

ReSA Program: strengthening the bases of food security in the rural sector

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ReSA Program: strengthening the bases of food security in the rural sector

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PRESENTATION

Diego Andrés Molano Aponte

*High Counselor of the Presidency for Social Action and
International Cooperation- ACCIÓN SOCIAL*

After eight years of having implemented in the country the model of the Red de Seguridad Alimentaria- ReSA of the Presidential Agency for Social Action and International Cooperation- ACCION SOCIAL, to contribute to decrease hunger and improve food security, and having executed, to July 31, 2010, 418 projects in the 32 Departments and 1,003 Municipalities for a total of 248,364.7 million, it has been the desire to revise the intervention model and strengthen the Program..

The foregoing is fundamental because the Program was born with a completely rural approach, seeking change in the attitudes of the small producers concerning the use of land, so that they could go back to purchasing at the farm, as a support strategy to the main economic axis. In time, and given the acceptance of the Program, it was decided to expand it to the poor population of the big cities and to the gardens of the houses in the small municipalities, giving birth to Urban ReSA-, starting from the fact that the problems of poverty and hunger were not only limited to the rural sector.

Later, and as a result of the different evaluations made to the Program, to the team conforming it and of the concerns of the families participating in the projects, the need arose to create the ReSA - Cuna (from Spanish Culinaria Nativa-[Native Culinary]) line, as a tool which would allow emphasizing the nutritional status of the families, strengthening the axis of food consumption.

These same evaluations also gave origin to the ReSA -Maíz y Fríjol line (corn and beans line), as a strategy to strengthen food production for self reliance, in accordance with the strategy of the National Government to enforce and promote traditional planting of native products.

On the other hand, the impact which the model has generated at a national level has transcended to the international scenario, turning into

an opportunity for South- South Cooperation, becoming, occasionally, an example for those countries where the intention of having the dynamics to improve food and nutrition security in their countries is just materializing.

In this understanding, ACCION SOCIAL started the revision of the ReSA Model in order to evaluate its strengths and weaknesses and to visualize prompt changes to the current contexts and dynamics, not only at the national level, but also at the international level, which allow to consolidate even more, the leadership and responsibility that Colombia has had in the issues of food and nutritional security.

ACCION SOCIAL reaffirms its commitment to reduce of hunger and malnutrition. Here is where this exercise becomes more valuable, nurturing the process of managing knowledge, in order to improve our interventions and offer a strong contribution to Good Government and Social Prosperity.

EXECUTIVE SUMMARY

The FAO contracted with Fedesarrollo the consulting study "Update and Conceptualization of the Food Security Network (from Spanish Red de Seguridad Alimentaria) Intervention Model." The purpose of this study is to revise the current intervention model of the Red De Seguridad Alimentaria- ReSA and to propose the adjustments necessary to secure and strengthen the results obtained until now.

At the beginning of this decade, facing the food and nutritional problems affecting an important number of rural households, the national government, through Acción Social, created the Programa Red de Seguridad Social-ReSA. The objective of the Program is to help rural inhabitants, especially those vulnerable or affected by violence, to improve access to food and this way reach higher levels of food security. Specifically, the Program offers to apply, in the households of agricultural producers, a food production strategy for self-reliance¹.

In its seven years of existence, the ReSA Program has executed a total of 418 projects, distributed in the 32 departments of the country, and has benefited a total of 865,461 families corresponding to 4,137,736 participants. The total investment in these projects has been 248,365 million pesos. Additionally, the different evaluations and studies performed during the seven years of existence of the Program show that indeed this Program has been able to impact the main objectives which the ReSA has established.

Because of the way that the ReSA Program was organized and developed originally, it resembled an Intervention Model in which the food² produc-

¹ Self reliance is a term which refers to building individuals' abilities to provide for their own food needs. The term "auto-consumo" in Spanish refers to the consumption by the family of the foods they produce. Therefore, the term self reliance shall be used to indicate the capacity of the families to produce their own food to be consumed by them.

² The term "food" in this report is used not only as the concept of food as food supply per se, but rather is used also to imply that food is also a nutritional complement. The concept of the word "alimentación" in Spanish differentiates the fact of simply having a supply of food to eat from the fact of consuming food which, aside from diminishing hunger, in turn improves the nutritional diet of the people. This way, in this case, the word "food" shall refer to food which, besides feeding the rural population, improves the nutrition of said population

tion strategy for self reliance constituted the main pillar giving sense to the Model. Through time, the Program has entered other aspects, levels and elements of food security, besides the fact that currently, it gives assistance to the urban and rural populations, and inside them, to the households and persons belonging to different socio-economic levels. This has determined that the Model lose its reason to be as Intervention Model, and it also left behind the clear focus that it had established in the first years.

When revising the international literature about the projects of food security based on food production for self reliance in rural households, the case of a successful experience was found in Bangladesh. After 20 years of being executed, in 2003 the Program had 4.7 million beneficiaries, which are equal to 870,000 households.

The Hellen Keller International Foundation worked together with the government of Bangladesh and with 70 NGOs. Each intervention lasted an average of 5 years. Each NGO received 40 households, so that it centered all its attention in executing the complete Program with that community. The external evaluation of the Program found that, given the objective of increasing consumption of food with a better nutritional quality, the successful equation of the Program was to unite the improvement in access and availability of food to the process of education of the beneficiaries concerning nutrition and food issues. This way, the people not only acquire important knowledge about how to produce for self reliance, but furthermore, they learn to use food in such a way that nutrition is balanced and the health status of the people improves.

Considering the imminent food and nutritional needs of the poor rural households, the path and the achievements and impacts that the ReSA Program has had in its years of existence and taking into account the international experience which recovers the importance and the strategic role of food production for self reliance, it is necessary to strengthen and focalize the ReSA Program.

Particularly, it is recommended that the ReSA Program be maintained as the main instrument of support to the Colombian rural population concerning food security; at the same time it is necessary to acknowledge the need to adjust its objective and work focus to the purpose of making it

more efficient in terms of the three most essential objectives that the rural households must reach concerning their food and nutrition conditions. These three objectives are strengthening the bases for overcoming hunger; reducing malnutrition; and strengthening food security of the households. Concentrating and focusing on the triad of Hunger- Malnutrition- Food Security contributes to the improvement of life conditions and to overcome poverty levels of rural households.

Additionally, all along its development, the attention of the Program has been directed to rural as well as urban sectors, although most of its efforts and resources have mainly been concentrated in rural households. This guarantees that ReSA has capacities, resources, mechanisms and partners to operate in the rural sector.

On the other hand, the nucleus of the intervention must be centered around strengthening the conditions to improve consumption and use of food by the persons belonging to poor rural households of the small agricultural producers, so that greater nutritional statuses are assured to them.

On its part, the basis of the intervention should continue to be the strategy for food production for self reliance, which, as it has been mentioned, is part of the logic of agricultural households, making its acceptance by the agricultural producers and their families easier, assuring greater access to food and improving the assignment of the resources within the rural households. Likewise, the external evaluations of the ReSA Program as well as international experience show that this is an adequate means to approach the solution to the food and nutritional problem in rural zones. Around this basis and considering the nucleus of the intervention established, it is proposed to organize the structure of the ReSA Program centering attention on the households and persons and on the elements which, according to the approach of food security of the FAO, include them: access to food, practices of care, health and sanitation, food consumption and use of said food.

Consequently, in its new stage of development, the ReSA Program shall organize itself in main points, strategies and components. The Main Points of the Program are three; Production for Self Reliance; Nutrition and Food; and Health and Sanitation. The Intervention Strategies are six: Rural ReSA; CUNA; Temporary Nutritional Support; Special and Temporary Food and

Nutritional Support; Housing and Basic Sanitation; and Health Practices. The Components of the Program are six: Communication; Formation; Inputs; Social Networks; Social Capital; and Follow-up and Evaluation.

The way that ReSA was initially structured gave way to the fact that in the same program the essential elements configuring it as an Intervention Model were present. However, as said before, the recent developments of the Program have led it to be conceived more as an intervention strategy centered on interventions not necessarily inter-related, or functionally articulated in terms of population and scope of food security. Currently, in the new structure proposed, the elements making the ReSA Program a Social Intervention Model are re-considered.

CHAPTER ONE

Introduction

At the beginning of this decade, facing the food and nutritional problems of an important number of rural households, the national government, through Acción Social, created the Programa Red de Seguridad Social-ReSA. The objective of the Program is to help rural inhabitants, especially those who are vulnerable or have been affected by violence, to improve access to food and thus reach greater levels of food security. Specifically, the Program offers to perform a strategy for food production for self reliability in the households of agricultural producers.

During its seven years of existence, the ReSA Program has performed a total of 418 projects, distributed in the 32 departments of the country, and has beneficiated a total of 865,461 families corresponding to 4,137,736 participants. The total investment in these projects has been 248,365 million pesos. Additionally, the different evaluations and studies performed during the seven years of existence of the Program show that it has effectively had an impact on the main objectives established by the ReSA.

Based on the experience accumulated by the ReSA Program, and given the need to focalize and assure with more certainty the impact of said Program on food and nutritional security of the poor rural households of the small agricultural producers, the FAO contracted with Fedesarrollo the development of a consulting study concerning the "Update and Conceptualization of the Food Security Network Intervention Model (Spanish- Modelo de Intervención Red de Seguridad Alimentaria)."

The objective of the study is "to update and conceptualize the intervention model of the Programa Red de Seguridad Alimentaria- ReSA within the framework of the proposal for follow-up and monitoring of the Program and of the components of the intervention." In order to perform the study, the different documents produced by the Program itself as well as the evaluation documents and analysis made by external agents were revised and analyzed. Likewise, a revision was performed of the international literature related to the food security programs based on production for

self reliance and on the issues of poverty, hunger, malnutrition and food security, especially that which is generated in the context of the goals of the Millennium. Likewise, interviews were made with the directive group and professionals of the ReSA Program as well as with some of the actors participating in the Program, particularly the executors and the beneficiaries. Furthermore, the partial documents produced in the development of the study were amply discussed with the directive group¹ of ReSA, from which we always received support and comments, which were very useful for the satisfactory completion of the work assigned.

This study is organized in eleven sections, the first one of which is this introduction. The conceptual approach of food security which is the fundamental basis of the study is presented in the second section. Then there is a brief explanation of the food and nutrition problem in Colombia. Section 4 presents the structure and the results and impacts of the ReSA Program. The next section brings the international experience concerning the production of food for self reliance. Then, the recent experience of the ReSA Program and the consequences of the lack of focus of the Program are revised. Section 7 presents the proposal for strengthening the ReSA Program and the new structure that the Program should have. Given the crucial importance of motivation for the development and sustainability of ReSA, Section 8 presents a discussion about this factor in the light of the new approach. Section 9 explains and details each one of the strategies of the Program. The same is done with the components in Section 10. Finally, in the last section, section 11, the structure, duration and sequence for the execution of the ReSA Program in its new development stage are presented.

¹ The group of consultants wishes to acknowledge the permanent and valuable support received by the ReSA directives, particularly mister Ramon Dario Zuluaga, Jaime Gonzalez and Clara Romero.

CHAPTER TWO

The concept of Food Security: scope and dimensions

According to von Braun, Swaminathan and Rosegrant (IFPRI, 2004), the final goal to reach the objectives of the millennium must be "to eliminate maternal and child hunger, poverty and malnutrition [...] emphasizing healthy and productive persons implies that not only global food security should be tended to, but nutritional security should be tended to also (...) at an individual level for children, women, and men." That is, not only the more generalized approach to food security at an aggregated level is important, but rather, beyond the goals of the Millennium, what should be important from the point of view of the countries should be the food security of the people. From another point of view, and in the same direction, for these authors there is a clear relationship between hunger, malnutrition, and poverty, for the first two phenomena do not allow the poor to escape from poverty because they decrease their capacity to learn, work and take care of themselves and of the other members of their family. This, in turn, makes it more difficult for poor households to overcome hunger and malnutrition. This way, a sort of trap involving these three elements is configured.

On the other hand, von Braun et. al. (2004) also states that there "exist solid and direct relationships between agricultural productivity, hunger and poverty." Therefore, when the availability of food and income increases, and when contributing to the diversity of assets and economic growth, the greater agricultural productivity and the support policies in favor of the poor allow them to escape from the poverty- hunger- malnutrition trap (Stamoulis & Zezza, 2003).

The concept of food safety offers a realistic and adequate perspective of how, from the public national policies, a more solid base and a more promissory route can be created to find a solution to the problem of the trap relating hunger and malnutrition with poverty in rural zones. Taking into account the fact that the poverty phenomenon is somewhat complex and that it involves multiple dimensions, working from the approach

of food security offers the possibility to advance, in a more limited but effective manner, towards the solution of the trap. Particularly, through food security, the conditions to find a solution to the problems of hunger and malnutrition can be assured, and it is possible to contribute to reduce poverty levels.

The definitions of Food Safety existing today in the world are varied and innumerable (Perfetti, 2007). For this reason, and to avoid unnecessary obstacles in the development of this study, the definition proposed by the United Nations for Agriculture and Food is used for the analysis of the ReSA Program -FAO (2006). The advantage of this definition is that the FAO is an international entity specialized in the issue of food and nutrition, and it not only has the support of the different countries but it is also recognized internationally as a technical entity. Additionally, this definition is the result of the world consensus reached around it in the World Food Summit in 1996.

According to the FAO, *"Food Security exists when all the persons have at all times physical and economic access to enough harmless and nutritious food to satisfy their nutritional needs and their preferences concerning food in order to lead an active and healthy life."*

From this definition, the entity establishes four dimensions of Food Security which are (FAO, 2006; Stamoulis & Zezza, 2003):

- ❑ **Availability of food:** The existence of enough amounts of food of adequate quality, supplied through the production of the country or from imports (food assistance and help included).
- ❑ **Access to food:** Access of people to adequate resources (resources to which they have a right) to acquire appropriate food and a healthy nutrition.
- ❑ **Use:** Biological use of food through adequate food, potable water, sanitation and medical care, to achieve a degree of nutritional wellbeing in which all physiological needs are satisfied.

- ❑ **Stability:** In order to have food security, a population, a household or a person should have access to adequate food at all times.

These four dimensions establish that, from the point of view of food security, not only is it important to have the necessary and sufficient amounts of food, which is the most generalized concept among the public in general, but also it is required that the persons access the appropriate resources in order to reach an adequate nutrition. The dimension of use highlights the fact that in order to reach food security, not only is it important to eat properly but also it is necessary to consider other elements associated to health and sanitation because in the end, what is fundamental is that the persons reach a state of nutritional wellbeing in which their physiological needs are satisfied. Lastly, stability, understood as the permanent access to food, intends to assure continuity of the state of nutritional wellbeing in the people.

From the definition of food security stated by the FAO, (FAO & FIVIMS, s.f.) three levels of food security may be established (see Figure 1). These levels are:

- ❑ National, regional and community
- ❑ Households
- ❑ People

These levels are divided, in turn, in a series of elements associated to each one of them. The first one of the elements has to do with the context of vulnerability which includes the economic, social, political, institutional, cultural and natural environment in which the economic agents are involved. The second element is food economics which takes into consideration the availability of food, the stability in the offer of food and access to said food. The life strategy of the households, their assets and activities constitute the third element, which has to do with the access that households have to food, the care practices related to food and the nutrition within said food, and the health and sanitation of the members of the household. The last element considers consumption and use of the food by the individuals.

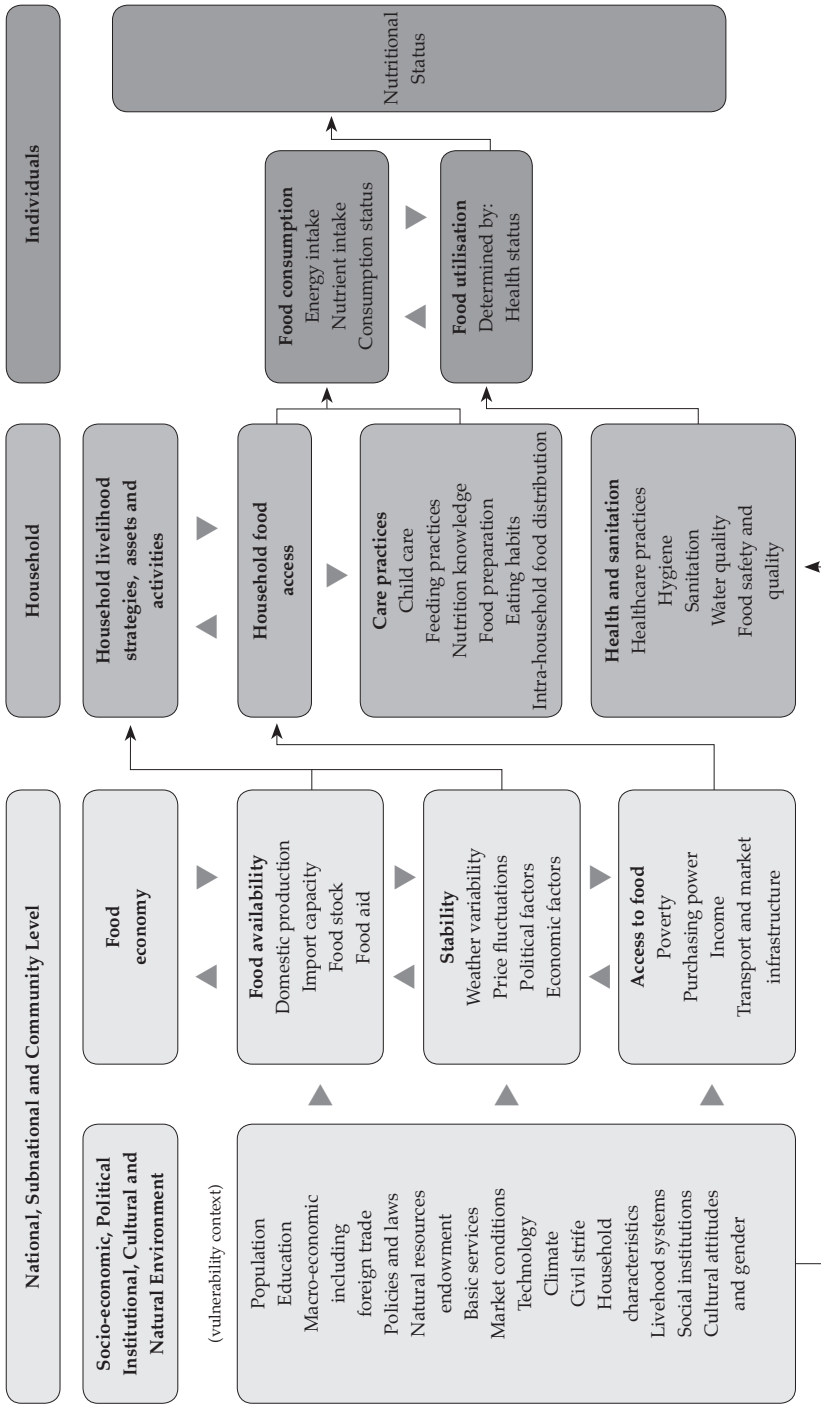
These two factors are those which, in the end, determine the nutritional status of the people which, once again, is the ultimate result sought and the result that should matter the most.

As it shall be seen later on, and in consideration to what has been indicated before with respect to the advantage represented by the use of the approach to food security by the FAO, this approach shall serve as a frame for the proposal for strengthening the ReSA Program made in this study.

Finally, it is important to indicate that the definition of food security of the FAO shares, with the definition proposed in document² CONPES 113 of 2007 (DNP, 2007), the four fundamental dimensions of food security which are: availability, access to, use and stability of food; elements which, in the end, are determinant for the analysis of food security.

² In the CONPES 113 document, food security is defined as "enough and stable availability of food, prompt and permanent access to and consumption of said food in quantity, quality and harmlessness by all the people, under conditions allowing their adequate biological use to lead an active and healthy life." (*Presentation ReSA Program 2009*).

Figure 1. Levels and Elements of Food Security According to the FAO



Source: FAO & FIVIMS (s.f.).

CHAPTER THREE

The problem of hunger and malnutrition in Colombia

According to the indicators of the DANE Life Quality Survey for year 2003, 26.99% of Colombians lived with their basic needs unsatisfied. 17.49% of them were urban population and 51.54% was rural population. The indicators of persons living in a situation of misery was also very disturbing, for 9.05% of the total population of the country was affected by this phenomenon, which corresponded to 3.72% of the urban population and 22.82% of the rural population (Perfetti, 2007). Besides, the CONPES 113 document (DNP, 2007) indicates that between years 2002 and 2006, the national extreme poverty indicators decreased from 21.6% to 12%. Even considering the increase in extreme poverty shown by the rural sector between years 2004 and 2005, the accumulated balance showed a 13% reduction for 2006. In this order of ideas, the gap between extreme poverty in the urban sector and in the rural sector decreased between those years.

The lack of sufficient income to sustain the families implies restrictions in the quantity and type of food that these families can purchase. According to DANE, in 2003, 8.3% of Colombian households, that is, 3.5 million people, said that due to lack of resources, at least one member of the family could not have access to one meal a day. This way, it is made evident that the food problem in the country was concentrated on the difficulty for the families to have access to food (Perfetti, 2007).

In 2005, Colombia still showed disturbing indicators concerning Food Security. According to the results of the National Survey of Nutritional Situation (from Spanish -Encuesta Nacional de la Situación Nutricional- ENSIN) performed by the Colombian Institute of Family Wellbeing (from Spanish Instituto Colombiano de Bienestar Familiar-ICBF) (DNP, 2007), in this year, 40.8% of the Colombian population lived in a situation of food insecurity; among them, 26.1% was in a slight food insecurity situation, 11.2% in moderate situation, and 36.5% lived in urban areas, while 58.2% was located in rural zones.

In the CONPES document concerning food security (DNP, 2007), based on the information of the ENSIN, it is indicated that the situation of hunger in rural and urban areas is similar. This was explained by the fact that when rural families practice production for self reliability, their access to food does not depend exclusively on monthly income, like it happens in the case of urban households. However, it is worth warning that the indicators showed that the caloric intake was less and the diet was less balanced in levels 1 and 2 of Sisben and in the rural zones of the country. Besides the foregoing, 40.5% of these people consumed meals composed approximately by 65% carbohydrates, had vitamin A and C deficit partly because of poor consumption of fruits and vegetables, and the low levels of calcium and zinc were worrying. For this reason, even though the reports of the families do not show high indexes of hunger in rural zones, it is observed that their food intake is deficient and due to this, according to von Braun et. al. (2004) and von Braun, Vargas and Pandya-Lorch (2009), a silent hunger situation is in gestation, where no hunger is felt but the population is undernourished.

These figures reveal that, paradoxically and sadly, the problem of poverty, the lack of food security, hunger and malnutrition in Colombia acquire a more rural than urban character. This reaffirms that the trap poverty- hunger- and malnutrition referred to in section 2 above, affects rural inhabitants more intensely.

In this state of affairs, the objective economic and social conditions of the Colombian rural sector and especially those related to food and nutrition indicate that overcoming hunger and malnutrition in Colombia requires priority and urgent attention of the State to the rural inhabitants, particularly to the poorer groups.

CHAPTER FOUR

The ReSA Program

1. Development of the Program

At the beginning of this century, Colombia was going through a situation of internal violence which directly affected the personal safety of its inhabitants. The presence of violent armed groups, especially in rural zones, forced an important number of people to migrate from the country to the city, making them have to leave their homes, assets, and in many cases, their belongings, behind. This way, they arrived to the city without work, opportunities, savings which could help them survive. Those who remained in the countryside faced great difficulties and risks in order to carry on with their economic and social activities, sell their products, and obtain the necessary income to support their families.

The absence of efficient policies to counteract the situations of violence, the absence of the State in vast regions of the national territory, the generalized phenomenon of rural poverty and the consequences that all these facts had over the already delicate situation of food, nutrition, and lack of food security in rural homes, generated the need to promote programs which, such as the Red de Seguridad Social-ReSA®³, could help rural inhabitants, especially those vulnerable and those affected by violence, to improve access to food and in turn, reach greater levels of food security. Specifically, the Program offered to perform, in the homes of agricultural producers, a food production strategy for self reliance. Since the beginning, the ReSA program welcomed the change of attitude of the beneficiaries as a key element for the success of the Program, for it was considered that what was necessary was to offer to producers the inputs, supply necessary training to grow products for self reliance in the farm and change their attitude to-

³ ReSA is registered as a trademark (ReSA®). Since in this case it is a document of technical character, it was agreed with the directors of the ReSA Program that in order to facilitate reading the document, the sign of trademark (®) is omitted every time ReSA is mentioned.

wards production for self reliance. This way, back then, the ReSA Program was structured as a Social Intervention Model (Perfetti, 2007) which was outstanding because it provided an innovating solution to the food security problem faced by the vulnerable or affected rural population.

Among the noticeable benefits derived from the Program is the production in the own pieces of land of the foods that would allow the families to fulfill their daily food and nutritional needs; attachment to the land was generated, which prevented, to a certain extent, displacement to other places; monetary savings, for production for self reliance avoided them the need to buy the food that they could produce; and, although at the time this was a positive unexpected result, social networks promoting attachment to the land were created and strengthened (Universidad Javeriana, 2007). All these characteristics made ReSA an intervention model which adjusted to the needs of the population, and contributed effectively to solving the problems present at the time. Notwithstanding its achievements and coverage levels, the ReSA Program continues in force today, for the food security situation in rural zones continues to be a problem for the households and inhabitants of rural areas.

In time, and following the recommendations derived from external surveys made by Econometría in 2005, the Universidad Javeriana in 2007 and the National Planning Department (from Spanish Departamento Nacional de Planeación-DNP) in 2009, the ReSA Model has been adjusting in response to the needs of the population and the directing lines of the social policy of the national government.

2. Structure and operation of the ReSA Program

The general objective of the ReSA Program is to "improve access to food of the families in vulnerability conditions, especially those which are in a poverty situation, by production of food for self reliance and thus contributing to decreasing hunger and improving food security in the country." "To generate the conditions which make possible the production of food for self reliance; promote habits and healthy feeding conditions for consumption;

and promote the use of local food and products," (Acción Social & ReSA, 2010) are specific objectives of the Program.

The rural and urban population under conditions of poverty and vulnerability participates in the program. In order to participate in the program the people are required to have access to their own land or to a land which they may have access legally for the time of duration of the project; they must not have illicit crops; accept that the production is mainly for self reliance, and only the surplus may be used for commercial purposes; be willing to participate in the training workshops offered by the operators; and the families must be willing to participate as a group. The participation of each family group in ReSA is only authorized once, although they may participate at different times in different lines of the Program.

Now, the operation of ReSA is structured over four basic components: diffusion, motivation, inputs and evaluation.

Diffusion is the strategy used to disclose the information which contributes to strengthen the change of attitude of the beneficiaries. This component is also used to empower those who participate in the execution of the Program.

The motivation component generates or strengthens the knowledge, capacities and abilities of the beneficiaries through activities, generally play activities, directed towards changing their attitude towards the farm so that it is conceived as a production center for self reliability, strengthening traditional crops and use of resources, and promoting healthy eating habits. In order to motivate the participants, the operators of the Program must revise carefully the cultural characteristics of the zone in order to know which are the best strategies to reach the people and achieve the desired change in attitude. This allows the ReSA Model, although it is executed with certain clearly established common parameters, to operate adapting to the particular conditions of each population and following the criterion of the operators of the Program, who know the zone, customs and the inhabitants of the region, and develop the project taking said particularities into account.

The inputs component consists of delivering to the beneficiaries the elements necessary to start production for self reliance, as is the case of seeds

and fertilizers. The inputs are assigned to the participating families after the Program has started. Said inputs are defined considering the particular conditions of soil and climate of the lands as well as the expertise of the beneficiaries in handling the products.

Lastly, the evaluation component is based on technical accompaniment and follow up done during the whole process of application of the Model, in order to nurture the Follow-up and Evaluation System (Spanish- Sistema de Seguimiento y Evaluación-SSE) and thus maintain the information documented.

Given that in the beginning the ReSA Model was directed mainly to rural vulnerable or affected population, the model was started with a structure designed especially to satisfy the needs of said population. In time, the need was seen to accompany the persons who lived in urban areas. From here the urban ReSA line arose which complied with a purpose similar to rural ReSA despite the fact that, given the characteristics of said urban areas, the inputs as well as the training workshops had to be adjusted to approach this population in particular. Additionally, and with the initial purpose of satisfying special needs and requirements of certain population nuclei, another two lines of intervention were developed which are (Native Culinary (Culinaria Nativa-CUNA) and Maíz- Fríjol (Corn-Bean) which, as it was said, currently are a regular part of the Program.

Consequently, currently five lines of the Program are in operation. These are: Rural ReSA, Urban ReSA, CUNA, Maíz-Frijol and Prosean.

3. Institutional organization in charge of the Program

The ReSA Program is part of the structure of Acción Social of the Presidency of the Republic. The Program was approved through Resolution 3300 of 2003 and its last update is Resolution 03049 of 2010. Acción Social executes the ReSA Program in development of its mission and objective, as indicated by Decree No. 2467 of 2005, which establishes, among other things, that it is the function of the entity to “coordinate, administrate, and execute the social action programs directed to the poor and vulnerable population and the development projects.” In order to execute the ReSA Program, Acción

Social has formalized and organized a group of specialized professionals in charge of planning, organization, administration, and follow-up of the projects.

The operation of the ReSA Program is done in a decentralized manner through specialized regional operators and depends on the co-financing of various entities. These entities may be of public origin such as autonomous regional corporations and the local or departmental governments, or private, such as associations for agricultural production, NGO's, universities, *cajas de compensación*, indigenous and religious organizations. For performing the ReSA projects in the different regions of the country, the entities participating in each one of them contribute, under the co-financing mechanism, money in cash, goods or services. In general, promoting greater participation of the community and strengthening its adherence to the project is sought in order to have the credibility and the support of the community at the same time that it is required that operators show adequacy, transparency, technical and administrative capacity, experience and that they are entities recognized by the inhabitants of the respective regions.

The operators of the projects and the ReSA team work jointly in planning and executing the projects in each one of the regions of the country. Planning is completed before starting any project. The resources contributed by the operators and co-financers should be sufficient for the performance of each project.

4. Results and impacts of the ReSA Program

According to the official figures of the Program, in July 2010 ReSA had performed a total of 418 projects, distributed in the 32 departments of the country, benefitting a total of 865,461 families, which correspond to 4,137,736 participants. The total investment in these projects has been 248,365 million pesos, of which Acción Social has co-financed 50%.

During the time of execution of the ReSA Program a series of external evaluations have been performed which account for the achievements, results and impacts of said Program. Said evaluations have been performed by CRECE (2004; 2006), Econometría Ltda (2005), Universidad Javeriana

(2007) and the National Planning Department (Departamento Nacional de Planeación-DNP) (2009).

In years 2004 and 2006, the CRECE performed the evaluation of phases I and II of the ReSA in the department of Caldas. This investigation center found, among other things, that "during the time of execution of the first Phase of the Project, it has generated important achievements in terms not only of compliance with the goals established in each one of the stages of the first activity, but furthermore, it has started to generate favorable effects on the beneficiary population [...] of the families which received inputs, 86% declares having decreased their expenses for purchasing food due to the fact that they consume the production generated in the Project (Perfetti, 2007). In the evaluation of the second phase of Caldas it was indicated that the Program contributed "to the use of a greater number of food products in the diet. This greater variety of food in the diet is related to a greater number of products obtained in the farms destined to be consumed by the families [...] some of the beneficiated households have been able to be self reliant in the production of certain foods such as chicken, beans, carrots and cilantro, among others, for which they now must not spend money for purchasing them. From here comes the generalized perception that families are saving in the purchase of food" (Perfetti, 2007).

Later, in year 2005, the consulting firm, Econometría Ltda, reported in its results that "the ReSA Program promotes the culture of production for self reliance [...] it offers the small rural producers the opportunity of having access to goods which otherwise could only be purchased by a limited number of households [...] the Program, more than substituting consumptions, offers the possibility to increase them [...] the greatest amount of food produced by the ReSA households corresponds to 11% of the monetary resources used by rural households monthly to do their grocery shopping [...] the approach given to the Program is, in general, adequate, well received by the rural households and effectively generates significant benefits in the households of its beneficiaries" (Perfetti, 2007).

On its part, the evaluation of impact performed by the Universidad Javeriana in 2007 indicated that beneficiary's families effectively modified their eating habits and increased the food they grow in variety, quality and quantity.

In particular, it was found that "the contribution of ReSA to the self reliance level is 19% average per home. All this means that ReSA strengthens self reliability by giving the households elements which allow them to increase it [...] There are households which declared in the participating workshops that thanks to the ReSA Program they introduced self reliance to their farms, but the clear tendency is, that the most significant role of the program was that it contributed to reevaluate self reliance [...] The following are acknowledged with the activities developed through the program: the importance of products which have been gradually replaced in their diets, or food resources which were present but were not used, or the abandonment of knowledge and practices that they had and which are worth recuperating. [...] The introduction of food such as garden produce and minor species contributes not only to diversify the food products, but also to improve the nutritional composition of food (vitamins, minerals and proteins). Consumption of fruits, grains and vegetables increased [...] In summary, there is a positive evaluation of a balanced nutrition. However, improvement of nutritional quality of food is a process which implies not only cultivation of the products but their effective consumption. In this sense, ReSA has been incorporating more strongly every time the training in the ways of consumption of said foods as well as the basic elements of nutrition and the contribution of these foods to the diets in the families [...] From this, it is concluded that even though the contribution of ReSA has been important in the improvement of self reliance, in spite of this improvement the population continues to present, according to the survey, dramatic deficiencies in access to food. Under these circumstances, it can be affirmed that the contribution of ReSA to improvement of the food conditions of the population tended to, is not yet sufficient to revert the precarious situation of these households which, because they suffer a multi-cause problem, would require, besides attention sustained in time by ReSA, a joint intervention of other programs allowing them to improve their conditions more strongly."

Finally, in year 2009, the National Planning Department (Departamento Nacional de Planeación (2009)) performed the executive evaluation of the ReSA Program in which the main characteristics of the Program were re-

vised, and recommendations to adjust said Program were made. Among the findings of this evaluation, the following can be highlighted: "the ReSA Program contributes to the solution of a social problem relevant for the country and for the world; Food and Nutritional Security. It has been inscribed in the state commitment to guarantee the right to food, and besides it is the first Objective for Development of the Millennium: to eradicate extreme poverty and hunger [...] In Colombia, the National Policy concerning Food and Nutritional Security has been formulated, where the Right to Food is recognized as a fundamental human right. The foregoing locates the ReSA Program in first place of pertinence. This implies opportunities for development for the Program, further investigation of its strategies and strategic positioning. [...] ReSA has an opportunity to improve the impact and sustainability if food and nutritional security in the rural areas is worked upon, with affirmative actions of the State from other sectors in an articulate manner [...] The synergies it establishes with different types of entities are another strength of ReSA."

5. Strengths of the ReSA Program which must be taken advantage of

As it has been seen, the ReSA Program owns a set of achievements, results, impacts and constitutive elements which result in a very valuable asset for the country and for the poor households of the small agricultural producers. Among them one can point out the "fundament" of the intervention, which is the production of food for self reliance. As it has been indicated (Perfetti, 2007), this strategy is not only a part of the internal logic of the rural households, but it has important effects on the assignment of internal resources of these households. This way, said strategy is capable of improving the levels of wellbeing of the households as reaffirmed by the impacts found by the different external evaluations performed.

Since the Program does not rely on the delivery of subsidies and economic aids to households, the strategy of changing attitudes has a very important significance because the sustainability of the results and the impacts of the Program lies, finally, in the appropriation by the agricultural producers and their households of the strategy for food production for self

reliance. Additionally, the Program promotes and develops, through the CUNA line, the education for nutrition and food in homes as an element which complements and strengthens production for self reliance and which results to be of great importance in the improvement of the food security conditions of rural homes.

Furthermore, the ReSA Program has a history which talks of its progressive development through the last seven years in which it has tended to, as it has been said, an important group of beneficiated households, 865,461, besides the fact that, thanks to its way of operation and its contents, it has helped create, promote and strengthen the capacities of the households, institutions and the region where it has intervened. The mechanism of operation, co-financing, collaboration and execution of projects which has been established is of special significance. Not only does it strengthen the decentralization process, but also it achieves the increasing commitment of different organizations and institutions concerning food security in rural zones. Additionally, the Program has taken the State and the institutions to communities which have remained apart from the attention and the care of the institutions in the country for decades.

Finally, and as it was referred to above, the different external evaluations performed by different entities in different moments of development of the Program, acknowledge and praise the achievements and impacts of the ReSA Program. The beneficiaries of the Program themselves have referred to the Program in this same sense (Universidad Javeriana, 2007, unpublished document).

International experience in food security programs based on production for self reliance: the case of Bangladesh

As it has been said, the dimensions of access and sustainability of food security can be worked on based on practice through production for self reliance. This implies that the families assign a portion of their land to raise animals and grow crops destined to be consumed by their own households. The practice of food production for self reliance has been incorporated in international support programs for support of rural communities and a successful case in this area is the program performed by the Hellen Keller International Foundation in Bangladesh (Iannotti, Cunningham & Ruel, 2009a; Iannotti, Cunningham & Ruel, 2009b; Spielman & Pandya-Lorch, 2009).

This project, named *Diversifying into Healthy Diets*, was chosen by the IFPRI (Spielman & Pandya-Lorch, 2009) as one of the best success cases at world level in the administration of programs and projects concerning the issue of food. In order to perform this study, the IFPRI received financial support from the Bill and Melissa Gates Foundation. To study and select successful projects, six categories were agreed upon, that is, programs which helped to significantly increase production; that integrated the individual and the environment; that expanded the roles in the market; diversified cereal production; made political reforms; and improved the quality of the food ingested and the nutrition levels of the beneficiary population. The Bangladesh Program was chosen under the last category.

The Program in Bangladesh started in the decade of the eighties last century where it was observed that the indexes of food security in the country were low and that the population suffered illnesses which, like nocturnal blindness, were a product of bad nourishment and deficient nutrition. Specifically, it was found that certain micronutrients were not present in the daily diets of many families. In searching for a solution to the problem, it was found that the families which had gardens in their homes

and that produced products for self reliance had a high level of protection because with the products from their garden they had access to a more complete nutrition, which prevented deficits in micronutrients which were generating the health problems. Since the way of life of the poorer families of Bangladesh allowed for use of production for self reliance as a strategy to improve access to food and therefore, increase the food and nutrition levels of the population, the Program was created around this practice.

Below is an explanation of the objectives, intervention strategies, mode of operation and results obtained by the Program. This is done with the interest of presenting a successful case which not only justifies the use of production for self reliance as a strategy to improve the levels of food security, but also to point out those elements which made it successful and the lessons to be learned from it.

The Program had five objectives: to promote cultivation for self reliance; teach the beneficiaries to maintain production to feed themselves; educate them in nutrition and food issues; empower women, and lastly, improve the nutritional status of women and children. The Program started with a pilot which was developed in 1990 in which 1,000 households participated. The results of the pilot are considered successful and after modifying certain aspects to improve its application, the official and massive initiation occurred in 1993. For year 2003, the program had 4.7 million beneficiary persons, equal to 870,000 households.

The development of the Program was in the head of the Hellen Keller International Foundation. Notwithstanding, through the 20 years of work reported by the IFPRI, the Foundation worked jointly with the government of Bangladesh and with 70 NGO's. Each intervention had an average duration of 5 years. Each NGO took 40 households, so that it centered all its attention on executing the complete Program with that community. During the first 3 years of execution of a project all the actors acted in an orchestrated fashion and in the last 2 years the project was led by the NGOs and the government, which by that time were finishing the execution of the project following the established parameters.

The intervention time was established considering how to structure a program which would effectively reach the objectives stated. Particularly,

it is worth pointing out that those who evaluated the Program found that, given the objective of increasing consumption of food of better nutritional quality, the successful equation of the Program was to unite the improvement in access and availability of food with the education process of the beneficiaries concerning food and nutrition. This way, people not only acquired important knowledge about how to produce for self reliance, but besides, they learn to use food in such a way that nutrition is balanced and the status of the people's health is improved.

With respect to the execution of the Program, it is worth saying that each NGO financed the starting of close to 15 community gardens to which the beneficiary families could attend to learn how to produce for self reliance. This experience was complemented with workshops held to teach how to cultivate a garden and raise animals. This way, the families committed to develop the private garden at home while they learned in the workshops how to cultivate the garden and compared this information with the community gardens.

As to education in subjects concerning food and nutrition, workshops and group meetings were held in which basic data were explained so that the families could learn to use food adequately and nutritiously. Specifically, there were workshops to teach cooking habits, recipes, how to plan meals and how food and nutrition influence the health status of the people. This was done emphasizing the food and nutritional needs of children and women of a fertile age, because it was based on the principle that in order to improve the food and nutrition levels, not only is it necessary to provide access to food; it is necessary to teach how food must be used and which are the basic principles which guarantee its adequate cooking and use, which in turn results in the improvement of the health status of the people.

In this state of affairs, the beneficiary population received the necessary education in issues of production, food and nutrition, and the inputs required to start a home garden. In the case of inputs, the beneficiaries had to make a minimal economic contribution that would commit them to develop the garden and to stay actively in the Program. Therefore, the fact of being a beneficiary of the Program implied their active commitment.

The experience of this Program showed that in order to improve the nutritional habits it is necessary to understand the possible barriers between beneficiaries and executors, which are a result of the diversity of cultural traditions and the differences in education levels, among others. Due to this, it is necessary to create spaces allowing the development of effective communication through which healthy habits can be taught. It is also necessary to keep minds open, for this is the key to find the resources through which dialogue with the community is facilitated constructing a solid platform to reaffirm the knowledge and practices transmitted.

Among the lessons of the Program, and those which are indicated by the IFPRI as valuable, it is worthwhile to point out three of them. The first, the multidisciplinary work when the achievement of objectives results from incorporating the contributions of each area to improve each step of the application. Second, the work between NGOs, foundations and the government should be orchestrated based on respect and common agreement so that the execution of the Program is effective and efficient. Third lesson, the design, although it must be standard, must also be flexible in certain aspects to welcome the particular characteristics of each community, considering its culture, way of life, and other aspects which require adjustment of certain elements to guarantee the adhesion of people to the Program.

It is also important to point out that the Bangladesh experience highlighted the importance of social networks and the development of social capital. When the community is included in the Program as active members in its development, the people are empowered, which results in communities capable of continuing with the Program even though those executing it withdraw themselves from it. This way the Program is made sustainable.

Lastly, a component of great importance for the development of the Program in Bangladesh was follow-up and evaluation performed to it. For this, simple but revealing indicators were used, such as the number of eggs consumed by each household per week. This way, one could know how significant the impact of the Program was. Additionally, three groups were used: one control group, which was not a beneficiary of the Program; a second treatment group, which was an active beneficiary of the Program; and the third group, composed of the people who had already ended their

participation in the Program two years ago. This way it could be known not only how the Program affected food security of the households, but also it was possible to observe how sustainable it was.

This follow-up system allows identification of strengths, limitations and possible solutions of the Program and of each one of its applications. Giving importance to each experience by documenting and evaluating it allowed the Program to improve with time. According to the document of the IFPRI, this experience, thanks to its proven results, has extended to other countries in Asia and Africa.

Recent development of the ReSA Program: lack of focus

As it had been indicated, the ReSA Program has evolved progressively through time. Currently, it not only tends to the rural population but also the urban population. Furthermore, although its focus is still the poorest and most vulnerable groups, some of its interventions, such as the TV program *Cocinando Ando*, and *Cocinando* (cooking program), reach economic sectors of all economic levels. Likewise, although at the beginning the Program was centered on production for self reliance, today the levels and dimensions of the intervention go much further than the original strategy. The Maíz-Frijol line (Corn- Bean), for example, is more centered on generating income than on production for self reliance.

These decisions and actions affect the efficiency and effectiveness of the Program. Therefore, it is important to revise, from the analytical point of view, which implications these decisions and actions have. The scope of this work does not allow us to perform any type of quantitative analysis nor use qualitative instruments to help us have a stronger support of these. In order to compensate this lack, it has been considered convenient to revise the current situation of the Program in the light of the frame of definition and the dimensions of food security proposed by the FAO.

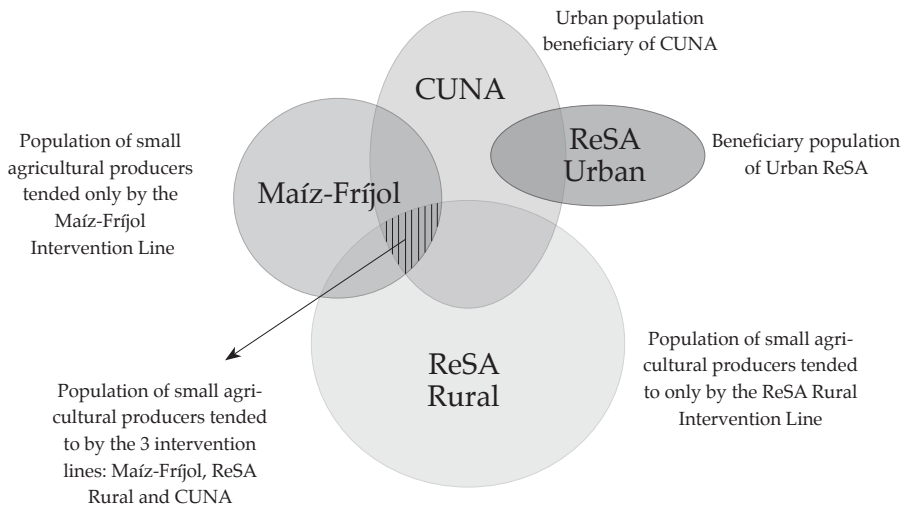
1. Assisted population

As it has been said, one of the characteristics of the current structure of the ReSA Program is that the population assisted by the Program through its lines of intervention is varied because it tends to rural and urban population. Although a high percentage of this population corresponds to the poor, vulnerable population in both sectors, the reality is that an activity such as the TV program *Cocinando Ando*, and *Cocinando* does not discriminate in any way between economic levels and urban and rural sectors, although,

by coverage and access of homes to television, the urban households end up being more benefited.

On the other hand, although due to different reasons the Program has drifted to tend to the urban sector, the reality is that the intervention has a greater degree of concentration in the rural sectors, and among them, the social groups constituting the objective population of the Program which are the poor and vulnerable groups. These groups are benefited from the interventions that are made through the lines of ReSA Rural, CUNA and Maíz-Frijol. However, given the restrictions of access to the lines and the way the intervention is performed, there is no total coincidence between the groups receiving support from the three lines. That is, only a reduced group of beneficiaries have been able to benefit from the supports given by the three rural lines of the ReSA (see Figure 2).

Figure 2. Populations assisted by the ReSA Intervention Lines



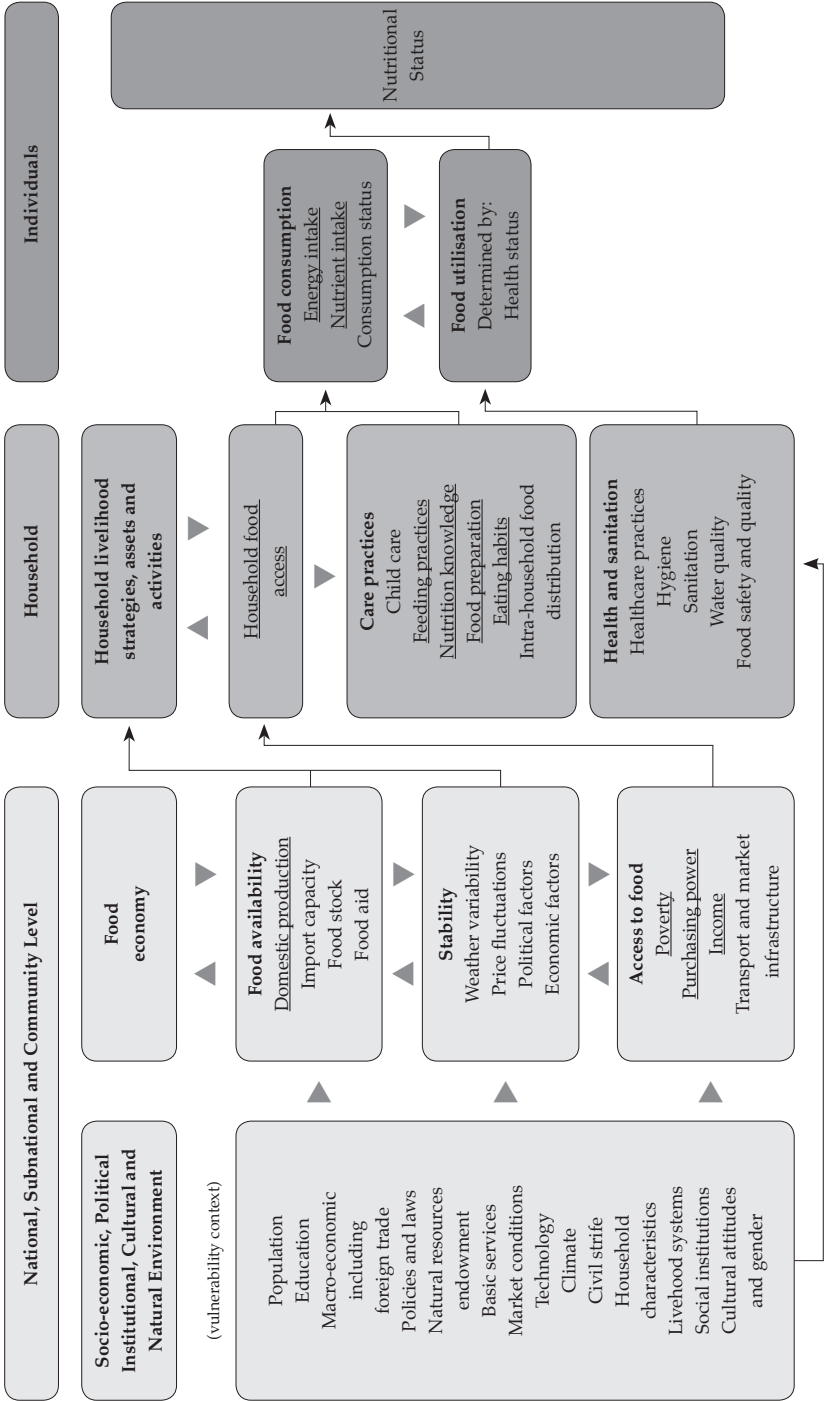
2. Levels and elements of Food Security in which ReSA intervenes

As it was discussed in section 2, from the definition of food security of the FAO three levels of food security can be established, to which a series of elements are associated. Based on this approach, the intention is to analyze how the ReSA is and how it is performed in the aspect of food security. Figure 3 shows underlined letters, the levels and the elements of food security in which ReSA currently intervenes.

In general terms it can be said that currently the Program, through its different intervention lines, participates, not only around a specific focus, but it does it in different levels of food security. In fact, and as illustrated in Figure 3, the Program does not concentrate its efforts on any one of the levels. On the contrary, the Program has progressively dispersed throughout some of the levels of food security.

An additional characteristic of the ReSA interventions is that they tend to favor food consumption and does not pay attention to the use made of food. The consequence of this is that the Program, in its current intervention structure, is not capable of assuring the final result of food security of the members of the households intervened which is their nutritional status. Although, as shown in Figure 3, achieving the final objective of food security implies that the interventions, policies and institutions affect other levels to which the ReSA Program has no access, it must be taken into account that at the household and individual level, the ReSA intervention should have a more integral character so that its achievements concerning food security are more conclusive.

Figure 3. The levels and elements of food security tended to through the intervention of the ReSA Program



3. The consequences of the lack of focus of the ReSA Program

The intervention which is being performed by the ReSA Program, which, as we have seen, is relatively disperse in terms of the assisted population and the levels and elements of food security, has important consequences for the effectiveness of the Program. .

The first consequence is that, except for a reduced group of households, the intervention does not allow the generation of cumulative processes in terms of food security. It is understood that a cumulative process is that in which the different elements making part of a level and in which one advances towards securing the nutritional status of persons. It is clear, then that cumulative processes strengthen the food security of the members of the households.

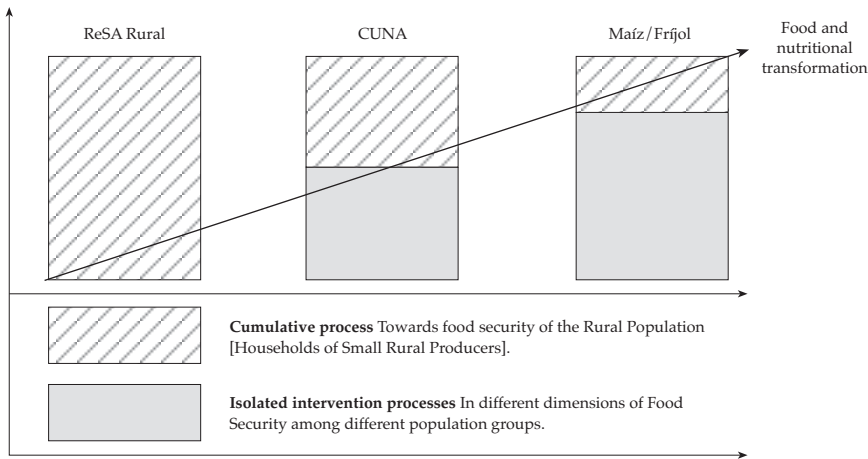
The second consequence has to do with the fact that the form in which the intervention is performed does not create a common base of food security among the population which is intervened. This happens because the different groups are beneficiaries of different lines of intervention.

The third consequence, which is a result of the two previous consequences, is that food and nutritional transformation of the households is not a certain event guaranteed by the Program. This constitutes a great deficiency of the ReSA Program because the conditions of sustainability and appropriation of said Program should go in the direction in which said transformation were assured among the beneficiaries. Notwithstanding, it is important to indicate that, as it has been said and as it has been proven by the different evaluations performed by agents external to ReSA, in the current conditions the ReSA Program gives the households and their members certain important elements of food security, but these are not enough to guarantee more substantive achievements in this matter.

The following figure (Figure 4) illustrates how, if the ReSA Program followed a cumulative sequence in the intervention process, there would be a more secure advancement towards food and nutritional transformation of the beneficiated persons and households. However, it should be noted that even if, as an imperative, in the current structure of the Program a route as the one shown would be followed, a firm base of food security could not

be assured because, as it has been said, the absence of other fundamental elements of food security do not allow it. It was noted previously that the final achievement of food security is in the nutritional status of the people and that this goal requires the coverage of additional elements such as child care, health, sanitation and basic sanitation.

Figure 4. Cumulative and transformation processes in the households



Proposal for strengthening the ReSA Program

1. Conception and Objective of the ReSA Program

Taking into account what has been stated above, it is necessary and of great importance for the ReSA Program to maintain itself as the main support instrument for the rural population in terms of food security as well as to acknowledge the need to adjust its objective and work approach in order to make it more effective in terms of the three more essential objectives that rural households must reach concerning their food and nutrition conditions.

These three ultimate objectives are:

- ❑ Strengthening the bases for *overcoming hunger*,
- ❑ *Reduction of malnutrition*,
- ❑ and *strengthening food security* of households

By concentrating and focalizing on the Hunger- Malnutrition- Food Security triad one contributes to improving the life conditions and overcome poverty levels in rural households. Ideally, the triad should be composed by the three elements Hunger- Poverty- Food Security, but the inclusion of poverty in the objective- triad of a specific Program like ReSA overflows its mission and capacities. Furthermore, poverty, being a multidimensional phenomenon, only through a broader, more integral, and more complex social intervention by the State can the achievement of overcoming the Poverty- Hunger- Malnutrition trap referred to in section 2 be guaranteed. Anyway, concentrating on the ReSA Program in what refers to the most basic needs of human beings inhabiting rural areas, such as food and nutrition, it is possible to create and develop the necessary base to make the remaining interventions of the State more effective, and an important progress is made in an essential principle of justice and social equality. The Colombian State should be clear about the fact that beyond compliance with the goals of the Millennium, at the beginning of the XXI century their

citizens should be equipped with minimum conditions for dignity as human beings and members of a post-modern society. It cannot be possible, nor should society accept, that even in this day and age there are groups of people and households in the rural zones who live life conditions which are typical of pre-modern civilizations.

2. Redirecting the ReSA Program

The proposal for redirecting the ReSA Program is born from the need to focalize the intervention in the two elements considered initially, the population tended to and the levels and elements of food security.

In particular, it is necessary for the Program to concentrate its attention on the rural population⁴ as it did at the beginning, because, as it has been seen, it is there where the problem of food, nutrition and food security is more acute, and therefore, more urgent to intervene. Additionally, throughout its development, the attention of the Program has been directed to rural as well as urban sectors, although most of its efforts and resources have been mainly concentrated on rural households. This guarantees that ReSA has certain capacities, resources, mechanisms, and partners to operate in the rural sector. Therefore, and in order to make more efficient use of the resources and achieve more efficacy in the actions, the ReSA Program must dedicate itself exclusively to tend to poor rural households of the small agricultural producers in a situation of vulnerability.

The decision to concentrate the action of the ReSA Program on the attention to rural population leaves outside the urban intervention line which has been carried out up until now. Acción Social shall have to define if through another entity or mechanism the urban population can be tended to with a Program for food production for self reliance, or if this is left to

⁴ The executive survey performed by the DNP (2009) also recommends concentrating the attention of the ReSA Program on rural zones. The study of the Universidad Javeriana (2007) insinuates the need to support the rural population in the aspects of food and nutrition in a more conclusive manner.

the initiative of the territorial entities. Eventually it could be thought that the Urban ReSA line could be executed as part of the attention which must be given to vulnerable urban groups and to displaced people.

On its part, and continuing with the logic derived from the definition and levels and the elements of food security of the FAO (FAO, 2006; Stamoulis & Zezza, 2003), the nucleus of the intervention should be centered around strengthening the conditions to improve food consumption and use by the persons belonging to poor rural households of the small agricultural producers, so that greater nutritional conditions are assured to them.

The fundament of the intervention should continue to be the strategy for food production for self reliance which, as it has been indicated, makes part of the logic of agricultural households, which makes its acceptance by the agricultural producers and their families easier, assures greater access to food and improves the assignment of resources to the interior of rural households. Likewise, the external evaluations of the ReSA Program as well as international experience show that this is an adequate way to approach the solution of the food and nutritional problem in rural zones. Additionally, the production strategy for self reliance helps improve environmental handling of rural lands for it does not generate additional pressure on the soil and on the forests.

Around this fundament and considering the nucleus of the intervention established the proposition is to organize the structure of the ReSA Program centering its attention on households and people and on the elements which, according to the food security approach of the FAO (FAO, 2006; Stamoulis & Zezza, 2003), are: access to food, care, health and sanitation practices, food consumption and use.

The following figure, which illustrates the levels and elements of food security proposed by the FAO (2006), shows, inside a red circle, the levels and the elements which ReSA Program shall have to include in its new development stage.

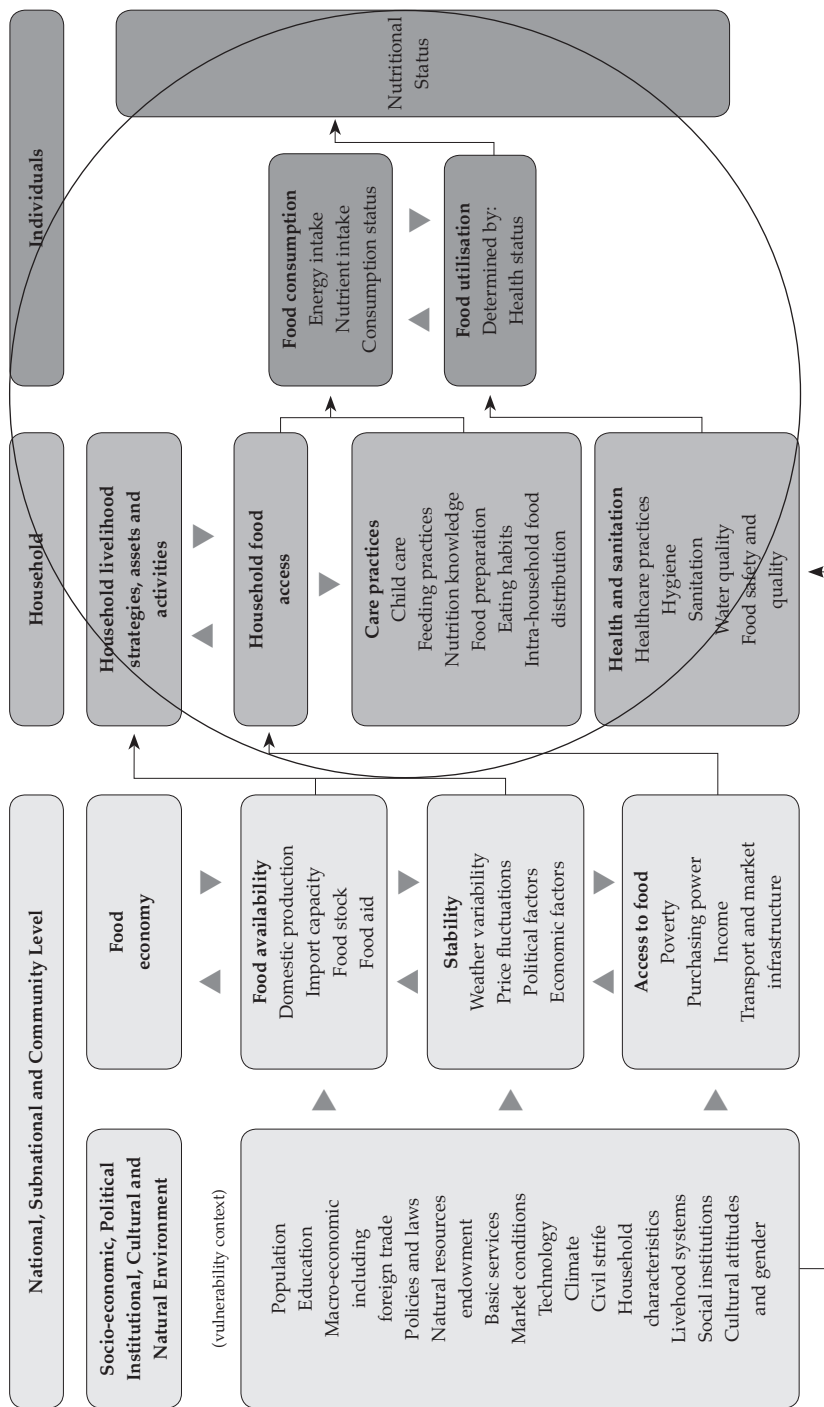
With this new conception of the ReSA Program, when solving integrally and more definitely the structural problem of food and nutrition affecting the rural inhabitants of Colombia, more complete and secure food and nutritional bases guaranteeing more food security for these households

and therefore a better nutritional status among its members, are created in rural zones and especially among the poor population of agricultural producers. This way, rural inhabitants, and especially the poor households of agricultural producers, shall be in better condition to build their life options.

The new proposal, although it requires ReSA Program to incorporate several elements which traditionally were not structured as intervention lines, they are not totally external. According to several discussions developed with the Program directors, there have been particular cases where specific support experiences have taken place in interventions associated to food, basic sanitation, nutrition and health. Likewise, the decentralized manner in which the Program operates makes it easy for integration of other specialized entities⁵ in the execution of the Program.

⁵ Among the entities with which the ReSA Program could start cooperating in the development of the new approach are the PMA, CAR, the Ministry of Housing and Environment, the Ministry of Education, the MADR, the ICBF and other programs and initiatives of Acción Social.

Figure 5. Concept and proposal of the ReSA Program according to Levels and Elements of Food Security of the FAO.



This proposal is complemented with the starting up of new components which seek to create the capacities and the mechanisms in people, households and the community so that the achievements in food and nutritional security have a more solid base through time. Furthermore, the desire is to go from the concept that food and nutritional security of beneficiary people and households is only important and makes sense while the ReSA Program is present, to a concept in which the persons and groups own and value the importance of the different elements and factors determining the nutritional status of the persons in their lives, and that, therefore, they incorporate it in their everyday lives.

3. Proposed structure of the ReSA Program

In the new stage of development of the ReSA Program, which responds to the proposed concept, the structure of the Program would be the following:

- ❑ The ReSA shall organize itself in main points, strategies and components.
- ❑ The Main points of the Program are three, which are: Production for Self Reliance; Nutrition and Food; and Health and Sanitation.
- ❑ The Intervention Strategies⁶ are six: Rural ReSA; CUNA; Temporary Nutritional Support (Apoyo Nutricional Temporal); Special and Temporary Nutritional and Food Support (Apoyo Alimentario y Nutricional Especial y Temporal); Housing and Basic Sanitation⁷; and Health Practices.
- ❑ The Components of the Program are six, which are: Communication; Formation; Inputs; Social Networks; Social Capital; and Follow-up and Evaluation.

The Figure 6 presents the proposed structure of the ReSA Program.

⁶ In order to give more integrality to the Program, instead of talking of intervention lines, it is proposed to call them intervention strategies.

⁷ Intervention through the housing and basic sanitation strategy reinforces the better environmental handling which is performed to the natural resources at property and community level.

Figure 6. New structure of the ReSA Program

| Main Points | | | | | | | |
|-------------|--------------------|--------------------------|-------------------------------|-------------------------------|--|------------------------------|------------------|
| | | | Production for Self Reliance | Food and Nutritions | | Health and Sanitation | |
| | Estrategies | Rural ReSA | CUNA Nutrition Food Education | Temporary Nutritional Support | Food Support and Special and Temporary Nutrition | Housing and Basic Sanitation | Health Practices |
| Components | Motivation | Communication | | | | | |
| | | Formation | | | | | |
| | | Inputs | | | | | |
| | | Social Networks | | | | | |
| | | Social Capital | | | | | |
| | | Follow-up and Evaluation | | | | | |

Answering to the approach derived from the definition of Food Security of the FAO, the new proposal for the structure of the ReSA Program considers three main points which articulated, at the level of strategies and components, assure in the households and in the people, greater nutritional status and therefore, greater levels of food security of the persons belonging to poor rural homes of agricultural producers.

It is clear that in the new proposal of the concept and operation of the ReSA Program the main idea and guideline of the intervention is in the food production strategy for self reliance which, as it has been said, constitutes the basis of the intervention. The other two main points, the food and nutrition concept and the health and sanitation concept, are organized as support and complement of this guideline main point.

The food and nutrition main point includes, on one hand, the focalized continuation of the CUNA strategy, which is centered on educational formation for food and nutrition, and on the other hand, the application of two nutritional and food support strategies to special populations. In one case, among the beneficiated population, is the group of children and

mothers during the stages of pregnancy and breastfeeding, for according to UNICEF (2008), this population is the most vulnerable and requires more attention. A second group which is object for special attention of this main point is that of households which at the beginning of the program showed manifested and proven states of hunger and malnutrition. The main point of health and sanitation includes two strategies. The first is that of support for improvement of certain parts of the house and basic repair of the housing, as necessary elements to achieve adequate handling and care of food and their better use by the body. The second strategy, focused on health practices, seeks to contribute elements of personal and family care which affect consumption and use of food.

The components of the ReSA Program which are kept are those of communication, formation and inputs, which have proven adequate and pertinent. Two new components are proposed, which are social networks and social capital, and the component of follow-up and evaluation is emphasized.

The following sections of the study explain in detail each one of the strategies and components.

The form in which initially ReSA was structured gave way to the fact that inside it were the essential elements configuring it as an Intervention Model (Perfetti, 2007). However, and as it was indicated previously, the recent developments of the Program have taken it to be conceived more as an intervention strategy centered on interventions not necessarily inter-related among each other, nor functionally articulated in terms of population and scope concerning food security. Now, in the new structure proposed, the elements making the ReSA Program an Intervention Model are adopted once again.

It is important to indicate that there are no objective reasons which, given the proposed redirection, would make us think of the need for the Program to be led and executed by an entity different from Acción Social. Consequently, ReSA, as it has happened until now, should continue to be coordinated and executed by Acción Social, for this institution not only has shown it is efficient in the application of the Program, but, being at the higher level of the Executive power, it has the capacity and the mechanisms necessary to coordinate the different public and private entities which, at

the different levels- national, departmental, and local- shall participate in its execution. Likewise, since the results and efficacy of the results back it up, the ReSA Program should maintain its current organizational and decentralized execution plan in which several specialized regional entities participate.

Besides, in order to have greater social and local appropriation assuring sustainability of the projects executed by the Program, the condition for their performance should be that municipalities as well as departments be contributing partners in the projects. Likewise, and proportionally to their economic capacities, the social beneficiary groups of the ReSA Program should contribute resources for financing the respective local projects.

As said in part 2 of this report, the capacity of the households and the persons to generate income and the level of said households and persons constitute a factor which, although it affects food security of the households through the access and consumption of food of its members, strictly it is not within the environment of the elements which directly control and manage the households. For this reason, a strategic and close synergy must be established between the ReSA Program and that of generating income of Acción Social. This synergy should lead to coverage of the beneficiaries of ReSA, once certain achievements have been met in the execution of the Program, by the Program for Generating Income. Likewise, the poorer and unprotected groups of this Program should be beneficiaries of the ReSA. Consequently, the intervention line Maíz- Fríjol should be assumed by the Program for Generating Income. An additional reason for this being this way is that this intervention line demands resources and specialties different from those which must be developed by the ReSA Program in its new approach.

Motivation⁸ as a factor for change and sustainability

The ReSA Program in its new formulation has as fundamental challenge to motivate the beneficiaries to welcome production practices for self reliance, culinary, health, and basic repair. Only in this manner it is assured that the results and the impacts of the Program are sustainable in the long term. In order to achieve this, it is necessary that the different components include motivation in its structure as a fundamental element.

Motivation is generating in the individual the desire to perform an action. In other words, convincing the persons to perform an action or to believe in something implies providing them with reasons which generate particular interests for them to perform said action. There are two types of motivation, external and internal. Internal motivation is present when the values of the people coincide with the results or motives for the action, for which the motor for action is full and autonomous conviction of the person when his personal convictions indicate him that following that road is correct and adequate. It implies, thus, believing in the means and / or the end. External motivation occurs when the values and beliefs of the individual do not coincide with the action or the situation, but he finds some type of external stimulus which provides that person with a benefit and convinces him to perform said action. Since it is not coherent with the beliefs of the individual, the external motivation may not last in time as much as internal motivation, or depend on the presence of these additional stimuli to be sustainable. Notwithstanding, in case that incentives are created which

⁸ It should be noted that some of the subjects, components and initiatives proposed by the consultants are already incorporated into the ReSA Program. Given the impossibility of evaluating each one of them, we consider that it is better to explain what must be done for the development of the Program in the light of the strategic approach proposed. A clear example of this type of situations is constituted by the issue of motivation and change of attitude.

may eventually be related to the values and beliefs of the people, external motivation can transform into a type of internal motivation. The opposite happens when the persons initiating an action guided by internal motivation find external elements which change the route of the individual motivation, that is, when the stimuli which initially coincided with the values of the individual change and turn into external stimuli because they do not agree with individual beliefs, then internal motivation stops being internal and turns into external motivation (Bénabou & Tirole, 2003).

Due to the foregoing, the motives and the stimuli used in any situation should be of the internal type so that the action is performed under the best conditions. When the stimuli are external, the action is performed without full conviction and dependent of the quality and the quantity of the external stimuli. The use of economic incentives and inputs by the ReSA Program, such as seeds and small animals, may help to initiate interest in individuals. However, they must not become the central element because the actions acquire a quantitative value, that is, the beneficiaries assume that the inputs are what is fundamental and consider that any action on their part must respond to how valuable the inputs they receive are. For this reason, the inputs cannot be central in the execution of the Program and it must be constantly rescued that what is sought is to improve the levels of food security in the population supplying the necessary inputs to initiate the processes indicated, but that it is the job they perform with these inputs what will determine their benefits. In other words, initial motivation to participate in the Program may have economic incentives such as, among others, inputs, savings generated by the production for self reliance and the adequate redistribution of the resources of the household. Although these incentives may be useful to call the attention of people, they are not necessarily stimuli which assure an internal motivation, and for this reason they may demerit the objective of the participation of the beneficiaries and generate mistaken perceptions concerning the way of proceeding of the ReSA Program. These incentives may be used to accompany others which, although apparently may be less appealing, may have greater impact on the beneficiaries.

Personal beliefs and convictions are set deep inside the life experiences and in the socio-cultural contexts in which individuals are developed. For

this reason, identifying the adequate road to motivate different individuals is a difficult task in which one must identify those elements which coincide with their values and the stimuli which promise to relate with the lifestyle of the individuals and their short term and long term needs.

For the case of the ReSA Program, continuing with what has been done until now, motivating the people to welcome the ReSA philosophy and to remain with the practices proposed by the Program is sought, in order to supply them with a mechanism adequate to reach greater levels of food security. Given the conditions of the Program, motivation is a fundamental element, for it assures attendance and continuous and adequate participation of the population in the formation and training workshops and in the meetings for interchanging knowledge. This participation in the workshops is essential to reach the objectives of the intervention strategy. Furthermore, motivation is the specific mechanism which allows the Program to be sustainable and that it does not depend on if the operators locate themselves permanently in the places where the projects are executed. This allows us to indicate motivation as the mechanism which generates the necessary social dynamic in order to continue with the proposal brought by the ReSA Program⁹.

Although there is acknowledgement of the fact that finding innovating means to captivate the attention of the users is necessary and challenging for the execution of the projects, this does not imply that using educational playing mechanisms ensures motivation of the people. Motivating is not the same as having fun. Motivating implies convincing someone to perform

⁹ The original ReSA Model includes workshops as an important part of its application, emphasizing that they are opportunities to provide additional information to the beneficiaries and where there is an exchange of knowledge. The current proposal considers that workshops are a fundamental tool for the Program because through them the beneficiary population is educated. This does not imply ignoring their previous knowledge, but enriching them with additional information which allows them to reach the objectives proposed in the Program. It is especially important to indicate that these workshops seek to explain to the beneficiaries why welcoming these practices represents a series of benefits for them. That is, the main interest of the workshops is to give solid and comprehensible explanations to the population concerning the reasons for which what is taught to them is valuable, useful, and allows them to reach better levels of food security.

an action and it is necessary in the ReSA strategy for the game activities to be used as one of the ways to motivate people, without this meaning that in order to approximate these beneficiaries, the only way to reach them is through this type of activities. Of course it is valuable to find ways for the participants to enjoy the activities, but the objective must go beyond enjoyment, which in this case is convincing the beneficiaries to adopt the philosophy of ReSA and apply it on a daily basis as a means through which they can guarantee their food security, that of their families, and improve, by savings in the purchase of food, the level of income and the resources of the household.

The literature about motivation at the work place indicates that the commitment of individuals towards tasks and chores increases when they understand the importance of their job, when they have the opportunity of contributing ideas and making decisions at their job. Forming and training agricultural producers and their families in the different aspects and activities included in the ReSA Program allows a dialogue of knowledge in which their knowledge about crops is enriched and they are provided with useful information. This dialogue of knowledge implies, then, a balance which allows the producer to empower himself with the subject and to want to participate, innovate, learn, and investigate. For this reason, the most important motivation strategy is that in which the producer and his family observe the bounties of the ReSA philosophy, the benefits which allow them not only to have access to food security but also to reinforce those aspects of family life which are in accordance with their values. Additionally, it is imperative that the producer and his family feel that what is given to them has a sense (Humphrey, Nahrgang & Morgeson, 2007; Spielman & Pandya-Lorch, 2009).

Once the intervention period of the ReSA Program is over, it is in the hands of the producer, his family, the community and the local and regional entities to continue with the ReSA philosophy. If he has been motivated adequately and they have been given reasons to perform the actions as proposed by the Program, certainly the change of attitude of the farmer has been moved towards using the resources available to him to guarantee basic levels of his food security. On the contrary, if the philosophy is not

interiorized and the motivation of the beneficiaries and their families is limited to taking advantage of the opportunity of having access to some inputs and some economic support, they will not have major reasons to continue, on a daily basis, with the proposed activities.

It is of vital importance to indicate that during the whole development of the ReSA Program the motivation must accompany the producers and their families, through the development of the different components.

As explained below, the communication component is in charge of transmitting information to the beneficiaries, operators, co-financers and other individuals integrating the ReSA Program. Therefore, motivation must be an active element of this component, for all the actors which are part of the Program must feel motivated to continue participating in it or executing it. For this, it is necessary that the transmission of the information be interesting and valued by those receiving it, that it is comprehensible for them and that it connects with their values and beliefs. When the information is valued by the receptor, it is more possible to get him involved and maintain his attention. This requires a rigorous analysis of the type of information which must be presented and the form of presentation, to assure that the individuals feel attracted, consult it and use it to inform themselves adequately. In this order of ideas, communication must see motivation as the instrument allowing it to have access to the individuals and thus maintain their interest in the Program as well as in the communication means used by the Program.

In the communication component, motivation allows for knowledge to be adopted by the individuals, that is, motivation generates in the individuals an interest in the subjects and the knowledge revised and moves them to consider this information relevant. For this reason, knowledge is more solid, and this, in turn, allows sustainability of the Program. The foregoing is true when the persons pay attention to the information with the interest of learning and understanding the subjects; that is, when they consider them relevant to them, the information is adopted. This allows the individuals to be in capacity of using said knowledge in their daily lives, which represents the ultimate objective of the strategy, for this is what guarantees the sustainability of the Program.

The component of inputs represents a challenge in the issue of motivation. It can happen that inputs are used to motivate people to participate and that the people do it only to benefit from them. The problem with this approximation is that motivation ends at the time of obtaining the inputs. Therefore, the use of inputs should be used as a lateral benefit of the Program and it must be made clear that these benefits are not a donation, but they are a means through which there is access to higher levels of food security, which must become the objective of the beneficiaries and their families. Thus, food security should be understood and therefore, valued by the beneficiaries of the Program; for this reason, inputs should be seen as a means to reach said objective and not as the only or the most important benefit offered by the ReSA Program. This can be achieved by delivering the inputs in a conditioned manner and with a cost, although low, for the beneficiaries. This is to guarantee that the individuals have access to the inputs when they have complied with certain requirements and to guarantee their permanence in the Program. When inputs have a cost, the people see it as an investment, for which they would be more committed to the Program and its goals.

The social networks and social capital consolidate, in time, the motivation of the beneficiaries of the Program through construction of a community in which they are empowered with the subjects and seek action as a group to reach better levels of food security. This way, motivation results when the construction of these two components is solid and allows for interaction, through the network, between the beneficiaries and their environment. This interaction must be based on feedback, support and trust. The community then generates ways of thinking which affect individuals and vice versa, and in this sense, the community and the individuals can motivate each other mutually. What is important for this Program is that the motivation generated in it is, first of all, realistic, and secondly, internal, to assure a sustainable motor for action.

This way, the change in attitude should be seen as a complex and cumulative process in which each opportunity for interaction is vital to reinforce the internal motives which shall be reached.

Strategies of the ReSA Program

As it has been said, the proposed structure of the ReSA Program has six strategies, which articulate, within each one of them, the corresponding components. Below, each one of the proposed strategies are supported and explained¹⁰.

1. Rural ReSA

The CONPES 113 (DNP, 2007) document indicates that the difference in the level of hunger between the rural and urban population is minimal and this is due, in part, to the fact that the practice in rural households of maintaining food production for self reliance reduces dependency on monthly income to purchase products in the market. In this order of ideas, the practice of production for self reliance is protecting the inhabitants of rural areas from hunger situations. Notwithstanding, said document also indicates that there are greater levels of malnutrition in the rural zones of the country than in the urban zones. Specifically, it explains that, due to the low level of consumption of fruits and vegetables, the population has a deficit of vitamins A and C and lacks other micronutrients like zinc and iron. The foregoing suggests that the eating habits of rural inhabitants are not healthy and that it is necessary to provide them with inputs to develop gardens for production for self reliance so they complement the nutrients needed by the individuals. According to UNICEF (UNICEF, 2008), nutrition not only depends on the intake of enough quantity of food, but also on the quality and the nutritious properties of the food.

¹⁰ It is important to call attention over the fact that some of the strategies and the components proposed are currently part of the Program. Notwithstanding this fact, and since this report is not an evaluation of results and impacts which allows establishing at the level of each line and each component which is its situation, the consultants have considered that it is better to make a general exposition of what should be.

It is for this reason that the Rural ReSA strategy seeks to install or strengthen the practice of production for self reliance in Colombian rural households in order to provide stable access to food and thus help improve their levels of food security. For this it is necessary, in the first place, to generate awareness at the family and community levels concerning the benefits brought by assigning a portion of the land to cultivate for self reliance. Immediately after they must receive the necessary education, complementing their previous knowledge, about how to grow crops, protect, and continue production for self reliance, so that the beneficiaries have the necessary knowledge to adopt the activity and develop it in their households. This way, a greater number of households shall practice production for self reliance which, considering the results and impacts of the ReSA Program, the national studies and international experiences, gives the families access to food, guaranteeing one of the basic dimensions of food security. During the whole process of development of the projects, emphasis must be made on the benefits of said practice, and how integrated it is in the logic of rural households, so that the beneficiaries are motivated to maintain these practices active even after the execution of the Program ends.

The application of the Rural ReSA strategy may be evaluated using indicators such as change in the extension of land destined for food production for self reliance and the variety of food grown in it; this considering that the families can have the practice of producing some food for self reliance but that the Program, through inputs, provides them what is necessary to increase the number of crops and the variety of said crops. Also, the way food in the household changes as a result of production in the garden should be considered as an indicator. Specifically, one can evaluate how consumption of certain foods changes, such as fruits, vegetables, eggs and meats.

Furthermore, the desired change in the beneficiaries is reached performing activities which seek not only training of the beneficiaries, but which also take them to reflect over the importance of maintaining production for self reliance. For this reason, besides the workshops in which information is transmitted concerning how to cultivate, how to use fertilizers and how to maintain the garden throughout the year, it is also necessary to establish community gardens where all the inputs delivered are grown, so that the

beneficiaries can see the process of the community garden and compare it to the development of their garden at home. The community garden also establishes a place for exchange of knowledge in which social networks are strengthened. Making the community reflect about the benefits for them of having a garden for production for self reliance helps them to understand the impact of this practice in the family and to value the work performed. This way, production for self reliance is not related exclusively to the presence of the ReSA Program in the region, but it acquires a complexity where the family incorporates this practice in its way of life while it observes the benefits that it obtains from this practice. All this must be accompanied by a solid communication strategy which informs, reinforces the knowledge acquired and invites the community to actively participate in the consolidation of the Program to make it sustainable.

2. CUNA

In the four dimensions of food security agreed upon in the Food Summit in 1996, it is evident that it is not only enough to eat food to be healthy; it is also important to know how to eat right. This implies knowing how to manipulate food, how to cook it and which recipes include the necessary nutrients to be healthy. Given that the Rural ReSA strategy is concentrated on introducing or strengthening the practice of production for self reliance, CUNA complements it transmitting knowledge about how to transform food into complete and healthy meals. This way, as an answer to the problem of malnutrition in Colombia indicated by CONPES 113 (DNP, 2007) document, the beneficiated population shall have at its disposal the information and training to learn to use food adequately and consume the micronutrients they need to stay healthy.

In 2007, UNICEF found that in Colombia 12% of children under 5 years of age showed chronic malnutrition, 7% global malnutrition and 1% acute malnutrition, all this based on the weight- height ratio for that age (UNICEF, 2008). According to the report, at the time the country was among the countries that were going to meet goal 2 of the first objective of the Millennium. This is why the efforts and the Programs and strategies giving

support to reach this objective should be continued. Said document also emphasizes the importance of a balanced nutrition and how through a diet rich in nutrients and with access to enough amount of food, the individuals can achieve good health and nutritional conditions, that is, satisfactory levels of food security.

For this reason the general objective of the CUNA strategy is to educate the beneficiary population in subjects concerning food and nutrition to improve the use of food in the households, and consequently, the nutritional status of the participating families. In order to achieve this, the beneficiary population must be trained in issues concerning food and nutrition to allow them to understand the importance of applying balanced diets and how said diets influence the health status of individuals. Likewise, it is necessary to teach them how to manipulate and cook the food in a healthy manner and which recipes they can prepare, incorporating, in a balanced way, the products they grow in the garden for self reliance. This way the community is educated and trained to make informed decisions concerning how to distribute the food and meals during the day, which in turn should empower the community so that the individuals feel responsible and capable of supplying better food to their family and the community.

Since it started, CUNA has investigated the traditional recipes of the different communities in which the Program takes place, at the same time that it has incorporated them in its routine work. This way, it not only teaches the beneficiaries how to create balanced recipes, but also the desire is to recuperate the local practices of traditional cooking. This intends to value traditional practices in the community. Simultaneously, from these traditions the objective is to incorporate a series of additional knowledge which allows them to use these traditions in a healthy and adequate manner. This way, the Program does not ignore the cultural practices and traditions of the beneficiaries, but rather, it intends to use them to obtain the best results and protect the culture of each one of the communities it approaches. Since the CUNA strategy is centered in the use of food and the education in food and nutritional issues, the indicators for follow-up and evaluation of this strategy should include elements such as changes in eating habits of the members of the household, change of frequency of consumption of food

produced in the garden and with the nutritional conditions suggested by CUNA. It is also important to evaluate the change in manipulation of food and how those who cook choose and plan the meals.

Reaching these objectives requires activities in which not only cooking recipes are taught to the beneficiaries, but also food manipulation habits and how this is related to the nutrition status of the individuals. For this reason, it is necessary to explain in the workshops what nutrition means and how the members of the family should be fed to guarantee a good nutritional status. In this order of ideas, it is necessary to present the specific nutritional needs of particular populations such as children and pregnant or breastfeeding women and how to fulfill them. The communication strategy must strengthen these lessons and maintain the beneficiaries alert to the news concerning nutrition and food intake (Sánchez, Swaminatha, Dobie & Yuskel, 2005).

3. Temporary Nutritional Support

The diagram of the FAO about the levels of food security (figure 1) clearly indicates that depending on the conditions of the body, the nutrients from food are absorbed. This implies that at the same time that food affects the health condition, the health condition affects the way that the body takes advantage of that food. Among the objectives of the Millennium, and as specified by UNICEF in its guidelines to eradicate chronic child malnutrition in Latin America and the Caribbean (UNICEF, 2008), it is necessary to develop integral strategies in the home which consider not only the access of individuals to food and nutrients, but also the home conditions which assure harmlessness of said food and preventive health practices. Only when all these areas are treated as a whole, one can talk about effective strategies to fight child malnutrition. The seriousness of this problem does not rely only on the annual rates of child mortality, but it also negatively influences the academic performance of children, and therefore, their remaining in the school system (von Braun, 2009). The foregoing is reflected later in the competitive level of these individuals, especially a deficiency of vitamin A, zinc, iodine and iron negatively influences the development

of individuals, of their family group and in the end, of the country. The measurements of nutrition have been performed traditionally on children less than 5 years old, for the world hunger index (von Braun et. al., 2009) establishes it this way. However, it is also necessary to take care of health in children of school age and adolescents, and in this last group, special attention should be given to girls who are mothers (UNICEF, 2008).

Pregnant and breastfeeding mothers, adolescents and of age, on their part, are a population group whose needs not only cover them but they also cover their infants. Therefore, the job of eradicating poverty and hunger, as designated by the first objective of the Millennium, should center its attention on this demographic group and provide it with the necessary aid. (Stamoulis & Zezza, 2003). It is important to clarify that malnutrition and obesity are not mutually excluding conditions. Inadequate food intake may bring as a result overweight individuals, and at the same time, they can be malnourished. Even more so, chronic malnutrition may result eventually in excess weight and the consequences of this include anemia and hypertension (UNICEF, 2008).

In this order of ideas, when individuals, especially children and pregnant and breastfeeding women which are the most vulnerable groups, have serious degrees of malnutrition, it is necessary to stabilize them first with nutritional supplements to improve their health status to be able to adequately absorb the nutrients coming from food. For this reason, a special accompaniment to these vulnerable groups could be necessary to ensure that, indeed, these individuals improve their nutritional status, and therefore, their food security levels.

The main objective of the strategy of "Temporary Nutritional Support" of the ReSA Program is to improve the nutritional levels of the family members, specifically of the children and pregnant and breastfeeding women, using nutritional supplements temporarily which allow them to improve their health and nutrition status. This is achieved not only with the delivery of these supplements to the families who need them, but it is also necessary to teach the beneficiaries what these supplements are, why they must use them, how they are consumed and for how long. This way, the beneficiaries understand the importance of adhering to this

temporary treatment and the benefits from doing so. In the approach and conception proposed for the ReSA Program in which the ultimate end is the nutritional status of the persons who are part of the intervened households, this type of support is necessary because the adequate absorption of nutrients depends not only on good food but also on the health condition of the body, and the nutritional supplements offered help improve this health condition rapidly. Reaching this goal, which is the purpose of the strategy of Temporary Nutritional Support, the rest of the strategies of the Program, such as production for self reliance and CUNA, join more integrally the objective of improving the levels of food security of all the members of the beneficiated households.

Since the interest of this strategy is to favor the most vulnerable members of the households, which are pregnant and breastfeeding women and children, the indicators which shall allow follow up and evaluation of this strategy are directly related to the health status of these groups of individuals. Specifically, in the case of children, changes in height and weight can be considered as good indicators. Likewise, weight can be taken in the case of women. In this strategy, follow-up is essential, for the period designated to deliver nutritional supplements is determined, greatly, by the expectations of improvement of the indicators of this population, so strict control must be maintained showing when the goal was reached or when it is necessary to make adjustments to reach the goal. This is done in order to guarantee compliance with the general objective.

Notwithstanding the foregoing, the application of this strategy should not be limited, among others, to the delivery of the supplements and the consequent measurements of height and weight of the individuals. As said before, it is essential to complement these activities with training workshops about what these nutritional supplements are, how they are used, which are their benefits, why they are being used in the Program and when their use should be discontinued. This way, families understand the sense of this strategy and there is more commitment to treatment. Furthermore, it is important to generate awareness in the community about needs concerning nutrition and food of children and pregnant and breastfeeding women, so that the workshops can strengthen this information.

4. Special and Temporary Nutritional and Food Support

The CONPES 113 (DNP, 2007) document indicates that in the rural zones of the country the level of hunger reaches 9%. Besides this, and as said before, hunger is correlated to malnutrition.

In certain rural zones, and in the cases of poor and vulnerable populations such as those which must be tended to by ReSA, it is very possible to find families with manifest cases of hunger and malnutrition in the different members of the household. In these cases, assistance to these families shall be initiated considering that their members are in a situation of hunger, which implies they are not ingesting the amount of calories they need to perform their daily activities (Stamoulis & Zezza, 2003; von Braun et. al., 2009). Therefore, a Program like ReSA should start its intervention in these types of households with an integral support to satisfy the basic food and nutrition needs of the members of these households, a support which consists of delivering nutritional and food supplements. The first are given to improve individual nutritional status of the different members of the households and the second seek that the families come out rapidly of the hunger situation and have access, through food, to the calories which allow them to perform their daily activities actively and productively; production for self reliance is among these activities in the ReSA Program (von Braun, et. al., 2009).

Since chronic malnutrition may result in obesity, and obesity can generate problems like anemia and hypertension (UNICEF, 2008), the approximation of the more needy families of the communities which are going to be beneficiaries of the ReSA Program should be done with a previous detailed analysis to identify which families need the special and temporary help given through the "Temporary and Special Food and Nutritional Support" strategy.

In this strategy it is essential that the inclusion of families which are object of the special intervention be informed to them, so that their members understand which the objective and the scope of the ReSA Program is, and how they can have access to its benefits. This is the only way to guarantee legitimate commitment of the families with the Program and with the continuity necessary to participate successfully in said Program.

The foregoing is important not only for the wellbeing of the families, but also for the effectiveness of the Program and its sustainability.

Lastly, according to von Braun et. al (2009), the survival strategies used by the poorer people can be, contrary to what is sought, costly in the long term, which absorbs them in a vicious circle of poverty. In order to solve this problem, it is necessary to work directly with the resources of these individuals and guide them to put an end to the circle of poverty in which they are immersed.

Consequently, the Special and Temporary Food and Nutritional Support strategy is geared towards assisting the more vulnerable families, that is, those which are living a situation of hunger and which besides, have unsatisfied basic food needs and due to this, they cannot initiate their active participation in the Program without previous nutritional and food support to help them improve their nutritional status and reach a level which allows them to develop the activities of the Program. For this reason, food supplements must be supplied to them to help them overcome the hunger situation and nutritional supplements to improve their nutritional status. For this it is necessary to educate the beneficiaries about what these supplements are, what they are for, how long they shall be given to them and which are the benefits that they will receive from them. Since very possibly these are families whose participation in the ReSA Program will not be immediate, it is necessary to approximate them emphasizing the advantages and the benefits of producing for self reliance, learn about nutrition and food, the importance of basic sanitation and health practices.

Among the indicators which can be used in this strategy are changes in height, weight and eating habits of the members of these families. These indicators should be used in the interest of controlling when to move on to the execution of the next strategies.

The activities to develop in the Special and Temporary Food and Nutritional strategy include the delivery of the inputs, that is, the food and nutritional supplements required by the families, but also consider workshops to educate and train the individuals about what they are, how they are consumed, and how long they will use the food and nutritional supplements. Furthermore, workshops shall be held to explain to the families how

their participation in the ReSA Program shall result in higher levels of food security, which are the nutritional needs that will allow them to perform their activities and how they must eat to avoid hunger and malnutrition situations in the future.

5. Housing and Basic Sanitation

In the census of 2005 (DNP, 2007) it was reported that in terms of basic sanitation, 83.4% of the national population had water utility service, either public, communal or in the town. Of this 83.4%, 94.3% is urban and only 47.1% is rural. As for sewage system, the national average is 73.1% of households have it. Of this percentage, 89.7% is urban and only 17.8% of rural households have this utility service. These indicators call attention upon the deficient life and basic sanitation conditions in which rural homes are immersed. Additional to the foregoing, the improvement in access to potable water and basic sanitation in the households is included within the objectives of the Millennium. In this state of affairs, providing a better quality of life to those living in rural zones of the country through basic sanitation represents a necessary challenge. In the case of children, they are especially sensitive to the conditions of water and are the most affected by the lack of adequate basic sanitation conditions in the household. Therefore, in order to reduce the chronic malnutrition in children and the risks for children, it is necessary to include in the work agendas the component of basic sanitation and water and waste disposal (UNICEF, 2008).

The conditions of basic sanitation directly affect the health of individuals, especially concerning issues of potable water, waste disposal and materials and distribution of the household. In order to have access to acceptable levels of food security it is also necessary to help individuals improve the basic sanitation conditions (Stamoulis & Zezza, 2003). For this reason, in the food security figure of the FAO (Figure 1), it is emphasized as a requirement to guarantee harmlessness of the food ingested and the health of individuals. In this aspect, it is necessary to intervene with strategies which complement each other and which satisfy basic levels of sanitation, for the ReSA Program to be able to improve food security of its beneficiaries.

In this state of affairs, the general objective of the "Housing and Basic Sanitation" strategy is improving sanitation conditions of the homes of rural households which are beneficiaries of the ReSA Program, in order to ensure harmlessness of the food and sanitation conditions in the home. This is achieved not only with the delivery of the necessary resources for improvement of the conditions of kitchens, bathrooms, access to potable water and the systems for evacuation of waste waters, but when simultaneously the beneficiary population is educated about how basic sanitation is related to food preparation and the health status of individuals. Besides this, it is necessary to teach them basic sanitation measures that they can practice daily in their homes, and the reasons why they are necessary. This happens when the families adopt these lessons learned and are motivated to introduce them in their daily routines in order to ensure better life conditions. It is also essential to teach communities to protect the potable water sources and how to handle waste, so that the communities are more conscious and careful with the environment, which in turn influences the state of nutrition of its inhabitants. Since these practices must be sustainable in order to be effective, it is very important to motivate the community to adopt these practices and develop them continuously and diligently, introducing a practice which does not require the presence of the Program in order to be performed.

Follow-up and evaluation of this strategy shall evaluate if in time the adjustments to the homes include improvements in the materials used in the different areas of the home, improvements in the distribution of homes, especially seeking adequate separation of kitchen and bathrooms, and an adequate handling of garbage and waste waters. As expected, access to potable water is a fundamental indicator and it considers also how stable and adequate this access is.

In order to comply with the objectives of this strategy, it is necessary to hold workshops which provide to the beneficiaries information about how the issue of basic sanitation is related to the levels of food security, and specifically, to the nutritional status of the people. Adequate handling of garbage and waste waters, how to clean the home and how to manipulate food in the kitchen to guarantee harmlessness of the food must also be taught to the

beneficiaries. That is, besides the physical improvements and the improvements of access to public utilities performed in the homes, it is essential to provide to the beneficiaries information which allows them to understand the importance and the scope of the sanitation practices and how they must be included in daily life to guarantee better and healthier life conditions.

6. Health Practices

In daily life, individuals must incorporate in their routine certain practices that, such as washing their hands, are fundamental tools to prevent illness from spreading. Many of these practices should happen around culinary activities and food handling. Notwithstanding, these practices are frequently ignored in the homes in their daily life and for this reason the individuals are putting their health at risk. Since the health condition of the individuals determines how the body takes advantage of the nutrients coming from ingested food, in order to ensure a better nutritional status it is necessary to solve the health problems. For this reason, it is also pertinent that a Program such as ReSA includes in its strategies a strategy which approaches the health conditions of individuals in communities, not only to teach them why it is important to include the health practices in daily life, but also so they can understand how these practices are related to food security. Furthermore, it is important to provide to the communities the formation and basic training and designate leaders concerning these issues who can, once the performance of the Program is over, help the community to maintain good health levels among their members.

The health practices, especially in issues related to nutrition have called the attention of entities recognized internationally. One of the most important is the World Health Organization, which launched a campaign about the five fundamental keys to health (WHO, s.f.). This way these organizations are calling the attention of the population upon how health practices in the home are related to harmlessness of food and how it affects the health conditions of people. In this order of ideas, the ReSA Program, whose main objective is the food security in households and individuals, must incorporate basic health elements which affect it and are related to it.

Thus, the general objective of the strategy of "Health Practices" is to educate the beneficiaries of the Program so they understand the importance of using basic health practices in their daily lives, how they are related to their health condition, and therefore, to the nutritional status. Besides, it also wishes to educate them in prevention, identification and treatment of illnesses related to lack of health practices. This is achieved in the first place, by revising the health conditions of the members of the beneficiary population in order to identify basic health problems, treat them, and thus improve the health conditions of the community, which also contributes to improve the levels of food security. In turn, this attention to population allows making a characterization of the community and with this educate them about how to prevent health problems, how to identify them and treat them. Ideally, certain members of the community should be joined especially in the process so that they assume roles as para-nurses, so that, in case a problem arises, they have the tools to treat it (Sánchez et. al., 2005). For this reason, it is also necessary to leave the community with useful information and effective mechanisms such as support social networks, information concerning entities which they can contact when the Program is no longer present, so that the community has resources to care for the health of its members. Lastly, in line with the Rural ReSA strategy, training on how to use certain medicinal herbs which can be grown at home or as a community can be included.

The indicators of this strategy cover, on one hand, the treatment of health problems and contemplate, among others, improvements in height, weight and illnesses. On the other hand, an increase in the frequency with which the people develop health practices in their homes and understand their importance and relation to food security is expected. Besides the foregoing, it must be observed that the leading members of the community are capable of identifying and treating basic illnesses among the inhabitants of the community.

CHAPTER TEN

Components of the ReSA Program

In the proposed structure of the ReSA Program, six components are considered which support the development and performance of each one of the six strategies proposed.

A first element to consider is that the components of the Program are not independent units from each other but that they are integral part of one structure and that its goals as well as its functions are closely related. In second place, it is important to take into account that the development and the success of the Program depends seriously on an administration plan in which mutual interaction between the strategies and the components are kept as pillars of the process of implementation itself. Finally, the different components should be adjusted around the communication-formation processes as the backbone of working with the beneficiary groups. The ReSA Program shall progressively adjust its actions orienting them towards the generation of social capital and network construction as advancement takes place in the developments reached by these processes. These components in the long term shall become pillars of the sustainability of ReSA.

Each one of these components is explained below.

1. Communication

Communication is an integral part of the development and implementation of the ReSA Program, not only in what refers to the disclosure of the Program or to the socialization of its results or lessons, but because communication is a factor which is powerfully related to formal and non formal education. The communication processes in community intervention programs, as is the case of ReSA, are articulated by pedagogy of communication which favors the scope of the educational results.

The basis for the communication and education processes is in the messages produced; these messages must seek that the addressees of said

messages become aware of a determined reality; this, in order for them to reflect about their daily lives.

Within the models of communication and education it is possible to find emphasis on the content, on the effects (behaviorism) and on the processes. The first two models are framed within the so called external development processes, while the last one is recognized as an essential part of the internal development model. In a program such as ReSA, which seeks, through participation, social construction of knowledge and rupture of vertical relationships in which the producers have no knowledge and the tutors know everything, it is clear that the recommended approach of communication- education is the third of those already mentioned. This decision implies breaking the structure of Issuer - Message- Receiver, to favor structures in which all are issuers and receivers simultaneously.

The effects of this decision are substantive to evaluate the reception processes as well as that of production of communication, because, more than seeking that the communication products inform the people, it is expected that they motivate them and favor their participation within a given process. A decisive factor for the production of communication under approaches of communication and education is the establishment of pre-feeding and feedback which guarantee that the communities may, effectively, see their points of view, opinions, and knowledge reflected in the communication products developed inside the Program.

Finally, given the increasing importance that new communication technologies and information -ICTS have gained, the Program must find the way in which digital platforms or the use of artifacts, such as cell phones, can be a part of the supports of each one of the communication and education strategies.

The general objective of the "Communication" component of the re-saprogram is to promote and inform people about the philosophy of the Program in order to motivate them to participate, and once they are inside said Program, pass on relevant information, such as useful data and results, which stress the processes of active and permanent participation in the Program.

The specific objectives of the component are:

- ❑ To promote the ReSA Program, its philosophy, way of operation, objectives and results obtained and expected.
- ❑ To inform the beneficiaries of the Program of the relevant issues, results obtained, status of the Program and actions to be performed soon.
- ❑ To motivate the people to participate in an informed way so that their expectations are accurate. This constantly reinforces the positive elements of the Program and emphasizes how to improve the Program's weaknesses. Likewise, it helps to promote the desire to participate in ReSA and to stay in it.
- ❑ To reinforce the lessons learned by the formation component, helping the people to constantly think of the way to convert their new knowledge into practices which transform their own reality.

Based on the proposed objectives and on the approach indicated above, the communication component shall develop the following activities:

- ❑ Diagnosis of communication which allows identifying things to refer to and languages of each one of the groups with which ReSA will perform its work and intervention processes.
- ❑ Communication production workshops which generate in the groups the capacities to make communication products, such as posters, radio programs and mural newspapers. Each one of the communication products shall seek the way to relate to the developments of the formation component.
- ❑ Production of text messages in cell phones to reinforce the messages issued in radio programs or expressed in the posters and mural or community newspapers.

- ❑ Carry out campaigns for diffusion of the Program through radio publicity or free press.
- ❑ Perform workshops for analysis of the communication processes for redesigning its products and strategies.
- ❑ Events or meetings for interchanging experiences. These events shall be used as inputs for the production of communication of the ReSA Program.
- ❑ It is important to indicate that the objective public of each one of the messages, as well as the relationship of these messages to the different main points of the Program, shall determine the specific content, the type of media which is more adequate and the frequency of repetition of the message.

For the implementation of the communication component it is important to take into account a series of aspects which are discussed below.

The design of the communication strategy shall be established before the implementation of said strategy. This design shall take into account: the frames of reference of the Program; the participative elaboration of the process; the relationships between participative diagnosis and the adjustment of the central problems of the Program for each work nucleus; the adjustment of strategies to the profiles of the users of the communication processes; the definition of objectives of the strategy based on the relationship between main points of the Program- objectives of the components- profiles of the users; determination of content of each one of the communication products in relation to each one of its objectives; the mechanisms and instances which favor the participative design of products and contents; the structures of participative monitoring of the production processes as well as of reception processes; the permanent and dynamic relationships of the components of communication- formation; the formation of administrative agents of communication who are responsible for this issue in the food security networks promoted by ReSA; and the determination of critical factors for starting the communication strategy within the Program.

The communication processes oriented under participative structures must be consequent with the rural participative diagnosis processes and be articulated to them, for although it is true that the general conception of the problem of food security is clearly defined, the particular manifestations of said set of problems for each group in each region, may be different. This supposes that for each one of the interventions, the final adjustment to the design of communication strategies should be preceded by participative diagnosis.

The communication processes supported on participative diagnosis should be the basis for the configuration of communication and information systems of the Program, especially when it expects to advance in the use of technical artifacts of the ICTS.

The communication problems must be differentiated from other types of challenges or difficulties of the ReSA Program. The success of the communication strategy depends greatly on the fact that the challenges that are imposed to it agree with the scopes of the communication processes. The definition of open, hidden, blind and unknown areas (Johari program), which favor the knowledge of feedback, will be particularly useful for this purpose.

The participative design of the communication processes inside the ReSA Program shall tend to the identification of channels and the design of the messages and their relationship with the issues and the critical problems, for when performing this type of jobs with the community, the Program shall be making progress in its efforts to make the public aware of the value of food security, its implications with the quality of life of its users or beneficiaries of the ReSA Program and the relationships between food, nutrition, quality of life, and struggle against poverty.

The formation of communication managers for the local food security networks shall seek development in the same capacities to understand the communication processes and the capacity of the media on which it is supported; to identify and be able to use the possibilities of each one of the communication media available based on the relationship of media- public- communication objective- type of message; to evaluate the processes of production and reception of communication; to manage the different formats of community radio, because this is one of the most useful and versatile media which the Program can count on; and to establish

relationships between the communication processes and the formation processes of ReSA.

2. Formation

The formation processes in the ReSA Program have to be understood not only as an essential part of the development of capacities, but as one of the most important factors in the road of self determination and change of attitude of the beneficiaries of the Program with respect to the habits referring to food security.

Framed within adult education and non formal education, the most part of the formative challenge of ReSA must be expressed in its content as well as in the curricular design, and as a planned search for the wellbeing of the persons which are part of the formation process. In other words, all the formation strategy shall be referred to practical and concrete elements of food security in the daily lives of the beneficiaries.

The relationship between the learning contents and practices and the problems of everyday life are the essence of the educational processes developed from the frameworks of active pedagogy and learning by doing.

It is suggested, following the models derived from the norm- re-educational approaches of (in Schenkel, 1983) to advance in three levels within the process:

- ❑ Sensitizing to change or defrosting. In this level, the patterns avoiding change of behavior concerning food and nutrition are identified, generating the necessary awareness for change and establishing relationships between the actors which reinforce this new vision. In this phase, the diagnosis, identification of problems related to food security of individuals, families, and the community are developed, and progress is made in the workshops seeking awareness concerning these difficulties and the possibilities for solution.
- ❑ Starting up. In this level, the Program shall develop the educational activities which lead to a change of attitude and to the development of

the necessary capabilities to support this new perspective concerning production for self reliance, nutrition, health, food, and in general, food security. Therefore, the operators of the ReSA Program should advance in the collective analysis of the diagnosis and in the participative generation of a plan for change. This plan includes workshops for the formation and social construction of knowledge, the individual as well as collective activities to put into practice the knowledge acquired in the workshops, and the systematization of the experiences developed, as well as the investigation works, participative action, which must accompany each one of the workshops for formation and training within the Program.

- ❑ Consolidation. This work level is essential because in it is where all the activities allowing consolidation of knowledge and of the practices developed throughout the formation process are performed. Likewise, the Program shall incorporate, within the activities of formation at this level, all those activities it may consider necessary for sustainability of the process once the ReSA Program withdraws its intervention with the community of beneficiaries.

The general objective of the formation component is to complement the knowledge of the farmers concerning issues such as agricultural cultivation and production, and strengthening sanitation issues, health practices, food and nutrition, to develop those abilities linked to the processes of food security based on production for self reliance and the nutritional status of the beneficiaries of the Program.

In order to reach this purpose, the specific objectives are:

- ❑ To generate knowledge in the beneficiaries of the Program allowing them to integrally administrate the processes of food security.
- ❑ To contribute to the development of the necessary competencies for starting and consolidating initiatives, individual as well as collective, of food security.

Based on the objectives proposed and on the approach indicated above, the formation component shall develop the following activities:

- ❑ Creating a base line which establishes the knowledge of the beneficiaries of the ReSA Program when they arrive to the Program.
- ❑ Implementing formation workshops in which knowledge is combined with practice. It shall not be forgotten that the Program operates on acknowledging that, besides the knowledge of the tutors and operators, the communities also possess valid knowledge. For this reason, the workshops shall be oriented by the approaches inherent to active teaching and significant learning.
- ❑ Developing process for systematization of experiences which allow to evidence the different moments of learning and acknowledge the important milestones within said moments.
- ❑ Creating teaching material in a participative manner, for one of the best ways to manage knowledge is establishing dynamics which facilitate the transformation of tacit knowledge into explicit knowledge. Processing the knowledge that the ReSA beneficiaries have by transmitting what they have learned from other producers in similar situations clearly favors the appropriation of knowledge.
- ❑ Incorporating activities and strategies of rural extension such as community pieces of land and picnics. The development of these activities may contribute substantially to the generation of social capital and to the construction of food security networks.

For better and more efficient implementation of the formation component of the ReSA Program, it is important that certain general recommendations are kept in mind.

From its conception as a Program, ReSA has stated the need to establish educational formation processes based on the dialogue of knowledge, not

only because clearly ReSA technicians as well as beneficiaries of said Program have, at different levels, an accumulated knowledge concerning the issue of food and nutrition, but because for ReSA to be successful, knowledge and practices of the operators are as important, necessary and useful as those possessed by the beneficiaries of the Program. In other words, the ReSA Program seeks to destroy the barriers existing between educators and students within the frame of their actions of formation.

In this sense, it is very important to emphasize the effort that the Program must make so that its formation strategy stresses constantly the basic principles of educational and formation processes with which it expects to break the barriers mentioned (Schenkel, 1983). These principles are:

- ❑ The formation processes of ReSA shall *stand on generating curiosity and will of the individuals to know* more and more about their specific surroundings related to food security and to acquire new knowledge and abilities.
- ❑ Without *establishing starting motivations based on curiosity* to understand food security as a vital environment, that is "initial motivation," it is very improbable that the success of the formation process will be as expected.
- ❑ The educational or formation processes shall *include investigative components which give way to curiosity of the participants* to understand relationships which are not explicit between their life and food, their emotional stability and nutrition, their quality of life and the way in which they feed and nurture themselves. In summary, the educational processes must generate in the beneficiaries the necessary motivation to ask themselves how food, nutrition, health practices and health status are related.
- ❑ It is very possible that *the beneficiaries of the ReSA Program learn better and faster if they themselves can establish, at the level of the different communities and projects and with the support and the criteria of the technicians and operators, the goals and objectives of their learning*. Talking about participative

education or formation processes implies much more than working in workshops or incorporating games as a basis of the learning exercise or of the development of actions based on hands-on learning.

- ❑ The ReSA formation events shall be linked in such a way that *it takes maximum advantage of motivation* for achievement generated by the process of learning: "If I learned this, I can most certainly learn that."
- ❑ The formation processes in the ReSA Program shall allow for *maximum active union of its beneficiaries*. For this effect it is recommended to establish learning units which may be object of the development of projects by the participants. The elaboration and starting up of small formation projects may have important effects in terms of generation of social capital, conformation of networks, and increase of motivation in the groups.
- ❑ The implementation of the formation projects may be the scenario to favor *the incorporation of positive incentives*, one of which is inputs, for it is very difficult to reach significant learning experiences in which only negative incentives are present or exist.
- ❑ The evaluation of the formation processes must be done with participation, since the design, of the beneficiaries of the Program. Likewise, it is through participation of the beneficiaries that feedback can be obtained and adjustments can be made so that they feel that *as beneficiaries and students, they are clearly contributing to their own formation process*.

As said in section 8 about motivation, there are two types of motivation, internal and external, which are differentiated by the motives which move an individual to perform an action. Notwithstanding, in the educational formation processes, motivation is considered of the primary or secondary type (Schenkel, 1983). In the first case it means finding a nucleus of affective link between the beneficiary of the ReSA Program and the learning process; for example, in the case of women in charge of their family group,

the wellbeing of their children. In the second case it means looking for a rational nucleus referred to learning; for example, more savings and more efficient use of the resources of the farm. To distinguish, from the point of view of the formation process, these two types of motivation and structure the communication and education processes based on the motivation present in the group is very important for the work of the component. Of course, everything shall be much more effective if, in the development of the educational formation process, the two motivations among the participants are reached.

Given the objectives of the Program it is recommended to develop permanent work groups which stay during the whole formation process. The groups not only contribute to the development of social capital and to the consolidation of networks, but also are, themselves, a powerful learning strategy. The learning groups are the basis for the development of the practice communities, since their members develop greater levels of trust and cooperation facilitating in this manner the exchange of knowledge and information about their daily practices related to food security. Likewise, they favor depuration and analysis of knowledge that the group shall receive later in the Program as raw material for the collective construction of knowledge and knowledge exchange.

Another advantage of working in small formation and learning groups is the increase of effective participation and interaction of the members of the ReSA Program, which contributes notably in the conformation of the associativity culture which the ReSA Program expects to leave as part of its results in the different intervened cultures.

3. Inputs

The inputs within the ReSA Program should be considered educational support material or materials for support of the activities of the different components of the Program. For this reason, planning and delivery of inputs should be closely related with the development of communication and formation activities and have a clear relationship with the execution of each one of the strategies.

In the frame of a Program like ReSA which seeks to establish relationships between the formation and development of knowledge with the starting up which favors empirical verification of the conceptual and theoretical assumptions of the formation processes and, consequently, of verification of the things learned, inputs, unless in strategies of special nutritional support and of special and temporary food and nutrition, should be delivered as work material for the formation or communication workshops.

The delivery of inputs shall be a part of the incentives to the active participation of the beneficiaries in each one of the phases and intervention levels of the beneficiaries in each one of the strategies of the Program. In other words, if inputs support, for example, the formation process, each one of the deliveries shall be preceded by an evaluation of results obtained in the exercises developed with the inputs previously assigned for this effect.

The general objective of the "Inputs" component is to provide the different inputs necessary so that families assure basic levels of agricultural production for self reliance, nutrition, food, basic sanitation and health which allows strengthening and improving their levels of food security.

The specific objectives are:

- ☐ To provide the necessary inputs to initiate, and in certain cases maintain, the family garden for production for self reliance.
- ☐ To provide the food and nutritional supplements to improve the health conditions of the more vulnerable members in the household.
- ☐ To provide the necessary inputs so that the physical distribution of the homes guarantees basic levels of sanitation, while allowing the adequate use of food and correct handling of water and waste products.
- ☐ To provide the necessary inputs to train the members of the community in health issues so that the community is capable of action facing problems in this area.

The achievement of these objectives presupposes the performance of the following activities:

- ❑ Diagnosis of the capacity to contribute resources of each one of the communities with which activities of formation and communication are being performed.
- ❑ Establishing collective exercises of management and control of the inputs delivered by the Program.
- ❑ Designing deliveries of inputs in relation to the achievements pending to be reached in the formation process.
- ❑ Systematizing, with the group, the lessons and things learned derived from the previous process of delivery of materials, leaving lessons for similar events in the near future.

Finally, it is necessary to indicate that the inputs should be integral part of the development of strategies and of the remaining components of the Program and in all cases they must be conceived as a positive incentive for active participation of the beneficiaries in the development of the ReSA Program. Notwithstanding the foregoing, inputs must be, above all, a factor clearly associated to the development of activities of the formation and communication components. The beneficiaries of the Program must feel and perceive that the inputs delivered are, more than a prize for having performed a task or having participated in the process, part of the resources they require as a work group to develop their learning projects or materialize their practice community. To separate the notion of a prize in the delivery of inputs and displace it as a resource for learning is an important challenge for the Program.

4. Networks

A network is defined as the connections generated among individuals who exchange different resources, for example, material goods, aids, gifts or relationships such as trust or cooperation. Therefore, depending on the type of resource and of the individuals who participate in it, different structures are obtained which facilitate the achievement of certain objectives or others (from Ugarte, 2010; Molina, 2001; Requena, 2008).

In the case of the ReSA Program, the participants of the networks are the beneficiaries of the Program and the resources exchanged range from trust and knowledge to inputs or knowledge in food preparation. Therefore, the Program itself, because of its conception and implementation, generates networks whose objective shall be to maintain them in time in order to empower the process and thus derive greater benefits for the persons, the households, and participating communities of ReSA.

Additionally, the Program establishes flows of information and knowledge which accelerate and contribute to the generation of networks by virtue of the quality of the resources for exchange and of the scarcity of said resources within the beneficiary community.

The networks, according to the dynamics of the groups, are structured and restructured in terms of the "size of the resources" as well as the number of individuals. This determines that the construction of a network and its comprehension should be centered on its dynamics and development considering all the possible relationships establishing it. For this reason, it is very important for the Program to determine from the start which is the social structure of the group with which the Program will be working, that is the leaders, the existing nuclei, the non-united actors or with very weak ties, etc., in order to establish from there the best strategies for creating or strengthening the local food security networks (Ugarte, 2010; Molina, 2001; Requena, 2008).

The networks, besides allowing the construction of relationships and facilitating exchanges, also allow the participants to take the adequate measures to grow stronger and to establish social control of the ReSA Program. This way, for example, if the level of the resource of exchange- cooperation

in activities of the community lands or production of the communication campaigns- is low in a determined group of beneficiaries, the integrants can be shown¹¹ how a coordinated behavior can improve individual benefits. That is, the networks become an instrument which, similar to social capital, facilitates the sustainability in time of the proposed strategies of the ReSA Program.

In the development of the Network component, the construction and sustaining of said networks must come from the comprehension of a job with the community and with the beneficiaries, in which the actions of the individuals generate collective impact and vice-versa. That is, the persons must acknowledge themselves as part of a series of social relationships and evidence that as they participate more actively in them they can contribute to improve the levels of food security of their community. However, this comprehension may advance at different rhythms in different regions and for this reason the implementation of the activities of the component may obey different logics without this implying that, according to the community, the activity is totally modified.

Furthermore, the network component is an expression and materialization of the social capital created with the exchanges facilitated in the different activities of the ReSA Program, because if social capital comes from the individuals, the networks allow for generation of the necessary connections in terms of trust, cooperation and cohesion among the participants of the different strategies.

In this order of ideas, the general objective of the Networks component is to develop, among the actors participating in the ReSA Program, relationships united to food security to facilitate exchange of knowledge, experiences and resources which guarantee that the individuals, the families and the community reach and maintain adequate nutritional status.

¹¹ This can be done, for example, using the systematization of successful experiences in other groups or networks, to later think of the structures and norms to be used and to maintain the coordinated behavior required in the new network.

In order to reach this purpose, the specific objectives of the component are:

- ❑ To increase the levels of trust among the beneficiaries of the ReSA Program and between said beneficiaries and the Program in order to generate greater cooperation of the group with respect to the achievement of the objectives of the network and of the Program.
- ❑ To develop, based on trust and cooperation of the beneficiaries, levels of appropriation of the concepts and practices of food security as well as of the work network, so sustainability of the process is guaranteed once the external institutional supports have been withdrawn.

The activities which shall be developed in this component are:

- ❑ Knowing the structure of the community. This helps to adapt the intervention plans, improves the selection of the groups and the assignment of community leaders necessary for the development of the social networks of the ReSA Program.
- ❑ Establishing the management plans required by the food security network to achieve the objectives of the Program, that is, accompaniment, mediation, formation, follow-up and evaluation functions.
- ❑ Determining the communication strategies required to develop solid ties in the food security networks.
- ❑ Promoting the use of the ICTS which support the activities of knowledge management required by a food security program for appropriation of new practices in this matter. For this purpose, the starting up of learning communities is proposed in each one of the places where the intervention of the Program takes place.
- ❑ Systemizing experiences in the existing networks of the ReSA Program and facilitating the exchange of said experiences through communica-

tion products such as printed material, radio, videos, virtual forums, among others.

For the implementation of the Networks component, it shall be considered that the work networks of the ReSA may be presented initially as a metaphor of the net or knit of relationships which must be established in the community to optimize its resources in terms of the objectives of food security. However, it is very important that this concept goes into operation in terms of the needs and objectives of the Program, that is, that the networks see a series of relationships among the actors of the community and the municipality and that they use their relationships to exchange resources necessary for food security of the people and households, which are information, knowledge, experience, materials, etc., in the frame of an organizational design.

This is very important given that the people tend to forget that the community networks need to be managed and that their resources must be measured and monitored. The change of perception is essential because otherwise, the groups tend to see the networks as a gratuitous result which shall maintain itself no matter what attention is paid to it.

The approach of networks inside the Program has an essential theme focus, which is food security as a social fact. If the different members of the community understand the social implications of food within a group, the network shall be the tool to advance in the construction of alternatives which are just as social, to this phenomenon. The generation of networks within the ReSA Program aims to show how food security is much more than an individual problem and that it has cultural, social and economic characteristics which have to be addressed by the community.

For the design and starting up of the networks within the ReSA it is suggested to work around the primary networks, the families or the groups inside the small villages or municipalities which have constituted themselves gradually and naturally into the community, such as neighbor associations, mothers in charge of their families, among others, and the secondary networks, such as the work groups constituted by the Program around the educational projects and the local networks of food security.

If ReSA advances in its plan for construction of networks of food security from the adhesion of primary and secondary networks, the components of communication, formation and generation of social capital in each one of the strategies must act as an interface among them. The networks shall start to arise then as a result of the progressive interaction of the existing groups and associative plans in the community in which the Program is being developed.

The dynamics of the food security networks should be constituted by a series of relationships which are observable to the inside, as well as by actors of the surroundings of the network. Observing these relationships requires that the operators, among their first jobs in each community, make a map of the network. These maps also serve to follow up and evaluate the performance of the Program, which makes it important to advance in periodical mapping plans of the networks in the different processes. This makes it necessary that the methodologies used to map the network be adequate for each one of the implementation contexts.

Initially, and as shown by many experiences of this type, it is almost certain that the network centers shall be the assistants or the professionals of the operators. Therefore, the formation of communication, training and monitoring managers should be an aspect of particular attention within the process. The foregoing is true because it is the capacities of these actors and their validation by the community which constitute, to a large extent, the future sustainability of the networks developed by the Program.

The conformation of the networks supposes various phases of the work. The first phase is the introduction phase in which it is imperative to establish what is expected by the work community of ReSA, which are their main concerns towards a project oriented by agents which are external to the community, and in a subject such as food security, what weaknesses do they recognize in the community to achieve what is expected, etc. The second phase, or transition phase, should be oriented to achieve that the community goes from demanding solutions, resources and needs, to being aware of the need to solve their own problems based on the capacities it has. Phase three of the network constitution process, or development phase, is making the actors effectively act in accordance with the capacities which have been built

progressively within the process. Finally, the last phase, or consolidation phase, is characterized by the development of autonomy in the network for continuation of the processes promoted by ReSA within the community.

Each one of the phases of conformation of the networks should be associated with the work of the different strategies and components of the Program. It must not be forgotten that the information, knowledge, inputs, etc., are resources of exchange in the network, and therefore, each one of the activities performed around these resources should aim towards consolidating the work of the network in the corresponding development phases.

The development of the networks requires the construction of stories to support it, which legitimate its work and giving them visibility inside the community. Systematization of the experiences in the network is a tool for the construction and circulation of the stories. Adequate circulation in the network of the different stories that are progressively configured throughout the ReSA work will end up determining the identity of the network and its mechanisms for differentiation.

5. Social Capital

In the ReSA Program, social capital is seen as a "cooperation asset", which is, like the support that allows that the beneficiaries of the Program develop levels of trust and reciprocity among them and among them as a group, and of the Program as an expression of public policy.

Social capital "resides in social relationships and facilitates access to scarce resources through personal networks and collective enterprises" (Miranda & Monzó, 2003); that is, social capital becomes a stimulator of educational, communication, establishing and strengthening networks processes, but, mostly, facilitates the achievement of the objectives of a Program, which like ReSA, depends on the active participation of the beneficiaries and on their commitment to said Program, individual as well as collective. For this reason, the ReSA Program must promote activities and attitudes within the community, -in a geographical sense- which generate ties between the different individuals so that they can share their experiences, knowledge and practices referred to achievements expected by the Program.

Social capital is composed of three elements: cooperation, trust and cohesion. Cooperation is understood as the sum of the efforts for finding common objectives such as collective wellbeing and the synergy of individual and family wellbeing. Trust refers to the capacity of individuals to voluntarily give their resources so that the development of the activities started is easier, cheaper and more efficient among all. Finally, cohesion shows the way in which benefits are irrigated over individuals of the community; that is, the effects of the formation of leaders, groups and networks has over population groups larger than those intervened initially (Pizzorno, 2003; Putnam, 2002).

Therefore, when social capital is promoted in a Program such as ReSA, not only is generation of awareness and individual valuation being guaranteed in food and nutritional issues, but the benefits of the Program can expand to a collective level when the individuals who are beneficiaries of the Program generate support relationships among themselves concerning these issues and in turn, they can become multipliers of the formation given through the relationships of trust and cooperation that they can have with other individuals or families. This occurs because social capital tends to facilitate the flow of information and decreases the costs to obtain it, for which, the broader it is, greater are the benefits that the individuals can obtain concerning the objectives of the Program.

In the ReSA Program, social capital should be promoted with and for the beneficiaries; that is, inside the workshops, the meetings and the other activities of each one of the strategies. For this reason, the opportunities in which individuals have a chance to generate exchange of experiences should be created, because it is during these moments that the construction of the three components of the capital is promoted, and therefore, the actions to be developed should contemplate, besides formation concerning issues of food security, the collective participation in the results of the ReSA concerning the families and the community.

Furthermore, given the objectives of the Program, social capital should be built based on the interaction between the socio-emotional goods of individuals, which are those related to self-esteem and self respect; the value of roots, that is, when material goods are linked to a socio-emotional

good; networks, which are born from the relationships and the different exchange resources that the community needs to make food security projects succeed; and the institutions, formal and informal, which make the rules of the game required for the Program to be sustainable in time.

In this sense, social capital is constructed at different paces according to the individuals participating in the Program, for there are various factors which determine it: the cultural context which defines values; the institutionalism present; and the background that the community and the individuals have with experiences of collective action. On several occasions, finding social capital may imply working more dedicatedly and intensely with the community, but the formation component and participative action investigation may help this purpose, empowering the achievement of a community construction of knowledge. For this reason, the designs of activities for the development of social capital should be strongly related to the components of formation, communication, delivery of inputs and follow-up and evaluation of the Program.

The general objective of the Social Capital component of the ReSA Program is to increase the proportion of levels of trust, cooperation and solidarity among the actors as resources for exchange necessary for the development of the Program and those which guarantee the individuals, families and the community that they can reach and maintain adequate nutritional levels.

The specific objectives are:

- ❑ To establish the work processes requiring trust and cooperation of individuals related to the Program.
- ❑ To develop the activities which show the effect that food security has on improvement of level of life of the individuals and of its impact on the quality of life of the families and communities.

For compliance with the objectives of the social capital component, the activities to be developed are the following:

- ❑ Establishing a base line around trust and cooperation existing in the communities of the beneficiaries among which the Program shall be implemented.
- ❑ Designing work strategies which complement each of the activities of the ReSA components which strengthen social capital of the communities of beneficiaries.
- ❑ Developing workshops and Participative Action Investigation activities to allow the beneficiaries to explore and analyze the existing relationships between food security and the development of social capital.
- ❑ Designing strategies to disclose significant experiences of development of social capital in the ReSA Program.

For their adequate development, social capital in the communities should be approached at the beginning as a factor associated to cultural patterns in the community. Cooperation and trust in the groups respond, generally, to previous experiences and to socially constructed notions. Therefore, it is in this sense that the issue of social capital should be stated at the beginning of the Program. Under this approach it is possible to close even more the analysis and to try to determine, inside the community, which are the levels of trust and cooperation that the persons have concerning an issue such as food and nutrition, which is generally part of the private lives of the people. Breaking these communication barriers has to be handled in the formation and communication processes of the Program, and has to be oriented to the construction of reciprocal or generalized trust.

Since culture is a social construction understood as "the deepest level of motivations and social representations, basic assumptions, the answers that people have learned and that they share in their daily lives" (Vargas, 2007), the ReSA Program must work on, from motivation and in the communication and formation components, the cultural elements identified as factors of resistance to change or facilitation of change.

6. Follow- up and evaluation

It is important that follow-up and evaluation in the ReSA Program be seen not only as a process necessary for its administration but as another factor for generation of capabilities. If follow-up and evaluation are understood as part of the dynamics of investigation which each one of the groups should have to understand its own practice, the ReSA Program shall be able to notably increase its possibilities for success. The use of indicators and indexes or the starting up of an information system, and in general, all the actions and the follow up and evaluation strategies of the Program, are as important and necessary as the fact that they are seen not only from the point of view of the administration of the Program, but that it also considers the participative approach.

One cannot forget that the ReSA Program is a social intervention program which seeks generating capacities in the community so that it is said social intervention which performs processes for change required to achieve acceptable and sustainable levels of food security. Inside the follow-up and evaluation plan, what is important is to achieve a real and efficient commitment between the needs of management and the commitment of the community with the Program.

The general objective of the Follow-up and Evaluation component is to perform follow-up of the management of the Program and the evaluation of the products, the results, the effects, the impact and things learned from it in order to gather experiences, identify the beneficiaries and limitations and make the necessary adjustments to improve implementation.

The specific objectives are:

- ❑ To improve implementation of the Program based on the adjustments made, which are based on the results of monitoring management.
- ❑ To give feedback to the processes of communication and training based on the effects observed and the lessons learned.

- ❑ To use the indicators of each strategy to evaluate its impact and determine which limitations and restrictions should be solved.
- ❑ To establish participative monitoring plans for handling resources.
- ❑ To generate feedback for the Program, indicating achievements, limitations and suggestions so that the experience of the communities is a tool for follow-up and evaluation.

The activities to be developed in the component are:

- ❑ Designing an information system for the administration, follow-up and evaluation of the ReSA Program.
- ❑ Articulation of the information system with the communication and education strategies (follow-up, evaluation and learning system).
- ❑ Developing external evaluations of management as well as effects and impacts.
- ❑ Establishing participative diagnosis for each one of the main points and strategies of the Program based on its objectives and implementation components.
- ❑ Implementing workshops for the formation of capabilities in follow-up and evaluation of management and participative evaluation.
- ❑ Making participative evaluations for each one of the main points and in each one of the strategies and components.
- ❑ Making evaluations of networks and social capital and perform workshops for discussion and analysis of the results obtained.

General structure of the ReSA Program and sequence of execution

1. Structure of the Program

In order to have a panoramic vision of the proposed structure of the ReSA Program, presented below as illustration is the matrix of activities of the Program in which some of the main activities which should be developed in each one of the strategies by each one of the components are integrated. At the end of the matrix is specified, within the universe of beneficiaries of the Program, the objective population which shall be subject of the application of each one of the strategies.

This structure and the joint operation of the strategies and the components create the bases for reaching the final suggested objective that the ReSA Program should have. This objective consists of reaching higher levels of food security and more adequate nutritional conditions in persons and households which are beneficiated with the Program. Additionally, and as it was indicated, in the design of the new development phase of the ReSA, two new components have been incorporated: social networks and social capital, which have as main purpose to establish the mechanisms and the capacities to turn food security and its different elements into fundamental aspects in the lives of people, households, and the communities of small agricultural producers. This way, and thanks to the emphasis given to motivation as the motor of the sustainability of the Program, which the proposal wishes to reinforce and emphasize, the impacts of ReSA should go beyond the time that the intervention lasts.

The Annex at the end of this study contains the tables of each one of the proposed strategies. These tables summarize the objectives, general and specific; the indicators, the beneficiary population and the main activities which, for each component, should be performed in each one of the strategies.

2. Duration and sequence of execution of the ReSA Program

In the new stage of development of the ReSA Program it is considered necessary to prolong, concerning the current duration of the projects, the time of execution of said projects. Based on international experience and on the information derived from conversations with the technicians of the Program officials of the operators and beneficiaries of ReSA, and based on the discussions and presentations of several actors in the workshops that the consultants attended, it is considered that the time for intervention of the Program should be at least three (3) years. This time is divided into two phases. The first phase, led by Acción Social and called "Development Phase of the Program", shall have a duration of two (2) years. The second phase, called "Consolidation Phase of the Program", which should be led by the municipalities and the departments where the Program is executed and have the support of Acción Social, shall have a duration of one (1) year. This way, given the structure and the contents proposed, the sustainability in time of the Program, which, as it has been said, is based in the end on the change of attitude and internal motivation, finds its support in the strategies and the components proposed, especially that of networks and social capital because with them, the beneficiary population values ReSA and makes it their own. Likewise, it is also important for sustainability to guarantee that the decentralized execution structure and the active participation of territorial entities are maintained as an inflexible norm.

The Development Phase of the Program is divided in turn, in two parts. During the first part, the strategies of Rural ReSA and CUNA are executed, and for selected population groups, the Temporary Nutritional Support. The first part of this Phase shall last 9/12 months. During the second phase the application of certain activities of the strategies of Rural ReSA and CUNA continues, with less intensity, and the strategies of Housing and Basic Sanitation and that of Health Practices are executed.

In the Consolidation Phase, the community pieces of land are maintained, as well as the crops or activities for self reliance in the lands, and certain activities of Rural ReSA, CUNA and Health Practices are reinforced.

The strategy of Special and Temporary Food and Nutritional Support is applied to the object population of said strategy, at the beginning of its participation in the Program, and according to the evaluation of the food and nutritional situation of these households, it shall be decided at what time the formal application of the Development Phase will start.

It is necessary to reiterate that in order for producers to participate in the ReSA Program they shall contribute resources, in money or in kind. Likewise, continuation of the beneficiaries in the second part of the Development Phase shall be conditioned to the results and advances present during the first part, for which there must be an objective grading system for results per producer and per household. As probably the highest investment of the Program shall take place in the second part of the first Phase, especially because of the relatively high cost of the strategy of Housing and Basic Sanitation, not only is it necessary to grade the participation in the first part, but the producers and their families shall also be required, in order to continue as beneficiaries of the Program, to pay an additional contribution.

| | Actions of Each Component | ReSA Rural | CUNA | Temporary Nutritional Support | Special and Temporary Food and Nutritional Support | Housing and Basic Sanitation | Health Practices | Notes |
|------------------------|---|--|--|---|--|---|---|--|
| Communication | Publication in mass media; radio programs; TV programs; radio commercials; inserts in newspapers; bulletins; posters; disclosure events; brochures; manuals; systematizations; educational material; video forums; virtual forums; meetings of actors in the network; measurement of network structure; analysis network developments; support activities; campaigns in relevant information for each strategy. | Publication in mass media; radio commercials; bulletins; posters; brochures; manuals; virtual forums; meetings for exchange of experiences; educational material support activities. | Radio commercials; inserts in radio programs; television programs ("Co-municando Ando"); educational material; posters; inserts in news. | Radio commercials; inserts in radio programs; posters; bulletins. | Radio commercials; radio programs; bulletins; manuals. | Mingas, messages in cell phones; posters; bulletins; inserts in radio programs; brochures; manuals; publication in mass media. | Radio programs; radio commercials; ICT-cell phone messages; campaigns; bulletins; inserts in press; manuals; educational material. | The communication program with cell phone messages should force the specific connections between components and issues to deal with in the remaining components. |
| Formation | Formation workshops; participative design of material for educational support; systematization of experiences; virtual forums; educational campaigns; manuals. | Formation workshops; implementation of demonstrative pieces of land; implementation of practice communities; systematization of experiences. | Formation workshops; participative design of educational support material. | Formation workshops; nutrition campaigns special for the needs of this population. | Formation workshops; campaigns about food and nutrition. | Formation workshops. | Meetings for exchange; formation workshops; preventive health campaigns. | |
| Inputs | Inputs for formation; for home improvement; for ReSA rural; for CUNA; nutritional supplements; food supplements. | Small animals; seeds; fertilizers; materials for work. | Cookbooks; cooking materials. | Nutritional supplement. | Nutritional supplements and food supplements. | Construction materials. | | |
| Social Networks | Determination operators; design work plans; design implementation structure; conformation of nodes of the network; associated work groups; constitution of work groups; constitution of public-private alliances; identification of place to make associative plans and programs; set up and/or strengthening of technological platform; shared knowledge and experiences; design of assistance plans; identification of target population; events of delivery; strategy of communication support in network; Mingas. | Determination of operators; confirmation nodes of the network; associated work groups. | Determination of operators; shared knowledge and experiences. | Identification of target population; design of the attention plan; delivery events; network communication support strategy. | Identification of target population; design of the assistance plan; events for delivery; network communication support strategy. | Design of work plans; design of implementation structure; conformation of the nodes of the network; shared knowledge and experiences; Mingas. | Design implementation structure; design work plans; constitution public-private alliances; shared experiences; design assistance plan; month and/or strengthening the technological platform. | The program should always have the municipality as partner. |

| | Actions of Each Component | ReSA Rural | CUNA | Temporary Nutritional Support | Special and Temporary Food and Nutritional Support | Housing and Basic Sanitation | Health Practices | Notes |
|----------------------------------|---|---|---|---|--|---|--|-------|
| Social Capital | Associative activities oriented towards development of trust and cooperation; sensitizing processes for exchange of values; collective conformation of the rules of the game; accompanying and social control processes; design of cooperation strategies around the management and social control of resources of common use; participative evaluation workshops; collective activities for exchanging experiences; workshops for social accompaniment of the process. | Associative activities oriented towards development of trust and cooperation; collective construction of the rules of the game; management and social control of resources of common use in Program; participative evaluation workshops. | Collective activities for exchanging experiences; process of sensitizing to change values; associative activities oriented to develop trust and cooperation; participative evaluation workshops. | Workshops for social accompaniment to the process; associative activities oriented towards development of trust and cooperation; processes of sensitizing to change values; processes of accompaniment and social control; participative evaluation workshops. | Workshops for social accompaniment to the process; associative activities oriented towards development of trust and cooperation; process of sensitizing to change values; participative evaluation workshops. | Collective activities for exchanging experiences; management and social control of resources of common use; associative activities oriented towards development of trust and cooperation; collective conformation of rules; participative evaluation workshops. | Associative activities oriented towards development of trust and cooperation; use associative activities oriented towards social control of resources of common use; participative evaluation workshops. | |
| Follow up and Evaluation | Setting and establishment of the base line of each axis and for each component; configuration of indicators; goals and indexes; construction of systems for capturing, collection and analysis of information; follow up of administration; evaluations of learning; evaluation of impact; means of perception; development of monitoring; measurement of perceptions; participative workshops for follow-up and evaluation; design of a system of information for the ReSA Program; measurements of cohesion, trust and cooperation in the network; measurements of the effect and impact of the levels of social capital in the development of the Program; evaluation of impact; evaluation of things learned; indicators of parasitism and morbidity. | Evaluation of coverage; evaluation of learning; evaluation of impact; measurements of perception; measurements of cohesion, trust and cooperation in the network; measurements of effect and impact of the levels of social capital on the development of the Program; configuration of the indicators, goals and indexes; creating and establishing base line; indicators of administration, effect and impact; participative events of evaluation; evaluation by the community. | Evaluation of coverage; systematization of experiences; creation and construction of base line; measurements of cohesion and cooperation in the network; measurement of effect and impact of these levels of social capital on the development of the Program; indicators, goals and indexes; measurement of social capital; evaluation by the community. | Evaluation of coverage; systematization of experiences; lessons and things learned; creation and construction of base line; measurements of cohesion, trust and cooperation in the network; measurement of effect and impact of the social capital in the development of the Program; participative evaluations of the process, its effects and impacts; configuration of indicators, goals and indexes; evaluation by the community. | Creation and construction of base line; configuration of goals and indexes; measurements of cohesion, trust and cooperation in the network; measurement of effect and impact of social capital in the development of the Program; evaluation by the community; perception. | Creation and construction of base line; configuration of indicators, goals and indexes; measurements of cohesion, trust and cooperation in the network; measurements of the effect and impact of the levels of social capital in the development of the Program; evaluation by the community; evaluation of impact; evaluation of things learned. | Creation and construction of base line; indicators, goals and indexes; measurements of cohesion, trust and cooperation in the network; measurements of the effect and impact of the levels of social capital in the development of the Program; evaluation by the community; evaluation of impact; evaluation of things learned; indicators of parasitism and morbidity. | |
| Differentiated Population | Adult population; children and youngsters; family nuclei; nodes of the network. | Mothers in charge of the families; family nuclei; nodes of the network. | Pregnant and breastfeeding women; children. | Family nuclei. | Family nuclei. | Family nuclei. | Individuals; Family nuclei; nodes of the network. | |

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ANNEX

| | | |
|------------|----------------------------------|--|
| COMPONENTS | | ReSA Rural |
| | General Objective | Institute or strengthen the practice of production for self reliance in Colombian rural households in order to provide stable access to food and thus help to improve their Food Security levels. |
| | Specific Objectives | <ul style="list-style-type: none"> ○ To provide training concerning how to develop and maintain active the production for self reliance, so that it is a sustainable production and that the variety of products is broad enough to provide stable and ample access to better levels of Food Security. ○ To generate awareness at the family level and in the community about the benefits for the family and all its members of maintaining production for self reliance. ○ To motivate the beneficiaries to maintain these practices constantly even though the Program has finished its application. ○ To provide to the beneficiaries the inputs to start or extend their garden for self reliance |
| | Indicators | <ul style="list-style-type: none"> ○ Changes in the extension of the land used for production for self reliance. ○ Changes in the consumption of food produced in the farm which can generate improvements in food and nutrition of the population |
| | Beneficiary Population | Adult population, children and youngsters; family nuclei, nodes of the Network. |
| | Communication | Publication in mass media; radio commercials; bulletins; posters; brochures; manuals; virtual forums; meetings for exchanging experiences; educational materials; support of activities. |
| | Formation | Formation workshops, implementation of demonstrative pieces of land, implementation of practice communities, systematization of experiences. |
| | Inputs | Small animals, seeds, fertilizers, work materials. |
| | Social Networks | Determination of operators; conformation of nodes of the network; associated work groups. |
| | Social Capital | Associative activities oriented towards the development of trust and cooperation; collective construction of the rules of the game; management and social control of resources of common use in the program; participative evaluation workshops. |
| | Follow- up and Evaluation | Evaluation of coverage; evaluation of things learned; evaluation of impact; measurements of perception; measurements of cohesion, trust and cooperation in the network; measurements of the effect and impact of the levels of social capital on the development of the Program; configuration of indicators, goals, and indexes; creation and establishment of the base line; indicators of administration, effect, and impact; participative evaluation events, evaluation of the community. |

| COMPONENTS | | CUNA |
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| | General Objective | To educate the beneficiary population in issues of food and nutrition to improve the use of food in the households and the nutritional status of the participating families. |
| | Specific Objectives | <ul style="list-style-type: none"> ○ To teach the beneficiary population about specific subjects of food and nutrition which allow them to understand the importance of a balanced diet. ○ To teach cooking recipes which allow the beneficiaries to learn how to use those foods they are growing in their house garden so that they include these products in their diet. ○ To train the beneficiaries to understand how the preparation of food influences the health condition of the members of the household. ○ To teach the beneficiaries to relate the issue of nutrition with the election of recipes and how to adequately distribute the food throughout the day. ○ To empower the families concerning nutrition, so that the members of the household feel responsible and capable of providing better food and nutrition to their families. |
| | Indicators | <ul style="list-style-type: none"> ○ To know how the families used to prepare, distribute and use the food and how the program changes these practices. ○ Changes in the health status of the members of the households, especially in the case of children and pregnant and breastfeeding women. |
| | Beneficiary Population | Mothers in charge of their families; family nuclei; nodes of the Network. |
| | Communication | Radio commercials; inserts in radio programs; TV programs ("Cocinando Ando"); educational material, bulletins; posters; inserts in the press; inserts in radio programs. |
| | Formation | Formation workshops; participative design of educational supporting material. |
| | Inputs | Recipe books, cooking material. |
| | Social Networks | Determination of operators; shared knowledge and experiences. |
| | Social Capital | Collective activities for exchanging experiences; processes of sensitization to change of values; associative activities oriented towards development of trust and cooperation; participative evaluation workshops. |
| | Follow-up and Evaluation | Evaluation of coverage; systematization of experiences; lessons and things learned; creation and construction of the base line; measurements of cohesion, confidence and cooperation in the network; measurements of the effect and impact of the levels of social capital on the development of the Program; configuration of indicators, goals and indexes; measurement of Social Capital and Networks; evaluation of the community. |

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| COMPONENTS | | Temporary Nutritional Support |
| | General Objective | To improve the levels of nutrition of the more vulnerable members of the families (children and pregnant and breastfeeding women) temporarily using nutritional supplements which allow them to improve their health. |
| | Specific Objectives | <ul style="list-style-type: none"> ○ To teach the beneficiaries what are food supplements, what is their objective in this Program, how they are consumed and which are their benefits in terms of nutrition and health. ○ To train them in nutrition of children and mothers. ○ To train about how to fill the nutritional needs of these groups |
| | Indicators | <ul style="list-style-type: none"> ○ Health condition of the members of the intervened households. ○ Changes in weight of the intervened beneficiaries. |
| | Beneficiary Population | Pregnant and breastfeeding women; children. |
| | Communication | Radio commercials; radio programs; posters; bulletins. |
| | Formation | Formation workshops; special nutrition campaigns for the necessities of this population. |
| | Inputs | Nutritional supplement. |
| | Social Networks | Identification of the objective population; design of assistance plan; delivery events; strategy for communicational support in the network. |
| | Social Capital | Workshops for social accompaniment of the process; associative activities directed toward the development of trust and cooperation; processes of sensitization to change of values; processes of accompaniment and social control; participative evaluation workshops. |
| | Follow-up and Evaluation | Creation and establishment of the base line; evaluation of coverage; measurements of perception; measurements of cohesion, trust and cooperation in the network; measurements of effect and impact of the social capital levels on the development of the Program; participative evaluations of the process, its effects and impacts; configuration of indicators, goals and indexes; evaluation of the community. |

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| COMPONENTS | | Special and Temporary Food and Nutritional Support |
| | General Objective | Give assistance to the more vulnerable families (in a hunger situation) whose basic food needs are unsatisfied, and that, although they are firm candidates to be a part of the Program, they need special and emergency assistance to allow them to reach a food and nutritional level which is enough to actively participate in the Program. |
| | Specific Objectives | <ul style="list-style-type: none"> ○ Enseñarles a los beneficiarios qué son los suplementos nutricionales, ○ To teach the beneficiaries what are nutritional supplements, what is their objective in this Program, how they are consumed and which are their benefits in terms of nutrition and health. ○ To teach the families the value and the benefits that having a garden in the house will bring them so that these families see production for self reliance as a necessary practice to improve Food Security. ○ To motivate the families to acknowledge the value of production for self reliance and of the benefits for them of participating in a Program which promises to help them to improve integrally the levels of Food Security. ○ Training concerning the importance of food and nutrition. ○ Delivery of inputs |
| | Indicators | ○ Health indicators; weight, height, illnessess. |
| | Beneficiary Population | Family nuclei. |
| | Communication | Radio commercials; bulletins, radio programs; manuals. |
| | Formation | Formation workshops; food and nutrition campaigns. |
| | Inputs | Nutritional supplement and food supplement. |
| | Social Networks | Identification of objective population; design of assistance plan; delivery events; strategy for communicational support in the network. |
| | Social Capital | Workshops of social accompaniment to the process; associative activities to development of trust and cooperation; sensitization processes to the change of values; participative evaluation workshops. |
| | Follow -up and Evaluation | Creation and establishment of the base line; configuration of indicators, goals and indexes; evaluation of coverage; measurements of cohesion, trust and cooperation in the network; measurements of effect and impact of the levels of social capital on the development of the Program; evaluation with the community; evaluation of impact; measurement of perception. |

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| COMPONENTS | | Basic Housing and Sanitation |
| | General Objective | To improve the sanitary conditions of the houses- potable water, kitchen, floors, bathrooms and waste water management-, for an adequate handling of food and better sanitation conditions of the beneficiary families. |
| | Specific Objectives | <ul style="list-style-type: none"> ○ To teach the population measures of basic sanitation which they must incorporate in their households in order to have better sanitation conditions. ○ To motivate the community to be concerned and learn how to take care of the natural resources and how to handle wastes adequately. ○ To teach the population how basic sanitation measures are correlated to a better nutritional status, and therefore, of health in the families. |
| | Indicators | <ul style="list-style-type: none"> ○ Improvement of the materials used in the construction of houses ○ Improvement in the distribution of the common and private areas in the houses. ○ Measurements of perception concerning quality of life ○ Measurement of access to potable water. ○ Improvement in the management of garbage and waste waters. |
| | Beneficiary Population | Family nuclei. |
| | Communication | Mingas, Cell phone messages; posters; bulletins; inserts in radio programs; brochures; manuals, publication in mass media. |
| | Formation | Formation workshops. |
| | Inputs | Construction materials. |
| | Social Networks | Design of work plans; design of structure for implementation; conformation of nodes in the network; shared knowledge and experiences; Mingas. |
| | Social Capital | Collective activities of exchange of information; management and social control of resources for common use; associative activities oriented to the development of trust and cooperation; collective conformation of rules; accompaniment and social control processes; management and social control of resources of common use; participative evaluation workshops. |
| | Follow-up and Evaluation | Creation and establishment of base line; configuration of indicators, goals and indexes; measurements of perception; measurements of cohesion, trust, and cooperation in the network; measurements of effect and impact of the social capital levels on the development of the Program; evaluation of the community; evaluation of impact; evaluation of things learned. |

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| COMPONENTS | | Health Practices |
| | General Objective | Educating the beneficiaries of the Program so that they understand the importance of using basic practices of health in their daily lives, how they are related to their health conditions and consequently, with their nutritional condition, besides training them in prevention, identification and treatment of illnesses related with the lack of health practices. |
| | Specific Objectives | <ul style="list-style-type: none"> ○ To evaluate the health conditions of the population to identify current problems and treat them; all this in order to improve the health conditions of the individuals which in turn helps to improve Food Security. ○ To train the community concerning measures for preventing illnesses which are a result of bad hygiene habits, bad nutrition, among others, so that the community is aware of the importance of health care. ○ To train the community to handle non serious illnesses so that the members of the community are capable of assisting those who suffer these illnesses promptly in order to avoid epidemics. ○ To establish communication channels with groups or entities which can guide the community when there are more serious health situations, so that the community has the necessary resources to make decisions at the right time. ○ To train individuals concerning medicinal herbs which can be useful to treat basic illnesses |
| | Indicators | <ul style="list-style-type: none"> ○ Health indicators in the population: height, weight, illnesses. ○ Health practice indicators: changes in the routines of families related to these practices. |
| | Beneficiary Population | Individuals; family nuclei; nodes of the Network. |
| | Communication | Radio programs; radio commercials; ICT- cell phone messages; campaigns, bulletins; inserts in radio programs; manuals; educational material. |
| | Formation | Exchange meetings, formation workshops; preventive health campaigns. |
| | Inputs | |
| | Social Networks | Design of implementation structure; design of work plans; constitution of public-private alliances; shared knowledge and experiences; design of assistance plan; mounting and / or strengthening the technological platform. |
| | Social Capital | Associative activities oriented to development of trust and cooperation; management and social control of resources for common use; participative evaluation workshops. |
| | Follow- up and Evaluation | Creation and establishment of the base line; configuration of indicators, goals and indexes; measurements of perception; measurements of cohesion, trust and cooperation in the network; measurements of effect and impact of the levels of social capital in the development of the Program; evaluation of the community; evaluation of impact; evaluation of things learned; indicators of parasitism and morbidity. |

