

THE EXISTING LANDSCAPE OF SOCIAL ENTREPRENEURSHIP IN PERU

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TABLE OF CONTENTS

ABOUT THE ASIA PACIFIC FOUNDATION OF CANADA	3
EXECUTIVE SUMMARY	4
WHAT IS SOCIAL ENTREPRENEURSHIP	6
CONCEPT DEFINITION	6
HOW DOES THE SE GIVE BACK TO ITS COMMUNITY?	9
OBSTACLES FOR ESTABLISHING SEs IN PERU	10
WHAT ARE THE CHALLENGES OF SCALING UP SEs?	11
PERUVIAN CONTEXT OF MSMEs AND RELATIONSHIP WITH SEs	14
DEFINITION OF MSMEs AND CURRENT STATUS	14
ANALYSIS: CURRENT POLICIES, PROGRAMS, AND INITIATIVES FOR MSMEs	20
SPECIFIC POLICIES OR PROGRAMS THAT ENCOURAGE SOCIAL ENTREPRENEURSHIP IN MSMEs	22
RESOURCES AVAILABLE AND ASSIGNED TO SUPPORT MSMEs AND SEs FROM 2014 TO 2018 IN PERU	23
CASES	25
MICRO SEs	25
SMALL SEs	28
MEDIUM SEs	30
POLICY RECOMMENDATIONS	32
OVERALL CONCLUSION	33
ENDNOTES	34
BIBLIOGRAPHY	35
APPENDIX	37

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EXECUTIVE SUMMARY

THIS STUDY EXAMINES THE EXISTING LANDSCAPE of social entrepreneurship in Peru. We describe the on-the-ground situation of the social entrepreneurship ecosystem in the country, the resources available, the policies recommended for Peru's development, and the roles of the actors involved in this process.

A 'social enterprise' is defined as a formal and private organization whose mission is to intentionally contribute to the solution of a key social and/or environmental challenge that affects vulnerable populations through market strategies. Today, social enterprises (SE) are organizations that, due to their impact, play a strategic role in the welfare of society. Nevertheless, SEs face a variety of challenges which are primarily attributed to the lack of a general conceptual understanding of SEs and the lack of supporting organizations to help with their growth, among other barriers. SEs can be considered as a specialized sub-section of Micro, Small, and Medium Enterprises (MSMEs) as both share similar business challenges. However, the former faces more obstacles in their development while the latter does not have an intentional primary focus on solving social or environmental issues.

Furthermore, SEs also have commercial competitive advantages in a market that is increasingly looking for sustainable goods and products. Even though this trend is not strong in Peru, it is steadily growing and has the potential to provide valuable opportunities for MSMEs that choose to be more sustainable. Hence, it is imperative that MSMEs – which represent 99.6% of the private sector in Peru – develop and commit to sustainability practices which ultimately contributes to the sustainable development of the country. However, public resources available to promote sustainable MSMEs is limited in Peru, and this is especially true for SEs where these public resources are non-existent.

In this context, it is essential for Peru to develop specific public policies to promote and strengthen the ecosystem of SEs and sustainable MSMEs. Some policy recommendations include:

- Building a clear and consistent strategy, developed by the government, to further disseminate information about the benefits of having sustainable MSMEs and SEs, such as considering the potential positive contributions they can have for the country.
- Applying the social entrepreneurship approach as a transversal public policy in all programs linked to generating greater productivity and value in the country.
- Including the SE outlook in government programs that encourage productivity



The goal is not specifically to promote more SEs, but to provide the tools

Source: Photo by Babak Fakhamzadeh on Unsplash

in a sustainable manner. In order to do this, it is crucial to work under a multi-sectoral framework with organizations that promote sustainability in MSMEs, such as Global Reporting Initiative (GRI) or Green Economy Coalition (GEC), or organizations that specifically promote social entrepreneurship, such as Kunan or NESsT.

- Promoting a culture of entrepreneurship, based on the design and measurement of the social and environmental impact behind SEs. This will ensure that SEs and their sustainable practices are not limited to only using social principles as a marketing strategy, but also allows SEs to make significant contributions towards important changes in the country.
- Generating formal support from the Ministry of Production, and other government programs, in order to support MSMEs in their process of formalizing, growing, strengthening, and integrating technological innovation. In addition, government programs should assist MSMEs in their access to equity funds and credits which are becoming increasingly important for SEs and MSMEs.

All of the outlined recommendations above agree on a general consensus for SEs, or MSMEs that focus on sustainability and have a social purpose. The goal is not specifically to promote more SEs, but to provide the tools required to achieve and measure social and environmental impacts. To this end, the private sector plays a fundamental role as it can be a great space to foster and contribute to changes in the country. Ultimately, all of these goals first require a government that is supportive and open to help coordinate an ecosystem that inspires and transforms society.

WHAT IS SOCIAL ENTREPRENEURSHIP?

CONCEPT DEFINITION

To understand social entrepreneurship, we first need to understand what entrepreneurship means. The Global Entrepreneurship Monitor (GEM) defines it as the business activity driven by one of three reasons: 1) need, 2) opportunity, or 3) improvement (GEM 2018), as described in Table 1.

TABLE 1
Analysis of the main differences between types of entrepreneurship

Source: GEM 2018

	Necessity Driven	Opportunity Driven	Improvement Driven
Founder's usual profile	Low income population	Medium- and high-income population	Medium- and high-income population
	Usually does not have a vision of growth for the business	Seeks to maintain their income and lifestyle	Seeks to increase income and possesses a high-growth vision for the business
Enterprise	It remains in economy's traditional sectors	It remains in economy's traditional sectors	It is developed in sectors where innovation, research and development (R&D), and technological development are favoured
	It does not generate effects on economic growth, but it is an option to face unemployment	Contributes to the social and financial capital of the area where it is developed	Expected to grow between 20% to 30% annually Increase productivity and generate economic growth

A social enterprise (SE) can be either necessity driven, opportunity driven, or improvement driven. Even though a universal agreed definition of SE does not exist, different local and regional researchers take into account these main considerations when describing what an SE should be, starting by asking if it addresses today's most important social and environmental challenges, independent from the founder's profile or the type of enterprise.

In Peru an SE can be classified as any of the entrepreneurship types described above, ideally taking into account the following main characteristics (Kunan 2019):

1. **Explicit social or environmental mission:** The mission must be focused on permanently contributing (Martin & Osberg 2015) to the solution of a specific social and/or environmental issue(s) that affects populations in unfair or vulnerable situations.
2. **Business model:** The organization can be for-profit or non-profit (Universidad

del Pacífico 2013), but must seek to be self-sustaining through the generation of its own revenue that comes from the provision of goods or services (ESADE 2016). They do not depend on subsidies and donations like traditional NGOs (NESsT 2014).

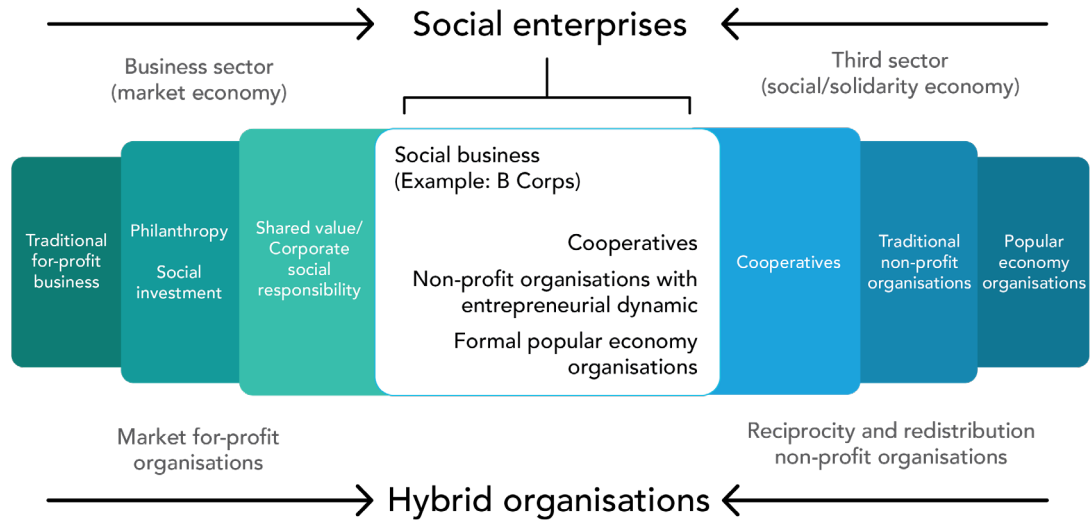
3. Innovative and systemic solution¹: The solution is more efficient, more fair, and/or more effective than existing ones, and seeks to generate a systemic change, involving different stakeholders in the community, such as civil society, private sector, and government (WEF 2018).
4. Impact measurement: Given that the social or environmental problem is the purpose of the enterprise, measurement or intention to measure the impact of its activities is a key activity.

However, most SEs in developing economies are early stage or lack support for specialized organizations, and hence have difficulties achieving innovative and systemic solutions and impact measurement (Kunan 2019). Therefore, we define social entrepreneurship as a formal and private organization whose mission is to intentionally contribute to the solution of key social and/or environmental challenges that affect vulnerable populations through market strategies.

SEs use a different entrepreneurial logic than the traditional business practice of maximizing revenue for shareholders (Friedman 1962). They ideally seek to balance social values (for third parties) and economic values, although some SEs will be more profitable than others. There are levels of intentionality when referring to the priority given either to the social or the economic value generation. In other words, some SEs put the social values first, and others the financial value. That is why there is a spectrum of different types of SEs, each with different legal frameworks and pathways to becoming or being created as SEs. Figure 1, developed by María Angela Prialé and Susy Caballero in “Definition and Models of SE in Peru” (Gaiger 2019), describes the different paths followed by organizations to become SEs, where those coming from a third sector background tend to put impact first, and those coming from a business sector background tend to put financial value first.

FIGURE 1
Position of SEs operating under the umbrellas of the third sector, or social economy, on the one hand, and of the market economy, on the other


Source: Gaiger 2019, based on Alter 2003



This spectrum is further explained in Table 2, which describes how different SE organization types tend to prioritize impact and financial value.

TABLE 2
SE spectrum

Source: McKinsey 2016, Brazil Task Force for Impact Investment 2017, Kunan 2019

 Social Value		 Financial Value			
Traditional NGO	Social Entrepreneurship				Traditional Business
NGOs dependent on donations that exceed 70% of their income	Non-profit organisation with business model	Co-operative	Business with socio-environmental mission and restrictions on profit distribution (YUNUS 2011)	Business with socio-environmental mission and no restrictions on profit distribution	Responsible business, commercial business with CSR area, traditional businesses

Finally, it is important to understand that the spectrum of SEs and their social or financial intentions are rooted in the history of the country. The approach taken by María Angela Priale and Susy Caballero in *Social Enterprise in Latin America* (Gaiger 2019) suggests that “the emergence of SE in Peru is a product of the hybridisation process undergone by organisations of the third sector that start looking at the market as an ally to survive and to scale up social solutions, and by businesses that believe that their success is interdependent with societal welfare and that they are ethically obliged to be part of a change in the system.”

HOW DOES THE SE GIVE BACK TO ITS COMMUNITY?

When focusing on how to contribute to a solution for a societal or environmental challenge, social entrepreneurs tend to focus on a vulnerable beneficiary population with specific characteristics. The vulnerability may be economic, cultural, political, cognitive, societal, or environmental (Sagasti 2008). Each SE develops, often unintentionally, a business model that allows it to respond to its beneficiaries' needs in a particular way (Universidad del Pacífico 2016). In this paper we take into consideration seven types of business models (Kunan 2019) that describe how a social entrepreneur can give back to their community.

TABLE 3
Business models for SEs

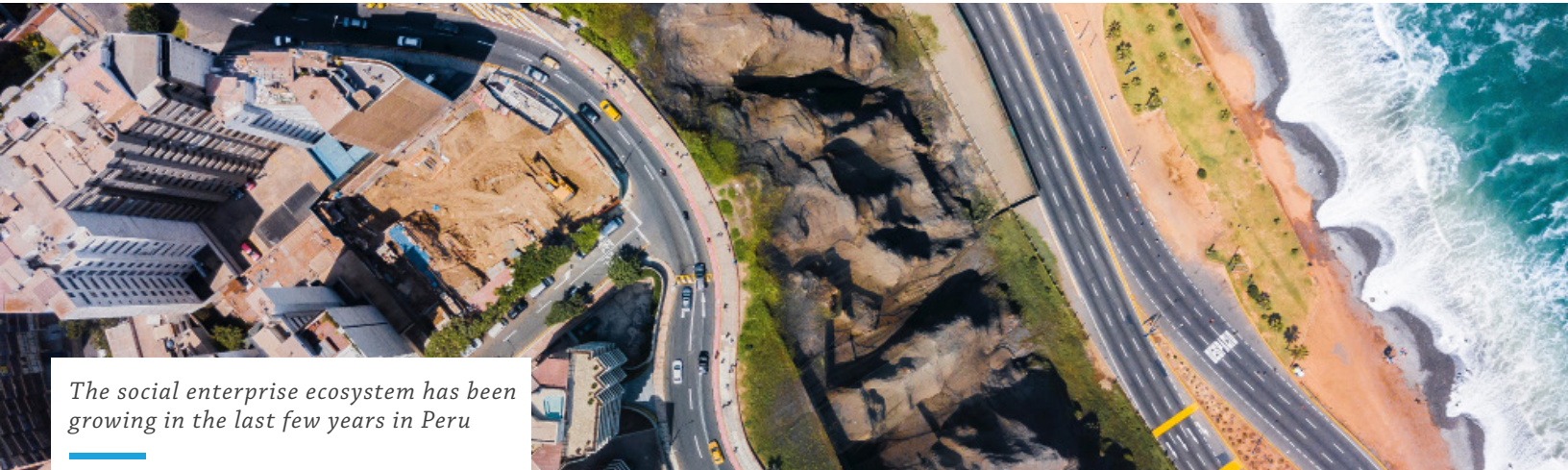
Category	Definition	Beneficiary	Example and SE Type
Labour inclusion model	Model that aims to incorporate in its value chain groups at risk of labour exclusion, generating higher income for this population.	The beneficiaries are usually the workers or the suppliers of the organization.	Burana: For-profit SE that develops sustainable fashion with women deprived of their liberty in local jails.
Bridge model	Model that aims to connect small and low-income suppliers with new business opportunities or potential clients.	The beneficiaries are usually the suppliers of the organization.	Sustainable Fishery Trade: For-profit social enterprise that connects low-income fishermen directly with high-end restaurants.
Pay-per-service model	Model that aims to attend to the vulnerable population's basic needs that are not covered, at an accessible price.	The beneficiaries are usually the clients of the organization.	Laboratoria: Non-profit social enterprise that trains women in coding to place them in corporations. Women start paying for the training once they have been hired.
Cross subsidy model	Model that allows the SE to generate sufficient income to cover the costs and operating expenses incurred in the production and sale of the good or service, as well as the cost of the social initiatives of the organization.	The beneficiaries are usually users not linked to the commercial structure of the organization.	Hoseg: For-profit SE that gives a jacket to a child in the Andes for every jacket sold.
Delegate social responsibility model	Model that aims to provide services to other private organizations' corporate social responsibility programs. The organization pays SEs for the development of social actions on behalf of a private enterprise.	The beneficiaries are usually users not linked to the commercial structure of the organization.	Kani: For-profit social enterprise that offers services to train artisans in important skills for corporations, to connect them to the market.
Associative/ Co-operative model	Model that aims to generate income through the joint work of the same beneficiaries.	The beneficiaries are usually the enterprise owners.	Marasal: Co-operative where the associates are owners of small pieces of inherited salt mines who jointly sell products to increase their incomes.
Environmental model	Model that aims to create products or services that help preserve the environment.	The beneficiary is society.	Fussion: For-profit social enterprise that recycles plastic bags to make sustainable fashion accessories.

Social entrepreneurs address a main challenge, with a main beneficiary, and they may also give back to their communities through transparent governance and a responsible value chain.

OBSTACLES FOR ESTABLISHING SEs IN PERU

The social enterprise ecosystem has been growing in the last few years in Peru; however, it is still in an early stage, making it difficult and challenging for SEs. The following obstacles have been identified²:

- **Concept:** Lack of proper understanding of the meaning of social entrepreneurship, which in turn prevents the general public and institutions, even social entrepreneurs, from grasping its true potential and bringing forward initiatives, programs, and even policies aimed at supporting the growth of this sector within the economy.
- **Regulation:** A cross-cutting strategy or public policy to support social entrepreneurship does not exist in Peru, and there is no legal form that easily identifies this type of entrepreneur. This may be one of the main challenges a social entrepreneur faces in Peru. The lack of a legal framework that identifies social businesses leads entrepreneurs to adopt diverse legal structures that do not necessarily suit their needs. This can in turn reduce the SE's competitiveness, as it may increase the costs incurred by the organization.
- **Specialized support:** There has not been much co-ordination between those that support SEs within and outside of Peru, although recently some support organizations have started to take joint actions, such as Kunan, a Peruvian SE platform, and NESsT, a known SE accelerator. Nonetheless, there is not enough support given to early-stage social entrepreneurs.
- **No common implementation path:** When considering the growth and scale-up models of improvement-driven entrepreneurs, most commonly known as startups, there are many similarities between the models, because they all come from a market-oriented background. This is not the case for SEs. Even though SEs are influenced by institutional factors at the macro level (which may contribute to shaping some of their organizational features), SEs develop from all parts of the economy and can be related to different organizational backgrounds – namely, the non-profit, co-operative, and traditional business sectors (Gaiger 2019). Therefore, it is complex to identify similar implementation paths.



The social enterprise ecosystem has been growing in the last few years in Peru

Source: Photo by Willian Justen de Vasconcellos on Unsplash

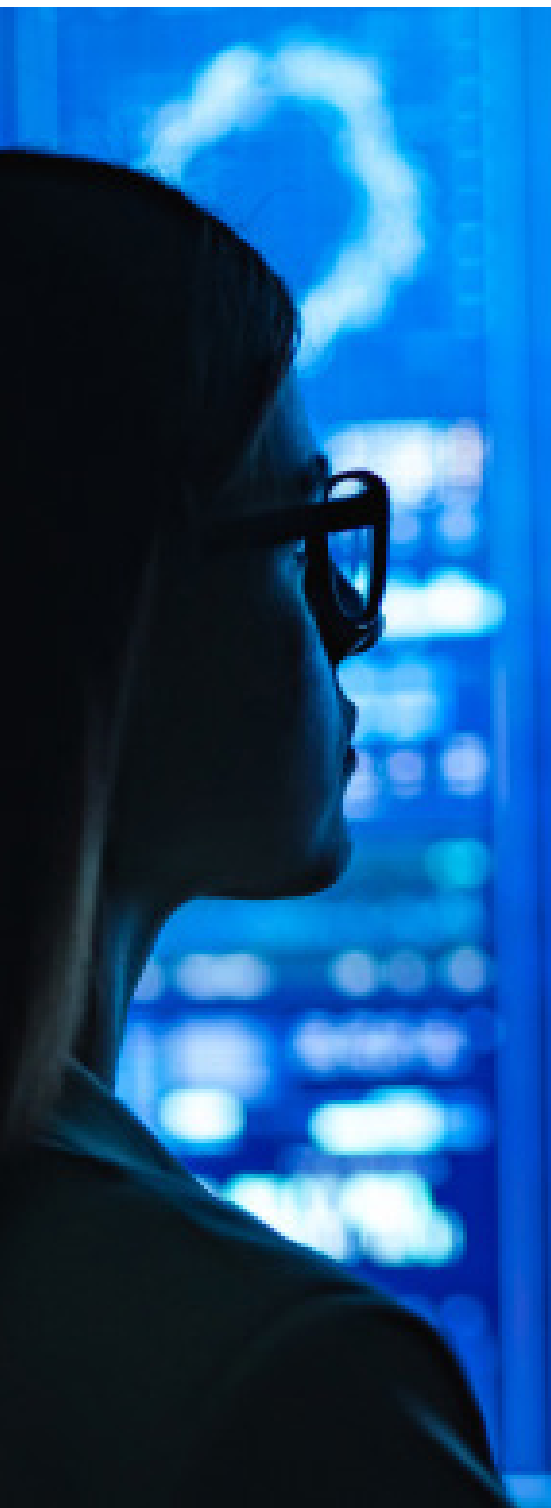
WHAT ARE THE CHALLENGES OF SCALING UP SEs?

The main challenge for scaling up SEs in Peru is the misinterpretation of what scaling up really means for an SE, mainly due to the different factors that need to be taken into account, from the business perspective and the impact perspective. SEs do not give the same priority to social or financial value generation, as it greatly depends on their background, which could be market based or from the third sector. This is an important difference from organizations whose main objective is to maximize profit or shareholder value, which is the case for traditional market-based business.

Nonetheless, the ultimate goal for SEs should be to scale their impact in a financially sustainable way, without necessarily considering the profitability of the organization, as long as it is able to cover its own costs. This implies having a correct market-based strategy with all the challenges this already generates for micro, small, and medium enterprises (MSMEs) and for SEs, which are part of this subsector, as will be described on the following chapter. However, it also means understanding the different ways social impact can be scaled up in SEs. As the policy brief on scaling the impact of SEs developed by OECD in 2016 mentions, the aim of most self-identified SEs is to expand and/or deepen the social or environmental impact by creating value for people, communities, and society. The OECD describes the following two approaches to scale this impact:

1. Quantitative: This approach applies to SEs that aspire to reach a greater number of users or beneficiaries, and therefore aspire to scale widely their social impact.
2. Qualitative: This approach applies to SEs that aspire to deepen the impact on a specific local population or challenge. They do this by diversifying their activities, either to address emerging needs at the local level or tackle the same needs from multiple angles (Heinecke and Mayer 2012). In this case, scale can be achieved by replicating the structure and/or process.

As mentioned by Caballero and Prialé (Gaiger 2019), existing SEs show limited growth partly because they are hampered by the belief that they can't earn money and have social impact, despite the contrary being true: increasing turnover enables more social impact. Therefore, the immediate possible solution is to increase the level of support from different sectors to supply knowledge on the importance of the business model, the team, and the need to measure impact, and validate a business model that has the structure needed to replicate or scale. The challenges include lack of investment, small market size, weak decentralization, and a lack of common identity, as described below.



Source: Photo by Artem Peretiakko on Getty Images

LACK OF SUPPORT ORGANIZATIONS

Organizations, government programs, or civil society initiatives that specialize in providing support to SEs with market-based strategies are limited in Peru. There is no accessible public information for entrepreneurs or for other organizations on the subject matter. Consequently, the few social entrepreneurs who have access to some kind of support tend to receive advice from organizations close to their original backgrounds, being market based or from the third sector. It is rare for SEs to receive integral support on developing a business, scaling up, and measuring impact – especially support that considers the necessary abilities and competences, training for the team, and engagement to push forward the scaling process.

LACK OF INVESTMENT

Although there are some funds and organizations that provide seed capital and financing for early-stage SEs in Peru, it is necessary to attract funds to finance growing SEs – long-term, patient capital with tolerance to risk. Likewise, social ventures are not necessarily ready for investment. To boost this market, support organizations are key players, as well as corporate foundations (Kunan 2019). It is important to emphasize that philanthropy continues to play an important role for early-stage SEs to create soft investment instruments.

LIMITED MARKET

Different sources, including interviewed social entrepreneurs, agree that SEs that trade sustainable goods or services have a limited market in Peru, which in most cases does not value the social or environmental impact of the business. Nonetheless, SEs also need to become more competitive and increase the quality of their goods and services, which means there needs to be more support. However, the SEs that are growing faster are the ones that are actively exporting their goods, demonstrating that, at least for now, international markets, mainly in the Northern Hemisphere, are more attractive for SEs.

WEAK DECENTRALIZATION

There have been no major advances in the regional ecosystem of SEs (SE growth, public and private support organizations, etc.), despite the social and environmental challenges they face. So far, we have only been able to identify incubators or accelerators with a social or environmental focus in Piura and Cusco. Start Up Peru expanded the national ecosystem of startups, but there has not been an organization that does the same for the ecosystem of social entrepreneurship.

LACK OF COMMON IDENTITY

As Gaiger (2019) states, four different models of SE were found to represent the Peruvian ecosystem: the business-oriented non-profit, the social-business model, the social-co-operative model, and the non-profit/social-business model. “However, these four types of SE do not necessarily see each other as part of the same group. Consequently, there is a lack of identity among the different types of SE, which might constitute a limitation when it comes to learning from others’ good practices. All of these SEs also face challenges for scaling up and for designing and implementing a good governance system.”

Finally, and as described in *Social Enterprise in Latin America*, SEs in Peru and Latin American countries are significantly smaller than SEs in other economies in North America and South Asia, where “SMEs and small civil society organizations ... are agile and open to the internalization of innovations needed to conduct an inclusive business, particularly in regard to collaborative work” (Comini 2012).



Source: Photo by Willian Justen de Vasconcellos on Unsplash

PERUVIAN CONTEXT OF MSMEs AND THEIR RELATIONSHIP WITH SEs

DEFINITION OF MSMEs AND CURRENT STATUS

It is important to first understand how MSMEs are defined in the country and what their current status is, and then compare this with available information on the state of SEs in Peru.

Characterization of MSMEs

In Peru, the definition of MSMEs is stipulated in the law of MSMEs N° 30056, which modifies different laws from various ministries in order to support MSMEs. It is organized according to the total sales of each enterprise:

1. Micro enterprise: Annual sales up to a maximum amount of 150 Unidad Impositiva Tributaria (UITs, or tax units) – S/. 630,000 (US\$180,000);
2. Small enterprise: Over 150 UITs and up to a maximum amount of 1,700 UITs – S/. 7,140,000 (US\$2M);
3. Medium enterprise: 1,700 UITs and up to a maximum amount of 2,300 UITs – S/. 9,660,000 (US\$2.7M); and
4. Large enterprise: Annual sales greater than 2,300 UITs.

At the end of 2017, there were 1,908,829 formal companies, of which 99.5% (1,899,584 companies) belong to the MSMEs segment. This number includes for-profit SEs, as there is no separate legal structure for them. The number of formal enterprises in Peru is shown in Table 4.

TABLE 4
Formal enterprises in Peru

Source: The National Superintendency of Customs and Tax Administration (SUNAT) single register of taxpayers

Company Type	Number in Peru	Percentage from total in Peru
Micro	1,836,848	96.2%
Small	60,702	3.2%
Medium	2,034	0.1%
Large	9,245	0.5%

The majority of the private sector in Peru is made up of micro enterprises that have less than five workers each, as shown in Table 5. This highlights that necessity-driven entrepreneurship (informal industry) is the largest category of enterprise in the country, which does not boost economic growth – quite the contrary, it decelerates it. Even though Peru is considered to be one of the most enterprising countries in the region – in fourth place, according to GEM, with a rate of early-stage entrepreneurship³ of 25.1%, a percentage higher than the average in Latin America – 80% of these micro enterprises are unregistered businesses. This reality reduces and limits their possibility of growth and scale, usually making these micro enterprises necessity driven based on subsistence. Large companies represent 0.5% of companies in Peru. However, the productivity of MSMEs only represent 6% of the largest corporations.

TABLE 5
Formal MSMEs by number of workers

Source: SUNAT

Number of workers	Micro	Small	Medium	MSMEs
0 to 5	1,808,688	27,620	391	1,829,699
%	98.1	45.5	19.2	96.3
6 to 10	22,439	11,900	203	34,542
%	1.2	19.6	10	1.8
11 to 20	8,486	11,489	395	20,370
%	0.5	18.9	19.4	1.1
21 to 50	3,298	7,268	532	11,098
%	0.2	12	26.2	0.6
51 to 100	715	1,825	298	2,838
%	0	3	14.7	0.1
101 to 200	178	485	149	812
%	0	0.8	7.3	0
More than 201	44	115	66	225
%	0	0.2	3.2	0

Other items to consider when characterizing MSMEs is their contribution to job creation. Today this sector employs around 60% of the economically active population, as stated by the Ministry of Production, mainly in the commerce and services industry, which makes up almost 90% of the MSMEs in Peru. The rest of the MSMEs are found in manufacturing, construction, mining, fishing, farming, and agriculture. Details are shown in Table 6. Only 6% of the MSMEs have access to the regulated financial system. And even though access has increased overall in Peru for MSMEs, it has been mainly for small and medium enterprises, leaving the micro enterprises lagging behind in the informal industry.

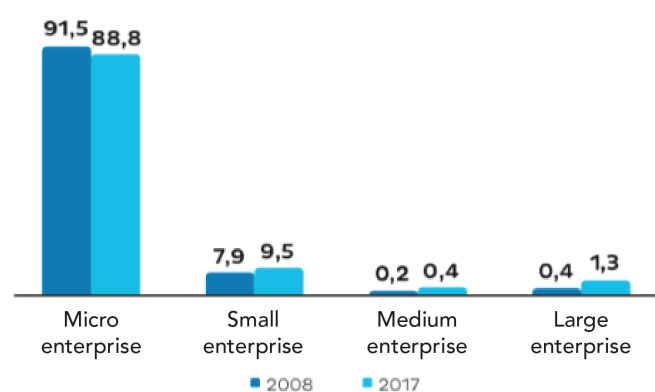
The final thing to consider when characterizing MSMEs is the ability of an MSME to scale up from one level to the next, for example from micro to small. To obtain this information, the Ministry of Production collects data on formal MSMEs in a given period and compares the same MSMEs (without considering new or extinguished ones) after a 10-year period, to identify how many have increased or decreased their income and reached a larger size.

As seen in the Figure 2, micro enterprises have decreased in Peru, while small, medium, and large enterprises have grown slightly in number. However, from the total micro enterprises established in 2007, only 1,549, or 6.5%, scaled up to small (6.5%), medium (0.1%), or large (0.5%) enterprises by 2017.

In conclusion, the Peruvian MSME segment is the largest portion of the economy, making up 99.6% of the private sector and employing 60% of the working population. However, it is still the least productive private sector. Moreover, the main challenge being addressed in the MSME sector is business growth, considering that 96.2% are actually micro enterprises with almost no access to finance, with 6.5% on average transitioning into small enterprises in a 10-year period.

FIGURE 2
Companies established in 2007, by company size in 2008 and 2017

Source: SUNAT, Registro Único del Contribuyente 2007-2017



Note: Business size is determined according to Law N° 30056.

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TABLE 6
Businesses by sector in 2017

Source: INEI/BCR

Sector	%
Retail	33.3
Other services	13.5
Business to business (B2B) services	10.3
Wholesale	9.1
Manufacturing	8.0
Food and beverages	7.8
Transport and warehouse	5.2
Car sales and repair	2.8
Construction	2.8
Telecom	2.4
Agriculture and fishing	1.7
Beauty salons	1.4
Lodging	1.1
Mining	0.8

To further understand how to strengthen MSMEs, mainly micro enterprises, it is important to continue sub-characterizing them. As explained earlier, there are three different types of enterprises: necessity driven, opportunity driven, and improvement driven. All three start as micro enterprises; however, the ones growing may only be improvement driven, which is attributed to a specific entrepreneur profile, with a certain amount of education and access to finance, a minority in Peru. That is why it is important to have policies focused on strengthening different types of micro businesses.

Comparison: MSMEs and SEs

Considering the potential value SEs have for communities and society in general, and the opportunities that have been and are starting to be generated to promote this type of entrepreneurship, it would be ideal to increase the number of social entrepreneurs. It is important to look for social entrepreneurs not only in new endeavours, but also in existing MSMEs that could find it strategic to become SEs, or at least adopt more sustainable practices, and could help SEs overcome their main challenge of being competitive.

To start evaluating this possibility, it is important to understand the main differences and similarities between traditional MSMEs and social enterprises. Taking as reference the different interviews done for this paper, and reports and publications such as “The State of SE Report in Peru” (Kunan 2019), Social Enterprise in Latin America (Gaiger 2019), and the Asia Pacific Foundation of Canada workshop results in May 2019, Table 7 identifies the following similarities and differences as a first attempt to make this comparison.

TABLE 7
MSMEs and SEs

	MSME	SE
Type of enterprises	At the beginning of this paper, three types of entrepreneurship were identified: necessity driven, opportunity driven, and improvement driven. The Ministry of Production has identified that, of the broad spectrum of MSMEs, 54% are subsistence companies, clearly showing that MSME entrepreneurs are mostly necessity driven. This does not mean that there are no improvement-driven MSMEs, but that they are a small proportion of the overall sample.	There is no data that helps identify which type of entrepreneurship SEs fall into. The level of education of SE founders showed that almost 50% completed a university-level education (Kunan 2019). This is an indicator that even though SEs lack competitiveness, they most probably are opportunity driven.
Social and/or environmental impact	This is the main difference between MSMEs and SEs. This paper has not identified the number of MSMEs with sustainability practices; however, having some responsible processes does not make them SEs.	In an SE, the main purpose is to contribute to a social or environmental cause. Even though SEs are not correctly measuring their impact (Kunan 2019), they focus on intentionally having one. This is the main difference between them and other businesses, and in many cases could be their competitive advantage.
Legal structure	MSMEs are for-profit organizations.	SEs are, in part, a sub-sector of MSMEs. However, there is a group of SEs that also have commercial activities but that have come from the third sector or the non-profit sector. The spectrum of SEs is broader than any other type of business.
Size	Most MSMEs in Peru are micro enterprises, of which 54% are subsistence companies.	There is no study that characterizes SEs by size, and as specified before, there is no legal identity for SEs that facilitates their identification. As an alternative, the Kunan Network database of 163 SEs was used as reference, where more than 95% generate an income as a micro enterprise. In other words, and considering the data limitations, SEs follow the same pattern MSMEs do, and could be considered a subgroup of MSMEs.
Access to market	Both traditional MSMEs and SEs lack greater knowledge about how to access international markets and increase their participation by differentiating themselves from competition in local markets, which would allow them to grow faster. Innovation within the business model or a specific product or service could be a great solution for the goals of growth of an enterprise.	SEs have an important competitive advantage to access developed and conscious markets: impact. Nonetheless, the majority lack the skills to correctly measure and communicate their impact.
Access to credit and investment	There are difficulties in accessing credit for MSMEs. Only 6% had access to credit during 2017. In the case of large companies, 68.3% had access to credit in the same year.	In the case of SEs, 6.2% mention having used some kind of credit, and more than 25% have had access to grants from the government, specifically the Innovate Peru program.
Business growth and conversion ratio	Only 6.5% of micro enterprises grew to become small enterprises over a 10-year period, based on Ministry of Production data. There are multiple explanations for this, one being that most of the micro enterprises do not want to grow because they would lose tax benefits, as special policies for micro enterprises exist that allow them to pay less taxes. This means that they simply do not grow or that they grow within the informal industry.	The conversion ratio between nascent and operational social ventures in emerging economies is low. This is different in developed economies, possibly as a result of developed and interconnected social entrepreneurship ecosystems (Stephan, Uhlaner, and Stride 2014). Another explanation given is that many SEs hinder business growth by putting their social or environmental impact first, without realizing that the only long-term strategy to scale impact is to scale the business.
Governance	In the interviews and publications reviewed for this paper, a key performance indicator (KPI) focused on governance or participatory governance in MSMEs was not found.	Governance is not considered by SE management. In general, there is no real concern for these issues in Peru (Gaiger 2019).

To summarize, SEs (not including non-profit SEs) could be considered a specialized subsector of MSMEs, with similar business challenges but with additional impact-related ones. This subsector seems to be a more sophisticated one, with low growth rates, unlike improvement-driven MSMEs. Although there is a strong market trend for sustainability, SEs are still not profiting from it. It is also not easy in local markets for traditional MSMEs to organically transition to a sustainability model, and even less so to an SE business model.

The Profile of an MSME Social Entrepreneur

Considering the challenges, why do founders start and lead an SE? The most common answer is purpose, as is depicted in the case studies. Founders tend to be leaders that understand the urgency of creating social and environmental change and are willing to act on it, considering the aggregated challenges they face, especially when it comes to economic sustainability.

As SE founders interviewed for this paper stated, there is a specific profile for the members of an SE team. They are extremely committed people who have usually developed business management and impact-related technical skills. They are in close contact with their environment and the social realities of the region they work in and constantly need to innovate and adapt their models to address ever-changing environmental and social realities. The most successful founders have great visions and aspirations and know that in the long term the benefits for them and for society will be greater.

It is complex to make an SE model attractive to any kind of MSME founder. For necessity- and opportunity-driven MSME founders, the SE model is challenging, as the founder needs to focus on a social or environmental problem, correctly identify it, understand how to connect it to the business model, and measure the impact. Improvement-driven entrepreneurs perceive the SE model as a not profitable, short-term option.

Nonetheless, in the long term, trends show that SEs will be more profitable, as Unilever CEO, Alan Jope, said in the Deutsche Bank Global Consumer Conference in Paris in June 2019: “Two-thirds of consumers around the world say they choose brands because of their stand on social issues, and over 90% of millennials say they would switch brands for one which champions a cause.” The latter is the main reason why SEs could be developed out of MSMEs, mainly in family-run micro enterprises led by next-generation millennial sons and daughters, who are still flexible and can clearly see the long-term advantages of becoming an SE.

MSMEs and Sustainability

Considering that the SE model is crucial to the economy but more complex and less attractive for the majority of MSMEs, the different organizations interviewed agreed on the strategic importance of promoting a triple impact (social, economic, and environmental) model in MSMEs.

Today competition is focused on quality and price, but with most enterprises working on these two aspects, sustainability comes as a strong differentiator. It is

also a long-term option to reduce costs and get ahead of market trends.

Traditional Peruvian MSME private and public support organizations, such as Asociación PYME⁴, Asociación de Emprendedores del Perú (ASEP), Corporación Financiera de Desarrollo (COFIDE), and the Peruvian Technological Institute (Instituto Tecnológico del Perú) of the Ministry of Production, among others, already promote sustainability, gender equality, and social innovation with their clients and members. In addition, specialized sustainability organizations such as the Global Reporting Initiative and the Green Economy Coalition are actively highlighting the opportunities in becoming a sustainable MSME. A few examples are:

- Market: Trends clearly show that responsible consumption is continuously growing, as is the information provided on the traceability of products and services;
- Supply chains: Corporations, mainly multinationals, are looking for suppliers with sustainable practices;
- Reputation and trust: Good practices with society and the environment generate goodwill;
- Access to finance: Today, credit institutions consider the performance of the business with respect to issues related to sustainability; and
- Community: Adopting sustainable practices makes the MSME part of a community of companies that support each other and third parties. Consider for example the green MSME directory “Economía Verde” or the sustainable MSME group “Gremio Nacional de Emprendedores Sostenibles.”

SEs also have access to the opportunities mentioned above. Nonetheless, SEs have more challenges than sustainable MSMEs, because MSMEs do not have an intentional primary focus on solving a social or environmental issue.

Finally, for MSMEs and SEs that are looking for sustainability reporting instruments, the Global Reporting Initiative developed a platform that allows MSMEs to complete a sustainability report that can later be used as a means to understand, manage, and communicate their main social, environmental, and economic impacts. In 2018, 80 Peruvian SMEs presented their sustainability reports. Of these, 25 are suppliers of the state, in Lima and provincial cities.

Source: Photo by Chris Barbalis on Unsplash



SEs have more challenges than sustainable MSMEs

ANALYSIS: CURRENT POLICIES, PROGRAMS, AND INITIATIVES FOR MSMEs

Our analysis is based on the notion that all public policy is designed to solve a public problem and to improve the quality of life of the beneficiaries of the policy. In this sense, are the policies and programs for MSMEs improving the Peruvian entrepreneur sector?

As demonstrated, there is a relationship between MSMEs and SEs, and an opportunity to promote social entrepreneurship models in MSMEs, mainly in micro enterprises. However, endorsing sustainability practices could apply to the whole MSME spectrum, instead of only focusing on micro enterprises. In other words, there must be policies, programs, and initiatives specific to SEs and others to promote sustainability as a whole in MSMEs.

The main policies, programs, and initiatives focused on MSMEs must be identified. For the present study, at least 43 government programs and policies aimed at promoting and strengthening MSMEs have been recognized, all listed in Appendix II. These programs are classified as having the following objectives:

- Technical assistance and training;
- Innovation and technological improvements;
- Export promotion;
- Public purchases; and
- Management improvements

These five dimensions cover the areas that are necessary to strengthen and grow the entrepreneur ecosystem in Peru. However, an in-depth analysis of each of these programs and policies shows that there are some institutional deficiencies that prevent adequate implementation and achievement of the goals for which they were created.



An in-depth analysis shows that there are some institutional deficiencies that prevent adequate implementation

Source: Photo by Antenna on Unsplash

The following aspects must be considered to strengthen the work and fulfilment of objectives of the policies and programs for MSMEs in Peru:

- **Formalization:** The Peruvian context has the peculiarity of suffering from a high rate of business informality. Of the total existing MSMEs in Peru, 48.4% are informal (PRODUCE 2017). Although in the last five years, informality has fallen by 10 percentage points as a result of the increase of some benefits for MSMEs, this does not seem to be enough to fight against informality at a national level. Some regions still have informality rates above 85%, as in the case of Huancavelica (91.8%), Cajamarca (91.5%), Puno (89.9%), Ayacucho (87.9%), and Amazonas (86.4%), among others. It is important to take into account that the excessive tax penalties for small formal companies do nothing but discourage the formal enterprise environment, generating fear of formalization. No efficient programs – from the point of view of behavioural economics – have been found that seek to formalize this great entrepreneurial mass.
- **Decentralization:** Peru is a country full of social and economic inequities at the national level. As mentioned above, most companies are concentrated in Lima, and there is low formal enterprise dynamism in the rest of the regions. This means that the assistance given by the programs and policies is concentrated in Lima, making it more difficult to strengthen MSMEs from a decentralized perspective. The institutional capabilities of regional governments prevent the development of strong local policies and programs that are capable of promoting or benefiting the business climate in regions outside of Lima.
- **Targeting:** Programs and policies for MSMEs do not go through a rigorous targeting process when they are designed. Therefore, the effort that the government is making ends up being very general and there are no differentiated strategies according to the type of beneficiary, economic sector, or life cycle of the enterprise in which the entrepreneur is located. The targeting of public policies allows the identification of specific strategies that achieve their aims when they are implemented. It also allows the proper prioritization of efforts according to the target audience.
- **Scaling up:** It has been identified that these programs are not on a large scale, failing to cover the real demand or the total target audience. This aspect is very important given that if we want to boost the country's competitiveness, government should promote the expansion of coverage of these programs.
- **Impact:** No impact assessment studies on programs and policies for MSMEs have been found. If we do not focus on measuring results and evaluating whether the objectives are being met effectively, it will be impossible to achieve important changes in the country.

SPECIFIC POLICIES OR PROGRAMS THAT ENCOURAGE SOCIAL ENTREPRENEURSHIP IN MSMEs

Several programs and policies related to the promotion and strengthening of MSMEs have been identified, but there are none focused on strengthening SEs. There is only one program of the Ministry of Production (Innovate Peru) that grants funds to small companies or enterprises that grants additional points if they are SEs or if they have a social purpose. This was achieved by Kunan and Innovate Peru in late 2018 as part of the partnership with Innovate Peru for the development of the first report on the state of SEs in the country.

However, Table 8 shows programs and policies promoted by the government that could have a social focus and, in this way, empower the ecosystem of SEs, as well as sustainability in MSMEs.

TABLE 8
Programs that could encourage SEs and sustainable MSMEs

Public Institution	Public Policy, Program, or Initiative	Description
Ministry of Production (PRODUCE)	Innovate Peru	The Innovate Peru program co-finances innovation and entrepreneurship projects to increase business productivity.
	Supplier Development Program	Co-financing of up to 70% of the diagnosis and implementation plans to improve MSMEs and to strengthen commercial ties with large enterprises (tractoras), reducing technical gaps and helping MSMEs enter specialized markets.
	Training and Technical Assistance in Quality Management	SMEs are given access to training and technical assistance to help them implement technical standards and/or to prepare for certification according to the demands of the market, helping SMEs align with the quality, safety, and harmlessness standards of current and/or potential markets.
Ministry of Labour and Promotion of Employment (MTPE)	Perú Responsable: National Program for the Promotion of Corporate Social Responsibility	Perú Responsable promotes corporate social responsibility (CSR), which generates employment, employability, and entrepreneurship among the population at the national level. <ul style="list-style-type: none"> • Employment: Promotes dependent and formal employment, with emphasis on young people, people with disabilities, and women heads of households; • Employability: Promotes development of labour skills and the implementation and strengthening of vocational training centres linked to labour demand; and • Entrepreneurship: Promotes opportunities for self-employment and initiatives for productive and formal entrepreneurship. It also promotes registration of socially responsible companies and certification of companies that accredit social responsibility practices.
	Jóvenes Productivos	A Ministry of Labour and Employment Promotion program that facilitates young people's access to the formal job market through work training, technical assistance for entrepreneurship, and job placement. The program: <ul style="list-style-type: none"> • Provides free job training; • Facilitates access to the labour market for young people; • Supports youth entrepreneurship; and • Builds capacity for business creation in urban and rural areas. Young Producers intervenes at the national level, serving the country's poorest districts.
Ministry of Agriculture and Irrigation (MINAGRI)	AGROIDEAS: Competitiveness Compensation Program	The Competitiveness Compensation Program from the Ministry of Agriculture and Irrigation acts as a strategic partner for sustainable businesses in rural areas nationwide, promoting partnerships among small producer associations, improved management, and adoption of technology by small and medium producers through non-refundable financing of sustainable business plans.
	PROVRAEM: Special Development Project for the Apurímac, Ene, and Mantaro river valleys (VRAEM)	This program aims to increase rural development with a territorial approach, in a competitive, sustainable, inclusive, co-ordinated, and multisector manner. It uses public and private players to address the existing critical situation, and guarantees greater state presence to create local opportunities for economic activity development, with a focus on including disadvantaged families, as part of the VRAEM development strategy.
	PEDICP: Putumayo River Basin Integral Development Special Project	PEDICP's purpose is to improve quality of life, fully introducing the beneficiaries of the program to economic activities at a national level and across borders, through sustainable use of natural resources and investments in economic and productive infrastructure aimed at improving food security in regional, national, and international markets. To do so, the program establishes agreements and coordination with regional and local governments, as well as Indigenous organizations in the region.

Finally, the Perú Responsable (Responsible Peru) program that sought to promote social responsibility in Peruvian companies shut down in 2018. It is regrettable that this program shut down, because there are no longer any government institutions that promote and strengthen business sustainability in Peru, and less so social entrepreneurship. It is urgent that we can count on a special government program to bring forward public policies that ensure a better ecosystem for sustainable MSMEs and, of course, SEs.

RESOURCES AVAILABLE AND ASSIGNED TO SUPPORT MSMEs AND SEs FROM 2014 TO 2018 IN PERU

There are no programs specifically aimed at supporting SEs, or even at sustainability in MSMEs. Nonetheless, Appendix III lists all resources allocated to programs identified as possible and eventual supporters of both SEs and sustainable MSMEs. Almost S/.2B was allocated towards programs that support SEs and sustainable MSMEs. However, only 70% of this budget was used. Effectiveness has declined in the last few years and resources do not seem to have been allocated according to regional needs.

TABLE 9
Resource allocation from 2014 to 2018 to support sustainability-related programs in MSMEs

Year	Institutional Opening Budget	Modified Institutional Budget	Advance (%)
2014	S/.43,567,926	S/.58,537,613	69.64
2015	S/.385,684,288	S/.547,395,693	84.83
2016	S/.248,259,944	S/.582,394,183	80.29
2017	S/.182,392,549	S/.339,227,908	86.31
2018	S/.206,676,561	S/.380,535,359	79.24
	S/.1,066,581,268	S/.1,908,090,756	

TABLE 10

Resource allocation from 2014 to 2018 to support sustainability-related programs in MSMEs by region

Region	Institutional Opening Budget	Modified Institutional Budget	Advance (%)
Amazonas	S/.99,324,162	S/.95,120,536	86.48
Ancash	S/.19,108,983	S/.31,265,522	74.43
Apurimac	S/.12,809,456	S/.24,405,041	87.73
Arequipa	S/.24,266,569	S/.35,062,531	79.81
Ayacucho	S/.57,199,579	S/.69,798,077	89.37
Cajamarca	S/.19,165,897	S/.21,370,878	77.46
Callao	S/.5,990,150	S/.6,009,948	16.67
Cusco	S/.209,314,294	S/.186,015,029	88.14
Huancavelica	S/.11,597,667	S/.13,916,702	89.11
Huanuco	S/.21,765,081	S/.28,474,096	82.47
Ica	S/.12,098,513	S/.27,631,675	82.53
Junin	S/.4,854,952	S/.12,089,724	91.39
La Libertad	S/.300,927,762	S/.427,302,776	28.93
Lambayeque	S/.28,984,785	S/.468,536,983	76.10
Lima	S/.2,967,976	S/.2,834,744	79.52
Loreto	S/.18,142,108	S/.24,066,959	72.89
Madre de Dios	S/.15,123,048	S/.26,009,749	90.35
Moquegua	S/.12,225,109	S/.30,435,663	82.48
Pasco	S/.5,971,000	S/.16,485,717	88.58
Piura	S/.92,635,222	S/.154,403,734	83.53
Puno	S/.36,999,195	S/.91,381,638	79.16
San Martin	S/.23,441,052	S/.48,630,773	89.66
Tacna	S/.13,792,210	S/.13,196,466	66.40
Tumbes	S/.2,719,314	S/.12,094,837	83.04
Ucayali	S/.15,157,184	S/.41,550,958	89.42
	S/.1,066,581,268	S/.1,908,090,756	

CASES

FIVE SEs HAVE BEEN CHOSEN to illustrate the following different characteristics described in this paper:

- **Size:** There are two micro SE cases, two small SE cases, and one medium SE case. As described, both the micro and small SEs have not received much public or private support. Inka Moss, on the other hand, has received technical and financial support; and
- **Impact and business model:** Each case focuses on a different vulnerability, from income generation in rural communities to cognitive and physical disabilities. All of them connect an income-generation model to the impact they are looking to obtain.

Furthermore, these cases intentionally focus on the challenges and opportunities identified by the founder in implementing and, in some cases, scaling the social enterprise. All of them demonstrate that SE founders have a specific impact-oriented profile.

M I C R O S E

BURANA

SE that sells leather and cloth products produced by training women in the San José de Matalacas farmhouse and inmates of the Anexo Mujeres de Chorrillos Penitentiary (formerly Santa Mónica prison).

IMPACT Focuses on social and cultural vulnerability. Its objective is to address the social stigma and lack of access to dignified labour opportunities for imprisoned women. Burana currently works with 14 imprisoned women in Lima. The SE is still working on an impact KPI.

BUSINESS Manufacturing sector. It has three years in business and sells through third-party stores. Has exported previously and is trying to increase international sales. It also has a strong social network presence.

THE STORY

Burana was created in 2015 due to a need to become formal. Rita, the founder, always liked weaving fabric. At first, she made purses she sold to her friends. Then she enrolled in courses at the Chamber of Commerce and PROMPERÚ, which helped her create Burana.

FOUNDER AND BUSINESS INFORMATION

Founder: Rita Maltese
Age: 50
Profession: Economist
SE legal structure: For-profit EIRL

Rita believes that anyone who decides to have a social enterprise has at some point been through an experience that shows the importance of doing something that impacts people. In her case, she had cancer and realized that her well-off life prevented her from seeing that other people could suffer in different ways. Her illness changed her life, and she thought that everything she did should have a purpose greater than her own. So she started working with disabled children, in hospitals and schools. As a result, Burana was established as an SE.

Afterwards, Rita bought weavings from a community of extreme poverty called San José Mata Lachas in Piura. The members of this community had never received money for their weavings, so she started helping them. They were excited and made more weavings.

After several different projects, she found an opportunity to focus on social impact through work with prisoners. From the first moment she fell in love with the project, and two weeks later she took her machines, her tools, and everything she had to a small place inside the prison. Burana started with 10 women. Of these 10, four to five were already leading sub-groups of working women who were operating their own work tables.

WHAT IS THE KEY TO SUCCESS FOR AN SE, IN YOUR EXPERIENCE?

“To have a lot of knowledge and to be persistent. I think a business career is very important. When I was a student, it did not exist. I think that an important key to grow and lead an enterprise is to know everything a bit. You need to read your financial statements, plan strategically. And I would say that an entrepreneur must always persevere.”

WHAT HAVE YOU LEARNED AS AN SE?

“A social entrepreneur should use his head a lot. Your head has to be stronger than your emotions, to not get carried away by the good of the people you will help and for the good of the company. If the company is not sustainable over time, you will not help yourself or those in need. Something that every social entrepreneur must learn is to deal with their emotions. Do not get carried away by the ‘poor thing.’ Do not move to welfare but improve the situation of people in a comprehensive manner. For that you need to think a lot, listen, and act more with reason than with the heart.”

MICRO SE

Q'UMA CHOCOLATE

Company whose objective is to promote the development of families of small cacao farmers through the creation and commercialization of organic chocolates native to the Peruvian jungle.

IMPACT Focuses on economic vulnerability. Provides decent work and economic growth to lower-level cacao farmers in the jungle of Peru. Q'uma currently works with 150 families and is paying 25 families more than 70% above the market average.

BUSINESS Q'uma is in the food industry. The majority of its income comes from exports to developed markets. It has been in business for four years, has five people on the team, and has received support from organizations such as USAID, PROMPERÚ, and Emprende UP.

THE STORY Q'uma saw that there were many parties involved in the cacao chain and set out to make a more efficient chain, with the objective of paying a fair price for the main input. This would generate a greater impact: they would work directly with the cacao farmer, without intermediaries, to pay a fair price for the product. This more efficient structure allowed Q'uma to also get involved in training the farmers to obtain a better quality of product.

WHAT IS THE KEY TO SUCCESS FOR AN SE, IN YOUR EXPERIENCE?

“I think the most important thing is to be persistent. Everyone says no, but then, when you persevere, the doors open. However, the balance between the social impact and the business is important. Many SEs neglect the part of profitability or sustainability over time and live on donations and funds. One of the things I learned is that we cannot aim to live on donations, but we must look for the sustainability of the business. That's how I understand the social business. Finally, to carry out an SE, it is necessary to dedicate 100%. I was working at an early stage, but then I made the decision to focus on my business. Many ventures die because of that. At the beginning, at least one person on the team must devote 100% of their time to the business.”

FOUNDER AND BUSINESS INFORMATION

Founder: Francesca Valdivia
Age: 27
Profession: Business
SE legal structure: For-profit SAC

**WHAT
HAVE YOU
LEARNED
AS AN SE?**

“On the business side, consolidating ourselves in the market took about four years. Only then we were able to acquire our machinery, hire some collaborators, and obtain the trust of the suppliers. Getting the right suppliers that allow you to produce a good-quality product was, for me, the most important challenge at the beginning. As for financing, you have no capital to start with. You need to move with the resources you have to grow. We started producing in the kitchen of my house and, little by little, we acquired better tools and human capital. Finally, the social issue was also initially complex. Establishing a relationship of trust with the farmer was a challenge. They sold me a pig in a poke and this affected my final product, because the quality depends directly on the harvest.”

S M A L L S E

EMPANACOMBI

Culinary SE that promotes the occupational inclusion of chefs with disabilities. Their tasty empanadas and other artisan products are made in the first inclusive kitchen in the country for people with disabilities.

IMPACT The company focuses on the labour exclusion of people with disabilities (physical, sensory, and cognitive). Its work has impacted more than 140 young people with various diagnoses (hearing impairment, mild intellectual disability, Down syndrome, and autism). More than 80 people with disabilities (PD) work in culinary and service positions, and more than 130 PD and their families have benefited financially from the work of employees with disabilities. The economic activity of the company has generated more than S/.420,000 in salaries destined to PD.

BUSINESS EmpanaCombi has been in the food and nutrition sector for more than six years. The culinary SE has collectively raised awareness about chefs with disabilities by collaborating with 20 different shops, restaurants and supermarkets. This work has communicated the value EmpanaCombi to more than 10,000 consumers each month. More than 120 large companies have received, in addition to the service, talks and training on PD labour inclusion, generating awareness on the subject.

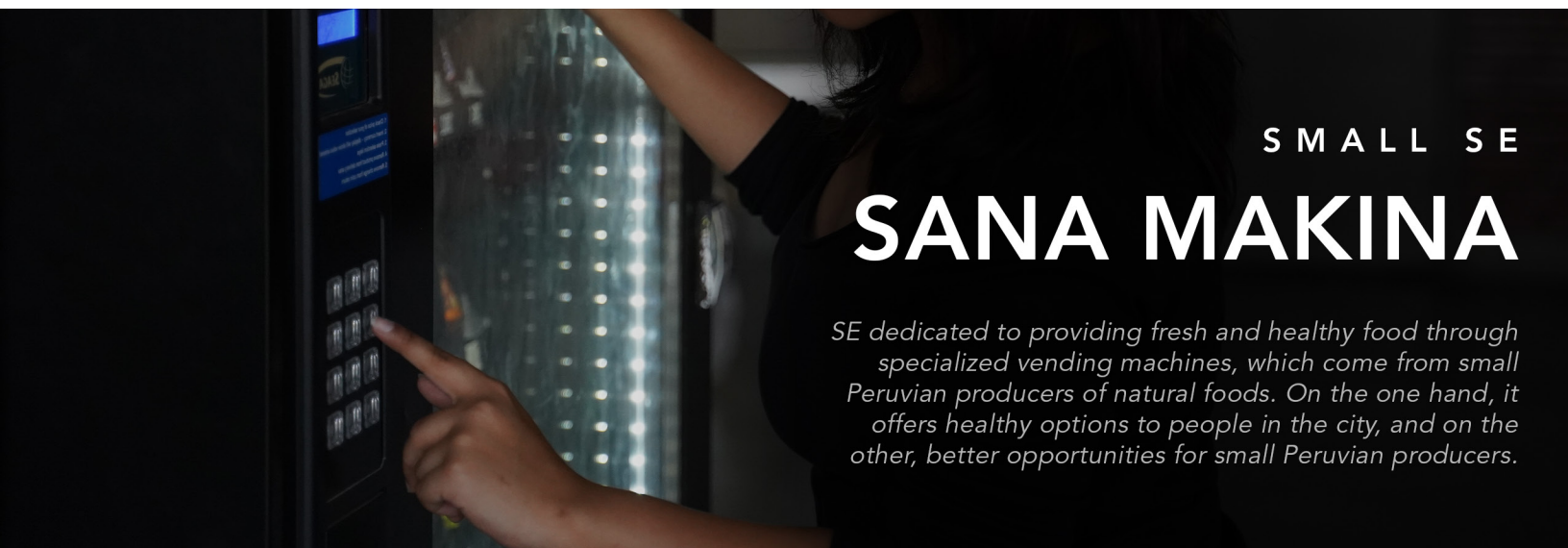
FOUNDER AND BUSINESS INFORMATION

Founder: Cynthia Rodriguez
Age: 34
Profession: Industrial engineer
SE legal structure: For-profit SAC

THE STORY The company started with Cynthia’s motivation to give work to her younger sister Nataly (who has Down syndrome), who was excluded from different companies because of her condition. They bought a food truck to sell fried empanadas and employed a chef and a customer service representative, both with disabilities. That’s how the business started.

WHAT IS THE KEY TO SUCCESS FOR AN SE, IN YOUR EXPERIENCE? “The business model must be clear. The purpose must be shared by the managers of the organization. The work team must be professional, some of the best in their disciplines. There must be financing (we raised capital in the first year through fundraising). It must be competitive.”

WHAT HAVE YOU LEARNED AS AN SE? “We had to learn to take on challenges with major changes in different areas of the company: operations, product development, marketing, and commercialization. We learned that we must meet the needs of a demanding market (in quality and quantity). We learned about financial management. Above all, we learned to give up promising careers and economic stability (as with any entrepreneur).”



SMALL SE

SANA MAKINA

SE dedicated to providing fresh and healthy food through specialized vending machines, which come from small Peruvian producers of natural foods. On the one hand, it offers healthy options to people in the city, and on the other, better opportunities for small Peruvian producers.

IMPACT It focuses on social and economic vulnerabilities. People in the city have a lot of access to junk food and very little access to fresh and healthy food. Producers of natural foods have little knowledge of how to reach the market and sell more. Sana Makina connects them through vending machines. It has already worked with more than 1,000 small farmers.

BUSINESS It is located in the food sector, with more than seven years of selling the service to large companies, mainly those committed to the health of their workers. There are 15 people on the team with an average age of 32 years.

FOUNDER AND BUSINESS INFORMATION

Founder: Kristina Veleva

Age: 33

Profession: International relations and nutrition

SE legal structure: For-profit SAC

THE STORY The founders thought it was contradictory to be one of the richest countries in the production of natural foods, while producers continued to live in poverty. However, they knew Peru was a country with high consumption of highly processed products and, as a result, 70% of the causes of death are diseases related to diet. This was their inspiration to create Sana Makina.

WHAT IS THE KEY TO SUCCESS FOR AN SE, IN YOUR EXPERIENCE? “Merge technology with healthy food, offer an innovative concept, have a strong focus on customer service and compliance.”

WHAT HAVE YOU LEARNED AS AN SE? “You cannot change the world from one day to the next, but small steps can be taken each day toward this. The importance of being persistent, perceptive, and faithful to your conviction.”

M E D I U M S E

INKA MOSS (JUNIN)

Company dedicated to the sustainable and eco-friendly production of sphagnum moss (white moss), a plant that only grows in the very particular climate typical of the Andes, more than 3,000 metres above sea level. The moss is a really good fertilizer, because it's capable of carrying 20 times its weight in water. Its preparation generates economic impact in the peasant communities of the high Andean areas of Peru.



IMPACT It focuses on the economic vulnerability of the company's suppliers, more than 2,000 settlers who dry wet moss that is then bought by Inka Moss. The indirect impact reaches 12,000 people in 39 communities in Junin.

BUSINESS Inka Moss has been operating for nine years in the agricultural-industrial sector, selling almost 100% to the foreign market in developed countries. It has a team of 10 people with an average age of 36 years.

THE STORY

Inka Moss was officially created in 2010, but the founder had been testing the activity for a year and a half or two years beforehand. After investigating several natural products, Marco's goal was to find a Peruvian product that had potential in the foreign market and that was sustainable. His previous professional experience was focused on foreign trade and logistics, which he thinks is why he had this idea.

While looking for that product, he was lucky enough to meet Anthon Baker, creator of the entire moss industry. He had travelled as a tourist to Cusco and was surprised by the existence of moss in Peru, because there are very few countries with that product. The weather conditions of Cusco allowed it to grow more than 3,000 metres above sea level. In these areas are extremely poor communities that grow moss to survive. Inka Moss provides a commercial opportunity for these communities.

The big challenge has always been logistics: the communities are three or four hours from the plant. Climate change also affects production. The lack of routes to get where the moss is has been a barrier that the company must overcome. It started in three communities, and now the business works with almost 70.

“The first and most fundamental is to have a market. No matter how cute the project is, without customers who buy your product or service, it will not work or be sustainable.

The second thing is to believe in what you do. Passion is important, because the road can be hard. I have been about to leave it and I said: ‘Better I dedicate myself to something else.’ When you combine passion and purpose you can grow your business. That’s why you always have to ask yourself: ‘Why do you do it?’ You have to find value in it.

The third thing is to understand that the population that benefits from your endeavour not only receives the benefits you generate, but also gives back many teachings and values that we do not find in the city. In the end, they learn from us as much as we learn from them. This reduces the tendency we have to victimize the beneficiary. So they receive opportunities from us and we receive teachings from them.”

“The first lesson is that there is always a door to try. An entrepreneur must learn to maintain hope in what he is building. No matter how bad it gets, you should keep knocking on doors. In the end there is always someone who opens it to you.

A second lesson is not to lie, to others or to yourself. It’s not about being pessimistic, but you always have to be realistic. You should not inflate things. I have seen many entrepreneurs who inflate the numbers to achieve the objectives. You can write down anything, but if you are not realistic, that will take its toll. In addition, when we seek financing and show something that is not true, investors will realize immediately. The best policy is transparency. To that I add that the enterprising know-it-all will not get anything either. The entrepreneur must know how to listen and be wrong.

Finally, a third lesson is to understand that when someone invests in your venture, they not only want to give you their money, but also their experience, and expect you to share yours with them. I think the key is to know how to engage. I have had several problems with my investors, but if we have been able to overcome them, it is because there has always been transparency and humility.”

FOUNDER AND BUSINESS INFORMATION

Founder: Marco Piñatelli
Age: 55
Profession: Business
SE legal structure: For-profit SAC
Location: Junin

WHAT IS THE KEY TO SUCCESS FOR AN SE, IN YOUR EXPERIENCE?

WHAT HAVE YOU LEARNED AS AN SE?

POLICY RECOMMENDATIONS

IT IS ESSENTIAL THAT THE government promote a culture that values intentional design and measurement of the social and environmental impact behind the SE. The number of SEs is growing in the country, but they need to understand the importance of being clear about their objective (purpose) and of measuring the social or environmental change they are generating.

This will ensure that sustainability practices and SEs are not limited to the social aspect as a marketing strategy, but can really contribute to important changes in the communities of the country. The Theory of Change, implemented today in social programs, can be perfectly implemented in SE business models, but the Ministry of Production must promote this approach as a public policy.

Another aspect that was identified in the process of preparing this paper is that MSME support programs are not strategically organized according to the life cycle, size, or expectations of enterprises. It is essential that the Ministry of Production identifies its target audience well and that it can work with MSMEs through the process of formalization, growth, strengthening, and inclusion of technological innovation. There are different strategies that the government must use, depending on whether the companies were created by necessity, by opportunity, or by desire for improvements.

Likewise, government programs that seek to benefit MSMEs are not being disseminated properly, and the most disadvantaged have fewer opportunities to access to these services. Therefore, it is necessary to have targeting policies so that what the government delivers helps to close the social gaps and contributes effectively to sustainable economic development.

Government programs that seek to benefit MSMEs are not being disseminated properly



In addition to the need to have targeted strategies, it is important to mention that there are no policies or programs in the country focused on strengthening women-run businesses. There are some small-scale programs aimed at promoting the technical skills of women who have been mistreated, but their goal is not precisely to turn them into successful entrepreneurs. Therefore, the Ministry of Women and Vulnerable Populations must work hand in hand with the Ministry of Production to ensure an adequate commercial focus on capacity development programs for women.

Finally, access to funds, credit, and grants is increasingly relevant for SEs and sustainable MSMEs. A good start could be to create a subsidy as part of Start Up Peru, the Innovate Peru Start Up initiative, specifically for companies that work sustainably with a vulnerable population.

All of the above suggestions require a common identity for SEs, or at least MSMEs with a focus on sustainability and a purpose. This involves not only promoting a greater number of SEs, but also ensuring that they have the right tools to achieve and measure impacts.

The private sector can be a great space to contribute to important changes in the country, but Peru needs a government that promotes the creation of an ecosystem that inspires and transforms.

OVERALL CONCLUSION

THERE IS NO DOUBT THAT MSMEs are important for the Peruvian government, representing more than 99% of the country's private sector. Nonetheless, the public resources available to promote sustainable MSMEs is limited in Peru, and when speaking about SEs, these resources are completely non-existent. This reflects the weakness of state support for the SE field and, more generally, for the sustainability field in the country.

It is not only pertinent to include an SE and sustainable MSME approach in ongoing and new government programs and funding opportunities, but also to effectively target MSMEs that are likely to be attracted to a sustainable business model or, in a smaller number of cases, an SE model, such as micro enterprises currently led by next-generation sons and daughters.

The world is facing challenges that become more complex every day that passes, and businesses, having the capability and, often, the resources to generate scalable positive impact, should actively do so. This does not and will not come naturally to the majority of businesses, and it will usually come last for MSMEs that struggle on a day-to-day basis. This is why the government, which has both the scope and the resources, needs to take immediate action. There is no need to create completely new and innovative programs to support SEs and sustainability in MSMEs; other countries worldwide have been deploying effective policies for more than a decade, and Peru could start by gathering the many lessons learned.

ENDNOTES

- 1** “‘Systems change’ means ‘fundamentally, and on a large scale, changing the way a majority of relevant players solve a big social challenge, such that a critical mass of people affected by that problem substantially benefit.’ Systems change involves altering the linkages and interactions that form a system’s architecture – the rules and standards that make a system work the way it does, as well as the goals, norms and beliefs that, if left unchallenged, can prevent systems from working more inclusively.” http://reports.weforum.org/schwab-foundation-beyond-organizational-scale/explaining-systems-change/?doing_wp_cron=1549387521.1627340316772460937500
- 2** Taking into consideration “The State of SE Report in Peru” developed by Kunan in 2019, the IDB’s “Study of Social Entrepreneurship and Innovation Ecosystems in the Latin American Pacific Alliance Countries” in 2016, and Social Enterprise in Latin America by Gaiger in 2019.
- 3** Early-stage entrepreneurship: The phase that combines the stage before the start of a new firm (nascent entrepreneurship) and the stage directly after the start of a new firm (owning-managing a new firm). Taken together, this phase is defined as early-stage entrepreneurial activity (TEA) (GEM 2019).
- 4** PYME is the Spanish acronym for SME.

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INTERVIEWS

Organizations

- Marco Velarde, Ex viceministro de la Producción
- Fernando Calmell, Presidente ejecutivo de ASEP Asociación de Emprendedores del Perú
- Ian Snak, Director Empresa B
- Daniel Vargas, Global Reporting Initiative, Country Manager
- Julio Pardavé, Asociación PYME
- Sergio Rodriguez, Instituto Tecnológico del Perú, Ministry of Production
- Luis Miguel Prado, Green Economy Coalition

Social Entrepreneurs

- Fernando Tamayo, Presidente de Yaqua
- Marco Piñatelli, Inka Moss
- Rita Maltese, Burana
- Francesca Valdivia, Q'uma Chocolate
- Kristina Veleva, Sana Makina
- Cynthia Rodriguez, EmpanaCombi

APPENDIX

MOST RECENT GLOBAL AND LOCAL PUBLICATIONS (2013-2018)

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MSME PROGRAMS, POLICIES, AND INITIATIVES

Public Institution	Public Policy	Description
PRODUCE	Advising MSEs and SMEs	It is developed through purchasing units called Núcleos Ejecutores de Compra (NECs) and it is supervised by the FONCODES (Cooperation Fund for Social Development) to acquire specialized goods from micro and small enterprises (MSEs) and to meet the demand of national entities, the INDECI (National Institute for Civil Defense) and regional governments. In addition, it is involved in the MSEs' productive process by increasing their technical production capacity with the support of PRODUCE, thus facilitating and strengthening their introduction to the market and improving their income.
PRODUCE	Purchases to MyPerú	A representative of the MSEs is elected for each of the productive sectors linked to the goods stated in Chapter I of Emergency Decree No. 058-2011 and Amendments thereto, so each of them can represent their sector before the NECs that are formed once the demand of any of the goods referred to is confirmed by the authorized demanding entities.
PRODUCE	National Pisco Competition	Normative proposals, promotion actions and improvement of the productive quality of pisco.
PRODUCE	NEC Pan American Games Kits	By Supreme Decree No. 010-2019-EF published on January 18, 2019, the Kits NEC was authorized to use financial resources to procure kits for the Special Project if they can be used for the Preparation and Development of the XVIII Pan American Games and the Sixth Parapan American Games carried out in 2019 through such NEC.
PRODUCE	Negotiable Invoice	Payable invoices can be converted into quick and easily accessible money. Benefits include: <ul style="list-style-type: none"> • Debt-free financing - it is not credit. • A financial history is built. The supplier will be known financially and will gain financial prestige. • You will reduce your invoice collection expenses. • You will improve the working relationship with your client. For more information, visit: www.facturanegociable.gob.pe
PRODUCE	Negotiable Purchase Order	If you have a purchase order and/or service order and do not have funds to cater a customer, you can obtain the necessary financing to carry out your required operations. Financing is offered by a non-financial institution.
PRODUCE	Promype Credit Line	Machinery renovation. This can be done through a special fund from the public bank (subject to prior evaluation). For more information, visit: http://www.bn.com.pe
PRODUCE	Business Rounds	PRODUCE organizes business meetings between potential buyers and suppliers. This business facilitation provides an opportunity to establish new business contacts and start or close business deals.
PRODUCE	Participation in Specialized Fairs	It finances and supports the participation of Micro, Small and Medium Enterprises (MSMEs) in specialized fairs, providing physical space and training in commercial promotion.
PRODUCE	Supplier Development Program	MSMEs' diagnosis and implementation of their improvement plans are co-financed up to 70% to strengthen their commercial interaction with large companies (tractors), thus bridging the technical gap and promoting their introduction to specialized markets.
PRODUCE	Articula Perú	We identify your production offer and advise you on how to realize your business through our network of contacts.
PRODUCE	Score Program	Technical assistance program for small and medium enterprises to improve productivity, quality and labour aspects based on the cooperation between workers and their leaders.
PRODUCE	Technical & Production Training and Assistance	Support in the identification and solution to production problems in order to make the business more competitive; this is done through training in production innovation and customized technical assistance.

Public Institution	Public Policy	Description
PRODUCE	Quality Management Technical Assistance and Training	MSMEs are given access to training and technical assistance to implement technical standards and/or prepare for any certification required by the market, so that they can align themselves with the quality, safety and security requirements of their current and/or potential markets.
PRODUCE	Cluster Support Program	There is co-financing of up to 70% of the business projects carried out by MSMEs belonging to the same business and with geographical proximity.
PRODUCE	Supply Markets	Strengthening the abilities of the drivers and/or workers of supply market stalls that are associated nationally, as well as their business management and quality management.
PRODUCE	Technical Assistance and Training to Cooperatives	Provision of services related to the establishment of cooperatives, transformation of civil associations to cooperatives, and strengthening of the social and business management of cooperatives.
PRODUCE	Tu Empresa Digital Kit	The Digital Kit is a platform implemented by the Ministry of Production, which has been designed to promote the growth of SMEs through the use of information technologies. The platform offers a variety of tools, services and learning courses, offering preferential access to market comparisons in order to facilitate the development of entrepreneurial and technological capabilities, thus generating greater business opportunities and allowing more savings and sales via Internet. The Digital Kit was certified as a Good Practice in Public Management by the organization Ciudadanos al Día in 2018.
PRODUCE	Innovate Perú	The Innovate Perú Program co-finances entrepreneurship and innovation projects aimed to increase business productivity.
PRODUCE	Promoting Cooperative Competitiveness	Support Tools for Cooperative Management
PRODUCE	PROCOMPITE	PROCOMPITE is a prioritized strategy of the State that comprises a fund to co-finance competing production proposals (business plans). It aims to improve competitiveness in production chains through the development, adaptation, improvement or transfer of technology. It may include transfer of equipment, machinery, infrastructure, inputs, materials and services to organized economic agents, exclusively in areas where private investment is insufficient to achieve the competitive and sustainable development of the production chain. The legislation that establishes Provisions to Support Production Competitiveness (Law No. 29337) states that regional and local governments can authorize PROCOMPITE to use up to 10% of the resources budgeted for expenditures on projects, with the exception of resources from official credit operations, donations and transfers.
PRODUCE	"A comer pescado" (Let's Eat Fish) National Program	To promote, consolidate and expand internal markets for the final consumption of products made using hydrobiological resources from Peru's mainland and shores. Specific Objectives: <ul style="list-style-type: none"> To contribute to the development of good consumption habits among the population by promoting the availability and access to such products and providing, as a promotional tool, information about their excellent nutritional properties. To promote the economic improvement of small-scale manual fishing and aquaculture activities by linking such activities to the promotion of demand and encouraging private association initiatives. To promote the creation of business chains - including the consolidation of distribution chains - in order to ensure the timely availability of products with potential commercial success in the markets.
MINCETUR	Plan to Support the Formalization of the Tourism Sector	To promote the formalization and improvement of the competitiveness in the provision of tourism services.
MINCETUR	Internationalization Support Programme (PAI)	This program, which was proposed by the Ministry of Foreign Trade and Tourism, has resources of S 25 million from the Mipyme Fund (fund for the MSMEs). The PAI is aimed at strengthening, promoting and encouraging the internationalization process of Peruvian Micro, Small and Medium Enterprises (MSMEs) by contributing to improve their competitiveness, minimizing their risks and optimizing their management capabilities and skills in foreign trade projects through the non-reimbursable co-financing of activities aimed at internationalization.

Public Institution	Public Policy	Description
MINCETUR	Exportafacil	It is an export promotion mechanism designed mainly for micro and small entrepreneurs so they can have access to international markets.
MINCETUR	National Network to Support Foreign Trade	The Ministry of Foreign Trade and Tourism launched the initiative to create foreign-trade information and service platforms in areas with high concentration of companies with export potential, in order to develop a range of foreign trade services for micro, small and medium enterprises and facilitate their interaction with the international markets, while taking advantage of the benefits offered by the various trade agreements signed by Peru.
MINCETUR	MINCETUR Award	It is an incentive and/or recognition program that grants multiple benefits to those who participate in it and succeed in any of the categories contested in each edition.
MINCETUR	Export Credit Insurance Program for SMEs - SEPYMEX	Program supported by a \$50 million fund, which the State assigns to the COFIDE (Financial Corporation for Development), which, through an operator (SECREX), insures banks through an insurance policy covering 50% of the value of the pre-shipment credit they grant to exporting SMEs.
MINCETUR	OVOP	The OVOP Movement ("One Village One Product") proposes to join communal, local and regional efforts involved in the development of one or more native resources in order to promote financial enterprises based on popular knowledge and wisdom, backed by their cultural tradition.
MTPE	NATIONAL PROGRAM FOR THE PROMOTION OF CORPORATE SOCIAL RESPONSIBILITY - PERÚ RESPONSABLE	<p>The PERÚ RESPONSABLE Program promotes Corporate Social Responsibility (CSR), which creates employment, employability and entrepreneurship endeavours within the population across the country.</p> <ul style="list-style-type: none"> • Employment: It promotes the generation of formal and dependable employment, with emphasis on young people, people with disabilities and women who are the head of the household. • Employability: It promotes the development of labour skills within the beneficiary population to better perform in its area; alternatively, they can implement and improve professional training centres according to the labour demand. • Entrepreneurship: It promotes the generation of self-employment opportunities as well as formal and productive entrepreneurial initiatives. <p>It also promotes both, the registration of socially responsible companies and the certification of companies that demonstrate their socially responsible practices.</p>
MTPE	Vamos Perú	The National Program for the Promotion of Employment Opportunities "Vamos Perú" seeks to promote employment, protect the employability of the unemployed and those workers who are at risk of losing their jobs by providing them access to the labour market or allowing them to start their own business. Vamos Perú Services:
MTPE	Jóvenes Productivos	<p>It is a program created by the Ministry of Labor and Employment Promotion that facilitates the access of young people to the formal labor market through job training, technical assistance for entrepreneurship and labour intermediation.</p> <ul style="list-style-type: none"> • Provides free job training • Facilitates access to the labour market for young people • Supports young entrepreneurship • Develops the capability of generating business in urban and rural areas <p>Jóvenes Productivos operates across the country, serving the nation's poorest districts.</p>
MIDIS	Foncodes	FONCODES finances and manages projects aimed at generating sustainable economic opportunities for rural households in poverty and extreme poverty, and operates within the framework of the "Inclusion for Growth" National Strategy (Estrategia Nacional "Incluir para Crecer") promoted by the Ministry of Development and Social Inclusion (MIDIS).
MINAGRI	AGROIDEAS: Competitive Compensation Programme	Compensation-for-Competitiveness Program - AGROIDEAS is the executing unit of the Ministry of Agriculture and Irrigation (MINAGRI), which acts as a strategic partner of sustainable businesses in the countryside across the nation, promoting partnerships, improving management and promoting the adoption of technology by small and medium producers through non-reimbursable financing for sustainable business plans.

Public Institution	Public Policy	Description
MINAGRI	Subsectorial Irrigation Program	A decentralized body of the agricultural sector whose main objectives are: to promote the sustainable development of irrigation systems on the coast and in the mountains, to strengthen users' organizations, and to develop management capacities and disseminate the use of modern irrigation technologies in order to increase agricultural production and productivity, thus improving agriculture's profitability and raise farmers' living standards.
MINAGRI	PROVRAEM: Special Project for the Development of the Apurimac, Ene and Mantaro River Valleys (VRAEM)	To boost rural development using a territorial approach in a competitive, sustainable, inclusive and coordinated manner, while interacting with both, public and private sectors, in order to address the existing critical rural situation; guarantee the greater presence of the State in the creation of local opportunities for the development of economic activity, with a focus on the inclusion of less favoured families within the framework of the VRAEM Development Strategy.
MINAGRI	Special Project for the Integral Development of the Putumayo River Basin (PEDICP)	The objective of the PEDICP is to contribute to the improvement of the quality of life of the population by fully incorporating the region into the national and border economic and productive activities through the sustainable use of natural resources, investment in essential economic and productive infrastructure geared to improve food safety in the regional, national and international markets; to this end, it establishes agreements and coordination with the regional government, local governments and social organizations of indigenous peoples in the area in question.
MINAGRI	Jequetepeque Zaña Special Project (PEJEZA)	We are a decentralized project of the Ministry of Agriculture and Irrigation, which is responsible for optimizing the use of water resources, promoting alternative planting and growing techniques and encouraging private investment aimed to improve the quality of life of the inhabitants of the basins. For us, development is the process of increasing the real freedom enjoyed by the people. We are using all our potential to create opportunities and enhance the capabilities of the people settled in the Jequetepeque and Zaña basins. We assume our social responsibility in the face of the major problems that burden the basins and we intervene efficiently and effectively within the framework of the Strategic Plan, which was created with the participation of the most important stakeholders to encourage development.
MINAGRI	Sierra Centro Sur Special Project (MINAGRI-PESCS)	<p>Objectives:</p> <ul style="list-style-type: none"> To continue with the execution of economic and social infrastructure projects in areas that are strategically important to government plans, in order to raise the standard of living and income levels of the Andean population. To enhance economic development opportunities in rural areas in extreme poverty through the implementation of water infrastructure projects. To provide communities in the highlands and the central and southern regions of Peru with the necessary skills to achieve their social and economic development. To strengthen institutions so they can efficiently manage the execution of development projects. <p>Strategies:</p> <ul style="list-style-type: none"> To satisfy the basic needs of the population by optimizing the execution of projects that contribute to improve their quality of life. To strengthen and consolidate community participation in the planning and execution of investment programs, thus helping to revert the migratory flow. Contribute to the business organization of the producers by promoting their integration into the market. To promote and execute productive activities that allow the creation of employment, and to increase production and productivity. To recover and maintain the cultural patterns of the population in the PESCS area. To create new financing sources and consolidate institutional leadership.
MINCUL	ECONOMIC INCENTIVES FOR CULTURE	2019 Plan to support music and performing and visual arts. The proposed financial incentive plan for the arts, whose funds amount to two million seven hundred and five thousand soles (2'705,000), includes one (1) call for two (2) projects to deliver financial incentives to Peruvian arts and artists invited to international platforms

Public Institution	Public Policy	Description
MINAM	Public Investment Program for the Strengthening of Environmental and Social Management of the Indirect Impact of the Southern Inter-Oceanic Road Corridor - Phase II (MINAM+CAF Program)	The Public Investment Program for Strengthening the Environmental and Social Management of the Indirect Impact of the Southern Inter-Oceanic Road Corridor - Phase II (CAF+Minam Program) joins the State's policy of strengthening the integrated management of the territory, mitigating the direct environmental and social impact that the Southern Inter-Oceanic Road Corridor (CVIS) had - Sections 2, 3 and 4. Its specific objectives are: <ul style="list-style-type: none"> To strengthen the organized producers' ability to develop sustainable competitive businesses in the area of the Southern Inter-Oceanic Road Corridor - Sections 2, 3 and 4. To strengthen the ability to preserve and make sustainable use of natural resources in the Andean-Amazon ecosystems within the area of the Southern Inter-Oceanic Road Corridor - Sections 2, 3 and 4, in order to contribute to the conservation of natural heritage. To strengthen institutional capability for sustainable management of natural resources within the area of the Southern Inter-Oceanic Road Corridor - Sections 2, 3 and 4. To support regional and/or local initiatives through the co-financing of public investment projects that contribute to the conservation of Andean-Amazon ecosystems.
MINAM	National Forest Conservation Program for Climate Change Mitigation	<ul style="list-style-type: none"> To identify and map the forest and deforestation areas in order to contribute to their conservation. To promote the development of sustainable forest-based production systems in order to generate income for the poorest local population. To strengthen the ability of regional and local governments and members of farming and native communities, among others, to preserve forests.
SUNAT	Emprender	Information and Administrative Support Portal for MSEs and SMEs

RESOURCES ALLOCATED TO PROMOTE SUSTAINABILITY-RELATED PRACTICES IN MSMEs (2014-2018)

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	Amazonas	IMPROVEMENT OF THE COMPETITIVENESS OF SMALL CATTLE FARMS WITH A FOCUS ON ANIMAL HEALTH IN THE POMACOCHAS-ALTO IMAZAMOLINOPAMPA CORRIDOR, AMAZON REGION	S/.0.00	S/.40,000.00	84.7
2014	Amazonas	STRENGTHENING OF CAPABILITIES TO IMPROVE COCOA'S QUALITY IN THE ALTO MARAÑON BASIN, COCABAMBA AND PISUQUIA DISTRICTS, AMAZON REGION	S/.0.00	S/.500,000.00	97.2
2014	Amazonas	CAPACITY BUILDING FOR COCOA PRODUCTION AND MARKETING IN THE BAGUA AND UTCUBAMBA PROVINCES	S/.0.00	S/.800,000.00	100
2014	Amazonas	STRENGTHENING AND DEVELOPMENT OF COCOA PRODUCTION IN THE MARAÑON DOMINGUZA COMMERCIAL AXIS, NIEVA DISTRICT, CONDORCANQUI PROVINCE, AMAZONAS	S/.500,000.00	S/.600,791.00	100
2014	Amazonas	STRENGTHENING OF THE POTATO PRODUCTION CHAIN IN SANTA CATALINA, TRITA, SAN CRISTOBAL, CONILA, LUYA, LAMUD AND LUYA VIEJO, LUYA VIEJO DISTRICT, LUYA, AMAZONAS	S/.0.00	S/.300,000.00	85.7
2014	Amazonas	SET UP OF PLOTS OF LAND TO DEMONSTRATE BERRY CULTIVATION IN THE PROVINCES OF CHACHAPOYAS, LUYA AND BONGARA, IN THE AMAZON REGION	S/.0.00	S/.25,378.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2015	Amazonas	STRENGTHENING OF CAPABILITIES TO IMPROVE COCOA'S QUALITY IN THE ALTO MARAÑON BASIN, COCABAMBA AND PISUQUIA DISTRICTS, AMAZON REGION	S/.0.00	S/.524,126.00	100
2015	Amazonas	CAPACITY BUILDING FOR COCOA PRODUCTION AND MARKETING IN THE BAGUA AND UTCUBAMBA PROVINCES	S/.0.00	S/.1,211,518.00	100
2015	Amazonas	STRENGTHENING AND DEVELOPMENT OF COCOA PRODUCTION IN THE MARAÑON DOMINGUZA COMMERCIAL AXIS, NIEVA DISTRICT, CONDORCANQUI PROVINCE, AMAZONAS	S/.620,058.00	S/.487,649.00	100
2015	Amazonas	STRENGTHENING OF THE POTATO PRODUCTION CHAIN IN SANTA CATALINA, TRITA, SAN CRISTOBAL, CONILA, LUYA, LAMUD AND LUYA VIEJO, LUYA VIEJO DISTRICT, LUYA, AMAZONAS	S/.0.00	S/.43,042.00	100
2015	Amazonas	IMPROVEMENT OF THE PRODUCTION AND TECHNOLOGICAL SERVICES OF THE AGRICULTURAL AND LIVESTOCK SYSTEM IN 53 DISTRICTS OF THE AMAZON REGION	S/.0.00	S/.149,450.00	100
2015	Amazonas	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.40,802.00	S/.40,802.00	100
2016	Amazonas	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.40,802.00	S/.172,757.00	99.8
2016	Amazonas	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.32,953,020.00	S/.34,035,390.00	35.5
2017	Amazonas	IMPROVEMENT OF THE COMPETITIVENESS OF SMALL CATTLE FARMS WITH A FOCUS ON ANIMAL HEALTH IN THE POMACOCNAS-ALTO IMAZAMOLINOPAMPA CORRIDOR, AMAZON REGION	S/.1,000,154.00	S/.1,000,154.00	100
2017	Amazonas	IMPROVEMENT OF SUPPORT SERVICES FOR THE SMALL ANIMAL PRODUCTION CHAIN IN THE PROVINCES OF CHACHAPOYAS, LUYA AND BONGARA, AMAZON DEPARTMENT	S/.346,000.00	S/.979,786.00	100
2017	Amazonas	AGRICULTURAL PRODUCERS FACE LESS MAJOR PESTS	S/.140,352.00	S/.140,352.00	99.7
2017	Amazonas	IMPROVEMENT OF THE PRODUCTION AND TECHNOLOGICAL SERVICES OF THE AGRICULTURAL AND LIVESTOCK SYSTEM IN 53 DISTRICTS OF THE AMAZON REGION	S/.60,561.00	S/.60,561.00	100
2017	Amazonas	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.35,644,909.00	S/.25,142,402.00	43
2018	Amazonas	IMPROVEMENT OF THE COMPETITIVENESS OF SMALL CATTLE FARMS WITH A FOCUS ON ANIMAL HEALTH IN THE POMACOCNAS-ALTO IMAZAMOLINOPAMPA CORRIDOR, AMAZON REGION	S/.1,000,154.00	S/.1,243,954.00	99.9
2018	Amazonas	IMPROVEMENT OF SUPPORT SERVICES FOR THE SMALL ANIMAL PRODUCTION CHAIN IN THE PROVINCES OF CHACHAPOYAS, LUYA AND BONGARA, AMAZON DEPARTMENT	S/.346,000.00	S/.652,050.00	100
2018	Amazonas	IMPROVEMENT OF COMPETITIVENESS OF THE ORGANIC BANANA PRODUCTION CHAIN IN THE PROVINCES OF BAGUA, UTCUBAMBA AND BONGARA, AMAZON DEPARTMENT	S/.0.00	S/.486,637.00	99.3
2018	Amazonas	AGRICULTURAL PRODUCERS FACE LESS MAJOR PESTS	S/.50,352.00	S/.50,352.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Amazonas	IMPROVEMENT OF THE COMPETITIVENESS OF SMALL CATTLE FARMS WITH A FOCUS ON ANIMAL HEALTH IN THE POMACOCHAS-ALTO IMAZAMOLINOPAMPA CORRIDOR, AMAZON REGION	S/.1,334,631.00	S/.0.00	0
2018	Amazonas	IMPROVEMENT OF AREAS USED FOR FAIRS IN THE TOWN OF YERBABUENO, LA JALCA DISTRICT, CHACHAPOYAS PROVINCE, AMAZON REGION	S/.0.00	S/.8,999,741.00	59.3
2018	Amazonas	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.25,246,367.00	S/.17,433,644.00	44.3
2014	Ancash	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.0.00	S/.58,636.00	100
2016	Ancash	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.18,990,538.00	S/.31,087,365.00	0.8
2016	Ancash	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.58,636.00	S/.59,712.00	97.2
2018	Ancash	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.59,809.00	S/.59,809.00	99.7
2014	Apurimac	IMPROVEMENT OF THE MANAGEMENT AND PROMOTION OF TECHNOLOGICAL INNOVATIONS FOR CATTLE-RAISING PRODUCTIVITY IN THE VILCABAMBA RIVER SUB-BASIN, GRAU PROVINCE, APURIMAC	S/.1,200,000.00	S/.0.00	0
2014	Apurimac	IMPROVEMENT OF ALPACA/VICUÑA'S FIBER CHAIN COMPETITIVENESS IN THE APURIMAC REGION	S/.500,000.00	S/.263,000.00	100
2014	Apurimac	CAPACITY BUILDING FOR THE IMPROVEMENT OF FRUIT PRODUCTION IN INTER-ANDEAN AREAS IN THE ANDAHUAYLAS PROVINCE, APURIMAC REGION	S/.150,000.00	S/.751,160.00	100
2014	Apurimac	IMPROVEMENT OF QUINOA PRODUCTION CHAIN'S COMPETITIVENESS IN THE APURIMAC REGION	S/.0.00	S/.253,200.00	99.5
2014	Apurimac	IMPROVEMENT OF WATER SERVICE THROUGH THE INSTALLATION OF A TECHNIFIED SPRINKLER IRRIGATION SYSTEM IN THE TOWN OF PAMPATAMA BAJA, TINTAY DISTRICT, AYMARAE PROVINCE, APURIMAC REGION	S/.0.00	S/.1,129,695.00	99.9
2014	Apurimac	IMPROVEMENT OF THE MILK PRODUCTION CHAIN'S COMPETITIVENESS OF THE ASSOCIATIONS IN THE CENTRAL TOWNS OF THE ANCO HUALLO DISTRICT, CHINCHEROS, APURIMAC	S/.0.00	S/.148,946.00	100
2014	Apurimac	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.165,501.00	S/.209,486.00	100
2016	Apurimac	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.1,225,000.00	S/.1,225,000.00	97.5
2016	Apurimac	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,233,179.00	S/.1,264,706.00	99.7
2017	Apurimac	IMPROVEMENT OF ALPACA/VICUÑA'S FIBER CHAIN COMPETITIVENESS IN THE APURIMAC REGION	S/.0.00	S/.1,455,000.00	88.1
2017	Apurimac	LESSER DISEASES IN PRODUCER'S LIVESTOCK THANKS TO SANITARY CONTROL	S/.156,463.00	S/.156,581.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2017	Apurimac	IMPROVEMENT OF QUINOA PRODUCTION CHAIN'S COMPETITIVENESS IN THE APURIMAC REGION	S/.1,416,313.00	S/.1,139,437.00	87.3
2017	Apurimac	REDUCTION OF AGRICULTURAL SOIL DEGRADATION	S/.646,845.00	S/.679,335.00	100
2017	Apurimac	IMPROVEMENT OF FACILITIES AND SERVICE FOR THE URIPA SUPPLY MARKET 2ND STAGE, ANCO HUALLO DISTRICT, CHINCHEROS PROVINCE, APURIMAC	S/.0.00	S/.2,750,962.00	90.8
2017	Apurimac	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.1,010,883.00	S/.1,009,741.00	99.9
2017	Apurimac	AGRICULTURAL PRODUCERS RECEIVE AND PROPERLY ACCESS AGRICULTURAL INFORMATION SERVICES	S/.303,427.00	S/.306,502.00	99.6
2017	Apurimac	ORGANIZED AGRICULTURAL PRODUCERS PARTICIPATE IN TRADE PROMOTION EVENTS AND CONDUCT BUSINESS	S/.82,037.00	S/.83,701.00	100
2018	Apurimac	CAPACITY BUILDING FOR WILD RABIES PREVENTION AND CONTROL IN 25 DISTRICTS OF THE ABANCAY, ANDAHUAYLAS AND CHINCHEROS PROVINCES IN THE APURIMAC REGION	S/.602,706.00	S/.180,504.00	6.3
2018	Apurimac	IMPROVEMENT OF ALPACA/VICUÑA'S FIBER CHAIN COMPETITIVENESS IN THE APURIMAC REGION	S/.500,000.00	S/.1,260,969.00	81.8
2018	Apurimac	LESSER DISEASES IN PRODUCER'S LIVESTOCK THANKS TO SANITARY CONTROL	S/.185,988.00	S/.185,988.00	100
2018	Apurimac	IMPROVEMENT OF QUINOA PRODUCTION CHAIN'S COMPETITIVENESS IN THE APURIMAC REGION	S/.800,000.00	S/.5,378,489.00	19.7
2018	Apurimac	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.1,010,883.00	S/.1,010,883.00	99.9
2018	Apurimac	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.230,000.00	78.1
2015	Apurimac	IMPROVEMENT OF ALPACA/VICUÑA'S FIBER CHAIN COMPETITIVENESS IN THE APURIMAC REGION	S/.500,000.00	S/.847,421.00	99.9
2015	Apurimac	LESSER DISEASES IN PRODUCER'S LIVESTOCK THANKS TO SANITARY CONTROL	S/.117,978.00	S/.117,820.00	98.6
2015	Apurimac	CAPACITY BUILDING FOR THE IMPROVEMENT OF FRUIT PRODUCTION IN INTER-ANDEAN AREAS IN THE ANDAHUAYLAS PROVINCE, APURIMAC REGION	S/.0.00	S/.182,199.00	100
2015	Apurimac	IMPROVEMENT OF QUINOA PRODUCTION CHAIN'S COMPETITIVENESS IN THE APURIMAC REGION	S/.0.00	S/.921,194.00	99.9
2015	Apurimac	IMPROVEMENT OF THE MILK PRODUCTION CHAIN'S COMPETITIVENESS OF THE ASSOCIATIONS IN THE CENTRAL TOWNS OF THE ANCO HUALLO DISTRICT, CHINCHEROS, APURIMAC	S/.0.00	S/.269,000.00	99.9
2015	Apurimac	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.1,002,253.00	S/.994,122.00	97.8

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	Arequipa	POPULATION RECOVERY OF THE MACHA RESOURCE (MESODESMA DONACIUM) IN THE AREQUIPA REGION'S COAST	S/.0.00	S/.363,660.00	98.6
2017	Arequipa	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.59,178.00	S/.269,178.00	30.5
2017	Arequipa	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.5,742,702.00	S/.13,845,703.00	39.8
2018	Arequipa	LESSER DISEASES IN PRODUCER'S LIVESTOCK THANKS TO SANITARY CONTROL	S/.1,000.00	S/.46,600.00	95.2
2018	Arequipa	IMPROVEMENT OF SUPPORT SERVICES TO THE GARLIC PRODUCTION CHAIN IN 4 DISTRICTS OF ISLAY PROVINCE, AREQUIPA DEPARTMENT	S/.0.00	S/.11,300.00	100
2018	Arequipa	AGRICULTURAL PRODUCERS FACE LESS MAJOR PESTS	S/.500.00	S/.40,100.00	95.1
2018	Arequipa	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.0.00	S/.199,100.00	69.2
2018	Arequipa	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.59,178.00	S/.559,716.00	58.2
2018	Arequipa	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.12,832,280.00	S/.14,049,648.00	95.1
2016	Arequipa	STRENGTHENING OF MANUAL FISHING	S/.0.00	S/.9,610.00	100
2016	Arequipa	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.59,178.00	S/.59,178.00	100
2016	Arequipa	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.5,512,553.00	S/.5,608,738.00	76
2014	Ayacucho	CATTLE DEVELOPMENT IN THE UPPER CACHI IRRIGATION BASIN, HUAMANGA AND CANGALLO PROVINCES, AYACUCHO	S/.0.00	S/.344,000.00	100
2014	Ayacucho	CAPABILITY BUILDING FOR CATTLE DEVELOPMENT AND IMPROVEMENT IN THE COMMUNITIES OF SAN JUAN DE CUCHOQUESERA AND SAN JERONIMO DE PAMPAMARCA, CHUSCHI DISTRICT, CANGALLO PROVINCE, AYACUCHO REGION	S/.0.00	S/.60,142.00	100
2014	Ayacucho	DEVELOPMENT OF TECHNOLOGICAL CAPACITY FOR POTATO PRODUCTION IN THE AYACUCHO REGION	S/.800,000.00	S/.800,000.00	100
2014	Ayacucho	DEVELOPMENT OF PEACH CULTIVATION IN THE PROVINCES OF HUAMANGA, HUANTA, LA MAR, CANGALLO, VILCASHUAMAN, VICTOR FAJARDO, HUANCASANCOS AND SUCRE, AYACUCHO	S/.500,000.00	S/.510,760.00	99.1
2014	Ayacucho	TARA AGROFORESTRY PRODUCTION IN THE AYACUCHO REGION	S/.889,731.00	S/.874,131.00	99.8
2014	Ayacucho	CAPACITY BUILDING FOR PRICKLY PEAR PRODUCTION IN THE AYACUCHO REGION	S/.1,558,209.00	S/.1,098,853.00	100
2014	Ayacucho	STRENGTHENING THE COMPETITIVENESS OF THE AVOCADO PRODUCTION CHAIN IN THE DISTRICTS OF LAS CABEZADAS, LUCANAS PROVINCE, AYACUCHO REGION	S/.259,157.00	S/.259,157.00	91.5
2014	Ayacucho	CAPACITY BUILDING FOR THE STRENGTHENING OF THE TARA PRODUCTION CHAIN IN THE AYACUCHO REGION	S/.200,000.00	S/.198,515.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	Ayacucho	IMPROVEMENT OF TECHNOLOGY TRANSFER IN PRODUCTION AND COMMERCIALIZATION IN THE QUINOA PRODUCTION CHAIN, AYACUCHO REGION	S/.0.00	S/.496,860.00	99.2
2014	Ayacucho	IMPROVEMENT AND REHABILITATION OF THE COLLECTION SYSTEM OF THE SANCO ALTO IRRIGATION CANAL IN THE TOWN OF SANTA ANA, SAN PEDRO DISTRICT, LUCANAS PROVINCE, AYACUCHO	S/.0.00	S/.102,539.00	96.9
2014	Ayacucho	FAMILIES HAVE BEEN INCORPORATED INTO INTEGRAL AND SUSTAINABLE ALTERNATIVE DEVELOPMENT	S/.900,000.00	S/.3,474,633.00	25.9
2018	Ayacucho	DEVELOPMENT OF TECHNOLOGICAL CAPACITY FOR POTATO PRODUCTION IN THE AYACUCHO REGION	S/.20,000.00	S/.20,000.00	99.9
2018	Ayacucho	DEVELOPMENT OF PEACH CULTIVATION IN THE PROVINCES OF HUAMANGA, HUANTA, LA MAR, CANGALLO, VILCASHUAMAN, VICTOR FAJARDO, HUANCASANCOS AND SUCRE, AYACUCHO	S/.479,826.00	S/.479,826.00	93.3
2018	Ayacucho	FAMILIES HAVE BEEN INCORPORATED INTO INTEGRAL AND SUSTAINABLE ALTERNATIVE DEVELOPMENT	S/.1,000,000.00	S/.1,081,660.00	100
2018	Ayacucho	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.29,364.00	S/.29,364.00	99.7
2018	Ayacucho	FISH FARMERS HAVE ACCESS TO SERVICES FOR THE PROMOTION OF INVESTMENTS AND THE MANAGEMENT OF AQUACULTURE	S/.30,146.00	S/.30,146.00	94
2018	Ayacucho	PRODUCTIVE DEVELOPMENT OF COCOA, BANANA, CITRUS AND AGROFORESTRY CROPS IN THE DISTRICT OF SANTA ROSA LA MAR AYACUCHO	S/.0.00	S/.6,000.00	94.7
2018	Ayacucho	SUPPORT FOR THE DEVELOPMION OF A REGIONAL SYSTEM FOR THE CONSERVATION AND SUSTAINABLE MANAGEMENT OF VICUÑA IN THE AYACUCHO REGION	S/.0.00	S/.12,000.00	100
2018	Ayacucho	STRENGTHENING OF DAIRY PRODUCTION IN THE ALLPACHAKA MICRO-BASIN	S/.0.00	S/.8,600.00	96.7
2018	Ayacucho	IMPROVEMENT OF COMPETITIVENESS OF THE PURPLE CORN PRODUCTION CHAIN IN THE PROVINCES OF HUAMANGA, HUANTA AND LA MAR, AYACUCHO REGION	S/.0.00	S/.8,800.00	92.6
2018	Ayacucho	DEVELOPMENT OF PRODUCTIVE AND COMMERCIAL CAPABILITIES FOR THE QUINOA MARKET, VILCASHUAMAN PROVINCE, AYACUCHO	S/.0.00	S/.8,800.00	100
2018	Ayacucho	CAPACITY BUILDING FOR CATTLE MILK PRODUCTION IN SAN PEDRO DE LARCAY DISTRICT, SUCRE PROVINCE, AYACUCHO	S/.0.00	S/.10,000.00	99.9
2018	Ayacucho	STRENGTHENING THE COMPETITIVENESS OF THE AVOCADO PRODUCTION CHAIN IN THE DISTRICTS OF LAS CABEZADAS, LUCANAS PROVINCE, AYACUCHO REGION	S/.0.00	S/.13,200.00	100
2018	Ayacucho	CATTLE DEVELOPMENT IN THE UPPER CACHI IRRIGATION BASIN, HUAMANGA AND CANGALLO PROVINCES, AYACUCHO	S/.0.00	S/.67,608.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Ayacucho	SUSTAINABLE MANAGEMENT AND CONSERVATION OF THE GENETIC RESOURCE OF THE ALPACA IN THE HIGH ANDEAN COMMUNITIES OF THE AYACUCHO REGION	S/.0.00	S/.812,000.00	98.5
2018	Ayacucho	CAPABILITY BUILDING FOR CATTLE DEVELOPMENT AND IMPROVEMENT IN THE COMMUNITIES OF SAN JUAN DE CUCHOQUESERA AND SAN JERONIMO DE PAMPAMARCA, CHUSCHI DISTRICT, CANGALLO PROVINCE, AYACUCHO REGION	S/.0.00	S/.10,800.00	98.2
2018	Ayacucho	STRENGTHENING OF TECHNICAL AND PRODUCTIVE CAPACITIES FOR CATTLE RAISING IN THE ACOCRO TOWNS, ACOCRO DISTRICT, HUAMANGA, AYACUCHO	S/.0.00	S/.10,800.00	12
2018	Ayacucho	IMPROVEMENT OF TECHNOLOGY TRANSFER IN PRODUCTION AND COMMERCIALIZATION IN THE QUINOA PRODUCTION CHAIN, AYACUCHO REGION	S/.1,037,190.00	S/.1,363,426.00	91.1
2018	Ayacucho	IMPROVEMENT OF CAPACITY FOR CATTLE BREEDING IN 14 AREAS OF THE VILCANCHOS DISTRICT, VICTOR FAJARDO, AYACUCHO	S/.555,549.00	S/.630,479.00	85
2018	Ayacucho	IMPROVEMENT OF CAPACITY FOR THE DEVELOPMENT AND PRODUCTION OF LIVESTOCK AND ITS DERIVATIVES IN THE COMMUNITIES OF THE MARIA PARADO DE BELLIDO DISTRICT, CANGALLO, AYACUCHO	S/.765,595.00	S/.765,595.00	91.5
2018	Ayacucho	IMPROVEMENT OF THE PRODUCTIVE CAPABILITY TO INTEGRALLY MANAGE AVOCADO CROPS IN THE PROVINCES OF HUAMANGA, HUANTA, HUANCASANCOS, CANGALLO, LUCANAS, PARINACOCAS, SUCRE, PAUCAR DEL SARA SARA, VICTOR FAJARDO AND VILCASHUAMAN, IN THE DEPARTMENT OF AYACUCHO	S/.2,500,000.00	S/.2,710,462.00	85.7
2018	Ayacucho	IMPROVEMENT OF BOVINE MILK PRODUCTION SERVICE IN THE PAUCAR DEL SARA SARA PROVINCE, AYACUCHO REGION	S/.1,500,000.00	S/.732,000.00	92.8
2018	Ayacucho	IMPROVEMENT OF SERVICES FOR THE TRANSFER OF TECHNOLOGICAL INNOVATIONS TO AGRICULTURAL AGENCIES AND PRODUCERS OF AGRO-ECOLOGICAL CROPS IN THE AYACUCHO REGION	S/.1,241,840.00	S/.1,241,840.00	85.1
2018	Ayacucho	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.55,801.00	S/.55,801.00	98.9
2018	Ayacucho	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.330,925.00	S/.315,367.00	95.4
2018	Ayacucho	IMPROVEMENT OF THE CONSERVATION OF CULTURAL HERITAGE AT THE WARI ARCHAEOLOGICAL SITE, HUAMANGA, AYACUCHO	S/.4,569,008.00	S/.0.00	0
2018	Ayacucho	AGENTS IN TOURIST DESTINATIONS HAVE ACCESS TO SERVICES TO DEVELOP COMPETITIVE TOURIST OFFERINGS	S/.20,000.00	S/.120,000.00	99.2
2016	Ayacucho	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.16,415,133.00	S/.31,048,496.00	80

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2016	Ayacucho	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.2,130,200.00	S/.2,530,200.00	95.9
2016	Ayacucho	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.3,775,796.00	S/.3,975,796.00	97.9
2016	Ayacucho	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.1,500,000.00	S/.2,543,018.00	97.2
2017	Ayacucho	USE OF COMMERCIAL OPPORTUNITIES OFFERED BY PERU'S MAIN TRADING PARTNERS	S/.0.00	S/.312,500.00	76.1
2017	Ayacucho	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.500,000.00	S/.1,339,605.00	93.7
2017	Ayacucho	CAPACITY BUILDING FOR PRICKLY PEAR PRODUCTION IN THE AYACUCHO REGION	S/.1,561,087.00	S/.960,021.00	100
2017	Ayacucho	CATTLE DEVELOPMENT IN THE UPPER CACHI IRRIGATION BASIN, HUAMANGA AND CANGALLO PROVINCES, AYACUCHO	S/.2,503,441.00	2,503,44	97.3
2017	Ayacucho	SUSTAINABLE MANAGEMENT AND CONSERVATION OF THE GENETIC RESOURCE OF THE ALPACA IN THE HIGH ANDEAN COMMUNITIES OF THE AYACUCHO REGION	S/.650,000.00	S/.650,000.00	98.2
2017	Ayacucho	IMPROVEMENT OF TECHNOLOGY TRANSFER IN PRODUCTION AND COMMERCIALIZATION IN THE QUINOA PRODUCTION CHAIN, AYACUCHO REGION	S/.0.00	S/.334,414.00	100
2017	Ayacucho	IMPROVEMENT OF CAPACITY FOR CATTLE BREEDING IN 14 AREAS OF THE VILCANCHOS DISTRICT, VICTOR FAJARDO, AYACUCHO	S/.1,408,410.00	S/.852,738.00	90.8
2017	Ayacucho	IMPROVEMENT OF CAPACITY FOR THE DEVELOPMENT AND PRODUCTION OF LIVESTOCK AND ITS DERIVATIVES IN THE COMMUNITIES OF THE MARIA PARADO DE BELLIDO DISTRICT, CANGALLO, AYACUCHO	S/.1,665,586.00	S/.900,000.00	100
2017	Ayacucho	IMPROVEMENT OF THE PRODUCTIVE CAPABILITY TO INTEGRALLY MANAGE AVOCADO CROPS IN THE PROVINCES OF HUAMANGA, HUANTA, HUANCASANCOS, CANGALLO, LUCANAS, PARINACOCNAS, SUCRE, PAUCAR DEL SARA SARA, VICTOR FAJARDO AND VILCASHUAMAN, IN THE DEPARTMENT OF AYACUCHO	S/.3,195,000.00	S/.3,271,379.00	94
2017	Ayacucho	IMPROVEMENT OF BOVINE MILK PRODUCTION SERVICE IN THE PAUCAR DEL SARA SARA PROVINCE, AYACUCHO REGION	S/.0.00	S/.32,000.00	0
2017	Ayacucho	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.330,925.00	S/.330,925.00	100
2017	Ayacucho	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.2,321,660.00	S/.1,952,821.00	99.1
2015	Cajamarca	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.207,784.00	S/.208,995.00	100
2017	Cajamarca	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.6,538,862.00	S/.7,449,597.00	90.9

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Cajamarca	IMPROVEMENT OF THE PROVISION OF SUPPORT SERVICES TO THE AVOCADO PRODUCTION CHAIN IN THE DISTRICTS OF CHANCAY BAÑOS, LA ESPERANZA AND CATACHE, IN THE SANTA CRUZ PROVINCE, CAJAMARCA DEPARTMENT	S/.0.00	S/.30,000.00	0
2018	Cajamarca	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.0.00	S/.9,602.00	100
2018	Cajamarca	IMPROVEMENT OF THE PRODUCTIVE CAPACITY OF THE NAMORA FISH FARMING MODULE IN THE CAJAMARCA REGION	S/.0.00	S/.437,770.00	53.7
2018	Cajamarca	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.5,434,967.00	S/.5,633,321.00	93.9
2018	Cajamarca	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.462,044.00	91.6
2016	Cajamarca	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.6,984,284.00	S/.7,139,549.00	89.6
2015	Callao	AGENTS IN TOURIST DESTINATIONS HAVE ACCESS TO SERVICES TO DEVELOP COMPETITIVE TOURIST OFFERINGS	S/.228,163.00	S/.228,163.00	0
2016	Callao	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.228,163.00	S/.159,768.00	0
2017	Callao	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.3,165.00	S/.0.00	0
2017	Callao	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.228,163.00	S/.318,562.00	90.5
2018	Callao	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.165,768.00	S/.166,165.00	1
2018	Callao	IMPROVEMENT OF ECOTOURISM SERVICES, INTERNAL TRAILS AND THE INTERPRETATION CENTER OF THE REGIONAL WETLAND CONSERVATION AREA OF VENTANILLA, CONSTITUCIONAL DEL CALLAO PROVINCE, CALLAO REGION.	S/.4,908,565.00	S/.4,908,565.00	0
2018	Callao	AGENTS IN TOURIST DESTINATIONS HAVE ACCESS TO SERVICES TO DEVELOP COMPETITIVE TOURIST OFFERINGS	S/.228,163.00	S/.228,725.00	25.2
2014	Cusco	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.0.00	S/.54,081.00	100
2014	Cusco	IMPROVEMENT OF THE INSTITUTIONAL COMPETITIVE MANAGEMENT OF LIVESTOCK DEVELOPMENT OF THE ASSOCIATION OF RURAL MUNICIPALITIES OF APU AUSANGATE IN QUISPICANCHI, OCONGATE DISTRICT, QUISPICANCHI, CUSCO	S/.1,357,902.00	S/.943,058.00	87.1
2014	Cusco	IMPROVEMENT OF SUSTAINABLE MANAGEMENT CAPABILITIES IN THE VICUÑA AREA, IN CONSERVATION COMMUNITIES WITHIN THE CUSCO REGION	S/.3,488,552.00	S/.815,312.00	68.1
2014	Cusco	IMPROVEMENT OF THE PRODUCTIVE AND COMPETITIVE CAPABILITIES OF CATTLE BREEDERS IN THE PROVINCES OF ACOMAYO, ANTA, CALCA, CANAS, CUSCO AND PAUCARTAMBO	S/.3,743,369.00	S/.2,164,074.00	93.4

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	Cusco	IMPROVEMENT OF THE COMPETITIVENESS OF THE GUINEA PIG PRODUCTION CHAIN IN THE 8 DISTRICTS OF CANAS PROVINCE, CUSCO	S/.1,663,154.00	S/.853,948.00	94.9
2014	Cusco	IMPROVEMENT OF THE PRODUCTION OF PIJUAYO FOR PALMS IN THE DISTRICTS OF PICHARI, KIMBIRI, LA CONVENCION AND CUSCO	S/.129,393.00	S/.262,632.00	89.3
2014	Cusco	STRENGTHENING LOCAL CAPABILITY FOR THE CONSERVATION OF NATIVE CROPS OF POTATO, OCA, MASHUA, OLLUCO, CORN, TARWI, QUINOA, CCAÑIHUA, BEANS AND KIWICHA IN THE PROVINCES OF CALCA, ESPINAR, PAUCARTAMBO, LA CONVENCION AND QUISPICANCHI, IN THE CUSCO REGION	S/.1,717,249.00	S/.1,790,096.00	97.5
2014	Cusco	IMPROVEMENT OF COMPETITIVENESS OF THE PRODUCTION CHAIN OF ORGANIC QUINOA AND CAÑIHUA IN THE PROVINCES OF ACOMAYO, ANTA, CALCA, CANAS, CANCHIS, CHUMBIVILCAS, ESPINAR, PARURO, QUISPICANCHI AND URUBAMBA, CUSCO DEPARTMENT	S/.2,030,000.00	S/.1,394,514.00	91.1
2015	Cusco	CATTLE DEVELOPMENT IN THE UPPER APURIMAC, UPPER VILCANOTA AND VALLE SAGRADO DAIRY BASINS IN THE CUSCO REGION	S/.1,711,801.00	S/.1,205,546.00	99.4
2015	Cusco	IMPROVEMENT OF THE INSTITUTIONAL COMPETITIVE MANAGEMENT OF LIVESTOCK DEVELOPMENT OF THE ASSOCIATION OF RURAL MUNICIPALITIES OF APU AUSANGATE IN QUISPICANCHI, OCONGATE DISTRICT, QUISPICANCHI, CUSCO	S/.1,421,109.00	S/.1,510,225.00	98.7
2015	Cusco	IMPROVEMENT OF SUSTAINABLE MANAGEMENT CAPABILITIES IN THE VICUÑA AREA, IN CONSERVATION COMMUNITIES WITHIN THE CUSCO REGION	S/.1,579,553.00	S/.1,921,259.00	98.6
2015	Cusco	IMPROVEMENT OF THE PRODUCTIVE AND COMPETITIVE CAPABILITIES OF CATTLE BREEDERS IN THE PROVINCES OF ACOMAYO, ANTA, CALCA, CANAS, CUSCO AND PAUCARTAMBO	S/.2,400,228.00	S/.2,333,760.00	100
2015	Cusco	IMPROVEMENT OF THE COMPETITIVENESS OF THE GUINEA PIG PRODUCTION CHAIN IN THE 8 DISTRICTS OF CANAS PROVINCE, CUSCO	S/.1,597,051.00	S/.1,437,711.00	99.9
2015	Cusco	STRENGTHENING LOCAL CAPABILITY FOR THE CONSERVATION OF NATIVE CROPS OF POTATO, OCA, MASHUA, OLLUCO, CORN, TARWI, QUINOA, CCAÑIHUA, BEANS AND KIWICHA IN THE PROVINCES OF CALCA, ESPINAR, PAUCARTAMBO, LA CONVENCION AND QUISPICANCHI, IN THE CUSCO REGION	S/.1,636,303.00	S/.1,665,336.00	98.3
2015	Cusco	IMPROVEMENT OF COMPETITIVENESS OF THE PRODUCTION CHAIN OF ORGANIC QUINOA AND CAÑIHUA IN THE PROVINCES OF ACOMAYO, ANTA, CALCA, CANAS, CANCHIS, CHUMBIVILCAS, ESPINAR, PARURO, QUISPICANCHI AND URUBAMBA, CUSCO DEPARTMENT	S/.1,705,338.00	S/.2,082,168.00	99
2015	Cusco	IMPROVEMENT OF THE CUSCO GIANT WHITE CORN PRODUCTION SYSTEM IN THE SACRED VALLEY OF THE INCAS	S/.150,486.00	S/.499,859.00	100
2015	Cusco	STRENGTHENING OF ORGANIC KIWICHA PRODUCTION IN THE CUSCO REGION	S/.277,608.00	S/.764,166.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2015	Cusco	IMPROVEMENT OF DRY BROAD BEAN PRODUCTION IN THE PROVINCES OF ANTA, ACOMAYO, CANCHIS AND PAUCARTAMBO, IN THE CUSCO REGION	S/.489,855.00	S/.870,058.00	100
2015	Cusco	STRENGTHENING OF CAPABILITIES FOR ORGANIC VEGETABLE CULTIVATION AND MARKETING, PROVINCES OF ANTA, CALCA, CUSCO AND URUBAMBA	S/.1,593,796.00	S/.1,548,363.00	99.9
2016	Cusco	IMPROVEMENT OF ANIMAL HEALTH	S/.7,421,355.00	S/.7,497,513.00	95.9
2016	Cusco	IMPROVEMENT AND MAINTENANCE OF PLANT HEALTH	S/.0.00	S/.50,000.00	97.4
2016	Cusco	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.2,019,665.00	S/.2,691,337.00	91.5
2016	Cusco	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.19,172,017.00	S/.72,608,849.00	70.6
2016	Cusco	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.6,655,895.00	24.6
2017	Cusco	IMPROVEMENT OF THE INSTITUTIONAL COMPETITIVE MANAGEMENT OF LIVESTOCK DEVELOPMENT OF THE ASSOCIATION OF RURAL MUNICIPALITIES OF APU AUSANGATE IN QUISPICANCHI, OCONGATE DISTRICT, QUISPICANCHI, CUSCO	S/.0.00	S/.446,648.00	99.6
2017	Cusco	IMPROVEMENT OF SUSTAINABLE MANAGEMENT CAPABILITIES IN THE VICUÑA AREA, IN CONSERVATION COMMUNITIES WITHIN THE CUSCO REGION	S/.400,000.00	S/.1,230,419.00	96.8
2017	Cusco	IMPROVEMENT OF THE COMPETITIVENESS OF THE GUINEA PIG PRODUCTION CHAIN IN THE 8 DISTRICTS OF CANAS PROVINCE, CUSCO	S/.0.00	S/.1,205,147.00	99.4
2017	Cusco	IMPROVEMENT AND MAINTENANCE OF PLANT HEALTH	S/.0.00	S/.799,970.00	100
2017	Cusco	STRENGTHENING LOCAL CAPABILITIES FOR THE CONSERVATION OF NATIVE CROPS OF POTATO, OCA, MASHUA, OLLUCO, CORN, TARWI, QUINOA, CCAÑIHUA, BEANS AND KIWICHA IN THE PROVINCES OF CALCA, ESPINAR, PAUCARTAMBO, LA CONVENCION AND QUISPICANCHI, IN THE CUSCO REGION	S/.0.00	S/.90,722.00	100
2017	Cusco	IMPROVEMENT OF COMPETITIVENESS OF THE PRODUCTION CHAIN OF ORGANIC QUINOA AND CAÑIHUA IN THE PROVINCES OF ACOMAYO, ANTA, CALCA, CANAS, CANCHIS, CHUMBIVILCAS, ESPINAR, PARURO, QUISPICANCHI AND URUBAMBA, CUSCO DEPARTMENT	S/.400,000.00	S/.900,445.00	88.8
2017	Cusco	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.0.00	S/.31,500.00	100
2017	Cusco	IMPROVEMENT OF THE CUSCO GIANT WHITE CORN PRODUCTION SYSTEM IN THE SACRED VALLEY OF THE INCAS	S/.0.00	S/.7,500.00	100
2017	Cusco	STRENGTHENING OF ORGANIC KIWICHA PRODUCTION IN THE CUSCO REGION	S/.0.00	S/.24,500.00	100
2017	Cusco	STRENGTHENING OF CAPABILITIES FOR ORGANIC VEGETABLE CULTIVATION AND MARKETING, PROVINCES OF ANTA, CALCA, CUSCO AND URUBAMBA	S/.0.00	S/.9,000.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2017	Cusco	BETTER ACCESS OF PRODUCERS TO SUPPORT SERVICES FOR THE CORN PRODUCTION CHAIN IN THE PROVINCES OF ACOMAYO, ANT, CANCHIS, CHUMBIVILCAS, PARURO, PAUCARTAMBO, QUISPICANCHI AND LA CONVENCION, CUSCO REGION	S/.0.00	S/.300,000.00	99
2017	Cusco	IMPROVEMENT OF SERVICES TO PROVIDE COMPETITIVE CAPABILITIES TO THE ALPACA'S PRODUCTIVE CHAIN IN THE CUSCO REGION	S/.0.00	S/.248,767.00	99.9
2017	Cusco	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.0.00	S/.18,000.00	100
2017	Cusco	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.54,081.00	S/.54,081.00	100
2017	Cusco	AGRICULTURAL PRODUCERS HAVE ACCESS TO QUALITY MANAGEMENT SYSTEMS, GOOD AGRICULTURAL PRACTICES AND GOOD LIVESTOCK PRACTICES	S/.0.00	S/.253,000.00	100
2017	Cusco	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.73,636,957.00	S/.31,530,374.00	23
2018	Cusco	IMPROVEMENT OF SUSTAINABLE MANAGEMENT CAPABILITIES IN THE VICUÑA AREA, IN CONSERVATION COMMUNITIES WITHIN THE CUSCO REGION	S/.2,081,315.00	S/.2,583,945.00	97.8
2018	Cusco	IMPROVEMENT OF THE COMPETITIVENESS OF THE GUINEA PIG PRODUCTION CHAIN IN THE 8 DISTRICTS OF CANAS PROVINCE, CUSCO	S/.1,200,000.00	S/.1,200,000.00	94.4
2018	Cusco	IMPROVEMENT OF COMPETITIVENESS OF THE PRODUCTION CHAIN OF ORGANIC QUINOA AND CAÑIHUA IN THE PROVINCES OF ACOMAYO, ANTA, CALCA, CANAS, CANCHIS, CHUMBIVILCAS, ESPINAR, PARURO, QUISPICANCHI AND URUBAMBA, CUSCO DEPARTMENT	S/.1,065,757.00	S/.860,364.00	98.5
2018	Cusco	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.0.00	S/.35,000.00	100
2018	Cusco	BETTER ACCESS OF PRODUCERS TO SUPPORT SERVICES FOR THE CORN PRODUCTION CHAIN IN THE PROVINCES OF ACOMAYO, ANT, CANCHIS, CHUMBIVILCAS, PARURO, PAUCARTAMBO, QUISPICANCHI AND LA CONVENCION, CUSCO REGION	S/.0.00	S/.417,568.00	97
2018	Cusco	IMPROVEMENT OF ACCESS TO SUPPORT SERVICES FOR THE BEE PRODUCTION CHAIN IN THE PROVINCES OF ACOMAYO, ANTA, CALCA, CANAS, CANCHIS, CHUMBIVILCAS, CUSCO, LA CONVENCION, PARURO, PAUCARTAMBO, QUISPICANCHI AND URUBAMBA, IN THE CUSCO REGION	S/.1,938,131.00	S/.1,938,131.00	98.9
2018	Cusco	IMPROVEMENT OF SUPPORT SERVICES TO THE CITRUS PRODUCTION CHAIN IN THE DISTRICTS OF YANATILE, OCOBAMBA AND QUELLOUNO, PROVINCES OF CALCA AND LA CONVENCION IN THE CUSCO DEPARTMENT	S/.0.00	S/.28,177.00	0

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Cusco	IMPROVEMENT OF SERVICES TO PROVIDE COMPETITIVE CAPABILITIES TO THE ALPACA'S PRODUCTIVE CHAIN IN THE CUSCO REGION	S/.0.00	S/.80,000.00	3.3
2018	Cusco	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.0.00	S/.100,000.00	81
2018	Cusco	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.54,346.00	S/.54,346.00	100
2018	Cusco	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.0.00	S/.155,000.00	86.7
2018	Cusco	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.71,177,923.00	S/.27,792,665.00	24.1
2014	Huancavelica	RECOVERY OF THE SERVICES FOR THE PROTECTION, CONSERVATION AND RATIONAL USE OF VICUÑAS IN THE COMMUNITY OF TELAPACCHA, ACOBAMBILLA DISTRICT, PROVINCE AND DEPARTMENT OF HUANCAMELICA	S/.0.00	S/.30,000.00	100
2014	Huancavelica	IMPROVEMENT OF COMPETITIVENESS IN THE PRODUCTION CHAIN THROUGH THE INSTALLATION OF AEROPONIC POTATO PRODUCTION SYSTEMS IN HIGH ANDEAN COMMUNITIES OF THE HUANCAMELICA DEPARTMENT	S/.850,000.00	S/.762,443.00	100
2014	Huancavelica	IMPROVEMENT OF AN IRRIGATION SYSTEM'S WATER SERVICE IN PAMPALCA, SAN PEDRO DE CORIS DISTRICT, CHURCAMPÁ PROVINCE, HUANCAMELICA DEPARTMENT	S/.1,141,670.00	S/.0.00	0
2014	Huancavelica	DEVELOPMENT OF COMPETITIVE CAPABILITIES IN THE PRODUCTION CHAIN OF DAIRY PRODUCTS, PROVINCES OF HUANCAMELICA AND ANGARAES	S/.0.00	S/.598,478.00	99.5
2014	Huancavelica	PROVISION OF SUSTAINABLE TROUT AND SHRIMP RESTOCKING SERVICE IN THE HUANCAMELICA REGION	S/.900,000.00	S/.11,660.00	100
2014	Huancavelica	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.0.00	S/.38,141.00	100
2015	Huancavelica	IMPROVEMENT OF COMPETITIVENESS IN THE PRODUCTION CHAIN THROUGH THE INSTALLATION OF AEROPONIC POTATO PRODUCTION SYSTEMS IN HIGH ANDEAN COMMUNITIES OF THE HUANCAMELICA DEPARTMENT	S/.0.00	S/.711,068.00	99.8
2015	Huancavelica	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.62,000.00	S/.62,000.00	92.5
2015	Huancavelica	ORGANIZED AGRICULTURAL PRODUCERS PARTICIPATE IN TRADE PROMOTION EVENTS AND CONDUCT BUSINESS	S/.85,200.00	S/.84,506.00	96.4
2016	Huancavelica	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.0.00	S/.600,000.00	80.4
2016	Huancavelica	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.185,341.00	S/.177,943.00	100
2017	Huancavelica	PROVISION OF SUSTAINABLE TROUT AND SHRIMP RESTOCKING SERVICE IN THE HUANCAMELICA REGION	S/.0.00	S/.1,217,842.00	93.6

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2017	Huancavelica	INSTALLATION OF PERMANENT FENCING AND REPOPULATION OF VICUÑAS IN THE COMMUNITY OF SAN JUAN DE DIOS, LIRCAY DISTRICT, ANGARAES PROVINCE, HUANCVELICA	S/.0.00	S/.769,209.00	99.1
2017	Huancavelica	IMPROVEMENT OF VICUÑA PROTECTION AND CONSERVATION SERVICES IN THE HIGH ANDEAN COMMUNITIES OF THE PROVINCES OF CASTROVIRREYNA, HUAYTARA AND HUANCVELICA IN THE HUANCVELICA DEPARTMENT	S/.0.00	S/.3,839,652.00	92.3
2017	Huancavelica	IMPROVEMENT OF PRODUCTIVE CAPABILITIES TO IMPROVE THE COMPETITIVENESS OF ALPACA AND SHEEP FARMERS IN THE HUACHOCOLPA DISTRICT, PROVINCE AND REGION OF HUANCVELICA	S/.0.00	S/.884,302.00	99.9
2017	Huancavelica	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.61,500.00	S/.177,200.00	99.2
2017	Huancavelica	DEVELOPMENT OF COMPETITIVE CAPABILITIES IN THE PRODUCTION CHAIN OF DAIRY PRODUCTS, PROVINCES OF HUANCVELICA AND ANGARAES	S/.0.00	S/.151,090.00	100
2017	Huancavelica	IMPROVEMENT OF SUPPORT SERVICES FOR CRAFTING ACTIVITIES IN THE HUANCVELICA DEPARTMENT	S/.0.00	S/.118,638.00	99.5
2017	Huancavelica	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.186,991.00	S/.178,191.00	100
2018	Huancavelica	IMPROVEMENT OF PRODUCTIVE CAPACITY SERVICES IN THE AVOCADO PRODUCTION CHAIN, CHURCAMPÁ PROVINCE, HUANCVELICA DEPARTMENT	S/.527,241.00	S/.0.00	0
2018	Huancavelica	IMPROVEMENT OF COMPETITIVENESS IN THE PRODUCTION CHAIN THROUGH THE INSTALLATION OF AEROPONIC POTATO PRODUCTION SYSTEMS IN HIGH ANDEAN COMMUNITIES OF THE HUANCVELICA DEPARTMENT	S/.1,135,924.00	S/.379,729.00	93.5
2018	Huancavelica	IMPROVEMENT OF SERVICES FOR AGRICULTURAL EXPANSION FOR CATTLE BREEDING IN 70 RURAL COMMUNITIES OF THE HUANCVELICA REGION	S/.1,216,546.00	S/.1,040,550.00	98.1
2018	Huancavelica	IMPROVING THE QUALITY OF SUPPORT SERVICES TO FARMERS IN THE HUANCVELICA PROVINCE, HUANCVELICA REGION	S/.996,763.00	S/.636,114.00	94.8
2018	Huancavelica	IMPROVEMENT OF SERVICES FOR AGRICULTURAL EXPANSION FOR THE ANDEAN TUBER PRODUCTION CHAIN IN FIVE PROVINCES OF THE HUANCVELICA DEPARTMENT	S/.4,000,000.00	S/.848,450.00	95.3
2018	Huancavelica	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.61,500.00	S/.90,780.00	99.5
2018	Huancavelica	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.38,691.00	S/.38,691.00	99.8
2018	Huancavelica	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.148,300.00	S/.148,300.00	98.5
2018	Huancavelica	IMPROVEMENT AND INSTALLATION OF TOURIST SERVICES IN THE CHOCLOCOCHA LAGOON, SANTA ANA-CASTROVIRREYNA DISTRICT, HUANCVELICA REGION	S/.0.00	S/.191,725.00	85.9

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Huancavelica	CHOCLOCOCHA LAKE'S ECOTOURISM RECOVERY, CHOCLOCOCHA, POMACOCCHA DISTRICT, ACOBAMBA PROVINCE, HUANCANELICA DEPARTMENT	S/.0.00	S/.130,000.00	66.7
2014	Huanuco	TECHNICAL ASSISTANCE AND TRAINING IN GUINEA PIG MANAGEMENT IN THE PROVINCES OF HUANUCO, AMBO, AND PACHITEA, HUANUCO DEPARTMENT	S/.46,022.00	S/.90,535.00	100
2014	Huanuco	TECHNICAL ASSISTANCE AND TRAINING IN PEACH CULTIVATION IN THE PROVINCES OF HUANUCO AND PACHITEA, HUANUCO DEPARTMENT	S/.457,155.00	S/.456,974.00	99.2
2015	Huanuco	TRANSFER OF TECHNOLOGY FOR CATTLE BREEDING IN THE NUPE AND LAURICOCHA MICRO-BASIN, LAURICOCHA PROVINCE, HUANUCO REGION	S/.430,841.00	S/.430,841.00	99.7
2015	Huanuco	IMPROVEMENT OF THE GENETIC QUALITY OF BOVINE LIVESTOCK THROUGH EMBRYO TRANSFER IN SIERRA DE HUANUCO, LAURICOCHA PROVINCE, DOS DE MAYO PROVINCE, HUANUCO REGION	S/.0.00	S/.34,503.00	100
2015	Huanuco	TECHNICAL ASSISTANCE AND TRAINING IN PEACH CULTIVATION IN THE PROVINCES OF HUANUCO AND PACHITEA, HUANUCO DEPARTMENT	S/.270,027.00	S/.267,457.00	99.7
2015	Huanuco	FAMILIES HAVE BEEN INCORPORATED INTO INTEGRAL AND SUSTAINABLE ALTERNATIVE DEVELOPMENT	S/.5,900,000.00	S/.5,942,527.00	96.2
2015	Huanuco	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.47,724.00	S/.47,724.00	93.9
2015	Huanuco	ORGANIZED AGRICULTURAL PRODUCERS PARTICIPATE IN TRADE PROMOTION EVENTS AND CONDUCT BUSINESS	S/.380,614.00	S/.406,410.00	97.9
2015	Huanuco	AGRICULTURAL PRODUCERS HAVE ACCESS TO QUALITY MANAGEMENT SYSTEMS, GOOD AGRICULTURAL PRACTICES AND GOOD LIVESTOCK PRACTICES	S/.2,208,919.00	S/.2,398,928.00	94.4
2015	Huanuco	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.0.00	S/.284,200.00	0
2016	Huanuco	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.1,336,000.00	S/.3,066,795.00	94.5
2016	Huanuco	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,679,445.00	S/.3,982,111.00	96.5
2017	Huanuco	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.500,000.00	S/.2,627,139.00	79
2017	Huanuco	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.3,549,721.00	S/.3,788,740.00	92.2
2018	Huanuco	IMPROVEMENT OF AGRICULTURAL SERVICES FOR THE TARA (CAESALPINIA SPINOSA) AND BEAN (PHASEOLUS VULGARIS L.) PRODUCTION CHAINS IN THE HIGUERAS MICRO-BASIN, KICHKI DISTRICT, HUANUCO PROVINCE, HUANUCO REGION	S/.60,000.00	S/.99,999.00	17.9
2018	Huanuco	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.3,678,613.00	S/.4,329,213.00	98.3

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Huanuco	INSTALLATION AND IMPROVEMENT OF PUBLIC TOURIST SERVICES IN THE PIRURO I AND II ARCHAEOLOGICAL ZONE, IN THE TANTAMAYO DISTRICT, HUAMALIES PROVINCE, HUANUCO REGION	S/.220,000.00	S/.220,000.00	42.6
2015	Ica	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.860,206.00	S/.879,003.00	96
2015	Ica	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.3,545,469.00	S/.0.00	0
2016	Ica	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,169,784.00	S/.1,159,194.00	99.1
2017	Ica	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.270,495.00	S/.268,961.00	98.4
2017	Ica	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.521,136.00	S/.559,262.00	99.6
2018	Ica	LESSER DISEASES IN PRODUCER'S LIVESTOCK THANKS TO SANITARY CONTROL	S/.254,884.00	S/.284,774.00	98.5
2018	Ica	AGRICULTURAL PRODUCERS FACE LESS MAJOR PESTS	S/.247,539.00	S/.273,860.00	99.2
2018	Ica	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.322,072.00	S/.351,052.00	99
2018	Ica	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.3,604,396.00	S/.22,126,480.00	36.3
2018	Ica	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,302,532.00	S/.1,729,089.00	99.2
2015	Junin	STRENGTHENING OF CAPABILITIES IN THE CONSERVATION, MANAGEMENT AND SUSTAINABLE USE OF VICUÑA (VICUGNA VICUGNA) RESOURCES IN THE RURAL COMMUNITIES OF THE JUNIN REGION	S/.0.00	S/.59,200.00	90.2
2015	Junin	FAMILIES HAVE BEEN INCORPORATED INTO INTEGRAL AND SUSTAINABLE ALTERNATIVE DEVELOPMENT	S/.900,000.00	S/.2,089,856.00	79.6
2016	Junin	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.1,488,080.00	S/.3,558,322.00	94.9
2016	Junin	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.548,255.00	S/.548,255.00	100
2016	Junin	DEVELOPMENT AND PROMOTION OF CULTURAL INDUSTRIES AND ARTS	S/.0.00	S/.38,500.00	100
2017	Junin	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.465,900.00	S/.465,900.00	98.2
2017	Junin	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.82,355.00	S/.82,355.00	100
2017	Junin	IMPROVEMENT OF TOURIST ORIENTATION SERVICES AND BETTER ACCESS TO THE MAIN PARK, THE SEÑOR DE ANIMAS DE PACA SANCTUARY AND THE PACAPACCHA WATERFALL, PACA DISTRICT, JAUJA, JUNIN	S/.0.00	S/.249,139.00	77.7
2017	Junin	TOURIST DESTINATIONS HAVE ACCESS TO PROMOTION SERVICES	S/.393,152.00	S/.538,448.00	99.3

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Junin	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.0.00	S/.1,950,088.00	99.1
2018	Junin	IMPROVEMENT OF AGRICULTURAL SUPPORT SERVICES FOR THE STRENGTHENING OF PRODUCTION CHAINS OF THE FOLLOWING: COFFEE, COCOA, CITRUS FRUITS, QUINOA, GUINEA PIGS AND DAIRY CATTLE IN THE JUNIN DEPARTMENT	S/.0.00	S/.812,370.00	78.5
2018	Junin	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.82,355.00	S/.82,355.00	99.6
2018	Junin	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.465,900.00	S/.465,900.00	98.8
2018	Junin	FORMALIZATION OF MINERS' ACTIVITIES	S/.112,000.00	S/.282,000.00	52.7
2018	Junin	IMPROVEMENT OF TOURIST ORIENTATION SERVICES AND BETTER ACCESS TO THE MAIN PARK, THE SEÑOR DE ANIMAS DE PACA SANCTUARY AND THE PACAPACCHA WATERFALL, PACA DISTRICT, JAUJA, JUNIN	S/.0.00	S/.310,096.00	98.8
2018	Junin	TOURIST DESTINATIONS HAVE ACCESS TO PROMOTION SERVICES	S/.316,955.00	S/.556,940.00	94.8
2014	La Libertad	CONSTRUCTION OF CHUQUITAMBO-CARRIZALES IRRIGATION INFRASTRUCTURE, PATAZ DISTRICT AND PROVINCE, LA LIBERTAD REGION	S/.0.00	S/.47,000.00	75.8
2014	La Libertad	PRODUCTION AND MARKETING OF ORGANIC QUINOA, COMMITTEE OF SAN ISIDRO AGRICULTURAL AND LIVESTOCK PRODUCERS, TAURIPAMPA AREA, SARTIMBAMBA DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.55,230.00	2.8
2014	La Libertad	IMPROVEMENT IN TARWI CULTIVATION'S PRODUCTION AND INNOVATION IN THE DEL CAPULI VILLAGE, HUAMACHUCO DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.58,780.00	0.3
2014	La Libertad	IMPROVEMENT OF THE PRODUCTION OF ORGANIC QUINOA, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "AMANECER CAMPESINO". SITABAMBA DISTRICT, SANTIAGO DE CHUCO, LA LIBERTAD	S/.0.00	S/.47,272.00	0.2
2014	La Libertad	INCREASE IN THE PRODUCTION AND MARKETING OF ORGANIC CHOCHO, SAN ISIDRO LABRADOR ASSOCIATION, SANAGORAN DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.37,980.00	0.5
2014	La Libertad	IMPROVEMENT OF THE PRODUCTION OF TARWI (CHOCHO), ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "UNIDOS PARA TRABAJAR", HUANCASPATA DISTRICT, PATAZ, LA LIBERTAD	S/.0.00	S/.82,985.00	0.2
2014	La Libertad	PRODUCTION OF TARWI WITH ORGANIC TENDENCY IN THE VAQUERIA AREA OF THE PARAISO VILLAGE, AGALLPAMPA DISTRICT, OTUZCO, LA LIBERTAD	S/.0.00	S/.59,240.00	0.2
2014	La Libertad	IMPROVEMENT OF WHITE QUINOA PRODUCTION AND MARKETING IN THE VILLAGES OF CALVARIO AND HUAMANZAÑA, CURGOS DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.54,620.00	17.5

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	La Libertad	IMPROVEMENT AND TECHNIFICATION OF QUINOA, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "UNIDOS POR SIEMPRE", VILLA MARIA VILLAGE, CARABAMBA DISTRICT, JULCAN, LA LIBERTAD	S/.0.00	S/.49,450.00	0.7
2014	La Libertad	INCREASE IN THE PRODUCTION AND MARKETING OF ORGANIC QUINOA, COMMITTEE OF AGRICULTURAL AND LIVESTOCK PRODUCERS OF EL HUAYRO VILLAGE, SANAGORAN DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.35,485.00	0.7
2014	La Libertad	IMPROVEMENT OF QUINOA CULTIVATION'S COMMERCIAL AND TECHNICAL PRODUCTION CHAIN, QUIRUVILCA DISTRICT, SANTIAGO DE CHUCO, LA LIBERTAD	S/.0.00	S/.36,531.00	22.8
2014	La Libertad	PRODUCTION AND MARKETING OF ORGANIC QUINOA, COMMITTEE OF AGRICULTURAL AND LIVESTOCK PRODUCERS "GRANO DE ORO", SARTIMBAMBA DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.58,630.00	2.8
2014	La Libertad	IMPROVEMENT OF QUINOA PRODUCTION, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "PATRAMARCA", HUANCASPATA DISTRICT, PATAZ, LA LIBERTAD	S/.0.00	S/.77,565.00	0.2
2014	La Libertad	IMPROVEMENT OF QUINOA CULTIVATION'S PRODUCTION AND PRODUCTIVITY IN THE PACHIN ALTO VILLAGE, OTUZCO DISTRICT, OTUZCO, LA LIBERTAD	S/.0.00	S/.36,157.00	0.9
2014	La Libertad	IMPROVEMENT OF QUINOA PRODUCTION, WILCAYACO, PACOBAMBA AND LIBERTAD AREAS, HUANCASPATA DISTRICT, PATAZ, LA LIBERTAD	S/.0.00	S/.78,779.00	0.2
2014	La Libertad	PRODUCTION AND MARKETING OF ORGANIC QUINOA, COMMITTEE OF AGRICULTURAL AND LIVESTOCK PRODUCERS "BAZAN LYNCH", SARTIMBAMBA DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.55,230.00	2.8
2014	La Libertad	STRENGTHENING OF THE ORGANIC QUINOA PRODUCTION CHAIN IN THE HUAYATAN VILLAGE, SANTIAGO DE CHUCO DISTRICT, SANTIAGO DE CHUCO, LA LIBERTAD	S/.0.00	S/.38,107.00	23.6
2014	La Libertad	SUSTAINABLE PRODUCTION OF QUINOA, BAMBAMARCA ASSOCIATION OF SMALL AGRICULTURAL AND LIVESTOCK PRODUCERS, BAMBAMARCA DISTRICT, BOLIVAR, LA LIBERTAD	S/.0.00	S/.60,360.00	0.3
2014	La Libertad	IMPROVEMENT OF CHOCHO PRODUCTION, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS OF THE CANDOGORCO VILLAGE, SANTA CRUZ DE CHUCA DISTRICT, SANTIAGO DE CHUCO, LA LIBERTAD	S/.0.00	S/.42,660.00	0.5
2014	La Libertad	IMPROVEMENT OF TARWI PRODUCTION, AGRICULTURAL AND LIVESTOCK ASSOCIATION "AGRICULTORES PARA EL PROGRESO", SITABAMBA DISTRICT, SANTIAGO DE CHUCO, LA LIBERTAD	S/.0.00	S/.46,763.00	0.3
2014	La Libertad	IMPROVEMENT OF QUINOA PRODUCTION, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "LOS TRIUNFADORES" OF LA VIÑA AND PDAHUAMBO, CARABAMBA DISTRICT, JULCAN, LA LIBERTAD	S/.0.00	S/.51,165.00	0.5

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	La Libertad	IMPROVEMENT OF QUINOA PRODUCTION, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "RENACIMIENTO ANDINO", CARABAMBA DISTRICT, JULCAN, LA LIBERTAD	S/.0.00	S/.69,300.00	0.5
2014	La Libertad	PRODUCTION AND MARKETING OF ORGANIC QUINOA, COMMITTEE OF AGRICULTURAL AND LIVESTOCK PRODUCERS "TAYANGO", GANZUL VILLAGE, SARTIMBAMBA DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.55,230.00	2.8
2014	La Libertad	IMPROVEMENT OF ORGANIC QUINOA PRODUCTION AND COMMERCIALIZATION, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "SEÑOR DE LOS MILAGROS", DISTRICTS OF CURGOS, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.51,995.00	0
2014	La Libertad	IMPROVEMENT OF TARWI PRODUCTION, ASSOCIATION OF AGRICULTURAL AND LIVESTOCK PRODUCERS "SAN IGNACIO CARABAMBA", CARABAMBA DISTRICT, JULCAN, LA LIBERTAD	S/.0.00	S/.53,405.00	0.2
2014	La Libertad	INCREASE IN THE PRODUCTION AND COMMERCIALIZATION OF TARWI, AEO, COMMITTEE OF AGRICULTURAL AND LIVESTOCK PRODUCERS OF THE PAUCAPAMPA VILLAGE, COCHORCO DISTRICT, SANCHEZ CARRION, LA LIBERTAD	S/.0.00	S/.57,473.00	0.4
2014	La Libertad	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.536,320.00	S/.541,373.00	99.6
2014	La Libertad	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.40,000.00	S/.40,000.00	47
2014	La Libertad	AGRICULTURAL PRODUCERS HAVE ACCESS TO QUALITY ASSURANCE AND QUALITY MANAGEMENT SERVICES THROUGH GOOD AGRICULTURAL PRACTICES AND GOOD MANUFACTURING PRACTICES IN THEIR AGRICULTURAL UNITS	S/.1,882,908.00	S/.1,914,727.00	99.7
2014	La Libertad	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.0.00	S/.79,385.00	100
2015	La Libertad	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.287,152,264.00	S/.405,466,750.00	0
2015	La Libertad	STRENGTHENING OF MANUAL FISHING	S/.0.00	S/.363,182.00	100
2015	La Libertad	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,822,633.00	S/.4,364,164.00	90.8
2016	La Libertad	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,802,093.00	S/.5,670,406.00	94.8
2017	La Libertad	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,802,091.00	S/.3,929,399.00	96.7
2018	La Libertad	IMPROVEMENT AND EXPANSION OF INSPECTION SERVICES OF FISHERIES AND AQUACULTURE BY THE FISHERIES MANAGEMENT OFFICE OF THE LA LIBERTAD REGIONAL GOVERNMENT, DISTRICT TRUJILLO, TRUJILLO PROVINCE, LA LIBERTAD DEPARTMENT	S/.0.00	S/.549,700.00	0

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	La Libertad	IMPROVEMENT OF TECHNOLOGY IN THE PRODUCTION OF ORGANIC NATIVE POTATO IN THE DISTRICTS OF JULCAN, CARABAMBA, CALAMARCA AND HUASO, IN THE JULCAN PROVINCE, LA LIBERTAD REGION	S/.0.00	S/.93,765.00	45.9
2018	La Libertad	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.369,089.00	S/.369,089.00	98
2018	La Libertad	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.2,520,364.00	S/.2,523,444.00	97.9
2014	Lambayeque	IMPROVEMENT OF CAPABILITIES FOR THE MANAGEMENT OF MARICULTURE DEVELOPMENT IN THE CHERREPE INLET, LAMBAYEQUE DEPARTMENT	S/.0.00	S/.37,107.00	0
2014	Lambayeque	FISH FARMERS HAVE ACCESS TO SERVICES FOR THE PROMOTION OF INVESTMENTS AND THE MANAGEMENT OF AQUACULTURE	S/.254,349.00	S/.258,550.00	83.6
2014	Lambayeque	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.0.00	S/.49,559.00	87.5
2015	Lambayeque	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,726,710.00	S/.2,246,435.00	99.1
2015	Lambayeque	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.6,256,065.00	S/.3,071,771.00	3.8
2016	Lambayeque	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.3,000,000.00	S/.136,058,572.00	98.3
2016	Lambayeque	MANAGEMENT AND DEVELOPMENT OF AQUACULTURE	S/.189,011.00	S/.206,186.00	91.6
2016	Lambayeque	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,726,710.00	S/.2,651,946.00	99.8
2016	Lambayeque	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.7,639,770.00	71.4
2017	Lambayeque	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.3,570,000.00	S/.148,504,211.00	84.1
2017	Lambayeque	CRAFTSPEOPLE HAVE MECHANISMS TO DEVELOP COMPETITIVE CRAFT OFFERINGS	S/.36,492.00	S/.36,583.00	98.1
2017	Lambayeque	CRAFTSPEOPLE HAVE MECHANISMS TO LINK THEIR MERCHANDISE TO THE COMMERCIAL SYSTEM	S/.26,500.00	S/.26,500.00	97
2017	Lambayeque	FISH FARMERS HAVE ACCESS TO SERVICES FOR THE PROMOTION OF INVESTMENTS AND THE MANAGEMENT OF AQUACULTURE	S/.178,179.00	S/.190,108.00	97.5
2017	Lambayeque	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.1,726,710.00	S/.2,589,326.00	99.8
2017	Lambayeque	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.206,691.00	S/.1,014,709.00	75.1
2017	Lambayeque	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.480,828.00	S/.4,180,976.00	24.6
2018	Lambayeque	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.8,583,175.00	S/.155,421,152.00	84.3

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Lambayeque	CRAFTSPEOPLE HAVE MECHANISMS TO DEVELOP COMPETITIVE CRAFT OFFERINGS	S/.35,083.00	S/.42,010.00	98.3
2018	Lambayeque	CRAFTSPEOPLE HAVE MECHANISMS TO LINK THEIR MERCHANDISE TO THE COMMERCIAL SYSTEM	S/.26,800.00	S/.26,800.00	83.7
2018	Lambayeque	FISH FARMERS HAVE ACCESS TO SERVICES FOR THE PROMOTION OF INVESTMENTS AND THE MANAGEMENT OF AQUACULTURE	S/.182,334.00	S/.207,560.00	97.4
2018	Lambayeque	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.255,537.00	S/.328,666.00	79.6
2018	Lambayeque	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.523,611.00	S/.3,748,486.00	19.5
2016	Lima	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.93,927.00	S/.94,027.00	82.5
2017	Lima	IMPROVEMENT OF THE ALPACA FIBRE CHAIN PRODUCTION CAPACITY IN THE DISTRICTS OF TANTA, VITIS, ALIS, TOMAS, LARAOS AND HUANTAN, YAUYOS PROVINCE, LIMA REGION	S/.0.00	S/.30,933.00	100
2017	Lima	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.93,927.00	S/.93,927.00	76
2018	Lima	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.0.00	S/.660,000.00	14.4
2018	Lima	IMPROVEMENT OF THE MONITORING, CONTROL AND SURVEILLANCE SERVICES FOR SMALL-SCALE FISHING WITHIN THE REGIONAL GOVERNMENT OF LIMA	S/.0.00	S/.149,620.00	100
2018	Lima	IMPROVEMENT OF THE PRODUCTIVE CAPACITY OF VINE PRODUCERS IN THE PROVINCES OF BARRANCA, HUAURA, HUARAL AND CAÑETE, IN THE LIMA REGION 4 PROVINCES OF THE LIMA DEPARTMENT	S/.0.00	S/.499,064.00	88.7
2018	Lima	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.93,927.00	S/.93,927.00	79.3
2018	Lima	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,288,255.00	S/.1,081,246.00	76.8
2018	Lima	FORMALIZATION OF MINERS' ACTIVITIES	S/.397,940.00	S/.132,000.00	98
2014	Loreto	TECHNICAL ASSISTANCE TO IMPROVE AGRICULTURAL PRODUCTION OF PEANUTS IN CONTAMANA, UCAYALI PROVINCE, DEPARTMENT OF LORETO	S/.976,080.00	S/.732,683.00	93.7
2014	Loreto	IMPROVEMENT AND EXPANSION OF THE YANAYACU TIBILO IRRIGATION SYSTEM, LAGUNAS DISTRICT, ALTO AMAZONAS, LORETO	S/.4,000,000.00	S/.4,416,406.00	99.3
2014	Loreto	FAMILIES HAVE BEEN INCORPORATED INTO INTEGRAL AND SUSTAINABLE ALTERNATIVE DEVELOPMENT	S/.0.00	S/.1,000,000.00	100
2014	Loreto	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.0.00	S/.74,324.00	100
2015	Loreto	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.325,362.00	S/.386,626.00	99.4
2015	Loreto	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.3,682,191.00	S/.0.00	0

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2015	Loreto	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,225,055.00	S/.2,324,600.00	98
2015	Loreto	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.0.00	S/.256,264.00	42.1
2015	Loreto	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.426,055.00	S/.295,509.00	39.1
2016	Loreto	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.0.00	S/.4,151,033.00	23.4
2016	Loreto	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.1,504,800.00	S/.2,104,800.00	99
2016	Loreto	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,288,255.00	S/.4,150,936.00	99.9
2016	Loreto	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.426,055.00	S/.205,055.00	0
2017	Loreto	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,288,255.00	S/.3,927,202.00	99.4
2017	Loreto	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.41,521.00	100
2014	Madre de Dios	IMPROVEMENT OF THE PAPAYA (CARICA PAPAYA L) PRODUCTION CHAIN IN THE TAMBOPATA PROVINCE, MADRE DE DIOS REGION	S/.590,420.00	S/.631,484.00	98.7
2014	Madre de Dios	IMPROVEMENT OF BEEKEEPERS' COMPETITIVE CAPABILITIES WHILE LINKING THEM TO AGRICULTURE AND IMPROVED USE OF FORESTS IN THE TAMBOPATA PROVINCE, MADRE DE DIOS	S/.0.00	S/.43,000.00	99.5
2014	Madre de Dios	IMPROVEMENT OF THE PAPAYA (CARICA PAPAYA L) PRODUCTION CHAIN IN THE TAHUAMANU PROVINCE, MADRE DE DIOS REGION	S/.0.00	S/.58,000.00	98.9
2014	Madre de Dios	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.0.00	S/.28,850.00	99.9
2015	Madre de Dios	IMPROVEMENT OF BACKYARD BIRD BREEDING IN MANU PROVINCE, MADRE DE DIOS REGION	S/.0.00	S/.329,948.00	99.7
2015	Madre de Dios	IMPROVEMENT OF THE PAPAYA (CARICA PAPAYA L) PRODUCTION CHAIN IN THE TAMBOPATA PROVINCE, MADRE DE DIOS REGION	S/.0.00	S/.7,477.00	87
2015	Madre de Dios	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.732,786.00	S/.767,810.00	98.7
2015	Madre de Dios	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.164,752.00	S/.170,766.00	100
2016	Madre de Dios	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.3,997,538.00	S/.5,705,887.00	99.9
2017	Madre de Dios	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.691,443.00	S/.869,357.00	97.3
2017	Madre de Dios	INSTITUTIONAL STRENGTHENING OF THE AGRICULTURAL OFFICES OF TAMBOPATA, LAS PIEDRAS, LABERINTO AND INAMBARI IN THE MADRE DE DIOS REGION	S/.0.00	S/.4,535.00	100
2017	Madre de Dios	IMPROVEMENT OF THE TECHNOLOGICAL SERVICES PROVIDED BY THE LIVESTOCK DEVELOPMENT CENTRE (CEDEGA) OF THE REGIONAL GOVERNMENT OF MADRE DE DIOS, IN ORDER TO INCREASE CATTLE PRODUCTIVITY AND PRODUCTION IN THE MADRE DE DIOS REGION	S/.500,000.00	S/.2,630,583.00	91.3

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2017	Madre de Dios	IMPROVEMENT OF AGRICULTURAL SERVICES IN THE AGRICULTURAL STRIP, MANU PROVINCE, MADRE DE DIOS	S/.100,000.00	S/.100,000.00	87.8
2017	Madre de Dios	IMPROVEMENT OF THE SERVICES PROVIDED BY THE AGRICULTURAL DEVELOPMENT MANAGEMENT OF THE MADRE DE DIOS SPECIAL PROJECT (PEMD) FOR THE HABILITATION OF CLEARED LAND FOR AGRICULTURAL AND FISH FARMING USE IN THE PROVINCE TAHUAMANU, MADRE DE DIOS REGION	S/.1,500,000.00	S/.300,000.00	72.7
2017	Madre de Dios	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.134,422.00	S/.132,326.00	100
2017	Madre de Dios	ORGANIZED AGRICULTURAL AND LIVESTOCK PRODUCERS HAVE ACCESS TO FORMAL FINANCIAL SERVICES	S/.5,969.00	S/.5,969.00	100
2017	Madre de Dios	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.165,322.00	S/.173,516.00	99.9
2017	Madre de Dios	ORGANIZED AGRICULTURAL PRODUCERS PARTICIPATE IN TRADE PROMOTION EVENTS AND CONDUCT BUSINESS	S/.29,011.00	S/.30,541.00	100
2017	Madre de Dios	AGRICULTURAL PRODUCERS HAVE ACCESS TO QUALITY MANAGEMENT SYSTEMS, GOOD AGRICULTURAL PRACTICES AND GOOD LIVESTOCK PRACTICES	S/.669,340.00	S/.662,683.00	99.9
2018	Madre de Dios	IMPROVEMENT OF THE TECHNOLOGICAL SERVICES PROVIDED BY THE LIVESTOCK DEVELOPMENT CENTRE (CEDEGA) OF THE REGIONAL GOVERNMENT OF MADRE DE DIOS, IN ORDER TO INCREASE CATTLE PRODUCTIVITY AND PRODUCTION IN THE MADRE DE DIOS REGION	S/.0.00	S/.5,747,071.00	58.7
2018	Madre de Dios	IMPROVEMENT OF AGRICULTURAL SERVICES IN THE AGRICULTURAL STRIP, MANU PROVINCE, MADRE DE DIOS	S/.5,274,312.00	S/.2,736,464.00	85.4
2018	Madre de Dios	IMPROVEMENT OF THE SERVICES PROVIDED BY THE AGRICULTURAL DEVELOPMENT MANAGEMENT OF THE MADRE DE DIOS SPECIAL PROJECT (PEMD) FOR THE HABILITATION OF CLEARED LAND FOR AGRICULTURAL AND FISH FARMING USE IN THE PROVINCE TAHUAMANU, MADRE DE DIOS REGION	S/.0.00	S/.4,090,050.00	29
2018	Madre de Dios	IMPROVEMENT OF THE VALUE CHAIN OF ORGANIC MUSA BANANA PRODUCTION IN THE MANU PROVINCE, MADRE DE DIOS DEPARTMENT	S/.0.00	S/.50,000.00	64
2018	Madre de Dios	INSTITUTIONAL IMPROVEMENT OF THE IIAP-MDD (PERUVIAN AMAZON RESEARCH INSTITUTE-MADRE DE DIOS), AQUACULTURE AND AGRICULTURAL PRODUCTION AND BIOLOGICAL CONTROL APPLIED TO INDUSTRY PRODUCERS IN THE MADRE DE DIOS REGION	S/.0.00	S/.75,000.00	83.3
2018	Madre de Dios	IMPROVEMENT OF COMPETITIVE CAPABILITIES OF CATTLE PRODUCERS IN THE TAHUAMANU PROVINCE, MADRE DE DIOS REGION	S/.0.00	S/.45,000.00	93
2018	Madre de Dios	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.105,068.00	S/.419,057.00	98

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Madre de Dios	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.462,665.00	S/.194,375.00	96.9
2015	Moquegua	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.10,038,427.00	S/.18,834,078.00	97.3
2015	Moquegua	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.10,193.00	S/.9,383.00	95.4
2015	Moquegua	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.10,552.00	S/.11,635.00	99.1
2015	Moquegua	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.50,849.00	S/.49,498.00	99.8
2015	Moquegua	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.238,427.00	13.1
2016	Moquegua	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.71,594.00	S/.71,594.00	0
2016	Moquegua	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.0.00	S/.207,111.00	81.7
2016	Moquegua	IMPROVEMENT OF ANIMAL HEALTH	S/.450,000.00	S/.439,483.00	99.3
2016	Moquegua	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.0.00	2,738,89	90.9
2016	Moquegua	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.49,274.00	S/.6,535,805.00	97.7
2016	Moquegua	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.1,337,600.00	S/.3,426,024.00	96.4
2016	Moquegua	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.31,106.00	S/.38,402.00	100
2017	Moquegua	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.51,882.00	S/.57,297.00	99.2
2017	Moquegua	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.16,793.00	S/.16,793.00	99.9
2017	Moquegua	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.52,830.00	S/.52,950.00	99.8
2017	Moquegua	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.110,036.00	67.2
2018	Moquegua	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.54,009.00	S/.54,009.00	100
2018	Moquegua	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.283,138.00	47.9
2014	Pasco	DEVELOPMENT OF ALPACA PRODUCTION ACTIVITIES IN THE PASCO REGION	S/.0.00	S/.45,814.00	40.2
2014	Pasco	PROMOTION AND ENCOURAGEMENT OF ALPACA BREEDING IN THE DANIEL CARRION PROVINCE, PASCO	S/.0.00	S/.8,816.00	94.7
2014	Pasco	INTEGRAL STRENGTHENING OF DAIRY CATTLE IN THE DANIEL CARRION PROVINCE	S/.0.00	S/.27,515.00	100
2014	Pasco	IMPROVEMENT OF COMMUNITY MANAGEMENT CAPABILITIES THROUGH THE PROMOTION OF AGRICULTURAL AND HANDICRAFT FAIRS FOR ECONOMIC AND TOURIST DEVELOPMENT IN THE PROVINCES OF PASCO, OXAPAMPA AND DANIEL CARRION, PASCO REGION	S/.0.00	S/.200,000.00	98.7

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	Pasco	IMPROVEMENT AND RECOVERY OF THE SERVICE TO IMPROVE THE PRODUCTIVE CAPABILITIES OF THE COFFEE PRODUCERS AFFECTED BY THE ADVERSE BIOTIC PHENOMENON OF THE COFFEE LEAF RUST, OXAPAMPA PROVINCE, PASCO REGION	S/.0.00	S/.2,618,840.00	100
2014	Pasco	AGRICULTURAL PRODUCERS SKILLED IN THE USE OF WATER RESOURCES FOR AGRICULTURAL USE	S/.48,514.00	S/.48,814.00	99.9
2015	Pasco	IMPROVEMENT OF ANIMAL HEALTH	S/.0.00	S/.691,302.00	100
2015	Pasco	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.3,500,000.00	S/.3,004,000.00	99.9
2015	Pasco	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.360,274.00	S/.6,408,768.00	1.4
2015	Pasco	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.2,000,000.00	S/.2,800,000.00	62
2015	Pasco	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.31,106.00	S/.31,106.00	100
2017	Pasco	IMPROVEMENT OF COMMUNITY MANAGEMENT CAPABILITIES THROUGH THE PROMOTION OF AGRICULTURAL AND HANDICRAFT FAIRS FOR ECONOMIC AND TOURIST DEVELOPMENT IN THE PROVINCES OF PASCO, OXAPAMPA AND DANIEL CARRION, PASCO REGION	S/.0.00	S/.100,495.00	100
2017	Pasco	: IMPROVEMENT AND RECOVERY OF THE SERVICE TO IMPROVE THE PRODUCTIVE CAPABILITIES OF THE COFFEE PRODUCERS AFFECTED BY THE ADVERSE BIOTIC PHENOMENON OF THE COFFEE LEAF RUST, OXAPAMPA PROVINCE, PASCO REGION	S/.0.00	S/.176,675.00	99.4
2017	Pasco	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.0.00	S/.51,990.00	100
2017	Pasco	ORGANIZED AGRICULTURAL PRODUCERS PARTICIPATE IN TRADE PROMOTION EVENTS AND CONDUCT BUSINESS	S/.0.00	S/.15,000.00	100
2017	Pasco	AGRICULTURAL PRODUCERS HAVE ACCESS TO QUALITY MANAGEMENT SYSTEMS, GOOD AGRICULTURAL PRACTICES AND GOOD LIVESTOCK PRACTICES	S/.0.00	S/.28,221.00	100
2018	Pasco	IMPROVEMENT AND RECOVERY OF THE SERVICE TO IMPROVE THE PRODUCTIVE CAPABILITIES OF THE COFFEE PRODUCERS AFFECTED BY THE ADVERSE BIOTIC PHENOMENON OF THE COFFEE LEAF RUST, OXAPAMPA PROVINCE, PASCO REGION	S/.0.00	S/.60,000.00	100
2018	Pasco	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.31,106.00	S/.168,361.00	98.3
2014	Piura	CRAFTSPEOPLE HAVE ACCESS TO COMMERCIAL PROMOTION MECHANISMS	S/.55,748.00	S/.64,291.00	100
2014	Piura	A QUALITY MANAGEMENT SYSTEM HAS BEEN IMPLEMENTED FOR CRAFTSPEOPLE	S/.18,581.00	S/.59,945.00	100
2014	Piura	THE AQUACULTURE PRODUCTION UNIT CAN ACCESS TECHNOLOGY PACKAGE TRANSFER SERVICES AND ADDRESS MANAGEMENT ISSUES	S/.2,564,989.00	S/.3,095,445.00	98
2014	Piura	TRADITIONAL FISHING AGENTS ARE TRAINED IN MANAGEMENT FOR THE MARKETING OF HYDROBIOLOGICAL PRODUCTS	S/.275,928.00	S/.268,264.00	95.6

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2014	Piura	TRADITIONAL FISHING AGENTS ACCESS TECHNICAL ASSISTANCE REGARDING GOOD FISHING PRACTICES	S/.38,268.00	S/.28,267.00	96.2
2015	Piura	CRAFTSPEOPLE HAVE MECHANISMS TO DEVELOP COMPETITIVE CRAFT OFFERINGS	S/.59,448.00	S/.59,448.00	97.7
2015	Piura	CRAFTSPEOPLE HAVE MECHANISMS TO LINK THEIR MERCHANDISE TO THE COMMERCIAL SYSTEM	S/.47,006.00	S/.47,006.00	100
2015	Piura	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.347,528.00	S/.399,344.00	91.2
2015	Piura	MANAGEMENT AND DEVELOPMENT OF AQUACULTURE	S/.2,196,060.00	S/.3,593,410.00	71.6
2015	Piura	STRENGTHENING OF MANUAL FISHING	S/.249,526.00	S/.653,765.00	96.2
2015	Piura	IMPROVEMENT OF AGRICULTURAL SERVICES OFFERED BY PIURA'S REGIONAL DIRECTORATE OF AGRICULTURE, PIURA DEPARTMENT	S/.0.00	S/.154,142.00	99.9
2015	Piura	IMPROVEMENT OF COMPETITIVENESS OF THE ORGANIC BANANAS' PRODUCTION CHAIN AIMED TO IMPROVE THE EXPORTABLE SUPPLY OF THE PIURA REGION.	S/.3,359,687.00	S/.2,974,892.00	61.3
2015	Piura	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.1,100.00	S/.1,100.00	100
2015	Piura	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.237,581.00	4.5
2015	Piura	AGENTS IN TOURIST DESTINATIONS HAVE ACCESS TO SERVICES TO DEVELOP COMPETITIVE TOURIST OFFERINGS	S/.29,752.00	S/.57,952.00	99.8
2016	Piura	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.67,426,179.00	S/.117,399,548.00	28
2016	Piura	USE OF COMMERCIAL OPPORTUNITIES OFFERED BY PERU'S MAIN TRADING PARTNERS	S/.72,167.00	S/.71,974.00	100
2016	Piura	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.80,000.00	S/.80,311.00	99.9
2016	Piura	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.341,628.00	S/.395,916.00	99
2016	Piura	MANAGEMENT AND DEVELOPMENT OF AQUACULTURE	S/.2,235,874.00	S/.2,375,038.00	98.4
2016	Piura	STRENGTHENING OF MANUAL FISHING	S/.3,134,154.00	S/.2,165,092.00	81.5
2016	Piura	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.0.00	S/.379,781.00	62.9
2016	Piura	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.111,915.00	S/.146,162.00	91.7
2017	Piura	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.0.00	S/.41,724.00	19.2
2017	Piura	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.80,000.00	S/.83,900.00	98.3
2017	Piura	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.337,843.00	S/.436,218.00	93.9
2017	Piura	MANAGEMENT AND DEVELOPMENT OF AQUACULTURE	S/.681,819.00	S/.773,955.00	93.1
2017	Piura	STRENGTHENING OF MANUAL FISHING	S/.1,928,431.00	S/.2,411,605.00	79.4
2017	Piura	IMPROVEMENT OF AGRICULTURAL SERVICES OFFERED BY PIURA'S REGIONAL DIRECTORATE OF AGRICULTURE, PIURA DEPARTMENT	S/.0.00	S/.8,000.00	78

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2017	Piura	IMPROVEMENT OF COMPETITIVENESS OF THE ORGANIC BANANAS' PRODUCTION CHAIN AIMED TO IMPROVE THE EXPORTABLE SUPPLY OF THE PIURA REGION.	S/.2,000,000.00	S/.2,728,010.00	100
2017	Piura	AGRICULTURAL PRODUCERS HAVE BEEN ORGANIZED AND ADVISED, AND THEIR ORGANIZATIONS ARE MANAGED AS BUSINESSES	S/.0.00	S/.141,284.00	51.6
2017	Piura	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.50,631.00	S/.50,631.00	99.4
2017	Piura	AGRICULTURAL PRODUCERS HAVE ACCESS TO QUALITY MANAGEMENT SYSTEMS, GOOD AGRICULTURAL PRACTICES AND GOOD LIVESTOCK PRACTICES	S/.0.00	S/.176,992.00	24.7
2017	Piura	FORMALIZATION OF MINERS' ACTIVITIES	S/.5,000.00	S/.339,268.00	51.3
2017	Piura	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.111,915.00	S/.117,915.00	98
2018	Piura	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.0.00	S/.48,780.00	91
2018	Piura	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.80,000.00	S/.88,213.00	99.3
2018	Piura	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.304,953.00	S/.347,869.00	99.4
2018	Piura	MANAGEMENT AND DEVELOPMENT OF AQUACULTURE	S/.549,604.00	S/.691,932.00	98.8
2018	Piura	STRENGTHENING OF MANUAL FISHING	S/.1,697,022.00	S/.1,999,815.00	74.1
2018	Piura	IMPROVEMENT OF AGRICULTURAL SERVICES OFFERED BY PIURA'S REGIONAL DIRECTORATE OF AGRICULTURE, PIURA DEPARTMENT	S/.0.00	S/.5,923,487.00	90.1
2018	Piura	IMPROVEMENT OF COMPETITIVENESS OF THE ORGANIC BANANAS' PRODUCTION CHAIN AIMED TO IMPROVE THE EXPORTABLE SUPPLY OF THE PIURA REGION.	S/.2,000,000.00	S/.2,085,338.00	99.8
2018	Piura	AGRICULTURAL PRODUCERS ADOPT APPROPRIATE TECHNOLOGY PACKAGES	S/.0.00	S/.240,903.00	56.6
2018	Piura	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.50,631.00	S/.50,926.00	99.6
2018	Piura	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.0.00	S/.293,592.00	96.9
2018	Piura	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.500,181.00	63.6
2018	Piura	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.111,835.00	S/.114,522.00	96.3
2015	Puno	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.667,015.00	S/.17,700,653.00	96.5
2015	Puno	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.900,000.00	S/.1,900,000.00	91.4
2015	Puno	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.702,973.00	S/.666,228.00	88.8
2015	Puno	STRENGTHENING OF MANUAL FISHING	S/.0.00	S/.2,187,162.00	93.7

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2015	Puno	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,197,680.00	S/.1,197,680.00	99.3
2015	Puno	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.0.00	S/.456,000.00	0
2017	Puno	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.3,484,357.00	S/.7,276,666.00	96.5
2017	Puno	INSTALLATION OF TECHNICAL ASSISTANCE SERVICES FOR SUCHI AND PEJERREY CULTIVATION BY PEOPLE IN THE PUNO REGION	S/.0.00	S/.1,159,702.00	91.7
2017	Puno	TRADITIONAL FISHING AGENTS ARE TRAINED IN MANAGEMENT FOR THE MARKETING OF HYDROBIOLOGICAL PRODUCTS	S/.15,000.00	S/.15,000.00	0
2017	Puno	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,392,555.00	S/.6,175,035.00	91.7
2017	Puno	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.479,279.00	86.5
2018	Puno	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.0.00	S/.94,492.00	53.7
2018	Puno	COMPANY WORKERS AND DRIVERS RECEIVE TRAINING AND TECHNICAL ASSISTANCE SERVICES	S/.37,948.00	S/.37,948.00	95.7
2018	Puno	AQUACULTURE PRODUCTION UNIT ACCESSES SERVICES TO INNOVATE AND DEVELOP AQUACULTURE ACTIVITIES	S/.36,032.00	S/.36,032.00	93.2
2018	Puno	INSTALLATION OF TECHNICAL ASSISTANCE SERVICES FOR SUCHI AND PEJERREY CULTIVATION BY PEOPLE IN THE PUNO REGION	S/.732,590.00	S/.877,779.00	98.4
2018	Puno	IMPROVEMENT OF TECHNOLOGICAL CAPABILITIES IN THE MANAGEMENT OF THE TROUT PRODUCTION CHAIN IN THE PUNO REGION	S/.0.00	S/.163,000.00	100
2018	Puno	TRADITIONAL FISHING AGENTS ARE TRAINED IN MANAGEMENT FOR THE MARKETING OF HYDROBIOLOGICAL PRODUCTS	S/.44,307.00	S/.44,307.00	66.1
2018	Puno	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.7,177,906.00	S/.15,852,008.00	58.3
2018	Puno	FORMALIZATION OF MINERS' ACTIVITIES	S/.240,942.00	S/.700,942.00	52.1
2016	Puno	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.14,488,210.00	S/.25,660,577.00	92.3
2016	Puno	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.1,672,000.00	S/.3,277,781.00	89
2016	Puno	INCREASED COMPETITIVENESS OF THE CRAFTING AREA	S/.0.00	S/.20,609.00	99.1
2016	Puno	STRENGTHENING OF MANUAL FISHING	S/.3,000,000.00	S/.3,264,470.00	97.8
2016	Puno	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,209,680.00	S/.1,643,468.00	95.4
2016	Puno	MINING FORMALIZATION OF SMALL-SCALE AND MANUAL MINING	S/.0.00	S/.494,820.00	51.8
2016	San Martin	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.1,000,000.00	S/.1,014,522.00	99.8
2016	San Martin	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.2,326,651.00	S/.4,351,027.00	99.6
2016	San Martin	REDUCTION OF AGRICULTURAL SOIL DEGRADATION	S/.0.00	S/.360,309.00	99.6

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2016	San Martin	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.1,288,556.00	S/.4,636,893.00	98.1
2016	San Martin	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.575,224.00	95.8
2017	San Martin	IMPROVEMENT OF MICROENTERPRISES' COMPETITIVENESS IN PRODUCTION CHAINS INVOLVING ORGANIZED YOUNG WORKERS IN THE SAN MARTIN REGION	S/.0.00	S/.1,000,000.00	99.4
2017	San Martin	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,197,402.00	S/.7,765,199.00	84.8
2017	San Martin	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.70,000.00	27.1
2017	San Martin	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.25,915.00	96.5
2014	San Martin	IMPROVEMENT OF COCOA PROCESSING CHAIN'S COMPETITIVENESS IN EIGHT TOWNS IN THE PROVINCES OF MARISCAL CACERES, TOCACHE AND SAN MARTIN, SAN MARTIN DEPARTMENT	S/.950,000.00	S/.517,917.00	99.6
2014	San Martin	IMPROVEMENT OF MICROENTERPRISES' COMPETITIVENESS IN PRODUCTION CHAINS INVOLVING ORGANIZED YOUNG WORKERS IN THE SAN MARTIN REGION	S/.1,246,479.00	S/.1,000,000.00	99.3
2014	San Martin	IMPROVEMENT OF THE PRODUCTIVE CHAIN OF COCOA AND PIJUAYO FOR PALM IN THE LOWER HUALLAGA-CAYNARACHI COMMUNITY , SAN MARTIN	S/.0.00	S/.2,490,469.00	92
2014	San Martin	FAMILIES HAVE BEEN INCORPORATED INTO INTEGRAL AND SUSTAINABLE ALTERNATIVE DEVELOPMENT	S/.1,600,000.00	S/.4,224,447.00	99.4
2018	San Martin	IMPROVEMENT OF MICROENTERPRISES' COMPETITIVENESS IN PRODUCTION CHAINS INVOLVING ORGANIZED YOUNG WORKERS IN THE SAN MARTIN REGION	S/.1,139,382.00	S/.1,189,551.00	75.5
2018	San Martin	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.2,649,049.00	S/.6,823,716.00	88.8
2018	San Martin	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.126,000.00	40.3
2015	San Martin	IMPROVEMENT OF COCOA PROCESSING CHAIN'S COMPETITIVENESS IN EIGHT TOWNS IN THE PROVINCES OF MARISCAL CACERES, TOCACHE AND SAN MARTIN, SAN MARTIN DEPARTMENT	S/.500,000.00	S/.796,420.00	99.8
2015	San Martin	IMPROVEMENT OF MICROENTERPRISES' COMPETITIVENESS IN PRODUCTION CHAINS INVOLVING ORGANIZED YOUNG WORKERS IN THE SAN MARTIN REGION	S/.1,000,000.00	S/.1,143,728.00	98.9
2015	San Martin	IMPROVEMENT OF THE PRODUCTIVE CHAIN OF COCOA AND PIJUAYO FOR PALM IN THE LOWER HUALLAGA-CAYNARACHI COMMUNITY, SAN MARTIN	S/.1,143,533.00	S/.2,014,999.00	100
2015	San Martin	FAMILIES HAVE BEEN INCORPORATED INTO INTEGRAL AND SUSTAINABLE ALTERNATIVE DEVELOPMENT	S/.6,400,000.00	S/.8,504,437.00	98.9
2014	Tacna	IMPROVEMENT OF CAPACITY FOR THE DEVELOPMENT OF THE VINE PRODUCTION CHAIN IN THE PROVINCE TACNA, TACNA	S/.1,209,113.00	S/.1,418,332.00	89
2014	Tacna	STRENGTHENING OF THE AQUACULTURE PRODUCTION CHAIN OF THE MARINE BENTHIC RESOURCES THAT ARE COMMERCIALY IMPORTANT IN THE TACNA REGION	S/.1,390,749.00	S/.2,409,581.00	57

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2015	Tacna	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.462,558.00	S/.724,391.00	97.7
2015	Tacna	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.6,517,000.00	S/.3,564,566.00	76.5
2015	Tacna	MANAGEMENT AND DEVELOPMENT OF AQUACULTURE	S/.1,300,000.00	S/.1,694,319.00	97
2015	Tacna	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.27,441.00	S/.27,441.00	100
2016	Tacna	IMPROVEMENT AND MAINTENANCE OF PLANT HEALTH	S/.0.00	S/.60,074.00	0
2016	Tacna	IMPROVEMENT OF AGRICULTURAL FOOD SAFETY	S/.0.00	S/.319,818.00	66.7
2016	Tacna	MANAGEMENT AND DEVELOPMENT OF AQUACULTURE	S/.1,112,366.00	S/.1,673,962.00	61.4
2016	Tacna	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.27,441.00	S/.27,441.00	100
2017	Tacna	IMPROVEMENT OF AGRICULTURAL HEALTH SERVICES IN THE TACNA REGION	S/.1,285,212.00	S/.60,000.00	0
2017	Tacna	IMPROVEMENT OF CAPACITY FOR THE DEVELOPMENT OF THE VINE PRODUCTION CHAIN IN THE PROVINCE TACNA, TACNA	S/.0.00	S/.53,230.00	100
2017	Tacna	STRENGTHENING OF THE AQUACULTURE PRODUCTION CHAIN OF THE MARINE BENTHIC RESOURCES THAT ARE COMMERCIALY IMPORTANT IN THE TACNA REGION	S/.0.00	S/.410,915.00	88.8
2017	Tacna	IMPROVEMENT OF SHEEP PRODUCTION CHAIN IN THE PROVINCES OF CANDARAVE AND TARATA, TACNA REGION	S/.0.00	S/.3,000.00	0
2017	Tacna	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.27,441.00	S/.27,441.00	100
2018	Tacna	STRENGTHENING OF THE AQUACULTURE PRODUCTION CHAIN OF THE MARINE BENTHIC RESOURCES THAT ARE COMMERCIALY IMPORTANT IN THE TACNA REGION	S/.0.00	S/.543,555.00	94.7
2018	Tacna	IMPROVEMENT OF SHEEP PRODUCTION CHAIN IN THE PROVINCES OF CANDARAVE AND TARATA, TACNA REGION	S/.432,889.00	S/.178,400.00	0
2016	Tumbes	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.0.00	S/.17,000.00	100
2016	Tumbes	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.58,344.00	S/.648,530.00	8.7
2016	Tumbes	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.4,822,289.00	13.4
2017	Tumbes	STRENGTHENING OF MANUAL FISHING	S/.0.00	S/.680,935.00	98.4
2017	Tumbes	IMPROVEMENT OF AGRICULTURAL PRODUCTION IN THE DISTRICTS OF SAN JUAN DE LA VIRGEN AND LA CRUZ, AND THE CONTRALMIRANTE VILLAR PROVINCE, TUMBES REGION	S/.663,614.00	S/.897,736.00	95.5
2017	Tumbes	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.116,052.00	S/.116,052.00	100
2017	Tumbes	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.162,690.00	99.9

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Tumbes	TRADITIONAL FISHING AGENTS ACCESS TECHNICAL ASSISTANCE REGARDING GOOD FISHING PRACTICES	S/.0.00	S/.410,061.00	97.7
2018	Tumbes	IMPROVEMENT OF AGRICULTURAL PRODUCTION IN THE DISTRICTS OF SAN JUAN DE LA VIRGEN AND LA CRUZ, AND THE CONTRALMIRANTE VILLAR PROVINCE, TUMBES REGION	S/.0.00	S/.783,162.00	98.8
2018	Tumbes	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.125,250.00	S/.123,650.00	99.9
2018	Tumbes	FORMALIZATION OF MINERS' ACTIVITIES	S/.0.00	S/.150,000.00	88.6
2018	Tumbes	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.1,756,054.00	S/.3,282,732.00	95.6
2014	Ucayali	SUPPORT OF COCOA CULTIVATION IN THE SEPAHUA DISTRICT, ATALAYA PROVINCE	S/.345,068.00	S/.345,068.00	100
2014	Ucayali	SUPPORT OF COCOA CULTIVATION IN THE TOWN OF HUIPOCA, PADRE ABAD PROVINCE	S/.109,877.00	S/.109,877.00	99.8
2014	Ucayali	SUPPORT OF COCOA CULTIVATION IN THE NUEVA REQUENA DISTRICT, CORONEL PORTILLO PROVINCE, UCAYALI REGION	S/.287,471.00	S/.287,471.00	100
2014	Ucayali	MEMBERS OF THE AGRO-FOOD CHAIN APPLY GOOD PRODUCTION, HYGIENE, PROCESSING, STORAGE AND DISTRIBUTION PRACTICES	S/.0.00	S/.3,573,757.00	94.2
2014	Ucayali	IMPROVEMENT AND DEVELOPMENT OF CAPABILITIES IN THE ORGANIC COCOA CULTIVATION'S PRODUCTION CHAIN IN THE PADRE ABAD DISTRICT, PADRE ABAD PROVINCE, UCAYALI	S/.0.00	S/.20,000.00	57
2014	Ucayali	STRENGTHENING OF AGUAJE CULTIVATION IN THE CAMPO VERDE DISTRICT, UCAYALI REGION	S/.0.00	S/.141,770.00	78.3
2014	Ucayali	IMPROVEMENT OF THE RICE PRODUCTION CHAIN IN THE CALLERIA DISTRICT, CORONEL PORTILLO PROVINCE, UCAYALI REGION	S/.0.00	S/.300,585.00	99.8
2015	Ucayali	USE OF WATER RESOURCES FOR AGRICULTURAL PURPOSES	S/.0.00	S/.366,162.00	98.3
2015	Ucayali	SUSTAINABLE AND INTEGRAL ALTERNATIVE DEVELOPMENT PROGRAM, PIRDAIS	S/.4,638,950.00	S/.4,730,139.00	99.8
2015	Ucayali	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.450,591.00	S/.528,255.00	99.1
2015	Ucayali	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.3,122,799.00	94.8
2016	Ucayali	IMPROVEMENT OF THE INTERACTION OF SMALL PRODUCERS WITH THE MARKET	S/.3,580,392.00	S/.2,483,889.00	82.8
2016	Ucayali	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.1,116,624.00	89.3
2017	Ucayali	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.0.00	S/.248,820.00	97
2017	Ucayali	IMPROVEMENT OF THE FISH FARMING PRODUCTION CHAIN IN PADRE ABAD DISTRICT, PADRE ABAD PROVINCE, UCAYALI REGION	S/.0.00	S/.813,868.00	40.4
2017	Ucayali	IMPROVEMENT OF THE OPERATIONAL CAPACITY THROUGH AGRICULTURAL MACHINERY, AS PART OF THE AGRICULTURAL, AGRO-INDUSTRIAL AND HEAVY MACHINERY PROGRAMME OF THE REGIONAL DIRECTORATE OF AGRICULTURE, UCAYALI	S/.0.00	S/.5,855,652.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2017	Ucayali	IMPROVEMENT OF COCOA TECHNICAL PRODUCTION CAPACITY THROUGH TECHNOLOGY TRANSFER IN PADRE ABAD PROVINCE AND THE DISTRICTS OF NUEVA REQUENA AND RAYMONDI, IN THE UCAYALI DEPARTMENT	S/.4,104,755.00	S/.3,567,529.00	81.3
2017	Ucayali	IMPROVEMENT OF TECHNICAL PRODUCTION CAPACITY TO INCREASE PRODUCTIVITY AND COMPETITIVENESS IN THE COFFEE PRODUCTION CHAIN IN THE DISTRICTS OF PADRE ABAD AND RAYMONDI, PROVINCES OF PADRE ABAD AND ATALAYA, UCAYALI REGION	S/.0.00	S/.3,602,474.00	100
2017	Ucayali	IMPROVEMENT OF SUPPORT SERVICES TO IMPROVE THE CAMU CAMU PRODUCTION CHAIN'S PRODUCTIVITY AND MARKET MANAGEMENT IN BENEFIT OF PRODUCERS, CORONEL PORTILLO PROVINCE, DEPARTMENT UCAYALI	S/.0.00	S/.32,000.00	100
2017	Ucayali	IMPROVEMENT OF CASSAVA PRODUCERS' TECHNICAL PRODUCTION CAPACITIES, DISTRICTS OF CAMPO VERDE, YARINACocha AND CALLERIA, CORONEL PORTILLO PROVINCE, UCAYALI REGION	S/.0.00	S/.30,000.00	100
2017	Ucayali	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.70,559.00	S/.73,459.00	100
2017	Ucayali	ORGANIZED AGRICULTURAL PRODUCERS PARTICIPATE IN TRADE PROMOTION EVENTS AND CONDUCT BUSINESS	S/.404,867.00	S/.405,326.00	98.9
2017	Ucayali	IMPROVEMENT OF TOURIST DESTINATIONS' COMPETITIVENESS	S/.0.00	S/.36,023.00	97.2
2017	Ucayali	PROMOTION OF PRIVATE INVESTMENT	S/.70,000.00	S/.0.00	0
2018	Ucayali	IMPROVEMENT OF THE TECHNICAL PRODUCTIVE CAPABILITIES OF THE HANDICRAFT INDUSTRY IN THE PURUS PROVINCE, UCAYALI REGION	S/.0.00	S/.31,239.00	84.7
2018	Ucayali	PRODUCTIVE DEVELOPMENT OF COMPANIES	S/.0.00	S/.3,910,915.00	86.7
2018	Ucayali	IMPROVEMENT OF THE FISH FARMING PRODUCTION CHAIN IN PADRE ABAD DISTRICT, PADRE ABAD PROVINCE, UCAYALI REGION	S/.0.00	S/.837,334.00	95.7
2018	Ucayali	IMPROVEMENT OF FISHERY AND AQUACULTURE MONITORING, CONTROL AND SURVEILLANCE SERVICES BY THE REGIONAL DIRECTORATE OF PRODUCTION IN THE UCAYALI REGION	S/.0.00	S/.434,935.00	80.3
2018	Ucayali	IMPROVEMENT OF COCOA TECHNICAL PRODUCTION CAPACITY THROUGH TECHNOLOGY TRANSFER IN PADRE ABAD PROVINCE AND THE DISTRICTS OF NUEVA REQUENA AND RAYMONDI, IN THE UCAYALI DEPARTMENT	S/.0.00	S/.834,811.00	99.3
2018	Ucayali	IMPROVEMENT OF TECHNICAL PRODUCTION CAPACITY TO INCREASE PRODUCTIVITY AND COMPETITIVENESS IN THE COFFEE PRODUCTION CHAIN IN THE DISTRICTS OF PADRE ABAD AND RAYMONDI, PROVINCES OF PADRE ABAD AND ATALAYA, UCAYALI REGION	S/.613,523.00	S/.3,065,969.00	99.3
2018	Ucayali	IMPROVEMENT OF SUPPORT SERVICES TO IMPROVE THE CAMU CAMU PRODUCTION CHAIN'S PRODUCTIVITY AND MARKET MANAGEMENT IN BENEFIT OF PRODUCERS, CORONEL PORTILLO PROVINCE, DEPARTMENT UCAYALI	S/.0.00	S/.219,303.00	100

Year	Region	Policy	IOB*	MIB**	Effectiveness (%)
2018	Ucayali	AGRICULTURAL PRODUCERS RECEIVE AND HAVE PROPER ACCESS TO AGRICULTURAL INFORMATION SERVICES	S/.70,739.00	S/.46,688.00	100
2018	Ucayali	AGRICULTURAL PRODUCERS IMPROVE THEIR COMMERCIAL CAPABILITIES BY MANAGING THEIR BUSINESS IN ORDER TO BETTER CATER THE MARKET	S/.410,392.00	S/.378,217.00	96.8
*IOB: Institutional Opening Budget					
**MIB: Modified Institutional Budget					



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