

FAO PROJECT:

STRENGTHENING OF HIGH ANDEAN INDIGENOUS ORGANISATIONS
AND RECOVERY OF THEIR TRADITIONAL PRODUCTS (2007-2011)

IMPACT EVALUATION

IN THE PROTAGONISTS' OWN WORDS

THE CASE OF PERU 



DECEMBER, 2011

TESTIMONY

- ☀ *“Thanks to this FAO project we changed our way of thinking. We used to be limited to the thinking of our ancestors. Today, with the orientation provided, we are improving many aspects. We have a strong desire to continue to progress toward achieving a better life”.* **Mateo Belito Laura, President of the Committee of Agricultural Community Development Promoters, Parco Alto, Anchonga District, Angaraes Province, Huancavelica Region.**



LIST OF ABBREVIATIONS

GAP: Good Agricultural Practices

CESPAC: Centre for Audio-visual Pedagogical Training Services

CRSAN: Council on Food Security and Nutrition

CODECO: Community Development Committee

DESCO: Centre for Developmental Research and Promotion

ECA: Field School

FAO: United Nations Food and Agriculture Organisation

SWOT: Strengths, opportunities, weaknesses and threats

FORSANDINO: Project for Strengthening Indigenous Organisations and Supporting the Rescue of Traditional Products in the High Andes

INIA: National Institute for Agrarian Innovation

Kg: Kilo

NGO: Non Governmental Organisation

MCLCP: Roundtable for the Fight Against Poverty

IFDP: Integral Family Development Plan

CDP: Community Development Plans

AOP: Annual Operating Plan

PRONAMACHCS: National Programme for the Management of Water Basins and Soil Conservation

SICRA: Ancgara Integral Service for Rural Cooperation

MT: Metric tonne

UNH: National University of Huancavelica

ISPU: Integral, Sustainable Production Unit



INTRODUCTION

From the beginning, the Project determined the need for and importance of conducting an impact evaluation to determine the project's true achievements and impact once the intervention was completed. The impact evaluation, in fact, formed part of the Project Monitoring & Evaluation System.

In keeping with that idea, it is our pleasure to provide a compendium of the main results from the qualitative evaluation and what we learned from conducting household surveys (quantitative evaluation) in the final phase of the Project.

This report constitutes the final set of documents produced by the Project. It is intended to support planning, programming and decision making in the national, regional and local spheres as a means to improve food and nutritional security interventions directed at High Andean indigenous communities.

THE QUALITATIVE EVALUATION

The application of this type of methodology is in line with the very nature of the Project's intervention. It is aimed at "capturing" the multi-dimensionality of the effects generated by Project actions within participating communities, organisations and institutions. These effects are described below in the words of Project participants, capturing the incalculable richness that is often hidden, imperceptible behind the (sometimes) cold data.

The information obtained served to make a qualitative measurement of Project impact based on the perception of the protagonists with regard to improved access to food, the extent to which technologies and/or new productive processes have been adopted, and how much families have benefitted from the strengthening of community organisations (for more information on Project indicators, see appendix 1, Logical Framework).

Development of the qualitative evaluation

Since late 2010 the counterpart, executing partners and allied institutions, as well as the organisations and communities, were informed of, and consulted about the qualitative and impact evaluations of the Project and the methodology to be followed; the resulting proposals and suggestions were incorporated into the plan.

Beginning in mid 2011, the Project enjoyed the support of a local consultancy team from the Superior Polytechnic School of Chimborazo, who took charge of facilitating the activities that formed part of the Project's qualitative and quantitative evaluation.

For its part, the Regional Coordination invited different institutions and organisations to each name a representative to form part of the **Evaluation Group** working team in charge of inquiring about, and collecting in the field the perceptions of the various Project actors with regard to key aspects of the evaluation in order to complement or better explain the data produced by the household survey (quantitative evaluation), which is of great importance for the Project.

The Evaluation Group was comprised in each of the countries (Peru and Ecuador) of the counterpart representative, a municipal official, an official of the organisation, two community leaders (a man and a woman), a field technical expert from the executing partners and the Project's technical team (see appendix 4).

Once the members of the Evaluation Group were notified, the Project National Coordinators proceeded to contact the group members to arrange a meeting in which to explain the methodology, the scope of the qualitative and quantitative evaluation, send them a file of basic information about the Project, provide them with complementary information and clear up any doubts.

In order to facilitate the Evaluation Group's work, a Questionnaire Guide was produced to be used in programmed evaluation activities (workshop and field visits for conducting interviews) (appendix 2).

In addition, a chronogram of activities that had been previously prepared by the Project team was provided to the Group in order to obtain feedback and approval.

The next step was to contact the communities and their leaderships in order to coordinate and assure that they would be available to participate in the various evaluation activities.

Field visits

The members of the Evaluation Group visited Project beneficiary communities. The first visit was to the communities of Tinquerccasa and Padre Rumi. The second visit corresponded to the community members of San Pablo de Occo and Parco Alto.

Over the course of those visits, the Evaluation Group had the opportunity to speak with leaders and families regarding the Project's results and effects, a discussion that was structured around the questionnaire guide (Appendix 2).

In order to facilitate participatory work with the communities, special tools and visual aids were prepared and applied (Appendix 3).

Workshops

The participatory process conducted through workshops was undertaken in the following manner:

Workshops were held with community members in the areas of Paucar and Anchonga as a way to become familiar with their perceptions of the Project's effects and results, and to reach consensus conclusions in this regard.

The Evaluation Group, for its part, reviewed the Project's three strategic objectives and conducted its own analysis of the impact and results experienced in relation to each objective. To facilitate this session, the group was divided into three working groups (see Appendix 4).

At the end of the session, each group reported its conclusions to the plenary session. Those conclusions were reinforced and consensus accords were adopted among all the participants.

MAIN RESULTS DETECTED

There was a general consensus among the actors that the role played by FAO in facilitating the inter-action between various types of institutions and sectors had been crucial to the success achieved in meeting project Objectives.

Below we provide greater details regarding this conclusion.

Articulation of the Project and of policies, plans and programmes on various levels (international, national, regional and local)

- The Project's actions and strategies respond to the policies that national, regional and local governments direct at the agricultural sector and rural development.
- The projects and programmes implemented by the regional government have made contributions and provided benefits to the Project participants thanks to the degree of coherence and articulation achieved between national priorities and the actions of the FAO.

Proper inter-institutional coordination

- Good inter-institutional coordination that made it possible to optimise resources and assure the complementary nature of activities across the various sectors.
- Through alliances and networks the Project shared its knowledge, methodologies and experience with a group of institutions in different fields, providing the process with **institutionality and sustainability**.
- The institutions made very significant contributions that we estimate were greater than those originally provided directly by the Project.

The actions were not restricted to those spelled out in the Letters of Agreement or in the Memoranda of Understanding; instead, the entities involved made contributions that surpassed those initially agreed to with the Project (**effectiveness and efficiency**).

With regard to traditional knowledge and practices

- A multi-disciplinary technical group was formed that enjoyed excellent human relations and respected the communities' dynamics and traditions.
- Full advantage was taken of the communities' own knowledge, which was complemented with new technologies.
- The technical experts took the initiative of becoming process facilitators, respecting the dynamics of the communities. That approach allowed people to appropriate the actions and activities that were being implemented.

We will now summarise the results the evaluation with regard to each Project Objective.

***a* ❖ OBJECTIVE 1. Strengthening of the community organisations' planning and management capacities for rural development and the food security of community families.**

Opinion of community members regarding Objective 1.

In relation to this Objective, the first expected result (***for the communities to adopt a Development Plan on a consensus basis***) was achieved. The members of both participating communities placed special emphasis on this aspect, and indicated that the training they received had allowed them to prioritise their projects and to later inset them into their Development Plan. Those interviewed indicated that the beneficiary communities each have their own Development Plan; some of which, such as that of Paucará, have been developed through 2015.

Participants especially emphasised the participatory nature of the process, noting that the Development Plan (DP) was drafted in the General Assembly with representatives from the *barrios* and/or adjacent villages (Tinquercasa, Parco Alto and San Pablo de Occo) or based on prior discussions with the *barrios* and/or adjacent villages, to be later approved by the General Assembly (Padre Rumi), and still later validated by the general population.

During the participatory process, the Anchonga community members said they had been trained by FAO, DESCO and SICRA with the participation of authorities, community members and their leaders, and that they had prioritised projects before incorporating them into the Development Plan. In the specific case of Parco Alto, they managed to reach a consensus on their Development Plan by adding nine Appendixes, and found that they were prepared to participate in the local government's Participatory Budget process.

The communities of Padre Rumi and Tinquercasa, in Paucar, received training from SICRA and FAO, and are equally willing to have their Development Plan incorporated into the Participatory Budget next year. In these communities they specifically noted that they should have made known the formation of the committees for improving the DP, while emphasising the need for better communication with the authorities, and recognising the need to socialise the Plan among the entire population.

“Before we didn’t have a Development Plan. If we had been thinking in this manner before we would have made a lot more progress” (Mateo Bellido, President of the community of Parco Alto - Participatory process in Angaraes).

“Community members, authorities, and leaders participated in the drafting of the Development Plan”. (Participatory process in Anchonga).

“The Plan was developed with the participation of Promoters (men and women); the people and authorities of the community, base organisations (Glass of Milk, Mothers Club) and local actors. More than 100 people”. (Participatory process in Paucar).

While the extent to which the Development Plan manages to express the full range of men’s and women’s needs varies from community to community (*“there is always something missing and new situations arise”*), those interviewed in Parco Alto emphasised that they are capacitated for launching initiatives and updating them as conditions evolve. They added that any modification or change to the Plan must be made by a decision of the General Assembly, and also requested more training..

“There is always something missing and new situations arise. Now we have the ability to launch initiatives and adapt them in the face of changing situations,” (participatory process in Anchonga).

“With a little more training we could go far,” (participatory process in Paucar).

“Women’s needs were also expressed in the form of projects for better kitchens, the production of artisan goods, and bio-gardens,” Wawa Wasi (community member in Paucar).

Lastly, we should mention that community members unanimously emphasised the importance of the Plan, which they regard as the fundamental instrument for becoming engaged in the Participatory Budget.

“The Development Plan is very pertinent because without it we cannot manage projects and present them as part of the participatory process. Next year we will take the Plan for it to be included in the Participatory Budget” (Participatory process in Paucará).

“We are ready to participate in the Participatory Budget. The Plan is ready to be presented to the Roundtable”. (Participatory process in Angaraes)

In relation to the second expected result (***The organisations employ a follow-up and evaluation system (with a gender perspective) for their Strategic Development Plans***), the members of all four communities said that they have yet to establish a committee to monitor the evolution of their Development Plan, nor do they have any other plan or proposal to fill that void. However, they explained that they monitor the Plan through participatory processes and that they assure accountability directly in the General Assemblies.

They added that each community has decided on the tools that they regard as the most appropriate for monitoring and evaluating the actions of the Development Plan. The communities of Anchonga have decided to conduct every nine months an evaluation of the Plan in their participatory processes, and then over the course of reviewing the minutes of the General Assembly the rest of the community is given a full report. These community members noted that a potential limiting factor for participatory processes is the fact that after two years it is felt that the committees have not been constituted unless they enjoy the participation of all community members.

In Paucará the agreements are specified as tools, as are reports on the progress achieved in negotiations and management, community documents and the active accountability process that is conducted with the use of flipcharts. Their meetings take place every nine months and at any other time when an urgent matter arises. In this manner, the authorities record the decisions made during the Assembly and inform the general population, at the same time as the specialised committees handle the project follow-up.

We must note that women’s participation in these processes is still limited. In the Anchonga area they reported that only the most trained or experienced women participate (such as the treasurer of Parco Alto, who has argued for the need to open up spaces for women’s participation in community development). In the area of Paucará they indicated that only the authorities and women participate in their specific organisations such as the Glass of Milk, Mothers Club and Wawa Wasi.

“We conducted follow-up through the participatory processes. Active accountability is practiced throughout the community”. (Participatory process in Anchonga).

“Our follow-up tools include the records of agreements, reports on management progress, and the community minutes. The accounts are filled out on the flipcharts”. (Participatory process in Paucará).

Expected result: ***Networks strengthened and/or created that allow the indigenous organisations to exchange experiences with other relevant actors in rural development,***

improve the formulation of projects and participate in the design and formulation of programmes and policies. The community members of both Paucar and Anchonga noted the importance of the Roundtable for the Fight Against Poverty.

They indicated that the Roundtable’s main objective is to conduct the analysis of and discussion about proposals for local development. The community members of Anchonga said that two or three delegates represent the community on the Roundtable.

Roundtable agreements are conveyed by the Warayoc. However, in Paucar, the members of both communities rated the Roundtable’s performance as only fair.

We should add that members of participating communities were the main beneficiaries of the high degree of interaction with other communities that has emerged in the context of the intervention. They report that these actions form part of their process of political, social and economic empowerment, and display a genuine interest in developing inter-community relations that contribute to the integral development of their communities: *“it allows us to broaden our view of development”*.

Expected result: ***The indigenous organisations enjoy effective means of communication with their communities and beyond.*** No substantial changes were noted given that the communities continue to use traditional communications mechanisms. In this regard, in Angaraes the community members indicated that they employ the traditional system in which the Warayoc climbs to the top of a hill and issues a general call. When it is necessary to communicate with anyone outside of the community then he sends a document. For communications within the community, in Paucar the population uses a megaphone, posters or direct family visits. When communicating with the outside world, they use letters, or official community documents. Furthermore, they see these as very good forms of communication.

Lastly, we should note that the community members stressed that while community organisations had developed capacities, they continue to require advisory support in the presentation of their plans because *“we educate for the benefit of all”*. In this regard, they added that the activities of capacity strengthening in the areas of leadership and negotiations training proved to be effective.

Actor opinions with regard to this component

In relation to this component, actors participating in the Evaluation Group offered the following opinions based on the evaluation:

➤ Relevance

It was necessary to develop the organisations’ capacities for drawing up Development Plans because if it had not been for that support the communities would still have no Development Plan. This process allowed plans to be drafted in a participatory manner with the support of the Project technical team over the course of a series of meetings between the technical experts and the population. The Development Plan was approved in a General Assembly, thereby conveying it validity. However, some community members understood better than others the way in which to conduct the Plan formulation processes. This underscores the need to reinforce methodologies for the process of permanently updating the Plan.

➤ **Effectiveness**

When assessing the effectiveness of the actions of this component, it was concluded that the expected objective had been achieved: They have developed the capacities with which the organisations can guide and train the population, but still need to expand their knowledge of this subject. The process employed has allowed the promoters to participate actively and acquire new knowledge, but one limitation that had to be addressed were the varied education levels of the participants.

Mention was made of initiatives not contemplated in the Development Plan but which were later adopted in response to issues that were only detected later, and it was noted that the experience of those initiatives and the lessons learned mean that they can be incorporated into the Plan. The effectiveness of these strengthening actions was greatly enhanced by the technical experts conducting the meetings in Quechua, thereby making it possible for the entire community to understand the process.

➤ **Impact**

The participating actors emphasised the importance of communities having their Development Plan as it leaves them with an instrument that contains a vision of development around which to programme activities and projects of a short (one year), medium (two to four years) and long-term (more than five years) lifespan. However, they believe that the capacities needed for managing the Plan have yet to be developed thereby posing the need for technical experts to continue to accompany the community in the process.

Note was also taken of the limited effects on the level of women's participation (something that community members also spoke of), as manifest in their scant involvement in the processes developed. Initially there were women in the technical team, but it was later comprised entirely of men, making it much hard to create an environment in which women would feel free to participate.

➤ **Sustainability**

The sustainability of this component is based on the organisations having a Community Plan from which they can present their needs and proposals for consideration as part of the district participatory budgets (presentation to new municipal authorities). Furthermore, the process underway will allow communities to periodically review and update their Plan with the direct participation of the local population, and endorsement of the community assembly.

In order to assure sustainability it is recommended that gender issues be prioritised, especially given the weak response to date, that the training of the community members be reinforced and that an effort be made to verify that as community representatives they are fully familiar with the Development Plan.

b ❖ **OBJETIVE 2. Strengthen the capacity of the rural indigenous organisations to negotiate and to access technical and financial support from the various, existing rural development programmes, both governmental and non-governmental.**

Opinion of community members regarding Objective 2

In response to the question as to whether *the indigenous organisations, with the participation of their communities, enjoy access to various government programmes (that form part of Municipal Development Plans) and non governmental rural development programmes*, the representatives of community organisations mentioned that they have developed their capacities for active participation in bargaining processes with various institutions. As a result of such negotiations, they have received technical and financial support from various public and private institutions, whose contributions helped to improve the population's living levels. However, it was possible to visualise that it is not yet clear whether these projects are contemplated in the local Municipal Development Plan.

A wide range of projects that were proposed and approved were cited as major accomplishments:

In Angaraes:

- ◆ Water management (San Pablo de Occo), was described as extremely important. The Irrigation Board is implementing this project.
- ◆ A family productive project designed to improve infant diets in a region where there are high levels of infant malnutrition.
- ◆ Information on irrigation.
- ◆ Parco Alto: breeding smaller species (sheep, cuy, poultry).
- ◆ Productive project presented to the local Participatory Budget, and is currently on a waiting list.
- ◆ The Healthy Homes Project was described as extremely important.
- ◆ They have made a change for the better in the local emergency centre.
- ◆ An improved kitchens project has been implemented with the support of the municipality.
- ◆ They also noted that each Appendix contains their proposals.

In Paucará:

- ◆ The vegetable and grasses project is regarded as being of vital importance for providing the population with food security. This effort is government financed.
- ◆ The water reservoir is now under the Participatory Budget.
- ◆ Healthy Homes (which still lacks budget) was regarded as being of great importance and is financed by DESCO and another NGO.
- ◆ A community stadium.
- ◆ A chicken farm, that is to be implemented in 2012.

As for the second objective (*Strategic alliances established between the indigenous organisations and institutions on a micro, meso and macro levels, with economic, productive*

and social goals), the communities indicated that for purposes of implementing their Development Plan they have formed alliances that have produced medium results. Such alliances have been established mainly with local governments, public institutions, the Universidad de Huancavelica and some NGOs. The community members said that the most economically significant alliance was with the FAO due to the extent to which it has served to improve production.

Specifically in relation to Anchonga, mention was made of other major alliances:

- ◆ The one established with the Municipality of Anchonga to support implementation of the community development project. The proposed agreement is still being processed.
- ◆ The covenant with INIA in relation to technological innovation and participatory research.
- ◆ The agreement with the Universidad de Huancavelica for research into crops and new production technologies.
- ◆ The Alliance with the Ministry of Agriculture for advice on improving production and risk management.

In Paucará the following alliances have been established:

- ◆ The alliance with CARE Peru for market access, improving crops and the commercialization of native potatoes.
- ◆ The alliance with DESCO to participate in the healthy homes programme.
- ◆ The Alliance with the Ministry of Agriculture (Agrorural) for improving plant production and cultivating eucalyptus.
- ◆ The alliance with Visión Mundial to participate in cuy breeding projects and receive greenhouse support.

Actor opinions with regard to this component

As part of the conclusions they reached in their evaluation of this component, the actors indicated:

- **Relevance.** Both actors and leaders spoke of the importance of this component, observing that before the intervention the community organisations lacked knowledge of how to negotiate projects and participation in participatory budgets and were totally unaware of how to go about competing for competitive funds and other forms of financing for development projects. These limitations were an obstacle for leaders to obtain resources for their communities. They spoke of 20 years of efforts both in the capital of Lima and with local authorities that produced little to no results because of their lack of familiarity with how to approach negotiations.
- **Effectiveness and Efficiency.** As evidence of the effectiveness of this component, they indicated that the community organisations now know how to approach local, regional and national authorities, and that they can now manage their own initiatives and projects,

and especially to negotiate their inclusion in participatory budgets. However, they believe that the organisations need to learn more if they are to achieve greater results from their negotiating processes, although they are already making progress in their negotiations with municipal presidents. In terms of efficiency, they said that greater transparency is needed in resource management, and recommended the establishment of Local Acquisitions Committees for future projects.

- **Impact.** They noted that among the most visible actor impacts was the empowerment of participating leaders, which had left them with the confidence necessary to talk on equal terms with the authorities and institutions. They also emphasised the development of the community members' resource management capacities, but cautioned that they still have limited abilities to keep the community informed as to the ways in which resources are used. They also noted that there is no sign of Project participating leaders adopting the roles of primary protagonists due to the presence of community members who are not interested in getting involved and who respond by trying to put obstacles in the way of those who are committed.
- **Sustainability.** Sustainability is subject to community leaders managing by themselves their projects, an area that demands greater support. The development of capacities has afforded participating leaders with a series of instruments for this purpose. However, if they are to truly assume these functions there are a wide range of conditions that need to be developed, most prominent among them:
 - ✓ Leadership is needed to address conflicts that have emerged with leaders that decided not to participate in the Project. In this regard, they recommend making an exhaustive analysis of the reasons why these conflicts developed.
 - ✓ Communication. They recommend improving communication systems within the communities so that the population is kept informed about what investments are being made and the source of such resources.
 - ✓ Interculturality, an issue that the Project did not address.
 - ✓ Gender issues given that women have yet to assume a leadership role in their communities. Future projects must assure them a broader degree of participation and to that end the technical teams must include women.
 - ✓ Project management on the part of the entire community so as to avoid a situation in which only a few benefit.

C ❖ OBJECTIVE 3. Expand the production, processing, income and consumption of community families through the rescue of traditional Andean products.

Opinion of community members regarding Objective 3

When it comes to the objective of increased availability of traditional foods, the community members indicate that the population now enjoys the increased availability of traditional foods thanks to a significant rise in the production of a series of products that had historically fallen by the wayside.

Anchonga community members stressed that they had increased production of such crops and other products like mashua, olluco, oca, quinua, tarwi, native potatoes, cuys, cheese and milk; the people of Paucar spoke of increased output of olluco, oca, quinua, tarwi, peas and broad beans.

“We had ceased to grow some crops such as oca”. Domingo Urbina, community San Pablo de Occo. (Participatory process in Anchonga)

“More and more families are beginning to raise traditional products”. (Participatory process in Anchonga).

“We have tripled production of some products and we are even selling some”. (Participatory process in Anchonga).

“Production has improved greatly”. (Participatory process in Paucar).

“With this new vision we are now planning this type of proposals to benefit more people”. (Participatory process in Anchonga).

With regard to the objective of **incorporating highly nutritional traditional products into the diet**, community members most emphasised the improvement in the family diet as a result of the intervention (change of mentality). They indicated in Anchonga that the communities have increased their consumption of tarwi, and roasted cuy and chicken. In addition, they mentioned the incorporation into their diets of vegetables, which they have no longer needed to purchase since they began using greenhouses. They also spoke of learning how to prepare balanced meals. Among community members this process most benefits the communities’ children and pregnant women.

In Paucar they spoke of their improved diets following the incorporation of products such as olluco, oca, quinua, tarwi, peas, long beans and a range of cereals and tubers. They also noted the incorporation of new products such as Ayrampo. They stressed that their participation in topics developed by the Project on food security and infant malnutrition had contributed to the improvement in their diets.

“We have changed our mentality; before we set aside for sale, now the best is for family consumption”. (Participatory process in Anchonga).

“Our production goes direct from field to pot”. (Participatory process in Anchonga)

“Now we are eating more and better”. (Participatory process in Paucar)

With regard to the objective of **improving the quality of traditional Andean products through the identification of Good Farm Practices for traditional Andean products**, the community members indicated that due to the effect of their participation in the Project, the extent to which their products have improved has led to their receiving significant recognitions. In Angaraes they expressed pride in having won first place at the fairs in which they participated for the quality and variety of their Andean products such as tarwi, wheat, barely, mashua. They also emphasised the truly huge size of the cuys they raise, which they report are selling for as much as S/.20 soles.

They added that the improvement in the quality of their farm production is based on their having adopted good practices (which were implemented over the course of the Project), and the diversification of their activities. Both in Anchonga and Paucar they identified some of the good practices implemented as the selection, use and storing of quality seeds, the use of organic fertilisers and the ability to respond to pests. They also reported that they are planting various types of grasses and counter-sloped furrows, and noted the importance to them of the installation of bio-gardens, greenhouses and reservoirs.

This entire experience has signified a process of capitalization that is allowing them to obtain quality products.

Income Generation

The community members said that they market their excess production in small local circuits, generating some income and that their production of food for self consumption has implied significant savings, money they can use to purchase other products such as salt, sugar and cooking oil.

Another objective of this component is the *establishment of various levels of networks for the exchange of information and experiences regarding the exploitation, processing and utilisation of traditional products.*

When asked about established networks aimed at promoting traditional products, the Anchonga community members identified the Committee of Native Potato Producers, and in Paucar, the Technical Roundtable on Native Potatoes. Both have been conducting promotional actions related to consumption, production and commercialisation, and were classified as “good” in that they are supplying the community members with information to which they previously lacked access. They stressed the importance of the training and advisory services received.

On the question of agricultural production, the community members stressed the importance of the productive chains of vetch and native potatoes, while those of Paucar pointed to the Producers Association of Paucar and Acobamba. In both instances, they indicated that the action promoted by the network was one of insertion in the value chain all the way through to commercialisation, and secondly, in seed production. Participation in such networks was deemed “extremely beneficial”, especially to the extent that they allow the community members to articulate productive chains.

Actor Opinions with regard to this component

As part of the evaluation conclusions regarding this component, the actors made the following observations:

- **Relevance.** The actors and leaders regard this issue to be of priority importance to the communities, given the grave problems they face in relation to production and food security. The strategy, based on the rescue of traditional products, constituted a relevant option because not only did it allow for improved crop production and the adoption of specific technologies for the production of these products, but also to promote environmental protection as this type of product is in no need of chemical inputs.
- **Effectiveness.** The actors report an improvement in family production within their communities, and note that this was achieved thanks to the actions of the Project. They

point to evidence that since 2008 there has been a regular improvement in the production and productivity of Project beneficiaries through their use of Good Farm Practices. They estimate that roughly 40% of the beneficiary population has adopted technologies for the efficient production of traditional products. They also report that the improved production levels have led to excess production that is sold in local markets with the aim of improving the socioeconomic level of beneficiary families.

Another conclusion they reached is that family food security has improved as a result of the intervention. They note that the implementation of productive modules (greenhouses, cuy sheds, cultivated grasses) and the increased production of Andean crops have contributed to improved family diets. They also emphasised the increased availability and consumption of agricultural products for the family diet (cuy meat, milk, cheese, eggs, organic vegetables) and that the added income earned from sales of excess production allows families to purchase necessary complementary products such as sugar, salt, and cooking oil.

They note that the participation of producers in the field schools (demonstration plots), has allowed them to adopt Good Farm Practices that in turn have translated into improved production. Such practices were further reinforced by the implementation of various technologies, most notably forest nurseries, organic fertiliser production (biocompost), beekeeping, rustic seed banks, cuy pens, greenhouses, cultivated grasses, and the family plan.

- **Impact.** Project effects are apparent on the level of expanded output and improved family food security as well as a change of mentality in the form of a new appreciation of production issues and products including native potatoes, mashua, oca, olluco, quinoa, and tarwi. The face of the communities has changed in recent years.
- **Sustainability.** Participating actors said that production and consumption levels will be maintained after the Project concludes because: a) the producers are unlikely to quickly forget all that they have learned; b) the existence of projects, such as LLAQTA KALLPANCHAQ, that are committed to sustaining the actions that were executed by the Project; c) a commitment to look for other funding sources; d) the vitalised promoters have committed themselves to sustain their work and to socialise what they have learned with their relatives and other community members, after the Project ends. They emphasised that the job of the promoters is continuous and everlasting, while stressing once again their commitment to share their experiences with relatives and other community members.

THE QUANTITATIVE EVALUATION

As part of the quantitative household evaluation, surveys were conducted in keeping with the norms and procedures spelled out in the Project's monitoring and evaluation guide. To that end, a team was chosen of consultants specialised in project assessment with a proven record of work in High Andean indigenous communities; they developed the various activities in collaboration with the National University of Huancavelica accompanied by the Project's national and regional coordination.

Development of the quantitative evaluation

In order to calculate the Project's quantitative impact, a survey was conducted among two community groups: the beneficiary communities and the communities that did not participate in the Project (control

group)¹. By using control groups it was possible to better approximate the situation of the beneficiaries had they not participated in the Project.

In the case of Peru, the communities that participated as beneficiaries and as a control group were:

Beneficiaries

1. Padre Rumi
2. Tinquercasa
3. San Pablo de Occo
4. Parco Alto

Control Group

5. Huanacopampa
6. Chacapampa
7. Buenos Aires de Parco
8. Chontocanca

Household survey

Data was collected directly through interviews that captured the current situation. A total of 320 surveys were applied, divided between 204 members of the group comprised of Project participants, and 116 to members of the Control Group.

The surveys were conducted during the second quarter of 2011 with the support of students from the National University of Huancavelica specifically trained for this task.

Prior to applying the survey, classroom tests were conducted to determine the level of understanding of survey procedures and concepts. A pilot project was conducted in the field in order to fine-tune and put the finishing touches to the survey process.

It is worth noting that the communities and organisations were told beforehand of the survey and its objectives, and that they participated decisively, openly inviting those applying the survey into their homes and responding to the questionnaires.

Among the characteristics that the survey contemplated were: basic services, household goods, family assets (agricultural, livestock, other economic assets), economic activities developed (agricultural, forest, and livestock production as well as other economic activities), household consumption expenditures (both food and non food items), appreciation of traditional products, production issues (the use of good practices, climate change effects), organisational issues, well-being issues, aspects of relations with the environment, and the socio-economic features of household members.

A section was added in order to evaluate the situation of each household's food security; it was comprised of a set of 15 questions that form part of the methodology known as the Latin American and Caribbean Household Food Security Scale (ELCSA).

¹ *The control group consists of the communities that share the same social, economic, productive, and educational conditions as the beneficiary community except for their participation in the Project. The control group was identified from the moment the Project began when the baseline was generated (Baseline Study. Technician Document No. 1, Project GCP/RLA/163/NZE: <http://www.rlc.fao.org/es/publicaciones/estudio-linea-base-forsandino/>).*

MAIN RESULTS

We will now review the Project's objectives in keeping with its Logical Framework Matrix, as gauged by their verification indicators using the results of household surveys.

General objective: *Contribute to improving the food security of the families of the indigenous communities by strengthening the ability of rural indigenous organisations to manage their own development.*

INDICATOR 1: Rate of extreme poverty (as a proxy indicator of food security) overall and by the sex of the head of household.

Description:

Households were classified as living in **extreme poverty** when their per capita expenses were less than that of the basic food basket (BFB) needed to cover minimal nutritional need. The **basic food basket** is defined as the minimal expense families must incur in order to avoid living in extreme poverty. Per capita spending on the consumption of foods at levels below the Poverty Line was determined when the sum of spending on food and beverages divided by the number of family members proved to be less than the cost of a BFB.

The cost of the basic food basket in 2011 was five new soles per day².

Situation of extreme poverty

	Control-group families	Participating families	Project impact (percentage points)
Percentage of families living below the extreme poverty line	76,7%	58,3%	-18,4
Percentage of families living above the extreme poverty line	23,3%	41,7%	18,4

Interpretation: Thanks to the Project's intervention, only 58,3% of the families of the participating communities remain below the extreme poverty line, while in the communities that did not participate in the Project that figure stands at 76,7%. In other words, the Project has generated an 18,4 percentage-point reduction in the rate of extreme poverty in the households of participating communities.

INDICATOR 2: Population perceptions of food situation

Description: Measures the population's perceptions of its food situation.

Percentage of families that rated their food situation as:

	Control-group families	Participating families	Project impact (percentage points)
Very bad	0,0%	0,0%	0,0
Bad	4,4%	2,0%	-2,5
Fair	70,8%	66,7%	-4,1
Good	23,0%	28,9%	5,9
Very good	1,8%	2,5%	0,7
Total	100,0%	100,0%	

² The cost of the basic food basket was taken from ECLAC statistics (CEPALSTAT) <http://websie.eclac.cl/infest/ajax/cepalstat.asp>

Interpretation: The Project has made it possible to change family perceptions as to how they rate their nutritional/ dietary situation. For example, in the communities that participated in the Project, 28.9% of community members described their diet as good, a conclusion shared by only 23% of those in non-participating communities. The proportion of community members who said their diet was very good was almost twice as high in the Project participating communities (2,5%) than in the non-participating ones (1,8%). A significant differentiation was also registered between those who described their diet as just fair: 70,8% in the non-participating communities as opposed to 66,7% in the communities that did participate in the Project.

Specific objective 2: Strengthen the capacity of the rural indigenous organisations to negotiate and obtain the support needed to negotiate and access technical and financial resources from the various programmes and governmental and non governmental projects, as well as to build mutually beneficial, strategic alliances with other actors.

INDICATOR 7: How the population rated the capacity of the organisations to manage resources for their community.

Description:

Measures the perception of families regarding the capacity of organisations to manage physical and/or financial resources for their community.

Percentage of families that rated the leadership efforts of the community organisation as:

	Control-group families	Participating families	Project impact (percentage points)
Very bad	0,0%	0,5%	0,5
Bad	0,9%	1,5%	0,6
Fair	56,0%	54,4%	-1,6
Very good	43,1%	43,6%	0,5
Total	100,0%	100,0%	

Interpretation: The Project has made it possible to change family perceptions of the leadership role played by their community organisation. For example, the percentage of those who rated the leadership role played by their community organisation as fair fell by 1,6 percentage points, while those who rated it as very good grew by 0.5 percentage points.

Specific objective 3: Increase the production, income and consumption of community families, by rescuing traditional Andean products.

INDICATOR 8: Increase in the gross value of family agricultural production and productive diversification through the greater presence of traditional products.

Description:

Gauges the productive level of community families in economic terms and the productive structure relative to the importance of traditional products. This value is broken down into:

- Gross Economic Value (GEV): Agricultural
- Gross Economic Value: Forestry
- Gross Economic Value: Livestock (products and sub-products)

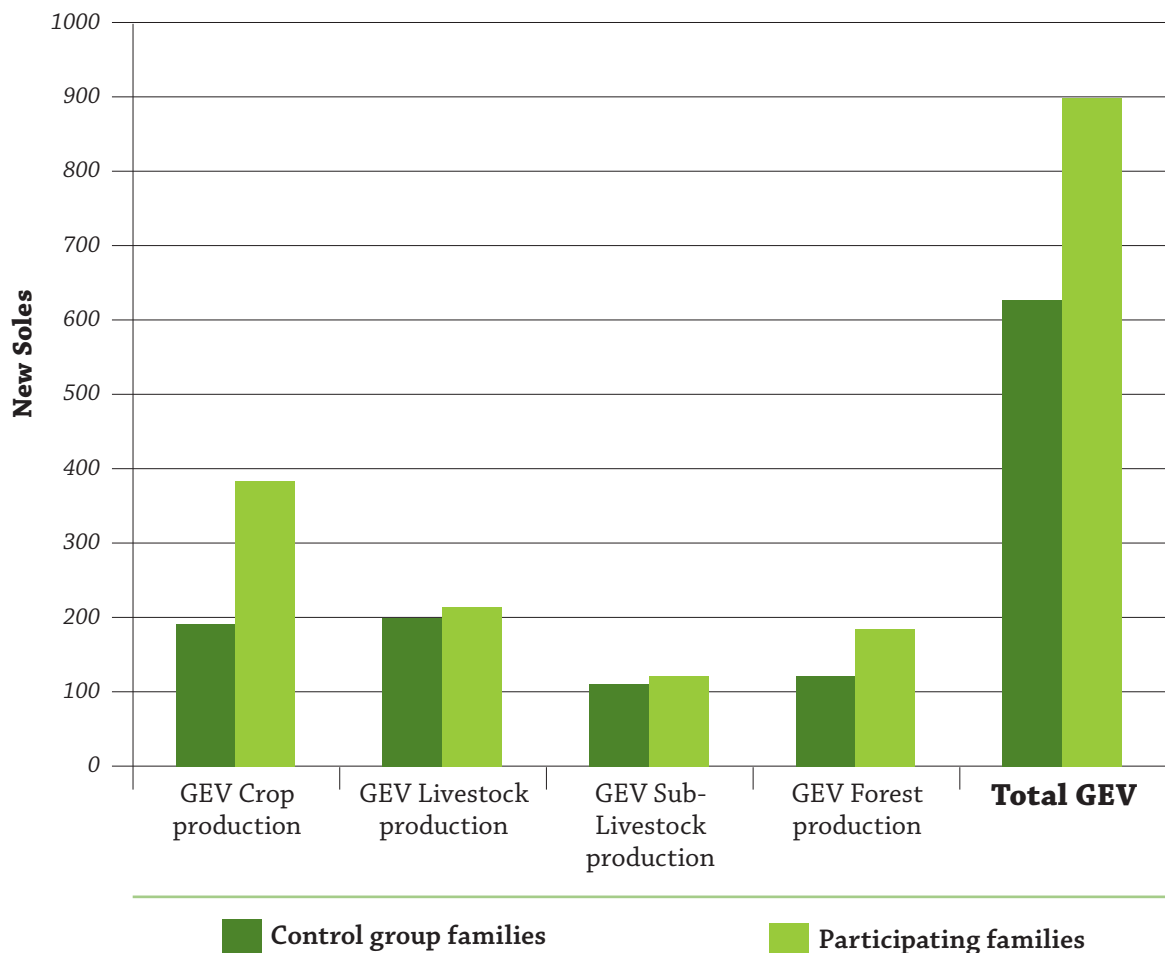
Gross economic value of production (expressed in New Soles)

	Control-group families (A)	Participating families (B)	Project impact (B/A) - 1
GEV Agricultural production	190,9	383,5	101%
GEV Livestock production	202,5	212,8	5%
GEV Sub-livestock production	107,0	118,5	11%
GEV Forestry production	127,6	183,6	44%
GEV Total	628,0	898,4	43%

Interpretation: The economic value of agricultural production was significantly greater (101%) in the participating communities compared to those not engaged in the Project. A significant increase was also registered in the forest segment (44%). Growth was also registered in the production of livestock and livestock sub products though the increase was less pronounced than in the aforementioned categories.

These quantitative results coincide with the perceptions of men and women community members, who report that they have expanded their cash incomes thanks to changes in their thinking and actions.

Figure 1. Average economic assessment of production (gross value)



INDICATOR 9: Increase in family economic assets, broken down by the sex of the head of household (man or woman).

Description:

This indicator assesses the average value of family assets, depending on the sex of the head of household.

The economic assets included in each period are:

- Housing (in cases where the family owns its own home)
- Household goods
- Land
- Livestock
- Other agricultural assets (tractor, ploughs, mills, etc.)
- Other assets families use to develop other economic activities

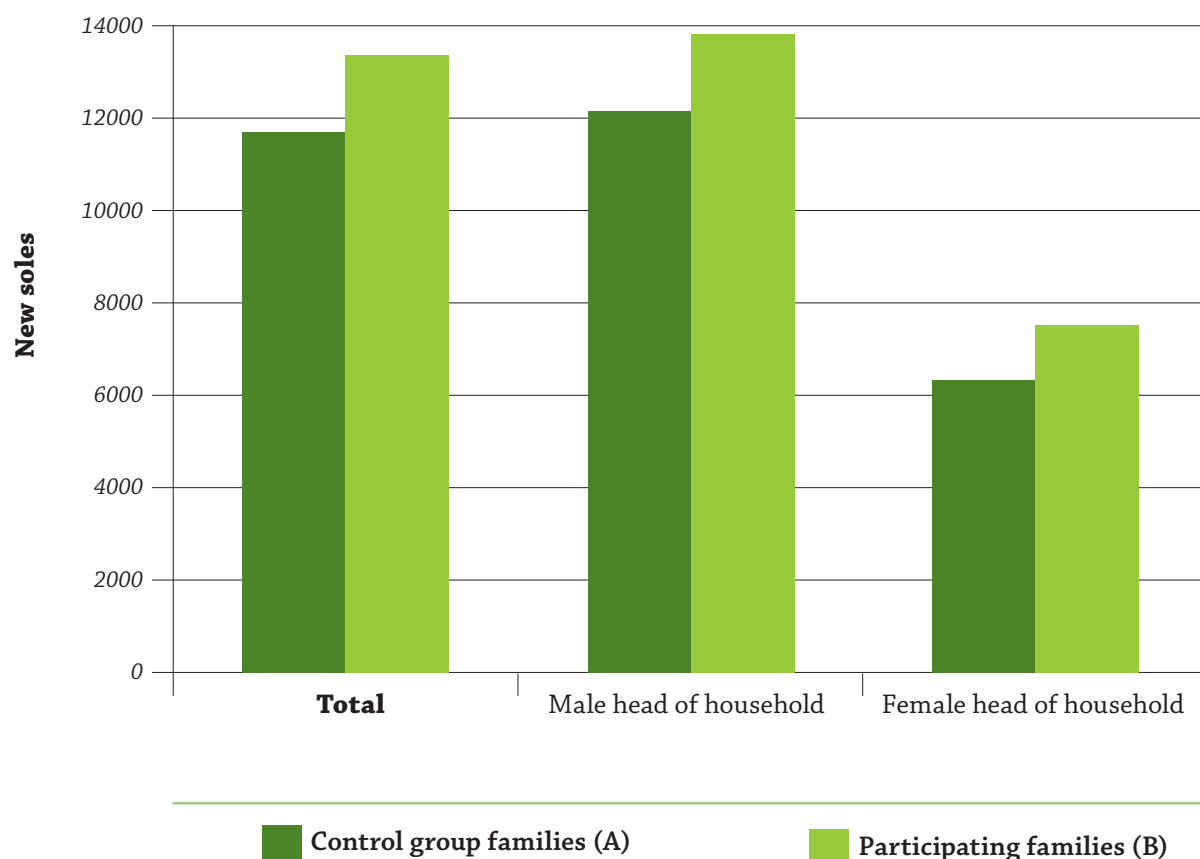
Assessment of family assets (new soles)

	Control-group families (A)	Participating families (B)	Project impact (B/A) - 1
Total	11.703,7	13.369,6	14%
Male head of household	12.251,0	13.773,4	12%
Female head of household	6.480,2	7.437,0	15%

Overall, family economic assets increased 14%. The change was most pronounced when a woman was the head of household (+15%). As a result, participating families have greater economic assets (that can go toward expanding their production capacity) than the control-group families. This situation is apparent in each of the productive family units created by the Project, both in terms of expanding their respective families' physical assets and enriching the families' skills and knowledge. The physical manifestations of such units include seedbeds, biogardens, greenhouses, sheds for raising animals, small plots of related grasses and small water reservoirs. They also involve home improvements.

The changes achieved by participating families are quite significant given the degree of poverty prevailing in those communities, where the Project baseline shows average asset levels were excessively low. For example, family assets in Project participating communities averaged a mere 3,203 new soles.

Figure 2. Value of household economic assets



INDICATOR 10: Average and per capita increase in family income levels, depending on whether the head of household is a man or woman.

Description:

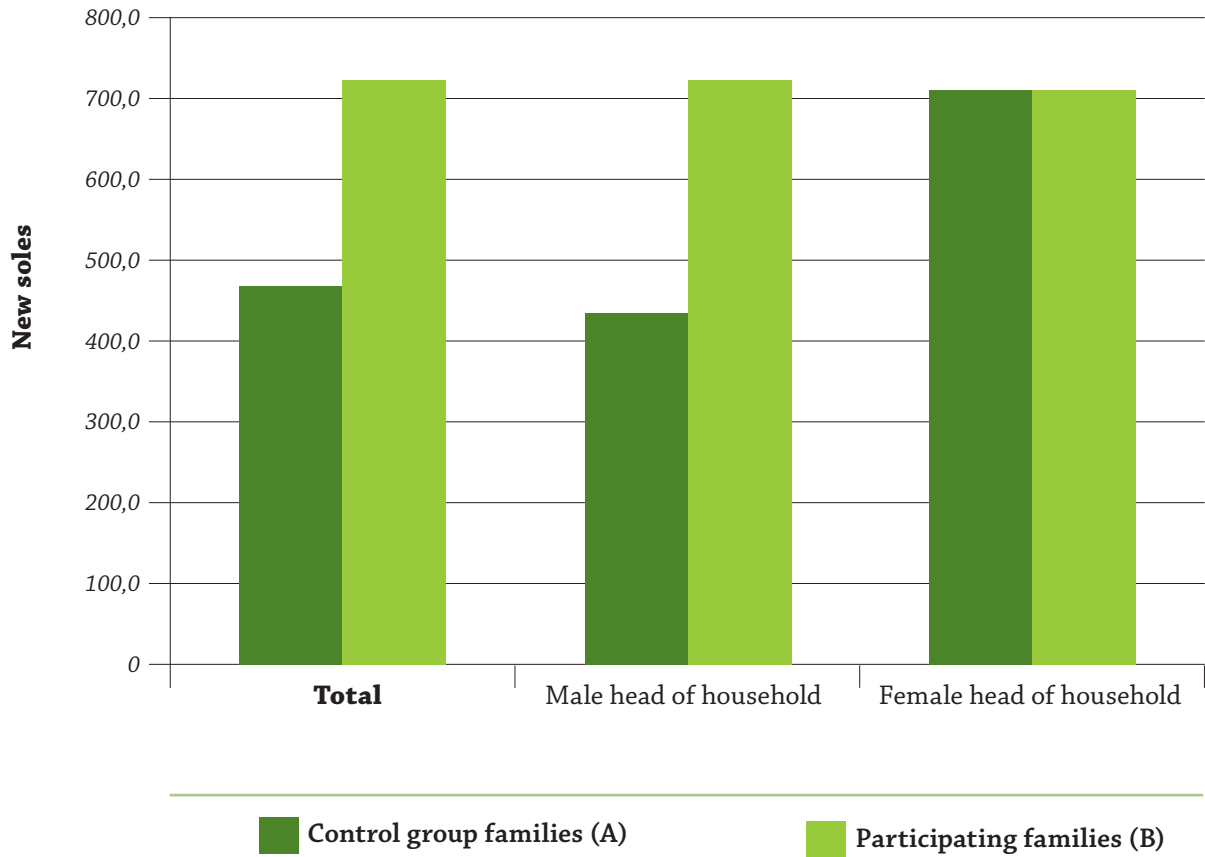
Measures the extent to which the family incomes of community households have varied in response to all sort of reasons, whether monetary or non-monetary.

Per capita family income (new soles)

	Control-group families (A)	Participating families (B)	Project impact (B/A) - 1
Total	463,1	718,3	55,1%
Male head of household	436,8	718,5	64,5%
Female head of household	714,2	715,9	0,2%

The incomes of participating families were 55.1% greater than those of control-group families, regardless of the sex of the head of household. Participating families enjoyed greater growth in production and improved access to markets that contributed to increased income from sales of their crops and livestock related activities. Figure 3 depicts income disparities between participating and control-group families, broken down by the sex of the head of household.

Figure 3. Per capita family income



INDICATOR 11: Economic worth of food consumed.

Description:

Determines per capita levels of food consumption in economic terms (value of foods consumed). The indicator includes the various ways in which food is obtained (purchases, self-consumption, donations).

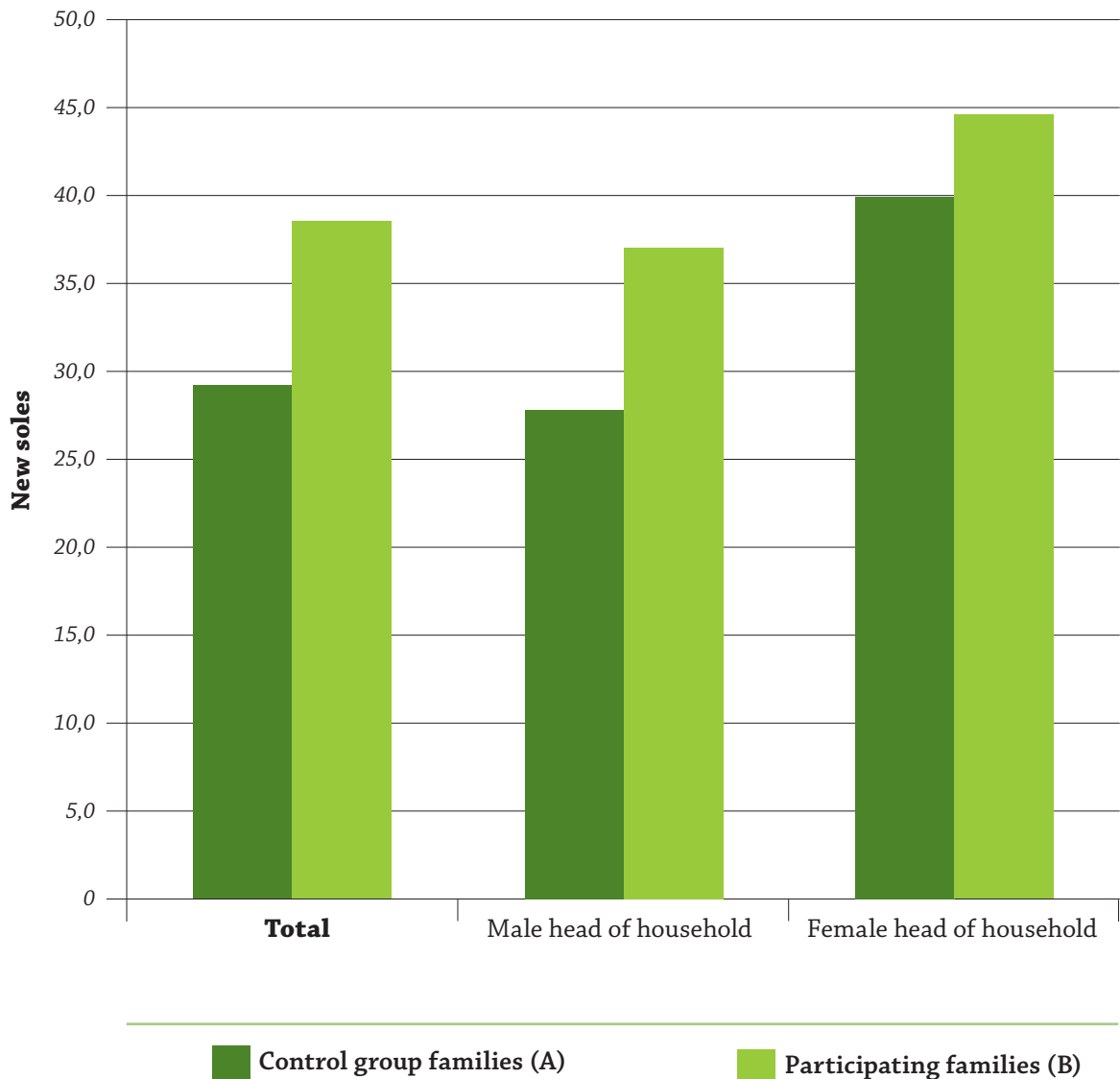
Per capita levels of food consumption (new soles every 15 days)

	Control-group families (A)	Participating families (B)	Project impact (B/A) - 1
Total	28,9	38,1	32%
Male head of household	27,8	37,6	35%
Female head of household	39,8	44,5	12%

Participating families consumed 38,1 new soles worth of food every 15 days as opposed to 28,9 new soles in the case of the control-group families. We wish to stress that among Project participating families in which a woman is head

of household, more resources are dedicated to food consumption than among families in which a man presides over the household, as Figure 4 shows. Furthermore, this difference reaches 12% when we compare woman-led households that participated in the Project against those that did not participate. Factors such as training and workshops of the recovery of traditional products and nutrition, as well as involving women in the various activities aimed at improving agricultural production may explain this difference.

Figure 4. Value of food consumption



INDICATOR 12: The population's appreciation of traditional products

Description:

Determines the extent to which the population recognizes the importance of traditional products for their ability to improve food security. When calculating this appreciation we used a scale of 1 to 10 in which 10 was the highest rating, as well as the establishment of criteria for verifying the reasons underpinning the rating made (motivation of the score).

How community valuations rated traditional products (10 = highest score)

Alimento	Control-group families (A) Average score	Participating families (B) Average score	Project impact (B/A) – 1
Potatoes	8,7	8,9	3%
Melloco	6,6	6,7	1%
Quinoa	5,4	5,6	5%
Chocho	5,6	5,7	2%
Oca	5,5	5,7	4%
Mashua	5,7	5,8	1%

Interpretation: The score for traditional products is generally greater among Project participating families than among control-group families. It is important to note that potatoes remain the traditional product par excellence that received the highest score (8,9). All traditional products registered greater scores, especially quinoa, whose rating increased 5%.

These quantitative results coincide with those of the qualitative evaluation in that community members stated that thanks to the Project their way of thinking had changed, leading many to begin growing traditional products that were consumed by their ancestors but which they had ceased to produce.

*In addition, families report that they have become more motivated, aware of and trained in basic aspects of food and nutrition. In the process they have been introduced to and given a practical appreciation of the excellent nutritional properties of traditional foods. In a voluntary and sustainable manner they have made changes to their food habits while diversifying their diets. Of special importance in this process were the gastronomic contests held in various communities, whose results led to the publication of the cookbook *Gastronomía Tradicional Altoandina*, which contains recipes from the communities (<http://www.rlc.fao.org/publicaciones/gastronomia-tradicional-altoandina-allin-mikuy-sumak-mikuy/>).*

We also wish to make note of the article published by the BBC of London regarding the Project’s achievements in helping to rescue traditional products and their contribution to the fight against malnutrition: http://www.bbc.co.uk/mundo/noticias/2010/11/101116_recetas_andinas_am.shtml

Result 3.3: Improvement of the quality of traditional Andean products by identifying good agricultural and livestock practices

INDICATOR 32: The percentage of families that apply good agricultural and livestock practices in relation to traditional Andean products.

Description:

Measures the level of progress achieved by families in the application of good agricultural and livestock practices involving traditional Andean products.

Application of good agricultural and livestock practices en Andean products

	Control-group families (A) Average score	Participating families (B) Average score	Project impact (percentage point change)
Only good agricultural practices	86,7%	87,4%	0,7
Only good livestock practices	0,0%	0,0%	0,0
Good agricultural and livestock practices	11,5%	12,6%	1,1
None	1,8%	0,0%	-1,8
Total	100,0%	100,0%	0,0

Interpretation: The Project has allowed the percentage of families simultaneously using good agricultural and livestock practices to grow by 1.1 percentage points. This difference is underpinned by the fact that many families have just begun to implement such good practices for the first time ever.

The strengthening of indigenous organisations as well as the agricultural local promoters, and the application of good agricultural practices, have positively affected productivity while also protecting the environment, which in some cases was greatly deteriorated.

The establishment of seed banks with support from the INIA, the application of better post harvest practices and processing practices, among many others, have made it possible to obtain good quality products that are more widely accepted and draw better prices.

Result 3.6: Producers have marketing channels through which they can sell their products in local and national markets.

INDICATOR 37: The percentage of producers (men and women) who sell traditional products on the national market and the total number of producers who sell traditional products in national markets.

Description:

Detects the degree of insertion by the producers of traditional products in the overall national market, and by the sex of the producer.

Producers who plant traditional products and market their production in national markets

	Control-group families (A)	Participating families (B)	Project impact (percentage point change)
Market their production	31,0%	33,0%	2,0
Do not market their production	69,0%	67,0%	-2,0

Interpretation: The Project has allowed the participating communities to enjoy greater access to local, municipal and national markets. This is reflected in the 2% increase in the number of families that have begun selling their production.

Latin American and Caribbean Household Food Security Scale (ELCSA)

The Latin American and Caribbean Household Food Security Scale (ELCSA) makes it possible to diagnose household food insecurity through a set of 15 questions, which were answered by the adult responsible for preparing food in the home³. These questions are divided into two sections: the first nine questions are applied to households where all members are 18 years of age or older; the seven remaining questions were applied to households with members who are younger than 18.

The following questions comprise the ELCSA scale:

1. At any time over the course of the past month were you worried that the household would run out of food due to a lack of funds or household production?
2. At any time over the course of the past month, did the members of your household lack access to food due to a lack of funds or household production?
3. At any time over the course of the past month, did the members of your household find themselves without the money and self production needed for a healthy diet consisting of cereals, tubers, bananas, vegetables, dairy products, meat, eggs, legumes, greases and sugar?
4. At any time over the course of the past month, did you or any other household member 18 or older, have a diet lacking a wide variety of foods due to a lack of funds or household production?
5. At any time over the course of the past month, did you or any household member 18 or older, cease to have three meals a day due to a lack of funds or household production?
6. At any time over the course of the past month, did any household member 18 or older, have to reduce the amount of food consumed at mealtime due to a lack of funds or household production?
7. Over the course of the past month, at any time did you or any other household member 18 or older, feel hungry but failed to eat due to a lack of funds or household production?
8. Over the course of the past month, on any day did your or any household member 18 or older restrict his or herself to a single meal or skip eating entirely due to a lack of funds or household production?
9. Over the course of the past month, at any time did you or any household member 18 years of age or younger cease to have a healthy diet consisting of cereals, tubers, bananas, vegetables, dairy products, meat, eggs, legumes, greases and sugar because they found themselves without the money and self production needed for a healthy diet?
10. Over the course of the past month, did you or any other any household member under the age of 18 have a less varied diet due to a lack of funds or household production?
11. Over the course of the past month, at any time did any household member under the age of 18, eat less than customary due to a lack of funds or household production?

3 *Melgar, H. (2011). Fundamentos Teóricos y Desarrollo de ELCSA. Available at: http://coin.fao.org/cms/media/9/13116968872040/hugo_melgar_18-07-2011_fundamentos_teoricos_y_desarrollo_de_elcsa_2011.pdf*

12. Over the course of the past month, at any time did any household member under the age of 18 have to reduce the amount of food consumed at mealtime due to a lack of funds or household production?
13. Over the course of the past month, at any time did any household member under the age of 18 feel hunger but failed to eat due to a lack of funds or household production?
14. Over the course of the past month, at any time did any household member under the age of 18 go to bed hungry due to a lack of funds or household production?
15. Over the course of the past month, at any time did you or any members of your household under 18 years of age eat no more than one meal a day or skip eating during an entire day because of a lack of money or due to a lack of household production?

The interview was concluded whenever the interviewees answered the questions in the negative as that is a sign that the household is secure and has no problem achieving food security.

Situation of Household Food Insecurity (%)

	Control-group families (A)			Participating families (B)			Project impact (percentage point change)
	Households with no one under 18	Households with young people under 18	Total	Households with no one under 18	Households with young people under 18	Total	
Secure	0,9	28,4	29,3	3,5	30,2	33,7	4,4
Light insecurity	11,2	25,9	37,1	4,5	34,7	39,1	2,0
Moderate insecurity	1,7	20,7	22,4	3,0	16,3	19,3	-3,1
Severe insecurity	1,7	9,5	11,2	1,5	6,4	7,9	-3,3
			100			100	

Interpretation: As a result of the Project intervention there was a 4,4 percentage point increase in the number of households that had no problem assuring their family's food needs. Similarly, the proportion of community members living in a situation of moderate to severe food insecurity fell by 3,1 and 3,3 percentage points, respectively. The Project has generally allowed for an important improvement in the food security of participating communities. For that reason the experience of the Project has been catalogued as efficient in terms of costs, innovative due to its focus, and replicable to various other situations.

Lessons learned

The viability of an intervention model that contributes to strengthening the indigenous communities' food security was confirmed by the results of the Project evaluation. According to the data generated by the impact evaluation and according to the community members' own perceptions, this is true when an intervention strategy is based on strengthening the community organisations so that they can manage their own development through an efficient institutional articulation (international, national, regional, local).

By developing the organisations' capacities for planning and managing rural development and the food security of community families, the Project FORSANDINO has filled a void. This is especially apparent to

the degree that the organisations detail their needs and alternative solutions in Community Development Plans, which now constitute fundamental instruments for negotiating their demands and taking part in the local governments' participatory budgets. We should also mention the development of capacities for monitoring and evaluating their Development Plans, something that demands support for the implementation of the instruments that this process requires.

- The Project's strategic impact in the areas of intervention has allowed local governments and other governmental institutions to provide further resources to improve the living conditions and food security of beneficiary families as embodied in projects that are being executed. There are greater expectations for obtaining more resources since the moment that the communities were armed with their own Development Plans with which to participate in the local participatory budgets.
- The development of the organisations' capacities to negotiate on behalf of their projects is essential for improving the chances that their voices and demands be heard and addressed. The fact that community members say that they can now negotiate on equal terms with the municipal authorities is evidence of how positive the intervention has been to the building of the social capital needed for local development.
- The Project's intervention has made it possible to develop a greater appreciation for the role of Community Promoter as a major pillar of the sustainability of the achievements and benefits obtained by transforming the mentality of community members in the process of developing their communities.
- The expansion of women's capacities for achieving the satisfaction of their basic needs must form part of the strategies promoted by food security projects and programmes. Actions must constitute part of the process of empowerment beginning with the promotion of strategies oriented toward lowering inequalities between men and women. The Project made only limited progress in this regard due to cultural factors that proved to be an obstacle to women becoming more involved in the processes that were developed as well as to the predominance of men among the personnel of executing institutions. In order for the intervention to address gender equality with positive results, the leadership team must be fully committed to that focus, beginning with the gender composition of the team and the promotion of equality of relations between all the members.
- The Project's intervention in areas that are characterised by extreme poverty but also with certain productive potential has served as a lesson that the recovery of traditional products not only allows communities to develop a renewed appreciation for such resources, but also to see them as potentially essential to improving their production, consumption and income levels. However, it is necessary to develop some strategies for families that were not direct Project beneficiaries so that they can undertake similar actions to improve their living standards and food security. Of particular significance in this regard is the willingness facilitators have expressed about sharing their experiences with relatives and other members of the community.
- Conflict management should form part of the intervention strategy. The risk of uncommitted leaders working to undermine the intervention is a factor that can undercut the projected effects of the Project. In this regard we should not overlook the Evaluation Group's recommendations about the importance of implementing a conflict-solution strategy.

Lastly, it is worth noting that all the evaluation participants stressed the pressing need for the FAO to continue the intervention in the form of a second phase aimed at strengthening the processes already underway and extending the experience to other areas experiencing food insecurity and extreme poverty. In fact, the Regional Government has promised to assign counterpart resources in the event that a second phase is launched.

At present a document for a second phase is being produced on a participatory basis and there are hopes that a donor country might approve resources for such an undertaking.

Appendix 1. Logical Framework Matrix for the Project

Objectives	Verification Indicator	Targets (physical, financial, nutritional, productive, etc.)	Source of verification	Assumptions/ Risks
GENERAL				
To help improve food security among indigenous community families by strengthening the capacity of rural indigenous organizations to manage their own development.	Reduction in Extreme Poverty Rates (as a proxy indicator of food insecurity) overall and according to the sex of the head of the household Perception by families of their nutritional situation Perception by indigenous organizations of their capacity to improve food security in their communities	80% of families, of a total of 2000, have experienced a 5% reduction in the extreme poverty rate 70% of families (according to whether male or female head of household) have acknowledged improvements in their nutritional situation in the self-evaluation.	Baseline Household Survey Household Survey for Impact Evaluation Processes of participatory evaluation	Stable financial, social and climatic environment
SPECIFIC				
1. To improve indigenous organizations' planning capacities, credibility, transparency and accountability, and enhance their skills to train and give orientation to members of their communities (with equal participation by men and women).	Aggregate Index of community perception of Development Plans in execution: participatory nature, cultural relevance, equitable treatment of the needs of its residents, and accountability Indicator of organizational competencies to guide and train members of the community	All 18 communities have favourably evaluated Strategic Plans in execution in terms of their relevance, participation of men and women, and accountability. 80% of families (according to the sex of head of household) declare of their organizations have capacity to guide and train the community.	Baseline Household Survey Household Survey for Impact Evaluation Annual Reports based on participatory self-evaluation processes	Indigenous organizations are willing to participate

Objectives	Verification Indicator	Targets (physical, financial, nutritional, productive, etc.)	Source of verification	Assumptions/ Risks
<p>2. To strengthen the capacity of rural indigenous organizations to negotiate and gain access to technical and financial support from the various rural development programmes that are available, both governmental and non-governmental.</p>	<p>Access the communities have to physical and financial resources negotiated by the community organization</p> <p>Residents' rating of the capacity of the organization to secure resources for the community</p>	<p>At least 18 Projects presented by the communities (at least one per community), and at least six approved by government and/or non-governmental organizations.</p> <p>80% of the 18 communities have endorsed the project management capacity of their organizations.</p>	<p>Baseline Household Survey</p> <p>Household and Organizations Survey for Impact Evaluation</p> <p>Processes of participatory evaluation</p>	<p>Indigenous organizations are willing to participate</p>
<p>3. To increase production, incomes and consumption among community families by reviving traditional Andean products.</p>	<p>Increase in Gross Value Added for family farm production and productive diversification through greater production of traditional products, according to sex of head of household.</p> <p>Increase in family assets according to head of household (men and women)</p> <p>Increase in average family and per capita income according to head of household (men and women)</p> <p>Increase in food consumed (in financial and nutritional terms) and of traditional products in particular according to sex of head of household.</p> <p>Value given by the population to traditional products</p>	<p>5% increase in GVA in 80% of beneficiary families as a result of the various productive strategies.</p> <p>10% increase in the assets of 70% of the families as a result of the marketing strategies, alliances, tenders, projects, etc.).</p> <p>5% increase in the level of per capita family incomes</p> <p>10% increase in the consumption of traditional products</p> <p>70% of communities stated in the self-evaluation that they value the recovery and nutritional value of traditional products.</p> <p>80% of families have adopted eating habits that add nutritional value to their diet, particularly women.</p> <p>80% of families have included one traditional product with nutritional value in their diet.</p>	<p>Baseline Household Survey</p> <p>Household Survey for Impact Evaluation</p> <p>Processes of participatory evaluation</p>	<p>Organizations, institutions and producers are willing.</p> <p>Communities do have productive and financial Potential</p> <p>Financial viability of increasing production of traditional products.</p>

Objectives	Verification Indicator	Targets (physical, financial, nutritional, productive, etc.)	Source of verification	Assumptions/ Risks
OUTCOMES				
<p>OUTCOME 1.1</p> <p>Indigenous organizations have formulated strategic development plans, on a participatory basis, and/or are implementing such plans, which include mission, vision, objectives, and equitable rural development strategies.</p>	<p>Rating of organizations on the content and quality of Development Plans.</p>	<p>Organizations have evaluated training activities in the formulation of Development Plans favourably.</p> <p>Organizations have evaluated the relevance of Development Plans favourably.</p>	<p>Baseline Organizations Survey</p> <p>Impact Evaluation</p> <p>Organizations Survey</p> <p>Processes of participatory evaluation</p> <p>Project Monitoring Reports</p>	<p>Organizational capacities and political will to formulate Development Plans</p>
<p>OUTCOME 1.2:</p> <p>Organizations have a system in place for gender-sensitive monitoring and evaluation of the strategic development plans.</p>	<p>Degree to which the monitoring and evaluation system is used in their strategic development plan</p> <p>Index of organizational capacity to monitor their rural development strategy using the monitoring and evaluation system</p> <p>Gender perspective in the Monitoring and Evaluation System.</p>	<p>Organizations have included an instrument for continuous monitoring and evaluation of the strategic development plan with input from men and women, and that identifies any different interests of and outcomes from women and men.</p>	<p>Baseline Organizations Survey</p> <p>Impact Evaluation</p> <p>Organizations Survey</p> <p>Processes of participatory evaluation</p>	<p>Organizational capacities to establish a Monitoring and Self-Evaluation System</p>
<p>OUTCOME 1.3</p> <p>Networks strengthened and/or established to enable indigenous organizations to exchange experiences with other rural development stakeholders, improve project formulation and participate in the design and formulation of programmes and policies.</p>	<p>Types of networks established / strengthened, and extent of stakeholder participation</p> <p>Extent of community organization participation in the Network in the formulation of projects, programmes and policies</p>	<p>6 local and 3 regional networks have been established and/or strengthened among key stakeholders in rural development.</p> <p>Communities participate in the 6 local and 3 regional networks and are represented by a delegate who has been elected by its members.</p>	<p>Baseline Organizations Survey</p> <p>Impact Evaluation</p> <p>Organizations Survey</p> <p>Processes of participatory evaluation</p>	<p>Institutional will to participate in networks</p>

Objectives	Verification Indicator	Targets (physical, financial, nutritional, productive, etc.)	Source of verification	Assumptions/ Risks
<p>OUTCOME 1.4:</p> <p>Indigenous organizations have effective mechanisms in place for communication with their communities and beyond.</p>	<p>Types of means of communication that the organization uses to communicate with the community.</p> <p>Percentage of families who believe the organization communicates its activities to them according to sex of head of household.</p> <p>Means of external communication used by the organization.</p>	<p>80% of organizations have access to printed means of communication (posters, brochures), radio, and periodic meetings to inform their communities.</p> <p>80% of families acknowledge in the self-evaluation that the organization formally communicates its activities to them.</p> <p>Organizations hold one half-yearly meeting each semester with regional and national institutions to present Project progress reports.</p>	<p>Baseline Organizations and Household Survey</p> <p>Organizations and Household Survey for Impact Evaluation</p> <p>Processes of participatory self-evaluation</p>	<p>Capacity of organization leaders to communicate with the population and externally</p> <p>Viability of communication forums.</p>
<p>OUTCOME 1.5:</p> <p>Systemization and publication of the capacity strengthening experience among men and women in indigenous organizations, formulation of lessons and possible recommendations for policy and scaling-up the project, disseminated to local and national governments and other rural development stakeholders.</p>	<p>Number of relevant issues for the success of the project (identified by stakeholders) systematized and published</p>	<p>3 relevant issues identified by key stakeholders per country on development, systematized and published with recommendations and lessons learned on the strengthening of rural organizations.</p>	<p>Processes of participatory self-evaluation</p> <p>Reports on the Systematization of experiences</p>	<p>Capacity of stakeholders to identify experiences and lessons learned, and systematize them</p>
<p>OUTCOME 2.1:</p> <p>Indigenous organizations, with the participation of their communities, have access to various governmental projects and programmes included in municipal development plans, and non-governmental rural development programmes</p>	<p>Number of government and non-governmental projects negotiated and approved that form part of the municipal development plan</p>	<p>At least 18 Projects formulated by organizations in a participatory manner (at least one per community) are negotiated with government and non-governmental organizations.</p> <p>At least 6 new Projects are approved by government and/or non-governmental organizations.</p>	<p>Baseline Organizations Survey</p> <p>Organizations Survey for Impact Evaluation</p> <p>Project Monitoring Reports</p>	<p>There is political and institutional will and funds have been allocated to finance projects in beneficiary communities.</p>

Objectives	Verification Indicator	Targets (physical, financial, nutritional, productive, etc.)	Source of verification	Assumptions/ Risks
<p>OUTCOME 2.2:</p> <p>Strategic alliances established between indigenous organizations and institutions at different levels for financial, productive and social purposes.</p>	<p>Number of strategic alliances established according to objective</p> <p>Number and type of institutions involved in strategic alliances</p> <p>How organizations rate the benefits gained from the strategic alliances</p>	<p>1 strategic alliance in each community for at least one of the following purposes: organizational strengthening, increased production, or nutritional improvement.</p> <p>At least 3 strategic alliances involve 5 types of institutions: government, non-governmental, international cooperation agencies, research centres and indigenous organizations.</p>	<p>Baseline Organizations Survey</p> <p>Organizations Survey for Impact Evaluation</p> <p>Project Monitoring Reports</p>	<p>There is political and institutional will to participate in alliances within the sphere of the project.</p>
<p>OUTCOME 2.3:</p> <p>Systemization of the experience of support programmes and services, and indigenous organizations' institutional relations, and formulation of lessons and possible policy recommendations, disseminated to local and national governments and other rural development stakeholders.</p>	<p>Number of relevant issues for the success of the project (identified by stakeholders), regarding their capacities to negotiate the projects of the plan, systematized and published</p>	<p>1 published document analyzing 3 rural development management strategies (one per country) that have been developed and tested.</p>	<p>Processes of participatory evaluation</p> <p>Reports on the Systematization of experiences</p>	<p>Capacity of stakeholders to identify experiences and lessons learned and systematize them.</p>
<p>OUTCOME 3.1:</p> <p>Greater availability of traditional food products.</p>	<p>Percentage of families in the community who have increased production of traditional food products, according to the sex of the head of household.</p> <p>Perception by families of the consequences of including good agricultural practices in the production of traditional products, according to the sex of the head of household.</p>	<p>80% of families have increased their production of food by 10%</p> <p>80% of families acknowledge in the self-evaluations that the production of traditional products increased as result of good agricultural practices.</p>	<p>Baseline Household Survey</p> <p>Household Survey for Impact Evaluation</p>	<p>Productive potential</p> <p>Financial feasibility of the traditional products that are to be recovered.</p>

Objectives	Verification Indicator	Targets (physical, financial, nutritional, productive, etc.)	Source of verification	Assumptions/ Risks
<p>OUTCOME 3.2:</p> <p>Traditional products of high nutritional value included in the diet, and their value promoted locally and externally.</p>	<p>Percentage of families in the community who have increased their intake of traditional products of nutritional value included in the Essential Basket of Goods, according to the sex of the head of household.</p> <p>Number of dissemination activities on the use of traditional products</p>	<p>80% of families have included 1 or 2 new traditional products with nutritional value in the family diet.</p> <p>Distribution of 3000 brochures on the use, production and value of traditional products.</p> <p>Attendance at 6 local and 3 regional open markets to promote the use and nutritional value of traditional products.</p> <p>1 Monitoring report and progress evaluation; constraints analysis</p>	<p>Baseline Household and Organizations Survey</p> <p>Household and Organizations Survey for Impact Evaluation</p> <p>Project Monitoring Reports</p>	<p>Flexibility of families to include traditional products in their diet.</p>
<p>OUTCOME 3.3:</p> <p>Improvement of the quality of traditional Andean products by identifying good agricultural and livestock practices</p>	<p>Percentage of families who implement good agricultural and livestock practices in the production of traditional Andean products, according to the sex of the head of household.</p>	<p>80% of families have adopted 1 new good agricultural practice on the farm and 1 in the production of traditional products.</p>	<p>Baseline Household Survey</p> <p>Household Survey for Impact Evaluation</p> <p>Processes of participatory evaluation</p>	<p>Openness and willingness to adopt new productive processes.</p>
<p>OUTCOME 3.4:</p> <p>Networks established at various levels to exchange information and experiences on the exploitation, processing and use of traditional products.</p>	<p>Number of networks established for traditional products at different levels</p> <p>Number of stakeholders who are in networks for the exchange of experiences in the production, processing and use of traditional products</p>	<p>Participation in 3 productive networks to exchange experiences and learn new practices on traditional products.</p> <p>10 representatives of government and non-governmental institutions, international cooperation agencies, research centres and indigenous organizations exchange experiences on exploitation, processing and use of traditional products.</p> <p>1 Monitoring report and progress evaluation; constraints analysis.</p>	<p>Baseline Organizations Survey</p> <p>Organizations Survey for Impact Evaluation</p> <p>Processes of participatory self-evaluation</p> <p>Project Monitoring Reports</p>	<p>There is political and institutional will to participate in Networks</p>

Objectives	Verification Indicator	Targets (physical, financial, nutritional, productive, etc.)	Source of verification	Assumptions/ Risks
<p>OUTCOME 3.5:</p> <p>Systems are in place for post-harvest and processing of traditional products (identified by men and women) that add value to the primary product.</p>	<p>Percentage of families who use techniques to add value to primary products, according to the sex of the head of household.</p>	<p>80% of families use techniques that add value to primary products.</p> <p>1 Monitoring report and progress evaluation; constraints analysis.</p>	<p>Baseline Household Survey</p> <p>Impact Evaluation Household Survey</p>	<p>Willingness of producers to adopt processing techniques for traditional products</p>
<p>OUTCOME 3.6.:</p> <p>Producers have marketing channels in place to sell their products on local and national markets</p>	<p>Number of marketing channels appraised as viable</p> <p>% of producers (men and women) who sell traditional products on the national market</p>	<p>3 viable marketing channels (one per country) to sell products of the communities.</p> <p>1 Monitoring report and progress evaluation; constraints analysis.</p>	<p>Feasibility studies on marketing channels</p>	<p>New markets for traditional products</p>
<p>OUTCOME 3.7:</p> <p>Systemization of the experience of production, processing, marketing, and consumption of traditional products to improve food security; formulation of lessons and possible recommendations for policy and scaling-up the project, disseminated to local and national governments and other rural development stakeholders.</p>	<p>Number of relevant issues for the success of the project (identified by stakeholders) systematized and published</p>	<p>3 relevant issues in each community identified by key stakeholders in the community, systematized and published.</p>	<p>Processes of participatory self-evaluation</p> <p>Reports on the Systematization of experiences</p>	<p>Capacity of stakeholders to identify experiences and lessons learned for the purpose of systematizing them.</p>

Appendix 2. Evaluation Group Questionnaire Guide

Group 1. Development of community development planning capacities

KEY QUESTIONS REGARDING OBJECTIVE 1 AS DISCUSSED BY THE EVALUATION GROUP	
Topics	Key questions
RELEVANCE	Do you believe that it was necessary to develop the capacities of the organisations to draft their own Development Plans? Were the actions undertaken justified?
EFFECTIVENESS	What do you believe the Project has achieved in terms of developing the organisations' capacities to guide and train the community? Were actions taken that did not form part of the Development Plan? Would it be possible to include them? Have networks been established and how are the organisations participating?
IMPACT	<p>What importance do you assign to the communities having their Development Plan?</p> <p>In what areas do you consider the organisations to have become competent in planning their development?</p> <p>How do you conceive of women's participation in the Development Plans? Are the women now more motivated?</p>
SUSTAINABILITY	<p>Will the plans developed to date allow the organisations to carry through with their development-plan actions?</p> <p>What institutions are likely to continue offering support?</p> <p>Do you regard the organisations as adequately trained in the formulation of new plans and follow them up?</p> <p>To what extent is the local government giving consideration to your Development Plans and Participatory Budget?</p>

Group 2. Development of the organisations' capacities to negotiate and access financing

KEY QUESTIONS REGARDING OBJECTIVE 2 AS DISCUSSED BY THE EVALUATION GROUP	
Topics	Key questions
RELEVANCE	Do you think that the communities have managed to develop capacities with which to negotiate and access the technical and financial support of various programmes or projects?

KEY QUESTIONS REGARDING OBJECTIVE 2 AS DISCUSSED BY THE EVALUATION GROUP

Topics	Key questions
EFFECTIVENESS	<p>Do you think that the organisations have managed to obtain and manage resources for their communities thanks to the Project?</p> <p>Do you think that the Project has managed to take advantage of existing spaces, networks and alliances on the local and regional levels or did they develop new ones?</p> <p>Did the organisation manage to articulate other project initiatives?</p> <p>Were they able to complement resources from other sources?</p> <p>Do you regard as substantial the financial resources obtained from other governmental and non governmental programmes and projects? Explain why.</p>
IMPACT	<p>Have the resources obtained helped to improve the living conditions of community members? In what way?</p>
SUSTAINABILITY	<p>Are the organisations now sufficiently trained to manage resources without the support of the Project?</p> <p>To what extent do the strategic alliances make the achievements to date more sustainable?</p>

Group 3. Increase production, income and consumption

KEY QUESTIONS REGARDING OBJECTIVE 3 AS DISCUSSED BY THE EVALUATION GROUP

Temas	Preguntas claves
RELEVANCE	<p>Do you think that the question of rescuing Andean products was a priority for the communities' efforts to improve production levels and food security?</p>
EFFECTIVENESS	<p>Have you noticed an improvement in the production of community families as a result of the actions of the Project?</p> <p>Do you note an improvement in food security?</p> <p>Do you believe that producers have improved their agricultural practices?</p>
IMPACT	<p>Do you think that families have increased their consumption of traditional products and have improved their nutritional intake?</p>
SUSTAINABILITY	<p>Do you believe that production and consumption levels will be sustained once the Project comes to close?</p> <p>Are the promoters capable of socializing what they have learned with their relatives and other community members even if the Project concludes?</p>

Appendix 3. Tools and posters applied to the participatory process with the residents of the communities

Number	Tool	Posters
Tool 1	Strategic planning	<ol style="list-style-type: none"> 1. Training received for improving the quality and content of Development Plans 2. Characteristics of the Community Development Plan 3. Development Plan monitoring and evaluation system 4. The organization's capacities 5. Projects presented and approved
Tool 2	Strengthening of the organisations, establishment of networks and strategic alliances	<ol style="list-style-type: none"> 6. Strengthening of producer organisations 7. Means of communication 8. Exchange networks 9. Strategic alliances
Tool 3	Production and consumption of traditional products	<ol style="list-style-type: none"> 10. Improvement in the production of traditional products 11. Improvement in the quality of traditional products 12. Increase in the consumption of traditional products
Tool 4	Cross-cutting themes	<ol style="list-style-type: none"> 13. Executing partners 14. Gender 15. Training
Tool 5	Means of communication and Project effects	<ol style="list-style-type: none"> 16. Means of communication 17. Project effects on family living standards and food security.

Appendix 4. Evaluation working groups (Evaluation Group)

Group 1

The first Group discussed the Project's first strategic objective, to "Develop community development planning capacities". The Group was comprised of the following people:

- ◆ Cirilo Huarancca Quispe
- ◆ Julián Soto Taipe
- ◆ Juan Navarro Onocc
- ◆ Vicente Ñahuincopa Ancalle
- ◆ Javier Ravelo Chávez

Group 2

The second Group discussed the Project's second strategic objective "To develop the organisations' capacities for negotiating and obtaining financing". The Group was comprised of the following people:

- ◆ Nicanor Laura Sullca (Padre Rumi)
- ◆ Elías Huaranca Vargas (Parco Alto)
- ◆ Armando Raymundo Escobar (Tinquerccasa)
- ◆ Francisco Layme Taype (San Pablo de Occo)
- ◆ Tulio Medina Hinistroza (INIA)
- ◆ Virgilio Valderrama Pacho (FCA – UNH)

Group 3

The third Group discussed the Project's third strategic objective: "Increase production, income and consumption". The Group was comprised of the following people:

- ◆ Dionicio Sarmiento Escobar (Tinquerccasa)
- ◆ Domingo Urbino Jaime (San Pablo de Occo)
- ◆ Mateo Valencia Laura (Parco Alto)
- ◆ Alejandro Quispe Chejon (Padre Rumi)
- ◆ Donato Soto