



## STRATEGIC DEVELOPMENT PLAN FOR MUNICIPALITIES OF EXTREME POVERTY, HUANCAYO PROVINCE -PERU-2019.

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### ABSTRACT.

**Objective:** to determine how a Strategic Development Plan allows for better management in district municipalities of extreme poverty in the province of Huancayo in the Junín region. **Method:** non-experimental quantitative-correlational-descriptive-hypothetical-deductive. A finite population made up of 100 authorities and officials from the districts with populations of extreme poverty located in the Province of Huancayo, represented by the District Municipalities of: Pariahuanca with 28.8%, Chacapampa with 21.3%, Santo Domingo de Acobamba with 18.3%, Cullhuas with 17%, Huasicancha with 16.1%, Carhuacallanga with 15.4%, Chongos Alto with 11.9%, Pucara with 11%, Colca with 10.8% and Chicche with 10.4%. Sampling is of a non-probabilistic type -called Judgment- since it is based on the criteria of the investigator who has selected 34 authorities and officials. In statistical terms, the Pearson method was applied to test the Hypothesis presented. **Conclusions:** There was consensus in the application of a strategic development plan in local governments of extreme poverty; They also responded that the municipal management of said municipalities is poor due to the low knowledge regarding the guidelines of the Strategic Plan of the Huancayo provincial municipality.

**Keywords:** Plan, Guidelines, Objectives, Strategies, Development, Municipal Management and Extreme Poverty.

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### INTRODUCTION

The following article called "Strategic Development Plan for Municipalities of Extreme Poverty of the Province of Huancayo", began, after taking cognizance of the

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report given by the National Center for Strategic Planning hereinafter CEPLAN, on the province of Huancayo, capital of the Junín Region, in its Report of the year 2017 where districts of extreme poverty are cataloged Pariahuanca, Chacapampa, Santo Domingo de Acobamba, Cullhuas, Huasicancha, Carhuacallanga, Chongos Alto, Pucara (heroic city), Colca and Chicche, although the city of Huancayo is cataloged as one of the reference cities in economic growth in the central region of the country.

Given the lack of professionals with government experience to provide their services ad honorem to these local governments, there is a conviction of the need to propose a model Strategic Development Plan, that is, to achieve better management in the Municipalities of Extreme Poverty of the Province of Huancayo.

Similarly, in Peru, the decentralization process is based on economic and administrative autonomy in the management of district municipalities, and the Public Budget Law establishes directives for the formulation of short- and long-term plans, which cannot be applied in local governments living in extreme poverty. Therefore, this article describes the strategic lines for the development of these municipalities. The same that will be evaluated and updated every four (04) years, by the representative actors of the municipality, to eradicate the extreme poverty of its population.

However, the application of these rules has not been possible, due to the municipal management of local governments of extreme poverty. That is why the present thesis research work, raises as an instrument that provides strategic lines for the development of these municipalities. The same that will be evaluated and updated every four (04) years, by the representative actors of the community recognized by the District Municipality of extreme poverty. Must follow up on them as well as make continuous improvements and also articulate efforts for the use of the predominant natural resources in each of them.

The proposal presented in this document is not the only way to face and eradicate extreme poverty, but a strategic development planning, based on the spirit of promoting the culture of active participation of the population and articulating responsibilities towards the Provincial Municipality, towards the Region and to the Central Government. This will strengthen the management of local governments of extreme poverty, which will become fundamental instances for the strengthening of Peruvian democracy.

The work is organized as follows: it begins with the Problem Statement based on the international and national background related to the study variables, the Description of the problem, the formulation of the general and specific objective, the justification of the research, limitations, objectives and hypotheses.

The theoretical framework divided into the general theories related to the subject, the specialized theoretical bases on the study variables, the conceptual framework are addressed. The method is presented through the type and design of research, the hypothesis testing strategy, the variables with their operationalization, the population and finally the research techniques with their respective instruments and data processing and analysis.

The results of the research that includes the testing of hypotheses and the analysis and interpretation of the results are also presented. In the following chapters, the discussion of the research, conclusions, recommendations or suggestions and bibliographic references are offered. Finally, the annex where five annexes are attached, including the Consistency Matrix, Data Collection Instrument, its validation, proposal of a model and CEPLAN report for 2017.

## **THEORETICAL BASES.**

### **a) Strategic Planning.**

The concept of strategic planning, according to world history, began in the military sphere. Granting the paternity of planning to Sun Tzu philosopher, military strategist and general of ancient China. His teachings had a lot of impact on generals and politicians throughout history and a close relationship with the world of management and business strategy, of which there are old written versions regarding the preparation of armies, called the art of war, by Sun Tsu, this reference was written approximately 500 years before the Christian era. The word strategy comes from strategos, which in Greek means general. In this field it is defined as "the science and art of military command applied to the planning and conduct of large-scale combat operations" (Francés, 2006, p. 21).

Armijo, (2011). He points out that: "The use of Strategic Planning is conceived as an essential tool for the identification of priorities and allocation of resources in a context of changes and high demands to move towards a management committed to results" (p.16).

Strategic planning, as a concept and methods of application, has evolved over the past six decades. Consequently, there is a lot of literature available on the different approaches, schools, models and methodologies. Among the various definitions of strategic planning, we present some that reflect the current paradigm of strategic planning in the universities of our region. According to Rezende (2008) "strategic planning is a dynamic, systemic, collective, participatory and continuous process for the determination of the objectives, strategies and actions of the organization" Another more detailed definition of the method is that of Pereira (2010): "*Strategic Planning is a process that consists of the systematic analysis of the strengths and weaknesses of the organization, and the opportunities and threats of the external environment, in order to formulate strategies and strategic actions to increase competitiveness and its level of determination, always based on the most human elements and that help to understand the challenge of the organization*". The strategic planning process is part of the strategic management function of an organization.

In the research developed on Strategic Planning for Development, Case of Aquaculture in Lambayeque – Peru 2014-2018, on "An ecosystem and sustainable development approach", they took as theoretical bases for their formulation the following references on: Administration that for Robins & Coulter, (2005) is the coordination of work activities so that they are carried out more efficiently and effectively with other people and through them. In this research we will take as a basis the approach of administration as a design science since the purpose of our work is to change the current situation to a future or desired one through the design of a strategic development plan for local governments of extreme poverty.

## **b) STRATEGIC PLAN**

Planning or planning is simply thinking before acting. Applying this principle to the elaboration of a Strategic Development Plan, the moment of planning can be defined as the one in which one thinks about the future of the current decisions, from an established reality, through a process of analysis, in which problems are identified and prioritized proposing a course of action, based on the solution of the identified problems, which must be ordered and directed in the form of goals and objectives.

In order to initiate a Strategic Development Plan such as the one proposed, it is necessary to establish a situational diagnosis of the municipalities of extreme poverty in which the characteristics of reality are determined. To this end, will propose: Guidelines, Objectives and Strategies.

Tabatorny and Jarniu (1975). They state that strategy is: "the set of decisions that determine the coherence of the initiatives and reactions of the company to its environment" (p. 115).

H. Igor Ansoff in (1976). He defines "strategy as the dialectic of the company with its environment. This author considers that planning and strategic direction are different concepts, he raises the superiority of the second" (p. 61).

## **c) THE ADMINISTRATION**

Chiavenato (2002). It defines "Managing is the process of planning, organizing, directing, and controlling the use of organizational resources to achieve certain objectives efficiently and effectively" (p. 10).

Hernandez (2002). He defines administration as "the human activity charged with organizing and directing effective individual and collective work in terms of predetermined objectives" (p. 4).

Koontz and Weinrich (2004). They define "Management as the process of designing and maintaining an environment in which, working in groups, individuals efficiently meet specific objectives. This basic definition should be expanded: When serving as managers, individuals should exercise the administrative functions of planning, organizing, integrating people, directing, and control" (p. 6).

Manes (2005). It points out that management is understood as "a set of actions carried out to achieve an objective. It covers the moment from planning what you want to do, the execution of what you wanted, the monitoring process and evaluation" (p.278).

Achua (2005). He points out "that management involves the direction and solution of problems in each of the parts of an organization, taking into account that the actions undertaken in one part of it, affect the others. The effectiveness and survival of an organization depends on its interaction with the environment, in this case we speak of open systems. (p. 7)

The authors, Torres, Sergio and Mejía (2006), indicate that "managing are diligences that lead to the achievement of a business or any desire". (p. 18)

#### **d) EXTREME POVERTY**

The Eastern Permanent Regional Forum on Nutritional Food Security – FOROSAN, "The road to the future" 2010-2015, mentions that: at the global level, progress towards hunger-related goals measured by two indicators, show that the problem is not being solved. On the one hand, the number of hungry people in the world has increased from 873 million in 2004-2006 to 1,020 million in 2009 – the highest level – partly as a result of food prices and the global financial and economic crisis. The other indicator, the percentage of under-5 children suffering from malnutrition, according to the underweight parameter, has been estimated at 129 million and stunted children is 195 million.

Actions to be carried out in the first year of implementation of the Strategic Plan. The first year will focus on internal strengthening, coordinating with CONASAN and training internal staff and selected municipalities, as well as disseminating messages on good practices in FSN. The activities are classified according to line and strategic objective. FOROSAN in an internal and subsequent activity, will confirm those responsible, establish the start and end date of each activity and the needs to execute them.

## **METHODOLOGY**

### **Scope.**

The study corresponded to a non-experimental type because the variables are not manipulated, that is, there is no direct control of the independent variable.

### **Design.**

It was correlational and descriptive since it developed a description as complete as possible of a social phenomenon, in a temporal and geographical circumstance determined of a situation of abandonment and extreme poverty in which some municipalities of the province of Huancayo live, also measured the characteristics and observed the configuration and processes used in the municipal management that make up the districts investigated.

### **Approach.**

It was quantitative because the independent variable called the strategic development plan is measurable through its indicators. For which guidelines, objectives and strategies will be applied as key actions to improve management in local governments of extreme poverty.

### **Unit of analysis.**

Districts of extreme poverty to Pariahuanca, Chacapampa, Santo Domingo de Acobamba, Cullhuas, Huasicancha, Carhuacallanga, Chongos Alto, Pucara (heroic city), Colca and Chicche, Province of Huancayo, capital of the Region of Junín

### **Population.**

100 authorities and officials of the districts with populations of extreme poverty located in the Province of Huancayo, the same that are represented by the District Municipalities of: Pariahuanca with 28.8%, Chacapampa with 21.3%, Santo Domingo de Acobamba with 18.3%, Cullhuas with 17%, Huasicancha with 16.1%, Carhuacallanga with 15.4%, Chongos Alto with 11.9%, Pucara (heroic city) with 11%, Colca with 10.8% and Chicche with 10.4% of the population in extreme poverty, according to the document called: "*Departmental, provincial and district information of the population that requires additional attention and accrued (postponed) PER CAPITA*" to July 2017 prepared by CEPLAN.

### **Sample.**

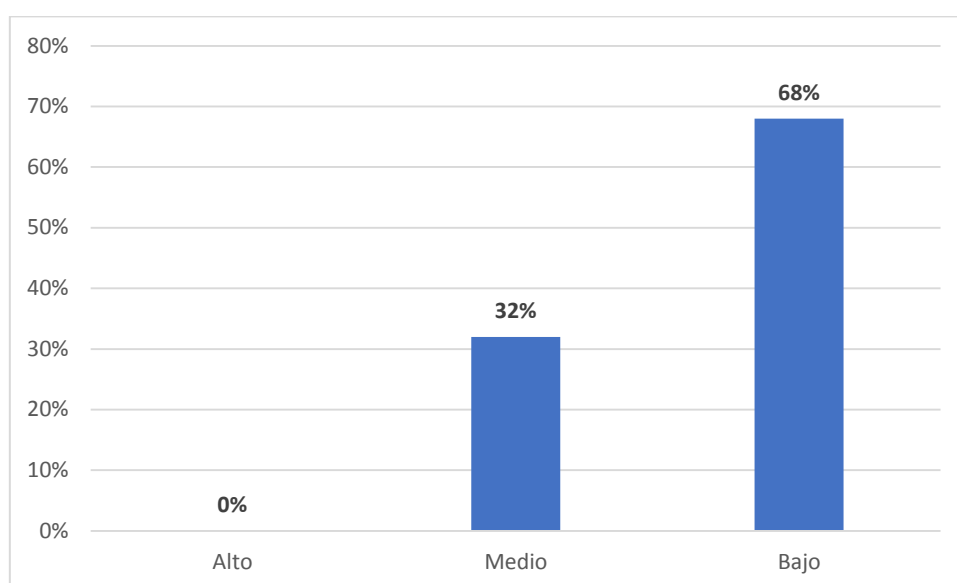
The sample that has been selected for this research corresponds to 34 authorities and officials of the District Municipalities of: Pariahuanca, Chacapampa, Santo Domingo de Acobamba, Cullhuas, Huasicancha, Carhuacallanga, Chongos Alto, Pucara (heroic

city), Colca and Chicche of the Province of Huancayo. And the sampling was of a non-probabilistic type - called Judgment since it is based on the criteria of the researcher, also, validated the interviews with experts.

## DATA PROCESSING AND INFORMATION ANALYSIS

Next, we will present some data obtained from the most relevant research and the corresponding analysis.

Do you think that the guidelines of the Strategic Plan of the Provincial Municipality of Huancayo, in relation to the problem of Municipalities of Extreme Poverty, have a degree of articulation?



**Figure 4:** Guidelines of a Strategic Plan.

**Source:** Interview with mayors and officials of the District Municipalities of extreme poverty of Huancayo.

### Guidelines

Do you think that the guidelines of the Strategic Plan of the Provincial Municipality of Huancayo, in relation to the problem of Municipalities of Extreme Poverty, have a degree of articulation? **According to Figure No. 04, 68%** answered "low" and 32% answered "medium". Percentage-wise, we can observe that the majority of the people surveyed consider that there is no articulation between the guidelines of the provincial municipality of Huancayo in relation to the problem of district municipalities of extreme poverty. According to Torres Boza, María del Carmen (2017), in the thesis "The Strategic Planning Processes and their Impact on Administrative

Management in the Local Governments of the Province of Huánuco Period 2015 mentions that: the municipalities analyzed denote deficiencies in the components of the concerted development plan, impacting on the social and economic development of the population; That is to say, it prepares this document motivated mainly by compliance with regulations, rather than as a management tool that guides budget execution processes. So much so that the alignment between vision, mission and objectives is deficient; Community participation is also deficient, which in many cases generates discontent in the population, social demonstrations for feeling excluded, failures of development projects due to little involvement of the population and ignorance of the benefits. These elements prevent achieving sustainable development in our province.

### **Strategic Objectives**

In relation to the Strategic objectives, Gastulo Morante, Rosaura and Portal Huertas, and Ivette (2011), in the conclusions of the Thesis "Proposal of a Strategic Plan to improve the collection of the District Municipality of Cayalti" point out that: the municipality has not prepared a diagnosis of the current municipal situation, which allows us to know its organizational management status to know the tools and mechanisms, that it must be put into practice to exploit its potentialities and to face its threats and weaknesses that the institution may possess.

It is of utmost importance that municipal authorities and workers have a municipal strategic plan that allows them to know their vision, mission values, objectives, projects and activities so that they are all oriented to a single purpose to improve municipal management.

In the same sense, before the question: What is your level of knowledge of the Provincial Municipal strategic plan, in relation to the strategic objectives of availability of more financial resources for Municipalities of extreme poverty? **68% majority answered "Low" and 24% answered "Medium" and 8% answered "High"**. A considerable proportion that shows a low level in this regard. Under such low-level conditions, it is to be expected that little or nothing can be done to combat extreme poverty.

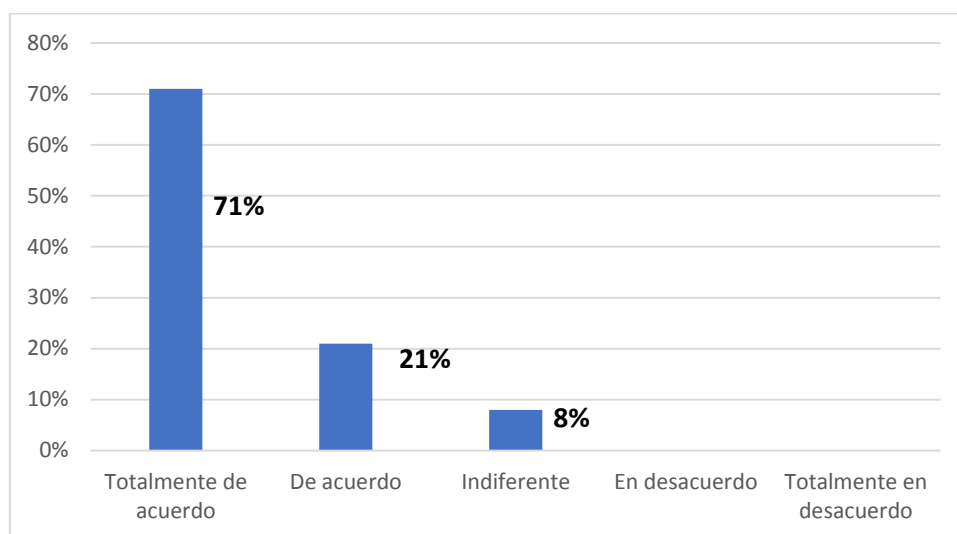
### **Collection**

In relation to the collection of resources for the municipality, Saavedra Vásquez and Hurtado Ponce de León (2017), in the Thesis "Effectiveness of the institutional strategic plan in the budgetary execution of the District Municipality Sanagorán, Sánchez Carrión Province, Department La Libertad", recommend that



the Municipality of Sanagorán should improve its institutional strategic plan according to current regulations, articulated with the Strategic Plan for National Development and with the budget. ▪ The human resources area of the municipality of Sanagorán must take into account that the personal dimension is regular, therefore, it must consider training its workers in the specific area in budget issues, strategic planning.

Do you consider that, in order to allocate more financial resources for the municipalities of extreme poverty, it is necessary to reformulate the strategic objectives that consider greater budget for the district municipalities?



**Figure 6:** The Objectives of the Strategic Plan.

**Source:** Interview with mayors and officials of the District Municipalities of extreme poverty of Huancayo.

To the question: Do you consider that for the allocation of more financial resources for the Municipalities of extreme poverty, it is necessary to reformulate the strategic objectives that consider greater Budget for the District Municipalities? **According to Figure No. 06, 71% answered "strongly agree", 21% "agree" and 8% "indifferent"**. The vast majority claims to be of urgent need, in Business Management, transfers of economic resources, this shows that by not applying an adequate strategic plan during the transfers of economic resources will not be able to overcome the level of poverty that exists in the municipalities of the province of Huancayo.

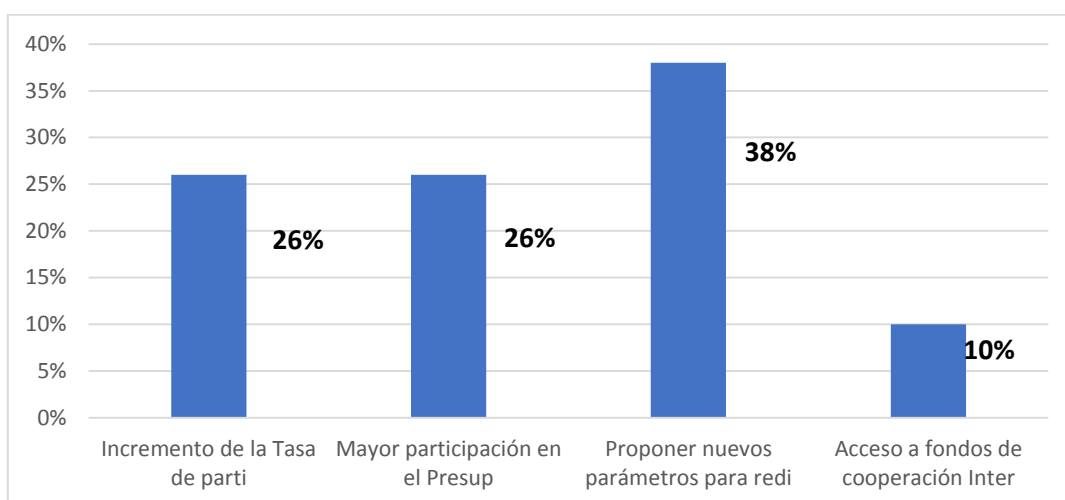
### Strategy

Regarding the strategies to overcome the problem of extreme poverty, the work of Faria Castro, Carolina, (2016), in her Thesis "Strategic planning of tourism in the reactivation of rural areas", concludes that: The Holy Villages have

the potential to develop multisectoral tourism products: cultural-ethnographic, archaeological, educational in the Urban Cultural Zones and in the Archaeological Zone; agrotourism in the Exploitation Zone Agricultural; of leisure, contemplation and education in the Natural Zones and it will be through the proposed Plan that they will be able to reactivate these towns improving the quality of life of their communities. Every rural territory with tourism potential requires that its development be carried out through a flexible strategic planning process, aimed at human development in the communities, democratic quality and representative leadership, adjusted to their physical-environmental, socioeconomic and tourist condition; supporting the criteria and the process proposed in the proposed theoretical model.

### IMPLEMENTATION OF STRATEGIES IN THE STRATEGIC PLAN

What strategies do you think should be incorporated into the provincial strategic plan to obtain more resources for municipalities in extreme poverty?



**Figure 7:** Implementation of Strategies in the Strategic Plan.

**Source:** Interview with mayors and officials of the district municipalities of extreme poverty in Huancayo.

In this sense, **according to Figure No. 07, 38%** responded "propose new parameters to distribute the provincial budget to increase the budgets of the districts of extreme poverty", **it is a strategy to obtain more resources; 26% responded "increase in the participation rate of the Municipal Promotion Tax"; as well as another 26% answered "greater participation in the provincial budget according to the human poverty index (HDI)", and 10% answered "Access to international cooperation funds".**

Faria Castro, Carolina, (ob.cit) mentions a strategy linked to tourism resources and flexible planning aimed at human development, which is obviously long-term.

On the other hand, this thesis proposes short-term strategies, to a greater degree, related to the economic and budgetary aspect, which in the background is what can induce change and the elimination of extreme poverty in the area.

## **DISCUSSION.**

Valencia Pozo, Carlos Alfredo (2017), in the Thesis "Municipal management and local development in the district of Chavín de Huantar", in the discussion points out that: the results of this work demonstrate the existence of a direct relationship between municipal management and local development in the district of Chavín de Huantar, as well as there is a direct relationship between municipal management between the dimensions economic development, (...), however, the figures show us that we could say that almost two decades after decentralization began (without transfer of capacities) only 35% of the workers of the district municipality of Chavín de Huantar perceive the municipal institution as a promoter of local development, while for the rest it remains the traditional institution providing services.

Similarly, De Lama Castillo, Marco Antonio (2009), in the Thesis "Strategic Plan to Improve Management in the District Municipality of San Jacinto, concludes that: it has been determined that the staff of the District Municipality of San Jacinto does not know the concept of mission and vision nor does it understand policies, norms, plans, programs and strategies that correspond to the scope of its competence, (...) does not know what a strategic plan is, this causes the staff to be disoriented and not provide a good service in terms of attention to the community, (...)

## **CONCLUSIONS.**

1. The district municipalities of extreme poverty in the province of Huancayo suffer from a Strategic Development Plan, so its implementation will contribute to better Municipal Management, for the reduction of extreme poverty.
2. When implementing a Strategic Development Plan, the guidelines must be taken into account in full, to improve the control of Management in the Municipalities of extreme poverty of the Province of Huancayo.
3. That the municipalities of extreme poverty in the province of Huancayo must correctly outline their objectives, in the Strategic Development Plan, to achieve greater transfers of economic resources from the MEF.
4. It will be necessary for the municipalities of extreme poverty in the Province of Huancayo to establish strategies that are easy to comply with, to be incorporated into the Strategic Development Plan, which will contribute positively to the improvement of tax and tribute collection.

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