



IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
Executive Board – Seventy-Seventh Session
Rome, 10-11 December 2002

REPORT AND RECOMMENDATION OF THE PRESIDENT

TO THE EXECUTIVE BOARD ON A PROPOSED LOAN TO THE

REPUBLIC OF PERU

FOR THE

**MARKET STRENGTHENING AND LIVELIHOOD DIVERSIFICATION IN THE
SOUTHERN HIGHLANDS PROJECT**



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CURRENCY EQUIVALENTS

Currency Unit	=	Nuevo sol (PEN)
USD 1.00	=	PEN 3.45
PEN 1.00	=	USD 0.29

WEIGHTS AND MEASURES

1 kilogram (kg)	=	2.204 pounds (lb)
1 000 kg	=	1 metric tonne (t)
1 kilometre (km)	=	0.62 miles (mi)
1 metre (m)	=	1.09 yards (yd)
1 square metre (m ²)	=	10.76 square feet (ft ²)
1 acre (ac)	=	0.405 ha
1 hectare (ha)	=	2.47 acres

ABBREVIATIONS AND ACRONYMS

CAF	Andean Development Corporation
CEN	Central Executing Nucleus
FONCODES	National Compensation and Social Development Fund
IFI	Intermediary Financial Institutions
LPO	Local Project Offices
MEF	Ministry of Economy and Finance
MARENASS	Management of Natural Resources in the Southern Highlands
NRM	Natural Resources Management
PIU	Project Implementation Unit
TA	Technical Assistance

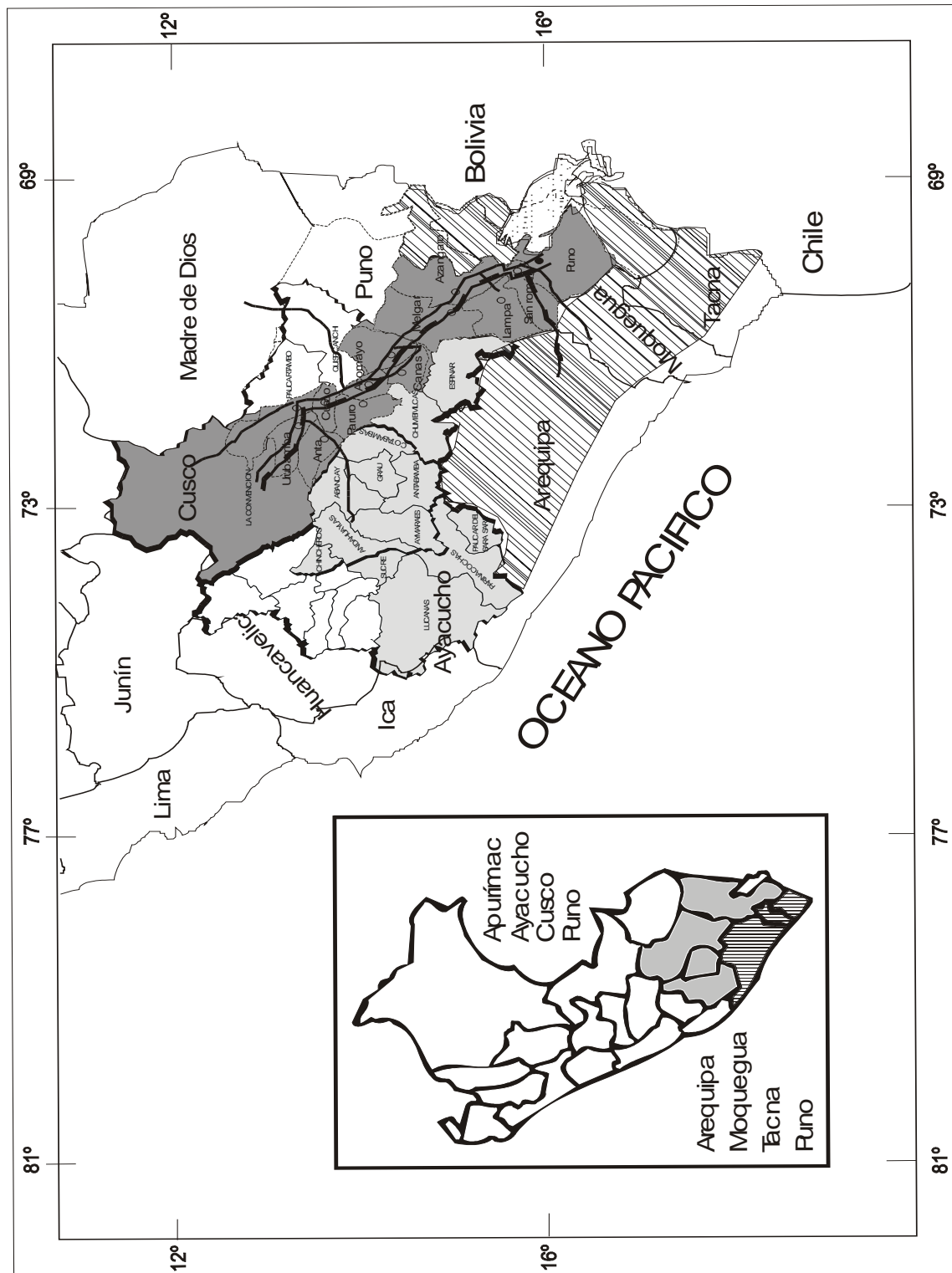
GOVERNMENT OF THE REPUBLIC OF PERU

Fiscal Year

1 January - 31 December



MAP OF THE PROJECT AREA



Source: IFAD

The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

REPUBLIC OF PERU
MARKET STRENGTHENING AND LIVELIHOOD DIVERSIFICATION IN THE
SOUTHERN HIGHLANDS PROJECT

LOAN SUMMARY

INITIATING INSTITUTION:	IFAD
BORROWER:	Republic of Peru
EXECUTING AGENCY:	National Compensation Fund for Social Development (FONCODES)
TOTAL PROJECT COST:	USD 21.7 million
AMOUNT OF IFAD LOAN:	SDR 12.1 million (equivalent to approximately USD 15.9 million)
TERMS OF IFAD LOAN:	18 years, including a grace period of five years, ¹ with an interest rate equal to the reference interest rate as determined by the Fund annually
COFINANCIERS:	None
CONTRIBUTION OF BORROWER:	USD 1.2 million
CONTRIBUTION OF BENEFICIARIES:	USD 4.5 million
APPRAISING INSTITUTION:	IFAD
COOPERATING INSTITUTION:	Andean Development Corporation (CAF)

¹ Lending terms are the same as those applied under the previous loan, approved in 1997, for the Development of the Puno-Cusco Corridor Project (467-PE).



PROJECT BRIEF

Who are the beneficiaries?

The population of the project area comprises approximately 120 000 households, 81% of which live in the rural areas. They are mostly Quechua or Aymara indigenous people, and 87% of them are poor or extremely poor. The intended beneficiaries are indigenous peasant communities, high-altitude herders, small-scale farmers and micro and small-scale entrepreneurs in the smaller cities and villages, where infrastructure is lacking and financial services are limited. These groups are poor by all standards as they lack access to rural services and, given the poor quality and volume of them, their products are not competitive.

Why are they poor?

The beneficiaries are fundamentally peasant farmers and herders who are marginally inserted in the local markets as most of their production is of a subsistence nature. Peasants in the project area suffer from poverty conditions resulting from the harsh agro-ecological conditions, excessive land fragmentation, limited access to technologies and credit, and lack of information and adaptation to growing market opportunities. From the social and political standpoints, poverty conditions are the result of skewed income distribution and ethnic alienation.

What will the project do for them?

Prior to project formulation, the Government of Peru requested IFAD to make an indepth study of lessons learned in the country with regard to natural resources management and technical assistance (TA). The results of the study showed that providing incentives to beneficiaries to improve natural resources, as well as funds to enable them to contract TA, was the most innovative way of tackling poverty in the Sierra region.

The project will assist peasant communities to upgrade their physical resources while recognizing their knowledge and rewarding achievements. By providing incentives for such communities to contract TA, the project will strengthen their negotiating capacity and create social capital. It will also make a significant contribution to reducing marginality among the target group by providing matching grants to associations of emigrants, interest groups and local government to preserve and exploit their cultural heritage and patrimony and thus boost their self-esteem. The project will also test three innovative approaches: encouraging poor rural women to save; collecting and classifying beneficiaries' knowledge of their environment and ways of managing it; and analysing the coping strategies of the poor.

How will beneficiaries participate in the project?

Beneficiaries will participate fully in project implementation through a decentralized mechanism that has proved effective and efficient. The project will promote a self-evaluation approach. No preconceived ideas or models will be imposed, and beneficiaries will be free to decide on how to improve the natural resources at their disposal and thereby increase the productivity of their endeavours. Lessons learned from previous IFAD experience in the country have been discussed with potential beneficiaries, who wholeheartedly committed themselves to the new approach and showed willingness both to compete for project funds and to share in the cost of TA.



**REPORT AND RECOMMENDATION OF THE PRESIDENT OF IFAD
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SOUTHERN HIGHLANDS PROJECT**

I submit the following Report and Recommendation on a proposed loan to the Republic of Peru for SDR 12.1 million (equivalent to approximately USD 15.9 million) on ordinary terms to help finance the Market Strengthening and Livelihood Diversification in the Southern Highlands Project. The loan will have a term of 18 years, including a grace period of five years, with an interest rate equal to the reference interest rate as determined by the Fund annually. It will be administered by the Andean Development Corporation (CAF) as IFAD's cooperating institution.

PART I - THE ECONOMY, SECTORAL CONTEXT AND IFAD STRATEGY¹

A. The Economy and the Agricultural Sector

1. With a total land area of 1 285 216 km², Peru is the fourth largest country in Latin America. The population was estimated at 26 749 000 in 2002, and is growing at the rate of 1.5% annually. The country is divided into three distinct zones: the *Costa* (11% of the total land area) is a desert strip that holds only 21% of the cultivable area yet accounts for 60% of agricultural gross domestic product (GDP); the *Sierra* (or highlands) is an arid, broken mountainous terrain that covers 30% of the landmass and contributes 25% of agricultural GDP; and the *Selva*, or Amazonian basin, which covers 60% of the total land area and contributes 15% of agricultural GDP. Peru is divided into 24 departments, 194 provinces and 1 828 districts. Elected municipal authorities govern the provinces and districts, while departments are under the jurisdiction of Transitional Regional Administration Councils appointed by the Executive Branch. However, in order to speed up the process of decentralization, Parliament has approved a Decentralization Law and called regional elections for November 2002, which should ensure that the new regional authorities are in place by January 2003.

2. Peru is classified as a middle-income country with an estimated gross national income (GNI) of USD 2 125 per capita, equivalent to USD 56.8 billion in 2002. In August 2001, the newly elected Toledo administration prepared a three-year macroeconomic framework that anticipated an economic growth of 3.5% in 2002 and 4% in 2003, an annual inflation rate of 2.5% per year and a fiscal deficit of 1.7% of GDP. In January 2002, the new administration drew up a Letter of Intent with the International Monetary Fund, setting out its economic policies and requesting a Stand-by Arrangement for a total of SDR 255 million. The Letter of Intent commits the Government to speeding up the privatization of State enterprises.

3. By mid-2002, the Peruvian economy had registered an average growth of 4.2%, most of which is the result of large mining projects coming on-stream. The mining sector contributed 20.9% to GDP, while agriculture accounted for 6.4% and the manufacturing sector for 1.9%. Employment increased by 3% and inflation was kept at 1%.

¹ See Appendix I for additional information.



4. During the last decade, agricultural production has grown by 5.5% on average, contributing some 7% to GDP. Agriculture employs 30% of the population. According to the 1994 Agricultural Census, 1.7 million farming families work 5.5 million ha of agricultural land. Average farm sizes are small, especially in the Sierra region where 63% of its 1.2 million farms cover less than 3 ha. Public-sector investment in agriculture derives mainly from international financing for land titling, irrigation, natural resources management (NRM), plant and animal health and research and extension. The Ministry of Agriculture's Institutional Strategic Plan for 2002-2006 identifies the main problems affecting the agricultural sector as limited or non-existent profitability of agriculture and livestock production, leading to: poverty and extreme poverty; lack of investment in public goods in rural areas; malfunctioning goods and services markets; inadequate public sector management; ineffectual farmer organizations; and poor use of natural resources.

5. The National Household Survey for 2001 revealed that poverty affects 54.8% of the country's population and that 24.4 % are extremely poor. Poverty levels have increased by 1.4% over 2000. The largest numbers of poor people are to be found in the Department of Lima, but extreme poverty conditions are consistently severe in rural areas of the country. In the southern highlands, 88% of the population is considered poor.

B. Lessons Learned from Previous IFAD Experience

6. IFAD has funded six projects in Peru for a total of USD 85 million. Two projects are currently under implementation: Management of Natural Resources in the Southern Highlands (MARENASS) (386-PE); and Development of the Puno-Cusco Corridor (467-PE).

7. A recent assessment of IFAD operations in Peru indicated that they had had a significant impact in terms of increasing human capital through training and transfer of knowledge on a demand-driven basis; developing social capital by shifting from a paternalistic state involvement to direct decision-making on the part of beneficiaries through contracts between projects and recipients of funds; and strengthening peasant communities and women's organizations as the driving force of development.

8. With regard to the (now closed) Promotion of Technology Transfer Project to Peasant Communities in the Highlands (297-PE), it emerged that incentives for contracting technical assistance (TA) should not be limited only to on-farm activities, and that business development services should be developed in parallel to ensure that the assistance provided leads to the integration of rural producers into local, national and regional markets.

9. It was found that: farmers had succeeded in improving NRM on their own land parcels; farmers' assets had increased both in quality and value; the land market had become more dynamic as a result of land titling; links with local municipalities had contributed to successful project interventions as they had cofinanced activities not included in the original project design; and community incentives had proved to be a useful tool in financing small-scale infrastructure and income-generating activities.

10. It was also found that even though projects might not include specific components for financial services, the signing of TA contracts gave project beneficiaries access to commercial banking services. An interesting approach has been developed within the MARENASS project inasmuch as small groups of rural women have set up their own savings and loan schemes, which operate as informal banks linked to commercial banking institutions where they hold deposits.



C. IFAD's Strategy for Collaboration with Peru

11. The project strategy is consistent with the country opportunities strategic paper for Peru approved in April 2002. Furthermore, it supports IFAD's strategy in the Latin America and the Caribbean region in terms of furthering income-generating activities linked to the development of markets for rural people, the enhancement of people's assets and support for local development. The strategy aims at:

- increasing small farmers' assets by investing in externalities, establishing competitive fund transfer mechanisms and providing incentives;
- promoting market development, enabling beneficiaries to contract the TA they require, and strengthening the capacity of institutional and private-sector providers of such services;
- increasing access to information and new entrepreneurial possibilities, with special emphasis on joint business ventures among rural people and artisans, merchants and entrepreneurs in small towns and cities, and promoting new products and services in the interests of diversification; and
- furthering local development, especially in areas with great cultural and ecological potential such as the Peruvian highlands.

Peru's Policy for Poverty Eradication

12. The Government's proposed new approach to poverty reduction is based on four main principles: promoting economic opportunities for the poor; decentralizing administration and ensuring efficient management of public expenditures; empowering the poor; and creating an institutional support system that will allow for concerted action and coordination. In order to achieve these goals, the proposed strategy would further economic growth by: maintaining stable macroeconomic conditions; identifying priority sectors; investing in public goods in the smaller cities; and providing incentives for increased production/productivity and for new income-earning activities. Government programmes in the project area relate to social and productive infrastructure under the National Compensation and Social Development Fund (FONCODES), which also intends to contribute to the reorganization of local municipalities and strengthening of social organizations in the area.

Poverty Eradication Activities of other Major Donors

13. Contributions by other donors to the struggle against poverty are clearly reflected in the recently approved World Bank Country Assistance Strategy for 2003-2006, which focuses on social sector institutional reform and demand-driven poverty reduction projects. The most significant additional assistance under this strategy will be built around the USD 20 million Sierra Rural Development Project to be implemented in 2004 with the objective of creating councils and addressing issues such as the inclusion of indigenous people and empowerment of the poor.

14. Ten other projects under implementation in the project area show potential for synergies with the project under reference. The rural roads projects financed by the Inter-American Development Bank and World Bank contract local groups to deal with maintenance as a way of creating employment among the rural poor. German, Japanese and Spanish bilateral donor agencies² present in the project area are involved both in supporting NRM activities and in modernizing infrastructure and the productive sectors. The United States Agency for International Development is financing a large project in the project area in favour of rural and urban women.

² German Agency for Technical Cooperation (GTZ), Japanese International Cooperation Agency (JICA) and Spanish International Cooperation Agency (AECI).

PART II - THE PROJECT

A. Project Area and Target Group

15. The project area covers a total area of 73 515 km² in 16 provinces in the departments of Arequipa, Cusco, Moquegua, Puno and Tacna: Arequipa, Caraveli, Castilla, Caylloma, Condesuyos and La Union in Arequipa department; Chumbivilcas and Espinar in Cusco; Mariscal Nieto and General Sanchez Cerro in Moquegua; Candarave, Tacna and Tarata in Tacna.; and Chucuito, El Collao and Yunguyo in Puno.

16. High mountains and volcanoes forming high-altitude watersheds and valleys characterize the southern highlands. Numerous rivers (including the Colca-Majes-Camana, Chili, Tambo, Candarave and Sama) formed in this area lead to the Pacific Ocean, many of them running through deep canyons. The terrain is rugged with a cold, dry climate that becomes temperate at 2 000 m. Temperatures fluctuate between 22°C and 0°C. Agricultural production is limited to potatoes, maize, fava beans and Andean crops such as *quinua* and *quiwicha*. Market-oriented production includes garlic, onions and barley. There are few cattle in the area, and sheep and South American camelids dominate.

17. Provinces in the department of Puno include areas of the high plateau surrounding Lake Titicaca on the Bolivian border. The area is criss-crossed by the Ilave river, creating a climate conducive to growing Andean crops despite harsh weather conditions and attitudes of close to 4 000 m. The highlands bordering Moquegua, Tacna and Arequipa, and the province of Espinar in Cusco, are mainly pasturelands. At altitudes of more than 4 000 m, one finds only South American camelid herders. Puno produces 60% of the country's *quinua* production, which constitutes the main staple in the high plateau area. It is estimated that 60% of all alpacas and 30% of all llamas are bred here. Chumbivilcas in Cusco has wide, cultivable dry lands at over 3 600 m.

18. The population of the project area comprises approximately 120 000 families. According to the 1993 census, 81% of these households are located in the rural areas. They are mostly Quechua or Aymara indigenous people, of whom about 62% speak a native language. The FONCODES poverty map, which measures poverty conditions by districts, shows that 87% of the population in the project area are poor or extremely poor.

Gender Situation

19. According to the 1993 census, women account for 49% of the population in the project area although they represent only 28% of the Economically Active Population. This figure is higher in some rural areas. Overall illiteracy figures among women are higher than those for men. Among the inhabitants that are more than 15 years old, 37.8% of women are illiterate while only 7% of men are unable to read and write. The majority of agricultural producers are men, but women lead 33% of the production units and possess 10% of the cultivable area. Furthermore, 49% of all salaried workers in the agricultural sector are women.

20. Rural women in the project area are organized around social protection programmes, such as *Clubes de Madres*, *Comedores Populares* and *Vaso de Leche*³. A number of women's groups also are part of the Peasant Confederation of Peru and the National Agrarian Confederation, mainly in the department of Puno and in the highlands of Arequipa and Cusco departments. Women's groups are actively involved in the Provincial and District Development Councils and in local *Mesas de Concertación* (roundtables). Although women have limited access to decision-making processes in grass-roots organizations, the situation is changing gradually: women now assume greater

³ Mothers' Clubs, People's Dining Rooms and Glass-of-Milk: social programmes for women and children.



responsibility for trading and developing entrepreneurial initiatives, mainly those of Aymara origin in Chucuito, Collao and Yunguyo provinces. Both in the latter provinces and in other areas of the project, women's entrepreneurial groups are in the process of obtaining legal recognition, managing bank accounts and contracting TA, particularly for the production of handicrafts and Andean cereals. Among migrant groups, women play a strong leadership role as traders in the main cities of the project area. Women are actively involved in local politics, as witnessed by the fact that 28% of all municipal authorities in the project area (eight mayors and 294 town councillors) are women.

21. Some 81 000 households, including about 4 000 herder families, are registered in the project area as well as 618 peasant communities, of which almost half were established after the agrarian reform. Approximately 64% of all community areas are pasturelands, of which about 80% are in common property regimes.

22. Agricultural producers sell 4% of their production in small markets, the remainder being subsistence production. On an average farm, the cultivable land covers about 1.9 ha. Only 6% of the project area is considered suitable for agriculture and livestock, and only 38% of all agricultural land (78 000 ha) is irrigated. Most of the project area of 3.5 million ha is dedicated to livestock husbandry on the high pasturelands.

23. Small-scale farmers and rural people are organized around traditional peasant communities and/or water user groups. According to the 1994 agricultural census, 84 000 producers claimed to be engaged in activities, including agriculture, outside their farms. Of these, 32% were engaged in agricultural activities on other farms, 21% in commerce, 15% worked as construction workers and the remainder were involved in handicrafts production, transport, product processing and services. It is estimated that about 700 women's groups, 100 water user groups and seven second-tier organizations are active in the western Andes. The target group also includes a number of associations of migrant workers in Arequipa, Puno, Juliaca, Tacna and Moquegua, who maintain strong cultural and economic links with their home towns. Membership of these associations is estimated at about 50 000.

B. Objectives and Scope

24. The project will reinforce IFAD's strategy for poverty reduction in the Latin America and the Caribbean region, which is aimed at enabling the rural poor to escape from poverty. This will be achieved by empowering, targeting and strengthening poor rural people's institutions; implementing demand-driven participatory methodologies; grasping market opportunities; and furthering sustainable agricultural production and use of natural resources.

25. The project aims at enhancing the human, natural, physical, financial and social assets of men and women engaged in small-scale, on- and off-farm activities in the southern highlands as a means of improving their livelihoods and promoting income-generating opportunities. This will involve: improving beneficiaries' natural resources; increasing their access to markets; and classifying and building on their knowledge. The project is expected to result in greater trade in goods and services, more availability of financial services, and in knowledge sharing and asset building.

C. Components

26. The project is structured around four components: improved natural resources management; strengthening of local markets; management of knowledge and cultural assets⁴; and project management.

⁴ These include, but not limited to, language, representational arts, music, etc.



Improved Natural Resources Management

27. The objective of this component is to improve both the quality and management of productive natural resources in the southern highlands. It comprises two sub-components: incentives for building up and maintaining physical assets; and farmer-to-farmer training.

28. **Incentives for building up and maintaining physical assets.** Experience indicates that favourable conditions exist in Peru for providing incentives to rural inhabitants, both to improve their living conditions and increase the value of their physical assets. The target group has a wealth of knowledge on NRM and sufficient trained local specialists are available to assist farmer groups in this regard. The project will contribute to: improving natural resources, including large areas of lower-altitude natural rangelands that are usually managed under common property regimes; better and more rational use of water resources; the revival of terrace cultivation; improved livestock husbandry; introduction of organic cropping methods; biological pest control; and more effective management of native flora and fauna. This will be achieved through a competitive mechanism already tested under the MARENASS project in Peru, whereby families or communities will compete for awards for best practices. A local community jury will be named to judge the practices demonstrated during the competitions.

29. **Farmer-to-farmer training.** The competitive mechanism with regard to improvement measures on farmers' fields will be accompanied by TA that uses a combination of modern and traditional knowledge and practices. Rural animators will be selected to support project implementation in collaboration with communal and municipal authorities.

Strengthening of Local Markets

30. This component comprises two sub-components: development of local business; and rural financial intermediation.

31. **Development of local business.** Two lines of action are involved: local development investments; and cost-sharing of TA.

- **Local development investments.** There is much potential in the urban and rural areas of the southern highlands for promoting tourism, exploiting cultural assets, improving conditions in the business and trade environment, and for strengthening communications to provide more information on local goods and services. These activities will be cofinanced with municipalities, migrant associations and local interest groups.
- **Cost-sharing of TA.** As small-scale farmers and rural entrepreneurs in the project have expressed willingness to finance the cost of TA from their own financial resources, a cost-sharing approach will be implemented. The project will also help to strengthen the capacity of service providers through scholarships and internships, study tours and subscriptions to specialized publications, and by collaborating with institutes involved in developing innovative technologies.

32. **Rural financial intermediation.** The goal of this sub-component is to improve the access of the rural poor – mainly women – to deposit-taking services, micro-insurance, non-cash transfer services, remittances management, and other financial services, including microcredit. Two main activities are involved: inclusion in the formal financial market; and pro-poor financial innovation.

- **Inclusion in the formal financial market.** This activity aims at promoting demand for and use of formal savings mechanisms by rural women. The project will train and provide



incentives to rural women who maintain savings accounts in formal financial institutions in the project area, and facilitate the formation and training of self-help savings groups.

- **Pro-poor financial innovation.** The aim here is to expand and enhance pro-poor financial services offered by financial institutions in the project area. Existing institutions will be supported in designing and implementing pro-poor initiatives for rural people, and in expanding the outreach of financial institutions already established in the area. The project will also assist in the development of innovative financial products by means of market studies and pilot projects to test and launch new products and services in identified market niches.

Management of Knowledge and Cultural Assets

33. The objective of this component is to identify, support and recognize beneficiaries' knowledge of their environment and its management. Funds will be provided for the preparation and dissemination of information on the area's cultural assets. Local planning systems will be strengthened through wealth-ranking and the use of site maps. Implementation of the component will entail two main activities: the collection and classification of local knowledge; and dissemination and socialization of information.

34. **Collection and classification of knowledge.** The project will identify local specialists in animal health, textile design, irrigation, etc., and establish a registry of competencies that will enable the beneficiaries to locate and obtain the services they require. Greater use will be made of participatory methods. Methodology tested under the MARENASS project, which used 'talking maps' to measure the state of natural resources, will be expanded to include wealth-ranking and assessments of beneficiary communities' organizational capacity. The knowledge base of project staff and that of the implementing agencies will be gradually built up through workshops, stakeholder consultations and impact assessments. Special attention will be paid to local knowledge and to the contribution that the beneficiaries can make to their own development.

35. **Dissemination and socialization of information.** The project will support the dissemination of existing knowledge through training and sharing information acquired under similar projects with regard to NRM, provision of TA and savings mobilization. It will also finance the preparation of printed and audiovisual material and travelling exhibits. Local animators will be appointed and assistance provided to local groups that are capable of exploiting the area's cultural assets and of contributing to the economic value of initiatives.

Project Management

36. The project will be implemented through a project implementation unit (PIU) set up as a central executing nucleus (CEN) in Arequipa City. Six local project offices (LPOs) will be established in the cities of Ilave, Tarata, Chivay, Chuquibamba, Omate and Yauri.

D. Costs and Financing

37. Total project costs have been estimated at USD 21.7 million, as follows: the improved natural resources management component will account for USD 2.5 million, or 12% of total project costs; the strengthening of local markets component for USD 13.2 million, or 61% of total project costs; the management of knowledge and cultural assets component for USD 2.0 million, or 9%; and the project management component for USD 2.5 million, or 12%. Price contingencies estimated at USD 1.4 million have been included as unallocated.



38. The project will be financed by an IFAD loan of USD 15.9 million. The Government's contribution, including duties, taxes and investments by FONCODES, will amount to USD 1.2 million (5.5%). The project beneficiaries will provide approximately USD 2.8 million (13%), mainly in the form of cost-sharing TA. Municipalities, migrant associations and intermediary financial institutions (IFIs) will provide cofinancing for local initiatives for a total of USD 1.7 million (8%).

TABLE 1: SUMMARY OF PROJECT COSTS^a
(USD '000)

Components	Local	Foreign	Total	% of Foreign Exch.	% of Base Cost
A. Improved Natural Resources Management					
1. Incentives for building up and maintaining physical assets	2 060	-	2 060	-	10
2. Farmer-to-farmer training	485	-	485	-	2
Sub-total	2 545	-	2 545	-	12
B. Strengthening of Local Markets					
1. Development of local business					
(i) Local development investments	2 112	-	2 112	-	10
(ii) Cost-sharing of TA	6 303	-	6 303	-	29
2. Rural financial intermediation					
(i) Inclusion in the formal financial market	2 507	-	2 507	-	12
(ii) Pro-poor financial innovation	2 265	-	2 265	-	10
Sub-total	13 187	-	13 187	-	61
C. Management of Knowledge and Cultural Assets					
1. Collection and classification of knowledge	1 193	-	1 193	-	6
2. Dissemination and socialization of information	790	-	790	-	4
Sub-total	1 983	-	1 983	-	9
D. Project Management					
1. PIU	869	23	893	3	4
2. Local project offices	1 588	71	1 658	4	8
Sub-total	2 457	94	2 551	4	12
E. Unallocated	1 440	-	1 440	-	7
Total Base Costs	21 612	94	21 706	-	100
Physical contingencies	-	-	-	-	-
Price contingencies	22	2	24	10	-
Total Project Costs	21 634	97	21 730	-	100

^a Discrepancies in totals are due to rounding up.

TABLE 2: FINANCING PLAN^a
(USD '000)

Components	Government		Beneficiaries		IFAD		Total		For.	Local	Duties
	Amount	%	Amount	%	Amount	%	Amount	%	Exc.	(Exc. Taxes)	and Taxes
A. Improved Natural Resources Management											
1. Incentives for building up and maintaining physical assets	21.7	1.1	-	-	2 040.0	98.9	2 061.7	9.5	-	2 039.7	22.0
2. Farmer-to-farmer training		-	143.5	29.6	342.0	70.4	485.5	2.2	-	485.5	-
Sub-total	21.7	0.9	143.5	5.6	2 382.0	93.5	2 547.2	11.7	-	2 525.2	22.0
B. Strengthening of Local Markets											
1. Development of local business											
(i) Local development investments	583.0	27.6	906.0	42.9	623.0	29.5	2 112.0	9.7	-	2 085.0	27.0
(ii) Cost-sharing of TA	15.7	0.2	1 431.9	22.7	4 857.0	77.0	6 304.6	29.0	-	6 288.6	16.0
2. Rural financial intermediation											
(i) Inclusion in the formal financial market	8.2	0.3	1 155.0	46.0	1 345.0	53.6	2 508.2	11.5	-	2 500.2	8.0
(ii) Pro-poor financial innovation	24.2	1.1	900.0	39.7	1 343.0	59.2	2 267.2	10.4	-	2 243.2	24.0
Sub-total	631.1	4.8	4 392.9	33.3	8 168.0	61.9	13 192.0	60.7	-	13 117.0	75.0
C. Management of Knowledge and Cultural Assets											
1. Collection and classification of knowledge											
1. Collection and classification of knowledge	103.9	8.7	13.8	1.2	1 076.0	90.1	1 193.7	5.5	-	1 189.7	4.0
2. Dissemination and socialization of information											
2. Dissemination and socialization of information	109.8	13.9	-	-	680.0	86.1	789.8	3.6	-	679.8	110.0
Sub-total	213.7	10.8	13.8	0.7	1 756.0	88.5	1 983.5	9.1	-	1 869.5	114.0
D. Project Management											
1. PIU											
1. PIU	107.4	12.0	-	-	790.0	88.0	897.4	4.1	24.0	766.4	107.0
2. Local project offices											
2. Local project offices	221.5	13.3	-	-	1 449.0	86.7	1 670.5	7.7	73.0	1 376.5	221.0
Sub-total	328.9	12.8	-	-	2 239.0	87.2	2 567.9	11.8	97.0	2 142.9	328.0
E. Unallocated											
Sub-total	-	-	-	-	1 440.0	100.0	1 440.0	6.6	-	1 440.0	-
Total Disbursements	1 195.4	5.5	4 550.2	20.9	15 985.0	73.6	21 730.6	100.0	97.0	21 094.6	540.0

^a Discrepancies in totals are due to rounding up.





E. Procurement, Disbursement, Accounts and Audit

39. **Procurement.** Goods will be procured in accordance with IFAD's procurement guidelines, whereas consultants will be recruited in accordance with CAF procedures to the satisfaction of the Fund, as set out in the loan agreement. Contracts for goods costing USD 100 000 or more will be awarded under national competitive bidding while those costing more than USD 10 000 and less than USD 100 000 will be subject to prudent shopping procedures. All other types of procurement will be defined in the loan agreement.

40. **Disbursements.** Disbursements will be effected under conditions set out in the loan agreement in accordance with IFAD and the cooperating institution's rules and regulations.

41. **Accounts and audit.** FONCODES will open and maintain a US dollar Special Account with the *Banco de la Nación* and the PIU will open and maintain the necessary project accounts. Independent auditors, satisfactory to IFAD, will audit project accounts on a yearly basis. The audit reports will be consolidated and submitted to IFAD within six months of the end of the respective fiscal year.

F. Organization and Management

42. The project will be implemented by FONCODES over a period of six years through a PIU set up as a CEN in Arequipa City and staffed with a director, four project officers, an administrative assistant, an administrator and a driver/promoter. Six LPOs will be opened in the cities of Ilave, Tarata, Chivay, Chuquibamba, Omate and Yauri.

Gender Focus

43. A cross-cutting gender approach will be implemented throughout the project. Provision has been made for the recruitment of consultants to support gender-mainstreaming, and special attention will be paid to monitoring rural women's savings mobilization activities. TA will be sought from the Regional Programme to Consolidate Gender-Mainstreaming Strategies in IFAD-Financed Projects of Latin America and the Caribbean (PROGENDER). A detailed gender analysis is given in Appendix VI.

44. A progressive implementation pattern will be followed, starting with Chivay and Ilave offices in the first year, followed by the Chuquibamba, Omate and Tarata in the second year and Yauri in the third year.

45. Membership of the Project Steering Committee will comprise representatives of FONCODES, MEF and IFAD. Local Resource Allocations Committees (LRAC), to include representatives of beneficiary organizations, will be established in each project area.

46. Monitoring and evaluation will be the responsibility of the project officer involved in implementing the management of knowledge and cultural assets component. The establishment of impact indicators and impact evaluations will be entrusted to specialized national institutions. Given the need to measure poverty reduction indicators, data will be collected in accordance with FONCODES and National Institute for Statistics and Informatics methods, mainly the Living Standards Measurement Surveys (LSMS). A mid-term evaluation and completion evaluation of the project will be contracted out by IFAD. In order to establish a continuous process of stakeholder consultation, a special steering committee will be set up in each project areas.



47. Progress reports will be prepared every six months, showing the activities undertaken, achievements made and any remedial action necessary. Annual workplans and budgets will be prepared by the CEN for consideration by IFAD and the cooperating institution. A project completion report will be prepared by the CEN after project completion date but prior to loan closing.

G. Economic Justification

48. An analysis of the project indicates an Internal Rate of Return of 14.4% over the ten-year implementation period. Beneficiary earnings are expected to reach USD 600 per household and family physical assets to increase by about USD 968. Incremental income due to TA services will amount to USD 709 annually for participating households. It has been estimated that the Government will assume USD 540 000 in taxes and duties. However, additional tax revenues of USD 11 million are expected over the ten-year project implementation period.

49. The project will transfer the equivalent of USD 8 million to the beneficiaries, or 50% of the IFAD loan. Some 15 000 households and 2 500 rural women, who become members of savings groups, will benefit directly from the project.

50. The project design includes an explicit sustainability strategy aimed at strengthening peasant communities and other local organizations. This strategy, which is based on experience gained by IFAD in Peru, involves: assessing the contractual capacity of local organizations; facilitating the formation of common interest groups; formalizing organizations with no legal status; transferring resources directly to beneficiaries through community-level contracting procedures; promoting the establishment of local-level joint ventures; making greater use of local knowledge in project implementation; and introducing participatory monitoring and regular stakeholder consultations.

51. The project's exit strategy will aim at the fulfilment of indicators of success as determined by the monitoring of: works undertaken with project assistance; TA contracting; improved local incomes and investments as a result of added value to cultural assets; a better commercial environment; more availability of information, resulting in new clients and business ventures; maintenance of savings accounts by rural women; greater numbers of IFI clients following the introduction of new financial instruments; and use of local knowledge in other development interventions.

H. Risks

52. The project faces only limited risks in view of the success obtained with similar approaches in Peru. Most of the earlier difficulties, which mainly related to community acceptance of competitive procedures for the transference of project funds and the cost-sharing mechanism, have been taken into account in the design of this project. Since these risks have been minimized, there is every reason to believe that the approach will be accepted by the project beneficiaries.

53. There appears to be only one main risk. As final decisions on the decentralization process and institutional arrangements for the poverty reduction strategy are still pending, it is not yet possible to determine the impact of measures that might deviate resources to the regional or departmental levels, or the role of FONCODES under the decentralized scenario. This risk may be minimized by using the CEN model, which would allow responsibility for the project to be transferred to the regional government level if deemed necessary.

I. Environmental Impact

54. The project is unlikely to have a negative environmental effect and is accordingly classified as Category C. On the contrary project activities are expected to have a beneficial impact, mainly in terms of improved NRM and in the physical assets of beneficiary organizations. Built-in safeguards will be included in all TA contracts signed by the project and beneficiary groups and in all contracts



for soil and water conservation activities and the use of pesticides and chemicals. Local knowledge on the environment will be collected and classified in view of its importance for the implementation of development actions. The project will not intervene in the National Protected Areas (NPAs) included in the project area, but will assist populations living in the NPA buffer zones. FONCODES will enter into an agreement with the National Institute for Natural Resources in this regard.

J. Innovative Features

55. The project will further develop the innovative features of previous projects in Peru, mainly leaving decision-making to beneficiaries and transferring resources for them to administer through community contracting. The project includes three new innovations: savings mobilization on the part of poor rural women; recognition of the importance of local knowledge; and use of beneficiary participation mechanisms. The savings mobilization innovation is currently being tested under the ongoing IFAD-funded Development of the Puno Cusco Corridor Project (467-PE). Improved knowledge management is seen as essential to furthering the innovative character of project initiatives. For this reason, a component aimed at this has been included in the project and it is proposed to hold regular consultations with the beneficiaries in this regard.

PART III - LEGAL INSTRUMENTS AND AUTHORITY

56. A loan agreement between the Republic of Peru and IFAD constitutes the legal instrument for extending the proposed loan to the borrower. A summary of the important supplementary assurances included in the negotiated loan agreement is attached as an annex.

57. The Republic of Peru is empowered under its laws to borrow from IFAD.

58. I am satisfied that the proposed loan will comply with the Agreement Establishing IFAD.

PART IV - RECOMMENDATION

59. I recommend that the Executive Board approve the proposed loan in terms of the following resolution:

RESOLVED: that the Fund shall make a loan to the Republic of Peru in various currencies in an amount equivalent to twelve million and one hundred thousand Special Drawing Rights (SDR 12 100 000) to mature on and prior to 1 February 2021 and to bear an interest rate equal to the reference interest rate as determined by the Fund annually, and to be upon such other terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

Lennart Båge
President

SUMMARY OF IMPORTANT SUPPLEMENTARY ASSURANCES INCLUDED IN THE NEGOTIATED LOAN AGREEMENT

(Loan negotiations concluded in Rome on 9 December 2002)

1. To finance implementation of the project, the Government of the Republic of Peru (the "Government") will make the proceeds of the loan available to FONCODES in accordance with the annual work plans and budgets (AWP/Bs).
2. The PIU will open and maintain a project account at the Arequipa branch of Banco de la Nación, or at such other bank as may be agreed upon by the Government and IFAD, for project operations. The project director and administrator will be fully authorized to operate this account. The project director will ensure that the heads of the LPOs will open current accounts at the branches of Banco de la Nación, or such other bank as may be agreed upon by the Government and IFAD, which will be located in Ilave, Tarata, Chivay, Chuquibamba, Omate and Yauri to handle project operations and resources in the areas for which they are responsible. These accounts will be operated by the heads of the LPOs under the responsibility of the project director.
3. To finance implementation of the various activities called for under the project's components: (a) the PIU will transfer available funds and other resources provided for in the AWP/Bs to the LPOs against monthly requests submitted by the heads of the LPOs; (b) the LPOs will transfer available funds and other resources call for in the AWP/B to the beneficiary organizations in accordance with the project approval document prepared by the local resource allocation committees (CLARs); and (c) the PIU will transfer funds to rural communities, municipalities, migrant associations and local interest groups to cofinance local development activities, in accordance with agreements to be signed with the project.
4. The Government, FONCODES, IFAD, and CAF will jointly carry out a review of project implementation during the third year of the project ("mid-term review"), in accordance with terms of reference prepared by FONCODES and approved by IFAD. The review will consider, *inter alia*, the achievement of project objectives and the constraints and difficulties encountered, and will recommend such reorientation as may be required to achieve such objectives and remove such constraints or difficulties.
5. Within six months after effectiveness and with the prior approval of CAF, FONCODES will engage the services of independent auditors selected by FONCODES in accordance with CAF's procedures to audit the project accounts for the first fiscal year. As soon as possible but in no event later than 90 days after the beginning of each succeeding fiscal year, FONCODES, with the prior approval from CAF, will confirm such appointment or will appoint new independent auditors selected in similar way.
6. Within six months after effectiveness, the PIU will prepare and submit for approval by the project steering committee a draft set of operating regulations. These regulations will address the features and workings of the PIU, the LPOs, the CLARs and the arrangements for transferring loan proceeds to the end beneficiaries, as well as the time frames for each operation and the persons responsible for them.
7. FONCODES will establish and maintain throughout the project implementation period, a PIU located in the city of Arequipa, under the CEN modality of FONCODES. This modality will provide the PIU with legal capacity to contract external services for the project.
8. FONCODES will ensure that the PIU coordinates and, as necessary, signs cooperation agreements with the various IFAD-financed regional programmes in support of its projects in the region, specifically with the system for exchanging information on IFAD programmes throughout Latin America (FIDAMERICA), the Programme for Strengthening the Regional Capacity for



ANNEX

Monitoring and Evaluation of Rural Poverty-Alleviation Projects in Latin America and the Caribbean (PREVAL), and the Corporation for Regional Rural Development Training (PROCASUR), among others, in such a way that the project may benefit from and transmit its experiences to other projects in the country and region.

9. Within six months from effectiveness, the PIU will finalize the preparation of the project baseline by contracting a consulting firm – or specialized consultants – and the National Statistics and Information Institute (INEI).

10. FONCODES will ensure all project staff against health and accident risks to the extent consistent with best customary practices.

11. All project activities, especially those under the component to support financial intermediation, will be conducted in such a way as to favour women and gender equity.

12. The following are the additional conditions precedent to the effectiveness of the project loan agreement:

- (a) that the project director has been duly appointed;
- (b) that the project steering committee has been duly established;
- (c) that the PIU has been established under the CEN modality of FONCODES;
- (d) that FONCODES has duly opened the special account;
- (e) that the loan agreement has been duly signed, and the signature and performance thereof by the Government have been duly authorized and ratified by all necessary administrative and government action; and
- (f) that the Government has delivered to IFAD a legal opinion, issued by the legal counsel of the Ministry of Economy and Finance, in form and substance acceptable to IFAD.

COUNTRY DATA

PERU

Land area (km² thousand) 2000 1/	1 280	GNI per capita (USD) 2000 1/	2 100
Total population (million) 2000 1/	25.7	GNP per capita growth (annual %) 2000 1/	1.9
Population density (people per km²) 2000 1/	20	Inflation, consumer prices (annual %) 2000 1/	3.8
Local currency	Nuevo Sol (PEN)	Exchange rate: USD 1 =	PEN 3.45
Social Indicators		Economic Indicators	
Population (average annual population growth rate), 1980-99 2/	2.0	GDP (USD million), 2000 1/	53 882
Crude birth rate (per thousand people), 2000 1/	24 a/	Average annual rate of growth of GDP 2/	
Crude death rate (per thousand people), 2000 1/	6 a/	1980-90	-0.1
Infant mortality rate (per thousand live births), 2000 1/	39 a/	1990-99	5.0
Life expectancy at birth (years), 2000 1/	69 a/	Sectoral distribution of GDP, 2000 1/	
Number of rural poor (million) (approximate) 1/	4.5	% agriculture	8
Poor as % of total rural population 2/	65	% industry	38
Total labour force (million), 2000 1/	9.7	% manufacturing	24
Female labour force as % of total, 2000 1/	31	% services	55
Education		Consumption, 2000 1/	
School enrolment, primary (% gross), 2000 1/	123 a/	General government final consumption expenditure (as % of GDP)	8
Adult illiteracy rate (% age 15 and above), 2000 1/	10	Household final consumption expenditure, etc. (as % of GDP)	71
Nutrition		Gross domestic savings (as % of GDP)	20
Daily calorie supply per capita, 1997 3/	2 302	Balance of Payments (USD million)	
Malnutrition prevalence, height for age (% of children under 5), 2000 1/	26 a/	Merchandise exports, 2000 1/	6 982
Malnutrition prevalence, weight for age (% of children under 5), 2000 1/	8 a/	Merchandise imports, 2000 1/	8 790
Health		Balance of merchandise trade	-1 808
Health expenditure, total (as % of GDP), 2000 1/	6.1	Current account balances (USD million)	
Physicians (per thousand people), 1999 1/	0.91	before official transfers, 1999 1/	-2 765
Population using improved water sources (%), 1999 4/	77	after official transfers, 1999 1/	-1 822
Population with access to essential drugs (%), 1999 4/	60	Foreign direct investment, net 1999 1/	1 881 a/
Population using adequate sanitation facilities (%), 1999 4/	76	Government Finance	
Agriculture and Food		Overall budget deficit (including grants) (as % of GDP), 1999 1/	-2.1
Food imports (% of merchandise imports), 1999 1/	15	Total expenditure (% of GDP), 1999 1/	19.4
Fertilizer consumption (hundreds of grams per ha of arable land), 1998 1/	520	Total external debt (USD million), 1999 1/	32 284
Food production index (1989-91=100), 2000 1/	169.7	Present value of debt (as % of GNI), 1999 1/	63
Cereal yield (kg per ha), 2000 1/	2 871	Total debt service (% of exports of goods and services), 1999 1/	32.7
Land Use		Lending interest rate (%), 2000 1/	27.9
Arable land as % of land area, 1998 1/	2.9	Deposit interest rate (%), 2000 1/	13.3
Forest area (km ² thousand), 2000 2/	652		
Forest area as % of total land area, 2000 2/	50.9		
Irrigated land as % of cropland, 1998 1/	28.7		

a/ Data are for years or periods other than those specified.

1/ World Bank, *World Development Indicators* database

2/ World Bank, *World Development Indicators*, 2001

3/ United Nations Development Programme (UNDP), *Human Development Report*, 2000

4/ UNDP, *Human Development Report*, 2001

PREVIOUS IFAD FINANCING

Project Name	Initiating Institution	Cooperating Institution	Lending Terms	Executive Board Approval	Loan Effectiveness	Current Closing Date	Loan/Grant Acronym	Currency	Approved Loan/Grant Amount	Disbursement (as % of approved amount)
Credit for Small Farmers on the Highlands Project	IFAD	IDB	I	07 May 80	07 Oct 80	31 Dec 86	L - I - 38 - PE	SDR	9 500 000	100%
Alto Mayo Rural Development Project	World Bank: IBRD	World Bank: IBRD	I	10 Dec 82	06 Jun 83	30 Jun 94	L - I - 116 - PE	SDR	17 900 000	99.9%
Cuzco-Arequipa Highlands Rural Development Project	IFAD	CAF	I	29 Apr 86	18 Dec 87	31 Dec 93	L - I - 185 - PE	SDR	6 150 000	99.0%
Promotion of Technology Transfer Project to Peasant Communities in the Highlands	IFAD	CAF	I	12 Dec 91	30 Jun 93	31 Jul 99	G - I - 502 - PE	USD	23 000	70.9%
Promotion of Technology Transfer Project to Peasant Communities in the Highlands	IFAD	CAF	I	12 Dec 91	30 Jun 93	31 Jul 99	L - I - 297 - PE	SDR	11 650 000	99.9%
Management of Natural Resources in the Southern Highlands Project	IFAD	CAF	I	14 Sep 95	09 Apr 97	31 Dec 03	L - I - 386 - PE	SDR	8 250 000	82.5%
Development of the Puno-Cusco Corridor Project	IFAD	IFAD	O	04 Dec 97	17 Oct 00	30 Jun 07	L - I - 467 - PE	SDR	13 900 000	14.6%



LOGICAL FRAMEWORK

NARRATIVE	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
I. GOAL <ul style="list-style-type: none"> ▪ Poverty levels reduced, with enhanced human, natural, physical, financial and social assets of rural families in the southern highlands. 	<ul style="list-style-type: none"> ▪ Increased income and expenditure of rural households ▪ Increased value of tangible assets ▪ Greater satisfaction ▪ More gender equity ▪ Reduced malnutrition 	<ul style="list-style-type: none"> ▪ LSMS and National Household Surveys ▪ Gender Development and Potentiality Index ▪ National Demographic and Health Survey 	<ul style="list-style-type: none"> ▪ Continued priority accorded to poverty reduction strategies and approaches ▪ Official statistics allow for impact measurements
II. OBJECTIVE <ul style="list-style-type: none"> ▪ Small-scale farmers (men and women) and micro-entrepreneurs in the southern highlands boost their income and tangible assets, and increase their knowledge, social organization and self-esteem. 	<ul style="list-style-type: none"> ▪ Average incremental income of USD 150 per annum per household ▪ Increased value of physical and natural assets of USD 1 000 per household ▪ 200 peasant communities manage their own natural resources ▪ 300 organizations involved in business ventures ▪ 20 knowledge practices registered and recognized 	<ul style="list-style-type: none"> ▪ Assessment of income and expenditure; individual beneficiary registries ▪ Specialized surveys ▪ Community diaries 	<ul style="list-style-type: none"> ▪ Political and macroeconomic stability ▪ Business agents attracted to project strategy
III. RESULTS <ul style="list-style-type: none"> ▪ Natural resources rehabilitated, capitalized and managed in a sustainable manner ▪ Farmer organizations and microentrepreneurs contract TA and use services of intermediary financial institutions ▪ Local knowledge and other cultural assets collected, classified and disseminated 	<ul style="list-style-type: none"> ▪ 20 new or traditional sustainable practices adopted on 4 000 ha of irrigated land, 1 800 ha of drylands and 33 000 ha of rangeland; ▪ 300 organizations contract TA with their own resources ▪ 100 providers of TA trained ▪ 2 000 new IFI clients ▪ 20 knowledge practices retrieved, developed and disseminated 	<ul style="list-style-type: none"> ▪ Jury decisions ▪ Visual records and testimonials ▪ Public registries, including tax records ▪ Documents, publications and cultural events 	<ul style="list-style-type: none"> ▪ Decentralization process strengthens local competencies ▪ Synergy with other donor activities and programmes ▪ Stable climatic conditions
IV. ACTIVITIES Improved Natural Resources Management <ul style="list-style-type: none"> ▪ Incentives for Building up and Maintaining Physical Assets <ul style="list-style-type: none"> ▪ Promotion and dissemination of information ▪ 23 participatory assessment competitions ▪ Establishment of six LRACs ▪ 87 intra-community competitions ▪ 23 final intra-community competitions ▪ 1 100 family competitions ▪ 110 rural animator competitions ▪ Farmer-to-Farmer Training <ul style="list-style-type: none"> ▪ Cost-sharing of farmer-to-farmer TA ▪ Internships and study tours ▪ Temporary day-care facilities 	<ul style="list-style-type: none"> ▪ 230 participating communities ▪ 9 000 farm households ▪ 2 250 woman-headed households ▪ 6 300 married women ▪ 6 750 men ▪ 300 rural animators (75 women). ▪ 230 communities and other organizations ▪ 1 100 contracts ▪ 220 farmer trainers (55 women) ▪ 500 participating farmers (200 women) ▪ 230 temporary day-care facilities. 	<ul style="list-style-type: none"> ▪ LRAC records ▪ Jury deliberation records ▪ Other project records ▪ Contracts ▪ Community diaries ▪ Internship and study tour reports 	<ul style="list-style-type: none"> ▪ Existence of practices for improved NRM



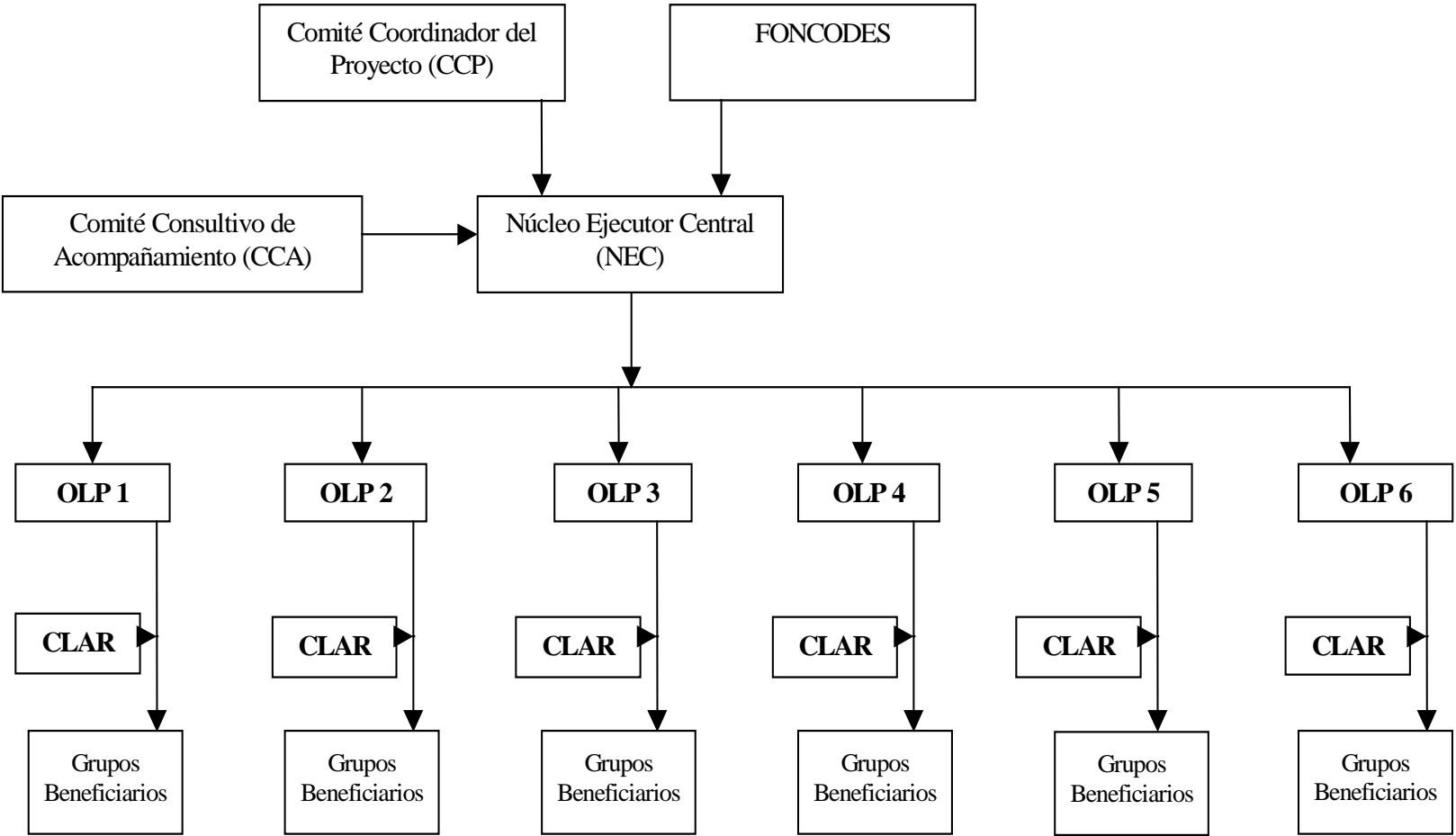
NARRATIVE	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
<p>Strengthening of Local Markets</p> <ul style="list-style-type: none"> ▪ Development of Local Business <ul style="list-style-type: none"> ▪ Local development investments ▪ Cofinancing investments in cultural heritage environment and communication support ▪ Cost-sharing of TA ▪ Promotion and dissemination ▪ Cost-sharing contracts ▪ 145 competitive awards ▪ 145 groups of entrepreneurial women ▪ 145 awards to best providers of TA ▪ 100 scholarships ▪ 500 temporary day-care facilities <p>Support to Rural Financial Intermediation</p> <ul style="list-style-type: none"> ▪ Inclusion in the formal financial market <ul style="list-style-type: none"> ▪ Financial education workshops ▪ Personal savings support ▪ Incentives for opening saving accounts ▪ Incentives for maintaining saving accounts (increased average outstanding balances) ▪ Capitalization awards ▪ Strengthening of savings self-help groups ▪ Trained specialized promoters/collectors for savings mobilization. ▪ Pro-Poor financial innovations ▪ Initiate competitions for development of improved products, services, processes or market niches ▪ Promotion, dissemination and training workshops 	<ul style="list-style-type: none"> ▪ 20 municipal initiatives implemented in provincial capitals ▪ 50 initiatives implemented in rural hamlets ▪ 18 migrant association initiatives ▪ 48 special interest group initiatives ▪ 400 farmer organizations and 160 micro-enterprises ▪ 800 families, 1 920 rural women, 4 480 men farmers, 640 women microentrepreneurs, 960 microentrepreneurs ▪ 1 680 contracts signed by 560 organizations ▪ 1 000 TA providers contracted, of which 250 are women; ▪ 100 TA providers trained, of which 30 are women <ul style="list-style-type: none"> ▪ 2 500 women trained in the administration of their personal finances ▪ 2 500 women with savings accounts in legal financial institutions, with an average outstanding balance of USD 636 ▪ 500 women saving; self-help groups supported (groups of five) ▪ 1 800 women organized ▪ 90 women undertake study tours <ul style="list-style-type: none"> ▪ 15 financial innovations or pro-poor IFI projects implemented and sustained ▪ 12 workshops 	<ul style="list-style-type: none"> ▪ Signed contracts ▪ Community organization reports ▪ Study tours reports ▪ Technical and supervision reports ▪ Written records ▪ Progress and implementation reports <ul style="list-style-type: none"> ▪ Banking Authority reports ▪ IFI reports ▪ Technical and supervision reports ▪ Client satisfaction study <ul style="list-style-type: none"> ▪ IFI's audited accounts; ▪ Banking Authority's financial indicators (efficiency, portfolio quality, financial sustainability, depth and breadth of outreach) ▪ Client retention rate ▪ Ad hoc reports and documentation on financial innovations implemented ▪ Banking Authority-controlled IFI operational manuals ▪ Project technical reports. 	<ul style="list-style-type: none"> ▪ Clear and predictable "rules-of-the-game" ▪ Honest administrative and judicial system ▪ Non-financial service providers interested in participating <ul style="list-style-type: none"> ▪ Formal financial service providers interested in participating ▪ Potential beneficiaries interested in a formal savings mechanism <ul style="list-style-type: none"> ▪ IFIs board commitment; ▪ Available cofinancing resources from IFIs; ▪ Adequate IFI equity level and liability structure ▪ Banking regulations conducive to innovative market-led microfinance operations.



NARRATIVE	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
<p>Management of knowledge and Cultural Assets</p> <ul style="list-style-type: none"> ▪ Collection and classification of knowledge <ul style="list-style-type: none"> ▪ Preparation of site maps ▪ 12 training events ▪ 29 local-knowledge workshops ▪ 23 local consultations ▪ Two project exchanges ▪ Registry of local experts ▪ Community planning ▪ Local consultation services ▪ Calendar of festivities and fairs ▪ Communal diaries ▪ Entrepreneurial life stories ▪ Traditional artisanal workshop support ▪ Financial services studies ▪ Gender studies and support ▪ Staff training ▪ Baseline survey ▪ Preparation of impact indicators ▪ Beneficiary individual registries ▪ Dissemination of information <ul style="list-style-type: none"> ▪ 30 cultural projects ▪ Access to communications ▪ Publications 	<ul style="list-style-type: none"> ▪ 276 participating organizations ▪ 300 rural animators trained in NRM and community planning ▪ 29 knowledge management events with 300 participants, of which 75 are women; ▪ 23 local consultation workshops with 240 participants, of which 120 are women ▪ 32 specialized studies ▪ Five working documents ▪ Six registries ▪ Two festivity calendars 	<ul style="list-style-type: none"> ▪ Maps, graphics and other visual aids ▪ Local expert registries ▪ Written records ▪ Notes and written records in mass media ▪ Publications ▪ Baseline data ▪ Impact ▪ Supervision report 	<ul style="list-style-type: none"> ▪ Beneficiaries' willingness to share their knowledge
<p>Project Management</p> <ul style="list-style-type: none"> ▪ Establishment of CEN ▪ Establishment of PIU ▪ Staff recruitment (project director, component specialists and administrative staff). 	<ul style="list-style-type: none"> ▪ Attainment of annual targets ▪ Budget allocations ▪ Impact identified and reached 	<ul style="list-style-type: none"> ▪ Annual work programmes and budgets ▪ Progress reports ▪ Mid-term and completion evaluations ▪ Audit reports 	<ul style="list-style-type: none"> ▪ Autonomy ▪ Implementation authority



ORGANIZATION AND MANAGEMENT

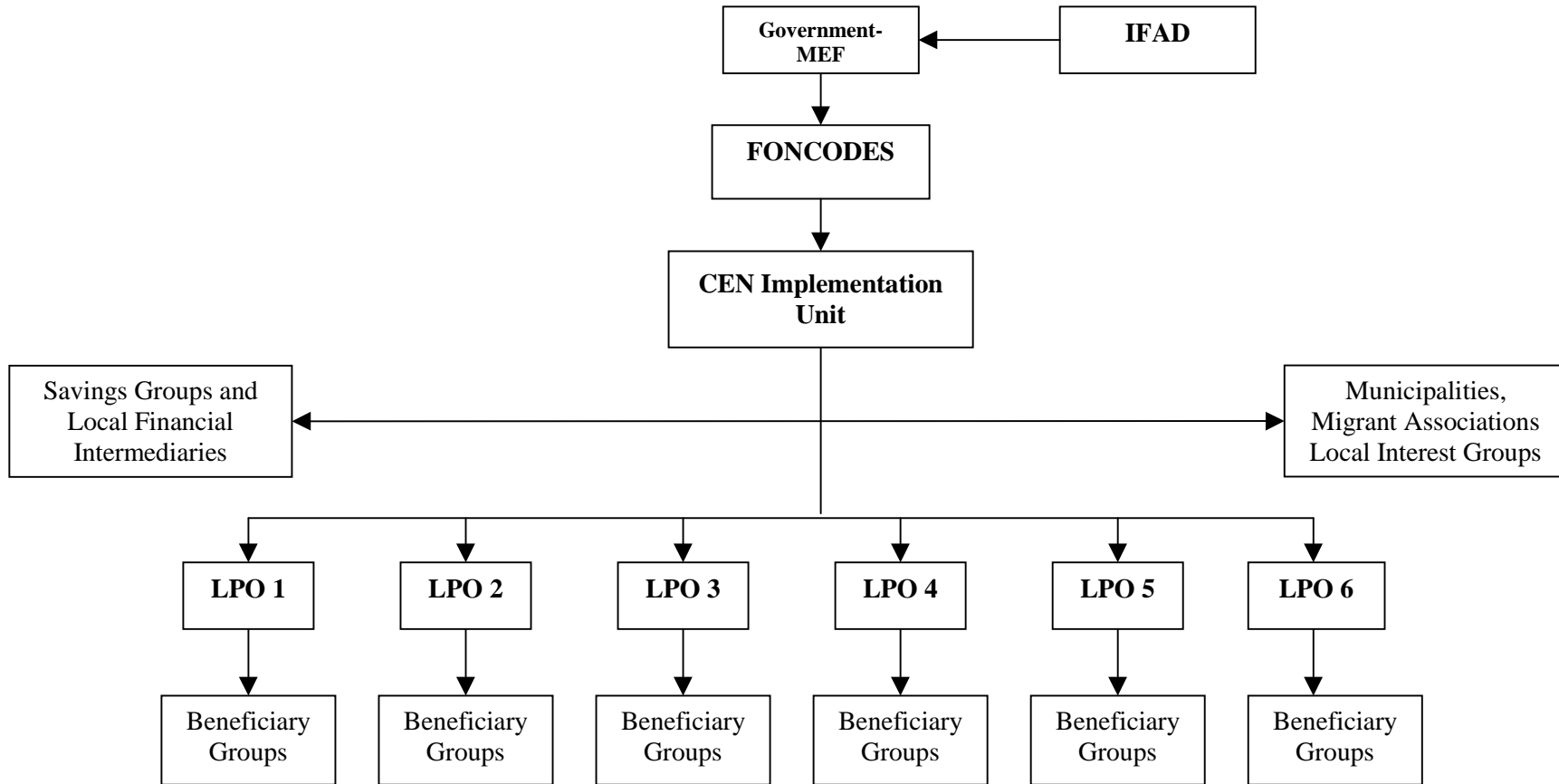


9

OLP = Oficinas Locales de Proyectos
CLAR = Comité Local de Asignación de Recursos



FLOW OF FUNDS



7



ANÁLISIS DE GÉNERO



Diagnóstico	Enfoques y mecanismos propuestos en el Proyecto	Resultados esperados
<p>1. CIUDADANÍA Propiciar la plena ciudadanía de hombres y mujeres (alfabetización, acceso a la educación formal, documentos de identidad).</p> <ul style="list-style-type: none"> El 37,8% de las mujeres del área del Proyecto son analfabetas respecto a tan sólo el 7% de los hombres. El 62% de las mujeres tienen otro idioma como lengua nativa. Las jefas de hogar representan el 24,8%. El 28% de las mujeres son económicamente activas. 28 000 mujeres conducen unidades agropecuarias. Los indicadores de desarrollo humano muestran una doble discriminación de la población femenina, como mujeres y como campesinas/indígenas. Se han identificado grandes potencialidades en las mujeres para desarrollar sus iniciativas sociales, organizativas, culturales y económicas. Las mujeres aymaras de las provincias de Puno (Chucuito, Collao y Yunguyo) tienen un fuerte liderazgo en la transformación y comercialización de productos agropecuarios y no agropecuarios, vinculándose con las principales ciudades del área del Proyecto. Se trata de una forma de ejercer ciudadanía (a través de la toma de decisiones, la autonomía en el desplazamiento y en el manejo económico, la construcción de relaciones sociales) plenamente reconocida. 	<p>Enfoque</p> <ul style="list-style-type: none"> El Proyecto no promoverá directamente la alfabetización y el acceso a la educación formal puesto que existen varias otras intervenciones del Gobierno peruano al respecto, en el marco de la estrategia de lucha contra la pobreza. Es necesario tomar en cuenta que estos temas no son inmediatamente inherentes a los objetivos y la estrategia del presente Proyecto. De manera consistente con el Plan de Acción para las Mujeres Rurales del Ministerio de la Mujer y el Desarrollo Social (MIMDES), el Proyecto propiciará la ciudadanía a través de: i) el apoyo a la obtención de documentos de identidad, particularmente de las mujeres; ii) el reconocimiento legal de grupos y microempresas femeninas y mixtas; y iii) el acceso a servicios de asistencia técnica y financiera, visibilizando en todo el proceso (desde la identificación de los servicios a su ejecución y evaluación) a las mujeres como interlocutoras directas de dichos servicios y como actoras relevantes para el desarrollo local. Si bien se considera el porcentaje de mujeres que, oficialmente, es jefa de hogar, el Proyecto no limitará su apoyo sólo a ellas, sino que estimulará las iniciativas tanto de las mujeres solas como de las que tienen una pareja visible. Adicionalmente, y como elemento novedoso del Proyecto, se estimulará la recolección y valoración de los conocimientos y prácticas de las mujeres rurales como parte fundamental del capital de conocimiento que refuerza la identidad local y el sentido de pertenencia como ciudadanas. <p>Mecanismos</p> <p>En el componente de Manejo de Recursos Naturales (MRN)</p> <ul style="list-style-type: none"> Apoyo a la titulación de tierras, a través de la asistencia técnica que las mujeres podrán contratar vía las organizaciones campesinas y los grupos femeninos reconocidos. Se establecerán coordinaciones con el Programa de Titulación y Registro de Tierras (PTRT) financiado por el BID. Apoyo al mejoramiento de los activos físicos y naturales, como parte de la valorización de la propiedad familiar y colectiva, a través de los concursos de MRN. Facilidades explícitas para que las mujeres, en sus grupos, o de manera asociada con los varones, presenten sus propias ideas de MRN y sus demandas de asistencia técnica al respecto. Asignación de premios para iniciativas de MRN lideradas por mujeres o en los que las mujeres participantes hayan sido mayoría (y otros premios previstos en el ámbito de iniciativas de grupos mixtos). 	<p>Beneficiarias directas previstas en los distintos componentes del proyecto:</p> <ul style="list-style-type: none"> 2 250 mujeres conductoras de hogares y 6.300 mujeres en hogares mixtos. Un total de 8 550 mujeres (56%) en MRN. 1 920 mujeres (30%) de asociaciones y grupos de productores. 640 mujeres (40%) de micro y pequeñas empresas. 2 500 mujeres (100%) con cuentas de ahorro, y capacitadas por sus gestiones colectivas. 1 800 mujeres (100%) en otras formas de organización que reciben incentivos para el ahorro (grupos de auto-ayuda informal). 120 mujeres (25%) en grupos de interés involucradas en las inversiones para el desarrollo local. 200 mujeres campesinas (40%) en giras de intercambio.

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	<ul style="list-style-type: none"> • Identificación y registro de las mujeres y los hombres que participarán en los concursos, contratarán asistencia técnica y participarán en la capacitación de campesino a campesino, como una forma de personalizar y valorizar las iniciativas de MRN por parte de ciudadanas y ciudadanos. <p>En el componente de Fortalecimiento de Mercados Locales</p> <p><i>En el subcomponente de Desarrollo de Negocios Locales</i></p> <ul style="list-style-type: none"> • Apoyo a la obtención de documentos formales (carnet de identidad, personería jurídica, registros sanitarios y registros de otra naturaleza indispensables para el desarrollo de negocios) a través de la asistencia técnica. Apoyo a la formalización y consolidación de los emprendimientos de las mujeres y mixtos. • Facilidades explícitas para que las mujeres, en sus grupos, o de manera asociada con los varones, presenten sus propias ideas de negocios rurales y sus demandas de asistencia técnica al respecto. • Asignación de premios para negocios liderados por mujeres o por grupos conformados mayoritariamente por mujeres (y otros premios previstos en el ámbito de iniciativas de grupos mixtos). • Identificación y registro de las mujeres y los hombres que desarrollarán negocios, contratarán asistencia técnica y participarán en los concursos, como una forma de personalizar y valorizar la participación de ciudadanas y ciudadanos en el desarrollo de negocios locales. <p><i>En el subcomponente de Apoyo a la Intermediación Financiera</i></p> <ul style="list-style-type: none"> • Desarrollo de capacidades y vinculación institucional con el propósito de conectar los pobres rurales, y particularmente las mujeres, con las finanzas formales, y mejorar su inclusión social como ciudadanas. <p>En el componente de Gestión del Conocimiento y Activos Culturales</p> <ul style="list-style-type: none"> • Reconocer y valorizar los saberes y las habilidades de las mujeres en el MRN, el desarrollo de negocios, las expresiones culturales y otras iniciativas, es uno de los medios innovativos propuestos por el Proyecto para visualizarlas y afirmarlas como ciudadanas. 	<ul style="list-style-type: none"> • 250 mujeres proveedoras de servicios (25%) que firman contratos. • 30 mujeres (30%) entre los proveedores de servicios capacitadas y actualizadas. • 75 mujeres (25%) entre los animadores rurales • 55 mujeres (25%) capacitadas entre los expertos locales • 90 mujeres en giras de intercambio (experiencias de ahorro). • 215 mujeres participantes en eventos participativos, autoevaluaciones y consultas locales • 150 mujeres (50%) participantes en concursos de iniciativas culturales. • Mujeres con documentos formales que atestiguan su identidad y reconocen sus propiedades. • Mujeres con documentos formales que les permiten realizar sus negocios en los mercados • Mujeres con emprendimientos formalizados y reconocidos . • Mujeres que toman decisiones respecto a las iniciativas que consideran indispensables para su propio desarrollo.





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		<ul style="list-style-type: none"> • Mujeres que acceden a servicios de asistencia técnica y servicios financieros en las condiciones de mercado. • Mujeres cuyas capacidades y conocimientos son reconocidos, estimulándose su autoestima, sentido de identidad y pertenencia. • Hombres que reconocen y valoran las iniciativas de las mujeres, y su capacidad de desenvolvimiento y ejercicio de derechos como ciudadanas.
<p>2. ACCESO A ASISTENCIA TÉCNICA Brindar apoyo a iniciativas de aprendizaje, de negocios y de apoyo técnico y comercial, promoviendo el acceso de las mujeres a los servicios técnicos</p> <ul style="list-style-type: none"> • Las mujeres tienen un limitado acceso a la información. • Sólo esporádicamente reciben servicios de capacitación y extensión. • En pocos casos se les consulta respecto a sus necesidades de capacitación y extensión. • Tienen dificultades en movilizarse para asistir a eventos de capacitación lejos de su hogar. • La asistencia técnica canalizada privilegia la introducción de tecnologías, y no de rescate y/o transmisión de conocimientos y capacidades de manejo. • El conocimiento de las mujeres respecto a las tecnologías tradicionales y su capacidad de manejarlas no ha sido suficientemente tomado en cuenta. • Los proveedores de asistencia técnica y los capacitadores han privilegiado a los hombres bajo el supuesto que las mujeres estarían menos abiertas a la adopción de nuevas recomendaciones. • Sin embargo, existen experiencias valiosas de acceso de las mujeres a servicios de asistencia técnica y capacitación particularmente en las áreas donde anteriormente operó el Proyecto FEAS y donde opera actualmente el Proyecto MARENASS. 	<p>Enfoque</p> <ul style="list-style-type: none"> • El Proyecto tomará en cuenta las actividades y los negocios que las mujeres ya desarrollan como parte de las estrategias personales y familiares, reconociendo sus habilidades y conocimientos al respecto. • Sin embargo, también se incentivarán iniciativas novedosas en las que las propias mujeres decidan invertir. • En ambos casos se identificarán y respetarán las demandas de las propias mujeres. • Se respetarán los arreglos organizativos que las mujeres consideren más apropiados para el desarrollo de sus negocios. • Se canalizarán incentivos ligados a la toma de decisiones, el manejo de la chequera, la capacidad de iniciativa y creatividad, y el deseo por capacitarse. <p>Mecanismos <i>En el componente de Fortalecimiento de Mercados Locales</i></p> <p><i>En el subcomponente de Desarrollo de Negocios Locales</i></p> <ul style="list-style-type: none"> • Estrategias de información y comunicación dirigidas ad hoc a las mujeres en las fases de promoción y difusión del proyecto. • Fortalecimiento de la capacidad de los proveedores de servicios para responder a las demandas de las mujeres y apoyar el éxito de sus negocios (premios en los concursos para asociaciones entre mujeres y oferentes, posibilidad de acceder a fondos concursables para becas, pasantías, giras de intercambio y otros). 	<ul style="list-style-type: none"> • Mujeres con capacidad de decisión y con ideas creativas en cuanto a negocios rurales se refiere. • Mujeres con capacidad de contratación y supervisión de los servicios de asistencia técnica. • Mujeres que muestran haber mejorado sus ingresos económicos y tener acceso a mercados. • Condiciones más equitativas en las relaciones de género en la familia a partir del reconocimiento de los hombres acerca de la habilidad de las mujeres para los negocios, y sus aportes a los ingresos y el bienestar familiar.



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<ul style="list-style-type: none"> Existen demandas específicas de las mujeres en asistencia técnica sobre todo con relación a las actividades y los negocios que ellas están desarrollando actualmente. Sin embargo, también se detectan demandas orientadas a nuevos negocios. 	<ul style="list-style-type: none"> Inclusión de las mujeres en los Comités Locales de Asignación de Recursos (CLAR) para involucrarlas en la toma de decisiones sobre la inversión pública. Inclusión en los criterios de elegibilidad de los planes de negocio de: I) un padrón desagregado de hombres y mujeres (no se registrará la familia de manera indiferenciada), y ii) el compromiso que entre los titulares de la cuenta que habilitará la organización haya por lo menos una mujer. Incentivos a través del 50% del monto máximo del subsidio establecido por familia. Asignación de premios a la participación y liderazgo de las mujeres 	
<p>3. ACCESO A SERVICIOS FINANCIEROS Garantizar el acceso equitativo de hombres y mujeres a los servicios financieros.</p> <ul style="list-style-type: none"> Las mujeres tienen un limitado acceso a los servicios financieros incluyendo los mecanismos de ahorro. Las ONG han desarrollado iniciativas en el campo de las microfinanzas que han involucrado a las mujeres (p.ej. Bancos Comunes). Se ha constatado el interés de las mujeres para disponer de: i) servicios financieros diversificados y con costos de transacción más bajos; ii) posibilidades de ahorro diferentes de las tradicionales limitadas normalmente a la tenencia de ganado menor; y iii) recursos para inversión familiar en momentos claves del ciclo de vida (p.ej. educación de los hijos, salud de la familia, etc.) 	<p>Enfoque</p> <ul style="list-style-type: none"> El propósito del subcomponente consiste en mejorar en condiciones de mercado el acceso de los pobres rurales, y particularmente de las mujeres, a servicios populares de captación del ahorro, micro-seguros, transferencias monetarias bancarias y manejo de remesas, así como otros servicios financieros, incluyendo el microcrédito. Se apunta a incentivar y premiar la demanda y el uso de servicios de ahorro formal, como un producto financiero explícitamente diseñado para la mujer rural activa. <p>Mecanismos</p> <p>En el componente de Fortalecimiento de Mercados Locales</p> <p><i>En el subcomponente de Apoyo a la Intermediación Financiera</i></p> <ul style="list-style-type: none"> Cuenta Personal de Capitalización (CPC) diseñada para permitir el acceso de la mujer rural a servicios de captación de depósitos en instituciones formales. Capacitación a través de talleres de educación financiera. Grupos de auto-ayuda informales a los que se canalizarán recursos para micronegocios. Mecanismos competitivos de concurso para cofinanciar los gastos incrementales de las IFIs interesadas en desarrollar productos financieros innovadores orientados particularmente a las mujeres, aperturar nuevas agencias en pequeñas ciudades y pueblos no atendidos. 	<ul style="list-style-type: none"> Mujeres con posibilidad de acceder a servicios financieros de distinta naturaleza. Existencia de una oferta financiera de productos innovadores orientados a los pobres y, particularmente, a las mujeres.



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<p>4. ACCESO A LA TOMA DE DECISIONES Promover el acceso de las mujeres a los cargos directivos en el ámbito de las organizaciones económicas y empresas rurales, las comunidades campesinas y otros órganos de gobierno local.</p> <ul style="list-style-type: none"> • En el área del Proyecto, a través de programas de asistencia social, las mujeres están organizadas en Clubes de Madres, Comedores Populares y Vasos de Leche. • Se muestra la presencia de algunos grupos de mujeres en los gremios campesinos nacionales como la Confederación Campesina del Perú (CCP) y la Confederación Nacional Agraria (CNA). • Algunas organizaciones de mujeres están actualmente involucradas en las Mesas de Concertación locales y en los Consejos de Desarrollo Distritales. • Si bien el acceso de las mujeres a cargos directivos en las tradicionales organizaciones de base (Comunidades Campesinas, Juntas de Regantes) es aún limitado, cada vez más destaca un fuerte liderazgo femenino en los negocios y actividades comerciales, y en el surgimiento de emprendimientos formales e informales de mujeres y mixtos. • La participación de las mujeres en cargos locales (Alcaldías distritales y provinciales) es del 28% . 	<p>Enfoque</p> <ul style="list-style-type: none"> • El Proyecto no estimulará la creación de organizaciones de mujeres ad hoc sino respetará los grupos y asociaciones existentes, femeninos o mixtos. En particular respetará las decisiones de las mujeres en cuanto a los arreglos organizativos que ellas vean más adecuados para desarrollar iniciativas de MRN, negocios rurales y grupos de auto-ayuda. • Se estimulará la participación activa de las mujeres en la toma de decisiones que conciernen a las inversiones del Proyecto, y el manejo directo de los recursos monetarios a través de las chequeras y las cuentas de ahorro. <p>Mecanismos</p> <p>En el componente de Manejo de Recursos Naturales</p> <ul style="list-style-type: none"> • Participación de las mujeres en el CLAR. • Participación de las mujeres en los jurados. • Titularidad para el manejo de la cuenta. <p>En el componente de Fortalecimiento de Mercados Locales</p> <p><i>En el subcomponente de Desarrollo de Negocios Locales</i></p> <ul style="list-style-type: none"> • Participación de las mujeres en el CLAR. • Participación de las mujeres en los jurados. • Titularidad para el manejo de la cuenta. <p><i>En el subcomponente de Apoyo a la Intermediación Financiera</i></p> <ul style="list-style-type: none"> • Titularidad y manejo directo de las cuentas de ahorro. • Manejo de los grupos de auto-ayuda informal. <p>En el componente de Gestión del Conocimiento y Activos Culturales</p> <ul style="list-style-type: none"> • Estímulos a la participación activa de las mujeres en los momentos de construcción del conocimiento, planificación y autoevaluación. • Estímulos a la sistematización de historias de vida de las mujeres y sus grupos, identificando las lecciones exitosas. 	<ul style="list-style-type: none"> • Capacidad de toma de decisiones y manejo de recursos por parte de las mujeres. • Visualización de la importancia de la presencia de las mujeres en las organizaciones y el desarrollo local.

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<p>5. ALIVIO DEL ROL DOMÉSTICO</p> <p>Brindar facilidades para apoyar a las mujeres en su rol doméstico, cuidado de sus hijos así como acciones ahorradoras de trabajo doméstico.</p> <p>En el área de cobertura las mujeres rurales:</p> <ul style="list-style-type: none"> • Participan directamente en el manejo de los sistemas de producción y, por tanto, de los recursos naturales. • Juegan un rol relevante en la crianza del ganado como <i>una</i> de las actividades predominantes del área del Proyecto. • Son las principales responsables de la conservación y el manejo de las semillas de los cultivos andinos. • Juegan un rol importante en la transformación y comercialización de productos. • Aportan sustancialmente a la generación de los ingresos familiares. <p>Además:</p> <ul style="list-style-type: none"> • La mano de obra de las mujeres es utilizada de manera extensiva y simultánea en las actividades productivas, domésticas y comunales. • La participación en estas actividades implica cargas de trabajo adicionales para las mujeres respecto a los hombres. • Los proyectos frecuentemente introducen nuevas actividades que incrementan las labores de las mujeres. 	<p>Enfoque</p> <ul style="list-style-type: none"> • El Proyecto actuará tanto desde el punto de vista de facilitar el desarrollo de las iniciativas de las mujeres, disminuyendo el tiempo necesario y mejorando las prácticas, como desde el punto de vista de aliviar una parte de la carga de trabajo doméstico particularmente con relación al cuidado de los niños. <p>Mecanismos</p> <ul style="list-style-type: none"> • El Proyecto incluye en todos los componentes la identificación, el reconocimiento y la valoración de actividades desarrolladas por mujeres en las que se ponen en práctica sus conocimientos y habilidades. • Las iniciativas a ser financiadas, tanto en MRN como en negocios locales y acceso a los servicios financieros, implican un mejor uso del tiempo para las mujeres, disminuyendo los costos de transacción, y mejorando la eficacia y eficiencia de las prácticas. Ver al respecto la combinación de los criterios de elegibilidad de las iniciativas. • Se facilita el acceso y la transparencia de la información en todos los procesos que se apoyarán, disminuyendo el tiempo necesario para disponer de datos útiles para el desarrollo de las iniciativas. • Se dispondrá de guarderías temporales para facilitar el acceso de las mujeres a los eventos de capacitación, los servicios de asistencia técnica, las pasantías y las giras de intercambio. 	<ul style="list-style-type: none"> • Mujeres aliviadas en la carga doméstica de cuidado de los niños en las ocasiones en que se van capacitando y participando en la toma de decisiones. • Mujeres con mayor tiempo a disposición para la implementación de sus iniciativas.



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<p>6. OTROS</p> <ul style="list-style-type: none"> • Proponer otras actividades que garanticen que la totalidad de los actores involucrados en el desarrollo del Proyecto conozcan y operen de acuerdo al enfoque de género • Los presupuestos de los proyectos en general no proveen información acerca de las intervenciones focalizadas. • Existe una limitada información desagregada por género en el área del Proyecto. • Los proyectos no generan suficiente información desagregada por género. • Los sistemas de seguimiento y evaluación tienden a ser complejos, poco útiles particularmente para la toma de decisiones y el monitoreo de los beneficiarios y los actores locales. • El personal de los proyectos no cuenta con una suficiente preparación en la aplicación del enfoque de género. • Se muestra una implementación descoordinada y una cierta duplicación de los programas sociales. 	<p>Enfoque</p> <ul style="list-style-type: none"> • El Proyecto propone mecanismos novedosos en la gestión del conocimiento, los mismos que no se limitan a la aplicación tradicional del seguimiento y la evaluación, ni a la definición de una sola responsable de género para toda la ejecución <p>Mecanismos</p> <ul style="list-style-type: none"> • El Proyecto incluye un presupuesto con partidas focalizadas y diferenciadas para las mujeres. • El Proyecto, a través del componente de Gestión de Conocimiento y Activos Culturales, contribuirá a generar información cuantitativa y cualitativa desagregada que sea de utilidad para entender los procesos de construcción y uso del conocimiento, identificar las lecciones aprendidas y definir los principales resultados obtenidos. • El Proyecto realizará un seguimiento individualizado, a través de fichas de registro ad hoc, de las iniciativas de hombres y mujeres en el MNR y en los negocios. • El Proyecto no incluye en la Unidad Ejecutora del Proyecto una responsable de género por cinco motivos: i) las experiencias con este tipo de cargo tienden a marginar la asunción de los aspectos de género; ii) se han diseñado criterios de equidad y mecanismos de discriminación positiva relativamente simples en todos los componentes; iii) está prevista una asesoría de género especializada a ser contratada externamente; iv) se plantean contrataciones de personal que se basen en criterios de competencia de género; y v) se prevé un proceso de formación del personal. • Se incluyen mecanismos de coordinación descentralizados particularmente con proyectos que pueden ser complementarios. Se enfatizará la coordinación con los programas sociales que implican la alfabetización de las mujeres, la atención a la salud reproductiva y a la violencia familiar, las acciones en contra de la desnutrición como una forma de incidir en el desarrollo humano de las mujeres desde distintas perspectivas 	<p>Un proyecto funcionando en una perspectiva de género con criterios y mecanismos suficientemente claros, un personal comprometido y adecuadas relaciones de coordinación</p> <p>Generación de conocimiento relevante para entender mejor las relaciones de género y las posibilidades efectivas de incidir en ellas desde un proyecto de desarrollo</p>

