

Assignment name: Andean Cooperative Development Program	Value of the consultancy contract: CAN \$ 9,660,000
Countries: Peru and Bolivia Location: Peru: Ica (coastal zone), Cusco, Junín, Huanuco, Puno and Cajamarca (mountains). Bolivia: Cochabamba, Santa Cruz, Potosí, and Chuquisaca departments.	Duration of the assignment (months): 72 months
Name of Client: Canadian International Development Agency (CIDA)	Total number of professional persons-months of the assignment: 300
Address: 200, promenade du Portage Gatineau (Québec), Canada	Approximate value of services provided by your firm for the assignment: US \$ 3,041,771
Start date (month/year) : 09/1996 Completion date (month/year): 09/2002	Number of professional persons-months provided by associated consultants: --
Names of associated consultants, if any: --	Names of senior professional staff involved and job status: Program Manager (Canada): Michel Mathieu, Philippe Demers Field Director: Cyrille Boucher, Guy Lamontagne, Réjean Lantagne.
<p>Narrative description of the project:</p> <p>The Andean Cooperative Development Program was born from SOCODEVI's recent successful projects with cooperatives in Peru and Bolivia. The reports and assessments of CIDA on these projects have suggested a project at the regional level which would use the experience of SOCODEVI in the Andean sector and extend it to other organizations. The project included a new feature: the results-based management, which implied an important monitoring and involvement of CIDA in the program's management, in all its components. The overall goal of PADECO was to contribute to poverty reduction by strengthening production capacity of the private sector in rural areas in Peru and Bolivia, while the main objective was to build 8 sustainable agricultural cooperatives in both countries (4 in Peru, Bolivia and 4). The PADECO was conceived as a project to support agricultural cooperatives in Peru and Bolivia. It is an institutional support project consisting of three components:</p> <ul style="list-style-type: none"> • At the national level (macro): Support the development of the agricultural cooperative movement, so that they have a legal, economic, and community-based framework more conducive to their development • At the regional level (meso): strengthening through training and support-advice, with access to finance for community-based agricultural organizations, to be profitable and efficient • At the local level (micro): Support the centers for greater integration of women and better capital protection of family businesses <p>The expected results at all three levels were:</p> <ul style="list-style-type: none"> • Agricultural cooperatives in both countries enjoy a favourable and appropriate framework for their development (laws, regulations, structure, etc.) • The cooperative are profitable, have a effective management and leadership, and have a proper community-based life (total of 8 centrals: 4 in Bolivia and 4 in Peru) • Better administered family businesses, in which women are integrated and carry out their production activities efficiently, while protecting their capital 	

Detailed description of services provided :

In both countries, simultaneously and promoting the exchange of good practice, the Andean Cooperative Development Program focused on three main components:

- 1- Strengthening the agricultural cooperatives in their administration, management and governance, through the establishment of management tools, training plans and development of economic services. Introduction of new business plans with quantifiable objectives and investment plans approved in the areas of production, processing and marketing of the products of affiliated cooperatives or producers. Establishment of training and support-advice in both boards of directors, composed of producers for professional managers. Training and support-advice have been developed and implemented for steering committees (boards of directors, surveillance, electoral education) and managers (management, accounting, marketing, etc.). A credit fund was made available to organizations to finance new investments, providing added value to their operations or allowing the introduction of other production activities with a proven better performance level.
- 2- The development of family businesses through access to productive credit, training in management, promotion of women's active participation, and technical training to protect capital. Two major training programs have been implemented, a technology package geared towards better management of agricultural activities (diversification and introduction of new crops, soil conservation, production techniques, pesticide use, management of production factors) and a training package on managing the family business for women on the farm (business concepts, marketing and feasibility studies of market, management of production costs, accounting management). The training sessions will reach more than 14 000 producers.
- 3- Support to the national development of the cooperative movement through a plan updating the legal framework and by the establishment of community-based services profitable and efficient. Important amendments have been proposed to the law of cooperatives.

The PADECO has achieved the following results :

- Each central received a support for the elaboration and implementation of new business plans including quantifiable marketing goals.
- Diversification of economic activities in new niches of products and markets, like spices, nontraditional vegetable exports, etc.
- Investment plans relative to production, transformation and commercialization of their cooperatives' products or affiliated farmers
- Coops improved their economic situation and profitability
- More than 14 000 families benefiting from training activities
- More than 3 000 women participating in business training activities
- Increased member participation and better governance
- Revision and update of the statutes and by laws of the cooperatives and federations to enable women's active participation.
- In Peru, the percentage of women in management positions rose from 5% in 1996 to 14.6% in 2000, which is close to the proportion of women members (20% in cooperatives). In Bolivia, the percentage rose from 12% to 23.9% (with a proportion of women associated of 14%).
- Improvement of the management personnel's skills and of their cooperative
- Several credit funds have been established to support activities: one for cooperatives as working capital, and another for women or wives of members of cooperatives to develop and strengthen their micro-enterprises . The fund organizations and encouraged their families to producers in the development of productive activities with an entrepreneurial vision
- Normalization of the program's gender equality strategy.