THE PERUVIAN ALTERNATIVE DEVELOPMENT MODEL
The Peruvian Alternative Development Model

November, 2015
“We will execute an anti-drug policy to consolidate the Peruvian model of comprehensive and sustainable alternative development to convert today’s illicit producers to agents in a legal economy. We will not be indifferent to the alarming increase in drug use among adolescents and youth. We will respect the debate on this issue that has opened in recent years, inside and outside the country, but we will not legalize any drug, nor illicit cultivation; on the contrary will fight.

Our anti-drug policy will be sovereign and will affirm the reality of a shared responsibility with consumer countries. We will be inflexible in controlling chemical precursors and the fight against drug trafficking gangs. We will reduce the area of illicit coca cultivation, we will not allow the expansion of illegal crops, especially in our national parks and ecological zones.”

Presidente Ollanta Humala Tasso, Inauguration speech: July 28, 2011
The Peruvian government promotes a national multi-sectoral anti-drug strategy.

In this context, DEVIDA’s function is to design, articulate, and implement the National Anti-drug Strategy in a coordinated manner with all sectors.

The policy reflects the responsibility and the commitment of the institutions involved in the framework of the National Anti-drug Strategy.
Oriented to improving the economic, political, social, and environmental conditions in zones of illicit drug trafficking, with the aim of separate the population from the cultivation of coca and foster the development of a productive licit economy. To achieve this from a human development perspective, we seek to have an impact on the opportunities of rural families and improve their living conditions.
Comprehensive and Sustainable Alternative Development (CSAD)

- Consolidate state presence
- Generate social capital in favor of the state: community associations and producer committees
- Contribute to mitigating the risk of replanting
- Promote the responsible use of forest resources
- Help mitigating food security problems.
- Disincentivize population’s participation in illicit activities
- Provide technical support and facilitate interaction with markets

Human development approach aimed at families in coca-producing zones
Peru’s Model for Successful Interventions to Reduce Areas of Coca Production

The sustainability of reductions of coca-producing areas is achieved through the synergy of eradication and alternative development, consolidating the expansion of the area of licit agriculture connected to the market (agricultural frontier).

**PRE-ERADICATION**

Early and strategic intervention by the state through programs and projects, state presence prior to eradication

**ERADICATION**

**Effective elimination of illicit coca cultivation**

69,162 ha eradicated between 2012-2014

30% effective reduction

**POST-ERADICATION**

Consists of a set of processes and activities aimed at mitigating the impact of eradication and establish bases for the implementation of comprehensive and sustainable alternative development.
Typology of CSAD Interventions

1. Productive projects
2. Post-eradication
3. Neighboring road infrastructure projects
4. Formalization and allocation of titles for allotments of rural land
5. Reforestation and soil restoration projects
6. Promotion of associations

Families incorporated into comprehensive and sustainable development

Explanding licit agricultural frontier

Sustainability of the reduction of coca-producing area

Intervention
Results
Specific result
Final result
In June, 2016 titles for 50,000 allotments will have been given.
POST-ERADICATION

Short-term Actions

- Temporary cultivation for food security and basic economy dynamic
- Communal, educational, health, sporting infrastructure
- State presence and consolidation of social fabric

Medium-term Action

- Permanent cultivation
- Fish farms
- Models for adding value
- Reforestation
- Soil restoration
- Production models for organic fertilizers
- Healthy communities
- Promotion of associations
- Community Development Plans

Farming - Infrastructure - Local Development

Socialization, environment, and communications

Incorporation of the territory with regional and local governments

INTERNATIONAL COOPERATION
Comprehensive and Sustainable Alternative Development - CSAD

Post-Eradication
Healthy Communities

**Organización Y Capacitación de facilitador.**

- Visita y mapeo de actores en comunidad
- Coordinaciones iniciales con líderes comunitarios

**Ejecución de las acciones básicas** definidas en cada escenario de Familia y Comunidad.

- Coordinación y sensibilización de GL sobre JVC y estilos de vida saludable.

**Reforzamiento de las acciones básicas** definidas en cada escenario de MCS, involucrando activamente a los actores locales claves.

- Acompañamiento a familias y comunidades en retos de cambio.
- Fortalecimiento de GL en gestión territorial.
- Movilización comunitaria y territorial.

**Reforzamiento en uso de herramientas a comunidades.**

- Acompañamiento a actores locales en el liderazgo de la aplicación de metodología.
- Acompañamiento articulado a comunidades.

**Se consolida la transferencia de la metodología MCS a los actores locales claves.**

---

**ETAPA 1**
Organización y capacitación de equipos de campo

**ETAPA 2**
Implementación inicial de escenarios familia y comunidad

**ETAPA 3**
Desarrollo de cambios de estilos de vida saludable y sus entornos

**ETAPA 4**
Consolidación de cambios y de la metodología de intervención

**ETAPA 5**
Consolidación e institucionalización de la metodología
Componente de Salud de DEVIDA:
MUNICIPIOS Y COMUNIDADES SALUDABLES

**Familia Saludable**
Instrumentos para tener Familias Saludables:
- Guía de Familia.
- Tablero de Diagnóstico de Familia Saludable.
- Tablero de Visión de Familia Saludable.
- Tablero de Compromisos de familia Saludable.
- Tablero de Normas de Convivencia de Familia Saludable.
- Spots de Radio.

**Comunidad Saludable**
Instrumentos para tener Comunidades Saludables:
- Guía de Comunidad
- Diagnóstico y Plan de Desarrollo Comunal.
- Ficha de vigilancia comunal a salud madre niño
- Tablero de vigilancia comunal a salud madre niño
- Ficha de vigilancia comunal a Familias Saludables
- Spots de Radio
- Spots de Escuelas Saludables

**Municipio Saludable**
Instrumentos para tener Municipios Saludables:
- Guía de Municipio
- Empaque de la Caja de herramientas.
- Spots de Radio.
Achieve change in attitude of the population and authorities in coca-producing zones towards comprehensive and sustainable alternative development.
Incorporation of Territory

OBJECTIVES OF INCORPORATION

- Assign resources to local governments to finance projects and activities
- Technical assistance and support
- Strengthening capacities of local governments: management and administration
- Generation of capacity
- Improvement of local management
- Increase results-based budget execution
- Promotion of private initiatives
- Social control and transparency

STRATEGY FOR INCORPORATION

- Bring local authority closer to local population
- Empower the authority
- Technical Capacity
- Economic Capacity
- Generate LEADERSHIP
Coordination of Institutions Linked to Comprehensive and Sustainable Alternative Development

DEVIDA
Technical assistance, monitoring, and evaluation

Local Governments (Projects and activities)

Regional Governments (Projects and activities)

National Government (Projects and activities)

Private sector (Public-Private Partnership)

INTERNATIONAL COOPERATION
Coordination Mechanisms in Different Phases

Program Design
- Validation of intervention models
- Dissemination of intervention models

Programming
- Definition of prioritization criteria
- Proposal of metrics for results and performance

National
Regional
Local
Coordination Mechanisms in Different Phases

Execution

- Technical assistance
- Follow-up

Participative Evaluation Workshops

Participative Committee

National
Regional
Local
Our commitment to comprehensive and sustainable alternative development

Improve economic, political, social, and environmental conditions to reduce the vulnerability that pushes families towards illicit cultivation.

Expansion of agricultural frontier.

More than 50 thousand hectares aided with licit cultivation on average per year

More than 50 thousand titles for rural property given by 2106

More than 12 thousand hectares reforested and aided on average per year

More than 1,100 kilometers of neighboring roads rebuilt, improved, or maintained
Producers
Committee
Cooperatives
Organizations
of agricultural workers

Small farmers

Consumer

Fair trade

Special Markets
Certifications and designations of origin

126 producer associations
Incorporation into Markets

COMPETITIVENESS IN THE FIELD
- Technical Assistance
- Technological Innovation

ASSOCIATIONS
- Productive Infrastructure
- Added Value
- Promotion and Formalization of SMES

COMMERCIAL LINKAGE
- Quality and Certifications
- National and International Promotion
- Business Roundtables

INSTITUTIONAL STRENGTHENING
- Public-Private Partnerships
- Local Programs

STAGES

FOOD SECURITY
ENVIRONMENT
INCLUSION
STRENGTHENING SOCIAL FABRIC
Promotion: Interinstitutional Coordination

PRODUCER ORGANIZATIONS:
Cacao, Palm, Coffee, Plaintain, etc.

Credit

Commerical Advice

Technical Assistance

Institutional Strengthening

Business Plans

Companies

Commercial incorporation

Social inclusion

Inter-cultural

Gender Perspective
Monitoreo y Evaluación

El monitoreo y la evaluación son dos componentes o subsistemas que se articulan y constituyen una función de la gestión de proyectos. Permite observar y analizar la ejecución de un proyecto en cuanto a los avances y logros de objetivos.

- Mejorar la toma de decisiones
- Obtener aprendizajes relevantes
- Enfoque participativo
- Acciones de recolección, procesamiento y análisis
- Información oportuna, confiable y de calidad
- Información que sea utilizada a todo nivel
- Potenciar los espacios de análisis
- Asegurar sostenibilidad del uso de la información
Consolidating the reduction of coca producing areas in Peru

Hectares of coca

2007 – 2011 Administration
2012 – 2014 Administration

Consolidating the reduction of coca producing areas in Peru

Progress in eradication as of November 2, 2015: 31,379 ha

Fuente: UNODC, CORAH, elaborado por DEVIDA
Results

Mechanisms for dialogue, agreement, and coordination

- Involvement of the population in a process of progressive change towards the licit economy, through strengthening of participative management.
- Empowerment of local authority closer to the population.
- Prevention of social conflicts caused by unions of coca growers or radical groups.
- Strengthening of ability to govern, state presence.
- Change the investment matrix to strengthen processes of participative development.
- Facilitate the change of sectoral approach to a territorial approach.
- Formation of Participative Committees has generated more trust in executing agencies and DEVIDA among population, as these constitute an instrument which allows for the transparent distribution of resources and the execution of the project in general.
Thanks

Carlos Figueroa Henostroza
Advisor to the Executive President - DEVIDA
cfigueroa@devida.gob.pe