Shared Value
Betting on Sustainable Development in Peru
Swisscontact’s work focuses on inclusive growth driven by an innovative private sector that creates employment and income.

- **Skills Development**: Productive employment and earning an income through market-oriented vocational training and improved labour market access.
- **Enterprise Promotion**: Strengthening productivity and competitiveness of small and medium sized enterprises through sustainable value chain interventions, improved market access and local economic development.
- **Inclusive Finance**: Empowering entrepreneurial people by improving their access to financial products, services and financial literacy trainings.
- **Climate-Smart Economy**: Creating green jobs through efficient use of natural resources and clean production.

In this way, Swisscontact creates the conditions for a socially and ecologically responsible private sector, contributing to poverty reduction.

As an expert organisation, Swisscontact carries out high-quality project work. The cost-effectiveness and efficiency of its services is proven by well-documented, transparent monitoring and quantification procedures. Recurring internal and external checks provide proof of continued, sustainable development of expertise, skills and practical know-how.

Swisscontact was established in 1959 as an independent organisation by prominent individuals from the worlds of commerce and science in Switzerland. It is exclusively involved in international cooperation and since 1961 has carried out its own and mandated projects. Since it was founded, Swisscontact has maintained close ties with the private sector. Swisscontact is active in 36 countries with a workforce of over 1400 people. The organisation is based in Zurich.
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Globalisation and economic growth have caused an increase in demand and production of raw materials and energy. Domestic and multinational extractive industries have expanded across the world, including the poorer areas of developing countries.

Under the gaze of public opinion and state regulations, extractive companies and their adjacent communities are obliged to overcome their differences and find new ways to coexist.

Nevertheless, social responsibility and efforts to reduce and mitigate socio-environmental impacts have not been sufficient to stop the growth of social conflicts or to generate sustainable development. In many communities there remains the perception that extractive companies obtain value only for themselves, and not for the area and its communities.

For this reason, it is important to integrate the economic dimension into development. A competitive company needs both a favourable environment and a successful community; not only to generate demand for its products but also to provide essential public assets and a supportive environment for the business.

A community needs successful companies to provide jobs and generate income for its people.

This gives rise to the principle of shared value, which involves the creation of an economic cost that also generates benefits for society. It also enables companies to address their needs and challenges.

For this reason, many companies are redefining their mission and redefining their business success in terms of social progress in their surrounding communities. They achieve this through innovative business models that allow them to be economically more competitive and enjoy greater legitimacy within society.

In recent years, Swisscontact Peru has used its extensive experience in providing training services, advice and technical assistance for key aspects of business, and commercial management to promote action that aims to create shared value.

The goal is to help regional investment and operations by large companies to create opportunities for sustainable local growth. This will be done by developing a market and providing jobs and economic openings for local businesses and organisations prepared to address these new challenges.

In particular, the focus is on:
1) an integral business management system,
2) homologation and certification by prestigious companies,
3) advice in finance, efficiency and organisation,
4) corporate identity and image,
5) strategic plans,
6) management and operational control software,
7) good employment practices,
8) systems for contracting with government,
9) private calls for bidders, and
10) client service.

Shared value: Betting on sustainable development in Peru
What does 'shared value' mean?

The concept of shared value can be defined as operational policies and practices that improve the competitiveness of a company while simultaneously helping to improve the economic and social conditions of the communities in which they operate.  
(Kramer and Porter, 2011)
Facilitating value creation

The challenge of creating shared value has led Swisscontact to work in areas where large companies (generally extractive) and poor communities with high levels of vulnerability coexist.

A key requirement for this effort is an adequate social climate. For this reason, it is necessary to ensure that both domestic and multinational companies have the blessing of the local community and comply with current environmental standards and legislation.

More than twenty years of work in this field has positioned Swisscontact as a strategic partner, both for large companies and for the communities where Swisscontact is involved in promoting bonds of trust and healthy coexistence.

Furthermore, as an international agent recognised for its technical ability, Swisscontact can remain neutral and maintain confidentiality with respect to both parties. These factors are essential when it comes to facilitating, articulating and negotiating with transparency.

With a systemic, market-based approach, Swisscontact promotes action aimed at improving the competitiveness of local companies and generating value for large companies (a win-win scenario).

Our experiences and intervention models can be grouped into four working areas:
Shared value: Local Intervention Scheme

Impact
Culture of entrepreneurship and favourable environments for competitiveness and private investment, both local and from outside the area

Goals
- A confidence amongst companies and communities which favours social development
- Competitive local businesses that participate in the market

Results
- Competitive and inclusive local production chains
- Strengthened business sector and local enterprises
- Local project management and funding leverage skills

Interventions
- Developing and strengthening local suppliers
- Implementing tourism projects
- Monitoring production and tourism projects
- Developing fund management skills
Promoting competitive and inclusive local value chains

Homologation and inclusion of local entrepreneurs as suppliers in the value chain of large, particularly extractive companies, is one of the most efficient strategies for generating shared value.

A company’s efficiency and productivity improves as they gain better control over the quality of products and services from strengthened suppliers. Meanwhile, SMEs and entrepreneurs can become suppliers and acquire access to new markets by improving their competitiveness.

At a local level, this encourages a culture of entrepreneurship and job creation and results in an improvement in the community’s life quality.

Integration into the value chain requires both the large company and local suppliers to adjust their production processes and management. Swisscontact has implemented a methodology to facilitate this process, reducing time and costs, and stimulating lasting changes.

Thus, providing support to the large company to adjust its administration and legal processes in order to facilitate links with local suppliers.

The skills and capacities of local entrepreneurs are also strengthened by encouraging formal registration, technological innovation, quality standards and production improvements.

Swisscontact’s experience has meant the ability to identify three main dynamics:

- Developing local suppliers; when the company does not have local suppliers but wishes to establish business relations.
- Strengthening local suppliers; when the company already has local suppliers and wishes to improve their competitiveness.
- Strengthening local suppliers during relocation; when the company moves and wishes to take its current suppliers with it, with the aim of promoting local businesses to join the company’s value chain, and other economic dynamics.
Workers of a service provider to the Goldfield La Cima mine, Cajamarca, Peru
Preparations within the company

The first step in a local supplier development programme is to identify the company’s existing and potential demand for goods and services. To do this it is necessary to hold meetings with the purchasing departments and their main contractors, in order to identify a portfolio of goods and services that can be purchased locally.

When the company already has local suppliers, the process starts by identifying and evaluating these suppliers in order to improve their competitiveness. This exercise is carried out jointly with the company’s purchasing department. Existing differences between the quality and safety standards required by the company and those provided by local suppliers are determined in order to identify the key areas for improvement.

Swisscontact supports the company by revising, and if necessary, adapting its processes, procedures and tools, especially in purchasing and procurement. Subjects such as formal requirements, methods of contracting and payment times are discussed to address the reality and particular conditions of local suppliers. This does not affect the necessary safety and quality standards demanded by the companies.

An intercultural approach should be used when developing and strengthening relocated local suppliers. Furthermore, it is essential to work with relocated people as well as the original inhabitants of the area on subjects such as idiosyncrasies, customs and habits that influence local business culture.

In cases where local enterprises are promoted in resettlement environments, initial economic dynamism must first be created in order to identify and strengthen businesses according to the new opportunities that are generated.
Local supplier management system

The ‘Local Supplier Management System’ is an IT tool that enables the purchasing departments of large companies to monitor and/or follow up the performance of local suppliers in complying with the standards their products and services have to meet. The evaluation criteria that are taken into account are as follows:

- Industrial safety
- Quality
- Environment
- Compliance with contractual requirements
- Human resources
- Social responsibility
- Business development
- Safety

In addition, this instrument serves to promote competitiveness, as it allows suppliers to reward companies that manage to improve their standards and generate greater opportunities to enter new markets.

“The project team showed commitment and good field work, they developed a very good relationship with the project’s beneficiaries (SMEs) and other local institutions. I believe the results have been very good and have had a lasting impact.”

Jorge James – International Finance Corporation (IFC), Forpyme Project.

Building the future

“ForPyme taught me to be more disciplined and to do things correctly. Before ForPyme, I wanted to do everything myself. I thought that if I wasn’t involved in every process something would go wrong. Now I have learned to delegate tasks, and as a result, I can spend more time with my family. I’m very happy because my company is growing and my staff are benefiting. I can see that they identify with the business and work with more enthusiasm. I plan to continue improving the company, I would like to build a better workshop and upgrade our machinery. I’m more confident and I want to experience and learn new things”.

Amelia Grimaldi is a clothing manufacturer. She received technical assistance and increased her income by 40% in one year.

ForPyme Project – Chincha, Peru

Shared value: Betting on sustainable development in Peru
Strengthening local suppliers

Once the goods and services required by the company have been indentified, potential suppliers in areas of direct and indirect influence are strengthened. The initial contact with local entrepreneurs happens through informative talks and door-to-door visits.

Coordination with local governments, chambers of commerce and other trade and business organisations in the area is very useful. The result is a map of local entrepreneurs with the potential to achieve the levels of competitiveness and formality required by the company.

At this stage, raising awareness is important, and so are written agreements to corroborate the commitment and willingness of current or potential suppliers to make the necessary changes.

The next step is to carry out a business diagnosis of current or potential local suppliers. The key aspect at this stage is to involve the company’s owners and decision-makers in determining strengths and weaknesses in areas such as operations, administration and finance, marketing, human resources, environment and occupational health and safety, among others.

Together with the business owner, this diagnosis is used as a basis for drawing up an improvement plan for each one of the areas evaluated. A confidentiality agreement is also established and forms the basis for building a relationship of trust between Swisscontact and the local supplier.

Swisscontact deploys a combination of services for the implementation of the improvement plan, always using a market-based approach. These are implemented in accordance with the specific needs of the enterprises, for which a team of business advisers will work closely with each supplier.
Development and strengthening of local suppliers: principal outcomes
Promoting market insertion

As a result of the improvements carried out, local suppliers can certify or homologate their key processes, such as health and safety, quality management and environmental compliance.

Swisscontact provides the technical assistance necessary for local suppliers to comply with procedures and to pass an audit performed by an accredited auditing company. It also provides technical support during the certification audit process.

A differentiating aspect of Swisscontact’s intervention strategy is the insertion of local suppliers into new markets. This limits the enterprises’ expectations and reduces their dependence on the large company. For this reason, a key indicator in these projects is the diversity of clients acquired by the local suppliers.

Finally, an important component of the entire intervention, is ongoing feedback from the company’s departments to local suppliers. This process also encourages the involvement of the company in improving local suppliers by suggesting adjustments to processes, criteria and channels of communication, among others. This allows a closer relationship between the large company and suppliers to be maintained once the project is complete.

Pallets for the world

Swisscontact implemented the ForPyme project in order to create a product and services offer by local suppliers for large companies in the south of Lima.

Industrias Renda S. A. is a family business managed by Sergio Kamó. When he took over the reins of the business, he decided to transform the small carpentry shop and family sawmill into a pallet manufacturing company to take advantage of the agro-export boom in the area.

From the outset, he was willing to learn and share his knowledge with his collaborators. He took part in the ‘Total Quality and Health and Safety at Work’ programmes, facilitated the building of a canteen, formalised his workforce and provided them with the regulatory safety equipment.

“ForPyme has widened the perception of local businessmen. All the support services I have received from the project have made my business better. We have remodelled the plant infrastructure and we have new vehicles and forklift trucks. Consolidating the company and positioning it as the best in Chincha means that my team and I now have a reputation. This improves leadership and self-esteem amongst the whole team”.

Sergio Kamó Montaldo, General Manager of Industrias Renda S.A.
Managing productive tourism projects with companies and communities

Another type of intervention in encouraging inclusive development is the promotion and management of productive projects. It enables businesses to take advantage of commercial opportunities and the potential in the area; in value chains and industries that are not directly related to the business of the large company.

Swisscontact has extensive experience in implementing projects financed by local companies committed to generating social and economic value in the areas where they are located or where their operations have some social impact.

After many years of working with companies that have provided co-financing for projects of this type, Swisscontact knows that through such investments companies seek to contribute to the integral development in their areas of influence. This reduces the risk of abandoning traditional economic and productive activities of the areas, due to the expectation of the community to be linked in one way or another to the main business of these companies.

Once the initial agreement with the company has been established, projects are designed in accordance with the productive vocation of local people and implemented to encourage competitiveness and fair relationships between all links of the value chain. In communities that are tourism oriented, the project tends to become the link between other sectors, thus stimulating the entire economy of the area.

Swisscontact’s systemic approach promotes connecting productive linkages and markets in the value chain, thus ensuring that sustainable business relationships are maintained over time, as well as project results once financing is complete.

Strategies to ensure sustainability include the following; guidance and links to the market under competitive conditions; development of production and management skills; creation and strengthening of local providers of technical assistance and business services; and strengthening of existing value chains.

Another key aspect of Swisscontact’s work is guaranteeing the profitability of the investment in development. This is evident by an efficient cost-effectiveness ratio and cost per beneficiary that allows the financing company to evaluate the profitability of the project against other interventions. Swisscontact uses systematised monitoring and evaluation, providing information when needed, as well as follow-ups based on social and economic indicators.

It is undeniable that companies in remote undeveloped areas generate complex relationships with local people. These may be perceived as an opportunity, but also as a threat to the social and community dynamic. For this reason, and particularly in such contexts, Swisscontact seeks to implement projects using a highly technical, result-based approach and ensures that its interventions are completely transparent.
Given the above, through several experiences we have found that the companies opt to assume different roles depending on their own policies and vision. In some cases, these companies take a more distant role, leaving the financing and supervisory functions to others. They concentrate on the results and impact, take part in defining indicators, provide follow-ups, and observe the profitability of the project. This scenario helps the project to operate independently with little risk of possible tensions between the company and local communities. Nevertheless, some companies feel that their support and contributions remain invisible, particularly if they do not have an adequate communication strategy in place.

In contrast, there are cases where companies have decided on a more visible role and directly participate in project management and activities. This enables the company to clearly attribute local development to its contribution. At the same time, the project will be influenced by the social climate between the community and the company. Nevertheless, this can generate excessive expectations concerning the company’s contributions and put at risk the project’s market approach and sustainability.

This approach, used by Swisscontact for more than 10 years, requires a new type of understanding between communities and the company and, of course, willingness of the company to adopt a market-based rather than a more conventional project approach.
Statkraft (formerly SN Power Peru) implemented the Cheves Project, constructing a hydroelectric power plant in the Huaura and Oyón provinces, north of Lima. Construction work started in November 2010 and the power plant began operations in 2015. As part of its social responsibility policy, the company financed the implementation of productive development projects in the area of influence of the hydroelectric power plant, in order to improve the competitiveness of the Huaura River basin.

Between 2012 and 2014, Swisscontact managed two of these projects, from the design and planning stage to the delivery of results and final evaluation. Swisscontact used a systemic intervention model based on strengthening market participants. This resulted in a win-win situation, generating an increasing number of solid, economic activities.

As an example, a farmer needed a better irrigation system that would enable him to increase his yield and generate more income. The supplier of the irrigation system expanded his portfolio of clients and also increased its income. When necessary, the financial services provider was involved, who consequently discovered a new market for his products. This intervention confirmed the importance of clearly defined roles of those involved and their incentives for taking part in the market. It is advisable to avoid subsidising the activities of market participants, as this will paralyse the system.

This is an arduous task due to the type of relationships usually found between companies and communities, which are very much one of short-term negotiations. In effect, one challenge for interventions of this type is to stop companies’ practice of seeking a quick fix by handing over goods or subsidies. Another challenge is to convince the community that if its production increases, it can become self-sustaining.
“I’ve been thinking about starting my own business for many years, but I didn’t know whether tourists would be interested in it. With advice from the project, I now have a better idea of what they like and what type of services we should provide to tourists. I also had the chance to partake in a community tourism event in Madre de Dios. Exchanging experiences with other people in the same business has been an eye opener. I have better equipped my family home to provide comforts for tourists, and we have new ideas to continue improving.”

Pilardo Amado, tourism entrepreneur, Vive Conchucos Project, Huaraz.
Monitoring is a fundamental process in the project cycle. It enables continuous adjustments to activities and strategies, to reach the planned outcomes and optimise resources.

Based on its experience, Swisscontact has designed and implemented a system of project management support and advice that consists of the following actions; checking and adjusting proposals; monitoring operational progress and the status of each project; identifying critical situations that require technical assistance; providing accompaniment for the implementation of project management improvements; and processing information on the project results.

**Strategic support for good project implementation**

“What can’t be measured cannot be managed”

Project monitoring is a service that Swisscontact offers to any entity that has resources for financing a number of plans with an emphasis on productive development, and that therefore requires a solid and expert monitoring structure.

Thus Swisscontact becomes a strategic ally by providing support to companies in managing their project portfolios, guaranteeing efficiency and sustainability of their investment.

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**Experience with Fondo Minero Antamina**

At the end of 2006, the mining company Antamina, one of the largest producers of copper and zinc concentrates in Peru, voluntarily established the Fondo Minero Antamina (FMA). Its purpose was to promote the welfare and social development of populations and communities in their areas of influence.

The FMA financed more than 70 projects in the Ancash region and the province of Huamalies (Huánuco). Many of the projects won bids for funds, while others were projects implemented by municipalities and other stakeholders in the area.

Swisscontact was entrusted by the mining company Antamina to monitor this project portfolio from 2008 - 2012. For this, Swisscontact designed and implemented the Monitoring and Technical Assistance System for Productive Projects (SIMAT).

Applying SIMAT, Swisscontact provided advice on managing the project portfolio and developed management tools that generated information on the performance and results of each project. In addition, strategic indicators such as sales volumes, productivity and efficiency of the financier’s investment in terms of revenue generated were monitored.

Furthermore, in order to optimise resources, Swisscontact paid particular attention to those projects that were at risk of not achieving their objectives, or that may have produced unwanted effects or social conflicts. An important part of the work was providing advice and technical assistance to the project teams for restructuring, adjustment or, as a last resort, suspension of projects, helping to recover 20% of the budget that would otherwise have been lost.
Lucma, a town in Taricá (Huaraz), is characterised by its colorful crops of aromatic flowers and beautiful landscapes. In this area, Fondo Minero Antamina supported the Flower Producer Association through a project that benefitted 18 producers.

During project implementation, the association faced various difficulties that hindered the continuity and financing of the initiative. These included non-compliance with the objectives, overestimating the price of cuttings, and consequent disagreements with the producers.

As part of the monitoring and technical assistance provided by Swisscontact, this difficult situation was resolved by applying the Technical Assistant System for Productive Projects (SIMAT). After the evaluation, the project was redesigned.

Currently, the association has a 1,200 m² greenhouse with the capacity to propagate seven thousand mother plants and supply its three hectares of land throughout the year. The partners see how, day by day, their production output grows in quantity and quality, as well as their income. Moreover, in the short term they plan to market their products with a national company that exports flowers and, in the future, expect to market directly through other companies in the world.

Thanks to the project, the present situation is increasingly encouraging for this corner of Ancash, which in previous years has seen many of its children migrating in search of development opportunities. Nowadays, not only the flowers decorate the fields of Lucma, but also the faces of its inhabitants, who know that with effort and good guidance great things can be achieved.
Swisscontact has fifteen years of experience in Peru in strengthening the management of third party resources, including companies, public bodies and international organisations. This service includes administrative, financial and technical monitoring. In Peru alone, the volume of funds whose administration is delegated to specialised entities exceeds 220 million dollars. Funds are managed efficiently and transparently thanks to a Swisscontact team with a wide experience, administrative and financial support system based on clear standards, and the prompt application of control and supervision mechanisms.

In many cases, the process goes beyond mere administration of resources, and seeks to strengthen the capacities of local bodies so that they can manage their own funds in the future.

Instruments for strengthening fund management:
- Manual of administrative and financial procedures
- Budget control system
- Accounting and administration System
- Contract monitoring

“The professional Swisscontact team has a good level of technical knowledge and outstanding personal qualities. The support they have provided has been important for the achievement of our goals. With the assistance of Swisscontact, it has been possible to improve the coordination between regional governments and the central headquarters of the Ministry of Labour and Employment Promotion.”

Miguel Calderón, PROEMPLEO – Ministry of Labour and Employment Promotion Programme

Producer of fruit trees offers his products at a fair in Cajamarca, Peru
Interventions developed under the shared value approach have generated employment opportunities and local entrepreneurship for people, who by increasing their incomes have improved their quality of life. The same applies to the areas as a whole, where businesses have been strengthened and favourable conditions created for development and private investment. At the same time, the systemic approach to competitiveness, applied by Swisscontact, develops the skills, services and other factors necessary for the results to remain in place and to continue to grow after the projects are completed.

Selected results:

- The business rounds in Cajamarca (2008) resulted in more than 17 million US dollars in transactions.
- Negotiations for amounts over US$3 million obtained through business days in Chincha and Cañete, during which 30 companies agreed to finance more than US$1.5 million.
- 4,800 young people trained and advised in the evaluation and management of their businesses.
- 392 small sustainable businesses created, led by artisanal fishermen and their families.
- 33% increase in the average annual income of peach producers in Huaura.
- Between 15-30% increase in annual income of the SMEs strengthened through productive projects.
Shared value: Betting on sustainable development in Peru

Local opportunities: Despite the risks of conflict inherent in the presence of large companies in remote, underdeveloped areas, it is undeniable that they also represent opportunities for positive change.

Firstly, their presence produces new economic dynamics that – when properly managed – can be good for small local businesses and for the inhabitants through direct or indirect links to the companies’ activities. Secondly, by using different voluntary or mandatory mechanisms, local governments and the communities themselves have gained access to funds on a scale impossible to imagine before. In this context, the design and implementation of development projects should consider criteria such as effectiveness, efficiency, transparency and impact. Furthermore, they should be based on sustainability and see themselves as drivers of systemic changes that improve conditions for local people beyond the project goals or the presence of large companies.

Services that generate value: The development of skills and competences throughout the value chain is a key factor in achieving sustainable results. The training, technical assistance and advisory services must be continuous and tailored to the needs of the clients. They should also be provided in a personalised manner, creating confidence between the entrepreneur and his adviser in order to reduce decision-making time.

Improving conditions for sustainable competition: One of the pillars of Swisscontact’s intervention is its market-based approach. The organisation encourages diversification of production and the creation of new business, as well as a search for – and links with – clients and large companies in the region and beyond. All this is done to gain access to new and better markets under competitive and sustainable conditions. Furthermore, the market diversification strategy enables companies to reduce their dependency on a single client.

Swisscontact promotes market-based incentives for the adoption of new technologies and management processes (certifications, homologation and electronic platforms) by local entrepreneurs, as well as the creation of local suppliers of technological and business development services that facilitate their availability at market prices.

The fluent dynamics between supply and demand, as well as the development of local business support services, ensure that the model continues to function once a project is completed.

Facing the future

Swisscontact has learnt much through practice. Today, we put our knowledge at the disposal of our partners, strategic allies and public and private institutions to help build integrated and sustainable development models based on stable relations and cooperation among all those involved.
# Project overview

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<td>Local Suppliers Development Programme, Successful Businessmen Programme, Creating ‘Shared Value’ in Hualgayoc</td>
<td>Improvements in the competitiveness of local companies supplying Gold Fields – La Cima, by diversifying their portfolios of clients, resulting from links with companies in or around of the area, as well as the generation of new business aimed at other markets.</td>
<td>Aug 2014 - Dec 2017</td>
<td>Goldfields La Cima S.A. Mining Company</td>
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<td>Consulting services for the Competitive Fund project for ‘Artisanal Fishing Organisations’ in the Tumbes Region</td>
<td>Starting up and efficient implementation of the projects that were awarded by the 2013 Competitive Fund, in order to ensure their sustainability and become a reference for the other ‘Artisanal Fishing Organisations’.</td>
<td>Nov 2013 - Nov 2014</td>
<td>BPZ Exploración &amp; Producción SRL</td>
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<td>Strengthening of local business in Nueva Morochocha, Junín</td>
<td>Improvement of skills and competences of local businesses in order to enable them to manage their businesses more competitively.</td>
<td>Jun 2012 - Dec 2016</td>
<td>Minera Chinalco Perú S.A.</td>
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<td>Promotion of agricultural and commercial management techniques for fruit growers in 7 communities in Huaura River basin</td>
<td>Promotion, guidance and advisory in the rational and efficient use of water for fruit production as part of the implementation of good farming practices for avocado, peach and chirimoya growers. Encouragement of commercial management, identification and links to new markets for fruit producers covered by the project.</td>
<td>Dec 2016 - Dec 2017</td>
<td>Statkraft Peru</td>
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<tr>
<td>Project to improve production and management skills for the development and consolidation of fruit growing chains in the Huaura River basin</td>
<td>Strengthening of production and management skills of fruit growers and entrepreneurs in 8 villages in the basin of the Huaura River, aimed at increasing yields and incomes.</td>
<td>May 2012 - May 2014</td>
<td>SN Power</td>
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<td>Strengthening of the technical, productive and management skills of beef cattle breeders</td>
<td>Fund administration, including administrative, communications and legal support for the general management of the “Fondo Social Michiquillay”. Implementation of an administration office, including selection and training of members of the communities of Michiquillay and La Encañada. Communications and coordination with representatives of the communities.</td>
<td>Sept 2012 - Sept 2013</td>
<td>SN Power</td>
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<td>Administrative support services for the Michiquillay Social Fund</td>
<td>Improvements in the quality of local tourist services; business development services to enable small companies to achieve higher quality standards; promotion and positioning of Conchucos as a tourist destination. Strengthening of the Destination Management Organization (DMO). Consolidation of tourism products; strengthening of the tourism value chain and adequate links between local producers and suppliers; and strengthening of the social fabric.</td>
<td>Dec 2010 - Dec 2014</td>
<td>Peru Opportunity Fund (POF) Fondo Minero Antamina Corporación Andina de Fomento (CAF)</td>
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<tr>
<td><strong>Internal financial control body for the La Granja Social Fund</strong></td>
<td>Implementation of an internal financial control department with a view to minimizing risks and advice in transferring the management of the fund. Visits to projects in Querocoto, and monthly meetings to submit reports to the managing board, made up of representatives of Minera Rio Tinto, the mayor and local village representatives.</td>
<td>July 2011 - May 2012</td>
<td>La Granja Social Fund (with funds from Minera Rio Tinto)</td>
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<td><strong>Monitoring and technical assistance for productive projects financed by the Antamina Mining Fund</strong></td>
<td>Evaluation of projects’ compliance with their activities, results and proposed aims.</td>
<td>Mar 2008 - Jan 2012</td>
<td>Fondo Minero Antamina Cía. Minera Antamina</td>
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<td><strong>Programme for strengthening local suppliers and promotion of commercial opportunities in Chincha and Cañete</strong></td>
<td>Contribution to the stimulation and competitive development of the local economy in Cañete and Chincha, maximising the opportunities created by the presence of large companies in the region. With the aim of competitive local SMEs to join the supply chain for products and services purchased by PLNG, its contractors and other large companies in Cañete and Chincha.</td>
<td>Jan 2008 - Dec 2011</td>
<td>International Finance Corporation (IFC) and Peru LNG SRL</td>
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<td><strong>Competitive development of local suppliers in Cajamarca</strong></td>
<td>Contribution to the competitive development of local companies through the provision of business development services and the implementation of supplier development policies on the part of large companies operating in Cajamarca.</td>
<td>July 2006 - July 2009</td>
<td>FONDOEMPLEO International finance corporation – IFC of World Bank ALAC</td>
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<td><strong>GESTUR – Ancash</strong></td>
<td>Identification of resources with tourist potential. Promotion, positioning and sale of tourist routes in alliance with tour operators and other actors in the tourism value chain. Provision of training services and technical assistance to improve entrepreneurship and tourism businesses.</td>
<td>Oct 2005 - Oct 2010</td>
<td>FONDOEMPLEO (first phase) Fondo Minero Antamina (second phase)</td>
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Operators from the heavy machinery provider for the mining company Goldfield La Cima – Cajamarca, Peru
We create opportunities

Swisscontact
Swiss Foundation for Technical Cooperation

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Photos: Swisscontact

ZEWO-Seal of approval: Swisscontact was awarded the Seal of Approval from ZEWO. It is awarded to non-profit organisations for the conscientious handling of money entrusted to them, proves appropriate, economical and effective allocation of donations and stands for transparent and trustworthy organisations with functioning control structures that uphold ethics in the procurement of funds and communication. Swisscontact is regularly audited on the adherence to these criteria. (Source: ZEWO)

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