



Study of achievements and lessons learned



In partnership with
Canada



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Name of the Project:	Contributing to sustainable food production in Cuban municipalities - PROSAM.
Geographical coverage:	Municipalities Artemisa, Bejucal, Guanabacoa, Güines and Madruga, provinces Artemisa, Mayabeque and La Habana.
Donor:	GAC, Canada Government
Main Partners:	Soils Institute, CARE Canada and OXFAM Canada.
Other partners:	Agriculture Municipal Delegations in Artemisa, Bejucal, Güines, Madruga and Guanabacoa, IAGRIC, Forestry Investigations Institute, INIFAT, INISAV, Municipal universities.
Date of Implementation:	2015-2022

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List of acronyms

ACPA	Cuban Association of Animal Production
ACTAF	Cuban Association of agricultural and forest Technicians
ANAP	National Association of minor producers
ARC	Fast Analysis of the Care
CAM	Municipal Council of Management
CARE	Cooperative for Assistance and Relief Everywhere, leader organization in humanitarian help and development in the world.
CAT	Capabilities Analysis tool on gender equality
CdV	Value Chain
CITMA	Ministry of Science, Technology and Environment
CREE	Reproduction Center of Entomophagus and Entomopathogenics
CCS	Cooperative of Credits and Services
CPA	Cooperative for agricultural and livestock Production
CTA	Farmer Shop-Office
D/DMA	Division / Municipal Agricultural Division
EGAS	Sustainable environment management Strategy
EISPA	Sustainable Increase of the livestock Production Strategy
EMSA	Agricultural supplies Enterprise
FMC	Cuban Women Federation
FAI	Learning and innovation farms
GAC	Global Affairs Canada
GELMA	Logistics Enterprise Group Ministry of Agriculture
IAGRIC	Agricultural Engineering Research Institute
IBP	Plants Biotechnology Institute
IG	Gender Equality
IS	Ministry of Agriculture Institute of Soils
INCA	National Institute on Agricultural Sciences
INIFAT	National Research Institute on Tropical Agriculture
INISAV	Research Institute on Flora Health
MEP	Ministry on Economy and Planning
M&E	Monitoring and Evaluation
MINAG	Ministry of Agriculture (Cuba)
MINCEX	Ministry of Foreign Trade and Foreign Investment (Cuba)
MO	Organic Material
MTD	Best Technologies Available
PIP	Project Implementation Plan
PNDES	National Plan for Economic and Social development
PROSAM	Contributing to sustainable production in Cuban municipalities
UBPC	Basic Unit for cooperative production
UEB	Root Enterprise Unit

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Introduction to PROSAM Project

In November 2015, the Government of Canada, through Global Affairs Canada (GAC), and the consortium CARE Canada and OXFAM Canada, signed an agreement for professional services for the implementation of the Project “**Contributing to sustainable food production in Cuban municipalities**” (PROSAM). It is a bilateral project defined by GAC and executed by the Ministry of Agriculture (MINAG) through the Institute of Soils (IS) and accompanied by CARE Canada and OXFAM Canada. The Project PROSAM has as its final result “Increase the agricultural production for women and men in the selected urban and peri-urban municipalities.” In order to fulfill this objective it developed its activities focused on the achievement of the following results:

- **Intermediate Result 1100:** Strengthen the sustainable management of the agricultural development at the level of the municipality in the municipalities selected.¹
- **Intermediate result 1200:** Increase the sustainable production of diversified food products, especially by women in the municipalities selected.²

The emphasis of the project is on strengthening the capacities of the Agricultural Municipal Delegations (DMA), the Soil Institute and the producers, their productive forms, to promote local food self-sufficiency in the municipalities of Artemisa, Bejucal, Guanabacoa, Güines and Madruga located in the Provinces of Artemisa, Havana and Mayabeque; as well as the promotion of sustainable environmental technologies and agro-ecologies and the mainstreaming of the gender practices approach that guarantees the full participation of women through equitable access and control of project resources in terms of inputs, equipment and knowledge. Appropriating the work for gender equality in the daily life of the Soil Institute is essential for the coherence of its leadership with the different actors involved in the project. For achieving these results, four main strategies were put into practice:

1. Strategy for the sustainable increase of the agricultural and livestock production (EISPA).
2. Strategy for gender equality (revised in 2018).
3. Environmental and disasters risk mitigation Strategy (EGAS).
4. Municipal management Strategy.

One of the activities that is part of the project implementation plan, and that constitute a requirement of the donor, is the evaluation, through a study of achievements and learning. It is proposed to analyze the processes, results, impact and sustainability of the project.

Political and socio-economic context in which the Project operates

The PROSAM project began in a context where the Cuban government approved a group of policy guidelines in the Cuban agro-industrial sector, where the change of the management model in all the structures of the agricultural sector is mainly identified, going from a management model of production chains to value chains.

¹ With the following immediate results: 1110: Improved capabilities of the Agricultural Municipal Delegations (DMA) for supporting the development of the food production plans integrating gender equality, environmental sustainability and disasters risk management. 1120: Improved capabilities of the Agricultural Municipal Delegations (DMA) for monitoring the results of the implementation of the food production plans.

² With the following immediate results: 1210: Increased access of the producers, especially the female ones, to quality agricultural inputs (seeds, organic fertilizers, small equipment, and so on.). 1220: Improved capability of the producers, especially the female ones, for increasing and diversifying their production and selling their products locally.

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These programmatic documents are taken into account for the strategic projection of MINAG until 2030, where changes are proposed in the management of agriculture at all levels: farm, cooperative, company, etc.

Several policies of the agricultural sector were worked on, such as:

- Policy for commercializing the agricultural and livestock products, which helps to commercialize products which are not included in the national balance directly in the markets at all levels, including the formation of more attractive prices for producers.
- The Food and Nutritional Sovereignty Plan takes into account that each territory, depending on its demands, has to implement planting, production and marketing programs that allow the satisfaction, as far as possible, of the population's food on a local scale.
- The local agricultural and livestock systems are identified in farms, cooperatives, enterprises and the Program of urban and sub-urban agriculture that are inserted in the SAN Plan, which apply a different management model, allows a greater autonomy for the acquisition of inputs, the productive plans in accordance with the local needs.

Improvement of the programs to develop agriculture (Urban and Suburban Agriculture and Family Program, Farms and Fruit Cooperatives Program, Food Program, Grain Program and Small Livestock Program). They have been updated to respond to the needs of localities and municipalities, taking advantage of the natural resources they have.

During this period, the Agroecological Policy for the country's agricultural sector was proposed and approved, encouraging natural resources and good agricultural practices that do not affect the environment.

Recently in 2020, 63 new measures were approved by the Cuban government to boost the country's agricultural production. They highlight greater autonomy of productive entities, flexibility in marketing and prices, production and marketing of agricultural inputs, and financial facilities for granting credits to producers.

The context in which the project is developed is also characterized by the approval and implementation of the State Plan to confront climate change (Tarea Vida). This includes strategic actions and tasks such as adapting agricultural activities, diversifying crops, improving soil conditions, developing resistant varieties, efficient use of water, which are addressed as transversal axes of PROSAM.

The approval of the National Development Plan until 2030, the contextualized alignment with the Sustainable Development Goals agenda, defines six strategic axes that are correlated in the project. They highlight the productive transformation, the effective governance, the development of science and applied technology, the protection of the environment and human development with equity and social justice. From these axes, national programs and projects are currently being designed to fulfill this agenda.

Among the policy guidelines, since 2011, is also the stimulation of the female and youth labor force in rural areas, creating habitat and work conditions for it. This was ratified in the 2016 and 2021 five-year plans. In this last year, the Plan for the Advancement of Women (Presidency Decree 198/2021) was approved, which defends gender mainstreaming in Cuban institutions and focuses actions so that women rural areas are in better conditions to carry out their life projects.

In the five-year period in which the project is developed, actions to promote local development are consolidated, such as the extension at the country level of the Municipal Development Strategies, the methodological guidelines for local financing and the Territorial Development Promotion Policy (DL 33/ 20021).

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As a peculiarity of the context is the COVID-19 pandemic and the government measures to face the health, economic and care crisis. The restrictions on movement and public activities, the confinement, the decrease in tourist activity, together with the depression of the markets also affected by the intensification of the US embargo against Cuba, condition the operation of all development projects. These are also affected by the monetary and economic ordering process that alters commercial, salary, mercantile and labor relations, given the devaluation of the national currency, the increase in the salary and minimum pension, the emergence of a foreign exchange market, and the elimination of the CUC, the currency with which budgets and investment plans were prepared in previous years, among other repercussions.

Objectives of the Study of achievements and lessons learned

General Objective: Evaluating the implementation of PROSAM Project in the municipalities Artemisa, Bejucal, Guanabacoa, Güines and Madruga; as well as the institutions and organizations participating, by means of a participative methodology which analyses the processes, the results and impacts generated and the elements for its sustainability within the crisis caused by COVID-19 and the moments of pause during Project implementation.

Specific Objectives:

1. Examining the fulfillment of the immediate and intermediate results starting from the analysis of the indicators suggested and achieved, disaggregated by gender.
2. Assessing the contributions of the Project to the male and female producers' needs, especially those which constitute referents for the sustainable agricultural and livestock production in the country.
3. Identifying the contributions of the initiatives to the creation of employment, improvement of incomes and living conditions, social recognition of male and female producers, organization of the care services in the five municipalities, putting emphasis on women.
4. Determining the Project's main social, environmental, economic and institutions/organization factors that have had an incidence in the present policies for the production of food and the transformation of gender relations; as well as the municipalities' capabilities in implementing them.
5. Defining strengths and weaknesses in the Project's procedures and management methods; as well as mechanisms of implementation and results provided for women and men for the Project's strategies (EISPA, EGAS, Gender, municipal management).
6. Identifying the best practices and lessons learned for women and men during the execution of the Project.
7. Analyzing the sustainability of the Project's results, in the economic-productive, environmental, social and institutional dimensions, putting an emphasis on gender.

The evaluation was made in terms of relevance, coherence, efficiency, effectiveness, impact and sustainability, in accordance to the basic terms of evaluation established by the Committee of Support for the development (CAD) from the Organization for the cooperation and the economic development (OCDE). It covers the period from January 2016-September 2021 and it included the five municipalities of the Project's development and also the male and female producers, institutions and organizations involved in its Implementation.

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Methodology of the study of achievements and lessons learned

The evaluation was based on a mixed methodological design using principles of the Investigation-action-Participation (IAP) and using a gender sensitive approach. It considered the criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability, transversalized in the strategic objectives.

Face-to-face and other virtual activities were combined, as the most appropriate alternative to physical distancing measures for the prevention of COVID-19 infections. Different techniques and sources of information were triangulated. Non-participant observation was applied with a semi-structured guide in 30 initiatives: four earthworm humus, five seedling houses, three seed farms, three semi-protected vegetable farms, three farms with sheep and goats, three benefit centers, three mini-industries, four juicers, a minimarket-juicer and an office-agricultural store. Of them, six in Artemisa, five in Bejucal, five in Guanabacoa, six in Güines and eight in Madruga.

Four producers and nine producers who lead initiatives were interviewed, 19 people employed by contracts (14 women), seven cooperative members benefiting from their jobs, five family members who participate in the production processes and 4 clients of the seedling houses, juicer and point of sale.

Interviews were also conducted with the four people who coordinate EISPA, EGAS, the Gender Equality Strategy and the Municipal Management Strategy at the national level; the municipal coordinators of PROSAM in Madruga and Güines and the coordinators of Artemisa and Bejucal; as well as the gender referent in Artemisa.

Four producers and one producer participated in the group work with the evaluation sheets at the municipal level, a cooperative president, nine specialists from the Municipal Agricultural Delegations, a Head of the Development Management Section, two officials and a Vice Chief of the Municipal Administration Council, a Vice President of the National Assembly of People's Power, a Specialist in Local Development Projects of the government and two representatives of the Municipal Agricultural Company.

The content analysis was applied to the Implementation Plan with the four strategies, the Performance Measurement Framework, the field book with productive data, the training database, the follow-up interviews to the DMA and the initiatives, to the national, semi-annual reports and field trips, to the publications in the PROSAM social network profile, and to the Municipal Development Strategies.

The criteria, testimonies and life stories of the diversity of key people were considered, which are cited, with prior consent, in the evaluation report.

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1- Analysis of the fulfillment of the immediate, intermediate and final results. Evaluation on the efficiency.

Of the 14 PROSAM result indicators, 13 have been measured. Of them, 8 have been fully met, which represents 61.54%. Two indicators are partially completed and in three the expected goal has not been achieved. Of the latter, one is a final result, one intermediate and two immediate.

Table 1-Synthesis of the analysis of the fulfillment of the indicators

100 % completed
1000.1 % increase in the annual production (tons per crop) of productions selected and devoted to the local self-supplying for male and female benefitted producers.
1100.2 # of municipalities having meaningful improvements in specific areas of management of the agricultural development.
1110.1 Changes in the mechanisms and tools applied by the actors (enterprises, DMA and government) for promoting the access to the resources by the women in the enterprises' plans.
1110.2 % of male and female producers from the cooperatives benefitted who feel their interests are represented on the plans (disaggregated by sex and cooperative).
1200.1 % increase in the variety of food produced within each value chain by male and female producers selected using technology and appropriate practices to the local conditions.
1200.2 % increase in number of men and women who increase the variety of food with innocuousness using appropriate technology to the local conditions.
1220.1 % increase of the number of men and women who increase the variety of safe foods using technology appropriate to local conditions
1220.2 % increase of the Productive Units, Processor factories and/or marketing companies' sales by adoption of the improvement and diversification processes promoted.
Partially completed (50-80%)
1120.2 Number and type of monitoring tools incorporated to the DMA management.
1210.1 Male and female producers' level of satisfaction with the access and quality of the inputs and services.
Not completed
1000.2 % increase in the number of days a year with presence of production in the municipal market.
1120.1 Municipal Government level of satisfaction with the contribution to the self-supplying production plan.
1210.2 % of male and female benefitted producers who increase the use of local inputs and services in order to satisfy their needs.

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To be measured³

1100.1 % change in the contributions of male and female producers supported by PROSAM for the development of gender-sensitive and environmentally sustainable agriculture.

Analysis of the immediate result 1110 Improving the capabilities of the Municipal Agricultural Delegations (DMA) for supporting the development of the food production plans that integrate gender equity, environmental sustainability and disaster risk management.

Indicator: 1110.1 Changes in the mechanisms and tools applied by the actors (enterprises, DMA and Government) for promoting the access to the resources by the women in the enterprise's plans.

At the beginning of the project, there were no mechanisms and tools to promote gender equity in access to resources within the framework of the different forms of production. The completion of diagnoses of the agricultural situation with a gender approach, the training plan and the technical assistance to the IS and the DMA, based on the study of needs and capacities with the CAT tool, resulted in these being active agents in the actions affirmative towards producers and contractors, in the selection processes of initiatives materially supported by PROSAM, the cooperatives and the local government.

It highlights the creation and organic operation in each municipality of a system that provides systematic statistical information for decision making and preparation of production plans; as well as the awareness processes that they promote through training and exchanges.

The means and equipment delivered to the DMA for the monitoring of productions in initiatives and cooperatives; as well as the strengthening of their leadership in the management of projects with a gender, value chain, and environmental sustainability approach, has facilitated their promotional role in the organization of annual consultation spaces in different modalities (assemblies and boards of directors of the cooperatives , government production check-up spaces, exchanges on initiatives, recognition day for rural women, local development meeting, and spaces between the government, DMA and the company). In all the municipalities, at least three have been achieved, which foster more inclusive planning processes.

The assemblies of cooperatives stand out in all the territories, with the moral recognition of women, the exchange of experiences and learning, the stimulation of women producers on the day of rural women, the proposals for the incorporation of women in the projects, the inclusion of gender and environment issues on the agenda of the assemblies, demands for biological inputs.

Less recurrent are the government production check spaces, the local development meeting and the municipal agricultural company. The challenges of these spaces include increasing the culture of systematizing lessons learned, broadening the experience of the FAI, improving the use of statistics disaggregated by sex, and increasing the allocation of resources to projects led by women.

³ Initially, the predicted indicator was “% change in municipal resources (company and government) budgeted for the development of gender-sensitive and environmentally sustainable agriculture”. For reasons unrelated to the project, difficulties arose in collecting this data and the indicator could not be measured; Therefore, in 2021 a change in the Performance Measurement Framework (MMR) was approved: % change in the contributions of producers supported by PROSAM for the development of gender-sensitive and environmentally sustainable agriculture.

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Indicator 1110.2: % of male and female producers from the cooperatives benefitted who feel that their interests are represented on the plans (disaggregated by sex and cooperatives)

According to the baseline, it is estimated that 10% of the male and female producers fulfill this condition, mainly those who are members of the productive Forms' Direction Joints. In 2021, the Project has been able to fully fulfill the expected goal, having a greater range on women (100%) than in men (85%). Taking into account the results obtained in the monitoring system, Artemisa, Bejucal and Güines stand out for the maximum achievement; while in Guanabacoa and Madruga they were able to achieve only 87% and 67% respectively. There are still some difficulties as hiring some productions and the access to some services and inputs.

The training spaces, assistance, experience and coordination exchanges, organized by PROSAM or by agricultural municipal actors involved in the Project, have had an influence on the male and female producers' empowerment in identifying their demands of inputs and working tools, state them in strategic spaces and facilitating its inclusion on the plans more fluently.

The strategies of awareness, training, technical assistance, participatory construction of diagnoses and tools, strengthening of social, symbolic and political capital, creation of work teams, and provision of equipment in the DMA and IS specialists who have accompanied the process, have effectively improved the capacities of the DMAs to support the development of production plans that integrate gender equity, environmental sustainability and disaster risk management. Efficiency has been lower in municipalities with changes in personnel and higher where the articulation between DMA, government and agricultural company is more fluid.

Analysis of the immediate result 1120- Improved capabilities of the Municipal Agricultural Delegations (DMA) for monitoring the results of the Implementation of the food production plans.

Analysis of the indicator: Municipal government level of satisfaction with the contribution of the self-supplying plan.

The PROSAM initiatives' contributions to the productions, mainly in the links of the value chains of greater social visibility is recognized in the interviews made and the group work: selling points for primary and benefitted agricultural products, juicers, mini-markets and social centers (schools, nursing homes, isolation centers). The capability of the DMA for positioning the male and female producers' contributions, using monitoring tools and communication media has had a great influence on that issue.

However, the government actors work from the goal established by the policy of reaching 30 pounds per capita, where all the producers of the municipality have an influence, and not only the PROSAM initiatives. This indicator has not been met, since the level of satisfaction is regular. The initiatives supported by PROSAM contribute to the production of the territory; but they cannot cover the food deficit for the entire population of the municipalities.

Analysis of the indicator: Number and type of monitoring tool incorporated in the DMA management.

At the beginning of the project, follow-up processes were carried out; but without standardized and comprehensive tools. To date, all the municipalities have been able to use the environmental assessment forms, the risk checklist and environmental measures, and the field book for farm producers. Regarding the planned goal, 3 municipalities overachieved (Artemisa, Madruga and Bejucal), Guanabacoa complied with incorporating

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at least 4 tools to the management of the Municipal Directorates of Agriculture and Güines has incorporated the three mentioned above.

The relevance and usefulness of the tools, the appropriation achieved with the training and technical assistance of the national team, are recognized, although they are not handled with the same mastery and efficiency by all the DMA specialists, nor in all the municipalities. In some cases, insecurities were found that are supplemented with the support of the monitoring team. The effectiveness of the tools also depends on the availability of information, which is not always reliable or complete.

Although these indicators were not fully met, in general, capacities for the development and monitoring of production plans by the DMAs have been strengthened. This bet has had successes and failures to achieve the intermediate result of sustainable management of agricultural development. Other local actors such as the Municipal Agricultural Company and part of the civil servants of the Municipal Assembly of People's Power and the Municipal Administration Council have a relevant role in the decisions and management of municipal development; but they have been less involved in the project.

In the PIP, their participation in awareness-raising, training, exchange and agreement processes has been foreseen; but their presence has not been achieved with total efficiency (due to problems of convening, motivation and interests), which has hindered changes in knowledge, attitudes and behaviors regarding information management, provision of services, distribution of resources and budget, use of planning and monitoring tools for agricultural development, from an agroecology, gender equity and sustainable environmental management approach.

Analysis of the intermediate result 1100 Sustainable management of the agricultural development at the municipal level.

Analysis of the indicator: % of change in the contributions made by male and female producers supported by PROSAM for the development of an agriculture sensible to gender and environmentally sustainable.

Initially, the Project expected the indicator “% change in the municipal resources (enterprise and government) budgeted for the development of an agriculture sensible to gender and environmentally sustainable”. Up to 2020, the indicator was reported as not fulfilled. It required a change in its formulation and it was approved in 2021, due to the changes in the context and the difficulties collecting the data.

Analysis of the indicator: # of municipalities having meaningful improvement in specific areas of management in the value chains identified.

Table 2-Evolution in the evaluation of the improvement according to the points established in the monitoring system.

	Baseline	2021
Artemisa:	2.71	2.57
Bejucal:	2.43	2.57
Guanabacoa:	2.57	2.57
Güines:	2.86	2.57
Madruga:	2.43	2.57

Legend:
 (1-1.67: Worse 1.68-2.33: Equal 2.34-3: Has improved)
 Source: PROSAM’s Monitoring and Evaluation System. Interviews with the DMA.

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For the evaluation of this indicator, assessments established in the monitoring system were taken into account. Transformations were projected in the annual planning with differentiated needs of men and women; technical capacity to display data disaggregated by sex; implementation of gender action plans; environmental evaluation of production plans; provision of an updated risk plan; and a plan according to local demand and capacities of the territory.

Regarding the baseline, all the municipalities remain in the 2.34-3 range, which indicates little change in specific management areas. In the case of Madruga and Bejucal there was a slight increase in the score, due to improvements in annual planning, in better information provided to women producers and in gender actions such as the increase in female employment, training and the exchanges of skills. In Artemisa and Güines it decreased, due to the fact that in both cases there was a setback in the technical capacity to show data disaggregated by sex, and in the case of Güines there were also problems in the implementation of gender action plans.

Analysis of the immediate result 1210: Increase in the access of the producers, especially the female ones, to quality agricultural inputs (seeds, organic fertilizers, small equipment and so on.).

Analysis of the Indicator 1210.1: Male and female level of satisfaction with the access and quality of inputs and services.

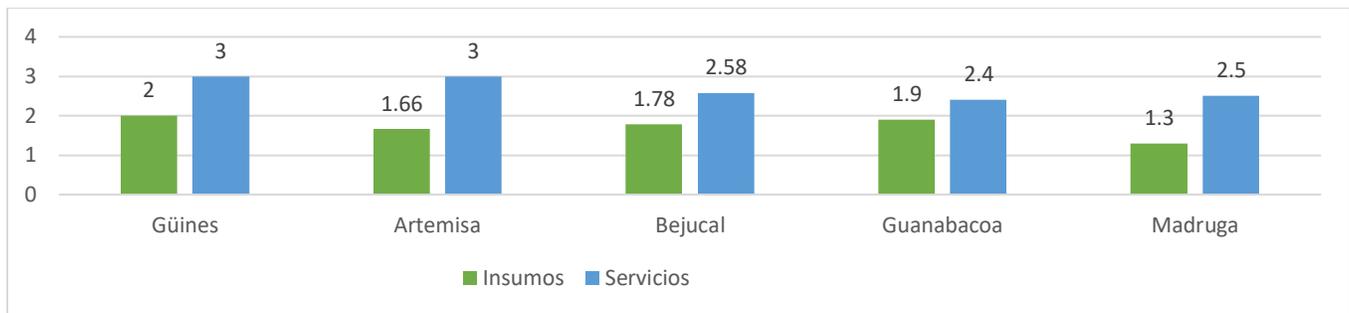
Before the project, satisfaction was low. To change this situation, actions were carried out with 18 CCS, two CPAs, five UBPCs, four Municipal Companies and two urban Farms. Centers for the production of organic matter were created and/or strengthened, houses for the production of seedlings and seeds in cooperatives, farms for gametic and agamic seeds, farms for the production of animal feed, breeding and genetic improvement centers, CREE's for the use of biological stimulation and control agents, soil laboratories (portable laboratories) and biofertilizers, municipal CTAs and tool, equipment and machinery repair shops. Coordination agreements were established between GELMA, CTA and cooperatives, for the supply and logistics of agricultural inputs, taking into account the requirements of women and young people.

With this, for example, it has been possible to increase the production of vegetable seedlings from 201,190 to 5,542,150, and fruit seedlings from 20,060 to 37,131, where chili, tomato, eggplant, pumpkin, pepper, cucumber, okra, snap bean, passion fruit, sugar apple, cabbage, coffee, soursop, star apple, lettuce, tamarind, radish, avocado, mango, etc. In the interviews, testimonies were collected about better access to various types of seeds, organic fertilizer and animal feed. Despite these efforts, until 2021 satisfaction has remained regular in terms of access to quality inputs. Women are less satisfied (1.75/3) than men (1.86/3).

Regarding the services, 24% of the initiatives that have accessed them, have a high satisfaction without gender differences, standing out the municipalities of Artemisa and Güines.

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Graphic 1- Level of satisfaction with access and quality of inputs and services



Source: Monitoring and evaluation system. Interviews with initiatives.

PROSAM has facilitated access to various supplies; but there are others that depend on the support of the municipal administration to the productive chains. This conditions the scope of the project's expected results, with 50% compliance with this indicator.

Analysis of the Indicator 1210.2: % of male and female producers benefitted who increase the use of local inputs and services for covering their needs

There is a gradual increase in the use of local supplies and services compared to the initial 5%; but the planned goal has not been reached. In the case of men, the expected result was achieved in the supplies with 41%; but not in services with 27% (concentrated in phytosanitary products, transportation, veterinarians, supply of containers and raw materials, labelling, land preparation, etc. on weekly, monthly or occasional frequencies).

For women the situation is more critical. 38% of them have increased access to local inputs; but only a quarter have achieved it in the use of services (concentrated in the last year in veterinary, land clearing and machinery rental), where the context of the pandemic, confinement measures and economic crisis further exacerbates the situation.

The low satisfaction with the way in which they access the supplies is due to the low availability, the lack of options, the excess of bureaucratic procedures to obtain them, the lack of correspondence of the offer with the plans that are previously carried out. Regarding quality, the main complaint is in the seeds. The main inputs that are lacking are demanded from GELMA and other entities. They highlight the need for nails, wire, masks, work utensils, various seeds, tools, containers, detergents, sugar, raw materials, larger format bags and backpacks. Regarding satisfaction with the services, elements such as its high price have an impact. Good quality is generally recognized. The unsatisfied demands are concentrated in marketing, input purchase management, land clearing and plant health.

Analysis of the immediate result 1220: Producers' capability, especially the female ones, for increasing and diversifying their productions and selling their products locally.

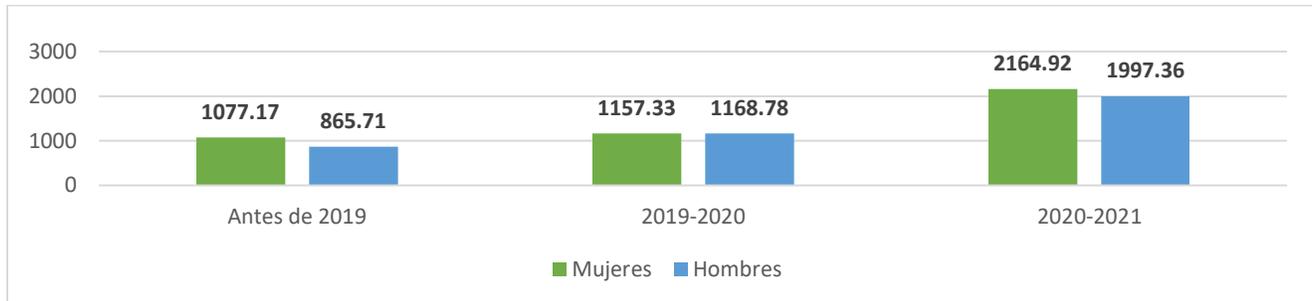
Analysis of indicator 1220.1: % increase in the income of men and women linked to different processes within the selected value chains.

In order to reach this result, training activities, technical assistance and exchange experience were organized; as well as equipment and media were delivered. They were delivered to 79 initiatives, 31 of them are lead by women. By means of gender affirmative actions and sensitization processes, the Project was able to achieve that 190 women take part in the different chain links. The strategies deployed have been quite efficient. Up to 2021,

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men were able to achieve an increase of 85% and women 150%, in regards to the baseline. The challenge is in the incomes' loss of buying capability, because of the Cuban peso devaluation, within the process of monetary reordering.

Graphic 2- Evolution of the incomes by both sexes



Source: Monitoring and evaluation System. Interviews and initiatives.

Analysis of the result 1220.2- % of sales' increase by the productive and/or commercializing units, by the adoption of the improvement and diversification processes promoted.

PROSAM developed training and technical assistance to improve sales management. It provided equipment to enable profit centers, new points of sale and mini-industries that would improve and diversify the types of products, their presentation formats and price offers.

Compared to the baseline, sales have increased by 1151%. 53% sell their products in agricultural markets, points of sale and to self-employed workers with itinerant service. The other 47% commercializes through the state market, the productions contracted to contribute to the national food balance, directly to mini-industries, and/or at the request of other producers in the area.

In the case of vegetables, the initial sale of 1 ton of inputs grew by 11880%. The 121,190 postures that were marketed increased by 3,291%. The 63.4 T of fresh vegetables multiplied by 412%. The services of 7.01 T were expanded by 3176%, in addition to the 20% offered by the CTA. In the case of processed products, no statistics are available. In the line of fruit trees, the 560 seedlings sold increased by 779%. The 5.82 T of transformed products increased by 7575%; and the services accounted for in 4.2 T were expanded by 320%. The sale in the small cattle chain set at 1.61 T at the beginning, was boosted by 786%. It is important to point out that a part of the productions are used for self-consumption by the families and the staff that work on the farms.

Despite the difficulties with supplies and services, where the expected results have not been achieved, high efficiency is evident in the improvement of production and sales, with overcompliance in most of the indicators, especially for the producers. This has had repercussions on the positive achievement of the intermediate result of a more diversified production, with a leading role for women.

Analysis of the intermediate result 1200 Increased sustainable and diversified production of food, especially by women, in the selected municipalities.

Analysis of the indicator 1200.1: % increase in the variety of food produced within each value chain by the selected male and female producers, using technologies and practices appropriate to the local conditions.

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Table 3- Evolution in the variety of food

Production	Variety LB	Variety 2021
Vegetable	32	56
Fruits	19	29
Small Livestock	2	3
Total	53	88

Source: Monitoring and evaluation system. Field book containing productive data.

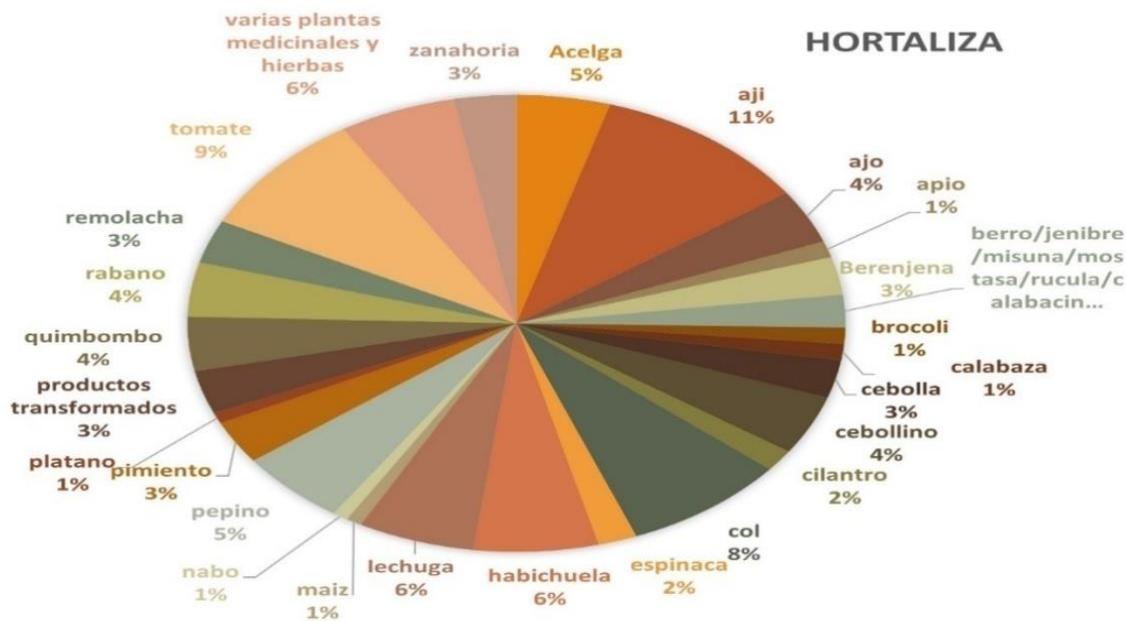
Initially there were only 53 varieties that increased by 35. The vegetable value chain increased by 75%, the fruits by 29% and the small livestock by 50%, in regards to the baseline. From the last indicator, in 2020 the Project was able to incorporate a fourth variety with the goat cheese; but it was not sustainable.

Analysis of the indicator 1200.2: % increase in number of men and women who increase the variety of food safely and use technology appropriate to the local conditions.

Training with a focus on sustainable and agroecological production; as well as greater access to seedlings and seeds, stimulated male and female producers to diversify and intercrop crops. The support for benefit centers and mini-industries with new means of work and processing and packaging technology, for the transformation of agricultural products, were effective actions in achieving this result. With this, 116 women and 130 men increased the variety of food, which meant an increase of 46% in the former and 27% in the latter.

In general, 67% increased the variety of foods with compliance with safety measures and 100% with safety using appropriate technology, results that go beyond the set goal. The situation of food insecurity aggravated during the pandemic has conditioned the forms of production, with plans that focus more on quantity than on variety, in response to the demands of the population.

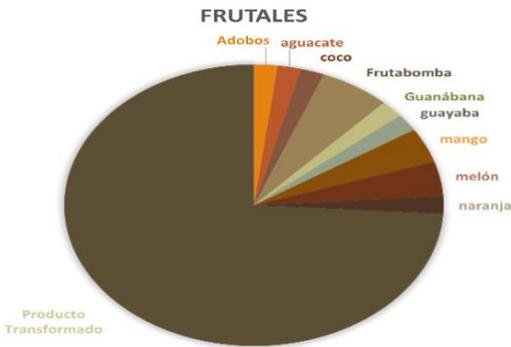
Graphic 3- Variety of products in the vegetable value chain.



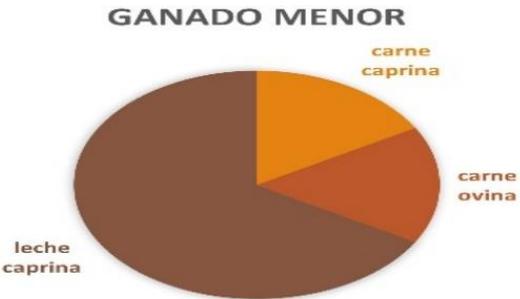
Source: Book containing the production data. Annual narrative Report.

PROSAM study of achievements and lessons learned

Graphic 4- Variety in the value chain of fruits.



Graphic 5- Variety in the small livestock value chain.



Source: Book containing the productive data. Annual narrative Report.

Analysis of the final result 1000: Increased agricultural production by women and men in the selected urban and peril-urban municipalities.

Analysis of the indicator: % increase in annual production (tons per crop) of selected productions destined for the local self-sufficiency of benefited producers.

Table 4 - Total Production per value chain

Total Production per value chain			
Type of initiative	Baseline	2021	% of increase
Vegetable			
Inputs	1.33 tons	233.67 tons	17469
Production	64.4 tons	302.96 tons	370
Transformed Products	0.6 tons	8.3 tons	1283
Services - CTA (services)	7.01 10 (services)	268 12 (services)	3723 20
Seeling production-houses (units)	201190	5542150	2654
Small Livestock			
Production	6.04 tons	16.3 tons	169
Services	0	0	0
Fruit			
Inputs	0	0	0
Transformed Products	87.14 tons	558.85 tons	541
Seedling houses (units)	20060	37131	85
Service	4.2	21	400
Total Tons	170.72	1409.08	725
Units	221250	5579281	2421

Source: Field book containing the updated productive data in 2021. Annual narrative report.

PROSAM study of achievements and lessons learned

The commitment to diversify and expand production with producers from farms and mini-industries, accompanied by a more prepared DMA, has influenced the scope of PROSAM's goals, mainly in increasing the quantity, quality and variety of productions, with an environmental approach and greater gender equality.

The PROSAM project managed to increase the annual production (tons per crop) of the three value chains by 725%, taking the baseline as a reference.

In the vegetable chain, compared to the baseline of 64.4 T, it reached an increase of 302% in 2021. The supplies that increased by 17.469% stand out. In the specific case of posture production houses, their 201,190 units in 2015 increased up to 2421% in the last year. As for processed products, initially there was 0.6 T. Of the 28% reached in 2020, it reached 1283% this year. Services have also increased by 3723%, in addition to the 20% of those provided by the CTA.

Regarding the products transformed in the fruit value chain, for the year the project closed, an increase of 541% was achieved from the 87.14 T that were reached before the project. The services stand out, which increased by 400% compared to the initial 4.2 T and the supplies in the seedling houses by 85%, taking as a reference the 20,060 units prior to the PROSAM work.

In the case of the production of small livestock, from a baseline of 6.04 T, in 2020 it reached 149%, which improved in 2021 with 186%. In the services there is no evidence of achievements.

Analysis of the indicator: % increase in the number of days per year with the presence of selected productions in the municipal market.

In the interviews with male and female producers, it is alleged that some type of supply remains throughout the year; but it is specified that it varies according to the time. The rains, the restriction of hours of the points of sale due to the confinement, or the changes in production plans due to disagreements with some tastes and preferences of the population, appear as incidents that affect this indicator.

According to the estimate made to date, it has not been possible to exceed the baseline, with a difference of 57.4 days in vegetables, 130.1 days in fruits and 116.5 in small livestock. It should be taken into account that the baseline was calculated in a general way, with initiatives prior to PROSAM. Those corresponding to the project have begun to produce between 2020 and 2021, which results in a lower average number of days, since the year has not yet been completed. In the last monitoring report it is specified that of the initiatives that are producing, only 53% sell their products in the market. The rest sell their products to the national balance, directly to mini-industries or by request of producers in the area. In addition, there is a portion that their productions use on their farm as 'self-consumption' (Source: 2021 monitoring report).

The achievements of these indicators are the consequence of gradual goals set by the project, such as intermediate and immediate results. They are divided into two major areas of transformation: sustainable management of agricultural development at the municipal level and sustainable food production. Compliance is discussed below.

PROSAM study of achievements and lessons learned

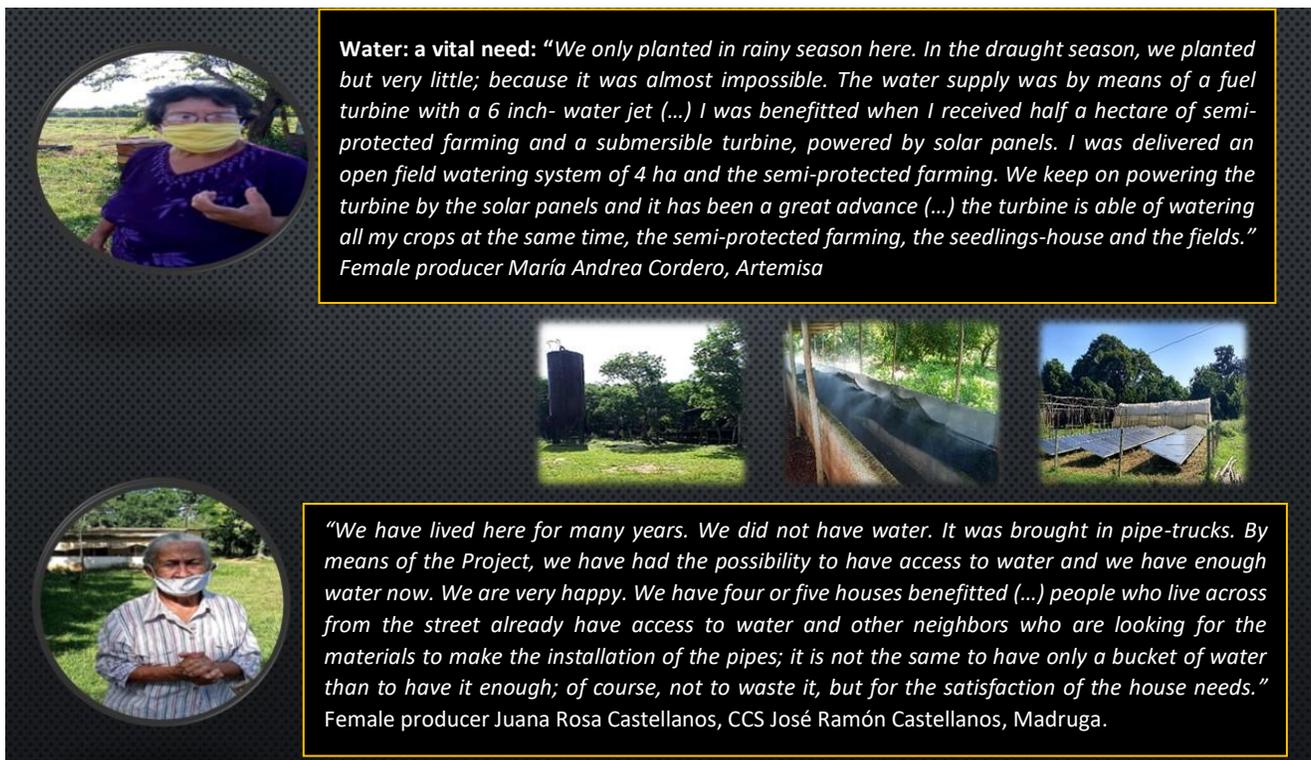
2- PROSAM's contributions to cover the needs of male and female producers

According to the perception of producers, PROSAM managed to cover strategic needs, which are triggers to start key processes in production, marketing and consumption.

The narratives about "before and after the project" illustrate these changes, as they focus on the capitalization of productive and service spaces, the development of human capacities, the strengthening of leadership and the entrepreneurial and visionary attitude.

In summary, the main needs covered that are recognized by producers who participated in the study are: 1) Access to equipment for better performance of the agricultural process; 2) Access to inputs and services for agricultural production; 3) More humane and dignified working conditions; 4) Increase in purchasing power to cover consumption; 5) Social recognition of women and their economic and managerial participation; 6) Knowledge of agroecological practices; 7) Consumption of healthier and more diversified foods; 8) Protection of own means.

Other needs that they also refer to on time are knowledge of strategic management and the support received to implement them, participation in plans with cooperatives; knowledge for adaptation and mitigation of the effects of climate change; the revaluation of the farmer's knowledge; the approach and better understanding with public servants and boards of directors in productive ways.



Water: a vital need: *"We only planted in rainy season here. In the draught season, we planted but very little; because it was almost impossible. The water supply was by means of a fuel turbine with a 6 inch- water jet (...) I was benefitted when I received half a hectare of semi-protected farming and a submersible turbine, powered by solar panels. I was delivered an open field watering system of 4 ha and the semi-protected farming. We keep on powering the turbine by the solar panels and it has been a great advance (...) the turbine is able of watering all my crops at the same time, the semi-protected farming, the seedlings-house and the fields."*
Female producer María Andrea Cordero, Artemisa

"We have lived here for many years. We did not have water. It was brought in pipe-trucks. By means of the Project, we have had the possibility to have access to water and we have enough water now. We are very happy. We have four or five houses benefitted (...) people who live across from the street already have access to water and other neighbors who are looking for the materials to make the installation of the pipes; it is not the same to have only a bucket of water than to have it enough; of course, not to waste it, but for the satisfaction of the house needs."
Female producer Juana Rosa Castellanos, CCS José Ramón Castellanos, Madruga.

PROSAM study of achievements and lessons learned

Improving the facilities for animals breeding

"I had a very ugly cardona fencing and PROSAM helped me very much with all the perling network that the Project gave me. The Project also gave me zinc sheets for the roof, a grinder and 45 rolls of wire and now I am happy because the Project has helped me so much. I never thought having that fender and that breeding facility. Look at the fencing that I was able of placing. I brought 20 female reproducers and a goat father."

- Producer Liudmila Leya Sandino, Madruga



Food base for animals breeding

"We had to go out to cut the grass and now we have planted king grass, sugar cane, tritonia, and canavalia for the production of animal food. Thanks to the Project we have a good food base for breeding our animals. This machinery has helped us solving a great problem, because we can grind king grass, sugar cane, yuca for the chickens, the pigs, the sheep and the goats. We grid in the afternoons for the animals eat at night. We are very happy with this equipment. We also grind corn for the chickens. Around 40 chickens and 55 sheep and goats are now breded."

Producer Andres Bahamonde Germadez, CCS José Ramón Castellanos, Madruga.



Humanizing the working conditions

"It was rustic at all. Here everything was using tanks and after the Project started, the working conditions were increasing from zero to what you can see here now. Part of the crops waste is used for animal food and the other one is used for the soil as compost."

PROSAM Coordinator and the Benefitting Center in Bejucal.



"The Project also gave us splits and they have benefitted us for being able to air-condition these rooms and they have improved the people's working conditions because the temperature here was unbearable."

Yaima Cruz Pérez, Specialist on Economy in the mini-industry El Roble in Bejucal.



PROSAM study of achievements and lessons learned

Acceso a insumos agrícolas



"A change in PROSAM Project was helping us repairing the seedling-houses. They gave us enough dishes for being able to achieve two millions seedlings per year. By means of that help, we can give employment to several women."

Female producer Anna Marilys Daris Viciado, UBPC Cinco Palmas in Guanabacoa.



"I only had one small house and now I have two. I can now supply seeds to different farmers."

Male producer Jose Arturo, in Guines



Need of technology for food processing

"We have the containers and the stirrers for grinding the fruits, vegetable cutter, can sealer, nylon sealer, an oven for dehydrating and two cooking pots. Our capacity increased considerably. We had a capability of producing 300 kgms a day in an eight-hour working session and now we can process 1200 kgms a day. It has a repercussion on the incomes, in our contributions. It is a help that can easily be appreciated. "

Lester Hernandez, Mini-industry in Madruga.



"At the beginning this process was made with firewood here, even more rustic than you can see now. At the beginning, every process was done using firewood and step by step, it was modernized."

Yaima Pérez Cruz, Mini-industry El Roble in Guanabacoa and PROSAM Coordinator in Bejucal.

PROSAM study of achievements and lessons learned

Evitar las pérdidas. Equipamiento para almacenar y preservar.

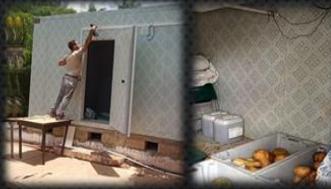


"There are also some cold chambers provided by PROSAM. They are very useful because we have cooked guava shells, fruit bomb dessert in its syrup, pineapple slices in syrup and if they are not hermetically sealed they get spoiled, and we stock them in the cold chamber and they have longer life."

Yaima Pérez Cruz, Mini-industry El Roble in Guanabacoa and PROSAM Coordinator in Bejucal.

"Because of this cold chamber the seed production increased."

María Caridad Ruiz, Specialist in Economy CTA in Guanabacoa.



"This is the maintenance chamber given to us by PROSAM and the products' life can be extended. There are some products that are fastly deteriorated because of the hot temperature in Cuba. Yuca, once pilled, gets darker from one day to the other. In this chamber, yuca can be stocked up to five days and it does not get dark." PROSAM Coordinator in Bejucal

Containers for conservation and commercialization

"This is the bottles blowing machine that the Project delivered. This is the whole heart of the mini-industry. It is one of the most important parts, without it, it would be impossible. GELMA sell them.... We had a hard time here with the bottles and it is not the same working with a recycled bottle than with a new one, which is sterile."

Yaima Pérez Cruz, specialist in economy, Mini-industry El Roble in Bejucal



Acceso a servicios de electrificación



Access to electric power services

"Thanks to the negotiation process with the Project, the local government installed a 220 power supply for connecting the turbine, the grinding machine and other machinery."

Producer Manuel Andrés Bahamonde, CCS José Ramón Castellanos, Madruga.



PROSAM study of achievements and lessons learned

According to government actors and managers in the business sector, PROSAM's actions respond to accumulated demands on the agendas of the entities that implement agricultural policies.

The needs coverage approach applied by PROSAM takes into account the shortcomings that this conception of human development may have. The practices become references for public policies and other projects, since they are characterized by:

- Application of co-responsibility in financing, management, installation, start-up and care
- Non-assistance vision.
- Do not generate habits of dependence on external funds.
- Differentiated, non-egalitarian vision of the people to benefit, with a gender and age approach.
- Centrality in listening and prioritizing manifest needs of the peasantry, and agreeing on latent needs
- Clearly identify strategic needs with repercussions on different processes
- Identify long-term needs and emerging needs
- Systematic accompaniment
- Selection process with comprehensive criteria
- Use of buying guides with verified standards
- Selection of quality satisfiers to guarantee sustainability
- Selection of satisfiers that generate new income to cover other needs, given the limits of financing and the durability of the project.

However, in the coverage of needs there have been some failures such as the quality of root ball trays and equipment for the juicers. In the first case, where there were changes in the dimension of the alveolus of the trays, the trays purchased were replaced by the correct ones at the supplier's expense.

PROSAM rightly conditioned that male and female producers also demonstrate solution capacity. In this sense, they covered their demands by investing in the production of seedlings, seeds, animals, their own workforce, funds for hiring other people, construction works, etc.

The local government and the productive forms also participated in the coverage with the services of electrification, installation of hydro-sanitary networks, construction work, delivery of biofertilizers, among others. At the same time, the project contributed to their needs such as transportation for monitoring agricultural processes and computer equipment for work.

Among the uncovered needs are the land legalization procedures, the veterinary services of the agricultural company with available medicines, construction materials to finish work in some initiatives, government and business recognition for the development of quality seedlings with their own seed.

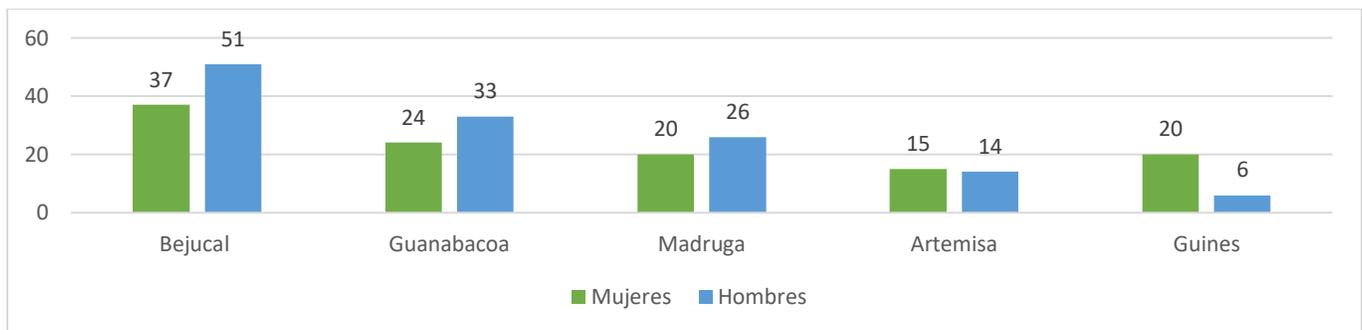
PROSAM study of achievements and lessons learned

3-Contributions of the initiatives supported by PROSAM to the creation of employment, improvement of income and wellbeing, male and female producers’ social recognition, putting an emphasis on women.

Contributions to the creation of employment

246 jobs were created, 47.15% of them for women, with an increase from the baseline of 43.86% for women and 27.45 for men. Women were observed in all roles, from planting and work in seedling houses, harvesting in semi-protected areas, caring for vermiculture, working in profit centers, clerks and cashiers at points of sale, juicers and air-conditioned markets, leaders of cooperatives, administrative and economic CTA, markets, etc. and in mini-industries, from the production lines to the labeling area. During the field visit, the greater presence of young women and older adults was verified. According to interviews and observation, black and mulatto women stand out as hired. In some cases they are from nearby communities. In others, they are women who migrate temporarily from the east of the country. This demonstrates the impact of the project on female employment, and especially on women with greater vulnerability associated with the territory, skin color, age and economic condition. A differentiating pattern is found in juicers and air-conditioned markets, where mainly young white women sell, a trend that has appeared in other studies of private businesses, linked to discretion in selection criteria based on personal appearance.

Graphic 6- Employment created with the initiatives



Source: Monitoring and evaluation system. Field book containing the productive data.

Table 5- Synthesis of PROSAM’s contributions to the creation of employment. Participants perspectives	
Female Producers	Male Producers
<ul style="list-style-type: none"> - Creation of more quality working posts - Increase in the employments offers: selling points, houses for producing seedlings, semi-protected farming, mini-industry - Increase of the women in the working posts - Perspectives of increasing capability and variety of the productions and, thus, the working posts. 	
<ul style="list-style-type: none"> -Temporality and stability: high fluctuation of the women employed in mini-industries and semi-protected farming. -There is always offers of work, but it varies 	<ul style="list-style-type: none"> - The modernization of some processes allows the adaptation of jobs, with a better distribution of loads. - Effects on the stability of jobs due to the process of monetary regulation and the guarantee of the minimum

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according to the moment of the year. -Women who join the remunerated work for the first time and taking the lead on an initiative	wage.
Local Government	National Coordination
-Greater incorporation of women to the agricultural work -Greater incorporation of young people -Systematic increase of offers for work in the mini-industry, seedlings-houses, semi-protected farming, organic fertilizers center, juicers	-Creation of new employment -Greater incorporation of women -Diversification of the employment offer.

Source: Self-elaboration based on the interviews.

Female producers' perspectives

Around twelve women work here and they fluctuate very much. Many of them come from the Eastern region of the country, work for a while and they go back to their original territories. Only two or three out of the total amount of those who were trained remain here because they have gone back home and due to COVID they have not been able to come back. It was stated by Yaima Pérez Cruz, Specialist on Economy of the mini-industry El Roble, in Bejucal.

We were assigned a house for producing seedlings, and we produced two million seedlings this year. By means of that, we have been able to employ several women. It was stated by Anna Mairilys Daria Vicedo, President of the UBPC "Cinco Palmas", in Guanabacoa.

We, women, have had much help here. In the community, we have been able to employ many women. There are almost more women than men working here. It was stated by María del Carmen Arias González, employee in the Mini-industry El Roble, in Bejucal)

Male producers' perspectives

Now, seven people work here. Before the Project started, we had a hard time with the mill and we needed more people, even with less production. After having better conditions, now we keep on with the same amount of people, but we have more volume of production. It was stated by Lester Hernández Pérez, mini-industry employee in Madruga).

Now the family works, and besides that, I have permanent employees. For a half-time session, I pay 100 pesos per four hours of work. We had to create new employment for the selling points. We created 10 new positions with four women and 6 men. It was stated by Reinier Fundora Brito, from the CCS "José Ramón Castellanos", in Madruga)

In this moment, I had no employee because I had to fire him. I had to pay him a minimum of 1200 or 1500 pesos a month. I cannot pay that salary with the production I have now. Now, I am not receiving animal food, but when I received it, a ton of wheat cost a lot, and if they processed the animal food, then the price increased. The prices have increased a lot including the labor hand. Nobody wants to work here by less than 100 pesos a morning, and doing the minimum. It is 3000 pesos a month and to have that, I must produce more than 300 liters of milk a month. ¿How much milk am I supposed to produce for paying my employee 3000 pesos a month,

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adding my salary and my relatives' salary and the animals' food? It is one of my concerns. It was stated by Eduardo Obiols Sobredo, Farm El Pedregal, from the CCS Juan Oramas, in Guanabacoa).

Agriculture Municipal Division's Perspectives

Yes, they have been created in the mini-industry, seedlings houses, semi-protected farming, organic fertilizers centers and other ways of employment for women. It was stated by Iraida Monteagudo Durba, Agriculture Municipal Director in Bejucal.

Many more women had employments in the farms and better working conditions. It was stated by Aimara Calderín Cruz, DMA's Specialist on seeds and Management Referent in Artemisa.

The different actors not only point out the increase in the number of work positions, with the incorporation of relatives, cooperative members and people hired, but also the improvement of the labor conditions by means of the facilities repair, conditioning them with better ventilation, illumination, sanitary services and furniture. It is also added having better working tools which make the agricultural work more human and increase the performance, taking care of the male and female producers and other workers' health.

Table 6- Synthesis of PROSAM contributions to the social development of the municipality through jobs with better conditions

Female Producers	Male Producers
Increase on incomes Weekly payments Election of a full-time or partial-time job Material incentives in the form of food Humanization of work Access to training activities Better food (mainly in the mini-industry and in a semi-protected farming) Material incentives in remunerated form for job stability	
People hired	
Good working relations with male and female managers Better incomes in regards to previous working experiences Participation in some decisions More comfortable working conditions	
Local Government	National Coordination
Improvement in women's incomes Greater equality in the working posts Humanization of the work by means of better	-Adaptation of the working posts to the family dynamics created by the context of the pandemic. -Improvement of the working conditions both for managers and employees.

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tools, air-conditioned rooms and rest-rooms.	
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Source: Self-elaboration based on the interviews

Female producers' Perspectives

Before the Project started, we were able to have only one worker and in eventual times of tomato collecting we hired more workers. Now, we can have six employees, and today we have three men and three women. They earn 140 pesos, working from 7 o'clock in the morning to 4 o'clock in the afternoon with the possibility of having their lunch time and a snack. We can also give them a lunch, thanks to the Medical Sciences Faculty, that helps us on this case. It was stated by María Andrea Cordero, from the CCS "Antero Regalado", in Artemisa.

The splits are also from the Project that has benefitted us for being able to air-condition these rooms, thus, improving very much the people's working conditions because the temperature here inside was unbearable. It was stated by Yaima Pérez Cruz, Specialist on Economy from the mini-industry El Roble, in Bejucal.

I work here since 2011 (...) I started working in the country collecting tomatoes, then I started working in the Factory filling bottles and doing some other things. We were joining the production and filling bottles because everything was getting better with the time, both in the work, in the salary and in the communication. (...) We have considerably improved in the working conditions and we have flourished. It was stated by María del Carmen Arias González, employee in the Mini-industry El Roble, in Bejucal.

The relationship is good and it is the most important thing. Reinier and his wife treat us very well. We earn 100 pesos every day. We have lunch at home and on Friday we receive a bag full of products cropped in the farm. The working conditions are spectacular because we have received a good salary and we have flourished. It was stated by Yalines Morales O'Farril, employee hired by Reinier Fundora, from the CCS "José Ramón Castellanos", in Madruga).

There was not a restroom here and by means of the Project we were able to have it. It is not fully ready yet but it can already be used. It was stated by María Caridad Ruiz, Specialist on Economy in the Agricultural and livestock Doctor's office-shop, in Guanabacoa.

The working conditions have improved because now we have the sinks and the tables. (Cooperative member, elderly woman in the benefitting Center, from the CCS "Félix González Viego", in Bejucal.

Agriculture Municipal Division's Perspectives

At the beginning of the Project, men earned more than women and in some cases they did not receive any salary. Today, the situation is different; men and women earn the same salary by doing the same work. It was stated by Lazara O'Farrill Díaz, DMA's Specialist and PROSAM municipal coordinator and by Taimi Vázquez López, Member of the Municipal Administration Council, in Madruga.

By means of the inputs delivered by PROSAM and the increase in the number of working posts the incomes in several scales have been widened: male and female producers' personal incomes, families' incomes and the territories' incomes for investing in some other development projects. The production for the self-consumption also contributes to the salaries saving, increasing the acquisition capability for other types of goods and services.

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Table 7- Synthesis of PROSAM contributions to the incomes increasing.

Male Producers	Female Producers
Increase of personal and family incomes	
Increase of incomes having perspectives of reinvestment	Increase of the equity in the access to better incomes Greater economic autonomy
People hired	Relatives
Having their own incomes for the first time with the first employment Increased incomes Incomes complemented by other inputs	Moving from the non-remunerated work to heading an initiative and having incomes by its own work Greater family satisfaction because higher and more stable incomes
Local Government	
Increase of the tributes to funding the local development Increase of the employed women's incomes	

Source: Own elaboration starting from the interviews

Female producers' Perspectives

Today, I have been producing. I delivered 8 sheep of 80 pounds weight each and milk (...) I have been able to improve my incomes and I have been able to buy some stuff for me. I devote my time to the livestock activity, and besides that, I also have some various crops as pumpkin, sweet potato, water melon, cassava, king grass and sugar cane. I love planting, I love the country. I bought the farm 50 fattening bulls. I cut the king grass and grind it in the grinding machine. I have had good incomes with the fattening bulls. It was stated by Yusmila Leyva Sandín, sheep-goat producer from the CCS "América Latina", in Madruga.

In previous times, I used to say: I am the responsible of the drawer, as women used to say. It is not the same being in charge of the drawer; it is to give you an added value. It is not only being home, it is about feeling yourself better self-esteem. I used to say ¿why is it necessary for me to work, if I get the money I want? But it is about doing it by yourself. It was stated by Lianis Rodríguez, worm humus producer, relative. It was stated by Reinier Fundora Brito, from the CCS "José Ramón Castellanos", in Madruga.

Male producers' Perspectives

We quite increased our capability. We had machinery for about 300 kilos a day in 8 hours and now we are able of making 1200 kilos. It has an influence on the incomes and in its contributions. It is a help that can be appreciated. It was stated by Lesther Hernández Pérez, from the mini-industry in Madruga.

...they totally changed because I never gave up to the cattle raising. It is an additional income and every month it produces an amount of money that before was not only produced with the cattle raising. It was stated by Reinier Fundora Brito, from the CCS "José Ramón Castellanos", in Madruga.

PROSAM study of achievements and lessons learned

Hired people’s perspectives

I used to be a housewife and the Project gave me the possibility of start working and knowing projects as PROSAM. I worked in a nursery and I had never done that job. It has been good for me because I contribute to my family with a good salary, and I also have enough money to be independent, because I am a woman and, you know, that in previous times there was that opinion that women could not work here or there and it has been a good solution. It was stated by Yusniela Matanza López, cooperative member from the CCS “Félix González Viego”, in Bejucal.

These women’s monthly incomes go between 1500 and 1800 pesos a week. It is according to their work. They are stimulated with products they produce as for instance tomato paste, guava paste and others. Men and women earn the same salary for doing the same work. There is also a stimulus. If they are not absent, they receive between 5 to 15 pesos an hour, plus the incentives produced here in the mini-industry. It was stated by Yaima Pérez Cruz, Specialist on Economy in the mini-industry El Roble, in Bejucal.

Improvements in working conditions, income and production have had an effect on improving living conditions. From a multidimensional perspective, better access to fresh, varied and healthy food is highlighted, which has repercussions on health and satisfaction with respect to the plurality of options, which stands out more in a context of economic crisis. There are also better marketable formats of products that facilitate domestic work, reduce the hours spent cooking and save water and electricity consumption in homes. Construction work was observed in the homes of male and female producers, with repairs that indicate an investment in habitat and housing; as well as the acquisition or repair of means of transport.

Table 8- Synthesis of PROSAM contributions to the improvement of the male, female producers and other municipal residents’ living conditions.

Male Producers	Female producers
Greater variety of food New learning in the food applied to family life	The improvement in income has affected the consumption capacity Nutritional education. Increase and diversify the consumption of vegetables
People hired	Relatives
The increase in income helps increasing the consumption capability Better access to food	Water availability for the house tasks and for helping the community More food
Local Government	National Coordination
Increase in the food offer (quantity, quality and variety) Increase in the accessibility: more selling points Nutritional Educación. Plan SAN Implementation	Improvement in the food, the facilities for the productive work and the consumption ways. Access to more healthy food

Source: Self-elaboration, starting from the interviews

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Male and female producers’ perspectives

We help diversify the consumption of vegetables. We are settled in a rural area and people did not have that habit. We started to introduce varieties as broccoli that no one knew how it is eaten. We first planted it and we almost eat it the whole production and now it is not enough, we have to plant great quantities (...) People here did not consume basil, thyme or rosemary. Seeing these products planted, we started introducing these species. It was stated by Anna Mairilys Daria Vicedo, President of the UBPC “Cinco Palmas”, in Guanabacoa.

Cooperative members’ perspectives

There is a new culture which is being introduced because with the market, there are new ways of consumption and people are getting benefitted with it. It was stated by a female young cooperative member from the benefitting center of the CCS “Félix González Viego”, in Madruga.

Local government and the DMA’s perspectives

(...) the productions achieved have really been very useful. They have ensured a varied sort during the whole period of the pandemic of COVID, in the selling points and it benefits the population taking fresh and quality vegetable to the table. It was stated by Laura Mesa Hernández, Head of the Development Management Section, in Madruga.

...it has contributed with new selling points and also to the increase of the production in the mini-industry. It was stated by Hubemei Martín, Specialist on Vegetal Health in the DMA, in Bejucal.

...it has contributed to the increase in the selling points. There are air-conditioned markets. It was stated by Persita Torres, responsible for international cooperation of the Municipal Administration Council in Bejucal.

By means of the initiatives’ economic and social contributions, there is a greater farmers’ visibility, recognition to the base productive units which are the heart of the program of the local food self-supplying. All the actors identify the task performed by the program in dignifying and appreciating women in agriculture, by means of different ways of participating: as female producers in different spaces in the economic cycle, in political, project’s management and economic leadership responsibilities.

Table 9- Synthesis of PROSAM contributions to the social recognition and participation.

Male producers	Female Producers
Greater recognition of women capabilities Gender equality awareness. Greater participation in multi-actor spaces. Greater visibility of the farms and the male and female producers’ capabilities for implementing the development projects. Greater management of the structures, channels, procedures for taking part in administration and bureaucratic instances.	
	Development of communication and leadership abilities for stating demands.
Local Government	National Coordination

PROSAM study of achievements and lessons learned

<p>Greater recognition of the male and female producers' contributions to the local development.</p>	<p>-Increase of the social recognition of the male and female producers</p>
<p>Greater economic and labor participation of women</p>	<p>-Greater social legitimation for the DMA's management and coordination work -Increase of the active participation</p>

Source: Self-elaboration starting from the interviews

Female producers' perspectives

My family admires me much more. People in the community tell me that everything is good. Furthermore, men and women treat you the same because now everything is equal. In other times, women were discriminated because it was said that women were not able to do the same jobs as men. Now men admire women because women have the same capability as men and also they have the same benefits because women can are able to do what men do. (...) In the members assembly women are considered and women's opinions are taken into account. It was stated by Yusniela Matanza López, cooperative member from the CCS "Félix González Viego", in Bejucal.

I knew about this through the Project. I am originally from Havana, I got married and I moved here and I always stayed home. Taking into account that the Project was interested on the women's participation, I was assigned the task of the worn humus and I accepted the task, but now it is not only the worn humus, I am responsible of everything. It was stated by Lianis Rodríguez, worn humus producer, relative. It was stated by Reinier Fundora Brito, from the CCS "José Ramón Castellanos", in Madruga.

DMA's perspectives

It also helped us in the main objective that was introducing women in the food production, in having access to resources in an equitable way, in having a sure working post where they were remunerated and recognized by the family and by the society. It was stated by Idania Escobar Rodríguez, DMA's Specialist in Vegetal Health and gender referent.

They have the local authorities and population total recognition and support. It was stated by Hubemei Martín, DMA's Specialist in Vegetal Health, in Bejucal.

PROSAM study of achievements and lessons learned

4- PROSAM's contributions to the local implementation of prioritized public policies. PROSAM's social, environmental, economic and institutional/organizational effects and impacts.

PROSAM has contributed to installing local capacities for the effective implementation of prioritized public policies in the country. Work with subjectivities (increased knowledge, changes in mentality, attitudes, perceptions), with the provision of material supplies and services, and with agroecological practices, innovative management of local agriculture, and gender mainstreaming, they place the five municipalities in better conditions to comply with the 2030 agenda and the strategic goals set by the policies. The increase of diverse actors with new tools and skills (map of value chains, selection criteria for investment initiatives -pipeline-, environmental evaluation sheets, checklist of risks and environmental measures, methodology of the FAIs - Learning farms Integral-, field book for farm producers), is a potential multiplier for the extension and deepening of the best practices of the project.

Table 10- PROSAM's institutional and organizational effects and impacts

- Change in the work culture of the different actors with a strengthening of the organizational structure, new methods for monitoring production and marketing processes (field book of farm producers, database for farm management , statistical table of destinations of the productions that are marketed and/or delivered, satisfaction survey with the demand for these productions).
- Greater recognition of productive organizations for their better performance and contribution to the plan, which strengthens their institutional legitimacy. This is expressed in the narratives of government actors and the DMA, captured in interviews.
- Greater autonomy of these organizations for their relationships with other entities supplying services and supplies, and suppliers of products. This is based on the self-production of supplies and on the consultation carried out by PROSAM to improve access to services.
- Better appreciation and recognition, by government authorities, of the functions of the organizations that promoted the project, such as the case of the DMA in production monitoring, training, support and facilitation of processes related to the preparation of the plan, hiring, etc.
- Support for the territorial implementation of the Gender Strategy and the strengthening of Municipal Gender Committees.
- The capabilities developed by the project favor the creation of bases to venture into the new economic forms recently approved as micro, small and medium enterprises.
- Ability to apply new knowledge in the management of agriculture. It is perceived as a prosperity business and they do not have as much dependence on resources and supplies assigned by the State.
- Development of a culture of project management in various actors of the municipality.
- Recognition and legitimation of local actors to these good experiences
- They have allowed the development of innovation processes and entrepreneurship that favor business.

Source: Synthesis elaborated in the advisory process using a triangle of information.

The policy for the promotion of territorial development is currently being implemented with DL 33/2021. The five municipalities have Municipal Development Strategies that prioritize food security and sovereignty. In a political framework that stimulates the diversification of sources of local financing, exports, import substitution, greater decentralization of powers, multi-stakeholder management alliances, and the development of new

PROSAM study of achievements and lessons learned

services, municipal actors have developed skills, habits and practices that generate self-confidence and experience to promote development at the local level.

The National Coordination's Perspectives

PROSAM was quite a pioneer in questioning the local agricultural and livestock policies in function of the local self-supplying. It appears in a context where the national balance did not yet have an important force and even more in the territories of the municipalities of Artemisa and Mayabeque which send products to Havana; in such a way that there was the proposal of strengthening value chains connected to the local self-supplying. It was stated by Kenia Lorenzo, ACTAF, and coordinator of the Gender Strategy.

(...) there was always a great problem that the collaboration projects were out of the own municipal strategy (...) the management strategy assumed the task of starting to place this language in its right position, of placing these processes within the local governments' sight (...) for the local governments were able to connect that to their own identified needs and with their own development decisions. It was stated by Sonia Álvarez, Coordinator of the Gender Strategy.

The Project contributed to strengthening the Municipal development Strategy, taking into account that it created new capabilities for the project and production plans encouragement, providing important tools for its management, implementation and development by means of joint actions of all the municipality's actors. It was stated by Francisco Martinez, from the Soli Institute and EISPA coordinator.

DMA and the local government's Perspectives

(...) The Project has given new tools and better working methods with better perspectives. It has also developed more capabilities for creating new projects, they have more future vision and they are able of appreciating other new opportunities. It was stated by María Jesús Díaz Hernández, DMA's specialist and production referent from Artemisa.

(...) it helps the Municipal Food Sovereignty Strategy. It was stated by Yasniel Márquez Medina, Deputy President of the People's Power Municipal Assembly in Guanabacoa.

It has given more knowledge for working with other projects in regards to the value chain management, the gender, the environmental management and the agro-ecologic food production system Strategy. It was stated by Idania de Jesús Escobar, DMA's specialist on vegetal health and gender referent in the municipality of Artemisa.

The local actors have new knowledge as the handling of productive processes, the tasks' monitoring and evaluation, the inclusion of gender in the productive tasks, the management of the agrarian policies in total harmony to the environment. It was stated by Hubemei Martín, DMA's specialist on vegetal health and gender referent in the municipality of Bejucal.

The Project gave us new knowledge and capabilities as the importance of making conscious to all the producers committed to the program of municipal self-supplying; the knowledge of how to better taking advantages of the potentialities of the women who have a qualification for improving the efficiency and the performance of the crops by means of the agro-ecologic techniques and the incentive for promoting new local projects (...) It was stated by Laura Mesa Hernández, Head of the Section of development Management and Matilde Bernabéu Plous, specialist in Projects to the local development in the municipality of Madruga.

PROSAM study of achievements and lessons learned

The narratives of the local actors about the effects of the program are also connected with the implementation of the policies approved in the five-year period 2016-2021 for the agricultural sector; as well as the search for greater efficiency in government institutions with effective forms of management, as projected in strategic axis 1 of the National Development Plan until 2030.

At the political-institutional level, local actors also explain that they have advanced in knowledge, experience and organization to implement, at the municipal level, the Gender Strategy of the Ministry of Agriculture. This lays the foundations for executing the Plan for the Advancement of Women with the tools created by PROSAM and the people who have been sensitized and trained in gender equity and equality.

MINAG's Perspectives

The Project PROSAM has essentially contributed to implement the gender Strategy. It is a project that favors the women inclusion, the inclusive language, making diagnostics, raising problems for later having tasks that could be making amendments in rural women's benefit, in places where they could get involved in working (...)



There is a tool which is IGECSA used very well by this Project and also the box of tools for improving the Gender Committees, in which men and women achieved being equal regarding working conditions, access management posts, dignifying the working posts and the working conditions. All of this helps paying tribute to the food sovereignty and the nutritional education. (...) It was stated by Julia Molier Escobar, Director of Cadres and responsible of the Implementation of the Gender Strategy of the Ministry of Agriculture.

DMA and the local government's Perspectives

The Project left us knowledge in regards to the Agriculture System Gender Strategy as a tool for promoting gender equity in the sector. There is a better understanding of the principal challenges for achieving the gender equality identified in the municipal diagnosis. We have the knowledge for sharing the Gender Committee's experience and we have recognized the challenges in the implementation of the initiatives in order to guarantee that they benefit women. It was stated by Lazara O'Farrill Díaz, DMA's specialist, PROSAM coordinator and gender referent; Taimi Vázquez López, coordinator in charge of agriculture in the Municipal Administration Council in the municipality of Madruga.

The Project taught us the use of the MINAG Gender Strategy. It was stated by Yeini Prieto, DMA's specialist and gender referent in the municipality of Bejucal.

National coordination's Perspectives

The alliances created by the Project with the gender referent have allowed positioning learning about transversalization of gender in spaces for constructing policies, as for instance the workshops on the Food Sovereignty Plan (Plan SAN) and those for the construction of the methodological tools Box for the Implementation of the Agriculture System's Gender Strategy, aimed at the DMA and DPA, including learning about PROSAM's experience. It was stated by Oneyda Hernández, from the Soil Institute and the Project Coordinator.

PROSAM study of achievements and lessons learned

With the development of PROSAM, there are also notorious social effects on basic rights such as access to healthy food, with a focus on groups with vulnerabilities. This places the municipalities in better conditions to implement the Food Sovereignty and Nutritional Education Plan; as well as the National Program for the Improvement of Living Conditions to implement the 2030 Plan. One of its strategic goals is a more equitable access to food consumption.

Table 11- PROSAM's social effects and impacts

- Increase of the production and the offer of more healthy products to the population and vulnerable sectors.
- Expanding the employment municipal offer, having better incomes and working conditions, available for men and women.
- Women's leadership on the agricultural business.
- Revaluation of the agricultural work as a source of prosperity, with a change of mind and incomes allowing improving the male and female producers and their relatives' living conditions.
- Male and female producers and DMA's specialists' motivation for the agro-ecology using a gender approach.

Source: Synthesis elaborated in the consulting process

The social assistance system was structured on highly centralized policies, which guaranteed high levels of coverage; but not always high quality and sufficient equity. Since 2020, a policy has been designed to promote community social services for people, families, and households in vulnerable situations, which will complement national policies. This was approved in 2021 with prioritization of older adults who live alone, boys and girls, people with comorbidities, caregivers, female heads of household, low-income families, etc.

The criteria collected in the study of achievements and lessons learned, allow to identify that in the five municipalities the capacities for the development of focused policies have been improved. This is evidenced by the awareness of producers, the commitment to equity, attitudes of solidarity and social responsibility, the increase in production destined for care and social assistance services, and the improvement in accessibility with more access to sale points distributed in the space and affordable prices.

Male and female producers' perspectives

I have 16 cows and I am having a good milk production, delivering to the Commerce Enterprise or for the elderly Nursery Center and for children. It was stated by Yusmila Leyva Sandín, sheep-goats producer from the CCS América Latina, in the Municipality of Madruga.

The people are very happy with all the Project's results. Now we are not obtaining great amount of contributions, but some families having health problems have come and I have delivered them some sheep for increasing their hemoglobin, I have also delivered them some chicken, eggs and all of these products have been donated to them and they have not paid for them. They are anxiously waiting for the sheep milk production. It was stated by Andrés Manuel Bahamonde García, from the CCS "José Ramón Castellanos", in the municipality of Madruga.

The people are very happy. We started the selling points when Covid appeared and we ran out of many products. We try to place some products in the selling points every day. People are waiting for us since very early in the morning to see what we took to the selling points. Today, they are selling corn, red pepper, chili pepper, chive, green beans and garlic joint. It was stated by Lianis Rodríguez, worm humus producer, she is a relative of Reinier Fundora Brito, from the CCS "José Ramón Castellanos", in the municipality of Madruga.

PROSAM study of achievements and lessons learned

My main milk productions are concentrated on the industry for the production of diets for people who are allergic to lactose. Every year, I have been able to produce more than five thousands liters, around six thousands liters a year. It was stated by Eduardo Obiols Sobredo, from the CCS “Juan Oramas”, in the municipality of Guanabacoa.

Everybody is happy because the juices produced are quite good. They are very good for people who are in-patients in the hospital, mainly that of papaya for the people who suffer from diabetes. Many people who are infected with corona virus need natural fruits and juices and the juices we produce are more available for the money they have. More than a hundred people come a day. It was stated by Glenda Soto, employee hired in the juicer in the CCS “Antero Regalado”, in the municipality of Artemisa.

We donate products to the elderly nursery center, schools and isolation centers in the Municipality of Madruga. It was stated by Lesther Hernández Pérez, from the mini-industry in the municipality of Madruga).

DMA and the local government’s Perspectives

In María Andrea’s farm, they have been able to diversify and distribute production in the selling points. From the social point of view, they have donated products to the Medicine School. It was stated by Lázaro Izquierdo Duanes, head of the DMA Development Department and PROSAM Municipal Coordinator, in the municipality of Artemisa.

The semi-protected farming and the mini-industry sell products to the prioritized centers, but they also donate products themselves. Besides that, they contribute to the Family Attention System which is part of the Social assistance policies. It was stated by Laura Mesa Hernández, Head of the Development Management Section, in the municipality of Madruga.

The new technology increased the volume of products devoted to the most vulnerable sectors in more than 35%. It was stated by Hubemei Martín, DMA’s specialist on vegetal health in the municipality of Bejucal.

We contributed through the state commission and the support to the isolation centers for taking care of Covid 19. It was stated by Ahmed Báez, Deputy Head of the Municipal Administration Council in the Municipality of Bejucal.

From the social point of view, another relevant transformation is the increase of the women’s leadership in the Agriculture:

DMA and the local government’s Perspectives

(...) we created the Agriculture Gender Committee where there is a group of women in all the spaces of a spectacular process and we were learning all along the Project how to work as them, how they could be visualized even now that there are empowered female leaders who have a very good result. It was stated by Idania Escobar.

There were also positive effects in regards to the implementation of the Life Task (State Plan for enforcing the Climate change) and the agricultural and livestock policies which encourage the social and environmental responsibility. The knowledge of the actions aimed at improving the environment by the male and female producers allows their sustainability.

Table 12- PROSAM environmental effects

- Increase of the agro-ecological practices in the different productive systems that have allowed a major exploitation of the local resources and the use of the inputs not affecting the environment.
- Use of the waste of all processes, turning them in necessary resources for the agriculture.
- Successful experiences in the use of the technologies for ensuring water for the plantation with the use of renewable energy.
- Use of crops varieties more resistant to plagues and sicknesses reduce the use of agro-toxic products.

Source: Synthesis elaborated in the process of advising by means of the information triangulation.

National coordination's Perspectives

Life Task is yet far to be implemented in Agriculture as it is expected, because it does not take into account the resilience and it has not introduced the agro-ecology approach. It is yet limited to things that are in other programs, as the conservation and improvement of soils program, the program headed by the forestry and the water saving which is a general measure. It lacks and integration and looking for a more systemic approach for the management of the climate change, including the social issues; that is, the socio-ecologic resilience and the Project has contributed to all this. It was stated by Luis Vázquez, from the ACTAF and EGAS coordinator.

In the economic sphere, the project has contributed to laying the foundations for productive transformation, with emphasis on the agricultural sector. This is the second strategic axis of the 2030 Plan, which places as a priority agenda for the country the creation of capacities to substitute imports, strengthen local economies, achieve productive chains, generate exports, close economic cycles, promote socially and environmentally responsible economies, increase the product gross domestic income, increase the rate of economic activity, with emphasis on women and youth, connect the economically active population with the development activities of the territories and generate prosperity on a personal, family and territorial scale.

MINAG' Perspectives



We consider that this Project that has been performed in three main provinces of this country (...) the selection of the municipality of Guanabacoa has been a key factor not only for the food production, but also for looking that vegetable and fruits food sovereignty that is where Havana can look for sovereignty. In the province of Mayabeque, the Project selected three municipalities which are very productive and that have contributed to have an impact as it is the case of the municipality of Artemisa, a municipality which is very much productive in the agriculture.

Today, they are key municipalities and they have much reserve for increasing the food production plan and supporting the SAN Plan where the urban, sub-urban and family agriculture play an important because they have been working for 33 years in increasing the food production plan in a sustainable way and where the population is involved and encouraged for producing food (...)

PROSAM study of achievements and lessons learned

The fundamental impact is that it has been in the strategic line of the country today (...) there is a major production of fresh vegetable and species, and they have been produced in a sovereign and sustainable way, and also because it has come to make an impact in the production of organic fertilizers, in the production of seeds and seedlings, in the mini-industry for processing the agricultural products (...) there are units where the Project has had an impact, for instance, the UBPC “Cinco Palmas” from the municipality of Guanabacoa and its organoponic which is able of achieving the expected 15 Kg per square meters a year, because they make interleaving, the association, the watering system and uses all the tools that PROSAM has been supplying to it and they have allowed them achieving more productive efficiency in the unit and contributing the municipality to achieve the offer of the 10 pounds of vegetable per person that today the Municipal Self-supplying Program Requires. It was stated by Elizabeth Peña, National Director of the Urban, sub-urban and family Agriculture Program from the Ministry of Agriculture.

By means of the technological strengthening, the training activities, the increase of the agricultural inputs and services which make the local market performance more dynamic, the increase of the enterprising attitudes, the realization of the personal expectations in the development projects, among other actions, different transformations have been generated:

Table 13- PROSAM’s economic effects and impacts

- Capabilities are created for the substitution of seed imports, with the production of quality native varieties that are attractive to local producers.
- Improved knowledge of the use of bank loans for agricultural production, which expands the possibilities of autonomy for business management.
- Greater control of economic events by each production system, allowing the rational use of financial resources and anticipating future results.
- Increased income that covers production costs and favors new investments as a basis for agricultural development.
- The capitalization of productive forms is improved by having technology to add value.
- Better capacities for local food self-sufficiency are installed, with the value chain management model.
- By increasing income, it allows a greater contribution to funds for local development.
- Increases and diversifies the offer in community, municipal and provincial markets, attending to plural demands
- Productions are chained and collaborative relationships are fostered between intra- and inter-municipal productive forms
- increase in the quality of products with added value for domestic consumption and for future exports
- Family business development plans in the short, medium and long term, etc.

Source: Synthesis elaborated in the process of advising by means of the information triangulation.

About the capabilities for the food self-supplying at a local scale, the value chain management model is highlighted:

DMA and the local government’s Perspectives

PROSAM study of achievements and lessons learned

The Project was able to close the cycle in the case of the vegetable, because the producers were able to achieve their own seeds and produce their seedlings using the technology root ball trays (banejas de cepellon); thus, increasing the production in time and space. It was stated by Aimara Calderín Cruz, DMA's seeds specialist and management referent in the municipality of Artemisa.

The value chain model is very important for the municipal self-supplying plans because the production can be planned, taking into account the population's real needs and demands. It was stated by María de Jesús Díaz Hernández, DMA's production referent in the Municipality of Artemisa.

(...) I consider that the Implementation of the value chain management model had a great importance for the local self-supplying plans, taking into account that in our municipality the presence of vegetables was very little and the loss of fruits due to the lack of a mini-industry for processing and conserving the fruits. It improved the Project and the initiatives of the seedling-houses, the semi-protected farming, the seeds farms, vermiculture, mini-industries, juicers and areas for breeding sheep and goats. All of this makes a contribution at the time of drafting the planting and production program which ensure the demands of products for the Municipal Self-employment, taking into account the 10 pounds of vegetables and the 3 pounds of fruit per consumer that the plan requires. It was stated by Lazara O' Farrill Díaz, DMEA's specialist and PROSAM municipal coordinator; Taimi Vázquez López, Member of the Municipal Administration and Laura Mesa Hernández, Head of Development Management Section in the municipality of Madruga.

(...) after increasing the health quality of the productions; as well as being able of elaborating food products from the productions and increasing the net and added value. It was stated by Yasniel Márquez Medina, Deputy-president of the People's Power Municipal Assembly in the municipality of Guanabacoa.

The national coordination's Perspectives

PROSAM leaves a positive result in the work of the value chain and the infrastructures created for that (...) the capabilities created in the municipalities' producers on the use of the friendly clean technologies for the environment (...) the introduction of healthy food intensive production technologies, the producers' consciousness about the importance in the diversification of the production and the transformed products. It was stated by Francisco Martínez, member of the Soil Institute staff and EISPA Coordinator).

About the increase of the contribution of the local development funds.

Local government and the DMA's Perspectives

...they have contributed because they increase the producers' incomes and their contribution to the National Organization for the Tribute Administration (ONAT). It also helps increasing the trade circulation. It was stated by Israel López Vera, Head of the Development Management Section in the municipality of Artemisa.

After having higher incomes, the contribution to the local development also increases. It was stated by Yasniel Márquez Medina, Deputy-President of the People's Power Municipal Assembly in the municipality of Guanabacoa.

PROSAM study of achievements and lessons learned

The number of self-employed workers increased and the production increase also contributes to higher taxes. It was stated by Iraidá Monteagudo Durba, Agriculture Municipal Director and Yeini Prieto García, DMA gender referent in the Municipality of Bejucal.

Regarding the aspirations of the project, spaces were also identified where the changes fell short of expectations, such as the increase in the municipal budget allocated to agricultural development projects with technological investments and a gender approach, which is very discreet regarding the potentials and the political will that could be expected in this regard. The expected changes in companies and some boards of directors of cooperatives have not been so noticeable either. This is evidenced mainly in areas of stagnation regarding supply and facilities for access to services and inputs for agricultural development, promotion of new development projects with a value chain approach. In the field of government and business management, an organic incorporation of tools with a gender focus that contribute to the strategic area of information and statistics of the Program for the Advancement of Women has not been achieved.

PROSAM study of achievements and lessons learned

5- Project's management procedures and methods' strengths and weaknesses; as well as the mechanisms of implementation and results contributed by women and men of the Project's Strategies.

The immediate and intermediate results and impacts of PROSAM respond to project management procedures and mechanisms that combine traditional and innovative actions. Implementation is highlighted through four interrelated Strategies with cross-cutting issues on the international and national agenda, such as gender equity and equality, confronting climate change, food sovereignty and effective management.

This has guaranteed the internal coherence of the project; as well as the external one, in interrelation with the EDM, the country's public policies, national programs (PNMC Soils, FONADEF, Task Life), and other coexisting projects in some of the municipalities (BASAL, Agrofrutales, PRODEL, PAAS, networks, Articulation agroecological).

The selection of the value chain approach with a gender perspective and environmental sustainability as a common thread for decision-making at any level of the project has been a successful procedure because it has allowed the construction of consensus, the confluence of interests and the articulation that demands sustainable development.

National coordination team's Perspectives

Generating a different sight for connecting all the actors that take part in a chain, having the approach of winning-winning, facing traditional power asymmetries among the municipal enterprises and the cooperatives, regarding decision-making about resources, prices and so on. It was stated by Sonia Álvarez, Management Strategy Coordinator.

Another important element is the participation of cooperatives, municipal divisions and other actors, in the practical application of a value chain approach in function of the selection of initiatives using a municipal view in order to add value to the chains' links where they already existed.

Local government's Perspectives

Direct link with the male and female producers. Involving the different local instances in supporting the production. Having been so right in identifying the aspects to be developed. It was stated by Yasniel Márquez Medina, Deputy-President of the People's Power Municipal Assembly in the municipality of Guanabacoa.

The producers' support to the national team. Joint working team and in a favorable atmosphere, achieving the support to the municipal activities. It was stated by Amed Báez, Deputy Head and Persita Torres, international Cooperation responsible from the Municipal Administration Council from the Municipality of Bejucal.

Among the strengths is the enabling of conditions for all types of actors to participate, from the information level to the co-management level, in the different processes. The methodologies applied, the organization of spaces, have played a fundamental role in this.

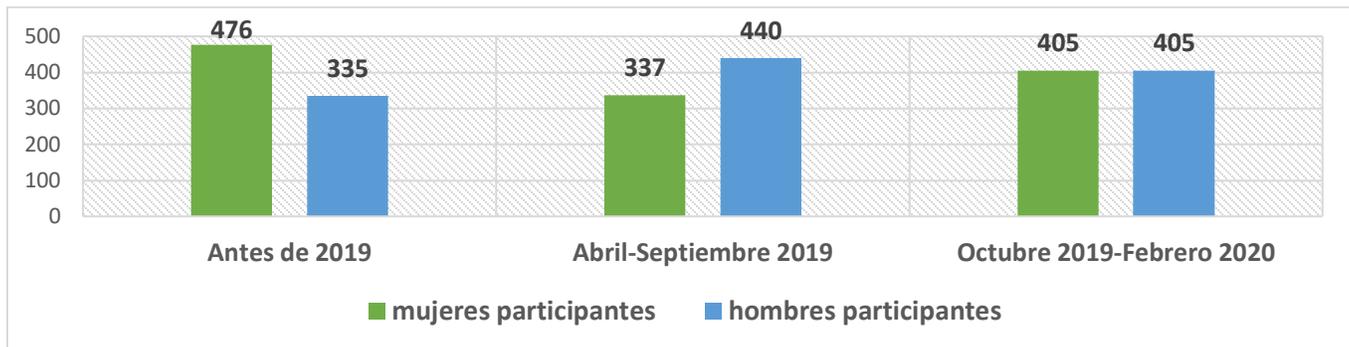
The implementation of a project that works both on technological, economic, political, and institutional capacities as well as on human capacities, has made it possible to act on several pivots of change simultaneously. The actors underline the accompaniment by different specialized institutions as a success factor.

Until March 2020, 153 trainings have been carried out with 835 people. Of these, 36.89% cooperative members, 15.57% from the DMA, 7.78% from local governments (Municipal Assembly of People's Power, Municipal Administration Council and its directorates), 4.31% from companies, among others. There has been gender

PROSAM study of achievements and lessons learned

parity or prevalence of women (a total of 444), with the exception of some spaces where issues of pasture, irrigation, agroforestry systems, mini-industry, goat FAI, contracting and self-sufficiency have been addressed. The modalities have been adapted to the knowledge, time, skills and requirements of the producers, the DMA and the governments. Variants include exchange experiences, direct technical assistance, conferences, workshops, FAIs. (Source: Training Database).

Graphic 7- Participants in 153 training activities from the four Strategies, according to sex.



Source: Monitoring and evaluation system. Database of training activities and participants.

The fluid and permanent dialogue with some local governments such as Madruga, Guanabacoa, Bejucal is highlighted, with the construction of relationships that allowed influencing ways of doing and looking at the municipality. There are also the negotiations with the governments to unblock problems in the operational processes: permits not granted, electrification, construction work. Another type of management that stands out is the search for external financing to complement the project's resources.

The depth, systematicity and rigor in the monitoring system is pointed out as a positive procedure, where statistics are shared; but also problems, possible solutions and decisions. The quality and reliability of the information available at the municipal level and in some productive units is pointed out as an area for improvement.

National coordination team's Perspectives

The follow-up and monitoring has been a key factor (...) It allows you evaluating the changes, appreciating them and following the male and female producers up, and also to the cooperatives and to the actors that are changing and that they are a life demonstration that the results are achieved. (...) There is nothing new in the fact that the Project is monitoring the changes, but particularly in this Project, it has had an assistance, depth and strictness in the tools management. Having capability for identifying a good practice and behind the practice to a male and female producer who is also changing. These spaces were alerts for appreciating the scope and limitations. It was stated by Sonia Álvarez, Management Strategy Coordinator.

Local government's Perspectives

The strengths are the presentation and Implementation of the different tools for the coordinated and integrated work; as well as the feedback for evaluating the Project's efficiency and effectiveness. It was stated by Israel López Vera, Head of Development Management Section in the municipality of Artemisa.

PROSAM study of achievements and lessons learned

Among the strengths we can mention the equipment, materials and tools provided to the Agriculture Municipal Direction for facilitating implementing and monitoring their food production plans. It was stated by Lazara O' Farrill Díaz, DMA's specialist and PROSAM coordinator in the Municipality of Madruga.

Knowledge, professionalism, systematicity organization and diligence in the management. It was stated by Hubemei Martín, DMA's vegetal health specialist in the Municipality of Bejucal.

Building the working teams with a family approach at a national and local level becomes a key factor stated by most of the actors that were interviewed. This increase in the trust, support and accompanying relations having a renovating, resolution and resilience character has had an influence in the male and female producers and public workers' empowerment in an agrarian context having asymmetries in power and participation.

(...) It had a great Project's team from the national to the municipal level and by male and female producers, in a general way, they worked in a joint way and with good wishes of achieving the Project's commitments and excellent human relations, considered as the PROSAM's family. It was stated by Oneyda Hernández, from the Soils Institute's staff and the Project's coordinator.

Following strengths and weaknesses of the Implementation Strategies:

Table 14- Synthesis of EISPA's strengths and weaknesses	
Strengths	
	<p>In-depth diagnosis of the agricultural situation of the municipalities involved, directed by highly trained personnel, with the participation of all the actors involved in food production. Validation of the diagnosis with the actors and authorities of the territories.</p> <p>The methodology for the selection of value chains and selection of beneficiaries guaranteed more effective and efficient investments, with better contributions to increasing the quantity, quality and variety of food at the local level.</p> <p>Permanent accompaniment and advice to the beneficiaries in the creation of conditions for the resources provided by the project and its installation.</p> <p>Accompaniment in the introduction, assimilation and implementation of new technologies, taking into account gender and the environment.</p> <p>The beneficiaries contributed capital for the creation of the necessary conditions for the installation of the resources contributed by the project and do not pay equivalent value for these.</p> <p>Non-beneficiated producers were involved in different productive ways through exchanges with benefited producers, in workshops, conferences, courses, etc.</p> <p>Participation of specialists from CITMA, DMA, Companies. Governments, through participation in training, advisory and support activities for producers.</p> <p>Introduction of new technologies (equipment for production and processing, efficient irrigation systems, socio-ecological resilience practices, management and monitoring methods), with the integration of all strategies.</p>
Weaknesses	
	<p>Greater difficulties in advancing with municipalities where the team has not worked and the coordination has been changed. Composition and subordination of the municipal teams to the DMAs did not provide the level</p>

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of support in resources that producers needed to meet their commitments.

The delay in the implementation of some initiatives, given the scarcity of construction materials and the absence in the domestic market of other inputs that had to be provided by producers or by the cooperative, affected some expected results.

The lack of support in the development of some municipal services such as veterinarians has disadvantaged some results. No investments have been earmarked for the purchase of drugs against parasitism; There is also no supply of them in the national market.

The integration with the companies has not been enough, both because it is not conceived as a co-partner of the project in most of the municipalities, and because of the resistance of these actors to participate in spaces of training, awareness, agreement, diagnosis, etc. organized in the territories during the implementation of PROSAM.

Source: Synthesis elaborated in the process of advising by means of the information triangulation.

The local government's Perspectives

The works carried out in the Learning and Innovation Farm taught us the use of better practices of sustainable agricultural and livestock production from the technical, environmental, economic and social point of view, ensuring an adequate articulation of the value chains links, the food's security and innocuousness for the consumers, using a gender equity, besides the extensive work achieved with others. It was stated by Lazara O'Farrill Díaz, PROSAM Coordinator and Matilde Bernabéu Plous, Specialist on local development Projects in the municipality of Madruga.

(...) seedling-houses modules in the municipality were introduced. The production of worn humus was increased, the selling points were technified and an installed capability was left in the initiatives. It was stated by Iraida Monteagudo Durba, Agriculture Director in the Municipality of Bejucal.

I think that it achieved a major integration among the municipal entities, the management forms and the male and female producers (...) productions were diversified and their quality was improved. Male and female producers were trained in different topics. It was stated by Yasniel Márquez Medina, Deputy-President of the People's Power Municipal assembly in the municipality of Guanabacoa.

(...) increase in the productive areas and recovery of the lands declared idle. Recovery of deteriorated and abandoned establishments for making them new selling points. Improve in the commercializing and diversification of the offers. It was stated by Hubemei Martín, DMA's specialist on vegetal health in the Municipality of Bejucal.

The cooperative Managing Board's Perspectives

Besides production has been stimulated, the producers' level of training has increased by means of all the Project members' training activities and this brings about development to the cooperative, to the food local production of the municipality. It was stated by Mariano Galero Sosa, president of the CCS "José Ramón Castellanos".

(...) I have received training (...) this process of productive chaining (...) all of this was clearly explained and the result is show everything reaches to the population, all the selling points, the projections of all the fairs where we are supposed to take part, where contracts can be taken. It was stated by Raiza Díaz Arteaga, Specialist on Economy from the Cooperative "Antero Regalado" in the municipality of Artemisa.

Male and female producers' Perspectives

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I did not have this knowledge about the sheep-goats, about the breeds. I have improved by breeding for the production. I received training on gender, and I took part in the exchange with other producers. I learned about animal food, king grass, cassava and corn. It was stated by Yusmila Leyva Sandín, sheep-goats female producer from the CCS “América Latina” in the municipality of Madruga.

PROSAM has provided us with equipment and has also given us unity to the group, with all the personnel, all the training activities. We have almost become a family. We have been taken to other industries to appreciate experiences. And it increases your knowledge and also helps you creating new ideas. I have been to “El Roble” with Lázaro and in the Municipality of Güines with Máximo. It was stated by Lesther Hernández Pérez, member of the mini-industry in the municipality of Madruga).

The training activities have been useful. I was a simple employee and I worked for Tourism. I have always worked on breeding animals, but not at the level of living off that job. (...) I have developed myself receiving knowledge from others. The more visits we pay to producers, the more experience we deliver and we receive. It was stated by Eduardo Obiols Sobredo, employee in the farm “El Pedregal”, belonging to the CCS “Juan Oramas” in the municipality of Guanabacoa.

I was given five modules of seedling-houses looking for the sustainability of the productions to give continuity to its process and closing the cycle of productions by means of extracting the seeds. It was stated by Lázaro Valdés Sánchez, employee in the mini-industry “El Roble” from the municipality of Madruga.

When PROSAM started, I explained them that I devoted my time to breeding cattle, that I had never produced neither food, nor seeds nor vegetable. If they helped me and I received training... I did have interest on learning. At the beginning I was afraid and I thought it would be difficult. Later, you get accustomed to it and you see it as a normal thing. It completed changed my way of thinking. It was stated by Reinier Fundora Brito, from the CCS “José Ramón Castellanos” in the municipality of Madruga.

National Coordination’s Perspectives

The integral, follow-up and accompanying visits carried out together the Project’s accompanying institutes (INIFAT; IAGRI; INAF) have allowed putting partially or in total operation the 88 % of the initiatives producers of inputs and the 82 % of the primary production, within the vegetable, sheep-goats and fruit value chains, creating other capabilities for ensuring the increase in the diversified production expected by the Project. The activities organized by the Strategy of EISPA provided the basic elements for installing and operation of the vegetable production farms, semi-protected farming, mini-industries and sheep-goats farms which allowed achieving the sustainable and diversified increase of food. It was stated by Oneyda Hernández, from the Soils Institute staff and the Project Director.

Agricultural and livestock Municipal Enterprise’s perspectives

The Project introduced the seedling-houses in the Municipality and also expanded the production of organic material. Technification of the selling points. Consolidation of the mini-industry. It was stated by Norberto Abrahantes Perol, Municipal Enterprise’s Specialist and PROSAM Coordinator.

Table 15-Synthesis of the Gender Strategy’s strengths and weaknesses

Strengths

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Design of the strategy with a territorialized and updated diagnosis.

Continuous strengthening and complexity of the gender approach with the progress of the project.

Discretionary application of the selection tool in the analysis of possible beneficiaries, to compensate for gender gaps in participation in formal agricultural activity, resources, recognition and relationship levels.

Demand for the creation of conditions for the permanence and development of women in the initiatives, ensuring their role in the preparation and development of production plans.

Awareness and understanding that not considering women with potential or with the possibility of developing them is a problem of social justice that generates inequalities

Building trust with the beneficiaries, in the first initiative selection process. Initial approach to needs, problems, ways of managing their farms, their families. Self-recognition of the myths carried by the project's coordinating team.

Personalized accompaniment of each of the processes.

Agreements signed from the beginning to express gender commitments (affirmative actions in employment, gender action plan, working conditions adapted to women, etc.).

Assistance and training with technical and methodological tools for gender work, agricultural management, the value chain approach (value chain map, CAT tool and Rapid Care Analysis (ARC) for diagnosis and action plan in the dimensions program, women's leadership, structures and processes, resilience and sustainability, and relationships and networks).

Bring technical knowledge to a development project perspective.

Differentiated attention to women by technical teams, taking into account gaps in productive experience, time availability.

The initiative as the landing space and integration of the strategies that at the beginning of theoretical design and approach to the municipality worked more in parallel.

Work with women leaders and also with women employees.

Strengthening of women's leadership in different spaces: production, plan design, etc.

Adaptation of the work strategy to territorial dynamics (schedule changes, concentration of activities, significant commemorations at the local level).

Articulation of equity dimensions: gender and age.

Creation of a gender reference in the National Coordinating Institution with a militancy strengthened from the training, and sisterhood and empathy with the producers. Active work of gender referents at the municipal level.

Integrated workshops with all municipalities. Training on gender and masculinities stands out, in a mixed coexistence modality; as well as the transformative leadership workshop for women.

Construction of the communication line of the project with a gender perspective.

Contribution and validation, from a gender perspective, to the other strategies and their tools.

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Weaknesses

In some municipalities, government accompaniment was not systematic.

Capacity building in municipal teams did not translate into the design of local gender mainstreaming policies.

The context of Covid 19 interrupted face-to-face accompaniment, a key aspect in gender transformations.

Difficulties in alliances with municipal companies. It was not possible to implement tools and mechanisms to favor women in access to resources, due to their little participation in awareness-raising processes, training with a gender approach.

Availability of few resources for integrated workshops and spaces for inter-municipal coexistence.

The inclusive language has not been incorporated into all the actors.

Need for more work with the intersections of gender, skin color, migration and social status.

Source: Synthesis elaborated in the process of advising by means of the information triangulation.

Local actors' Perspectives

The Agriculture Gender Committee was created and by means of its support, many activities where women had the possibility of taking part and contributing were organized. Women empowerment and its leadership was achieved and they received resources, knowledge, opportunities of working posts, training, recognition by the sector, increase in the food production, unity and sisterhood among women, that was even manifested in synergies with other Projects. It was stated by Idania de Jesús Escobal, DMA specialist and gender referent in the municipality of Artemisa.

(...) the conformation of a gender committee in the municipality, the training activities, and the workshops which helped us acquiring knowledge for doing extensions works. It also provided us a better visualizing about the women's needs that do not priority at the moment of drafting the demands of the agricultural inputs. It was stated by Lazara O'Farrill Díaz, DMA specialist and PROSAM coordinator in the municipality of Madruga.

A Project's strength is the inclusion of women in the productive phase and having equity; as well as the understanding and sensitization by part of the actors and officials involved in the strategy. It was stated by Hubemei Martín, DMA's specialist on vegetal health in the municipality of Bejucal.

Women involvement in the initiatives selected and their active participation in the training activities; besides an active incorporation to the production. It was stated by Amed Báez, Deputy Head and Persita Torres, Responsible of international cooperation from the Municipal Administration Council from the municipality of Bejucal.

(...) empowering women, creating sources of employment for women in the community, making the female leader producers and agriculture officials in the country more visible, training the female producers and improving their family economy. It was stated by Yasniel Márquez Medina, Deputy President of the People's Power Municipal Assembly in the municipality of Guanabacoa.

Male and female producers' Perspectives

By means of the training activities, I have learned a lot. I am not a person that has studied much, but in the factory I have learned many things and I have acquired much experience. We learned many things about the community, as for instance, treating women, about the women abuse, that there is no separation between

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women and men. Here, there is not inequality. There is no discrimination with us in any of the areas. It was stated by María del Carmen Arias González, employee in the Mini-industry El Roble in the municipality of Bejucal.

I was a housewife and I later got involved to the Project (...) now I know my value. Before involving me, I was simply at home and now I can give my opinion and making evaluations, starting from PROSAM training. It was stated by Lianis Rodríguez, worm humus producer and a relative of Reinier Fundora Brito, from the CCS “José Ramón Castellanos” in the municipality of Madruga.

The Project had very positive contributions, taking into account that after the workshops organized with the women’s participation and where different topics were covered; the Project was able of achieving that many of them knew about the gender topic, besides making consciousness of the role women play in the society. It also allowed many women who did not work, could do it; thus, achieving being empowered in the society and in their own homes. It was stated by Lázaro Valdés Sánchez y Yaima Cruz Pérez, employees in the Mini-industry “El Roble” in the municipality of Madruga.

National Coordination’s Perspectives

(...) The Project was focused very much in its team, creating references in the different strategies in the Soil Institute. We had a gender referent that accompanied us during the whole process. She was also very much formed from the women’s empathy and sorority in the municipalities, and she had a very important role solving the problems and facing the male producers who leaded initiatives and also helping in the concept and methodological training (...) It was stated by Kenia Lorenzo, from the ACTAF staff and Gender Strategy Coordinator.

Table 16-Synthesis of the Environmental Strategy’s strengths and weaknesses

Strengths

- Capacity building in initiative leaders and some local actors, through workshops, exchanges and practical applications.
- Introduction of new forest species
- Generation of innovative tools that comprehensively apply environmental management: 1) Sheet for risk management in each initiative with a plan of measures that addressed soil conservation, food safety, climate change adaptation and mitigation, and biosafety; 2) Guide to assess the capacity for self-management of risks due to tropical cyclones – hurricanes in units of territorial food systems; 3) Reference guide for territorial self-management of risk due to climate change in food systems.
- Systematization of Sustainable Environmental Management experiences in territorial agri-food systems with the active participation of the five municipalities.
- Work with the socio-ecological resilience approach applied to agricultural activity
- Joints achieved with the DMA, especially plant health and soil specialists.
- Consulting practices for the conservation and improvement of the soil by the Soil Institute, and also for the design and assembly of windbreaks, a very novel aspect for semi-protected and seedling houses.
- Relevant content and formats, in the case of tools and assistance, which generated receptivity.

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- Study on biosafety in the context of Covid 19, a subject little addressed in municipal spaces that must be incorporated into government management and culture in work and community spaces.
- Study on the carbon footprint of the project, as a reference practice for monitoring the implementation of environmental policy.
- Synergy between the environment and gender strategy, in tools, training and communication campaign.
- Teamwork between EGAS and Production Strategy in each initiative.

Weaknesses

- The desired articulation between key actors in the territory related to the adaptation and mitigation of climate change, such as Forestry specialists and CITMA, was not achieved in all the territories. Difficulties with forest specialists in the management of seedlings, advice for the design and assembly of windbreaks, actions that had to be assumed by the project. It brought delay in the implementation.
- The work of the municipal referents for the environmental strategy was not sustained, due to a low work commitment and co-responsibility of some forestry specialists. The work was assumed by the municipal coordinators.
- Failure in the prompt distribution of printed materials with the tools, due to isolation by Covid.
- The state and non-productive functions of the DMA, coordinators of PROSAM at the local level, made it difficult to direct some actions such as access to places, systematicity in the facilities, etc.
- Little interaction with the urban farm and with the municipal agricultural company.

Source: Synthesis elaborated in the process of advising by means of the information triangulation.

Local government's Perspectives

(...) application of measures for adapting and conserving the soils, organic fertilizers, worm humus, healthy food and preparing men and women. It was stated by Israel López Vera, Head of the Development Management Section in the municipality of Artemisa.

The Project taught us to work in the identification of the problems to be taken into account by the DMA and CITMA specialists in the municipality, at the time of drafting or organizing the risk reduction plan, contributing to environmental actions for increasing the performances. It allowed updating the municipal environmental strategy and a contribution of a local culture of good practices for the environmental sustainability. Part of the initiatives was created on former idle lands or in paddocks, using a working approach centered on the lands sustainable management. We had access to a bibliography for a better understanding in the following-up of our work and that of the male and female producers. It was stated by Taimi Vázquez López, Member of the Municipal Administration Council and by Lazara O'Farrill Díaz, DMA specialist and PROSAM coordinator in the municipality of Madruga.

(...) execution of the environmental systems in the initiatives and later taken to the rest of the municipality. It was stated by Iraida Monteagudo Durba, Agriculture Director in the municipality of Bejucal.

By means of these actions, the Project was able to contribute to the development of a sustainable agriculture in total harmony with the environment, propitiating the efficient use of the phitogenetic and zoo genetic resources, including the seeds, the varieties, the technological discipline, the phytosanitary protection and encouraging the production and the use of the organic fertilizers, bio-fertilizers and bio-pesticides, as it is established in the

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guideline No. 187. Capabilities were strengthened and it was possible to update the monitoring of the agricultural soils and also adaptation and mitigation measures for the climate change were encouraged in the development of the agriculture and an environment file was used for a better operation and evaluation of the initiatives, as well as the environmental risks management. It was stated by Laura Mesa Hernández, Head of the Development Management Section and Matilde Bernabéu Plous, specialist on local development Projects in the municipality of Madruga.

Producers’ consciousness of achieving the development of working methods that allows the environment protection through actions at a short, medium and long term. It was stated by Amed Báez, Deputy Head of the Municipal Administration Council in the municipality of Bejucal.

The National Coordination’s Perspectives

The main contribution of this strategy has been the sensitization and the knowledge provided to the male and female producers for them to implement the environmental measures established in the initiatives, that also include aspects of innocuousness, bio-security and occupational health (...) the people and units are more prepared about these topics (...) technical assistance was offered (...) about the new regulations in the country and related to food innocuousness and they also received information about the normative papers and formalities to be done in the Food Hygiene Institute. It was stated by Oneyda Hernández, from the Soils Institute staff and Project Director.

The synergy between the environment strategy and gender, for instance, the municipal management tool on climate change has a gender approach because we did it between the two strategies and in some activities we took part, but the hard work is in the initiatives. (...) in a workshop about climate change that we organized with the purpose of systematizing experiences, we found a major interest and occupation by part of the women who head initiatives in the measures of environment. It was stated by Luis Vázquez, ACTAF member and EGAS coordinator.

Male and female producers’ Perspective

We were able to acquire with it knowledge of everything must be done for protecting and developing environmental actions as the mini-industry waste systems were designed. It was stated by Lázaro Valdés Pérez, from the Mini-industry “El Roble” in the municipality of Madruga.

Table 17- Synthesis of the Management Strategy’s strengths and weaknesses

Strengths
<ul style="list-style-type: none"> -Five participatory studies of value chains with the identification of gaps and potentialities to guide technological investments and training, improve access to supplies and services, in order to close production cycles and strengthen local food systems. -Technical assistance plan with meetings, workshops and exchanges to strengthen the value chain approach in DMA actors, direct boards of cooperatives, producers and producers. -Development of capacities for the concertation of actors, the management of statistical information. -Timely identification of spaces of tension in the monitoring of the plan. Work with the contracting and conformation of the production plan. -Work with the change of imaginary of the local government regarding the placement of collaboration

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projects within the framework of the municipal vision of development and its financing for local development.
-Strengthening of the state role of the delegations of agriculture.

Weaknesses

-Approach of the incidence in the production plans through the DMA, an actor with limited capacities to elaborate the plan.
-Limited scope regarding the transformations in the companies in charge of the plan, for not being identified as a co-part of the project
-Variability in the call of the actors to the technical assistance spaces of the management strategy, which had repercussions in the unequal capacities created between municipalities to implement the changes. Municipalities without progress and municipalities with overcompliance.
-Interruption of the face-to-face meetings to work with the gaps identified in the value chain studies, and in the spaces of tension to check the plan, due to Covid 19.
-Proposal of a strategy based on technical assistance, for which the municipalities were not fully prepared. Call problems, expectations and commitments with training regarding productive initiatives.
-In the initiative selection processes, not all the cooperatives were visited from the beginning, a weakness pointed out by the local government of Guanabacoa.

Source: Synthesis elaborated in the process of advising by means of the information triangulation.

National coordination team's Perspectives

The building of the value chain approach with all the municipal actors (...) allowed the Project validating a diagnosis, making the analysis of their problems, seeing the priorities of the municipalities and where the potentialities are, with fundamental essences as the sustainability of these systems. It was stated by Sonia Álvarez, Management Strategy Coordinator.

(...) working at the level of the initiative of male and female producers with empowerment about the mechanisms of management at their disposal, or how to understand these management mechanisms of management in any sense be benefited of the gaps that there could be (...) that work at the level of the farms, hat you know about your management, you know about your expenses, which are your productions and being able of handling that in the dialogue with the cooperative and in the dialogue with other local actors was also a way to solve the problems. It was stated by Kenia Lorenzo, a member of ACTAF staff and Gender Strategy Coordinator.

DMA and the local government's Perspectives

All what we learned starting from the management diagnostic is a strength, regarding the topics of information and commercialization. It has helped us very much in the work organization by means of a different sight. It was stated by Taimi Vázquez López, member of the Municipal Administration Council and Laura Mesa Hernández, Head of the Development Management Section in the municipality of Madruga).

(...) learning and innovation farms, where a work is being done and the best results among the producers are shown, being used as an experience. It was stated by Lazara O'Farrill Díaz, DMA's specialist and PROSAM coordinator in the municipality of Madruga.

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Increase of the productive area and recovery of the lands declared as idle. Recovering the deteriorated and abandoned facilities for turning them into new food selling points. Improvement in the commercialization and diversification of the offers. It was stated by Hubemei Martín, DMA's specialist on vegetal health in the municipality of Bejucal.

Male and female producers' Perspective

I think that it achieved a better integration among the municipal entities, the management forms and the male and female producers. It was stated by Leticia Medina García, female producer and president of the UBPC Villa 1, in the municipality of Guanabacoa.

The Project has been developed in a complex context as that of the pandemic of Covid 19 which conditioned the Cuban State to take measures of lockdown and movement restrictions, measures that have a direct influence on the technical assistance, the training activities, the exchange experiences and other presence activities. Changes in the international cooperation policies are added to them, as well as the blockade which hinders the imports and the development of an internal market of inputs and the money reordering process.

Efficiency analysis in the use of the finance resources

In spite of these difficulties, the Project has been able to implement most of the actions expected in each strategy of the Project's Implementation Plan (PIP), with the execution of 89.74% of the total budget, up to April 2021. Seventy-eight initiatives are in development, 73 out of the total number have received all the resources, 44 of them have the equipment already installed, 23 out of them have them partially installed and only 10 have not installed them yet.

In 2021, 48 initiatives are already in operation, 18 are partially operating and 14 are not operating yet. Sixty initiatives (29 devoted to primary production and 31 to inputs), representing 82%, have joined the productive process. As a result of this, the Project has been able to increase the production in the vegetable value chain in a 302%, a 541% in the fruits value chain and the 186% in the pig-sheep and goats. In regards to the products stability in the market (quantity of days), it is below the baseline, taking into account that PROSAM products are being measured (vegetable: 64, fruits: 77 and pig-sheep and goats: 108) and not in a general manner as at the beginning. According to the interviews made, it is expected to increase when new measurements are made, starting from the first delivery of products.

An adequate use of financial resources was found, verified in the equipment installed in the initiatives and the capacities developed in the local actors. The workshops, direct advice, comprehensive visits, and exchanges for technical assistance that have been carried out have been relevant activities, where objectives and personnel are concentrated to optimize resources. Key actors have been summoned to achieve the objectives. The postponement of some activities has been given by confinement. This has not affected the start-up of most of the project's initiatives; but it has in those that have delays.

Analysis of the efficiency in the use of the natural resources

The technological improvement and in the infrastructure, including the FRE, the tools for monitoring the expenses and the cultural changes in male and female producers' practices made a more rational use of the natural resources such as soil, water and electric power.

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Analysis of the efficiency in the use of the human resources

Identification of specialists with capabilities for developing several types of knowledge and tools. Creation of capabilities in several scales with the gender, management, environmental and production referents for a better distribution of responsibilities and working charges. The improvement in the working conditions in the farms, including the tools made the human work more humane, efficient and viable.

In disfavor was the effort dedicated to training some local actors who did not fulfill the commitments of technical assistance, multiplication of knowledge or promotion of changes in municipal management models.

Analysis of the efficiency in the use of time

The following elements highlight in favor of the efficient use of time:

- Organization of comprehensive visits to work simultaneously on various strategies.
- Use of modalities to install capacities that allowed reaching various actors at the same time.
- Concentration of activities in the intermediate years to recover the time not used in the first year.
- Training and exchanges with practical components to "learn by doing".
- Combination of virtual and face-to-face modality in the accompaniment.
- Creation of local capacities for monitoring and implementation of actions that reduced the mobility time of national teams.
- Initiatives of large infrastructure works have enabled small rooms to start up some equipment and save time.

Despite the initial delays in the first year due to the delay in hiring specialized personnel and approval of the PIP, the project managed to recover this time during the implementation of the strategies, and contribute to increasing the quantity, variety and quality of food in the five municipalities. Despite the time invested in reaching agreement with companies and part of the local civil service, as well as some specialists from the DMA, not all the expected results were achieved in the field of municipal management.

In the efficient use of time, there were some problems:

- In the first year, 29% of the Project's life had passed, with a 19% execution of the budget due to delays in hiring the specialized staff and the approval of the Project's Implementation Plan and changes in the cooperation policy.
- Request for a one-year extension to complete activities and equipment purchases, due to delays due to the pandemic and restrictive movement measures.
- Delay in the execution of some initiatives, making a delay in the execution of the expected results.

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6- Best practices and lessons learned for men and women

All the actors involved in the study recognized the project's good practices from the national level up to the level of the initiatives. They are present in the coordination, negotiation, implementation, training and following-up processes. Taking into account the quantity and diversity of the practices pointed out by the actors, a matrix was elaborated for identifying those validated for a major amount of people.

Legend:

P- Identified by male and female producers

GL- Identified by the local government and state institutions as for instance the Agriculture Municipal Direction.

CN- Identified by the Project's National Coordination Team and its Strategies.

GN- Identified by the national government, especially the Ministry of Agriculture.

 Identified by most of the actors consulted.

 Identified by only some actors.

Table 18- Best practices	P	GL	CN	GN
Production, commercialization and consumption of organic food				
Implementation of the best practices for the ecologic resilience, in accordance with the environmental policy's integral approach				
Efficient watering techniques and the use of renewable energies.				
Priority in the investment in infrastructure and technology in the different links of the value chains for the production of agricultural inputs and food. Implementation of technologies in each Municipality having a gender and environmental approach.				
Male and female producers' accompanying during the whole process.				
Combination of traditional and innovation training modalities, oriented to different actors in order to strengthen the local food system's management.				
Tools designed for the local food system's management having a value chain approach, the environmental management and the gender transversality.				
Application of the value chain approach.				
Major socialization of the technical services.				
Methodology for the initiatives selection process and its application using affirmative actions in the case of the female producers.				
Dialogue and coordination Process with the local governments.				
Gender Strategy: Strengthening of the Gender Committees and the gender's referents role, as organization structures for promoting transversalization.				

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Communication and gender Campaign.				
Agreement signing including gender, social development and environmental management responsible commitments, as a condition for investing. Effective monitoring to the commitments.				
Project's monitoring and evaluation system having the tool for the statistic information management for decision-making at the levels of the initiatives, the cooperative and the municipality.				
Implementation of an agro-food development Project through the four Strategies: EISPA, EGAS, Gender and management.				

Source: Synthesis elaborated in the process of advising by means of the information triangulation.

Production, commercialization and consumption of organic food

Explanation: All project stakeholders highlight the increase in variety, quantity, quality and stability of food, based on agroecology. Access to healthy food is among the sustainable development goals to which the country has committed, also reflected in the Food Sovereignty and Nutritional Education Plan. PROSAM has managed to change imaginaries and practices around conventional agriculture, rooted in peasants, who have currently corroborated the benefits of agriculture with ecological principles and technology on their farms, in their family economy and on their plates.

Female producers' Perspectives

We produce more than twenty varieties, we have five or six types of varieties of lettuce, purple, green, riza; Chinese cabbage, chard, radish, chive, garlic joint, mountain garlic, arugula, mustard. At an open field, we plant green beans, quimbobo, and tomato in its season, three or four types of peppers, red pepper, cachucha, and farolito. And we produce the seeds, sometimes using the seed delivered by the enterprise, but they are the least of the times (...) we produce during the whole year. We have lettuce and vegetable the whole year. We produce lettuce in summer with the same quality as in Winter. It was stated by María Andrea Cordero, from the CCS "Antero Regalado" in the municipality of Artemisa.



Socio-ecologic resilience Practices: The classic approach to natural resources was transcended for a more comprehensive one focused on agricultural activity. They become concrete experiences of local implementation of strategic policies of the country for agricultural production and confrontation with the effects of climate change. They are pioneering practices, innovative in the Cuban context, based on a risk diagnosis, and adapted

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to different types of initiatives. They guarantee environmental sustainability with an impact on economic and social sustainability. They provide a reference model for other territories and for institutions.

Male and female producers' Perspectives

Part of the chemical fertilizers was substituted by organic material. It was stated by Lázaro Valdés Sánchez and Yaima Cruz Pérez, from the mini-industry "El Roble" in the municipality of Madruga.

Soils improvement work, hydro-regulating and drainage ditches, application of compost techniques, plagues management, crops association, closing productive cycles that have allowed improving the soils and crops health. It was stated by Leticia Medina García. Female producer and President of the UBPC "Villa 1" from the Municipality of Guanabacoa.

National Coordination's Perspectives

PROSAM has been distinguished by a change of traditional practices paradigm to agro-ecologic practices and having a municipal agricultural and livestock development and a growing sustainable production of diversified food products, especially in those initiatives headed by women in the municipalities selected and an experience to follow in terms of good practices for been put into operation in the agriculture, and sustainable technologies for mitigation and/or adaptation to the climate change and caring the environment. It was stated by Oneyda Hernández, from the Soil Institute staff and the Project's National Coordinator.

We have not been able to find an Environment measures Plan having this holistic approach, which the country's policy has; that is, the more we have found is when people are going to assembly an industry is the Public Health Ministry permission, CITMA's permission for the investment, but nothing else, except that. (...) Everything that was done within the adaptation approach, what it was done about agro-ecologic resilience which includes the mitigation for enforcing the climate change is new. It was recognized by CITMA's specialists. We have an original bio-security work for the Covid which was done by the initiatives themselves and another work that was done about the Project's Carbone footprint. It was stated by Luis Vázquez, from ACTAF staff and EGAS coordinator.

Cooperative and the DMA managing boards' Perspectives

The agro-ecologic practices as for instance the worm humus, association, interleaving and relief crops, use of organic fertilizers, organic wastes and the processing centers recycling for the air-conditioned selling points were expanded. New techniques in the plague agro-ecologic management. Increase of the bio-diversity and alive fenders, reduction of harmful species as the Mexican pinion, minimum tillage, adjustment in the watering doses. It was stated by Enrique Sosa, President of the CCS "Félix González Viego" and Hubemei Martín, DMA Vegetal Health specialist in the municipality of Bejucal.

Good practice as the perimeter fenders, wind breaker curtains, soils conservation and improvement, the alive barriers were applied for the care and protection of the environment. It was stated by María Jesús Díaz Hernández, DMA's production reference in the Municipality of Artemisa.

Efficient watering Techniques and the use of renewable energies

Explanation: The irrigation systems installed with the project, together with the water tank facilities and energy sources with solar panels, improved access to water for the production of seedlings, organic fertilizer and vegetables. Other actions related to water resource management favored the development of small livestock initiatives; as well as food processing in benefit centers and mini-industries.

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Priority in the investment in infrastructure and technology in different value chain links for the production of agricultural inputs and food.

Rationale: All the entities participating in the project were strengthened with resources and supplies, such as producers, municipal government, especially the Directorate/Delegation of Agriculture, and institutes. In a context of scarce economic resources and difficult access to the international market, this capitalization has been key to meeting strategic needs. They were investments that generated motivation, empowerment processes, reduced gaps in access to technologies and supplies, expanded work and production capacities, with repercussions on greater food availability today, and the efficiency and sustainability of said process. The implementation of technologies in each initiative was carried out with a gender and environmental approach.



Producers' Perspectives

(...) it is very well stated that when you have the necessary conditions, processes work well and results are obtained. Undoubtedly, craftiness, ability or experience make a great influence, experience in a general sense, and the knowledge of the products the producers have, but the most important thing is having the conditions. It was stated by Iván Montejo, from the CCS "Félix González Viego" in the municipality of Bejucal.

When PROSAM was created, two main problems were solved, the roof and the water. The waterhole was drilled, but they did not know how to pull the water out and so, the Project PROSAM delivered and installed the submersible pump. I have been delivered several useful equipment, two water tanks, the submersible pump, the roof, the wagons, barbed wire for dividing the farm into cuartons and peerless fenders for the facilities. It was stated by Eduardo Obiols Sobredo, Farm "El Pedregal", from the CCS "Juan Oramas" in the municipality of Guanabacoa.

Systematic accompanying process for male and female producers

Rationale: Conception of work from a family approach, with direct relationships, in face-to-face and virtual modality, which generated trust, problem-solving capacity and motivation. It contributed to the strengthening of the social, political, cultural and symbolic capital of producers. Processes were unblocked, risks and eventualities were effectively managed, emerging problems were responded to and the necessary subjective changes were

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promoted to materialize productive transformations in gender and environmental relations. It combined accompaniment at different scales (national and local team), in different processes (according to actions of the strategies) and with different specialists and institutions. Comprehensive perspective of human relations with attention to personal, family and work dynamics. It implies a management of economic, time and personnel resources; but it helps in effectiveness, efficiency and consistency.



National coordination's Perspectives

(...) the direct accompanying with the producers in all the productive process and improving their farms' planning by means of the environmental, gender, technologies and reforestation and it has contributed to the increase of their productions and also to the improvement of the quality of the life family. It was stated by Oneyda Hernández, from the Soil Institute staff and Project Coordinator.

Gender strategy (training, practices of agreements with gender commitments, affirmative actions in the selection of initiatives, communication campaign)

Rationale: It enabled processes of individual and collective empowerment, with greater visibility of women in production processes and in spaces for consultation, training, co-decision and co-management, access to valuable resources that strengthened their economic capital and increased participation in agricultural activity with protagonism. It stimulated differentiated attention to the needs of women with a focus on social justice and rights, not inferiority or welfare. Application of affirmative actions in the distribution of benefits and power in the project. It had an impact on the expansion of the employment offer, the adaptation of working conditions, the increase in income and the improvement of the quality of life for owners and employees. It allowed women in the role of housewife and unpaid family helper to take the lead in initiatives. The benefited women have not delegated their new resources and responsibilities to their partners or other men. It acted in the field of personal, family, work and communicational transformation and did not become a residual or peripheral strategy, but a central strategy with binding decisions in the project. It managed to involve allied men who are more sensitive and committed to gender equality.

National Coordination's Perspectives

The gender Strategy had a leak effect for all the Project's strategies (...) wearing the equity since the beginning. The Project worked with the women for strengthening the work at the farms level and been able of leaving the farm and contributing to the cooperative, the Municipality and participating in the productions transformation processes. It was stated by Sonia Álvarez, Management Strategy Coordinator.

(...) the agreements signed allowed us stating the commitments (...) improving the women's conditions in that initiative before receiving the equipment, if they were supposed to have a resting area or a restroom for

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women, if they had time for the technical training and ensuring their participation (...) leaving in writing that such a commitment needed to have a practical expression and not only a formal statement, we were supposed to follow this issue up and that commitment stated in the agreement would become specific actions. (...) It was stated by Kenia Lorenzo, from ACTAF staff and Gender Strategy Coordinator.

The Gender and Environment campaign “Soy Todas” constitutes an important contribution of the Project PROSAM for making women’s contribution more visible to the local food security, for promoting women inclusion in important roles and disassembling the myths about the rural women. It was stated by Oneyda Hernández, member of the Soil Institute staff and the national coordinator.

(...) the women transforming leadership workshop, where topics of self-esteem and assertive rights are analyzed (...) female producers, female head of cooperatives and women from other Projects having an experience on personal and collective empowerment processes took part, and where we also share resources for financing the initiatives and their sustainability. It was stated by Kenia Lorenzo, from ACTAF staff and Gender Strategy Coordinator.

Male and female producers’ Perspectives

The Gender Strategy contributed to women’s empowerment, creating employment sources for the women from the community, making the female leader producers and agriculture officials more visible in the country, training women and improving their family economy. It was stated by Leticia Medina García, female producer and President of the UBPC Villa Uno in the municipality of Guanabacoa.

Application of the value chain approach

Rationale: Participatory application of a novel and motivating methodology, which generated articulations and mobilized interests and efforts in a win-win perspective. The identification of gaps and potentialities to strengthen links in the value chain was used as a strategic criterion in the decisions and management of the project. It brought about a change in the management culture of the DMAs and initiatives. It influenced the increase in production, its commercialization and consumption, solving strategic problems found in the spaces of construction and checking of the food production plan, and in the daily situations of producers. Strong work with the sustainability and efficiency approach. It expanded the capacity of participants to project new strategic actions regarding investments, expansion and diversification of productions, etc.

Male and female producers’ Perspectives

(...) one of the good practices was giving training and making surveys both to producers and to the Municipality authorities, for being able of distinguishing which are the main needs of resources for speeding up and diversifying the food production in the municipalities. It was stated by Lázaro Valdés Sánchez and Yaima Cruz Pérez, from the Mini-industry “El Roble” in the municipality of Madruga.

We were able of learning how to work with value chains for connecting different activities in the food production plans and being able of generating products having an added value. It was stated by Leticia Medina García, female producers and President of the UBPC “Villa Uno” in the municipality of Guanabacoa.

The DMA and the local government’s Perspectives

Among the good practices we can mention the exchange experience workshops for male and female producers in order to know the operation of the hiring plan, inputs performance and the relation of the municipal food

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production plan and the cooperatives development Plan's productive potentialities. The meetings and interviews in order to raise all the technical services at the disposal of the municipality level. A major socializing of the technical services: with the DMA, cooperatives and Enterprise in integration with the Environment and Production Strategies. It was stated by Taimi Vázquez López, Member of the Municipal Administration Council and Lazara O'Farrill Díaz, DMA's specialist and PROSAM Coordinator in the municipality of Madruga.

Monitoring and Evaluation System.

Rationale: Strict use of qualitative-quantitative indicators that account for personal changes, in productive units and in institutions, with permanent support by the national team. The information management process regarding productions, investments, sales, etc. was enriched. Tools were delivered to the initiatives for this work. The majority of producers still do not have enough autonomy in monitoring the productive data of the delivered book; but they recognize the value of the tool for decision making. Generation of new instruments that made it possible to identify significant changes in production, planning, marketing, environmental and gender mainstreaming management.



Combination of traditional and innovation training modalities oriented to different actors for strengthening the food local management systems.

Rationale: A training system was designed for each strategy, and in an integrated manner, with different modalities adapted to the objectives of the project, the manifest needs of the actors, the latent needs identified in the diagnoses; in formats that contemplated the availability of time, the diverse cultural capitals and the possibilities of practical application. The preponderance of practical knowledge and the value given to tacit knowledge are highlighted. Various specialized people were articulated who provided information, tools, updated bibliography on the transversal axes of the project. All the actors express their satisfaction with the training, especially the personalized technical assistance and the exchange of experiences in the initiatives, with emphasis on the Learning and Innovation Farms (FAI). They demonstrate the knowledge acquired in their narratives and their ability to implement it in initiatives, management spaces; and in some cases the ability to multiply them with other people. Exceptionally, divergences were found in a seedling house practice, where the distance between theoretical and practical knowledge is alleged. In the case of gender, the "know how" stands out with applicable, understandable tools and concrete actions for mainstreaming.

The national coordination's Perspectives

The exercises in the Learning and Innovation Farms (FAI) continued to be a way for exchanging experiences and good practices, all of them having an environmental practice and the presence of gender. It was stated by Oneyda Hernández, from the Soil Institute staff and the Project's national coordinator.

(...) a workshop using the coexistence modality, where people from all the municipalities took part and it was a concept closing space including topics of gender, masculinity, gaps self-esteem and where many men who

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attended as leader producers started to understand which could be their contribution to these gender topics (...) they have kept throughout the whole Project, a sustained effort for involving women to their spaces, for them to have good working conditions in their spaces, even during the pandemic they used strategies for keeping themselves in their working posts. (...) many of the women who took part in the workshop are gender referents and they have kept themselves as leaders throughout the whole process (...) It was stated by Kenia Lorenzo, from ACTAF staff and the Gender Strategy Coordinator.

Male and female producers' Perspectives

The work done in the Learning and Innovation Farms taught us to make a better use of the best agricultural and livestock sustainable production from the technical, environmental, economic and social point of view, and ensuring by means of an adequate articulation of the value chain links, the food security and innocuousness for the consumers, and having a gender equity, besides the extensive work achieved with others (...) It was stated by Reinier Fundora Brito, from the CCS "José Ramón Castellanos" in the municipality of Madruga.

Thanks to that, we have been able to go forward because we had old planting habits and by means of PROSAM's workshops, we have been able to learn many things, for instance to eliminate the chemical products. Now we work with biological products, we produce worm humus which is the fertilizer we have. We have learned that in the workshops. We also produce seeds, the same seeds for the vegetable that we plant. It was stated by María Andrea Cordero, from the CCS "Antero Regalado" in the municipality of Artemisa.

The local government and the DMA's perspectives

One of the good practices was the municipal exchange experience where the topics of municipal hiring, statistic information, value chains, women's access to resources and their contribution visibility were analyzed. It was stated by Taimi Vázquez López, Member of the Municipal Administration Council and Lazara O'Farrill Díaz, DMA's specialist and PROSAM coordinator in the municipality of Madruga.

Tools designed for the management of local food systems with a value chain approach, environmental management and gender mainstreaming

Rationale: Construction of tools for the different management spaces where the project proposed to influence (Value chain map, Environmental evaluation sheet, CAT and ARC applied to diagnoses and gender action plans, tool for surveying tastes and preferences of the population, Field Book of farm producers). Available in digital and print formats, they have made it easier to plan and implement transformations. Innovation, relevance and coherence with public policies and Municipal Development Strategies are highlighted. The tools were built and/or enriched with the knowledge of male and female producers and municipal teams. They incorporate advanced theoretical-methodological approaches, based on scientific and transdisciplinary findings. Possibility of replicability to other territories, to other projects; as well as the sustained use over time due to its comprehensiveness, relevance and synchronicity with short, medium and long-term international agendas.

The National Coordination's Perspectives

It was able to strengthen the municipal management, mainly the integration of knowledge and ability acquisition, working tools and better practices. The value chain mapping and the coordination tool have become powerful and useful inputs that are starting to be used by the DMA and governments' specialists in their analysis and decision-making. It was stated by Oneyda Hernández, from the Soil Institute staff and the

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Project Coordinator.

Methodology for the process of initiative selection and its application with affirmative actions in the case of the female producers.

Rationale: The methodology allowed an effective selection of initiatives with potential for transformation in different dimensions. The availability of resources, the social capital, the sensitivity, the innovative and entrepreneurial capacity of its leaders, guaranteed a good execution and its contribution to the availability and variety of the offer in the territories. The diversity of types of initiatives and benefits in different links of the value chain is notorious. It had an effect on expanding the local market for agricultural inputs to give sustainability to the processes. Affirmative actions were applied to favor women producers. The classification in groups allowed the differentiated accompaniment.

The national coordination's Perspectives

The selection of people benefitted is a very interesting experience that could be documented. A file containing criteria was elaborated and it included the opening to innovation, the gender sense of belonging, having a prior experience on the topic that PROSAM was going to benefit, having a minimum of resources or support from the cooperative for being enterprising, the initial efforts on topics of infrastructure, relations with local entities that will later be pondered with the local actors. It was stated by Kenia Lorenzo, member of ACTAF staff and the Project's Gender Strategy.

Implementation of an agricultural and livestock development Project through the four Strategies: EISPA, EGAS, Gender and Management

Rationale: Management by strategies allowed the effective implementation of the project, without neglecting any of the axes of change. The design of actions focused by strategy; as well as integration actions allowed a mainstreaming of strategic topics. The creation of organizational structures to implement strategies at different scales fostered the principle of co-responsibility, although it was not achieved equally in all territories.

The national coordination's Perspectives

PROSAM has meant a substantial change in each of the participants from the Institutions as the productive units, in the first place, it has strengthened us in knowledge regarding project management, organizational forms of conducting the process, working by strategies, they trained us in a group of tools and skills for all personnel involved. (Oneyda Hernández, Soil Institute, Project Coordinator).

Coordination Process with the local governments

Rationale: People with experience in dialogue and agreement processes achieved important negotiations for the infrastructure and support services for the initiatives. The interests of the local governments embodied in their working documents were taken into account to articulate them with the project processes, in a vision of development at the municipal level. Dialogues were held with key actors in the production plans. Guaranteed effectiveness and efficiency in management.

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Local governments and the DMA's perspectives

A dialogue with the enterprise's representatives was established about information and registration of all the productive forms' productions, including the yards and parcels' production. It was stated by Taimi Vázquez López, Member of the Municipal Administration Council and Lazara O'Farrill Díaz, DMA's specialist, and PROSAM coordinator in the municipality of Madruga.

Male and female producers' perspectives

We count on the government and we give the priority where it is necessary in the Municipality. It was an alternative used in the tomato paste season. Taking into account that we did not have containers, we worked two or three days and we went out to sell it in bulk. It was very much accepted and it helped us having production. It was stated by Lester Hernández Pérez, from the mini-industry in the municipality of Madruga.

Greater socialization of the technical services

Rationale: The diagnosis of technical services of the territories in multi-stakeholder spaces and the monitoring of access, quality and satisfaction of producers with respect to the services contributed to the availability of information by the DMA and the producers. In this way, the opportunity created by expanding and strengthening the supply of services can be taken advantage of by more people who are aware of its existence, location, prices and mechanisms for requesting it, especially by producers and producers with less social capital and experience in the production lines that supported the project. In the case of the DMAs and the local government, it strengthened their capacity to guide and advise the productive bases; as well as monitor and control the agro-productive processes of the territory.

Lessons learned

Regarding the management of the project

- ✓ Organized and linked management among all municipal actors has a positive effect on sustainable food production.
- ✓ The municipal teams of the project with their management, gender, environmental and production references must be stable, with greater shared responsibility.
- ✓ The limitations in the powers of the Municipal Directorates of Agriculture can affect the execution of some actions, hence the importance of strengthening their leadership, their legitimacy, their economic capital, and their working relationships with the government and the agricultural company.
- ✓ The participation of the agricultural company in the municipal coordination team guaranteed better conditions for the effective implementation of the initiatives.
- ✓ It is important to plan more resources, or manage them in a complementary way, to carry out integrated workshops that close cycles of transformation of all strategies.
- ✓ It is necessary to anticipate from the beginning of the project the contexts of health and economic crisis due to pandemic, to draw up alternative implementation strategies; especially with investments, productions and forms of sale.
- ✓ Such a large project team, with international experts, and a systematic displacement mechanism to the field to carry out the actions foreseen by each strategy, helped to make the expected results viable; but it also overwhelmed municipal teams and initiative leaders at times.

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- ✓ The relevance of having specialized personnel trained in positive conflict resolution and mediation, based on the contradictions that arise in the selection of initiatives, provision of services, delivery of resources, technological innovation, etc.
- ✓ The importance of integrating the institutes in field visits to increase political legitimacy and create synergies with other projects.
- ✓ The need to achieve a more effective and realistic production control system, with information control mechanisms at the level of each initiative.

Regarding the formation processes

- ✓ The joint construction of methodological tools and their validation as action research has guaranteed quality and functionality according to the project's goals. The inclusion of gender indicators/questions has contributed to effective mainstreaming.
- ✓ The actors who actively and systematically participate in the entire project process, from training to practical implementation, adopt more gender, environmental, economic and social commitments.
- ✓ The need for a more precise work with the forestry specialists to guarantee their stability in the project and the commitments adapted to the environmental actions of the project.
- ✓ The call processes must be improved to guarantee the installation of capacities based on municipal management. The use of incentives such as spaces for coexistence and the delivery of academic certifications that were well received, can be part of a strategy to achieve better participation of other key actors.
- ✓ The objective of a space for learning and exchange does not have to be gender-specific in order to influence the motivation of women for their own autonomy. Combining various strategic themes of the project, learning from a gender perspective is enhanced.
- ✓ The need to train participants in an integrated learning strategy, from project management to safe food production and care for the environment.
- ✓ The capacities created for agreement were not enough to change attitudes of delinquency in the processes of delivery of land in usufruct.
- ✓ As a follow-up to a course, it is more effective to think of a communicative product that makes the work visible and reaches other actors. It can be useful for different audiences, while generating a sense of belonging to the project and pride in participating in the training experience.
- ✓ The lack of access to technological services and skills of the teams in the use of digital tools of the production companies hinders the continuity of the training and the dissemination of the tools, in a context of confinement due to the pandemic.

Regarding the Gender Strategy

- ✓ The systematic accompaniment of women favors the processes of empowerment and their job stability.
- ✓ It is key to address gender gaps together with other equity gaps such as age, skin color, economic and migration gaps.
- ✓ The relevance of including women in leading roles in each initiative to promote changes in imaginaries and in the distribution of economic resources and power.
- ✓ The importance of disaggregating data by sex for statistical information, in order to apply measures for gender equality and equity.

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- ✓ The importance of implementing projects with a solid, well-argued gender strategy, with concrete actions and sufficient resources, acting both at the level of cooperative assemblies, administrative and service institutions, farms and other productive spaces.
- ✓ Working in mixed spaces, with men who express their alliance with gender equality, has given legitimacy to the process in front of other men, fundamentally municipal teams and beneficiaries.
- ✓ All women, regardless of their role in the economy of an initiative, have to assume a significant burden of care; but these are differentiated according to the life cycle, marital status, the number and type of dependents, etc.
- ✓ The exchange spaces between women must have diverse participants, who can enhance their experiences and promote sisterhood. On the one hand, technical women, leaders of cooperatives, with an advanced path in the process of their empowerment, and women producers who are starting out in the sector, who require accompaniment and support.
- ✓ The value of spaces for women only and of the experiential/theoretical-practical methodology were reaffirmed as effective ways to promote personal and collective empowerment.
- ✓ Technologies should be better used to remain close to women and municipal teams.

Regarding the work with producers

- ✓ The financial contribution of producers for the development of the initiatives contributes significantly to the sense of belonging, allows faster progress in the execution of the works and multiplies the resources of the projects, so that more beneficiaries can be reached. .
- ✓ The level of commitment of the producers with the project based on the improvements achieved, the level of management and economic solvency conditions the obtaining of more noticeable results and more quickly.

Regarding the productive processes

- ✓ Agroecological production with a value chain approach, which increases the participation and leadership of women in all links, contributes to increasing the quantity, quality, variety and stability of food in the municipalities. It is a possible, coherent, effective and efficient way to achieve food security.
- ✓ It is strategic to support the strengthening of veterinary services as a condition for the sustainability of initiatives on farms with sheep and goats, given the risks of an epidemic.
- ✓ In import processes it is important to ensure a better quality of inputs acquired for some technologies (low-density trays, technical equipment for juicers).

7-Analysis of the sustainability of Project results

Economic and productive Sustainability

The basis of the economic and productive sustainability of the project is found in the initiatives. Other areas such as companies and the economic-financial directorates of local governments were not profoundly transformed, due to their capacity as economic allies of producers.

Among the elements that stand out the most to guarantee the sustainability of the project in this dimension are:

- The expansion and modernization of means of production; as well as agroecological practices have facilitated, in most cases, an overachievement of the planned productions, leaving sufficient profits based on consumption, savings, funds for repair and funds for reinvestment.
- The project acted both in the production of food and inputs, in a way that facilitates access to seeds, postures and organic fertilizer that are key to starting the productive cycles.
- The sustained increase in the production of quality postures and seeds has made it possible to supply other producers in the municipalities, thus contributing to the sustainability of food production in the territories.
- All the actors emphasize the experience of having managed to stabilize productions throughout the year, based on improvements in irrigation, agroecological techniques, seedling houses, semi-protected, and cold storage chambers. This allows a stable source of income and investment possibilities.
- Covering the gaps and vulnerabilities (equipment, materials, supplies, access to services, participation of women, environmental requirements, income of labor personnel) in each link of the value chain guarantees that economic cycles are not interrupted.
- The production of quality and certified food for export and sale in freely convertible currency (MLC) stores (eg turmeric and candies in syrup), allows initiatives to purchase new supplies available in these currencies, without affecting productions dedicated to self-consumption and municipal self-sufficiency.
- Increased sales in local markets with a high level of satisfaction of the population. For some products, demand exceeds supply.
- Increased local demand for value-added products, which guarantees a stable consumer market, with higher incomes for producers.
- Increase in the local population of the consumption of vegetables and aromatic herbs more diverse and with ecological value, which increases and diversifies the demands of the clientele, and with it the types of sale.
- The semi-protected vegetables make it possible to plant highly demanded products, in all seasons. The products that can be produced out of season are quoted with better prices in the national market, which would allow increasing profits to reinvest.
- The diversification of crops and animals becomes an effective strategy for, in situations of pests or epidemics that affect specific species, production and supply to local markets can be guaranteed.
- Increased production capacity to meet local demands, and in the case of some initiatives, demands from other municipalities and international entities, already materialized in effective agreements this year.
- The project has contributed to the use of idle land to expand and diversify the production of human and animal food, which guarantees productive sustainability, with the creation of strategic reserves.

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-The development of entrepreneurial attitudes with projections of reinvestment and expansion of their productions, becomes a key factor for the continuity of economic processes. From the exchanges of experiences, new references and paradigms of success were found in producers and producers among the same initiatives, which have stimulated the development of new business plans.

-The existence of new cooperation and collaboration projects in the country to support sustainable agriculture with a gender approach, some of which converge with PROSAM in these five municipalities, broadens the scenario of access to new financing that supports initiatives for its extension. or multiplication. There is a history of management of complementary funds.

-Innovative and resolute capacity, corroborated in field visits, for the repair of affected equipment and supplies, in order to maintain production and fulfill the commitments made during the year.

Future projections of producers



In this moment, I filled out the house of seedlings. This task is more profitable because when I seal the seedlings the income is higher. Now I want to start selling the little bags that I already have, in the two selling points that we have. It was stated by Lianis Rodríguez, worm humus female producer and a relative. It was stated by Reinier Fundora Brito, from the CCS “José Ramón Castellanos” in the municipality of Madruga.

The future project I am thinking about is making an integral farm, breeding chicken, horses, caws, oxen, goats, sheep, ducks, Guinea fowl, rabbits and guinea pig. I want to be increasing little by little. It was stated by Andrés Bahamonde García, from the CCS “José Ramón Castellanos” in the municipality of Madruga.



In the future, I want to produce, making cheese, milk, meat. I want to be one of the best producers and fulfilling with everything because I was helped very much. I want to build a ranchon here, placing a big table and sis chairs to welcome people. It must be ready in December. It was stated by Yusmila Leyva Sandín, sheep-goats producer from the CCS “América Latina” in the municipality of Madruga.

We want to stay on the preserves world because working on it is very pretty (...) we are working according to the packaging that we are able to achieve. By means of the collaboration we established with the Enterprise in Santa Cruz, the marmalade we produce is being exported to Mariel. We have the illusion and the idea that we will use the currency we receive from the marmalade sold for importing a blowing machine for producing our own plastic bottles and being able of producing our own container. It was stated by Lester Hernández Pérez, from the mini-industry of Madruga.



I was delivered five seedling-houses modules, looking for the productions’ sustainability for being able to give continuity to that process and closing the cycle of productions with the seeds extraction. I want to conclude everything well and keep on producing. Not giving up anything, in case I started with a new Projec, because I have worked very hard and it has cost much effort. It was stated by Reinier Fundora Brito, from the CCS “José Ramón Castellanos” in the municipality of Madruga.

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I would like to have more commercialization, being able to sell my production for tourism, being able to increase the covered houses because it brings about more benefits, because the crops have better quality in those covered houses and it helps the commercialization process, and even for the hotels because every activity thing will be resumed in the country. It was stated by Yalines Morales O'Farril, female employee hired in the semi-protected farming managed by Reinier Fundora in the municipality of Madruga.



A future Project will be that of the dry condiments. We have this little mill which is rustic but it is ours. We have a hard time working with it because the task should be done by two people. We would need mills and sealing machines. It was stated by Anna Mairilys Daria Viciado, President of the UBPC "Cinco Palmas" in the municipality of Guanabacoa.

The future is near...a diversity of products in the farm, without excluding anyone ...neither women, children nor the elderly people. All of them are supposed to contribute to the community benefit. In this way, we make it real the thought of thinking as a country. It was stated by Marlene Ramos Fernández and Eduardo Obiols Sobredo, from the Farm "El Pedregal", from the CCS "Juan Oramas" in the municipality of Guanabacoa.



Factors that are threatening the economic and productive sustainability

- Municipal financial resources allocated to the development of gender-sensitive and environmentally sustainable agriculture did not increase during the project, despite negotiations and awareness-raising processes. This can affect future investments needed in infrastructure, purchase of inputs, strengthening of services; as well as support for new initiatives that expand the productive base of the municipality.
- Awareness was not achieved for municipal companies to implement mechanisms to allocate more resources to women farm leaders with an affirmative approach.
- Inputs such as trays for root balls and juicer equipment that need to be imported break easily, which can affect production capacity. In some territories new higher quality trays were imported; but it was not extended to all initiatives.
- The economic embargo against Cuba that makes it difficult to import quality equipment and supplies at better prices, necessary to sustain production.
- The low availability of inputs, equipment, technologies, spare parts in domestic markets, given the low level of development of national industries, workshops and factories for the production of these elements.
- Flaws in veterinary services can affect the production of milk and its derivatives, in the sheep-goat value chain.
- Occurrence of intense meteorological phenomena that affect production.

Environmental sustainability

This approach was mainstreamed in all project practices, for which risk sheets were designed with adaptive, mitigating and preventive measures. The appropriation by the producers of new knowledge about responsible environmental management, their awareness and commitment to the subject and the putting into practice of

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what they learned with the project was verified. Among the environmental sustainability elements of PROSAM, the following stand out:

- Use of organic fertilizers with the earthworm humus production centers and planting of repellent plants to reduce the use of chemical components
- Use of solar panels to reduce electricity consumption powered by non-renewable resources.
- Efficient irrigation systems to protect the waste of water resources.
- Expansion of the culture of reforestation with diversity of species that balance ecosystems, reduce invasive species and constitute food reserves.
- Clean technologies in the management of solid waste, mainly in the case of mini-industries.
- Reduction of cooking with firewood that affected the use of forest resources and had an impact on environmental pollution
- The carbon footprint of the project is being calculated as an innovative practice in the municipalities.
- Tools for diagnosis and guides with practical actions to confront climate change, which can be used by municipal actors for training and decision-making.
- Actors with experience in the installation of ecological resilience technologies in various types of productive initiatives in each municipality
- Each initiative appears as a demonstrative space to make other producers aware of the necessary changes for the protection of the environment; as well as adaptation to climate change.

Factors that threaten the environmental sustainability

- Some supplies for production and processing that break and cannot be reused, or do not disintegrate easily (polyfoam trays).
- Plastic containers used in mini-industries are consumed by people from the municipalities, where there is not always a guarantee of a culture of recycling.
- Most of the equipment imported by the project consumes non-renewable energy, except the systems powered by solar panels

Political and institutional Sustainability

The project is recognized and legitimized by state institutions of agriculture at all levels.

- Its results are recognized and it is taken as a reference in its contributions to the strategic lines of the country.
- The national programmatic framework, with the Environmental Policy, the Agricultural Policies, the Plan for the Advancement of Women, the Policy for the promotion of territorial development, aligned with the Sustainable Development Goals, favors government and institutional support for the objectives that pursue the project. They constitute the political bases to argue the demands and proposals of producers before institutions that guarantee agricultural activity.
- The Municipal Development Strategies have food security and sovereignty as a fundamental line, which allows including the objectives and goals of the project in the strategic programs of the territory.

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-The municipal teams of the DMA were strengthened with material capacities and knowledge to maintain quality management, based on the development of the initiatives.

-The capacities installed in municipal directorates of international collaboration with greater perspective and skill in project management, can support the management of new funds, the multiplication of PROSAM experiences, and the use of best practices as work references.

-The processes of empowerment of producers, producers and specialists of the DMA, with new skills to place demands on the public agenda, to negotiate with different actors, to manage solutions, reach agreements and participate in different spaces makes it possible to bring together actors with collegiate interests and continue working on institutional changes.

-In each municipality there are tools that strengthen the municipal management of agricultural production.

The National Coordination's Perspectives

In my opinion, the Municipal Agriculture Delegations and the governments are trained to keep on applying in their territories these lessons that PROSAM leaves us and it is a Project that can be applied at a great scale in the country or in any other region. It was stated by Oneyda Hernández, from the Soil Institute staff and the Project Coordinator.

Factors that threaten the political and institutional sustainability

-Entry of new staff in key positions in the government and the DMA who are not aware of the project and the main approaches it defends.

-Institutional reorganization of the state and business system of agriculture in the country, with effects on the powers of the DMA or the reproduction of power asymmetries in the creation of production plans, their implementation, monitoring and checking.

-Interpretation and discretionary application of the country's policies by municipal and business managers and directors, which hinder the access of male and female producers to inputs, services, credits, cooperation funds, and lands in usufruct.

-The tools designed to improve municipal management (Value chain map, Selection of initiatives for investments with pipeline, Guide to assess the capacity for self-management of risks due to tropical cyclones - hurricanes in units of territorial food systems; Self-management reference guide territorial risk due to climate change in food systems) have not been used systematically by government actors, so it has not remained an institutionalized practice, nor have binding agreements been formulated for its use.

Social sustainability

-The number of actors who changed imaginaries, knowledge, attitudes, and ways of acting becomes a critical mass in each municipality with a reproducing and multiplying effect of good practices.

-The involvement of families in the processes of change and in development, prosperity and welfare projects, both as beneficiaries and as co-managers of the project or leaders of other initiatives, sustains the results achieved.

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- The participation of people hired in training, exchanges; as well as the improvement of their working conditions and their income, counteracts attitudes of alienation, commits them to the care of equipment and infrastructure, and gives them motivation to undertake other projects.
- The acceptance by the local population of increased, diversified and value-added products sustains demand, and stimulates producers.
- The social recognition achieved in the community of women leaders
- Relationships of solidarity between producers that are expressed in emotional support, sharing knowledge and advice, and in labor help to install certain technologies.
- The empathy and commitment of the men who transformed elements of their hegemonic masculinity has repercussions in the support for the producers; as well as to promote actions in favor of gender equality.
- The conception of the PROSAM family created another type of more horizontal, cordial, less fragmented labor relations, which deepen the commitment to the results of the project, as opposed to the tensions and concentration of power described in other spaces.
- Local actors experienced “in their own skin” the benefits of agroecological practices, value chain management, and the promotion of gender equity, which creates confidence in changes in practices, and motivates other people to experience them .
- Capacities created in each initiative contributes to maintaining the stable employment offer.

National Coordination's perspectives

(...) what was achieved in gender topics for the agricultural and livestock management will remain in those women who increased their leadership and now they have access to agricultural and livestock management spaces, that could be in a producers assembly and positioning the producers' problems, that could be drafting an agreement between a cooperative and a milk industry, for instance, and the need and problems of that woman who carries less amount of milk litters and who has less resources is also reflected in that agreement. It was stated by Kenia Lorenzo, member of ACTAF and Gender Strategy Coordinator.

Factors that threaten the social sustainability

- The permanence of sexist myths, attitudes and behaviors in local actors (communities, institutions, productive units)
- The traditions that are reproduced in the communities around agricultural practices, food consumption and gender relations.
- The aging of the age structure affects the replacement of labor force in agricultural activity.
- The motivation of the local population for other economic activities such as tourism can affect the number of people required to support productions.
- The social representation of agricultural work, enhanced by the cultural consumption of other lifestyles, conditions the life projects of young people who are committed to emigrating to urban areas or other countries.
- The deficit in the supply of social services in rural areas, including care, affects the incorporation of people into productive activity, especially women.

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Annexes

Annex 1-List of people interviewed

Name	Responsibility	Place
Idania Escobar Rodríguez	DMA. Municipal Gender Referent	Artemisa
Lázaro Izquierdo	PROSAM Municipal Coordinator	
María Andrea Cordero.	Responsible of 5 initiatives: Semi-protected farming, Vegetable farm, Vegetable benefitting center, Worm humus and seedlings-houses	Artemisa
Raiza Díaz Arteaga	CCS “Antero Regalado” Economy Specialist, representing the CCS “Osmani Cordero Alfonso”, responsible of 2 initiatives Hospital Juicer and vegetable and fruits Mini-industry	Artemisa
Raudel García	A relative and employee if the farm managed by María Andrea Cordero	Artemisa
Odalís de la Caridad Lugones	Hired in María Andrea Cordero’s farm	Artemisa
Elena Lugones Sosa	Hired in María Andrea Cordero’s farm	Artemisa
Glenda Soto	Hired in the juicer	Artemisa
Naili Hidalgo Díaz	Hired in the juicer	Artemisa
Políclinic Nurse	Client of the hospital juicer	Artemisa
Norberto Abrahantes	PROSAM Municipal Coordinator	Bejucal
Yaima Cruz	Economy Specialist in the Initiative Mini-Industry “El Roble”, headed by Lázaro Valdés Sánchez	Bejucal
Iván Morejón	Responsible of 2 initiatives: Seedlings-houses and worm humus	Bejucal
María del Carmen Arias González	Hired in the Mini-Industry “El Roble”, headed by Lázaro Valdés Sánchez	Bejucal
Maritza Morín	Hired in the seedlings-house managed by Iván Morejón	Bejucal
Melisa	Hired in the seedlings-house managed by Iván Morejón	Bejucal
Yusniela Matanza López	Cooperative member and employee in the benefitting center from the CCS “Félix González Viego”, initiative managed by Enrique Sosa	Bejucal
Young woman	Cooperative member and employee in the benefitting center from the CCS “Félix González Viego”, initiative managed by Enrique Sosa	Bejucal
Female elderly	Cooperative member and employee in the benefitting center from the CCS “Félix González Viego”, initiative managed by Enrique Sosa	Bejucal
Celia Martínez Hernández	Employee in the juicer and mini-market from the CCS “Félix González Viego”, initiative managed by Enrique Sosa	Bejucal
Gabriela Escobar	Employee in the juicer and mini-market from the CCS “Félix González Viego”, initiative managed by Enrique Sosa	Bejucal
Lázara Ofarril	DMA integral Specialist, PROSAM municipal Coordinator	Madruga
Reinier Fundora Brito	Responsible of 4 initiatives: Semi-protected farming for the production of vegetable using a watering system powered by solar panels, benefitting center, seedlings production houses, seeds’ farm	Madruga
Lianys Rodríguez	Responsible of 1 initiative: production of worm humus	Madruga

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Lesther Hernández Pérez	Responsible of the initiative Mini-industry “El Álamo”	Madruga
Yusmila Leyva Sandín	Responsible of the sheep-goats initiative	Madruga
Andrés Bahamonde García	Responsible of the sheep-goats initiative	Madruga
Juana Rosa García	Family assistant of the farm with the sheep-goats initiative, managed by Andrés Bahamonde	Madruga
Andrés Bahamonde Germadez	Family assistant of the farm with the sheep-goats initiative, managed by Andrés Bahamonde	Madruga
Yosbel Lorenzo Díaz	Employee hired in Reinier Fundora’s farm	Madruga
Yalines Morales O Farril	Employee hired in Reinier Fundora’s farm	Madruga
Female elderly	Employee from the Mini-industry El Álamo	Madruga
Yipsi	DMA Gender Municipal Referent	Madruga
Ana Mairilys Dárias	Responsible of the initiative seedlings production-house.	Guanabacoa
Eduardo Obiols Sobredo	Responsible of the sheep-goats initiative	Guanabacoa
Marlene Ramos Fernández	Family assistant of the farm with the sheep-goats initiative, managed by Eduardo Obiols and responsible of the initiative for the production of condiments and dried products.	Guanabacoa
Placido Domingo Diaz Sánchez	Employee in the juicer, initiative managed by Yunia Mora.	Guanabacoa
Jorge Casanova	Storekeeper in the market La Taca, where the juicer is placed, initiative managed by Yunia Mora.	Guanabacoa
Marisol	Employee in the juicer, initiative managed by Yunia Mora.	Guanabacoa
María Caridad Ruiz	CTA Economy specialist, supported by PROSAM	Guanabacoa
Ricardo Cueller Sarría,	CTA Extensionist supported by PROSAM	Guanabacoa
José Arturo Caraveo	Responsible of 2 initiatives: Seedlings-house and seeds farm	Güines
Máximo Martínez	Responsible of the Mini-industry	Güines
Gladys Martínez Pérez	Responsible of the juicer	Güines
Omar Hernández Cruz	Responsible of 2 initiatives: vegetable semi-protected farming and worm humus	Güines
Female elderly	Cooperative member and employee in the semi-protected farming and the selling point, managed by Omar Hernández Cruz	Güines
Female elderly	Hired by José Arturo, responsible of the initiative seedlings-house and seeds farm	Güines
male elderly	Hired by José Arturo, responsible of the initiative seedlings-house and seeds farm	Güines
Young men producer	Client of the seedling-house managed by José Arturo	Güines
Marta González	Hired in the Mini-industry, initiative managed by Máximo Martínez	Güines
Elisa Morales	Hired in the Mini-industry, initiative managed by Máximo Martínez	Güines
Mayra Pez Perdomo	Hired in the Mini-industry, initiative managed by Máximo Martínez	Güines

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Claribel Sarsano	Hired in the Mini-industry, initiative managed by Máximo Martínez	Güines
Oneyda Hernández	Project Prosam Director and member of the Soil Institute staff	National
Francisco Martínez	Assistant researcher from the Soils Institute. PROSAM Production Strategy Coordinator	National
Luis L. Vázquez	PhD in Sciences and ACTAF specialist in charge of the environment Strategy	National
Sonia Álvarez	Responsible for the Municipal Management Strategy	National
Kenia Lorenzo	ACTAF Gender specialist and responsible for the Gender line	National
Julia Molier Escobar	Cadres Director and responsible for the implementation of the MINAG Gender Strategy	National
Elizabeth Peña	National Director of the Urban, suburban and family Agriculture Program, MINAG	National
Carlos Aragonés	PROSAM Facilitator and the local Project Director by CARE/foreigner	National
Lariza H. González	Project PROSAM Assistant facilitator	National
Guadalupe González	Coordinator of the monitoring, evaluation and learning, implemented by the system MEAL	National

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Annex 2. List of documents checked

- Criteria and points for the selection of the initiatives
- PROSAM Gender Strategy
- Environment files LB (23)
- Tool “Pipeline” for grouping and giving priority to the initiatives according to their degree of complexity – Risk
- Report “PROSAM team’s methodological contribution: From the selection of the chains of value and its links up to characterizing and giving priority to the initiatives for their maturity value, complexity and risk.”
- Report “Diagnosis of needs and Technical Assistance Plan for the Soil Institute for the management of projects sensible to gender, environmentally sustainable and including the disaster risk management”
- Report “Diagnosis of the Agricultural Production in the municipalities of Artemisa, Bejucal, Guanabacoa, Madruga and Güines.
- Annual reports 2016-2021 (5), semester reports (5) and journey reports (March 2018-October 2020)
- Field book containing the productive data 2020-2021
- List of beneficiaries of the training activities 20200416
- An updated list of initiatives 20200326
- An updated list of initiatives 20210630
- PROSAM Manual of acquisitions
- Performance Measurement Framework (MMR) – Updated 08/01/2020
- Memories of the self-evaluation – year 1
- Project Implementation Plan (2015-2020)
- Annual working Plan 2017, 2018, 2019, 2020, 2021
- Project PROSAM Office’s Administration and financial Process from the Soil Institute-CARE International in Cuba.
- Monitoring & Evaluation System, Systematization and performance self-report

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Annex 3- List of people who took part in the group work using the achievements and learning at a municipal scale

Name	Responsibility	Municipality
Aimara Calderín Cruz	DMA, Management Referent	Artemisa
María Jesús Díaz Hernández	DMA, Production Referent	Artemisa
Idania de Jesús Escobar	DMA, Gender Referent	Artemisa
Lázaro Izquierdo Duanes	PROSAM Municipal Coordinator	Artemisa
Israel López Vera	Head of the Development Management Section	Artemisa
Bárbara Fuentes Díaz	CUM Deputy director of development	Artemisa
Lázara O'Farrill Díaz	PROSAM Coordinator in Madruga	Madruga
Taimí Vázquez López	Agriculture attention Coordinator. Municipal Administration Council	Madruga
Laura Mesa Hernández	Head of the Development Management Section	Madruga
Matilde Bernabéu Plous	Specialist on local Development Projects	Madruga
Renier Fundora Brito	Producer	Madruga
Enrique Sosa	President of the CCS	Bejucal
Hubemei Martín	DMA	Bejucal
Lázaro Valdés Sánchez	Producer	Bejucal
Yaima Cruz Perez	Economy specialist of the Mini-industry	Bejucal
Yeini Prieto García	DMA Gender Referent	Bejucal
Iraida Monteagudo Durba	Agriculture Director	Bejucal
Norberto Abrahantes Perol	PROSAM Municipal Coordinator	Bejucal
Persita Torres	Internacional Collaboration. Municipal Administration Council	Bejucal
Amed Báez	Deputy Head of the Municipal Administration Council	Bejucal
Leticia Medina García.	Producer. President of the UBPC Villa 1	Guanabacoa
Yasniel Márquez Medina	Deputy president of the People's Power Municipal Assembly	Guanabacoa
Producer	Producer	Guanabacoa
Miriam Pérez	DMA	Güines

Annex 4- Performance Measurement Framework. (See Table)