



RURAL SYNERGIES



PERU

*Building bridges between social and
productive inclusion policies*



With the technical cooperation of:



Rural productive support for the vulnerable population in Peru: the case of Haku Wiñay

KEY MESSAGES

Coordination between social protection and rural productive development programmes can help poor and at-risk households escape the poverty trap and break its intergenerational transmission.



While social protection provides liquidity, immediately and partly, alleviating poverty conditions, productive development programmes lead to the generation of the means for a sustained exit from poverty, while also promoting increased productivity of small family units and their access to limited resources and assets, such as land, water, financial services, technical advice, and markets. These programmes also contribute to improving households' resilience when dealing with external shocks or crises. This argument is especially relevant in contexts such as the one we are currently facing as a result of COVID-19.



Based on these premises, in this document, we present analyses of the results of: i) an impact assessment of the productive project Haku Wiñay and a soft skills programme delivered to Haku Wiñay beneficiaries; and ii) an institutional analysis of coordination between Juntos, a social protection programme, and the rural productive programmes that have been developed around Haku Wiñay.



The results of the impact assessment are positive. Haku Wiñay shows an increase in the income of participating households and the adoption of a series of technologies promoted by the programme. However, the impact on income has been heterogeneous. As such, the productive project is not a substitute for transfers given that not all households can take advantage of the benefits of the productive project.

The soft skills programme includes positive changes in the practice associated with technical development in the production of small species (Guinea pigs known locally as 'cuyes') using technology promoted by Haku Wiñay. This result suggests that the soft skills programme can amplify the effects of Haku Wiñay.



The institutional analysis shows evidence of a failed initial attempt at coordination between the Ministry of Social Development and Inclusion (MIDIS) and the Ministry of Agriculture and Irrigation (MINAGRI), representing a lost opportunity to capitalise on the potential of jointly providing training and investment services for infrastructure as well as a failure to take advantage of the expertise of MINAGRI and the entities focusing on innovation that form part of it.



Coordination between Juntos and Haku Wiñay (HW) within MIDIS is initially handled through focalisation, but these criteria have changed over time, and the formal link between the two programmes has been lost. It is important to assess the possibility and desirability to make changes to these criteria in order for HW to serve the Juntos beneficiary population and support their exit strategy, as was suggested in the original design.



The fieldwork revealed the existence of informal local level coordination efforts through the Juntos programme managers. We propose that the role of local managers in the provision of messaging on nutrition should be strengthened, as this seems to be generating desirable changes in households' nutritional patterns.



B

ELLOW IS A SUMMARY OF THE RESULTS OF A STUDY FOCUSING ON THE HAKU WIÑAY PRODUCTIVE PROJECT. THE AUTHORS CONDUCTED AN IMPACT ASSESSMENT OF HAKU WIÑAY AND A SOFT SKILLS PROGRAMME THAT WAS PROVIDED TO THESE USERS. THE ASSESSMENT INCLUDED THE BENEFICIARIES OF THE JUNTOS CONDITIONED TRANSFER PROGRAMME AND THE CASE OF HAKU WIÑAY WAS ALSO USED AS A BASIS FOR AN INSTITUTIONAL ANALYSIS OF COORDINATION WITH THE JUNTOS PROGRAMME.

Programa Nacional de Apoyo Directo a los Más Pobres – Juntos

Juntos is a monetary transfer programme implemented in Peru. Its purpose is to break the intergenerational transmission of poverty by generating human capital among children and adolescents who are part of impoverished households. It began in 2005 with approximately 65,000 beneficiaries and has expanded its coverage until reaching its current level of 2 million users.

The purpose of the transfers is to address limited access to healthcare and education services by poor households with expectant mothers or individuals under the age of 19 (Juntos, 2017). The programme consists of bimonthly transfers of PEN 200 (US\$ ppp 114)¹ to beneficiary households on the condition that individuals who are of school age (three years or older) attend school and that expectant mothers and children under the age of five get regular check-ups at healthcare facilities. The households that fail to meet these responsibilities in any given bimonthly period do not receive the transfer during the following period.

The programme also establishes home visits and collective actions designed to provide information about health, nutrition, education, and identity. The goal of these activities is to promote households' commitment to using healthcare and education services and to promote the families' adoption of healthy habits. These activities also serve to gather information about the households. The programme was designed and implemented by the Ministry of Social Development and Inclusion (MIDIS).

Haku Wiñay²

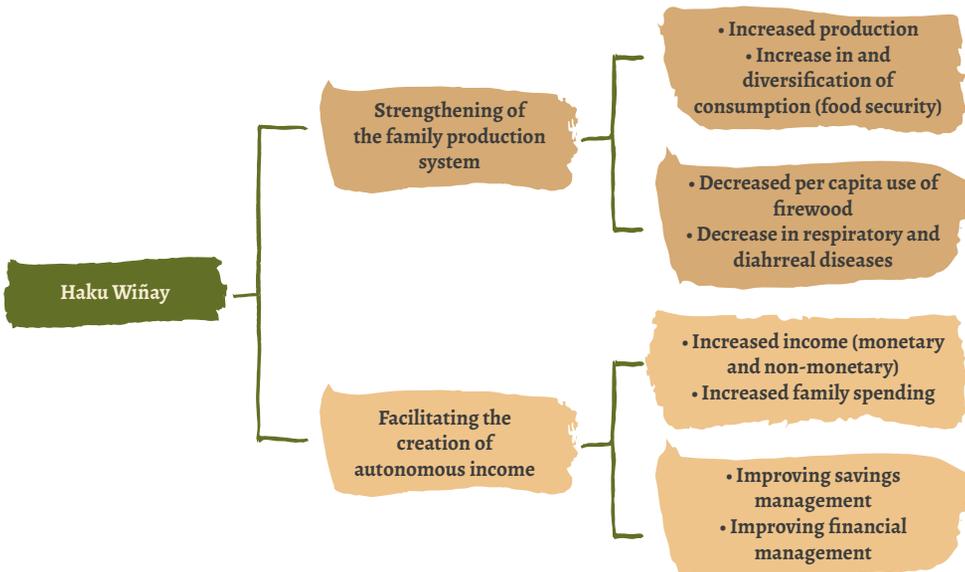
Haku Wiñay (HW) is a rural productive development programme that increases productive capacities and enterprises in order to boost and diversify the autonomous sustainable income of households living in poverty and extreme poverty. It consists of providing training and assets linked to livestock and farming technologies and home improvement and the provision of financing to households grouped around an enterprise (see Figure 1).



¹ 1.74 Peruvian soles per U.S. dollar, 2018 value.

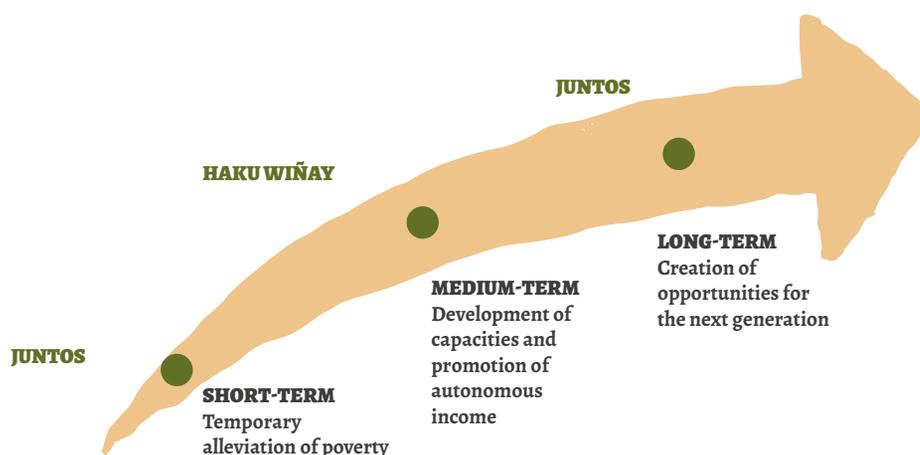
² The programme's name has been translated into Shipibo-conibo as Noa Jayatai and into Spanish as Vamos a Crecer.

Figure 1. Haku Wiñay objectives in areas with Juntos interventions



Source: Ministry of Social Development and Inclusion (2015: 45). Ministerial Resolution 49-2015-Midis, in Escobal and Ponce, 2016.

Figure 2. Temporality of the effects of Juntos and Haku Wiñay



The programme also features a financial inclusion component that promotes the use of services in the formal financial system.

MIDIS initiated negotiations with the Ministry of Agriculture and Irrigation (MINAGRI) to coordinate the Juntos programme and rural productive development programmes. However, MINAGRI stated that the ministries had different priorities and that it would be very costly to invest in the profile of populated centres that MIDIS serves. HW was created in 2012 when the Social Development Cooperation Fund (FONCODES) came under the purview of MIDIS.³

over time, HW's focalisation criteria have changed and it has lost the intentionality of the coordination, as the presence of Juntos in populated centres is no longer a requirement for those in which HW is implemented.

Currently, the selection of populated centres in which HW is implemented consists of two stages. First, the main FONCODES offices choose potential populated centres. Next, the list of potential centres is sent to the Territorial Units so that they can determine which will be selected for intervention. The potential populated centres must meet a series of requirements associated with a higher poverty level. At the same time, they must have at least 40 households. Populated centres in border areas are also part of potential populated centres whether or not they meet the aforementioned requirements.

³ FONCODES was founded in 1991 and has been a key stakeholder in efforts to overcome poverty in Peru. Over time, it has undergone important institutional changes. In the 2000s, it became part of the Ministry of Women and Social Development and in 2012 it became part of MIDIS. When it was moved to MIDIS, it provided infrastructure to communities in rural areas. The creation of Haku Wiñay is an important change for this institution, and it remained the main programme executed by FONCODES in 2019.

Soft skills pilot project

As part of this assessment, a group of households that are beneficiaries of the Haku Wiñay programme received an additional soft skills component designed to strengthen these skills so that they can meet goals. To this end, sessions designed to promote self-knowledge and recognition of environmental conditions were offered along with components focusing on setting goals and action plans together with the user. Finally, a significant number of sessions sought to strengthen the skills that would allow beneficiaries to comply with the proposed plans of action.

EVIDENCE OF SYNERGIES AND COMPLEMENTARITIES

The impact evaluation is meant to determine whether Haku Wiñay has impacts on income and technology adoption (crop cultivation, use of fertiliser, spray irrigation, pasture growing and raising animals) in the population receiving Juntos programme services. In other words, the aggregate effects of Haku Wiñay on the population served by Juntos is observed. The evaluation also explores the effects of the soft skills programme on the same variables (income and technology adoption) and on psychological variables.

The results of the Haku Wiñay programme evaluation reveal an increase in income of nearly PEN 1,400 soles per year (US\$ ppp 803) for the populated centres that take part in HW. This is a considerable increase that represents an over 30% leap in the income of households in populated centres that were not initially assigned to the programme. No additional effects of the soft skills development programme were found. This module ended just before the last survey was conducted (between March and April

2020), and due to its nature, the results in terms of economic well-being are expected in the mid-term.

Furthermore, it was found that there was an increase in income inequality in the group of households assigned to HW. The effect of the programme for the 75th percentile of income distribution is PEN 2,400 per year (US\$ ppp 1.377) while it is a little over PEN 150 (US\$ ppp 86) for the 25th percentile. The latter effect is not significant in statistical terms. The evaluation also established that the differences between the highest and lowest percentiles are not due to a higher participation rate of the higher percentiles relative to the lower ones. As such, we can state that the Haku Wiñay programme has a heterogeneous effect on households. Some use it better than others, which increases inequality among the group of households assigned to the programme.

In regard to changes in the form of agriculture and livestock production, the results show that the programme does contribute to the adoption of new technologies. The table below shows these results. Note that the impact on the main technologies promoted by Haku Wiñay was evaluated.

Results of the impact evaluation of HW on the adoption of technologies

- **Vegetable cultivation.**

In interviews with the yachachiqs⁴ and users, two important cultivation practices are highlighted: planting certain seeds, using seedlings and transplanting. Respondents also highlight the use of furrow irrigation and of maintaining a specific distance between plants. While the results show that the programme led to a 22% increase in the percentage of households that grow vegetables, there are no impacts on the aforementioned techniques.

- **Use and preparation of processed organic fertilisers.**

These fertilisers are notable because of their versatility. They can be applied to various crops, and programme users applied them to potato, corn and vegetable patches. In terms of quantitative results, the impact is greater on the use of fertilisers (up 33%) than on their preparation (which increased by 11%). Given the temporality of the intervention and duration of organic fertilisers, it is highly likely that these households are using fertiliser prepared during the programme (together with the Yachachiq or by the Yachachiq without user collaboration).

- **Sprinkler irrigation technologies.**

In qualitative terms, this technology is highly valued by users because it allows them to efficiently irrigate areas that did not have access to irrigation. ⁵ Sprinkler irrigation uses less water than gravity-assisted irrigation and does not erode the soil. The results show an estimated impact of 20% in this use of this technology.

- **Pasture cultivation.**

While the programme increased the percentage of producers who grow pasture and the number of hectares of pasture grown, the qualitative analysis reveals that, users who had already been growing pasture (in contrast to those who had not), did not use new techniques. The estimated effect for the percentage of producers who grow pasture is 11% while the effect for hectares of pasture grown is 0.3. The programme goal was approximately 500 square meters (0.05 hectares).

- **Small animal breeding**

Positive impacts are observed on the use of new technologies (sheds) for managing small animal stock. The use of sheds increased by 23%.



⁴ The yachachiq are small farmers or technicians with a small-farmer background who are recognised as having produced and gathered knowledge related to the daily activities involved in rural work, and who are valued by the community. Within the framework of the programme, they provide training and technical assistance using the small-farmer to small-farmer training methodology.

⁵ Sprinkler irrigation involves the installation of a small reservoir and distribution system that takes water from the reservoir to the growing areas. Despite this, the household must have access to water yearround in order to be able to have access to sprinkler irrigation.

Concerning psychological variables, the assessment revealed that having an initial Locus of Control Index⁶ of over the median has a positive impact on total income in HW intermediate results. This is the case for the entire sample and does not depend on belonging to an HW participating populated centre. This means that the psychological variables of the baseline do not seem to determine the success of HW in regard to income levels achieved. There is no evidence that the programme itself impacts psychological variables in the medium term.

Finally, in terms of the **evaluation of the complementary soft skills programme that HW beneficiaries received**, the results show that the likelihood of using sheds for Guinea pigs increased by 17%. This is an important result because nearly 30% of the coaching participants proposed that participants should technify their Guinea pig production as part of the plan of action so that they could increase their income. The fact that the animals are housed in a shed is the first step towards achieving more efficient production. No effects on sales or the number of animals kept were found. This is not surprising given that it relates to a reference period of all of 2019, while the programme ended in early 2020. Furthermore, the increase in the use of this practice suggests that participants are on the path that they proposed in the plan of action, and the economic results of adopting this practice will become apparent in the medium term.

Some other participants proposed planting more pasture for sale and for feeding their animals in their plan of action. There were no programme effects on the likelihood of having pasture planted or in the area of pasture grown. Others proposed planting potatoes when rainfall is low, diversifying their crops to include higher priced products (such as quinoa) or opening restaurants or bakeries.

In contrast to households with plans of action associated with improving Guinea pig production, those without these plans do not have a single practice that would allow us to determine whether their households are on track to meeting this goal. In the medium term, it will be possible to observe the effect on economic wellbeing variables.

It was also found that participating in coaching increases the Internality Index and reduces the Powerful Others Index for the psychological variables.⁷ This means that there is an increase in the belief that life is determined by one's own actions as well as an increase in the belief that there are people in the environment who impact these results. This may be a natural consequence of a coaching programme given that the presence of presence of facilitators in this process is significant. If we consider the psychological variables of the person from the household who participated in the coaching programme rather than those of the head of household, this effect disappears.



⁶ This refers to the subject's perception that events occur mainly as a result of their own actions; that is, the perception that they themselves control their own life.

⁷ The Locus of Control Index is comprised of the Internality Index, the Powerful Others Index, and the Random Index. The former refers to the degree to which the person believes that they have control over their own life and the latter two to whether the person believes that events in their life are controlled by others or by chance, respectively.

INSTITUTIONAL SUCCESSSES AND CHALLENGES

Coordination attempts between MIDIS and MINAGRI

Two key aspects of MIDIS' first attempt to coordinate Juntos with rural productive development programmes managed by MINAGRI stand out. First, MIDIS' inability to coordinate with MINAGRI reveals the differences in the objectives and priorities of the two institutions. Although MINAGRI has a programme (AGRORURAL) to include small-scale producers in its institutional goals, the interviews showed that in practice subsistence farmers are not a priority for the Ministry's leadership, as it focuses on promoting agro-exportation. AGRORURAL appears to work with organisations with a high activity level and easy geographic access, which means that it does not reach the poorest producers (Espinoza and Wiggins, 2016).

On the other hand, also important to note are the limited budgets of MINAGRI and AGRORURAL compared to the MIDIS budget. MIDIS did not insist on coordination because the MINAGRI budgetary and coverage contribution was notably smaller. As such, investment in training activities –including technical assistance– through AGRORURAL in 2010 that did not come from external financing totalled PEN 40 million (equivalent to US\$ ppp 22,96 million), while the Haku Wiñay budget in 2017 was PEN 178 million (Ministry of Economy and Finance, 2019), which is equivalent to US\$ ppp 102 million.

In spite of this, the failed attempts to coordinate MIDIS and MINAGRI activities represents a lost opportunity to capitalise on some positive aspects, for example, the opportunity to jointly provide training services and infrastructure investment, the latter of

which notably increases the profitability of the training activities. Furthermore, not using the expertise of the ministry and its innovation-focused agencies has impeded a programme like Haku Wiñay to offer new technologies.

Focalisation of Haku Wiñay

The Haku Wiñay focalisation process was originally the key element in the coordination with Juntos. Haku Wiñay was designed to be part of a Juntos exit strategy so that some households that would stop receiving the Juntos monetary transfer would join HW (MIDIS, 2017). However, during a pilot project conducted in 243 households in the Vinchos and Chuschi districts, it was found that the households that had to leave Juntos presented a high rate of dispersion, so it was not possible to work with them exclusively.

As a solution, it was determined that HW would focus on territories and would be implemented in areas with a high percentage of Juntos beneficiary households but opening up HW participation to all Juntos beneficiary households in the area. The households did not accept that they would be perceived as poor even though they were not Juntos users, and felt excluded by the programme. In the end, it was decided that the focalisation would be territorial, and that HW would work with all of the households in the populated centres that were interested, with priority placed on Juntos beneficiary households. The HW focalisation criteria continued to change, and in 2017, explicit reference to the presence of Juntos in the potential populated centres during the focalisation process was eliminated (FONCODES, 2016).

Based on the census data and the Juntos programme website, researchers assessed whether it would be possible to improve the Haku Wiñay focalisation to cover a greater percentage of Juntos households. In 2017, 39% of households in potential populated centres were part of Juntos. If the focalisation is based on the proportion of Juntos households in the populated centre, this percentage jumps from 39% to 55%. If we also remove the restriction that the populated centre must have over 40 households, this percentage increases to 96%. In other words, if the focalisation criterion is changed and the restriction associated with the number of households in the populated centre is relaxed, it is possible to serve the Juntos population almost exclusively.

The role of Juntos local managers

Juntos local managers play a role in coordinating Juntos and Haku Wiñay. They are programme field operators and engage in a variety of activities including affiliation and maintaining the user pattern, conducting home visits and running group workshops, verifying shared responsibilities and coordinating transfer payments.

As part of the home visits and group workshops, Juntos local managers provide a set of messages to programme users about meeting their shared responsibilities and engaging in good health practices. During the interviews, Juntos and Haku Wiñay staff members made it clear that Juntos local managers introduce messages that contribute to Haku Wiñay objectives, such as reinforcing the importance of homestead organic gardening, encouraging the construction of a solid waste pit and encouraging the adoption of other technologies promoted by Haku Wiñay. This promotion was conducted for the technologies related to health (such as those mentioned above) given that these align with Juntos objectives of

strengthening the households' human capital. The interviews conducted in the context of the assessment also show that field operators from both programmes have coordinated in order to promote financial literacy and bank savings.

But these coordination efforts are all informal. Although Juntos local managers are responsible for coordinating with other stakeholders in the territory in order to meet programme user service demands and needs (Juntos, 2016), they are not obligated to do so with Haku Wiñay. Formally, all there is, is a recommendation for Juntos Territorial Units to collaborate in presenting Haku Wiñay in populated centres.



RECOMMENDATIONS

The creation of Haku Wiñay is an important step forward in strengthening the productive capacities of the at-risk rural population. Until the programme was created, this role was performed almost exclusively by AGRO RURAL in the Ministry of Agriculture.

In terms of the Haku Wiñay focalisation criteria and the role that this process plays in the coordination with Juntos, **it is important to assess whether it is possible and desirable to make changes to these criteria that will make it possible HW to serve the Juntos user population to a greater extent and to support its exit strategy, as outlined in the original design.** It is thus necessary to determine which criterion has the greatest relevance for MIDIS: for eligible populated centres to have more than 40 households or for the presence of Juntos beneficiary households to increase. This is occurring in a context in which the quantitative analysis shows that the percentage of Juntos households is just 39% in potential populated centres but that if the criterion of the populated centre having over 40 households is removed and focalisation were carried out based on the presence of Juntos in the populated centre, the percentage of Juntos households in potential populated centres could be as high as 96%.

The evaluation results that suggest that the Haku Wiñay programme generates positive income impacts align with those of Escobal and Ponce (2016) and suggest that it is beneficial to focus the programme on Juntos users. On the other hand, the finding that the impact of Haku Wiñay on income is heterogeneous implies that the productive project cannot substitute the conditioned transfer programme because that would negatively affect the households on which HW does not have a significant impact.

One supposition behind the conditions of transfer programmes like Juntos is that they produce changes in behaviour towards socially desirable conducts. As such, it is possible to **strengthen the role of local managers in the delivery of messages on nutrition, which seem to be generating desirable changes in households' nutrition patterns.** These are necessary in a context in which previous studies (Aldana, 2013) have shown that, in low-income rural areas, meals tend to be very high in carbohydrates and very low in fruit and vegetables. This policy option has some negative aspects, mainly that its effectiveness is based on users' confusion regarding the co-responsibilities associated with conditioned transfers.

In interviews with Haku Wiñay officials and yachachiqs, respondents noted how difficult it is to get programme users to adopt the recommended technologies. As a result, the role of local managers is highly valued by Haku Wiñay officials. For example, the impact evaluation showed that the soft skills programme increases the use of Guinea pig sheds, one of the technologies promoted by Haku Wiñay. This positive impact is given by the fact that nearly 30% of soft skills programme users had goals linked to Guinea pig farming.

These results show that **coaching can promote the adoption of technologies and thus strengthen the impact of Haku Wiñay on income.** The effects of the soft skills programme on income cannot yet be estimated, as not enough time had passed since the survey was applied. However, the results obtained so far point to the existence of some complementarity between Haku Wiñay and the soft skills programme.

TECHNICAL SHEET

The project

Over the past few years, the International Fund for Agricultural Development (IFAD), together with the Food and Agriculture Organization of the United Nations (FAO) have been analysing the potential synergistic effects of interventions on rural households that involve social protection programmes and productive rural development projects. IFAD and the Universidad de Los Andes have implemented this project through the “Conditional Cash Transfers and Rural Development in Latin America” grant (www.sinergiasrurales.info/); and FAO through the project entitled “From Protection to Production: The role of Social Cash Transfers in the Promotion of Economic Development” (PtoP) (www.fao.org/economic/ptop). Some evidence of such synergies and complementarities has been identified, but the evidence has also raised new questions. These inquiries are related to the types of synergies and how to take advantage of them, the correct sequencing of programme rollout, the institutional reforms that need to take place and the political economy behind these options, and thus improve the results of the programmes.

To answer some of these questions, the project entitled “Improving the Coordination between Social Protection and Rural Development Interventions in Developing Countries: Lessons from Latin America and Africa” - which is being developed by the Universidad de Los Andes (UNIANDES), through its Center of Studies on Development Economics (CEDE), and financed by the International Fund for Agricultural Development (IFAD) - seeks to gather evidence of the benefits of such coordinated interventions.

The goal of the project is to gather evidence for policymakers and donors

of the benefits of the coordinated interventions that could provide inputs regarding the appropriate institutional and operational design, and enable them to use these inputs as a basis for improving anti-poverty interventions targeted at rural households, thus helping small farmers to take a proactive part in rural transformation.

The main objective of the project is to influence government institutions related to rural development and social protection (anti-poverty) policies, so that they can take advantage of the synergies identified between social protection and productive initiatives. The project was implemented in seven countries, three in Latin America and four in Africa.

The evaluation

The information used in the Haku Wiñay impact assessment and the soft skills programme is based on a baseline that was created between late 2017 and early 2018 and an intermediate survey conducted in early 2020. The Haku Wiñay assessment also uses qualitative data from interviews with users and yachachiqs. Haku Wiñay households that form part of these surveys and the interviews are the users from the 2017 cohort.

Haku Wiñay impact assessment

The discontinuous regression method was used for the HW impact assessment. This method compares the households that are just under the threshold to households that are located just above it. When comparing households close to the threshold, it is evident that the groups on both sides have similar characteristics and are only differentiated by participation in the programme. The threshold was defined based on the percentage of households in the populated centre with at least one Unmet Basic Need (UBN) and it was set at 60%. This threshold was chosen because for a populated centre



be on the list of those potentially apt for intervention, over 60% of its households needs to have at least one UBN. The two comparison groups are as follows:

- **Control group:**
Comprised of Juntos households located in the populated centres in which between 50 and 60% of the households has at least one UBN.
- **Intention to Treat Group (ITT):**
Comprised of Juntos households located in populated centres in which between 60% and 70% of the households has at least one UBN.

The sample for the study was 23 populated centres assigned to the control group with 338 households and 26 populated centres assigned to the ITT group with 661 households. These populated centres belong to 11 districts in the departamentos of Ayacucho, Cajamarca, Cusco, Huánuco and Ancash.

Based on the information provided by the Haku Wiñay programme territorial units, the number of populated centres selected for intervention in the control group was initially one. This would have implied that the percentage of households that underwent intervention in the control group would

have been around 5%. However, the surveys showed that the number of populated centres selected in the control group was greater, thus the percentage of households in which the programme intervened is 24% of the control group and 72% of the ITT group.

The Haku Wiñay assessment also uses qualitative data from two field work efforts. The first was conducted in March 2018 and the second in June and July 2019. The first involved conducting 11 interviews with Yachachiqs and 16 users. The second consisted of interviewing 40 users in nine populated centres. The goal of the interviews was to understand the technologies promoted by Haku Wiñay (content, effect) and the users' perception of these technologies.

Coaching impact assessment

The purpose of the assessment was to estimate the direct effects of coaching and the possible indirect effects (spillovers) in households that did not participate in the soft skills programme. An experimental design was used to evaluate the impact of soft skills coaching, and particular attention was paid to identifying the possible additional effects in HW.

The coaching was implemented in 13 randomly selected populated centres out of the 23 that participated in HW. Given this randomisation of populated centres, it was impossible to estimate the indirect effects in centres in which the treatment was offered to all households. As such, a partial population saturation design was used in these 13 populated centres, assigning them a treatment (coaching saturation level⁸ of less than 100%.

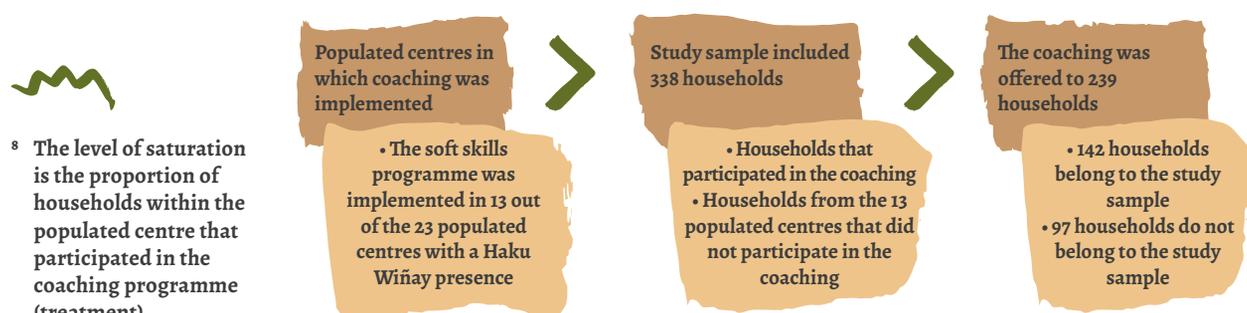
In this case, the level of saturation of the populated centres in which the soft skills programme was offered was 50%. This allows us to identify the existence of a spillover effect of coaching from treated individuals to untreated individuals within the populated centres with positive saturation. As a result, households that did not participate in the soft skills programme were selected. These households also had to be part of the 13 populated centres that received Haku Wiñay and in which the soft skills programme was offered. The total sample consisted of 338 households (of a universe of interest of 477 households) where coaching was offered to 239 households in order to achieve a 50% saturation level: 142 from our sample and 97 households outside of our sample (see Figure 3). It is important to note that 84% of the households in the sample that received the coaching offer participated in at least four sessions, which means that they completed the first phase of the programme.

The design follows Baird et al. (2018) because that level of saturation for the coaching participants and with that proportion of populated centres being treated maximises the statistical power in order to be able to identify the effect of the treatment and the effect of possible externalities. Given the way in which the coaching was randomised, the estimation was conducted using an ANCOVA model and a regression that allows the potential effects of externalities to be captured.

Institutional analysis

For its part, the institutional analysis was intended to understand the restrictions and opportunities of coordination between the Juntos and Haku Wiñay programmes. Three key aspects were analysed: (i) MIDIS attempts to coordinate Juntos and other rural productive development initiatives developed by MINAGRI; (ii) the evolution of Haku Wiñay focalisation criteria; and (iii) the local level coordination spaces and mechanisms used during programme implementation through the local managers. The study used a mixed approach, incorporating primary information through interviews with programme employees and users as well as secondary information based on the review of design, regulatory (decrees, rules, operating and other), operating guides and prior evaluations.

Figure 3. Summary of households that participated in the implementation and evaluation of the impact of coaching



⁸ The level of saturation is the proportion of households within the populated centre that participated in the coaching programme (treatment).

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