

Dossier 1: Background analysis



[Peru]

Community engagement for the joint promotion of local development

Introduction

We are introducing you to a beautiful setting in Peru where over the past 20 years two organizations – the Caritas Network for Southern Peru and the Zabalketa Association from Getxo (Spain) – have been working hand-in-hand with the local population on the promotion of a local development model that is inclusive, fair and sustainable.

We have made considerable progress toward this goal, and there now follows a description of the main strengths and weaknesses we have encountered.

Geographic location, climate and access by road

We are in the Department of Cusco, which is located in Peru's southern Andean region. This area is spread over 72,000 square kilometres (just over ten times the size of the Basque Country, or nearly four times the size of Wales), ranging in height from 2,000 to 5,000 m.a.s.l. Its climate is cold and dry from May to December, and wet from January to April. The average temperature in the capital is 12 °C, with a high of 18 °C and a low of 4 °C, more or less. It has a tropical climate in the Amazon rainforest area.

The project's specific demarcation encompasses three districts¹: Acopía and Sangarará (in the province of Acomayo), and Checacupe (in the province of Cuzco). These three districts are home to around 11,680 people, of whom 51% are females, living in 3,000 households, organised into a total of 26 farming communities (five belonging to Sangarará, 16 to Checacupe, and another five to Acopía).

The city of Cusco (note for the designer: highlight the city of Cusco on the general map of the country) is the main crossroads for all three districts, being reached by road from each one's main city via the so-called



Map: Location of the three districts

Table 1: Number of communities in each district

Province	District	District Capital	No. communities in each district
Acomayo	Acopía	Acopía	5
	Sangarará	Sangarará	5
Cuzco	Checacupe	Checacupe	16

Carretera Interoceánica. This access, however, is not the same for all the communities, as some roads are unsurfaced or in a poor state of repair.

As regards the internal road network in these three districts, communications between the communities and the district capital are manageable, while the roads that link the communities to each other are generally dirt tracks.

¹ District: Group of communities sharing the same town council and local authority



Views of several communities (Jon Bittor del Campo)

During the rainy months (between November and April), these roads are also affected by landslides and rockfalls, and the dirt tracks become a sea of mud.

The terrain in the area is extremely rugged, with hills, ravines, valleys and plateaus, as features of the landscape that were shaped long ago by a series of geological events during the formation of the Andes mountain range.

Natural resources

In the project area, 40% of the **land** is suitable for crops and grazing, with the rest being given over to forestry, as well as providing protection. The main crops include the following: potatoes, olluco and oca (root vegetables), beans, peas and barley.

These lands have been negatively impacted in recent years by the following three factors: the use of ferti-

lizers, over farming, and the erosion caused by water runoff due both to the lack of plant cover and to deforestation. Furthermore, climate change is having an increasingly greater impact: lower rainfall, longer periods of drought, and more frosts.

The combination of these three factors has led to the steady loss of fertile soils, whose economic value is extremely important for local farming households, as they mainly live off livestock husbandry and agriculture.

The three districts have different and numerous kinds of **water sources**: rivers, pools and springs. There are several problems related to this resource, with one being the sharp drop in the volume of water during the dry months; there are also arguments between the communities that share the same water sources; and finally, there are certain shortcomings in the management of water, both in the case of household supplies and regarding irrigation.



Dwelling built with adobe bricks (Zabalketa)

Insofar as water for human consumption is concerned, the problems are related to quality, as it does not receive the necessary chlorination treatment, and there is limited access given the lack of the necessary infrastructure for its storage and supply to homes.

As regards the problems involving the water used for agriculture and livestock husbandry, on the one hand there is widespread use of flood irrigation, which means wasting water and soil erosion. Steps have been taken over the past three years to encourage the use of sprinkler systems, but the local people have not been properly instructed in their use, and some refuse to use them because they require more work than the flood system. It is also the case that the irrigation installations are in a poor condition because of a lack of maintenance. In addition, the irrigation committees and communal management boards, as the ones responsible for organising and supervising the proper use of water, do not have the appropriate know-how to do so, and do not receive any support from the local authorities, and there is no proper coordination with the Autoridad Local del Agua (ALA), a nationwide agency responsible for

overseeing the proper management of water resources in the country's catchment areas.

Another local environmental issue we face is the poor management of the **solid wastes** produced by household, farming, commercial and institutional activities. On the one hand, only the main streets are cleaned in the communities, and only every two or three weeks at that, with this work being carried out by women's organisations and students from the local schools. The waste generated in all the communities is taken to the so-called botaderos (mostly open-air rubbish dumps), which are located on land either on or outside the community's boundaries, and in some cases near rivers or pools of water. The waste deposited at these rubbish dumps is not processed in any way. Apart from this, there is also a common practice of fly-tipping in the middle of fields, paths, rivers and streams. Some communities have provided containers in different colours for promoting the proper disposal of rubbish and the separation of wastes, but the local people are not suitably aware of the problem or instructed in their proper use.

Services: housing, education, health, transport and telecommunications

Housing in the area involves dwellings that are largely made of adobe, and they are traditionally built in a collective effort involving the families themselves. Only in urban centres does one encounter housing built of bricks and mortar, and among these only the homes on the main streets have a water supply and drains connected to a communal septic tank. By contrast, households in the communities are supplied directly from springs or rivers, and their sanitation involves simple latrines. In terms of electricity, most of the homes, including those in more remote areas, receive a power supply.

As regards the local population's **level of education**, there is a high rate of illiteracy, with figures of 25% for men and 38% for women. These figures are gradually



Girls playing volleyball in the school yard (Zabalketa)

falling, and almost 100% of children are now enrolled in early childhood, primary, and secondary education.

Most of the communities in the three districts have early childhood and primary schools, and there are seven state secondary schools in the larger towns (two in Acopía, three in Sangarará, and two in Checacupe). There is also a private parish school providing early childhood, primary and secondary education. In addition, the three districts are now implementing the “Cuna Más” [Cradle Plus] programme, which caters for children under the age of four.

Nevertheless, we have found that the quality of the schooling is very deficient, given the high absenteeism rate among teachers and their lack of retraining. Furthermore, the syllabuses being taught are not adapted either to the reality of farming or to the prevailing language of use, as the children speak mainly Quechua at home, while classes at school are taught in Spanish.

In terms of access to non-university technical higher education, there are only two options: the district of

Sangarará has a higher college of technology, the Instituto Superior Tecnológico, which provides instruction in livestock husbandry and agriculture, and the district of Checacupe has a higher college of fine arts, the Escuela Superior Autónoma de Bellas Artes.

Regarding the population that goes on to higher education, there is major gap between men and women: among the male population, the figure is 13%, while the figure for women is as low as 3%.

The effect of this scarce or even non-existent provision of higher education is greater on women, who find it more difficult to travel or study outside their district. Young men, however, migrate to the capital or other cities in search of education or job opportunities.

The relationship and joint work between education centres and local and communal authorities basically involves the management of education itself, which means they provide their support and become involved whenever some difficulty arises, for example when hiring teachers for a specific subject, channel-



Donkeys help households to transport their produce (Zabalketa)

ling subsidies in transport and meals so that pupils can take part in different school competitions: reading comprehension, maths, music, etc. In some communities they provide grants for pupils that excel according to their situation and position, seeking in this way to encourage and promote the studying habit.

The three districts have a **health centre**, with each one being located in the district capitals, which means the people in the communities have, on average, a thirty-minute walk to reach one, although there are some communities that are two hours away on foot.

These health facilities do not have specialised medical personnel, but instead tend to be staffed by a team of three people with training in obstetrics and nursing. In terms of equipment, the instruments available are usually very basic, which means they do not have sterilisation devices, incubators, or diagnostic equipment (X-rays, ultrasound machines, etc.), or computer hardware. This situation means these health centres can only treat minor complaints and provide basic medication, so whenever a serious case arises, these

are transferred to the hospitals in the bigger cities, such as Sicuani and Cusco, although patients sometimes die on these long journeys.

One of the main health complaints affecting the project area is undernourishment and malnutrition among children due to the lack of essential components in their diet: 47% of children under the age of five suffer from chronic undernourishment. There are also problems of parasites and diarrhoeas caused by a lack of hygiene, as well as respiratory complaints caused by the intense cold. Another major group of health problems specifically affect women, as little care is provided during pregnancy and childbirth, and they also suffer domestic and psychological abuse from their partners. Although this is a recognised problem, the local authorities are reluctant to open a branch of the municipal agency for the protection of children and adolescents - Defensoría Municipal del Niño y Adolescente (DEMUNA)-, which is the institution with powers to act in cases of domestic or household violence.



Farming households continue to work the land with the help of animals (Zabalketa)

There is a **public transport service** by road between the district capitals and the hinterland, but there is no regular service between the communities themselves, which means people generally have to walk from one place to another. Only some households have their own means of transport, such as a motorbike, a three-wheel van, a car, a truck, or a bicycle, and 90% of families transport their farming produce by donkey.

As for **telecommunications**, both the larger towns and the communities have a mobile phone service provided by different operators, although there tends to be a lack of coverage due to the rugged terrain and a weak signal. Households receive a TV signal and can watch an array of channels, through which they can learn about local, national and international events. As regards the internet, all three local councils have this service, but its use is restricted to the authorities and public servants. The wider population can use the internet by paying for the service at public access points, but these are only available in two of the three district capitals: Acopía and Checacupe.

The economy

The Economically Active Population (those aged between 15 and 64) accounts for 70% of the overall population, and of these 80%, both men and women, are dedicated to livestock husbandry and agriculture.

In terms of agriculture, some of the most intensely farmed crops, whether as part of the daily diet or for sale at market, are beans, maize and potatoes, while other crops such as peas, kidney beans, corn, barley and vegetables are grown less.

These crops are grown in quantities that respond to household demand; and the little surplus is sold at the local market, with proceeds then being used to buy other products.

Agriculture is undertaken in a highly traditional way, with very simple tools and in a labour-intensive manner. Furthermore, it is highly dependent on the weather, being extremely vulnerable to episodes of frost, hail, droughts and flooding, which have a major impact on



Farming woman tending to her flock of sheep (Zabalketa)

farming output. This means crop yields by hectare may vary significantly from one harvest to another.

Livestock husbandry involves the breeding of different domestic animals, such as cattle, sheep, cuys (large guinea pigs), pigs, horses and poultry, as well as llamas and alpacas in higher areas. Their number may range from a few head to several dozen. Today, dairy cattle and cuys are the most important for both household consumption and sale, given the greater demand in local and regional markets, and also because they cover the protein requirements of the farming communities themselves.

Households mainly go about their livestock husbandry using communal pastures and water sources. Today, these same households have noted that one of the main problems holding back the improvement in their

output involves the bad organisation and poor management of these two resources, which in addition is leading to their steady decline. In terms of pastures, and as there is no rotation in the use of land, the soil is becoming impoverished. As for water, a large amount is wasted because of gravity fed irrigation.

A further shortcoming households face in terms of livestock production involves their limited technical know-how for breeding cattle and cuys, as well as for marketing their produce. Livestock husbandry and farming are barely profitable, which means revenue is low, leading to the situation of poverty and extreme poverty in which these farming households subsist.

It is important to note that some farming households have banded together in associations, with the aim being to boost the sector and improve their quality of

2 The process of building up soil around the base of plants, which provides greater consistency, helps new roots to grow, and retains humidity for longer.

life. The organisations with the best performance and greatest successes are those that handle some form of budget, either because the money is provided by their members, or because they carry out fund-raising activities or because they manage to obtain public or private funding. These resources enable them to invest in infrastructures, building animal sheds, for example, or buying more livestock. These organisations also have certain weaknesses, such as the difficulties they encounter in their internal organisation and operation; this is compounded by the lack of dynamism and attraction of local markets, besides a lack of coordination with local and communal authorities.

As regards the work done by men and women. In agriculture, both men and women are involved indistinctly in all the tasks: both when preparing the land (tilling the soil, clearing the land removing plant waste), and during sowing, the *aporque* and the harvest. In matters of livestock husbandry, women dedicate themselves more to breeding cuys, and herding, milking and feeding cattle, while men are more involved in breeding cattle: looking after their health and reproduction.

Despite the major part women play in these farming tasks, their work is not acknowledged as such, but instead is simply considered help. Women have had fewer opportunities to educate themselves, and are therefore less prepared for technical and commercial management. These less favourable circumstances are due both to the lack of time they have because of the burden of household and communal work, and to the little or no support they receive from their partners, with a direct impact on their self-confidence. What's more, major household decisions are made by the man, either because he does not even consider the woman or because she does not feel capable of making certain decisions, again due to her lower level of education.

Despite the difficulties women encounter in terms of their work, there have been some changes, as women are beginning to take part in the breeding and sale of



Caritas technical staff at a communal meeting (Zabalketa)

smaller animals, which is giving them some financial independence.

Regarding ownership of the land, although it actually belongs to the community these households have right of use over it, so it is registered in the name of the head of each household. In some more urban areas, there are beginning to appear cases of land registered in the couple's name.

Social and administrative organisation

More recent history

The **COMUNIDADES CAMPESINAS [FARMING COMMUNITIES]** consist of groups of people living in land units, which are organised according to certain social and cultural parameters and rules, based on the exploitation of the natural resources in their area.

Table 2: No. people by office and sex in the communal management boards

District	Communities	Communal management board		
		Men	Women	Total
Acopía	Acopía	6	1	7
	Santo Domingo	6	2	8
	Tactabamba	4	3	7
Sangarará	Sangarará	6	2	8
	Marcaconga	7	1	8
	Unión Chahuay	6	2	8
	Yanampampa	5	3	8
Checacupe	Occobamba Norte	4	3	7
	Occobamba Sur	4	2	6
	Cangalli	5	2	7
	Chari	6	1	7
	Llocllora	7	0	7
	Palccoyo	7	0	7
Total		73	22	95
Percentages		77%	23%	100%

Source: Interviews with communal authorities. Year: 2014

This type of organisation has a pre-Columbian origin, and was introduced to deal with the difficult physical and social conditions facing people living in the Andes, as it enables them to ensure their means and conditions of life.

The main asset and strategy available to these farming communities is their own engagement and communal work; for example, in farming tasks, building infrastructure, social work, etc., all of which is designed to further the development of the population as a whole.

The farming communities have a three-tiered governance structure: the *asamblea comunal* [communal assembly]; the *junta directiva comunal* [the communal management board]; and the *comités especializados* [specialised committees].

The **Asamblea Comunal** is made up of the heads of households that have been formally recognised as such. It is the supreme authority within the commu-

nity and the one ultimately responsible for approving any decisions related to the community, as well as the administration and management of its resources.

According to the communal bylaws, everyone (both men and women) of legal age (over 18) is required to register as a member of the community. Among the people registered in each household, only men are entitled to be considered a *comunero*, or head of the household. Women may be considered as such, as *comuneras*, solely when they are widows and/or single mothers. The communal assembly is therefore made up mostly of men, accounting on average for 80% of all its members, and those women that do attend the assemblies do so as mere spectators and do not take part in an active and purposeful manner.

Ordinary meetings of the communal assembly are held every month, and they require a quorum of at least 50% plus one of its members. Decision are made on a democratic basis, by personal vote and a simple majority (50% plus one of the people with the right to vote).

The **Junta Directiva Comunal** is the executive body responsible for the community's management and administration, and it is made up of seven people: the Chair, Deputy Chair, Secretary, Treasurer, Attorney, and two ordinary members.

The communities also have **Comités Especializados**. Some of these are standing committees for the management of a natural resource, such as water or forests, while other specialised committees are formed for a specific task or activity, such as the following: sanitation, land ownership rights, livestock, etc. which are of a temporary nature.

The internal organisation of these farming communities has a series of weaknesses: one of these involves the communal authorities' serious lack of leadership skills for taking part in decision-making bodies and favouring and fostering local coordination. This is because of their lack of the necessary know-how for exercising proper management and the limited amount



Farming households displaying their produce (Zabalketa)

of time they have available, as they have to carry out their own work on their farms and with their livestock.

Moreover, the farming communities either do not have the necessary management instruments or they use them badly, finding it difficult to keep their internal accounts, for example. There are also other issues involved, such as a restricted outlook and poor long-term planning, with priority being given to projects that provide immediate results, such as small works of infrastructure, instead of investing in ways of reinforcing their capabilities.

A further aspect that affects the farming communities' capabilities is the weak and restricted involvement of women in decision-making within the community, both in terms of their actual number and regarding the type of offices they hold. This situation is due to the restrictions imposed by communal rules, the fact that men underestimate women's capabilities, and

their reluctance over them taking part. There is also women's overload of tasks (productive and reproductive), as well as their limited capabilities and training for actively engaging in the management of communal development. These factors are compounded by their low self-confidence and their ignorance of their rights.

The work undertaken in recent years on raising awareness and providing training in pursuit of a fair deal and equal opportunities to enable women to play a full role in community life has led to changes in the communal bylaws to guarantee their involvement. Women are now steadily increasing their presence and holding more important offices: whereas before there were 1-2 women in positions such as treasurer or board member, there are now four women holding the position of secretary and deputy chair. Nevertheless, there is still a need to continue working on these communal structures, as well as on the stereotypes that still prevail in households and in sociocultural ambits.



Two women attending a training session (Zabalketa)

This scarce and unsatisfactory involvement is not only apparent among women, as it also affects the general population, including young people, as the authorities themselves have little rallying power and scant ability to reach consensual agreements with the local people.

As mentioned earlier, the communities have **FARMING ORGANISATIONS**, which are officially recognised, as they are recorded in the public register and have their corresponding bylaws.

These organisations are represented by a governing board and are made up of men and women members that meet on a regular basis to carry out administrative tasks, jobs and activities linked to their productive sector.

Their resources are provided by the quotas paid by the members themselves and by different contributions in kind (generally breeding animals, and materials) made by the local council and other public and/or private institutions. Marketing is still conducted in the traditional way, on an individual basis and without keeping any production records, neither do they keep

a cashbook or any other kind of accounting record. In no more than a handful of cases, the earnings from these activities are shared out among the members.

Many of these associations are weak, both because of their little knowledge and business, commercial and organisational acumen, and because of the lack of support from the local authorities, as there is no policy for nurturing livestock husbandry and agriculture to make these associative projects sustainable.

These are some of the current farming organisations: for fattening cattle, dairy cattle, cuys, alpacas, arts and crafts, dairy producers, breeding Criollo sheep, and fishing.

There are specific **WOMEN'S ORGANISATIONS**, in each one of the three districts:

Asociación Distrital de Mujeres Sangarará [Sangarará District Women's Association] (ADIMSA). Consisting of around 160 women, its remit is to promote economic projects through the breeding of smaller animals. To do so, it holds work meetings and training workshops.

Federación Distrital de Mujeres Checacupe [Checacupe District Women's Federation] Its mission is to defend the human rights of women farmers, and it represents farming women in the district's 16 communities. This organisation currently has a limited presence in decision-making ambits, mainly because of its fragile organisational structure, its members' poor leadership skills, and the limited support and backing it receives from local authorities and leaders. Nevertheless, in view of its importance and impact at district level, it is highly representative and has a great capacity for mobilising its grassroots members, above all in cases of vulnerability and violation of their human rights.

Central de Organizaciones de Mujeres del Distrito de Acopía [Acopía District Collective of Women's Organisations]. This institution is made up of groups of mothers with children under the age of five, who take part in training sessions and activities in support of cuy farming and the planting of organic vegetable gardens.

Its current actions involve various projects, for which they receive both public and private funding. For example, they take part each year in the communal budget, and in 2014 they received an allocation of 30,000 Nuevos Soles to promote healthy housing through the installation of, for example, washbasins for personal hygiene and of sundry utensils. They are also conducting projects for reinforcing their capabilities (self-confidence, rights, leadership) for increasing their income (cooking, arts and crafts).

Comités de Vaso de Leche [Glass of Milk Committees].

These women provide assistance in the form of food for vulnerable groups within the community, such as pregnant and nursing women; children and adolescents; and the extremely poor.

Regarding these two collectives, Organisations of Farmers and Organisations of Women, it has been noted that they need to broaden their expertise in matters of organisation, participation, coordination and equal opportunities, and thereby enhance their capacity for leadership and influence.

It has also been noted that they are not familiar with nor handle technical instruments for the management of an organisation, and that they have a very short-sighted view of development. This is all compounded by the scant acknowledgement of their work by the local authorities, as well as by the farming communities themselves, besides the fact there is no kind of coordinated work among these three groups of agents: local authorities, farming communities, and grassroots social organisations (farmers and women).

The **LOCAL AUTHORITY OR GOVERNMENT** is the state's supreme representative at district level, and it consists of a mayor and five councillors, who are elected by ballot for a four-year term of office.

Participating within the field of work pursued by Caritas and Zabalketa are the three local authorities in the three districts of Checacupe, Sangarará and Acopía, which manage an average annual budget of between two and six million Nuevos Soles.

Table 3. No. people by office and sex in the three local councils

Municipality	Post	Men	Women	Total
Acopía	Mayor	1		1
	Councillors	4	1	5
	Public servants	20	8	28
Sangarará	Mayor	1		1
	Councillors	3	2	5
	Public servants	15	7	22
Checacupe	Mayor	1		1
	Councillors	4	1	5
	Public servants	43	22	65
Total		92	41	133
Percentages		69%	31%	100%

Source: Local authorities - List of council staff. Year: 2014

Within Peru's current process of devolving regional powers, these local authorities are playing a new and greater role, as they are acknowledged to be the drivers of development in districts and provinces, and have therefore been transferred new powers and more financial resources for fulfilling that mission. In view of this, they are now the ones responsible for designing and managing projects for the economic, social, cultural and environmental development of their areas.

This new functional model includes new tools and spaces for people to engage in local public management. As far as the tools are concerned, one is the **Plan de Desarrollo Distrital [District Development Plan]**, which involves strategic planning focused on the population's needs and expectations, and which acts as a guide for the drafting of those programmes and projects designed to improve the local people's quality of life and wellbeing.

Another tool involves the **Communal Budgets**, to which communities may submit their own projects once a year through their farming organisations, women's organisations, etc.

In terms of the new spaces made available, the main ones are as follows: the **Consejos de Desarrollo Distrital**



Taking the minutes at a meeting (Old Port Films)

[District Development Boards], which are responsible for the communal budgeting process; the **Comités de Vigilancia [Monitoring Committees]**, as the ones that oversee the actual development process and the observance of agreements; and the **Mesas de Concertación [Coordination Platforms]**, responsible for marshalling economic and social development, for combining the efforts of local authorities and organisations, and thereby orchestrating joint projects in favour of the local population.

Like any new operating process, we are facing certain weaknesses or vacuums, such as, for example, the dealings between the different administrative levels (national, departmental, district), as the political differences between them give rise to different interests, different uses of resources, and different dynamics in the exercise of power.

The three districts have a history of vertical management and patronage, and so the local authorities are somewhat reluctant to promote spaces for communal engagement, as they fear this will increase the levels of misgiving toward them, as they generally come into office with only a small percentage of the votes. These municipal authorities are unfamiliar with the positive experiences of coordinated and engaged local management.

This fear is also fuelled by their ignorance of the workings of democracy, and this is not conducive either to any form of accountability or auditing on the part of the population.

The municipal authorities are unaware of the legal framework that regulates the mechanisms of transparency and access to public information they are required to promote by law, and nor do they have the necessary expertise or funds to do so.

The tepid political will for coordination is also associated with the almost non-existent liaising between municipal and communal authorities, and in most cases these relationships are fractious and even informed by political rivalry in certain cases. Ignorance of the law and of each one's powers leads to misunderstandings, and therefore to tensions over the responsibilities and activities that correspond to the council or to the community. It has also been noted that although there is a structure in place for the devolution of powers, this distribution and transfer is only having a limited impact.

The problem concerning the population as a whole is a major lack of information, regarding both the exercise of their rights and the observance of their duties as citizens.

This institutional fragility means that the spaces for participation are inoperative, and the local development planning instruments are outdated and decontextualized.



Façade of the Town hall in the District of Acopía (Zabalketa)

The ongoing turnover of public servants impedes the consolidation of these spaces for citizen participation, and generates distrust among the population, thereby hindering coordination and communication, with the projects that are proposed tending to be only short-term ones.

It is also the case that some of the projects submitted to the communal budgets are not carried out for administrative or technical reasons or due to a reduction in the budgets.

The weaknesses observed in the local development plans rolled out thus far have meant that they have been drawn up with little participation and coordination, and so they do not respond to people's needs and interests, particularly those of women, who constitute the most marginalised group in decision-making ambits.

Two special projects: “*Juntos*” (together) and “*Presupuesto por resultados*” [results-based budget]

There are two projects that the central government in Peru has rolled out for their application at district level: one of them is the **JUNTOS** programme involving farming communities, local authorities, health centres, and schools, which provides the following services:

- Comprehensive care in health and nutrition for children aged 0 to 5.
- Comprehensive healthcare for pregnant women.
- Enrolment and monitoring of school attendance among children aged 6 to 14.
- Provision of an ID document for children under the age of 5.



Sharing toys and laughter (Zabalketa)

The second state project is called **PRESUPUESTO POR RESULTADOS**, through which funds are transferred to local authorities for modernising and improving municipal management. These funds are transferred only when these lo-

cal authorities meet certain set targets, such as reducing chronic malnutrition, or increasing the number of children registered.

This Dossier 1 has been drafted using the information contained in the programme “Participación ciudadana para la concertación del desarrollo local” [Community engagement for the joint promotion of local development] (FOCAD PGM 2014/BA001), drafted by the Caritas Network in Southern Peru and the Zabalketa Association. This programme is co-funded by the Basque Government's Agency for Development Cooperation.

Publisher_ Asociación Zabalketa de Cooperación y Desarrollo y Red de Cáritas del Sur del Perú | Pictures_ Zabalketa; Red Sur de Cáritas Perú; Jon Bittor del Campo; Old Port Films | Cofinancing_ Gobierno Vasco, Agencia Vasca de Cooperación para el Desarrollo | Design_ Seteseoito | Legal Deposit_ Bi-1479-2016

Available also on the Zabalketa website: www.zabalketa.org in Spanish, Basque and Quechua.

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