



gatekeeper

# Association ANDES

## Conserving Indigenous Biocultural Heritage in Peru

Alejandro Argumedo and Tammy Stenner



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**The role of local  
organisations in  
sustainable  
development**

# The roles of local organisations in poverty reduction and environmental management

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All poverty reduction is local. This is easy to forget given how discussion and debate on the subject is dominated by bilateral aid agencies, development banks, national governments and international NGOs. But regardless of higher level commitments and decisions, what actually happens on the ground in particular localities is what makes the difference. Many barriers to poverty reduction are local — local power structures, land owning patterns and anti-poor politicians, bureaucracies and regulations. Much of what the poor require — schools, healthcare, water and sanitation, land, social safety nets, getting onto voter registers — must be obtained from local organisations within this local context.

Local organisations have a major role in addressing these realities, helping poor groups access entitlements and engage with government. They may be local NGOs, grassroots organisations of the poor, or even local governments or branches of higher levels of government. But they function on a local level, have intimate knowledge of the local context and should be accountable to local people. Many operate on very small budgets, outside the main funding flows and frameworks. Yet they are not isolated from larger governance issues; indeed, much pro-poor political change has been catalysed by local innovations and by political pressure from grassroots organisations and their associations.

This publication is one in a series of case studies and synthesis papers looking at the work of local organisations in development and environmental management. These publications were developed in collaboration with the local organisations they profile. They seek to encourage international funding agencies to rethink the means by which they can support, work with and learn from the local organisations that are such a critical part of pro-poor development.

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# Executive summary

The Association for Nature and Sustainable Development (ANDES) is an indigenous NGO that seeks to defend indigenous rights to genetic resources, traditional knowledge and landscape character in Peru. It was established in 1995 with volunteer staff and no funding, and has grown considerably over the years. It now works with 39 indigenous rural communities, many of whom live in conditions of poverty or extreme poverty. It has successfully bridged traditional Quechua principles with modern organisational models to assert indigenous rights to heritage in practical terms by establishing a new form of protected areas known as Indigenous Biocultural Heritage Areas (IBCHAs). These are locally and sustainably managed through community associations; form the basis for local enterprise (agricultural and cultural eco-tourism); involve and benefit marginalised groups; unite communities; encourage participation by and negotiation with indigenous people; and create a model for future protection and development. The Potato Park was the first IBCHA, and brings six Quechua communities together to protect a 12,000 hectare area as a micro centre of origin of the potato and other native Andean crops characteristic of Andean food systems. The approach also depends on close collaboration with formal and informal Quechua technicians in researching, training and developing adaptive management models for indigenous biocultural heritage – a ‘project’ rather than ‘service’ approach that works with local politics.

Although ANDES’ work is rooted within ‘the local’, it also influences national policy. It works at redefining land with protected area status and at promoting the integration of its established IBCHAs into the national parks system (i.e. through the creation of the Potato Park trademark). ANDES also focuses on implementing ‘good’ policy (i.e. traditional resource rights framework); lobbying government; exposing international interest/ideas to government; and pushing new policy on protected areas, biodiversity registers, food security corridors, traditional knowledge, and agro-eco-tourism. ANDES’ initial government-funded development projects allowed formal recognition and credibility in its establishment as an NGO. Internationally, ANDES places strong emphasis on participation in international fora for dissemination and learning; forming alliances against terminator technology and the privatisation of indigenous land; and offering novel approaches for donor organisations. ANDES continues its work in creating sustainable models of landscape, biological and cultural conservation in a manner that socially, politically and financially empowers indigenous communities.

# Association ANDES

## Conserving Indigenous Biocultural Heritage in Peru

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### Introduction

The Association for Nature and Sustainable Development, ANDES, is an indigenous NGO based in Cusco, Peru. ANDES is recognised nationally and internationally for its work defending indigenous rights to genetic resources and traditional knowledge, and conserving biological and cultural resources and the character of the Andes landscape. ANDES' programmes link local, national and international policies to defend indigenous rights with local knowledge and action.

ANDES began in 1995 as a small organisation with no funding and only voluntary staff. In its 11 years of operation, it has grown considerably in terms of staff size, budget, geographic area and reputation. ANDES has established links with indigenous communities in three provinces in the department of Cusco, several national and international NGOs, government offices and funding institutions. ANDES also encourages and supports the participation of local indigenous communities in political and economic processes which influence their rights.

Despite organisational and financial challenges, ANDES has managed to create alliances, find funding, carry out research and has had considerable success in promoting indigenous rights, environmental protection and poverty alleviation. Our aims in preparing this profile for the IIED study are to share the lessons and experiences of the organisation's work over the past 11 years. We also hope to incorporate lessons learned from other organisations into future plans and projects.

Another goal in participating in this study is to influence policy-makers and funders of development and conservation projects in a way that allows organisations like ours to thrive and to continue to provide valuable services to local communities, international organisations and research institutions alike.

# The Association ANDES: a description

## Evolution of the organisation

ANDES began in 1995 as a volunteer organisation with no funding. Although the individual members had experience in development, the organisation as such, did not. To allow the NGO to work with international donors, the organisation had to gain some experience in development projects in Peru.

ANDES' first activities were government-funded development projects to integrate indigenous communities into mainstream markets through the production and marketing of livestock such as pigs, chickens and cows. This early experience allowed ANDES to be registered as an NGO and to begin to work on other types of conservation and development projects. Most government funded development projects aim to integrate local communities into mainstream markets and export production. National and regional government environmental programmes tend to use processes which exclude communities and the traditional sustainable use of local resources. The dominant environmental protection model is government managed conservation areas which limit local access to lands and resources. The ANDES approach attempts to combine local development needs with sustainable use of local resources and knowledge while using traditional resource management models under the control of local communities.

Based on ideas gained from participation in international fora, ANDES staff hoped to work towards the *in situ* conservation of Andean crops such as native potatoes. Connections were made early on with several indigenous communities whose livelihoods depended on potatoes, as well as with a university researcher specialising in native potato varieties. Some of the first international funding received by ANDES was for biodiversity and development, and to build networks of indigenous peoples. These international connections and contacts became important in future work.

In addition to an interest in biological resources and the associated traditional knowledge, ANDES staff hoped to preserve and promote Andean culture, artistic expression, language and cosmovision. They integrated these themes within single programmes for conserving biological and cultural diversity, and alleviating poverty, all of which were linked to national and international policies influencing indigenous rights.

The indigenous communities with whom ANDES initially worked greatly influenced the direction of future projects as well. Community technicians hired by ANDES helped considerably in gaining cooperation within and between communities, and in deciding future directions. For example, the repatriation of native potato varieties from the International Potato Centre advanced because of a strong interest by communities in regaining rights over their resources.

Through the amalgamation of the various themes of work, the cooperation and input of a group of six communities near Pisac, and influences from participation in international fora on conservation and indigenous rights, the original idea of *in situ* conservation

## BOX 1. ANDES' MISSION

ANDES' mission is to create local capacities and strategic responses to confront the socio-economic, cultural, ecological, and political effects of globalisation on local Andean communities. It also aims to protect local resources, knowledge and the rights associated with them, as well as preserve the character of the Andean landscape. ANDES envisions human well-being in sustainable indigenous communities in the Peruvian Andes, using local capacities and resources, and based on local strategies for development.

To achieve these goals, ANDES works co-operatively with indigenous organisations at the community level to develop models of adaptive management of indigenous biocultural heritage, affirming the rights and responsibilities of the communities to that heritage, while improving local food security, health and nutrition.

ANDES uses strategies for community development based on the cosmovision and traditional values of Andean people, attempting to make all interventions holistic, democratic, participatory, and locally effective. ANDES' activities are framed to alleviate poverty, manage biodiversity, strengthen traditional community legal systems, and influence institutional and political change relevant to conservation and development as it applies to indigenous peoples. Considerations of gender, participatory processes, conservation and sustainable use of resources affect all decisions taken by ANDES staff.

evolved into a plan to create a community-managed conservation area for protecting indigenous communities' biocultural heritage. The first such area is now known as the Potato Park, and others are being planned.

## Nature of ANDES

ANDES is a non-profit civil association, on the Registry of Associations of the Public Registries of Cusco (1995), and the Peruvian Agency of International Cooperation (APCI, 2004). ANDES receives funding from a number of international organisations and charities. Between 2001 and 2006, ANDES received an average of just over US \$200,000 funding per year. In 2006 ANDES' total budget was \$210,000, 60% of which was provided by Intervita-Italia for an ecotourism project. IIED provided the remainder for two action-research projects: one on localised food systems and the other on customary laws and genetic resources. In 2005, ANDES' total budget was \$189,000. IIED provided approximately 78% of the budget that year, with the rest coming from the Winged Horse Trust for a medicinal plants project (\$27,000) and the Millennium Ecosystem Assessment programme (\$13,000).

Major expenses include personnel (including honorariums and consultations), local, national and international travel (tickets, vehicles, fuel), office expenses (rent, services such as electricity and water, equipment, materials), workshops and infrastructure (materials and labour). In 2006, approximately US \$91,000 was spent on personnel, \$15,000 on transportation, and \$13,000 on office expenses. In 2005 those figures were \$74,000, \$46,000 and \$22,000 respectively.

Many of ANDES' projects involve research and training workshops. Therefore, personnel, workshops, travel for research and diffusion of results are direct project expenses. In



## **Institutional principles and approaches**

The Association ANDES is based on traditional principles of Quechua indigenous peoples with a structure that combines traditional and modern organisational models within the Peruvian legal system. ANDES methodology includes the active participation of local people in programme development, planning, execution and evaluation. This involves close collaboration between formal and informal Quechua technicians. These technicians have diverse experience in a wide range of disciplines, especially in traditional knowledge about the use and adaptive management of natural resources. The practice of working with these community elders and others with specific cultural and environmental knowledge reflects the respect and value ANDES places on traditional knowledge and has been instrumental in the success of our programmes.

Community technicians are key to obtaining prior informed consent for any research carried out in the communities where ANDES operates. Prior informed consent ensures that communities are aware of what research will be carried out and have agreed on how the results of that research will be used. The technicians also help design the research, receive training to carry out the research, and work with other ANDES staff to collate and interpret the results. In addition to working with local technicians hired by ANDES, all actions within a local area are co-ordinated with the local authorities. Consultations are carried out in Community Assemblies, with local traditional authorities, and with parents and teachers for any activities involving schools. Any materials and services are contracted locally whenever possible, ensuring local benefits from ANDES' work in the area.

## **Beneficiaries and stakeholders**

All participants in ANDES programmes are identified and selected by their own communities based on criteria which are decided in advance. Participation in some programmes is on a rotational basis, providing opportunities for training and other benefits for a large number of members of each community. The criteria for selection often include characteristics of poverty, lack of access to education, health services or employment. Some programmes may specify participation of women only and others may attempt to include people of specific age groups. For example, the video collective is made up primarily of young women. The medicinal plants group works with women with little or no formal education, and includes older women with extensive knowledge of medicinal plants, along with young women who can learn from them (see Box 2 for more on these initiatives).

ANDES is pioneering the establishment of four Indigenous Biocultural Heritage Areas (IBCHAs), which combine the sustainable use of agro-biodiversity and the landscape, to develop new strategies for local livelihoods and poverty reduction (see Map 2).

The first of these IBCHAs is the Potato Park project, through which 310 people directly participate in ANDES' programmes on ecotourism, medicinal plants, botanical gardens, native potatoes, and customary laws. The 7,000 villagers in the six communities which make up the Potato Park benefit directly and indirectly from increased employment

opportunities, the local herbal pharmacy, increased tourism in the area, and the conservation efforts of ANDES and park inhabitants.

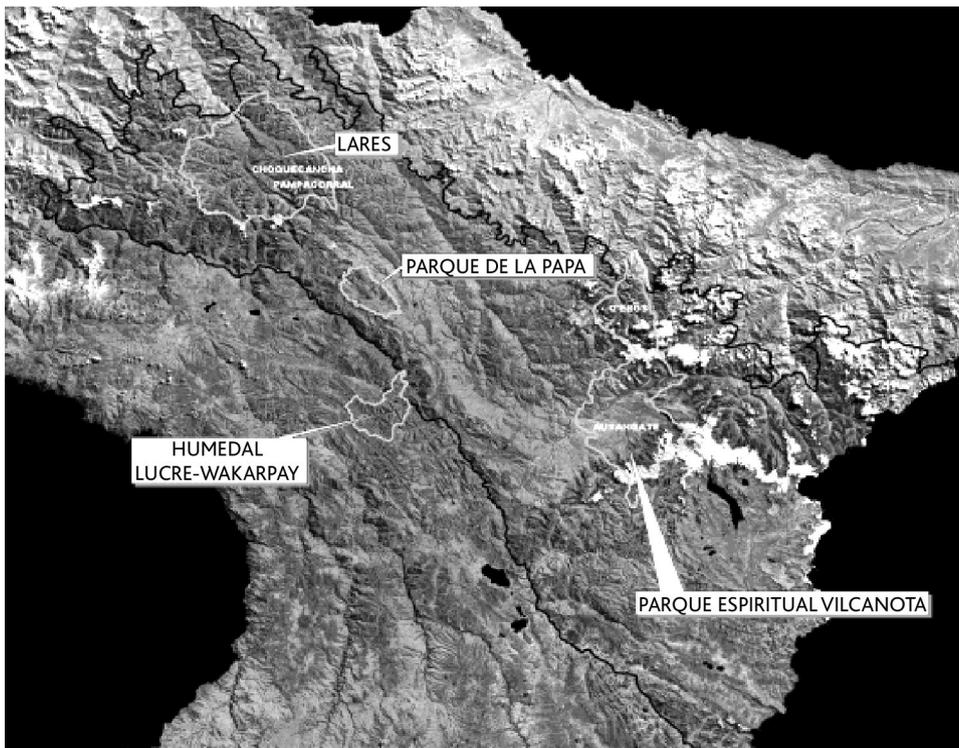
In Quispicanchis and Paucartambo, ANDES is working with villagers from 28 communities to form a Spiritual Park, which will directly and indirectly benefit the inhabitants of the park area. However, ANDES has only recently received funding to begin work in this area and to initiate activities related to the Spiritual Park.

ANDES plans to establish another IBCHA in Lares, where initial research has been carried out on the local system of barter markets. A group of women who participate in the markets took part in the research project, but currently ANDES has no funding to continue work in this area.

The fourth IBCHA will be in the Lucre-Wakarpay wetland area, where a group of 30 young people directly participate in ANDES activities, even though ANDES currently has no funding to work in this area.

ANDES currently employs a total of 17 community technicians representing each of the four proposed IBCHAs mentioned above. ANDES staff also includes 19 Peruvian and international staff and volunteers. Currently 10 staff members and 8 community technicians work mainly in projects in the Potato Park, 2 staff and 1 technician work in the Lucre-Wakarpay area, and the remaining 8 technicians are from Lares and Ausangate.

**MAP 2: SATELLITE MAP OF CUSCO DISTRICT, SHOWING ANDES' FOUR PROPOSED INDIGENOUS BIOCULTURAL HERITAGE AREAS WITHIN THE RUTA CONDOR**



Two directors, two administrators, a field co-ordinator, and a computer technician make up the remaining staff members. Although staff are often assigned to particular projects, most also collaborate in projects and activities in different areas. For example, the technicians and staff from the Potato Park often travel to the three other proposed IBCHAs to share information and to lead training programmes.

ANDES also regularly benefits from the contributions of volunteers from the participating indigenous communities and from national and international volunteers. For example, a university student is working with ANDES in the Potato Park for one month to complete a children's book on myths about native potato varieties. Other volunteers helped to gather information on potatoes for a publication which will be released in recognition of the International Year of the Potato, to review quality control practices in the production of natural products, to conduct training in participatory video processes and edit videos with the women's video collective, and to train tour guides in the Potato Park.

Other beneficiaries of ANDES development and conservation projects include local municipal governments, research institutions, and students carrying out research for their Masters or PhD programmes.

## Internal structure

ANDES' internal structure is based on various governance bodies (Figure 1). Each body has one person responsible for its operation and direction.

The operation of ANDES' programmes is based on a cyclical process of planning, execution and evaluation, and redirection of activities that allows the work to progress in a consistent reflexive and systematic way. New activities are considered as needs, interests, external influences and knowledge evolve. This process helps ANDES meet its responsibilities to its beneficiaries and gives it the capacity to react and adapt to change.

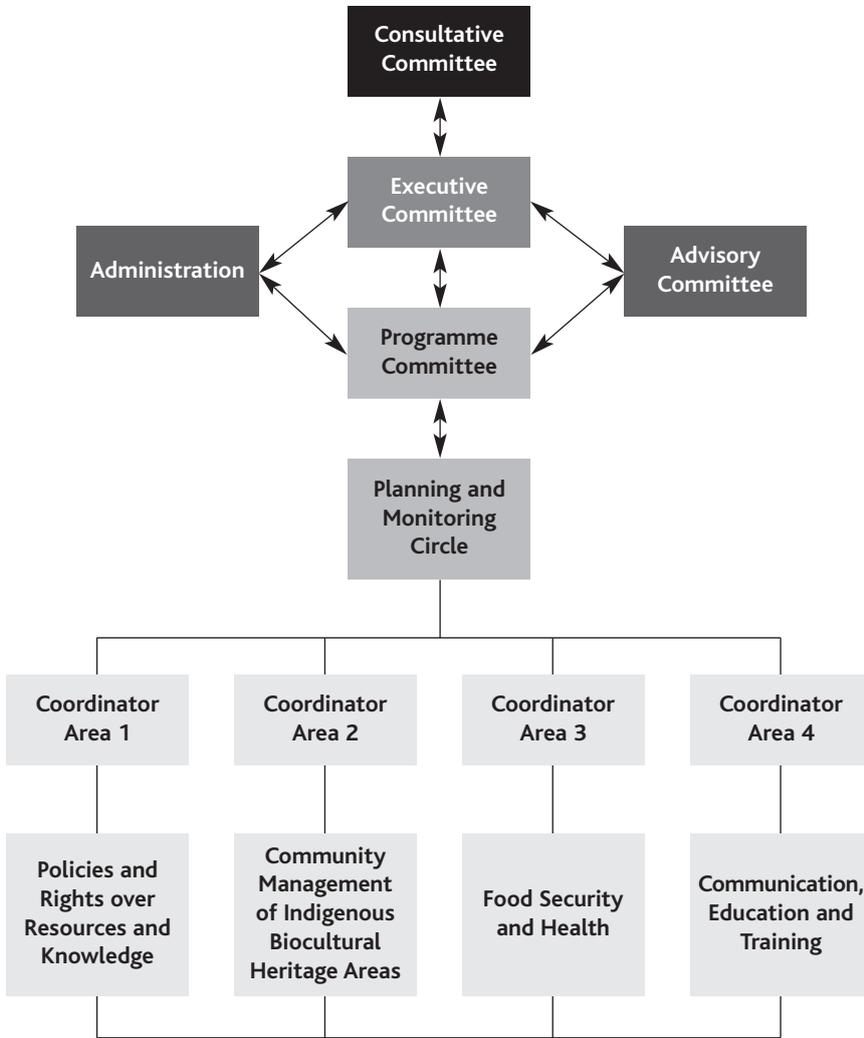
The programme directors, the co-ordinators of thematic areas, the administration and the executive directors all take part in this process. This group is responsible for the design of methodologies, reports and evaluations of the various programmes.

The Planning and Monitoring Circle ensures that monitoring and evaluation are a regular part of ANDES' planning process. Indicators of success are identified in the planning stages for each area of work, and progress is measured against these indicators by project staff, area co-ordinators and the executive committee.

Informal feedback from beneficiaries and staff is considered while implementing programmes and plans adapted to deal with immediate concerns. More formal evaluations of programmes are also carried out regularly, usually at a midway point and upon completion of a programme. Formal evaluations are also often required by funders at the end of a specific project or period of financing. These evaluations may be carried out by internal or external evaluators, and can include formal and informal interviews, review of documents, observation, and participant observation.

1. Designed by Christine Goutet: panay@chaski.unsaac.edu.pe

**FIGURE 1. ANDES' ORGANISATIONAL CHART**



**Consultative Committee:** is made up of the indigenous founders of the organisation and two representatives of each Indigenous Biocultural Heritage Area, generally elders who are widely respected for their understanding of traditional knowledge. They meet once a year to evaluate and redefine ANDES' progress and direction.

**Executive Committee:** is made up of the Executive Director, Programme Director, Administrator and a legal representative. This group directs the general operations of the association, ensuring that it follows the principles, mission, and objectives as laid out in organisational documents. The responsibilities of this committee include personnel management, fundraising, representing the organisation and promoting innovative institutional changes, as well as approving budgets and work plans.

**Administration.** ANDES has an efficient and transparent system of administration and accounting run by trained and competent staff. This system is supported by the use of a computer accounting system designed in Cusco<sup>1</sup> and used by most NGOs in Cusco, and aids ANDES in its decision making. The Administration includes an administrator, an accountant, and an office assistant. The organisation also regularly hires the services of an auditing firm. The duties and responsibilities of the administration include the organisation and administration of ANDES' assets and finances, following the norms and internal policies of the association. It also provides logistical support for the organisation's activities and programmes.

**Advisory Committee:** This committee is made up of a group of notable national and foreign people who advise the association on technical matters and lend their name to give credibility to association's activities and fundraising efforts.

**Programme Committee:** This committee is in charge of managing the organisation's plans and programmes and advises the Planning and Monitoring Committee. The Programme Director, as head of this committee, works in close collaboration with the Executive Director, the Administration and the individual Programme Coordinators.

**Thematic areas:** ANDES' programmes and projects are implemented under four thematic areas (described in the next section). Each thematic area is staffed by a co-ordinator and technical support personnel including technicians with formal training in the area, and community technicians recognised for their expertise in the area. Each area working group is responsible for the design and implementation of work plans, and the logistical coordination involved.

Responsibilities of the members of the thematic areas include planning and implementing the projects; monitoring the specific impacts of the projects and evaluating the results; generating new information (reading, analysis and internal dissemination of information related to the area of work area); monitoring and promoting new concepts, ideas, approaches, and diffusion of results of the programmes; creating specialised databases; writing articles; systematising methodologies; and writing reports.

**Planning and Monitoring Circle:** ensures that the different programmes and activities that are being carried out are tied to and mutually support ANDES' mission and objectives.

# Thematic areas

A list of all the major projects carried out by ANDES is contained in Appendix 1. Here we describe ANDES' four thematic areas.

## Area 1: Policies and rights related to the control and use of genetic resources and biodiversity

This area develops strategies and tools, and identifies priorities for action, for the effective and appropriate participation in national and international fora of indigenous representatives in formulating policies and rights related to natural resources, biodiversity, biological and genetic resources, intellectual property, traditional knowledge and folklore.

This area of work also includes studies on governance, and the introduction and control of new, appropriate technologies that affect the administration of living landscapes; the conservation and sustainable use of genetic resources in agriculture, nutrition and local health; the knowledge and practices associated with traditional innovation systems; challenges within the systems of intellectual property and biopiracy; and the themes of biodiversity, natural resources and the rights of indigenous communities. This area of work also focuses on creating and implementing tools, strategies and actions for the establishment and recognition of the rights of indigenous communities to their knowledge, practices and traditional innovation systems as well as the biological and genetic resources associated with this knowledge. To this end, ANDES uses local customary laws and the collection of rights already recognised for indigenous people at the national and international levels.

Thematic axes in this area include politics and participation in international treaties and negotiations,<sup>2</sup> policies and models of conservation of indigenous communities, local protocols, alternative systems of protection of knowledge, practices and traditional systems of innovation, monitoring of biopiracy, local registries, repatriation of genetic resources and Andean conservation areas. Tools of defence used include participation in round table discussions, reinforcement of local practices of solidarity and reciprocity, and implementation of norms for the administration of communal property.

### Specific objectives:

- To promote knowledge on local, national and international policies affecting the access to and use of biodiversity.
- To inform civil society on national and international processes, negotiations and treaties, biotechnology, and biopiracy as it relates to Andean resources and knowledge.

2. Convention of Biological Diversity, United Nations Framework Convention on Climate Change, Convention to Combat Desertification, World Intellectual Property Organization, the United Nations Food and Agriculture Organization (FAO), World Commission on Protected Areas, etc.

- To promote and support the participation and access of indigenous communities to the processes of control over biodiversity and traditional knowledge.
- To influence and to sensitise governmental, nongovernmental and private institutions on the rights, expectations and priorities of indigenous communities.
- To create and implement tools, strategies and actions to ensure the recognition and establishment of the rights of indigenous communities.

## **Area 2: Community management of indigenous biocultural heritage areas (IBCHAs)**

This area is focused on the design, application and evaluation of strategies and models of conservation and sustainable development, based on the customary administration of biodiversity and natural resources, the use of traditional knowledge, practices and innovation systems. It promotes and supports the establishment of Indigenous Biocultural Heritage Areas (IBCHAs), strengthening local capacities that allow for their self-development. This area also develops practical guidelines, concepts, ideas, approaches, methods and tools to be used in the process of community management of biological and cultural resources, landscapes, and conservation areas.

It promotes ecosystem evaluations and exchanges of experiences between communities focusing on the protection and sustainable use of local cultural resources, knowledge, practices and innovations, and opportunities for economic development within the communities. To this end, ANDES works with government agencies, civil society and the private sector.

Thematic axes in this area include the concepts and approaches of adaptive management, co-management, traditional knowledge, and customary laws. Ecosystem evaluation and identification of components and tendencies have been carried out using participatory mapping, economic and ecological zoning, and the valuation of biodiversity. The park management is based on the formation of an association of communities within the park, and a community management plan.

### **Specific objectives:**

- Promote social reflection on concepts of management and co-management of resources.
- Evaluate and analyse the actual state of ecosystems, their components, interrelations and tendencies.
- Design and implement models of communal management of natural resources, with emphasis on the creation and application of opportunities for sustainable development in indigenous communities.

## **Area 3: Strategies for food security and health**

This area of work promotes local food systems based on local strategies of production, distribution and sustainable consumption of foods, and the health systems that

contribute to a healthy life and harmony with nature. These systems are sustained by the culture, knowledge, practices and traditional systems of innovation associated with agriculture, nutrition and health, as well as the customary approaches to the management of biodiversity and natural resources.

ANDES attempts to support the rights of indigenous communities to define their own policies and to reinforce the existing bonds between the nutritional, health and food systems and the economic, educational, linguistic and spiritual elements of indigenous societies.

Thematic axes in this area include agro-ecotourism and strategies for maintaining ecosystem goods and services; food diversification through the use of greenhouses, and promotion of the use of Andean crops; programmes for health and nutrition which involve the conservation, processing and marketing of medicinal plants and natural products; accessing local monetary and barter markets, and international markets; and promotion of traditional agriculture using terraces, irrigation, pest control and complementary plantings.

#### **Specific objectives:**

- To create processes of reflection that explore and raise awareness of concepts, processes, and themes related to food security and health.
- To design and implement strategies that facilitate the dignified and sufficient access to food and health in order to provide a better standard of life.
- To create capacities to protect and improve health and local food systems.

### **Area 4: Communication, education and training**

This area involves the implementation of ANDES' communication strategies; the production of educational and training materials for the activities of each of the thematic areas of work; the training of local groups in communication strategies and techniques; the management and maintenance of the Intranet and Internet sites and audio-visual equipment, and the promotion of ANDES' activities at local, national and international level.

The communication strategy combines modern and traditional models and is based on the values of indigenous culture. The focus is on community education and public awareness of new themes of importance for the rights of indigenous communities, and the promotion of ANDES' activities. Tools include a web page, interest lists, publications, information campaigns, seminars, workshops, conferences, press conferences, press releases, videos, learning groups as well as art, music and theatre.

This area is also in charge of bilingual and intercultural education and literacy programmes, and the development of educational materials. It also co-ordinates local training groups, community exchanges, training of community technicians, and support for community organisations in the creation of technical and human capacity. All

training programmes are based on traditional educational practices, language and culture.

Thematic axes include communication processes and methodologies, epistemologies and construction of knowledge and science, as well as communication tools and techniques including audio visual, multimedia, print materials, and cultural expressions.

### **Specific objectives:**

- To study, systematise and promote innovative processes of communication based on the principles of the institution, and objectives of the Thematic Areas 1, 2, and 3.
- To analyse the processes of knowledge construction (traditional and contemporary "western") and design new processes and tools within the thematic axes of interest.
- To sensitise the general public to important themes in each of the areas of work.
- To train local institutions in strategies and processes of internal and external communication.
- To promote bilingual and intercultural education.
- To promote ANDES and to publicise the results of research and projects.
- To reinforce the training of ANDES members in the important themes in each of the areas of work.
- To create publicity and communication materials for ANDES.
- To support the implementation of independent forms of communication in indigenous communities.
- To maintain and update ANDES' equipment according to needs and objectives.

## Factors contributing to ANDES' success

### **Organisational factors**

**Dedicated staff:** ANDES' staff includes a number of individuals who are dedicated to the objectives of the organisation, and who are willing to work with or without funding when necessary. This dedication has been critical to the ongoing functioning of ANDES: in the beginning there was no funding for salaries or materials, and this situation often occurs between projects too.

**Diverse experience:** ANDES' staff also has valuable experience in a wide range of areas including education, health, law, administration, evaluation, international processes, negotiations and treaties. This variety has been extremely important in integrating different themes, areas of work, and objectives into single programmes, and especially in the establishment of the Indigenous Biocultural Heritage Areas.

Many of the innovative ideas used and implemented by ANDES came from Director Alejandro Argumedo, and grew out of his participation in numerous international fora on

indigenous rights, conservation, traditional knowledge, and genetic resources. The combination of experience and knowledge gained from such participation allowed the ideas to be combined in new and interesting ways. Participation in these fora also allowed for the diffusion of information about ANDES' activities and projects, and often presented opportunities for participation in new programmes. In addition, the linking of international policies which affect indigenous peoples to local learning and action provides important lessons in the effectiveness and possible applications of such policies.

**Community participation:** The leadership and participation of indigenous communities have been critical to ANDES' success. Indigenous communities have been receptive to information and training on protecting their resources and knowledge, and they have proven themselves very capable of understanding, reflecting on, and comparing this knowledge to their traditional knowledge. They have also provided leadership in implementing programmes for conservation, repatriation of resources, and horizontal learning. In projects such as the construction of greenhouses and a plant processing centre, the communities provided direction in terms of location and appropriate technology, as well as materials and labour. In addition the communities provide direction for modes of participation based on their previous experiences (both positive and negative) working with NGOs. Their enthusiasm for certain themes and activities was also important for the success and replication of many of ANDES' activities.

**Strategic alliances:** Alliances have been forged with numerous national and international organisations and government institutions, allowing a continuous process of learning and improvement of programmes and actions. ANDES has worked with the International Potato Centre, the *Universidad San Antonio Abad de Cusco*, the *Asociacion Regional de Productores Ecologicos del Cusco* (ARPEC), Peruvian Society for Environmental Law (SPDA), *Asociacion Chirapa "Centro de Culturas Indias"*, the ETC Group, the International Indigenous Forum on Biodiversity, the Call of the Earth Group, and the Indigenous Peoples' Biodiversity Network. These alliances have been particularly useful for monitoring international and national policies related to environment, development and indigenous peoples. They are also critical for creating resistance to national and international market pressures and political interests, as in the case of the alliances formed around specific issues such as terminator technology, genetically modified organisms, privatisation of indigenous lands, and a proposed free trade agreement between Peru and the US.

## Funding

**International profile:** Much of ANDES' funding has come as a direct result of the association's participation in international fora on indigenous rights, conservation and traditional knowledge. The personal relationships which developed with funders through this participation were instrumental in securing financing for ANDES. These experiences allowed ANDES' plans to be made known to an audience with similar views, concerns and aims. Often funding offers were made based on an interest in the previous or current work of the organisation, and then project proposals were developed in cooperation with the potential funders. This approach is generally more successful than sending anonymous proposals to funding agencies or charities.

**Novel programmes:** The fact that ANDES' programmes often combined familiar themes in new and novel ways is also likely to have been a contributing factor in the organisation's success in attracting funding. The novelty of the programmes meant that ANDES was often invited to present its work at international conferences, thus attracting international interest and making its work attractive to funders of conservation and development projects and research.

## Policies and other factors

**Appropriate policy framework.** The very existence of policies to protect indigenous rights, biological and cultural resources, and to promote traditional knowledge has been an important enabling factor for ANDES' work. These policies allow for the promotion of indigenous actions and programmes with the recognition and support of international or national laws. The Traditional Resources Rights framework is the bundle of policies and laws that ANDES uses to promote such actions.

The fact that some international policies were being developed or reviewed parallel to the execution of some ANDES projects on similar themes is another enabling factor. Participation by ANDES staff in the development or review of such policies allowed for ANDES' work to be considered as a model for policy implementation, or to serve as a critique for other international policies and practices. This is the case for the Potato Park model, which has been featured as a *sui generis* (of its own creation) system for protecting traditional knowledge, innovations and practices at the World Intellectual Property Organization (WIPO) and Convention on Biological Diversity (CBD) processes, and also for the Repatriation Agreement for Native Potatoes signed by the Potato Park Communities and the International Potato Center.

# Institutional challenges

## Organisational challenges

**Combining traditional and modern ideologies:** One of the greatest organisational challenges ANDES has faced is due to choices in principles and approach. ANDES attempts to integrate formal and informal technical staff, methods as well as traditional and modern ideology and practices. This has involved considerable work to sensitise both ANDES staff with a more urban background and formal professional training, and experts from indigenous rural communities with informal training, experience, and expertise.

Sometimes project progress has been very slow, as ANDES personnel attempt to adapt methodologies and materials to integrate the different values and worldviews. The fact that the work is making these new links means that there is no blueprint to follow, and few models to learn from. Of course, mistakes have been made, and lessons learned along the way. For example, when trying to set up a community group to manage the conservation of local resources, ANDES attempted to avoid local politics and political leaders and inadvertently set up a parallel power structure, competing with traditional

community leaders. The problem was quickly recognised and corrected, and community presidents became an important part of the management team.

**Persuading communities to work together:** Attempts to create a community association to manage a large area and resources also presented difficulties. It was initially a challenge to obtain cooperation between numerous communities and individuals with competing interests, and a history of clashes over land, community boundaries, resources, and personal disputes. However, in the case of the Potato Park, since the communities had worked together before, they were willing to try to negotiate a new relationship within the framework of the conservation area. This model has been helpful in convincing other areas to work with an association of communities as well, although there are always some hurdles to overcome in persuading such large numbers of individuals and communities to work together and come to a consensus.

**Weak educational system:** Another organisational challenge is created by the weakness in Peru's education system. Some of the people ANDES works with have very little formal education, and many are illiterate. They may have a great deal of technical knowledge, but cannot read or write well. Among the high school graduates and even university educated individuals, there is still a tendency to have very weak writing and analytical skills. Few staff members are able to write project proposals, or descriptions of project methodologies, activities, or results for project reports. This means that a couple of regular staff and many foreign trained people end up trying to fill this requirement. They are often not the people who have been directly involved in carrying out the project, and must find ways of gathering all relevant information to write the reports. Ideally, those directly involved in the projects would be the individuals documenting the work. For major research projects, often foreigner volunteers or graduate students are recruited to do the research because of their superior writing ability. There are also some attempts to provide training and professional development for staff to address weaknesses in ability and skill.

**High staff turnover:** Since some of the researchers and staff are volunteers or graduate students, there is a high turnover rate among those individuals. This creates another challenge for ANDES. The loss of continuity in staffing means that we spend quite a bit of time and energy in orientation and training for new staff. This lack of continuity in staff also applies to turnover in the management team of the conservation areas. We must look for ways to ensure a smooth transition from year to year, and to see that knowledge and experience gained through exchanges, training programmes and service on committees is transferred in the most efficient way possible. In addition, we are looking at a more efficient and useful way of tracking and storing research findings and reports.

## Funding

**Lack of funding for project development:** Initially, ANDES received no funding for project development or for consultations with communities about the possibility of collaborating on conservation or development projects. Some of the early project funding was for research or feasibility studies, only providing funding for researchers outside of the communities being researched. This made it difficult to attract communities to participate, as they saw little benefit for themselves. Lack of funding for project

development continues to be a limiting factor in ANDES' work, and funders typically underestimate the time and personnel necessary for adequate consultation and participatory approaches to planning and implementation of programmes, particularly with isolated communities where transportation and communication are difficult.

**Lack of core funding.** Even after project funding had been provided for building greenhouses, establishing learning groups and training programmes, ANDES still struggled to pay basic office expenses and salaries. The lack of institutional support has been and continues to be one of the biggest challenges for ANDES. The organisation typically has to pay office rent, electricity, administrative salaries, office supplies and equipment, transportation, and publicity materials with the 10% administration fees included with most projects. ANDES is obliged to contract permanent staff in a way that gives them social benefits such as pay for services rendered, vacation pay, and health insurance. However, lack of funding obliges ANDES to hire staff on short term contracts without the corresponding benefits.

Often funding institutions require a contribution on the part of the organisation receiving the funding, or matching funds. This is usually a great challenge for ANDES, as they do not have a way of generating such funds. Other expenses which are expected to be paid by the organisation such as audit fees, publicity materials or equipment repair costs are regularly a problem for ANDES, again due to a lack of funding for the operation of the NGO.

The problem of lack of institutional support is magnified when ANDES finds itself between projects, with no funding at all. It is still necessary for the organisation to maintain the office, basic staff, and a minimal level of service in the communities where work is being carried out, as well as continue to prepare project proposals. At such times, ANDES, and even individual staff members, often end up in debt, borrowing from banks, relatives, or friends, in order to maintain the organisation until new funding is received.

**Meeting funders' demands:** Funders typically evaluate programme results through short term visits, written reports and audited financial statements. The processes involved in consultations, participatory planning or dealing with intra or intercommunity conflicts cannot generally be seen in the visits and must be described in the reporting phase. These processes can be time consuming, and also interfere with reporting on the time schedule requested by funders. In addition, formal economic reporting models can create difficulties in rural settings where economic transactions are usually made without receipts, bartering is common, and it is a challenge to put a monetary value on in-kind contributions of materials and labour from local communities.

**Regional marginalisation:** Another funding challenge is a lack of national support. One reason for this is an extreme centralisation of resources in Peru. Most government funds are spent in the Lima area. A small number of NGOs receive the majority of the international cooperation funding which is channeled through the government.

**Dependence on personal relationships.** One of the factors supporting ANDES' receipt of project funding is the personal relationships developed with people in charge of dispersing funds. But this can also be a challenge, for example when a project is developed with an individual who is committed to funding the proposal but who then moves to another job before the funding is allocated.

## Policies and other factors

**Political co-option:** ANDES' projects have generally received little support from the Peruvian national government or from other national institutions. That may be in part because some ideas and actions did not fit within the existing legislation and models. However, once the ideas were recognised internationally, they became more attractive in Peru as well. That acceptance also presented challenges for ANDES. Ideas that had previously not been accepted became popular, and government and non-governmental agencies adopted them, even trying to implement them in the same areas that ANDES is working. In the case of the Potato Park, community members were even offered money to work with other organisations instead of with ANDES. Awareness among ANDES technicians and other community members of the benefits of working together in a programme which integrates the management and conservation of local resources has helped to convince people to continue to work with ANDES and the Association of the Potato Park in many cases. Also the inter-community agreement for just and equitable benefit sharing which is currently being negotiated will attempt to ensure that all development and conservation projects undertaken by communities in the Potato Park will work to strengthen the park structure, rather than create conflicts between individual communities.

**New NGO law:** Another political challenge is being faced by all NGOs in Peru because of a recently passed national law obliging all NGOs receiving international financing of any kind to register with the government office in charge of international cooperation. This law gives the Peruvian government unprecedented rights to decide what kind of projects will be carried out and which NGOs will be allowed to operate within the country.

**Working outside existing policy frameworks:** ANDES' attempts to work outside existing policy frameworks can raise challenges in a number of areas. Existing national and international policies support the rights of indigenous communities to their biological resources and culture. Other agreements promote the conservation of biological resources. However, the establishment of Indigenous Biocultural Heritage Areas does not fit within the existing national parks system. The Potato Park and the Vilcanota Spiritual Park, although already functioning as conservation areas, have not been recognised as protected areas as yet. Another example is attempts to protect intellectual property rights outside of the existing patent system through the Potato Park model and the Local Biocultural Registers. ANDES includes political action and lobbying as an important part of its activities, and attempts to influence local, national, regional and international policies which affect indigenous rights.

## ANDES' achievements

ANDES' projects and work plans include indicators along with the stated goals and objectives of each project. These indicators are used to evaluate and assess progress, and for use in the final reports on all projects carried out by ANDES.

Examples of indicators or outcomes used to define success in ANDES' work are: local or international workshops organised and attended, individuals trained in a specific skill, research results published, increased community awareness of international agreements affecting indigenous rights, governance structures set up and operating, and products sold by an indigenous economic collective.

## Environment

In the past few years, ANDES has become recognised nationally and internationally in the area of indigenous people's rights to genetic resources, traditional knowledge and the conservation of Andean crops and Andean landscapes. ANDES developed the innovative concepts of Collective Bio-cultural Heritage and Indigenous Biocultural Heritage Conservation Areas, a holistic conservation-development model that conserves biodiversity while protecting indigenous rights and local culture. The IBCHAs combine the sustainable use of agro-biodiversity and the landscape, development of new strategies for local livelihoods and the reduction of poverty.

The Potato Park near Pisac is the first model of an IBCHA. This park brings six Quechua communities together to protect a 12,000 hectare area as a micro centre of origin of the potato and other native Andean crops characteristic of Andean food systems. Based on that model several others are being developed, including the Lucre-Muyna Conservation Area, whose wetland has recently been named a Ramsar site thanks to the petition by ANDES and the local communities; the Ausangate Spiritual Park; and the Andean Camel Communal Park of Cotarusi (see Map 2).

In each of these IBCHAs, efforts are being made to identify species at risk so they may be protected and reproduced. Other species have been reintroduced, as in the case of the repatriation of over 400 varieties of native potatoes from the CIP gene banks to the Potato Park communities.

Botanical gardens have been created in the Potato Park in order to ensure a steady supply of medicinal plants for the processing and sale of natural products by the Sipaswarmi Medicinal Plants Collective. The use of the botanical gardens creates awareness of the need to protect the native species, and allows for the processing of medicines and other natural products without damaging the environment or over-harvesting wild plants.

In December 2005, ANDES' Potato Park agro-tourism project received the Cambie Environmental Conservation Award for the most eco-friendly and innovative project of its kind in Peru.

## Poverty alleviation

ANDES' projects have been able to combine conservation objectives with poverty alleviation strategies. All of the IBCHAs being established in the region include programmes for local sustenance based on the sustainable use of local biological resources and landscape.

Ecotourism is an option being implemented or explored in all areas, focusing on the specific biological and cultural resources of the area. Importantly, these programmes are

## BOX 2. EMPOWERING LOCAL WOMEN

The Medicinal Plants Programme began with a training programme for young women identified by their communities as having limited access to health and education services. The training included literacy, maths, computers and business. They also received training from community technicians knowledgeable about processing local medicinal plants. These young women gained valuable skills, and increased their options for employment. The production of natural medicines based on traditional knowledge has been responsible for restoring pride in the resources and knowledge of the women and their communities. This is evidenced by the increased use of natural medicines in the area, and by a renewed interest among local youth in the knowledge of their elders. The use of these natural products also provides low cost, effective medicine to people who have very little cash income. Some women who participated in the programme are currently involved in processing and selling natural products cultivated and harvested using sustainable practices, providing additional income for their families.

The Video Collective has been involved in documenting biological resources and associated traditional knowledge, creating databases and recording the evolution of the various programmes and conservation areas. This group has received training in the operation of audio-visual equipment, including video cameras and computers. There has been increased self-esteem among this group, witnessed by their participation in community activities and their training of women in other conservation areas. This training has also provided income generating opportunities for the women, who are hired to document conferences, workshops, agricultural and tourist related events, and prepare video documentation for reports or publicity.

being managed by local communities for local benefit, rather than by urban Cusco-based tourism companies which previously managed most of the tourism in the area.

The Potato Park is implementing an agro-ecotourism programme, highlighting the incredible diversity of native potato varieties, and also including other Andean grains such as quinoa and kiwicha. Walking trails celebrate the character and history of the Andean landscape, a restaurant uses local food crops, and an interpretation centre explains local agriculture and associated traditional knowledge. Income is generated through tours, sales in the restaurant and through the sale of crafts and medicinal plant products. Local economic collectives manage each of the areas, under the umbrella of the Association of the Potato Park. The park is in the process of applying for a collective trademark which will help promote its products.

The Lucre-Munay Conservation Area has an ecotourism programme based around the wetland area and the diversity of bird species, including important endemic species, found in the area, as well as the Andean landscape and Inca historical sites.

The Ausangate Spiritual Park is initiating an ecotourism programme based on the traditional cultural and spiritual values of the Q'ero people who inhabit the area and their close relation to Mother Earth and the mountain gods, or Apus. This area celebrates the Andean landscape, as well as the presence of one of the most sacred mountains in the Andes, the Apu Ausangate. Each year thousands of national and foreign visitors make a pilgrimage to this site. Local communities hope to protect the area and its unique

ecosystem, maintain cultural and spiritual traditions, while benefiting from the tourism that does reach the area.

## Empowerment of disadvantaged groups

Indigenous people in the Andes are marginalised, have limited access to education, health services and employment opportunities, and are among the poorest in the country. Women are often even further marginalised, and this group has been the target of some of ANDES' projects in the area. Two women's groups which have been particularly successful in empowering women in the Potato Park are the Sipaswarmi Medicinal Plants Collective and the Tijillay T'ika Women's Video Collective (Box 2).

ANDES' empowerment of disadvantaged groups has not been limited to women's groups. In the Potato Park, the creation of the Potato Repatriation and Seed Development Cooperative has led to the reclaiming of rights to biological resources traditionally managed and held by Andean communities. The International Potato Centre (CIP) had previously collected potato seeds from the area of the Potato Park, and held those resources in their gene bank. Community members remembered this as an infringement on their rights. Therefore, when ANDES suggested that they may have a right to reclaim varieties previously taken from their communal lands, the community members quickly rallied around that cause, and successfully petitioned CIP for the repatriation of more than 400 varieties of native potatoes, which are now being farmed and shared in the communities of the Potato Park, as well as in other Andean communities, according to traditional norms and customary laws regulating the sharing of resources and knowledge.

All of the IBCHAs being established by ANDES include the formation of Community Associations to collectively manage the biological and cultural resources of their communities. The formation of these groups includes extension training and awareness raising related to national and international policies governing indigenous people's rights to their biological and cultural resources, customary laws, biopiracy, and conservation initiatives. Being aware of their rights is empowering to indigenous communities, in that they can now more easily protect and claim their rights. To that end, ANDES has also supported and encouraged the participation of indigenous people in national and international processes and negotiations affecting their rights.

## Influencing policy and setting precedents

The participation of ANDES and members of local community groups in national and international fora related to indigenous rights, conservation initiatives, landscape management, traditional knowledge, and biodiversity has not only empowered local communities, it has influenced the way such legal and policy tools are developed and implemented.

ANDES has been actively involved in the development of international environmental and human rights policies related to indigenous peoples in fora such as the CBD, WIPO, FAO, UNWGP (UN Working Group on Indigenous Populations) and IUCN (World Conservation Union), among others. ANDES has also been actively involved in campaigns against the ownership of life forms including medicinal plants, food crops and human genetics, as well

as indigenous knowledge. ANDES has teamed up with communities participating in the international debate about conservation strategies and protected areas in fora such as the World Parks Congress and the World Conservation Congress. ANDES has also provided case studies and reports to UN bodies on issues such as traditional knowledge and terminator technologies, outlining the threats posed to indigenous culture, livelihoods and regional biodiversity. In addition, ANDES has been asked by the CBD and WIPO to present the Potato Park model as a model *sui generis* system for the protection of traditional knowledge. The Potato Park-CIP agreement has become a case which various law faculties in the region use to teach environmental and human rights law.

At the national level, ANDES has had input into laws which affect the protection and access to traditional knowledge, and biological and cultural resources of indigenous people, such as the national law for the protection of traditional knowledge. ANDES and the communities of the Potato Park proposed and lobbied for the establishment of the "National Day of the Potato", which was enacted by the former government and is now celebrated on May 30. This initiative was later used as a springboard for the establishment of the UN international year of the potato in 2008. ANDES is currently involved in the process of implementing local biodiversity registers, the revision of the national protected areas system, the establishment of criteria and indicators for biocultural geographical indications, the establishment of criteria for the establishment of food security corridors and developing guidelines for agroecotourism.

ANDES' work, in particular the establishment of the Potato Park and other biocultural heritage areas, has been recognised as innovative in several respects. The biocultural heritage concept, agro-biodiversity as a focus of conservation, the rights-based approach to development and conservation in indigenous communities, the incorporation of customary laws into management of a conservation area, the use of biocultural registers and the use of horizontal learning processes have all been recognised as models for other communities and are being reproduced by others in Peru and elsewhere in the world.

## Conclusions

ANDES has demonstrated a great deal of dedication to the protection of the environment, alleviation of poverty, and protection and promotion of indigenous people's rights. Several innovative ideas and actions have resulted from this dedication and cooperation with local indigenous communities. We hope that some of the valuable lessons learned through ANDES' experiences will be useful to other NGOs, and may influence funding of development and conservation projects in the future.

The linking of traditional knowledge, practices and innovations of indigenous peoples with modern knowledge systems and national and international policies and laws has led to new models of conservation, development and protection of rights. ANDES continues to work towards new, sustainable models of protection of Andean landscapes, biological and cultural resources in ways that empower and provide economic opportunities for indigenous communities. Funders of development projects often select

concrete, economic development projects for funding, and implement these projects in isolation from other aspects of development.

*We would like to impress upon funders the importance of holistic protection of indigenous knowledge, rights and governance structures for effective management and conservation of biological and cultural resources. Under a holistic management plan, the individual economic development and conservation projects are able to use traditional knowledge and indigenous worldviews to effectively meet the goals of development and conservation projects.*

A centralisation of services and resources in Lima, and a lack of national support for ANDES projects continue to constrain the effectiveness and replication of lessons learned. However, some recognition and acceptance of ANDES' work is occurring, and will likely enable future cooperation and expansion, although the implementation of Peru's new law on NGOs mentioned above is likely to set the situation back.

*We encourage organisations and governments which provide bilateral aid for development projects to lobby the Peruvian government to repeal this law. In addition we hope that international organisations will attempt to finance small local organisations to carry out development work, and not just finance governments to carry out or contract out this work. Providing the funding directly to governments allows the funds to be hijacked for political aims, and limits the ability of local organisations to carry out work which is not considered a priority by the government of the day.*

A general lack of financial support for ANDES as an NGO also continues to be a challenge for the organisation, and will also be a challenge for the community associations which have been formed to manage the community conservation areas. Specific project funding will support the organisations in part, but shortfalls will likely continue, especially when ANDES is between projects and searching for new funding.

*We encourage funders of development projects to consider the importance and impact that small local organisations can have in the areas of conservation and development, and to allocate funds to maintain such organisations in their attempts to carry out work in indigenous communities. In addition, adequate funding for such organisations should consider the need to provide reasonable social benefits for employees, such as insurance in the case of accidents, health insurance, and vacation pay.*

Much of ANDES' work has involved action-research projects. These projects have provided a great deal of valuable information and knowledge about indigenous communities. The implementation of that knowledge for the benefit of indigenous communities is also important. *We urge funders to consider the importance of the implementation stage of any research findings so that the knowledge doesn't remain only theory in university or intellectual circles, but becomes useful to the communities involved in the research. The possible benefits of implementation and follow-up to initial projects include not only economic benefits, but also improved quality of life, environmental protection, education, health, empowerment and recognition of rights.*

ANDES' work is efficient, effective and sustainable in large part because of its focus on empowerment and training of local communities and the participatory approaches to programme planning, development and implementation. The holistic approach to

protection of traditional knowledge, rights to resources, land and development is also key to that success. The empowerment of local indigenous communities will continue to affect national and international policies and practices as indigenous peoples continue to participate in processes and negotiations which affect their rights. The integration of indigenous beliefs, knowledge, practices and innovations with modern systems of knowledge and policy-making can have profound implications for the way governments and other organisations interact with these communities. An increased desire to protect the health of our Earth, along with the mutual understanding and respect among different societies which can result from such interactions can be of enormous value both for indigenous communities and for the world as a whole.

#### APPENDIX 1: LIST OF ALL MAJOR ANDES PROJECTS

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YEAR	PROJECT	DONOR
1996	Network of Indigenous Communities and Biodiversity	Cultural Survival Canada
1997-1998	Establishment of a Network of Indigenous Communities and Development	DANIDA
1999	Traditional Quechua Phytogenetic Knowledge and in-situ Conservation of Agricultural Biodiversity in an Epicenter of Megadiversity of the Potato ( <i>Solanum tuberosum</i> Sp) in the South of Peru	Indigenous Knowledge Program (IKP)
2000	Local Protocols for the Protection of the Rights of Indigenous Communities Related to the Conservation and Sustainable Use of Agrobiodiversity.	IPGRI
2000	Conservation and Sustainable Development of the Wakarpay Wetland	Society of Wetland Scientists
2001	International Workshop: "Dialogue On Commerce, Intellectual Property and Biological and Genetic Resources in Latin America"	(Cepal) Quaker Office of the United Nations of Geneva (QUNO)
2001-2006	Sustaining Diversity and Local Livelihoods: Decentralisation and Capacity Building, the Adaptive Management of Agricultural Biodiversity and Local Food Systems.	International Institute for Environment and Development (IIED)
2001-2002	Sustainable Development and Food Security in the Andes	Rockefeller Foundation

YEAR	PROJECT	DONOR
2002-2004	Sub-Global Ecosystem Assessment in the Vilcanota Region of Peru	ICLARM – Millennium Ecosystem Assessment (MEA)
2002-2006	Indigenous Peoples and Primary Health: Education and Training of Young Women on Medicinal Plants	Winged Horse Trust (WHT)
2002	Regional factory of "Payment by Environmental Services"	Independent university of Barcelona
2003	Ecotourism and Conservation and the Sustainable Use of the Resources of the Wakarpay Wetland	IUCN – Holland
2003	Local Protocol for the Protection of the Rights of Indigenous Peoples to the Knowledge Production related to the Conservation and Sustainable Use of Agro-biodiversity	OXFAM Netherlands (NOVIB)
2004	Traditional Knowledge Related to Insects Associated with the Cultivation of the Potato in the Potato Park (Pisac, Cusco)	International Institute for Environment and Development (IIED)
2004	National Consultation of Natural Sacred Sites	IUCN
2005	Determination of Natural Enemies Associated with Quinoa	Conservation, Food and Health
2005-2006	Promoting Agro-ecotourism for the Conservation and Sustainable Use of Agro-biodiversity, the Character of the Andean Landscape and Reduction of Rural Poverty	CARIPO Foundation

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SABL is part of the Natural Resources Group (NR Group) at IIED, which encompasses two other programmes: Drylands and Forestry and Land Use. The NR Group and its partners work to enable greater participation of marginalised groups and to promote more sustainable and equitable patterns of land and natural resource use. We build partnerships, capacity and wise decision-making for fair and sustainable use of natural resources. Our priority is the control and management of natural resources and other ecosystem services by the people who rely on them, and on the necessary changes needed at international and national level to make this happen.

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