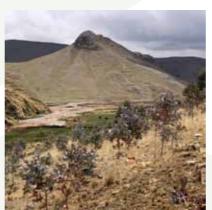
Pachamama Raymi

















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Annual report 2009



The Pachamama Raymi NGO and our innovative training methodology share the same name. The NGO uses this methodology in all of its projects.

We use this methodology to strengthen the capacities of the rural population, which allows the introduction of a coherent set of innovations to eradicate poverty, to overcome post-disaster conditions or to adapt to climate change.

The main tools of the Pachamama Raymi methodology are peer learning and motivation through contests that reward families and communities that implement the many innovations.

The methodology allows achieving sustainable change in over 50% of the population in three to four years, at low cost, even in extremely remote areas.

For Pachamama Raymi, the year 2009 was characterized by our expansion into new areas:

In January 2009 we were working with 14,000 people in 50 rural communities in three districts of the Department of Cusco. In the course of the year we almost tripled the number of people we support.

Now, at the end of 2009 we are working with 42,000 people in 127 communities located in 20 districts of the departments of Cusco, Huancavelica and Lima. Our sponsors are the Peer Learning Association from the Netherlands (since

Our sponsors are the Peer Learning Association from the Netherlands (since 2007), Mr. Carl Greer of the USA (since 2008) and Mr Jan Oleksy of Poland (since early 2009).

We are very happy to announce that in mid-2009 we signed a contract with the GTZ-International Services to implement part of the "Support for the reconstruction of areas in southern Peru affected by the earthquake of August 2007" project, funded by the European Commission, in the provinces of Yauyos, Huaytará and Castrovirreyna in the departments of Lima and Huancavelica.

This post-disaster project, better known under the name "Aid for Peru", or AYUPER, is aimed at helping rural victims of the earthquake. Pachamama Raymi was commissioned specifically to support this population in the recovery of their food security and to generate new sources of income. The contract with the GTZ-IS is only for one year.

The extension of our work to so many communities in the disaster area was possible thanks to the enthusiasm and capabilities of many farmers from the rural communities of Cusco where we had been working for nearly two years.

We are very pleased with this large increase in the number of participants in our projects during 2009. Their speedy progress in the adoption of so many innovations is very challenging for us, as we need to put so much more emphasis on the creation of small businesses to further improve the incomes of the population and secure their progress.

Our challenges for 2010 are to fulfill our obligations to the victims of the earthquake and to expand Pachamama Raymi into new areas of work.

I hope you will join us in the years ahead. Thank you very much.

Willem van Immerzeel President of Pachamama Raymi



Starting with food security...

During their very first year of work with Pachamama Raymi, most families make the transition from a state of survival based on agricultural activity to that of self-sufficiency and food security. Food security implies the diversification of production (traditional crops, vegetables, fruit, small and large animals).



"The first year I worked with Pachamama Raymi we did terraces and sorted out our houses. Then we made compost and humus. Finally we started to grow worms and made biol to improve our vegetable gardens, and with that we produce nice vegetables. We grow potatoes and apples and have a good production. ... Also we have cleaned-up our homes properly, and we grow small animals."

Mrs. Ojeda Eduvina Quispe, Lucuybamba community

... following with specialised production

By 2009, several communities had been working with Pachamama Raymi for 2 years, and had begun to specialise. They continue to diversify their production at the family level, and at the same time specialise in an activity in particular, seeking to perfect their knowledge and techniques.



"We started with 10 guinea pigs. Going on exchanges I saw how they are bred, and little by little my animals are reproducing more and more. So we have dedicated ourselves to rearing guinea pigs, achieving better results than with livestock".

Mr. Zenon Pukutuni Huillca, president of the Jullicunca community

This specialisation implies greater technical follow-up. The technification of activities can be witnessed mostly in vegetable production, guinea pig breeding, and animal husbandry.

Animal husbandry implies producing pasture. Therefore entire communities are devoted to growing pasture, and to the conservation of natural pastures at the community level. In turn the production of pasture implies being abreast of practices such as soil conservation, irrigation, making natural fertilizer, and the

practice of pasture rotation throughout the year.

A clear example is guinea pig breeding. Currently 1500 families are devoted to this activity, with one or more sheds, applying genetic selection principles, using common cures on the animals, and preparing their own balanced feed. Several families have joined to create productive associations. Previously guinea pigs were raised freely on the floor of the main room of the home, the kitchen, eating left-overs and waste.



"Now we don't only rely on men for our up-keep; now I too go to sell my guinea pigs in Puerto Maldonado, and have money to feed my children. Now I am not poor, economically. And I am happy with Pachamama Raymi."

Mrs. Hualla, Jullicunca community



A very long term investment

One piece of very good news for the economic development of the communities that work with Pachamama Raymi is the enthusiasm that they devote to reforestation. Native trees, fruit trees and some eucalyptus trees have been planted, but the species that has experienced most success is the pine tree, perhaps due to the existence of other success stories in Peru. We are happy to announce that this year over 2 million trees have been planted.

To motivate families and communities, exchanges are organised on a regular basis to the Granja Porcón in Cajamarca. The participants in the exchange visits can appreciate the result of the reforestation activities after several years, the secondary products that can be elaborated and sold, and the overall profitability of the activity.

Jullicunca - Reforestation champion

The community of Jullicunca in Ocongate planted 60,000 pine trees in 2008, 80,000 in 2009, and plans to plant 100,000 in 2010. Twenty two families participate in the reforestation effort, so that each family plants 3,600 trees on average per year.



"We want our mountains to be green... we plant these trees thinking of our children. Thinking about the future of our children. Maybe these trees will be ready in 15 years. We are not going to benefit directly. But our children are going to benefit. So we are leaving them to our children as an inheritance."

Mr. Zenon Pukutuni Huillca, president of the Jullicunca community



Happy and healthy homes

Pachamama Raymi attaches great importance to improving housing conditions and the village. A majority of the 7060 families that participate with Pachamama Raymi has improved their homes with separate rooms for the kitchen, for bedrooms, etc. And participants also made furniture to keep their cutlery and furniture to keep their cloths and separate areas for animals.

People built improved stoves with chimneys so the smoke no longer threatens their health. They have plastered the walls and keep their house clean and beautifully decorated. Participants have built latrines. Most of the 127 communities working with Pachamama Raymi have made landfills and keep the town clean.



"Since we have begun to work with Pachamama Raymi we are much better. We are tidying our homes. We have separated our beds and our children sleep in separate rooms, and our kitchen is also separate. Our guinea pigs and hens live elsewhere; we don't all live together anymore. With Pachamama we work, so too do we live".

Mr. Sebastian Quispe Quispe, community of Patapallpa Alta

The improved stove is an improved version of the traditional mud fireplace. It has 5 advantages: smoke is evacuated through the chimney, it requires less wood, water boils faster, and its height is more comfortable for the user, and finally it includes an oven.

"My stove is also improved and I no longer have smoke in my house. We made our chimney and we no longer get sick. Now we are much better, I like that".

Mr. Sebastian Quispe Quispe, community of Patapallpa Alta

Child Nutrition

Malnutrition in the Andes is caused mainly by the lack of proteins and vitamins. For this reason Pachamama Raymi encourages participants to breed small animals like guinea pigs and hens, trout, and to grow vegetables and fruit.

Now the majority of families that work with Pachamama Raymi don't have malnutrition issues. Some local authorities are breeding trout fingerlings to give to the families, so they can raise trout, which is an excellent food source.

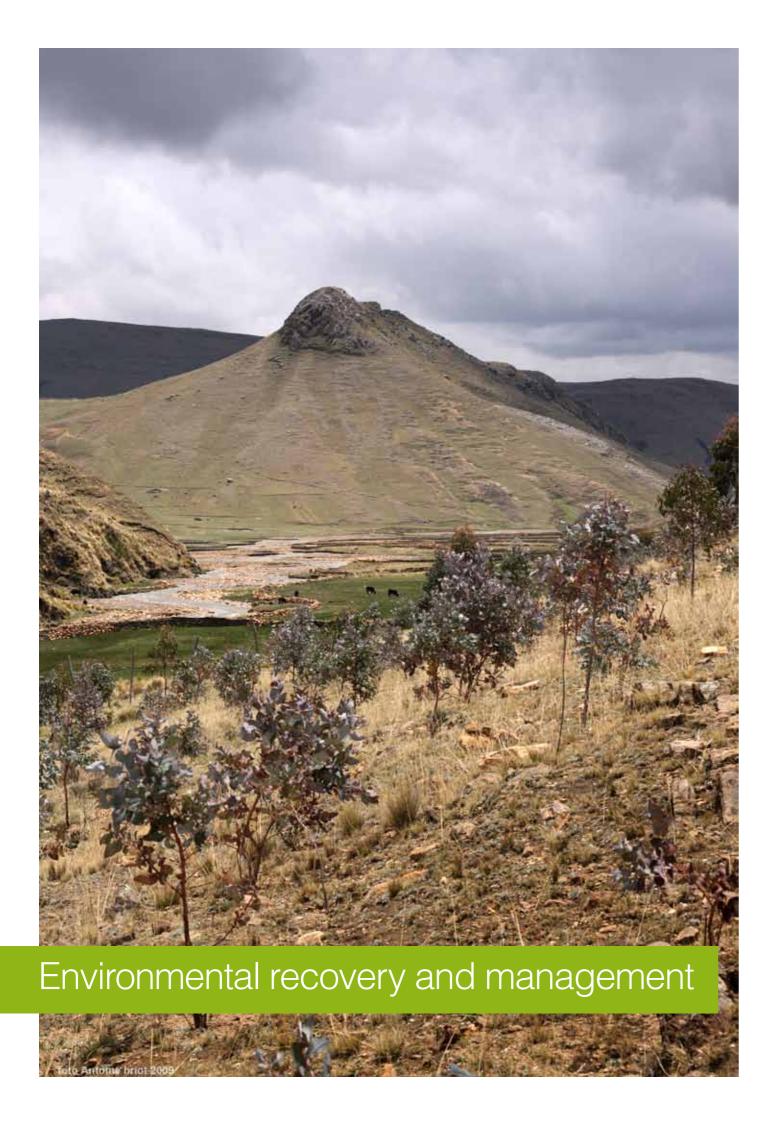


"As for breeding of small animals, like guinea pigs and hens, and vegetables, I think it is crucial for children's nutrition... we notice that the children learn faster. Practically speaking, we are witnessing a change. It has been little time since it all started, but we are seeing achievements already."

The Taucamarca school director

Some numbers

By the end of 2009, of the 7,060 families that had worked from 8 to 24 months with Pachamama Raymi, 2,100 (34%) families had built an improved stove, 2,700 (44%) a latrine, 2,200 (35%) had improved or installed a family vegetable garden, 600 families (10%) raise a few hundred trout in their self-made fish rearing pools, 1,500 families (24%) improved their guinea pig breeding practice and 1,700 families (27%) practice parasite control.



CO₂ Sequestration

Over 2 million trees have been planted in the course of the year in the communities where Pachamama Raymi has been working for just over 24 months. This illustrates the fact that those 60 communities, with over 2,000 families are taking reforestation very seriously as an

additional source of future income. These people have decided to transform severely degraded and bare areas of their communities into forests, thereby contributing to ${\rm CO_2}$ sequestration.



"Before I didn't devote any time to planting trees, because I didn't know how to produce and manage these trees... This nursery of mine is helping me a lot. I am going to work with my own nursery in 2010. In these six seed beds I am going to make more plants. This is going to help support my family when the trees grow. And later my family will know how to grow these plants, learning from my experience".

Mr. Francisco Yauri Gamal Community Huayllabamba

Another contribution to the reduction of CO₂ is the introduction of improved kitchen stoves.

These stoves consume less wood, and families therefore cut less shrubs and trees.

Soil conservation

With good practices we can produce more with fewer natural resources. Another activity that is transforming these communities is soil conservation.

Common soil management practices in the Andes severely impact soil cover and cause soil degradation. For example, it is common practice in the Andes to burn large areas of grass and shrubs. On top of that, free grazing of livestock is done in all communities but causes severe degradation of soil and soil cover. As a result, over 90% of the Peruvian Andes is degraded and suffers from soil erosion.

Environmental degradation is one of the major causes of widespread and abject rural poverty. For this reason, Pachamama Raymi focuses on soil reclamation and conservation, introducing several management innovations for families and communities.

Farmers are now practicing soil conservation on cultivated land by building terraces, planting trees, and using natural fertilizers. Most importantly, improved grazing strategies have been introduced and pastures reclaimed by practicing rotational grazing. The worst affected grasslands are protected from all grazing until soil cover is re-established.



"Before, we only bred local livestock. We were wasting our time because they eat a lot and hardly grow. We used to breed many animals, with little results. Today on the other hand, we breed improved livestock".

Mr. Max Chile, of the Taucamarca community



Pleasing the Pachamama

The Andean culture respects the environment with religious devotion; the Apus (the great mountain peaks) and the Pachamama (mother earth) are sacred entities. In this context, ecological attitudes and practices are quickly accepted; all that is required is to reflect the respect for the environment in daily practice.

Natural fertilizers

Natural fertilizers have several advantages over their chemical counterparts: they don't pollute, they are more effective in the long run, given the size of farms they are more accessible, and they do not increase economic dependency. Families that work with Pachamama Raymi use three types of natural fertilizer: humus, compost, and biol.

What is biol?

Biol is a home-made foliar fertilizer prepared with different types of manure or guano, and crop residues. To this mix, other ingredients are added, and a process of fermentation begins. The ingredients can include: 1 kg of alfalfa, 3 spoonfuls of sugar, ½ litre of milk or serum, ½ litre of chicha (maize beer), ½ kg of bat dung, ½ kg of ant dung, ½ kg of guinea pig droppings, ½ kg of chicken dung, 4 kg of fresh cow dung, ¼ kg of egg shells, 1 spoonful of salt, ½ kg of ash, 3 spoonfuls of phosphorous rock, ½ Kg of clay.

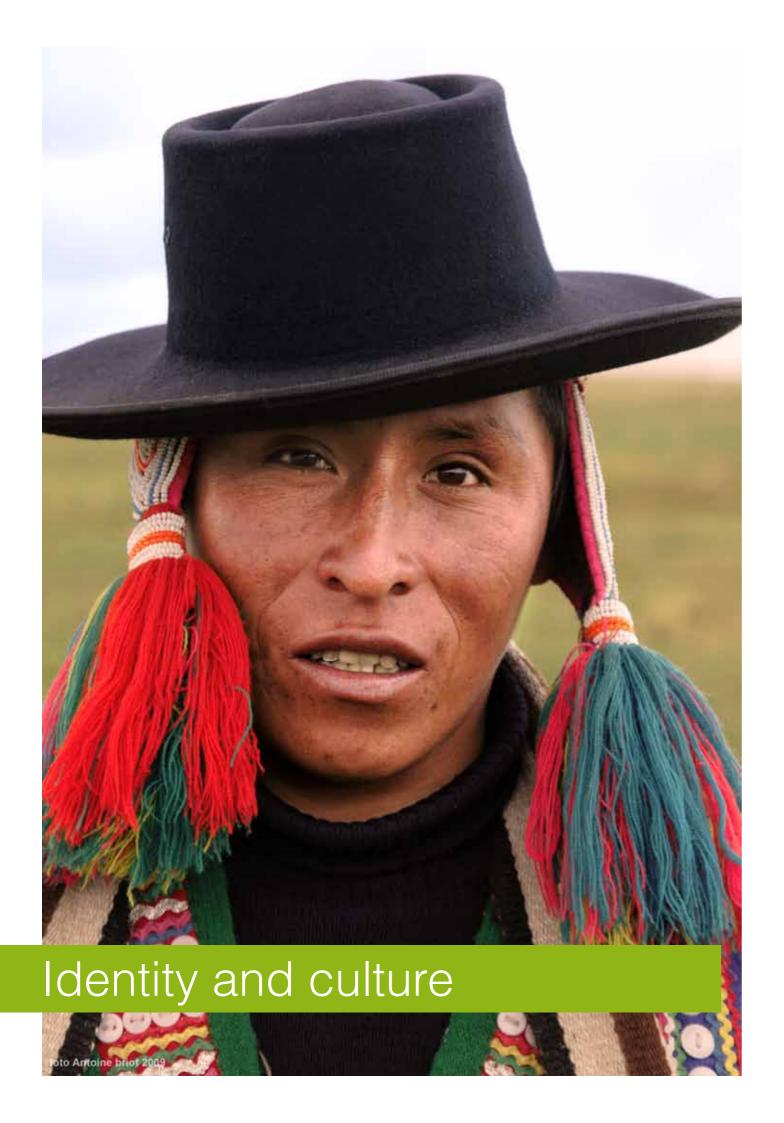


"Now that Pachamama Raymi has come, they have taught us all and we are putting it into practice. Now I have a latrine, my house and my vegetable garden are well organised, I have a tree nursery, compost, and earthworms. With all of this we are improving our fields. We work less, and produce more. So now we produce much more".

Mr. Ignacio Apaza Huacati, Huacatinco community

Some figures

By the end of 2009, of the 7,060 families that have worked from 8 to 24 months with Pachamama Raymi, 2,000 families (32%) have planted over 2 million trees, 65 communities (52%) practice rotational grazing, 1,270 families (20%) use natural fertilizers and 2,100 families (34%) have built improved stoves that consume less firewood.



Every six months the new contests begin with a ceremony honouring the Pachamama, mother earth. It is hoped that in exchange for this affection the Pachamama will show herself even more generous.

The very low self-esteem that many Peruvian farmers suffer from is an obstacle to learning and applying new practices. The recovery of their self-esteem is achieved through the valorisation of their cultures.



"The change that we have seen is that now I can make my own latrine. The change is that before we used to live like common animals".

Mr Calderon, Laly Grande community

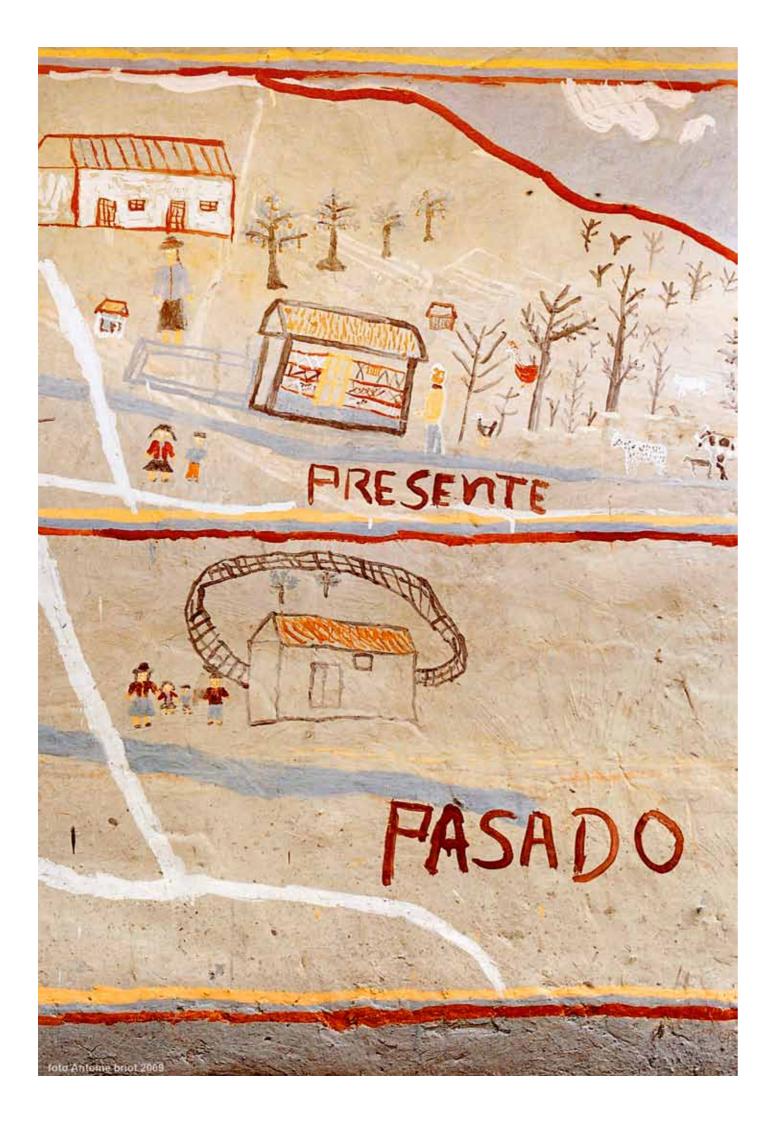
Art contests

In parallel to the main contests, Pachamama Raymi organises art contests. Participants have so far used media such as poetry, written village history, theatre, music, local dances, fabrics, and drawings. These contests are an opportunity to recover old customs from the communities, and stimulate their collective memory. It helps to reunite communities around what they have in common, their history and culture.



"If our children see us like this, they too will keep alive our customs and traditional dress. These things are very interesting here in our village. Likewise with our Quechua (native language) so that it is not forgotten. Our children too in the future are going to maintain these cultures and customs in our community".

Mr. Sebastian Quispe Quispe, community of Patapallpa Alta



Imagining the future

One of the themes within the main contest is the representation of the future. Participants draw their family or community's present, and then their future. It is a way to think about and make aims and objectives explicit.

Many decided to paint these drawings on their walls. The results are true works of art.

The story of wall-painting

For the first contests, only the plastering of walls earned points. Mr. Cipriano Arando, expert farmer and first coordinator of Pachamama Raymi, helped a family of Laly, in the Challabamba district, in decorating their house with pictures. The paint was made from a variety of local clays of different colours. Very quickly the idea was a success, and other houses of Laly, and then those of other communities were painted in the same fashion. These paintings illustrate a variety of themes: animals, Apus (sacred mountain peaks), the Inca past, agricultural activities, the patterns of hand-made fabrics... Now points are awarded in the contests for "domestic art." By the end of 2009, 1,900 families had decorated their homes with natural paints.

Peer learning

Eln 2009 Pachamama Raymi doubled the number of staff, after having signed a contract with the GTZ-IS, bringing the total to 44 field staff. All Pachamama Raymi facilitators have a rural background and speak Quechua and were participants in our programme in Cusco. Their know-how was very valuable in working with the families of the new areas, and our facilitators also learned a lot from those families.

Peer learning is also promoted when travelling to other communities on exchange trips. In 2009, 475 farmers travelled to other regions on exchange trips to learn from their peers, about forestation (to the Granja Porcón in Cajamarca), Tourism (to Raqchi and Llachón in Puno). We also organized farmer exchanges between the regions where Pachamama Raymi implements projects (Lima, Huancavelica, Cusco), learning with curiosity, and teaching with pride.



Pachamama Raymi has no beneficiaries ...

But there are 42,000 direct participants in our projects, involved in contests in 127 communities throughout Peru. It is estimated that for each dollar of Pachamama Raymi project investments, participants contribute more than double, with materials they often buy with their own money, and with the time they dedicate to project activities.

Promoting communal and municipal organisation...

Pachamama Raymi always works in partnership with local governments, which contributes to strengthen local authorities' capacities, and fosters relations with the population that will provide a favourable basis for their sustainable development in the future.

Our main counterparts are the community boards, favouring and encouraging participation, and offering capacity building and incentives at the community level for the implementation of activities that contribute to social cohesion and wellbeing. Pachamama Raymi promotes the direct participation of women in the training sessions, exchange trips, and in communal assemblies, given that they are motors of change. It is noted that women are better valued as a result, are more dynamic in initiating small businesses, as well as taking better care of the health and education of their children. There is also a notable drop in domestic violence.

Our efforts are being recognised

In 2009 Pachamama Raymi's efforts have been recognised by the Ministry of Environment, who endowed us with an honourable mention for the citizen's environmental participation promoted by our projects, and by the Cusco Chamber

of Commerce, due to the participation of the Awaq Maki Craftsmen's Association of the rural community of Upis in the annual Tourism parade.

Inter-institutional collaboration

The collaboration with several institutions and state programs is also of great value, enabling better results through synergies. Just two examples: in Castrovirreyna (Huancavelica), Pachamama Raymi works in hand with CARITAS, pooling resources to offer training, materials and incentives to a greater number of

communities.

In Challabamba, an agreement with the state programme Juntos stipulates that participating families must comply with several basic activities (latrine construction, improved kitchen stove, etc.) to be entitled to support from Juntos.

The Pachamama Raymi Team

Staff:

Office Managers

Cusco Office (Main Office) Ms. Maria-Elena Huaita Fuentes Ica Office (AYUPER) Ms. Verónica Salinas Calle

Coordinators

Caicay District Mr. Antero Ramos Cayllahua Mr. Toribio Huillca Yabar Challabamba District Ocongate District Mr. Abelino Mora Olayunca Castrovirryena Province Mr. Jhabel Guzman Escalante Huaytara Province Mr. Jhabel Guzman Escalante Yauyos Province Mr. Buenaventura Gerundas Ccori

Field staff:

15 Expert farmers 27 Facilitators

Board

President Willem van Immerzeel Vice-President Humberto van der Zel Secretary Antoine Briot

Treasurer Barnaby Rooke

Board Member Armando Moyonero Huaman

Our ID

Legal Status Non Profit, Non Governmental Organization for Human Development

Legal Representative Willem H.M. van Immerzeel

Constitution March 24, 2008, in the city of Cusco, Peru Legal Registration 11074927 of the SUNARP Cusco (10/06/08)

20450578798 Tax registry no.

Tax Exemption Resolution SUNAT Cusco Nº 0990050001946 (31/10/08)

MEF Nº 346-2009-EF/15 (31/07/09) Right to receive donations

APCI NGO Registration ONGD Nº 2734, Res. Nº 455/2009/APCI (16/11/09)

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Web page www.pachamamaraymi.org immerzeel@dexcel.org e-mail

Pachamama Raymi's presence in Peru

We work directly with:

Lima

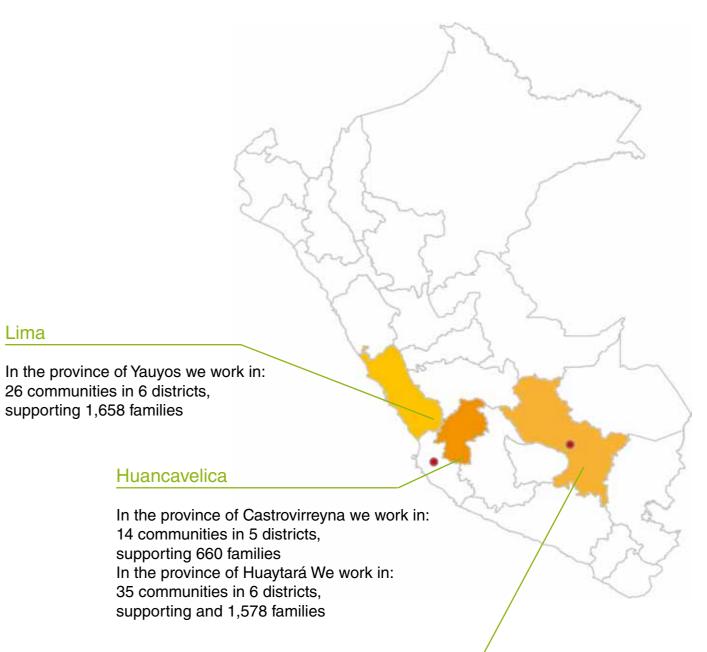
supporting 1,658 families

20 district governments, 127 communities Offices Cusco (Main office) supporting 7,060 families, comprising a total population of 42,000 people distributed throughout five provinces in 3 regions

lca (AYUPER)

2009 Investment

USD 400 000



In the province of Paucartambo we work in: 32 communities in 2 districts. supporting and 1,668 families In the province of Quispicanchis we work in: 20 communities in one district, supporting and 1,496 families

Cusco

BALANCE SHEET

as at December 31st, 2009 (in PEN. Peruvian New Soles)

ASSETS	S⁄.	LIABILITIES AND EQUITY	S⁄.
Financial Assets		LIABILITIES	
Cash	397 993	Accounts payable	43 400
Receivables	2 500	Other Accounts payable	97 684
Deferred charges	8 075	Provisions Social Securities	2 448
	408 568		143 532
		EQUITY	
Non-financial Assets		Accrued Results	25 655
Infrastructure, machinery and equipment	25 332	Operational Result	264 713
	25 332		290 368
Total Assets	433 900	Total liabilities and equity	433 900

S/.

679 543

STATEMENT OF INCOME AND EXPENSES

For the year, ending at December 31st, 2009

(in PEN, Peruvian New Soles)

DONATIONS

OPERATIONAL INCOME

INCOME FOR SERVICES BANK INTEREST	837 528 170
Total Operational Income	1 517 241
EXPENSES	
PROGRAMME SERVICES	1 215 636
ADMINISTRATION	32 373
FINANCIAL EXPENSES	4 519
Total Expenses	1 252 528
OPERATIONAL RESULT	264 713

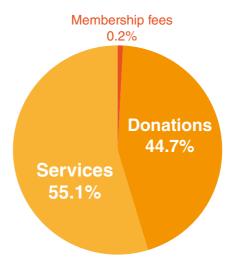
Willem van Immerzeel President

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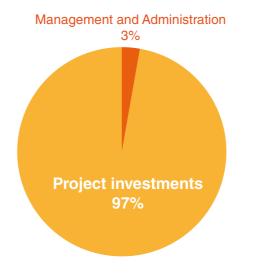
Tania Davila Velarde counter



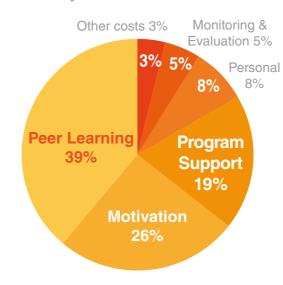
Sources of Funding



Distribution of investments



Project investments



Effectiveness and efficiency

The total operational budget for 2009 was S/. 1,517 million (USD 400,000). The contract for the implementation of the "Aid for Peru" project (AYUPER) with GTZ-IS is funded by the European Commission. This contract has substantially contributed to our budget for the year 2009.

Most of the budget is invested in peer learning (farmer to farmer training) (39%). This is carried out through the implementation of best practices with expert farmers, study tours, and monitoring and support from the Pachamama Raymi field team, as this team consists exclusively of farmers.

The "motivational package" is the second largest investment (26%), consisting mainly of awards, given to families and communities according to tangible results achieved in building their own infrastructure and changing farm practices.

The very strong motivation of families and communities generates high contributions from the participants, in time, materials, and cash. This contribution is estimated at 40 USD per person. This means that the real total investment of our 2009 programme is about USD 2.1 million, of which 81% is contributed by the participants and only 19% (USD 400,000) is the NGO's operational budget.

The extraordinary contribution from the participants is what makes our programme so effective and very efficient, showing remarkable results in a variety of areas.

The effectiveness of Pachamama Raymi is also due to active monitoring and frequent evaluation, to identify best practices and take corrective measures when the rate of adoption has declined. Monitoring also provides the data to provide periodic information to our sponsors, donors and partner organizations.

Another notable aspect is the low level of non-programmatic expenses for Management and Administration (3% of total expenditure). However, the percentage of programme support costs is relatively high (19%). This level decreases when increasing the scale of the programme. Our annual budget is expected to exceed USD 600,000 in 2010 and USD 800,000 in 2011, thus achieving a more efficient programme due to economies of scale.

Contracts and agreements signed in 2009

On July 24th, 2009 contract no. 83043705 was signed with the GTZ-IS Lima for the implementation of sub-component 4 of the «Support to the improvement of daily subsistence, agricultural production, reforestation, and generation of new sources of income" Project (Aid for Peru) in 66 communities. The above project is funded by the European Commission.

Sponsorship agreements were celebrated with the Dutch Peer Learning Association, and with Mr. Carl Greer and Mr. Jan Oleksy who «adopted» a total of 51 communities to implement the Pachamama Raymi programme to eradicate rural poverty.

Agreements with the district municipalities of Ocongate, Caicay and Challabamba in Cusco, and the local governments of: Aurahua, Chupamarca, Huamatambo, San Juan, Tantará, Córdoba, Ocoyo, San Francisco de Sangayaico, San Isidro de Huirpacancha, Santiago de Chocorvos, and Santo Domingo de Capillas in Huancavelica; and Alis, Colonia, Laraos, Madean, Viñac, and Yauyos in the highlands of Lima, for the joint implementation of the Pachamama Raymi programme.

An agreement with the NGO PROCABRA, for internships on goat breeding, production and marketing of goat milk, from January 14th, 2010

Sustainability

With Pachamama Raymi, participating families and communities apply a set of innovations, which they adapt to their own conditions, internalizing them in the process, which means that they can continue to apply them independently, improving their living conditions.

With the improvement of environmental management and conservation of natural resources, rotational grazing, reforestation, and proper management of solid waste, people learn and directly appreciate how to better care for their environment while also improving their living conditions. All innovations that are introduced, originate from other farmers, so they are thoroughly tested and adapted to local socio-environmental characteristics, and require no external inputs. All that is required for their implementation is and will be available without the support of institutions or third parties.

A Pachamama Raymi project guarantees that a virtuous cycle of change is initiated. Although initially the incentive to introduce innovations may be a prize, after several contests participants appreciate their progress and become aware of their own achievements, even if they never won a prize.

Thus, the incentive to continue with the new practices is the result of the new forms of management learned.

Replicability (or «scaling-up»)

The Pachamama Raymi methodology was designed in Peru, in a rural development project funded by the European Union (PRODERM). At the end of this project, several European experts who had worked there introduced Pachamama Raymi in similar projects in several countries.

Thus, Humberto van der Zel and Willem van Immerzeel introduced Pachamama Raymi in Guatemala, Chile, Bolivia, etc. especially in projects funded by the European Union, each working in hundreds of communities.

Roberto Haudry de Sousy introduced Pachamama Raymi in several large projects funded by the International Fund for Agricultural Development (IFAD), in Peru and Bolivia. IFAD attempted to combine the Pachamama Raymi methodology with a peculiar element of the Project for the Promotion of Technology Transfer to Farmer Communities of the Sierra (FEAS). IFAD projects specifically donated small funds to the participating communities so they can hire expert farmers.

The Pachamama Raymi methodology is being used in an increasing number of scenarios, not limited to rural areas.

A description of the history of the Pachamama Raymi methodology can be found at:

www.pachamamaraymi.org/en/history-of-pachamama-raymi



Pachamama Raymi and DEXCEL-Perú

DEXCEL-Peru (Development & Excellence - Peru) was established in May 2005 as a subsidiary company of DEXCEL-International.

DEXCEL-Peru is dedicated to promoting excellence in rural development projects. The company developed quality standards for rural development in addition to implementing quality certification for organizations operating in this area, and contributing to the Peruvian Agency for International Cooperation - APCI.

DEXCEL-Peru provides consulting services, project evaluation and implements projects based on the innovative methodology Pachamama Raymi.

The NGO Pachamama Raymi was founded in 2008, to implement high quality rural development projects, that is, projects that are very efficient and very effective.

There is a very close relationship between DEXCEL-Peru and the NGO Pachamama Raymi:

- Both have the same general purpose: to raise quality of rural development projects, to allow lifting as many people as possible from poverty, learning from their peers, while contributing to environmental reclamation.
- Both are managed by Willem van Immerzeel, who designed the methodology Pachamama Raymi. He is general manager of DEXCEL- Peru and President of the NGO.
- Both apply the innovative methodology, which generates overwhelming results, generating cooperative competition between participants.
- They share the same administrative structure, which belongs to DEXCEL-Peru. The NGO Pachamama Raymi contracts management services, office, staff, equipment and transportation from DEXCEL-Peru.
- DEXCEL-Peru owns the intellectual property of the methodology and the trademark Pachamama Raymi.