, training or communication about the activities developed by the project, are shown in Appendix N° 4.

Another area of action is the process of advocacy for the rescue and valuation of Andean products. This refers to the agreements of communities with district (Anchonga and Paucará) and provincial (Acobamba) governments, an agreement between the communities (Tinquercasa and Padre Rumi) with the Universidad Nacional de Huancavelica (UNH), as well as other agreements (by all four communities) with INIA.

In general, the agreements aim to establish strategic alliances among the various institutions and communities in order to develop activities to support the Community Development Plan (CDP), which emphasizes the need to

increase agricultural production to improve the food and nutrition of the families of the area, especially children. The UNH and INIA are focused on providing advice and professional support to communities in matters of research, agricultural production and other areas. The willingness of local authorities to work on production issues has been important at the same time as the project strengthens links with local government agencies.

For this reason, the project has made sure that actions to promote the rescue and valuation of traditional products are included in the municipal, district and regional plans. In particular, the project has emphasized the participation of promoters (Anchonga and Paucará) in budget meetings to present their proposals or views on the prioritization of different interventions.

These actions have been made through the participation and strengthening of different actors related to the project. At the regional level, this includes CRSAN through the MCLP of Huancavelica, while at the local level there is the MCLP of the Paucará and Anchonga districts and the native potato technical committees of the provinces of Acobamba, Angaraes, among others:



“In Huancavelica we have a Council on Food Safety and Nutrition, led by the Cooperative for the Fight Against Poverty... FAO is part of this Council and other institutions so it can explain the work that has been done by the FORSANDINO project, which is important for public policy,” (Caesar Canchuricra, member of the technical team of the Economic Development Office of the Regional Government of Huancavelica).



Meeting of the Regional Council on Food Security and Nutrition.

The project has also identified follow-up actions of promoters, in order to apply lessons learned in different aspects of community development. For example: at the family level, the follow-up has been directed to advise and facilitate the implementation of model plots as part of the Integral Family Development Plans, starting from the motivation of the promoter and the subsequent participation of their family.

In addition, the technical team of the project considers it important to follow up with community promoters to reinforce the importance of implementing GAPs.

In terms of nutrition, it is also desirable to monitor the preparation of balanced foods and, if possible, their consumption. This is explained by one of the nutrition specialists in the project:

▶▶ *“One of the aspects identified in the monitoring and home visits are the nutritional practices that have been ‘forgotten’ by those attending training events. This is why they need permanent and periodic advice in their homes,” (Jackelyn Mendoza, nutritionist DESCO-Huancavelica).*

Research is another part of the strategy aimed not only at rescuing and promoting the use of traditional products and crops (e.g. wild turnip and ayrampo), but also making sure these are products of high quality in the local communities.

Demonstrating, through research, the benefits and quality of traditional food products promotes their inclusion in the family diet, and therefore contributes to food security and nutrition.

There are some institutions that are actively participating in the study of traditional products, in the field of research and their dietary contribution, such as the Universidad Nacional de Huancavelica through its Faculty of Agronomy and Agribusiness (research and advice on issues related to food and nutritional security, as well as the rescue of traditional products) and INIA (technical assistance for production of Andean crops, conservation in situ, agro-biodiversity, water harvesting, drip irrigation, among others).

Some initial signs have been seen in relation to the processing of traditional and non-traditional products for more diversified consumption, for example: research on the harvesting and processing of wild turnip leaf or obtaining



a preliminary sample of a beverage derived from the ayrampo, as well as dried wild turnip leaves that they have been obtained in the laboratories of the UNH-FCA. However, the post harvest system in the communities still isn't complete due to the fact that the basic conditions for the processing of products (infrastructure, solid and formalized communal organization for commercialization) have not been met.

▶▶ *“The Anchonga district only has rudimentary production systems..., what we need is more technology,” (Gliver Guzman, Manager of the Municipalidad Distrital of Anchonga).*

This view is also shared by other actors involved in the implementation of the project:

▶▶ *“The traditional agricultural practices are important in production, what the farmer really needs is technology,” (Tulio Medina, INIA specialist).*

In summary, strategies for the rescue of traditional products require the promoters themselves to recognize the value of their products while considering their culture and social context, and to not only to grow these products, but also to ensure these are of the best quality possible.

It should be noted that these strategies also include non-traditional products (e.g., in the case of vegetable gardens or greenhouses). They technical teams are fluent in the local language, which has allowed a very smooth horizontal communication, creating trust and a bond with the promoter, families and other stakeholders, in order to implement the actions in an effective manner.

In this process you could say that the role of the promoter has evolved through certain phases: from being only a participant who must be trained, to then enter into a process of teaching and learning, until becoming an actor with more active participation, in terms of developing, facilitating, or directly promoting some of these actions.

In general, the training strategies have been vital to the process of capacity building. However, there is the need to continue providing support in the communities of the area of intervention.

Moreover, inter-sectoral partnerships are also promoted by the project, both at the level of authorities (municipalities) and research and technical support institutions (University, INIA) and others, linked to social

programmes (such as JUNTOS in the case of the workshops). This partnership includes research, training, communication and implementation.

The motivation and desire of the promoters (women and men) and communities in general to overcome their own obstacles, as well as to participate in partnerships with different actors of the state and organized civil society, are key elements for the continuity of the project's work.





OUTLOOK AND RECOMMENDATIONS

3.1 *THE PROJECT'S CONTRIBUTION IN PERSPECTIVE*

In recent decades, local authorities in Peru have made important progress in development because they have made extremely creative efforts, and have generally maintained great openness to public participation, in particular with regard to planning and establishing criteria for local investment.

Moreover, authorities in rural areas are receiving more financial resources than in the past, which has exposed their limited management capacity. For local government bodies, spending the available resources wisely on new projects is a problem. This is paradoxical, given that they face pressing needs in their communities.

Also, citizens have become more familiar with these institutions, which they consider, in many cases, to have more of a social role. This change has meant that, gradually, many neighbourhood problems and concerns end up becoming issues that involve the local authorities in some way. This is what has happened with the approach to education issues, in which concern for secondary education now also includes primary and early childhood education. The same thing applies to the provision of health services and preventative healthcare, as well as farming assistance, among others.

Currently, economic development projects enjoy wide acceptance among leaders and local authorities, so much so that their results are often compared against relatively slow social projects. In reality, this comparison is unfair since it does not recognize the contribution made by socially oriented projects, which are very complex, difficult and time-consuming; no one should expect that the health of a young person, afflicted throughout their childhood by diseases, will improve quickly or completely. There are also irreversible problems in health



or education. Economic development projects, on the other hand, take place, so to speak, on a foundation of conditions that have already been created within the society and the State.

A new generation of authorities seems to be replacing, gradually, a political class that had based its relations with local people on rules of paternalism and social assistance. Today relationships between the authorities and population involve greater public participation, and the role and responsibilities of each of the parties are clearly defined. This change has allowed the possibility of discussing economic development instead of patronage, of referring to a development plan and not an informal agreement, and a group of people discussing the public budget in a community or municipal building and not just a few people in the Mayor's residence.

In addition, regional governments, which are in a phase of consolidation, have developed instruments that are aimed at reversing the historical problems that plague their constituencies. In the case of Huancavelica, one of the most interesting instruments, created by the Regional Competitiveness Plan, seeks to develop internal capacities with the possibility of generating, through meso-level interventions, synergies between provincial and district governments. Other instruments are part of the Regional Coordination Plan, recently created by the Regional Council on Food Security and Nutrition of Huancavelica, in the framework of the implementation of the national strategy CRECER (Grow) in order to address the problem of malnutrition and food security in the region. Once again, the project promoted by the FAO has strategic links with different entities that promote food and nutritional security in the region.

In this context of greater public integration and understanding of the roles played public and social actors, and given the difficult task of defeating poverty and achieving development, the project proposes a new work plan to strengthen proposals that are easy to understand and apply, as well as being sensitive to the demand needs. It is in this context that the FORSANDINO-FAO project's proposal for rural development should be considered.



3.1.1 LOCAL DEVELOPMENT ACTORS AND THE ROLE OF PROMOTERS

The possibility that the local population will take part in the formulation of public policies at the local level, or propose modifications, is increasingly likely now that they understand the mechanisms to do so and possess a basic knowledge about the subject.

In fact, there are several mechanisms, widely known in the country, such as participation in electoral processes - where you can become a candidate and are not limited to voting - but there is also the opportunity to participate in instances such as the Civil Councils, or public surveys, which can be highly critical of public authorities who are sometimes not very willing to accept the results. However, the means that have been used with greater continuity include participation in local planning processes; the creation of local public roundtables and participation in the process of budgeting.

Therefore, the ways to participate in the creation of public management instruments or how to manage local public investment are already more or less known and this is a good start. What remains is to make use of other possibilities offered by the Law of Municipalities, such as the right to collaborate in legislative discussions, which is currently an exclusive right of the municipalities. There are other instances that could be used more often, such as community surveys about local laws, but also with regard to other actions, such as the implementation of projects or programmes. There are, of course, many other mechanisms, but what matters is that the formulation of public policies is a fertile ground to reach long-term agreements, since these are about key themes of development that normally transcend personal and party differences.

The FORSANDINO-FAO project's rural development proposal takes into account some favourable assumptions in relation to the actors who should participate, including promoters who are basically facilitators of change, able to mobilize resources and influence in favour of the implementation of food and nutritional security policies. From the communal level to the different institutional spaces and government, the ability to replicate and maintain these successes is based on the strengthening of community capacities.

A. THE FORSANDINO-FAO PROJECT IS FOCUSED ON IMPROVING THE DAILY LIVES OF RURAL PEOPLE

Years of neglect, as well as many years of social assistance, have aggravated the poverty of rural households, which means that improving the family economy is currently the main concern. The FAO project, like others in this area, aims to support local people who seek to advance on the basis of their own efforts. As should be the case with any serious proposal, it includes elements that have a degree of external support to facilitate or demonstrate the viability of the proposal, but later local resources and institutions should take over these roles.



For example, the monitoring carried out by project specialists, with the support of other programmes, can be managed by the regional government. State programs, implemented by ministerial departments, can agree on an instance of intergovernmental coordination. In other words, the professional elements that the project brings can be perfectly covered with resources from the government.

In addition, the invitation to resume the production of the main Andean crops has received an enthusiastic welcome by the members of the four communities. This situation is very promising and should be valued by the authorities as one of the project's main successes.

Finally, it should also be noted that mechanisms used by the project must respond to the customs in the communities, which have added democratic mechanisms to their traditional means of representation. Considering the residence of the authorities and the opportunities for public participation, it is fair to say that these authorities - the Mayor and aldermen - know the needs of the community because they live there.

The issues raised by the FORSANDINO-FAO project are part of the problems of poverty and development faced by all communities. This is the reason that the answers it has found are in the greater interest of all local actors.

B. ACTIONS AT THE LOCAL LEVEL ARE OFTEN CONSTRAINED BY WHAT IS POLITICALLY POSSIBLE OR FEASIBLE

The capacity of local society to solve their problems should always be taken into account. Meetings to discuss public affairs are usually attended by all sectors of the community while, in recent years, targeted campaigns have been successful in achieving greater social inclusion, recognizing the need for the greater participation of women and youth.

The opportunity to bring together all sectors of a society creates positive conditions for a constructive and honest dialogue. In the last decade, these spaces have served to generate the basic agreements for local development, through mechanisms of social dialogue.

If existing democratic mechanisms are examined in detail, we can see that there are structures for dialogue and coordination at the local level, allowing proposals like the one proposed by the FORSANDINO-FAO project to have a very significant radius of action. This is compounded by the fact that the regional government has shown signs of interest in replicating its results, leading to the conclusion that today, unlike a few years ago, there are the institutional conditions to consider the continuity of the results obtained by the project.

In political terms – partisan and non-partisan - the excellent conditions offered at the local level for real change have been neglected. As the project demonstrates, change can be achieved, taking advantage of the proximity of the population to drivers of change, resources and authorities.

▶▶ *Information and local knowledge about the participants in a project or program is the fundamental basis for making decisions that can lead to its success.*

It is hoped that new policies designed by local governments will consider not just a set of ideas or theories, but all the valuable experiences offered by the FORSANDINO-FAO project. The authorities and officials must be made aware of the importance of using field-tested methodologies and technical proposals, which help to gather local knowledge that deserves to be exploited.

▶▶ *The indigenous communities and their traditional knowledge comprise a heritage of incalculable wealth that still has many important contributions to make to humanity.*

For this reason, the following proposals should be considered:

- **Extend the scope of the project in the four communities and turn them into municipal policies in Paucará, Anchonga and other communities in Huancavelica.**

This would contribute to institutionalizing participatory processes of civil society in local development that are already underway. It is important that the policy and regulatory provisions officially recognize processes that have been accepted by the participants. This project offers these conditions. It is always better to replicate actions that have been positively evaluated by those directly involved, in this case the four rural communities in two districts of extreme poverty in the region of Huancavelica (Paucará and Anchonga).

The issues raised by the project can be discussed in different spaces such as roundtables, Civil Councils and participative budget meetings, among other instances.

- **Support promoters with public resources.**

The aims pursued by the project are in line with various state programmes and strategies such as CRECER, and the campaign to improve kitchens for a “Peru without smoke”, as well as different projects promoted by NGOs such as the Kamayoq or the Yachachiq, and public-private initiatives. In fact, the project supports municipal and regional initiatives in multiple areas: markets, training and investment in community infrastructure, information systems; competitiveness plans; production chains, etc. The idea is to expand such initiatives with projects that discriminate positively in favour of women and incorporate gender equity approaches. The promoters have raised the possibility of deepening these efforts since, as they incorporate more women, they provide new social resources from their own organizations. In all cases, the presence of the promoters has been very well accepted.



Spaces for cooperation at the local level.



▶▶▶ *Before devising a new project or program, it is essential to understand the reality of indigenous families, whose needs, interests and preferences may be far removed from the traditional development model, which is not usually integrated. In their own words, they have expressed their emotional connection to their land as a place that combines their culture, tradition, identity and spirituality in harmony with nature and with others. Despite the social exclusion associated with poverty and political marginalization, members of indigenous communities are characterized by strong positive attributes, particularly for their ability to organize themselves and the formation of informal networks of solidarity and reciprocity. If not recognised and preserved now, their values and way of living could be changed or lost altogether.*

3.1.2 **IMPROVING THE MANAGEMENT EFFICIENCY OF LOCAL GOVERNMENTS TO FIGHT RURAL POVERTY**

A. LOCAL AND REGIONAL AUTHORITIES SHOULD EXPAND THE SCOPE OF THE PROJECT

Government documents, in the two districts of intervention, demonstrate their interest in allocating budgets to issues linked to the project. While it is true that there are no direct references to the project yet, the project strategy contemplated the possibility of municipal cooperation and the transfer of knowledge at the end of the implementation process.

The local governments of Paucará and Anchonga, having correctly identified that agriculture is the main economic activity in the area, have outlined a set of needs that coincide with the work of the promoters. These include the following:

- Greater technical assistance to increase the production of native potatoes and other Andean crops, as well as to promote the rescue of non-cultivated native species such as the ayrampo and the wild turnip.

- 
- Advice that, in addition to increasing production, helps to achieve some degree of industrialization of the main traditional products, adding value especially for human consumption.
 - A communication strategy about the benefits of these products to achieve a greater impact in promotion actions.

From their own perspective, the municipalities argue that to meet these needs, permanent advisory bodies are needed, or at least with permanent accessibility, which generates a parallel process of awareness at the community level to give continuity to the work and establish evaluation mechanisms. Note that promoters are able to contribute in each of these aspects with specialized technical support that could later be provided, to the extent possible, by the State. Thus, for example, in relation to the process of raising awareness in favour of rural development and the resulting food and nutritional security, the FORSANDINO-FAO project has implemented a Communication Plan based on strengthening the communicational capacities of promoters and community leaders, who have become active agents both for the organization and for the implementation of the project's different activities of information, education and communication.

Those interviewed say that the project's initiatives can also be implemented and taken over, gradually, by government entities at different levels, within the framework of agreements that formalize inter-agency partnerships, establishing responsibilities and their respective budgets.

Thus, the municipality of Paucará has determined that actions such as the implementation of improved kitchens could be co-financed by the "Fund for equality", attached to the Presidency of the Council of Ministers, aimed at fighting rural poverty with funds raised from austerity measures by the Treasury and the private sector.

The idea is that work agendas or commitments agreed at the start of the project, will go on to a phase of formalization of larger commitments, involving the possibility of taking advantage of contributions by the FORSANDINO-FAO project.

Meanwhile, local governments have seen that this project is facilitating increased production and the recovery of traditional products. They see that it has worked to develop community awareness, as well as providing advice to promote increased and more diversified production, including the use of traditional products. Local authorities



have witnessed the excitement generated by the project's activities including, for example, the food festival of ayrampo (organized by promoters), which highlights the many different ways this native Andean crop can be prepared through the direct involvement of motivated community members (Mauro Machuca, manager of the district municipality of Paucará).

The geographical conditions and cultural characteristics in the areas of intervention can also be positive aspects to consider in the value chain. Many crops have been affected as a consequence of climate problems and altitude; however, this can be favourable when it comes to traditional Andean crops that are better adapted to these conditions. Communities have faced these difficulties through the use of new technologies and the adoption of the project's recommendations.

Hernán Mormontoy, national coordinator of the FAO project in Peru (Huancavelica), believes the answers offered by the promoters exceed all expectations. "They have gone very far in a short time, they have assumed their duties responsibly and enjoy strong recognition in their communities. In addition, many of the technical consultations are now answered by them and they are always happy to serve their community." He also points out that local governments have the conditions to implement programs to support production, continuing to build on the experience of the promoters.

Local governments have already begun work in this regard; different municipalities have presented development projects for public funding. Additionally, in the municipality of Paucara, approximately 40% of the 2010 budget, aimed at public works, was used for strengthening the capacities of farmers to cultivate the native potato and improve livestock grazing - in the communities of Santa Cruz Paccho, Paccho Molinos, Colpa, Pumarandra - while in 2011, the aim was to improve small animal husbandry at the district level.

The municipality of Anchonga also promotes native potato plantation, although one of its most acute problems is the shortage of water, which affects approximately 70% of its populated area. In this regard, it proposed a new project to be financed with public resources, which is the reason that the productive activity in the area uses a more technologically advanced irrigation system.

One of the best outcomes from the perspective of local government is that participatory budgeting is facilitating proposals for productive development in the area. For this reason, the FORSANDINO-FAO project is promoting



participatory budgeting as well as providing technical support so that rural organizations, through their local representatives, can channel other sources of financing such as national funds and government programmes (For example: the project “Healthy housing with a focus on food security” presented by the community of Tinquercasa, has been prioritized in Paucará’s participatory budgeting, achieving a budgetary allocation).¹⁰⁷

Another aspect regarding the contribution of the promoters has to do with the guidance they provide about food habits. This is another area of the project that can be expanded and continued, in alliance with the areas responsible for the promotion of economic and social development in the local government.

In parallel, and as part of the process of institutionalization of the experience, the project has worked at the level of the Regional Council on Food Security and Nutrition of Huancavelica (CRSAN), addressing the issue of food security and nutrition through health and agricultural development. This aim is socialized through the different strategic aims of the Regional Strategy for Food Security and Nutrition “Llamkasum Wiñaypaq CRECER Huancavelica”.

The CRSAN has provided information and feedback on the experience of the project, which has strongly promoted the use of native agricultural products.

¹⁰⁷ FORSANDINO FAO Project (2010). *Preliminary report 2009-2010 op. cit. p.7*



The coordination of the Roundtable for the Fight Against Poverty (MCLCP-Huancavelica), as part of the monitoring of the Strategic Budgetary Programmes - “nutritional coordination” - identified the need to coordinate the health, education and agriculture strategies, guiding all of them towards a common vision.

Another partner institution, focused on technological innovation in the development of crops, is the National Institute of Agricultural Innovation (INIA) of the Ministry of Agriculture, which was convened by the FORSANDINO-FAO project, due to the implementation of new components (conservation of agro biodiversity in farms and the conservation of genetic resources in genebanks, implementation of harvesting water models and irrigation technology, installation and management of cultivated pasture, establishing a FAO-INIA agreement, which has provided contributions to the improvement of culturally adapted technologies, have provided genetic material from

Andean crops: oca, olluco, mashua and tarwi for the installation of genebanks in communities (seeds), whose objective is to make producers part of the system of biodiversity conservation.

Meanwhile, the local clinic is seen as the basis for the continuity of actions linked to food security and nutrition, for the purposes of training promoters, advice and monitoring of nutritional practices at the level of families. This requires strengthening the project’s processes at the health sector level; for example, by training promoters about food security and nutrition - through workshops or others - in the operational plan of the network, micro-network and at the health clinic itself.

B. THE FORSANDINO-FAO PROJECT FROM THE REGIONAL GOVERNMENT PERSPECTIVE

At the level of the Regional Government of Huancavelica – the Department of Economic Development, Department of Social Development and the Regional Agricultural Office, among others – the FORSANDINO-FAO project is widely known by different authorities and members of technical teams. A specialist from the Department of Economic Development, points out the importance of coordinating the project from the premises





of the Regional Government and that the governor, Hernán Mormontoy, has been working with the organizers since the start of the project, even to test new proposals, which is something many organizations are not willing to do.

The actions that have contributed to this coordination include, in addition to the location of the project office in the facilities of the Regional Agricultural Directorate of the Regional Government, the sending of progress reports on the FORSANDINO-FAO project to regional authorities, the participation of some specialists of the regional government (Department of Economic Development and Regional Agricultural Directorate) in the training activities of the promoters, the organization and promotion of food fairs that emphasize traditional products, as well as competitions, interviews and press releases, among others.

The project has had an important impact on rural development in the region including, amongst other actions, training workshops, monitoring and joint work programmes, which have helped to fight poverty and malnutrition. A significant feature of the implementation of the project - from mid-2008 to 2009 - is that technical assistance evolved from the actions of community organizations, to the implementation of improved techniques to increase agricultural production, both of traditional and non-traditional products.

Taking into account comments made by actors at the regional level, we can identify the following recommendations:

- It is possible to implement a regulatory framework to make the project actions, including the recovery of Andean products and support for food and nutritional security strategies, sustainable in the long-term and replicable in other areas of the country. In the region Huancavelica there is the political will expressed by the region's president, Federico Salas, to develop a multi-sectoral public policy approach, based on the project experience and integrating other experiences developed by the regional government.
- The design of documents that take account of the methodology or procedures used by the project, as part of the formalization or standardization of actions.
- Put into action a training plan, designed and implemented by the regional government, and technical teams of the FORSANDINO-FAO project, to change behaviour in order to recover traditional products in the framework of food and nutritional security. Such actions can create new generations of promoters and human capital that contribute effectively to development.

These recommendations may lead to new methodologies for the continuity or replication of the project.

At the level of the district municipalities, knowledge of the project has been lower, probably due to their different development approach and prioritization of other types of projects (infrastructure works, mainly), the weak initial response to the approach taken by the technical teams, and the way the project has been organized.

Among the most well-known activities implemented by the FORSANDINO-FAO project are those relating to the promotion of some native products, such as the Aarampo Festival, the Wild Turnip Festival of Nabuschay, the Chuño Festival of Chunuschay, the Barley Festival of Cebadaschay, the Andean crops competition, among others. The authorities also recognize that the project could have had a greater impact if they had been planned and implemented jointly with the district municipalities of Paucará and Anchonga, in the framework of inter-institutional agreements.

That is why one of the recommendations of local governments is the creation, with the project organizers, of inter-institutional agreements that establish contributions of human capital and budgetary resources. However, even though such agreements were not in place at the beginning of the project - only some areas were covered by formal agreements – they have now been created thanks to open channels of communication and coordination.

Other general recommendations mentioned by the authorities include:

- Laying the groundwork for the implementation of a system for monitoring nutrition at the community level.
- Creating an on-going system of training and awareness, both for authorities and for local leaders, promoters and community actors regarding food and nutritional security.
- Promoting more local partnerships to generate conditions for negotiating with markets on a larger scale.
- Prioritizing projects aimed at improving the conditions for agricultural production and development. Emphasize, at the municipal level, the more efficient use and management of water resources.

Another aspect is the advice that promoters and their spouses provide for improved production technologies and nutritional practices. Authorities have suggested that these actions can have greater impact if carried out





in partnership with the area of promotion and social development of the district municipality. This could allow an official recognition of the contribution made by the promoters and a way of institutionalizing their work, including training and organization.

In summary, the recommendations at the level of municipal authorities revolve around the need to formalize, through agreements, much of the actions that the project has been developing in the four communities in the districts of Paucar and Anchonga.

In addition to the rescue of Andean traditional products and the work of promoters, which are recognized for their contribution in the fight against poverty and development promotion, the authorities recommend sustainable training programs, monitoring and dissemination at the community level. In addition, they suggest the design of investment projects related to the improvement of the environmental conditions for rural development, with an emphasis on the use of water resources.

►► *We must ensure that the projects are designed to improve or protect the local environment and reduce its vulnerability to external threats.*



3.1.3 FROM GENERATING A SURPLUS TO COMMERCIALIZATION: A SINGLE STRATEGY

Contrary to common opinion, commercialization is not an issue that should be left to the last stage of production; rather it should be part of the overall strategy. This means that, from the beginning, in the initial stage of production, commercialization should be present since it is part of the project feasibility.

Commerce is an economic activity that facilitates exchange in the market; however, this market is not necessarily fair, which is why this activity often causes imbalances, particularly with agricultural products. Therefore, producers should be aware that if the commercialization of their products is not well planned and agreed with

the different actors that participate in it, this can have dire consequences for their possibilities to obtain any significant benefits from their activities, even enough to recoup their basic costs.

Considering three levels of market-related questions, it is possible to understand why the project has intervened in areas that are considered a bottleneck in local development interventions. If a particular experience is analysed in the following manner, it is possible to identify a set of difficulties that may arise in any intervention:

First level of questions: Who are the current buyers? Who are the largest buyers? Who are the potential buyers?

In relation to the last point: Why should they choose the producers of our area? What capabilities or differences exist? Is it based on the high quality of the product, the volume of production or the price? What positive externalities exist that make the products attractive?

Second level of questions: Can we ensure stable production volumes and meet the standards of quality required? What can you offer in case of contingency; which alternative suppliers exist? How are credit and insurance risks managed?



Products for sale.



Third level of questions: What does the competition look like in the next two, five and ten years?; Do you expect to form alliances with other producers?; How will partnering with other producers help to achieve greater management capacity and raise productivity, according to your business plan?

These basic questions should be accompanied with other instruments, such as market surveys, cost analysis of local production, sectoral or sub-sectoral business plans; logistics studies etc., considering variables such as technological requirements, transport of products, variability of prices, geographical characteristics, etc.

All this is relevant because it should be emphasized that the project is located in one of the poorest areas of the country, where the fight against poverty requires the best resources for subsistence agriculture by families in these communities. The project is a good start in the sense that its actions can be regarded as real contributions if they continue in the future. The focus of the project - recovering traditional Andean products and strengthening food and nutritional security - strongly support the aim of improving subsistence farming, but also establishes the foundation to improve the production system as a whole, with the possibility of generating surpluses that could eventually be sold in markets.

Community members have also identified this opportunity. Every Sunday in Paucará district there is a local fair attended by farmers and traders from Junín and Ayacucho. However, some promoters of Tinquercasa do not think such fairs are the best place to sell their products, given that the producers can only sell a small volume of products; in addition, intermediaries take advantage to pay them very little. They need to find better commercial channels that exceed the size and purposes of a community fair. These people have felt, for many years, that local governments should play a more important role in the promotion of better conditions for market integration.

However, once again, the timeframe of the project does not match the time required for real processes of change. Everything seems to indicate that the proposal put forward by the FORSANDINO-FAO project is highly feasible, but it needs more time to be implemented, make adjustments and show results. Now is the time to answer questions, whether the product is native potato, potato seed, guinea pig meat or something else.

However, the terms of some of the questions show that the capacity to respond exceeds the capacities of the producers of Tinquercasa or San Pablo de Occo, for example, but also exceeds the capacity of regional

governments. The topic is conducive to formulating new strategies and work commitments, in the framework of public-private, inter-institutional and/or intergovernmental partnerships. These should consider the plan for regional competitiveness, which establishes a list of a dozen chains of production of different crops and four chains related to livestock.

Taking, for example, the production chain of native potato or guinea pig, since these are products with potential in the two districts where the project is executed, it is possible to see the degree of difficulty since market studies do not yet exist. At the same time, producers, district municipalities, provincial municipalities and the regional government – not including the actions of some ministries – each realize development actions in the sector. In other words, the lack of market information tools, combined with the lack of a planning and coordination, severely limits the possibilities of growth of the sector.

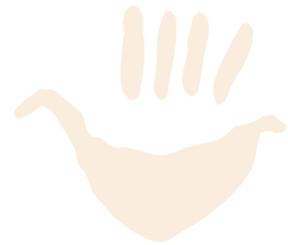
This means that improving the internal capabilities and, therefore, competitiveness, requires the development of better market intelligence, better technological capacity and a wide range of associations, which the FORSANDINO-FAO project is helping to achieve.

Trade is an activity that tests the whole productive system, as well as the ability of the actors to work together. Unlike what can happen with other business sectors, in which each organization is left to fend for itself on this issue, in the case of sectors of extreme poverty such an approach is impractical and ultimately doomed.

►► *The promotion of micro-enterprises and other family enterprises must be linked to dynamic markets that demand the goods and services produced by these initiatives. Otherwise, these initiatives will only be short-term.*

For this reason the development proposals and approach to trade require the greatest care possible, and this is only possible if it is considered from early stages, which is precisely what is proposed by the FORSANDINO-FAO project. Lifting communities above the poverty line requires a clear proposal in this regard; family development plans, as well as family business plans are a first step, which must be followed by a consolidation phase and more participation of public actors.





In the future municipalities should offer new ways to support rural economic processes, not so much from the productive phase, but from the phase of forward linkages of stages, processes and actors, in order to facilitate the generation of real productive chains for native products, precisely because it depends, to a large extent, on the knowledge of the community's inhabitants.

Also required is a rational discussion about the investments that the territory requires, taking advantage of its natural resources and real potential, while being realistic about what is possible to achieve in the short and medium term.

▶▶ *Through spaces for cooperation and institutional coordination, the comparative advantages of indigenous communities can be enhanced based on their natural, cultural and social capital, while taking advantage of promising possibilities in regional, national and international markets.*



3.1.4 STRENGTHENING THE FRAMEWORK OF FOOD AND NUTRITIONAL SECURITY: THE ROLE OF CIVIL SOCIETY AND GOVERNMENTS

In previous chapters, different regulations and international and national agreements have been mentioned regarding food and nutritional security. In this framework, various entities have been created to implement policies and guidelines issued by various sectors, such as:

- i. The multi-sectoral commission on food security¹⁰⁸, responsible for coordinating, articulating, evaluating and prioritizing policies and sectoral measures (Ministry of Agriculture) in order to ensure the food and nutritional security of the population and, in particular, of sectors living in extreme poverty;
- ii. The permanent multi-sectoral commission, formed in the framework of the National Population Plan, 2010-2014, approved by the Ministry of Women and Social Development (MIMDES)¹⁰⁹, which has as one of its guidelines, promoting food security and nutrition, among others;
- iii. The technical working group of food and nutrition security and climate change, responsible for proposing the sectoral vision of the impact of climate change on agricultural production systems in the country, with the purpose of contributing to the food security of Peru.

All these aim to contribute to the goals and objectives of the National Food Security Strategy (ENSA), in their different levels of action. In this regard, the study of Regional Strategies on Food Security (ERSA), implemented by the Office of Research and Social Development in MIMDES' Social Development Policy Directorate (2009)¹¹⁰,

108 *The Commission is chaired by the Presidency of the Council of Ministers and is comprised of the Minister of Agriculture, the Minister of Trade and Tourism, the Minister of Education, the Minister of Women and Social Development, the Minister of Production, the Minister of Foreign Affairs, the Minister of Health, the Minister of Labour and Employment and the President of the Roundtable in the Fight Against Poverty. The Technical Secretariat of the Committee resides in the Ministry of Agriculture.*

109 *Newspaper article, (July 22, 2010). "National Population Plan 2010-2014 Approved". Accessed July 28, 2010, at <http://notaspress.blogspot.com/2010/07/aprueban-plan-nacional-de-poblacion.html>.*

110 *MIMDES. Dirección de Investigación y Desarrollo Social. op.cit. p. 31-34.*



shows some very encouraging results as well as some areas that need strengthening. According to the study, Huancavelica, in general, achieved an adequate level of food security (regional management ranking).

The advances of ERSA Huancavelica are related to the formalization of rules and regional instances formed to implement the strategy, while the aspect that requires the most attention is follow-up and monitoring, since there is no system to integrate all actions independently from the different sectors and instances of work.

As a result of the above, and as part of the analysis of the process of systematization, one of the recommendations at the regional level is directed toward the implementation of a system of monitoring and evaluation which integrates advances and lessons linked to food and nutritional security and, at the same time, identifies the contributions of the various interventions of ERSA Huancavelica.

But, in order for this to be effective, it is necessary that different levels of government (regional, provincial and district), agree on criteria and objectives for food and nutritional security, establishing different programs and projects in relation to this topic. These actions - information, coordination, consensus, organization of interventions, etc.- will help to organize regional actions which, in turn, will facilitate better coordination at the national level. The FORSANDINO-FAO project can act in this process as a facilitator and advisor - contributing to the harmonization of goals, strategies, indicators for monitoring, evaluation, among others - based on the identification of actors and entities that directly impact food and nutritional security.

The proposal to strengthen cooperation between sectors, agencies and civil society, is based on laws such as “Mandatory social policies for national government agencies” (DS 027-2007), issued by the PCM, which emphasizes the need for generating active public participation in the processes of land management; and the second article includes various actions to improve food and nutritional security as a way of combating poverty, urging coordination between National Sectoral Plans with regional, local and communal management instruments and development plans.

A specific recommendation, in the effort to generate evidence on how, and to what extent, certain interventions are contributing to the ERSA Huancavelica, could be the identification through household surveys of traditional foods that people of different communities have incorporated in the family diet as the result of such interventions.

In addition, local governments, within the framework of the organic law of municipalities (Law 27972), contemplate a series of actions linked to the strategic aims of achieving food security and nutrition. These concern sanitation, hygiene and health (Chap. II, Art. 80); supply and commercialization of products and services (Chap. II, Art. 83); implementation of social programs, defence and promotion of rights (Chap. II, Art. 84); promotion of local economic development (Chap. II, Art. 86), among others.

Based on the regulations mentioned above under the framework of decentralization, and according to the aspects identified in this study, municipalities may adjust certain aspects of their governance, aimed to give greater guarantees to the basic right to food, such as:

- The approach to territorial management of ENSA is focused on families; based on this approach, municipal planning should redesign certain strategies and consider the family as the main unit for the elaboration of proposals (projects, initiatives) or implementation of policies.
- The identification and characterization of population groups in provincial and district development plans, which warrant further action related to food and nutritional security.
- Strengthen capacities of local technical teams for the development and management of public investment projects that meet the needs of groups at risk of food insecurity. Aim for these projects to make sustainable changes in social factors or environmental conditions that affect the implementation of food and nutritional security strategies. For example, the use and installation of technology for the optimal use of hydro-biological resources.
- In relation to active community participation, a greater number of key actors - the promoters and other leaders - are needed, both individually and collectively (like the committees of promoters created by the FORSANDINO-FAO project). For example, the identification and characterization of such actors in government entities; the inclusion and coordination of training, monitoring and advice in budgetary plans of different sectors; the recognition of these actors by municipal authorities, among others.
- The identification of networks, not only for the purposes of apprenticeships, but also to identify viable economic corridors following market studies.

- 
- Related to the previous point, we recommend greater support for the association and integration of economic agents in the various productive activities (with special support for those involved in agricultural activities), especially to facilitate access to the market by small agricultural producers.¹¹¹
 - Strengthen linkages of research and technological development with local institutions (Universidad Nacional de Huancavelica) and at the national level (INIA), in order to improve production techniques and the obtaining of different species of optimal quality (requirements for the value chain).

However, as noted earlier, raising awareness and capacity-building at the level of regional or local authorities for the exercise of transferred sectoral functions, it is one of the cornerstones for the incorporation of adjustments in strategies and the success of any development intervention. It is recommended that this topic is one of the starting points that should be addressed in the early stages of implementation of a project, rather than at the end.

On this point, the FORSANDINO-FAO project has a special vision of the challenge facing the government authorities to address, effectively, some challenges related to food and nutritional security. For example, reforming and integrating social programs (according to DS 029 - 2007.PCM “Social Program Reform Plan”), considering the priorities in each field.

In summary, the recommendations of this section of the report are focused on structural aspects; for example, the implementation of a system of monitoring and evaluation for the ERSA Huancavelica, in which the FORSANDINO-FAO project can play a role or offer advice.

The recommendations also relate to more specific assistance at the level of provincial and district governments, including: contributing to the strengthening of capacities of authorities for a more effective approach on food and nutritional security; land use planning considering the ENSA management approach; facilitating alliances aimed at commercialization, research and promotion of Andean products, among others.

¹¹¹ *Within the framework of World Food Day, celebrated on October 16, 2009, the Minister of Agriculture, Adolfo De Cordova Vélez, announced Competitive Funds of S/. 30 million to boost the productive chains and associativity in the field, stating: “Do not forget that 85% of the cultivated area is in units of an average of three hectares”.*



3.1.5 DEVELOPING THE POTENTIAL OF COMMUNITY PROMOTERS: AN IMPORTANT TASK

In the four communities of the project, the importance of strengthening the capacities of community promoters has been highlighted, and all of these communities have emphasized the need to continue this process.

This aspect is one of the key points of the project's proposal to transfer responsibilities to certain regional and local government entities, according to functions and specialization; for example, issues regarding nutritional practices are handled through the Ministry of Health (MINSA); providing inputs (seeds) and advice for better productive performance through INIA; processing and research of species by the national university, etc.

But such a transfer will not be effective if the actions are not institutionalized in the respective government bodies such as, for example, the inclusion of the workshops on nutritional practices in operational and budgetary plans of the Ministry of Health, in local clinics, with the full knowledge of the regional health authority (DIRESA).

The continuity of technical assistance through training and follow-up at the household and community levels is a fundamental pillar for raising awareness and the sustainability of what has been learned. This has been demonstrated in Tinquercasa community, which even before the intervention of the project, showed greater evidence - in comparison to other communities – of technical assistance received on topics related to food and nutritional security.

In addition, it is important to better define the profile of a promoter with a focus on competencies (knowledge, skills and attitude) in order to identify, individually, the needs gap for capacity-building of the promoter, helping them to become a facilitator of development processes that emphasize their role as part of a system of conservation of biodiversity.





▶▶▶ *The role of promoters in guiding members of their communities in the attainment of their development is, and will continue to be, a key factor.*

This task should be performed by a group of actors linked to the theme of food and nutritional security, which includes the participation of the community promoters themselves.

Regarding methodological aspects applied in training, it is very important to integrate the experiences of community promoters in their periods of migration to urban areas because, generally speaking, this experience has contributed to the expansion of the promoter's social and cultural awareness. Observing and working in manufacturing and retail, has generated new ideas that can be applied or compared with the productive development of their communities.

Even though they have some training materials, manuals or guides should be designed for promoters that serve as a reference (for themselves and their family) or guide (for training community groups), and that contain the basic guidelines for the implementation of all technologies developed (in addition to the demonstration plots) with technical assistance from the project¹¹². Similar documents can be produced for the committees of community promoters.

The committees of promoters also need support to strengthen their management capacity, not only for the transfer of technologies and to optimize productivity, but also to enable the community organization to generate better conditions to undertake initiatives and negotiate in larger markets. For example, the committees can find ways of integrating production, considering the existence of small plots for food production, both for self-consumption and sale, and in relation to the management of the Revolving Fund. This strengthening of management capabilities - for promoters and the committees - is closely associated with promoting leadership and communication ability both within their community and in public spaces outside of it.

This recommendation arises every time that the Committee is viewed as an advisory entity at the local level. At the same time, the execution of the project gives greater support to these actions and understands that it will be a decisive factor in the transfer phase.

¹¹² *Although the project has manuals for the management of the work of promoters and committees of promoters, management of communal plans and work on demonstration plots, written instructions are needed for the implementation of inside the home, according to models promoted and evaluated by the project.*

A final recommendation relates to promoting greater exchange of gender roles in the training aspects; for example, mechanisms can be agreed with the community to involve more women in technical training, which usually benefits more men. In addition, men can be encouraged to attend training sessions about the roles traditionally performed by women, such as sessions on health and nutrition, among others.

In summary, the recommendations for this category are more related to methodological aspects as a basis for the process of capacity building - identification of the skills profile of the promoter, availability of material support, etc. - at both the level of the promoter and the committee of promoters. There is also the need to generate cooperation and partnerships for the transfer of such actions to sectoral and regional bodies, depending on the political will and the issues to be addressed.

3.1.6 PROJECT SUSTAINABILITY AND INSTITUTIONALIZATION

In the last year of the project there was a special focus on establishing and strengthening alliances and agreements between agencies, and with different levels of government, with a view to the sustainability and continuity of the project experience. In this regard, the project has focused on certain institutions such as INIA, which promotes new farming technologies. In the framework of the FAO-INIA agreement, the promoters in the communities have received technical assistance in adapting agricultural technologies to their culture through the “farmer to farmer” methodology; this assistance also considers the delivery of some inputs (seeds) to farmers in these communities. Similarly, the community health clinic could continue the project’s work linked to food security and nutrition, especially for purposes of training promoters and monitoring nutritional practices at the family level. Other institutions, such as the Universidad Nacional de Huancavelica, could also be very important in carrying out research linked to rural development.

►► For this reason, the results of the project evaluation and lessons learned are key factors to support the work of planners and decision makers when it comes to replicating the project in other areas.



It is also important to note the importance of the impact assessment study, which the project will deliver to the government, the institutions and the community. This will allow authorities to determine the feasibility of replicating this intervention in other areas of the region with standardized guidelines and methodologies.

In addition, even though it is normally understood that the basis of the project sustainability depends on each community, it is advisable to identify the entities responsible for technical assistance, monitoring and field support, as part of the technical-methodological transfer process that must occur at the end of the project.

Finally, the National System of Public Investment (SNIP), although seen by some as an obstacle for new production initiatives, is regarded as an opportunity to take effective actions for rural development. This could be used to study the possibility of channelling initiatives to manage the local water system, as well as to improve community infrastructure that could give rise to a district wide system of water reservoirs. Other alternatives to access resources for implementing local development actions should also be mentioned, such as: funding from State and private sources (technical cooperation), which requires strengthening the capacities of key actors in the formulation and management of projects and initiatives.

▶▶▶ *This vertical and horizontal interaction between different sectors and actors in the community can generate progress in multiple directions with a positive impact and multiplier effect.*



3.1.7 TOMORROW BEGINS TODAY

It should be recognized that much of the project's success is due to the participation of a group of governmental and non-governmental institutions and universities, which have brought about tangible changes in the quality of life of the indigenous families through concrete actions reflected in joint work plans with shared responsibilities.

The development of community work plans with these organizations has generated a transparent social process that implies a joining of forces to build a consensus. This process is called "The great institutional minga".

Collective work has become both a process and a facilitator; a process because it has helped to build a shared vision of the future, taking advantage of potentialities and minimizing obstacles, and a facilitator because it has created the possibility of meeting between the parties, taking advantage of their experience and knowledge in different areas.

However, taking into account the size of the territory and the time required for each indigenous organization or community promoter, it is recommended that the task of overall coordination and execution should receive greater logistical support in order to extend the project scope.

▶▶▶ *Interagency coordination is essential since it is very difficult for a development strategy to prosper if it does not count on the support of all levels and sectors in a certain group of vulnerable communities. In other words, harmonizing a varied and dispersed supply of products, goods and services.*

The more general recommendations, identified during the systematization process, include the following:

- Engage the municipal government to ensure the project's initiatives or ideas, discussed in the technical meetings or other public spaces, are included in participatory budgeting or another type of public-private partnership by forming alliances or "lobbys" with actors and local authorities; the promoters are gaining experience in these spaces.

▶▶▶ *A crucial step is to make the leap from paper to reality. That is the challenge so that the actors and decision makers of the various governmental and non-governmental entities, academia and others involved at the local level, properly implement the agreements to act in a coordinated manner based on a participatory and strategic vision that concentrates efforts in the poorest communities, recognizing the backwardness and neglect that some of them face while viewing their development as a strategy towards equality.*

- These ideas or project proposals can be based on evidence obtained from the benefits of the transfer and teaching of technologies for productive development to community promoters, as Tulio Medina, an INIA representative, stated: "What we want is to go from receiving oral testimonials to documentation because testimonials are not very reliable."

- Another issue is to consolidate alliances with existing or potential partners, basically for the implementation of the project transfer process. Specifically, two aspects should be emphasized: technical assistance in the field and monitoring or follow-up actions at both the promoter and committee level.
- Perhaps one of the most eagerly awaited outcomes corresponds to the commercialization of products in markets of greater scale, beyond small local circuits where producers are currently selling their own surpluses.
- Another recommendation is to continue working to ensure the amount of food produced at the communal level is sufficient for a balanced diet, especially since (as discussed in Chapter II) there is an important caloric deficit in the rural areas of the country. It remains to be seen whether some promoters can participate in this economic activity.





Barley grown for self-consumption and sale.

- Additional mechanisms should be studied aimed at further strengthening communities, for example by consolidating the inclusion of the committee of promoters within the communal leadership structure. Also, plots of land could be organized into larger agricultural units, overcoming the problems of production and management that tend to afflict the small landowner. Although the project is working at the family level, it would also be useful to define the basic communal unit for the process of commercialization. It is very difficult for each family, individually, to overcome medium-scale trade barriers.
- The authorities should strengthen their capabilities to identify and negotiate different channels for production and commercialization (forming true value chains for production), in the framework of ecological conservation and the recovery of traditional products. This recommendation is often made in conditions where imperfect markets or environmental predators predominate.
- A longer-term recommendation is related to increasing the levels of quality and performance of local crops, including their modernization and processing, as well as boosting nutrients from products obtained from them.

- Despite the scarce resources available to families, there is the possibility of improving some aspects of their domestic life, which in the short and medium term generate positive effects on the diet and nutritional of family members, especially children and women. This requires continuing to implement food and nutrition education programs.
- For example, regarding the increase in the intake of nutrients, it is necessary to include activities related to the adequate preparation and consumption of nutritious foods available: the consumption of foods of animal origin is encouraged through the raising of small animals; another case is the preparation of food based on traditional products of plant origin with high protein (tarwi). On this point, it is worth noting health regulation No. 771-2004/MINSA, which stipulates national health strategies for food and nutrition according to the person's age.

▶▶▶ *One of the project's achievements is that families and representatives of indigenous organizations and institutions have strengthened their understanding about the scope and complexity of the concept of food security and nutrition. It is important to continue building on the positive effects achieved in areas such as: availability, access and consumption of food and biological utilization.*

▶▶▶ *It is necessary to highlight the valuable research conducted by the University of Huancavelica concerning new edible products based on traditional foods that could be used as therapeutic foods for children and adults served by social programs and which also have broad national and international marketing potential.*

▶▶▶ *The commitment of countries to eradicating hunger and malnutrition is a challenge that leads to important social impacts and significant economic savings, since ultimately all of society benefits.*

- The final recommendation is to implement a communication strategy that contributes to highlighting the changes and the knowledge obtained by promoters. It may be useful to establish a model area of land with promoters who act as guides, inviting visitors - authorities, officials and investors - to consider the new potential of the area of Huancavelica.

▶▶▶ *Recovering traditional knowledge and the exchange of information is essential to take advantage of the opportunities and challenges posed by social, economic and technological changes, especially those that contribute to improving the food and nutritional security of indigenous families.*

Any rural development project should integrate communication channels to improve the understanding of stakeholders and reinforce the impact of the initiatives developed.



BIBLIOGRAPHY

CARE Perú - Proyecto redes sostenibles para la seguridad alimentaria, USAID. *Consejería comunitaria para incorporar hábitos saludables de nutrición en los hogares. Experiencia en Tambillo – Ayacucho, Perú. 1ra. ed., 2006, 22 págs.*

CASTILLO, M. *Aprendiendo con el corazón. El tejido andino en la educación quechua, 2005, 215 págs.*

COMISIÓN EUROPEA. *Un marco estratégico de la UE para ayudar a los países en vías de desarrollo a enfrentarse a los retos relativos a la seguridad alimentaria: comunicación de la comisión al Consejo y al Parlamento Europeo. Bruselas, 2010, 11 págs.*

DE ZUTTER, Pierre. *Diez claves de éxito para el desarrollo rural - basadas en las experiencias de los proyectos FEAS, MARENASS, CORREDOR Y SIERRA SUR. Lima, Editorial Horizonte, 1ra. ed., 2004, 223 págs.*

HELLÍN, Jon et al. 2006. *Los Kamayoq en el Perú: expertos campesinos para la extensión y la experimentación LEISA revista de agroecología • Lima 22. 3*

Instituto Nacional de Estadística (INEI). *Encuesta demográfica y de salud familiar 2009. ENDES Continua 2009, 373 págs.*

MENDIETA Claudia y ÁGREDA Víctor. *Propuestas para una economía rural competitiva e incluyente, en el marco de un desarrollo rural territorial. Lima, 2006, 10 págs.*

Ministerio de la Mujer y Desarrollo Social (MIMDES). *Boletín del MIMDES. Huancavelica, 2010. 18 págs.*

Organización de las Naciones Unidas para la Alimentación y la Agricultura (FAO). *Directrices voluntarias. En apoyo de la realización progresiva del derecho a una alimentación adecuada en el contexto de la seguridad alimentaria nacional.* Roma, 2005, 49 págs.

Organización de las Naciones Unidas para la Alimentación y la Agricultura (FAO). *Invertir en seguridad alimentaria.* Roma, 2010, 30 págs.

Organización de las Naciones Unidas para la Alimentación y la Agricultura (FAO). *Políticas de seguridad alimentaria en los países de la Comunidad Andina.* Santiago, Chile. 2005, 189 págs.

Organización de las Naciones Unidas para la Alimentación y la Agricultura (FAO). *Tesoros escondidos en el altoandino: mejora nutricional a través de los proyectos de seguridad alimentaria.* Lima: CUEVAS, Roberto. 2009

PAREDES, Carlos. 2008. *Los Yachachiq una experiencia de desarrollo inclusivo y sostenible.* LEISA revista de agroecología • Lima 24. 3

Programa para la agricultura sostenible en laderas de América Central (PASOLAC). *La transferencia de tecnología de manejo sostenible de suelos y agua: La estrategia de PASOLAC.* Tegucigalpa, Tomo I. Tegucigalpa, litografía López, 2da. ed., 2005, 70 págs.

SMITH, Stephen M. *Potencial comercial de los cultivos tradicionales andinos: marco para el análisis y perspectivas.* Lima: IEP, 1999, 53 págs.

TORRES, Felipe. *Seguridad alimentaria: Seguridad Nacional.* México D. F., 1ra. ed., 2003, 282 págs.



APPENDICES

APPENDIX 1: LIST OF INSTITUTIONS AND PROJECTS IN THE DISTRICTS OF PAUCARÁ AND ANCHONGA.

| NAME OF INSTITUTION/ PROJECT | AREAS OF FOCUS OF THE INSTITUTION/ PROJECT | TARGET COMMUNITIES AND ORGANIZATIONS OF THE INSTITUTION/PROJECT |
|--|--|---|
| SICRA (Servicio Integral de Cooperación Rural Ancarcara) | Rural development: health, nutrition, economic and productive development, organizational strengthening. | <ul style="list-style-type: none"> - Communities of Tinquerccasa, Padre Rumi, San Pablo de Occo and San José de - Parco Pariacclla (with FAO Project). - Lircay and Ccochaccasa with Mother Courage projects - Local governments of Anchonga, - Paucará, Angaraes and Acobamba. - Organizational networks, social organizations, institutions, among others. |
| DESCO (Programa Sierra Centro) | Rural development: strengthening economic and productive capacity, local governments, organizations, health and nutrition, childcare and human rights. | <ul style="list-style-type: none"> - Communities of Tinquerccasa, Padre Rumi, San Pablo de Occo and San José de - Parco Pariacclla (with FAO Project). - Districts of Castrovirreyna, - Huancavelica and Acobamba with other projects/investors. - Local governments of Anchonga - Organizational networks, social organizations, institutions, among others. |
| Municipalidad distrital de Paucará | Local development: promotion of local and integrated economic development of stakeholders and institutions in the area of the municipality. | <ul style="list-style-type: none"> - Communities of Paucará district |
| Municipalidad distrital de Anchonga | Local development: promotion of local and integrated economic development of stakeholders and institutions in the area of the municipality. | <ul style="list-style-type: none"> - Communities of Anchonga district. |

| NAME OF INSTITUTION/ PROJECT | AREAS OF FOCUS OF THE INSTITUTION/ PROJECT | TARGET COMMUNITIES AND ORGANIZATIONS OF THE INSTITUTION/PROJECT |
|--|--|---|
| Gerencia General del Gobierno Regional de Huancavelica (GRH) | Integral Regional Development. | - Communities of San Pablo de Occo, San José de Parco Paracclla, Tinquercasa, Padre Rumi and the whole district and territory of Huancavelica. |
| Gerencia Desarrollo Social GRH | Integral Regional Development. | - Communities of San Pablo de Occo, San José de Parco Paracclla, Tinquercasa, Padre Rumi and the whole district and territory of Huancavelica. |
| Sub Gerencia Agraria (Ex DRAH) | Agricultural and livestock production. | - Communities of San Pablo de Occo, San José de Parco Paracclla, Tinquercasa, Padre Rumi and the whole district and territory of Huancavelica. |
| VSF-CICDA | Production, commercialization. | - District of Paucará and Province of Acobamba. |
| CARE PERU | Rural development: production, health, nutrition and healthy housing projects, strengthening of organizations and local governments. | - - District of Anchonga and Paucará (Provinces of Angaraes and Acobamba) in different communities, including those in the FAO Project. |
| CARITAS | Health, nutrition, adding value to products. | - Province of Acobamba and neighbouring districts of Paucará (Rosario, Anta) and communities of the district of Paucará (except communities involved in the FAO Project). |
| Programa JUNTOS | Conditional cash transfers: education, identity, nutrition and growth and development (CRED), food security and agricultural production. | <ul style="list-style-type: none"> - Communities of Padre Rumi, Tinquercasa, San Pablo de Occo, San José de Parco Paracclla (including their annexes) through committees and institutional representation. - Other areas and/or communities of Paucará, Acobamba, Anchonga, Angaraes and the whole Huancavelica region. |

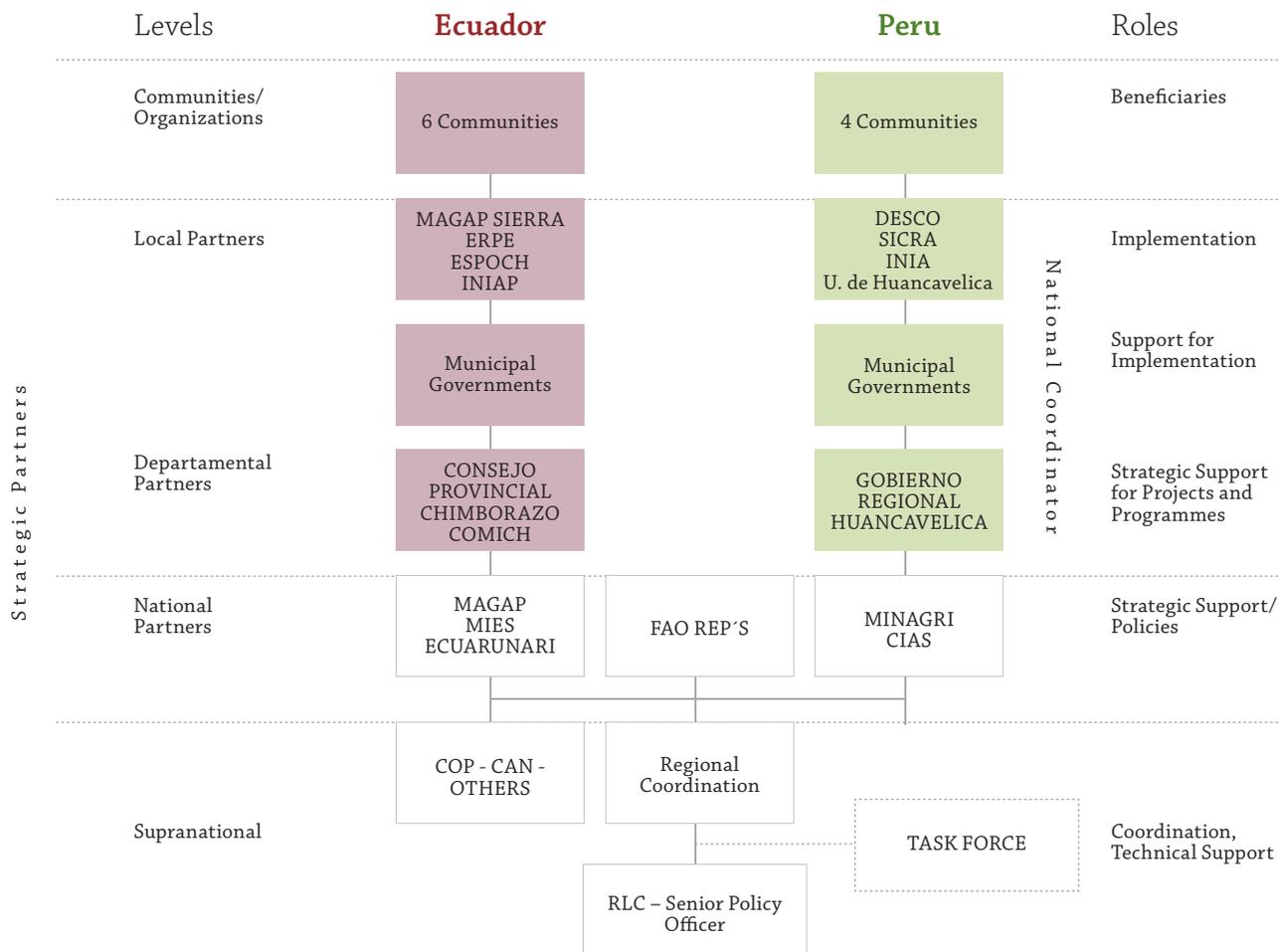
| NAME OF INSTITUTION/ PROJECT | AREAS OF FOCUS OF THE INSTITUTION/ PROJECT | TARGET COMMUNITIES AND ORGANIZATIONS OF THE INSTITUTION/PROJECT |
|-----------------------------------|---|---|
| AGRORURAL (Antes PRONAMACHCS) | Rural development, reforestation, productive projects, production chains, others. | <ul style="list-style-type: none"> - Directly: in the community of San José de Parco Pariacclla with reforestation. - Indirectly: in San Pablo de Occo, Tinquercasa, Padre Rumi through aid and/or monitoring of agricultural and livestock activities. |
| CRSAN-Huancavelica | Food security networks that bring together various institutions and organizations at the regional level in Huancavelica. | <ul style="list-style-type: none"> - Communities of the FAO Project, Mesa de Concertación de Lucha contra la Pobreza (MCLCP) at the district level: Paucará and Anchonga. |
| MCLP- Huancavelica | Networks, communication, fighting poverty, coordination. | <ul style="list-style-type: none"> - Communities of the FAO Project, Mesa de Concertación de Lucha contra la Pobreza (MCLCP) at the district level: Paucará and Anchonga. |
| Universidad Nacional Huancavelica | Training, technical assistance, higher education, social development, research. | <ul style="list-style-type: none"> - Communities of San José de Parco Pariacclla, San Pablo de Occo, Tinquercasa and Padre Rumi. |
| CTB Cooperación Belga | Training, agricultural technical assistance, commercialization and marketing of agricultural products, especially potatoes. | <ul style="list-style-type: none"> - Districts of Paucará, Rosario, Anta, Andabamba and Acobamba. |
| Agencia Agraria Angaraes | Production, reforestation and organization of producers, production chains. | <ul style="list-style-type: none"> - Anchonga (mainly in planting periods). |
| ONGD INAPRO | Women's rights, environmental protection, protection of children, agricultural projects. | <ul style="list-style-type: none"> - Community of San José de Parco Pariacclla and surrounding area. |

| NAME OF INSTITUTION/ PROJECT | AREAS OF FOCUS OF THE INSTITUTION/ PROJECT | TARGET COMMUNITIES AND ORGANIZATIONS OF THE INSTITUTION/PROJECT |
|---|--|--|
| EDUCACIÓN/I.E. (MINEDU) | Quality education with a focus on rights, quality, production and others. | <ul style="list-style-type: none"> - Initial level: Communities of San Pablo de Occo, San José de Parco Pariacclla, Tinquerccasa and Padre Rumi. - Primary level: Communities of San Pablo de Occo, San José de Parco Pariacclla, Tinquerccasa and Padre Rumi. - Secondary level: Communities of San Pablo de Occo, San José de Parco Pariacclla and Tinquerccasa. - Superior level: San Pablo de Occo (Instituto Tecnológico Agropecuario). |
| INIA (Estación Santa Ana-Huancayo) | Raise the national agricultural technological level to increase productivity and competitiveness, adding value to genetic resources, as well as ensuring the sustainability of agricultural production in Peru. | <ul style="list-style-type: none"> - Community of Tinquerccasa - Community of Padre Rumi - Community of San Pablo de Occo - Community of San José de Parco Pariacclla. |
| ONGD VISION MUNDIAL (Sede Huancavelica y Paucará) | Food security and early childcare projects. | <ul style="list-style-type: none"> - Padre Rumi and Tinquerccasa (other communities in Paucará) |
| ONGD MANUELA RAMOS (Sede Huancavelica) | Contribute to human development and the consolidation of democracy with gender equity through the empowerment of women: in Anchonga this includes activities in the context of early childhood development, promotion of women's rights and gender equity. | <ul style="list-style-type: none"> - Communities of San Pablo de Occo and San José de Parco Pariacclla in Anchonga. - Other communities of Anchonga as promoter and facilitator of local development. |
| Comunidad Andina de Naciones - CAN | Project with a focus on food security and basic sanitation | <ul style="list-style-type: none"> - Community of San José de Parco Pariacclla and San Pablo de Occo. |

| NAME OF INSTITUTION/ PROJECT | AREAS OF FOCUS OF THE INSTITUTION/ PROJECT | TARGET COMMUNITIES AND ORGANIZATIONS OF THE INSTITUTION/PROJECT |
|---------------------------------------|---|---|
| ONGD. TIERRA DE NIÑOS (Sede Angaraes) | Promotes and strengthens the autonomy and social role of children and young people in relation to other social actors, articulated at local empowerment processes influencing public policies in favour of children and youth of the poor populations of the Peru. In Anchonga: educational projects with teachers, students and parents in initial, primary and secondary educational institutions. | <ul style="list-style-type: none"> - Communities of San José de Parco Pariacclla and San Pablo de Occo (other communities in Anchonga). |
| ONGD EDUCA | <p>Pilot program of education and production for the improvement of the nutrition and health of children in towns of Paucará district with the participation of the educational community and public institutions (covering Tinquerccasa and Padre Rumi).</p> <p>Artisanal irrigation systems for agricultural and environmental recovery in the rural community of Padre Rumi.</p> <p>Artisanal irrigation systems for agricultural and environmental recovery in the community of Padre Rumi. Phase II.</p> | <ul style="list-style-type: none"> - Communities of Tinquerccasa and Padre Rumi (other communities and populated areas of Paucará). |
| MINSA | Healthcare and prevention | <ul style="list-style-type: none"> - Health clinic in San Pablo de Occo. - Health clinic in San José de Parco Pariacclla. - Health clinic in Tinquerccasa. |
| ONG SISAY | Rural development, strengthening community organizational capacities and strengthening local governments. | <ul style="list-style-type: none"> - Districts of Paucará and Anchonga. - San Pablo de Occo, Chontacancha, Chacapunco. |

Source: Registro de instituciones participantes en los distritos de Paucará y Anchonga elaborado por SICRA.

APPENDIX 2: LEVELS AND ROLES OF THE PROJECT IN ECUADOR AND PERU



APPENDIX 3: COST OF NEW TECHNOLOGIES IN THE HOME

BIO-GARDEN UNIT (SEEDS ONLY)

| PER BIO-GARDEN UNIT (0.05 Ha) | | | | | |
|-------------------------------|-----------------------|---------------|-------------|----------------------|------------------|
| SEEDS | VARIETY | SEED CATEGORY | QUANTITY Kg | UNIT COST/ Kg. (S/.) | TOTAL COST (S/.) |
| CARROT | Chantenay Royal | REGISTERED | 0.2 | 152 | 30.4 |
| CABBAGE | Charleston Wak | REGISTERED | 0.1 | 170 | 17 |
| LETTUCE | Dark Green Boston | REGISTERED | 0.1 | 216 | 21.6 |
| RADDISH | Crimson Giant | REGISTERED | 0.2 | 124 | 24.8 |
| BEETROOT | Early Wonder tall top | REGISTERED | 0.2 | 120 | 24 |
| SWISS CHARD | Fordhook Giant | REGISTERED | 0.2 | 150 | 30 |
| SPINACH | Viroflay | REGISTERED | 0.2 | 136 | 27.2 |
| ONION | Red Creole | REGISTERED | 0.1 | 280 | 28 |
| TOTAL | | | | | 203 |

GUINEA PIG PEN (ONLY CONSTRUCTION AND ANIMALS)

| PER GUINEA PIG PEN (15 m ²) | | | | |
|---|------------------|----------|-----------------|------------------|
| MATERIALS | UNIT MEASUREMENT | QUANTITY | UNIT COST (S/.) | TOTAL COST (S/.) |
| Tiles | Thousand | 0.6 | 670 | 402 |
| Fiberglass | Units | 1 | 32 | 32 |
| Wood Board 3"X2"X3m | Units | 16 | 8 | 128 |
| Lumber 1"X2"X3m | Units | 20 | 4.2 | 84 |
| Nails 2" | Kg | 3 | 5.3 | 15.9 |
| Nails 3" | Kg | 3 | 5.3 | 15.9 |
| Hinges | Units | 8 | 3 | 24 |
| Guinea pigs | Units | 10 | 18 | 180 |
| TOTAL | | | | 881.8 |

SEED STORAGE UNIT (CONSTRUCTION ONLY)

| SEED STORAGE UNIT (1,5 m x 2,5m) | | | | |
|----------------------------------|------------------|----------|-----------------|------------------|
| MATERIALS | UNIT MEASUREMENT | QUANTITY | UNIT COST (S/.) | TOTAL COST (S/.) |
| Wood Board 2"X2"X3m | Units | 15 | 8 | 120 |
| Wire | Kg | 2 | 5.7 | 11.4 |
| Lumber 1"X2"X3m | Units | 70 | 4.2 | 294 |
| Tiles | Thousand | 0.2 | 670 | 134 |
| Nails 3" | Kg | 2 | 5.3 | 10.6 |
| Nails 2" | Kg | 2 | 5.3 | 10.6 |
| Sandpaper | Units | 2 | 1.5 | 3 |
| Earth | Kg | 1 | 8.5 | 8.5 |
| TOTAL | | | | 592.1 |

GREENHOUSE UNITY (CONSTRUCTION AND SEEDS ONLY)

| GREENHOUSE UNIT (INFRASTRUCTURE ONLY, 20 m2) | | | | |
|---|-------------------------|-----------------|------------------------|-------------------------|
| MATERIALS/SEEDS | UNIT MEASUREMENT | QUANTITY | UNIT COST (S/.) | TOTAL COST (S/.) |
| PLASTIC SHEET | ROLL | 0.25 | 1,400 | 350 |
| WOOD BOARD 2”X2”X 3m | UNITS | 12 | 6 | 72 |
| LUMBER 1”X2”X3m | UNITS | 18 | 3 | 54 |
| STRETCH CORD | m | 40 | 1.2 | 48 |
| WIRE | UNITS | 3 | 8 | 24 |
| NAILS 2” | Kg | 2 | 6 | 12 |
| NAILS 3” | Kg | 2 | 6 | 12 |
| PICKLES | Kg | 0.2 | 250 | 50 |
| TOMATOE | Kg | 0.1 | 416 | 41.6 |
| BEETROOT | Kg | 0.2 | 120 | 24 |
| LETTUCE | Kg | 0.2 | 216 | 43.2 |
| TOTAL | | | | 730.8 |

APPENDIX 4: MATERIAL PRODUCED FOR THE FORSANDINO-FAO FOR PURPOSES OF INFORMATION, EDUCATION AND COMMUNICATION*

1.-Posters

- Food security for rural families
- Poster “Community development plan SAN PABLO DE OCCO”
- Poster “Community development plan SAN JOSÉ DE PARCO PARIACCLLA”
- Poster “Community development plan TINQUERCCASA”
- Poster “Community development plan PADRE RUMI”

2.- Newsletters

- Newsletter about advances of the project
- Newsletter: Visit by representatives of the New Zealand Aid Programme
- Newsletter: “Experiences of farming activities in rural communities”.
- Newsletter: “Strengthening capacities of community organizations and implementation of communication strategies”

3.- Brochures

- Good practices for demonstration plots and field nurseries
- Demonstration plots with good agricultural practices

4.- Radio Spots

- Script, recording and broadcast of radio spot GAPs (Organic fertilizer)
- Script, recording and broadcast of radio spot GAPs (Seed selection)
- Script, recording and broadcast of radio spot GAPs (Traditional crops)
- Script, recording and broadcast of radio spot “Community development plan”

* Materials similar to those here listed are available for Ecuador.

5.- Press releases

- 15-20 press releases about different events, which were published in various media and spaces of communication at the community, regional, national and international level.

6.- Radio broadcasts

- Approximately 25 live radio programs, with the participation of the technical team of the project, promoters, community authorities and other guests have been broadcast.
- These addressed different issues depending on the timing and/or community calendar but were all related to the project, such as: activities of promoters within the framework of the FORSANDINO-FAO project, public participation, importance of spaces for coordination and participation, participatory budgeting, importance of community planning, human rights and gender equity, etc.

7.- Book: High Andean Traditional Cuisine

This is a publication within the framework of the project written with the participation of indigenous families and several institutions, with the aim of recovering and giving value to the region's rich nutritional, cultural and productive heritage through recipes of traditional Andean cuisine based on tubers and roots with ingredients that present diverse and unique alternatives to improve the nutrition of indigenous families and with potential for commercialization at the national and international level.



8.- Book: Three successful cases for successful policies (the case of Peru)

Publication which systematizes these practices: a) the importance of formulating family and community development plans; b) establishment of partnerships and networks, and c) promotion, production and use of traditional products.

9.- DVD

Includes all the project material.

“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”

Food and Agriculture Organization of the United Nations,
Regional Office for Latin America and the Caribbean

Av. Dag Hammarskjöld 3241, Vitacura, Santiago, Chile
Tel: (562) 29232100 Fax (562) 29232101

<http://www.rlc.fao.org/proyecto/163nze>



ISBN 978-92-5-107095-6



9 789251 070956

12514E/1/03.13