

UASM FIELD TRAINING PORTFOLIO 2013

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Master in Development Management and Practice

PROJECT PROFILE #1

Design of a System for Supporting Entrepreneurial Efforts in Siloé

City: Cali

Alliance:

ICESI University – UASM

1. Background

Community 20 and the Siloé neighborhood¹:

Eighty percent of Community 20 (*Comuna 20*) was established through illegal urbanization, either land invasions or clandestine urbanization. The other 20% was the result of urbanization through legal processes². The community covers 210 hectares, of which 171 hectares are developed. It encompasses 11 neighborhoods, 344 blocks, and 12,258 lots. Siloé is the most populous and emblematic neighborhood within Community 20.

Socioeconomic situation: Stratum 1. Very low level in 57.3% of the area³.

Employment trends in the community:

- The working age population (15-64 years of age) is comprised of **36,520** people, which represent 59.9% of the total population.
- The economically active population (EAP) is **27,869**, of which only **23.1%** are employed and **76.9%** are unemployed.
- In real terms, the population of employed people in the community is **6,445**. This group supports the economic needs of the rest of the population (24,418 people) which does not generate income.
- Considering the average income in the community, families receive the equivalent of **two minimum wages**. Thus, the community's population falls within the threshold of extreme poverty.
- **The employed population in the community can be divided into three categories:** (i) employees of an employer who receive a salary (with or without social benefits); (ii) participants in the informal economy; and (iii) construction workers.

¹ Source: Secretariat of the Environment

² Source: Administrative Department of Planning (DAPM). 1995.

³ Source: EMCALI, Expediente Urbano. 1994, and Plan Estratégico 2006-2011 Comuna 20. Alcaldía de Cali.

- **The most common activities (in order of importance) are:** (i) personal services (household services, the sale of lottery tickets, merchandise, or perishable goods, and prostitution); (ii) commerce; (iii) construction; (iv) industry, and (v) transport.
- **Occupations within the informal economy include:** (i) neighborhood watchmen; (ii) child workers who peddle sweets at stoplights and on buses; (iii) recyclers; and (iv) child muleteers who transport construction materials.

Education:

- The illiteracy rate in the community is 10.3%, the highest in Cali. The overall rate of illiteracy in Cali is 6.8%.
- 44.3% of the population has only received primary education, whereas 35.6% has received some secondary education. Only 2.2% has had access to higher education.

Housing in Siloé (the upper section of Community 20): This sector includes permanent and temporary housing. Generally, houses are established following land invasions and their construction does not follow any set plan. Shacks and huts in the neighborhood are made of discarded materials (cans, wood planks, and cardboard) and/or bamboo and mud. There are also houses under construction and half-built in sectors with serious topographic and geologic limitations and under precarious socioeconomic circumstances. Within homes there are an average of 1.5 bedrooms, six persons, and an estimated 2 people per bed. In Community 20, 39.7% of the population lives in overcrowded dwellings.

Social breakdown as a consequence of deficient and inadequate public space: Historically, Community 20 is the sector of Cali with the highest rates of violence and danger. This has long resulted in social stigmatization for the area. The murder rate has also been historically one of the highest in the city (99.3 homicides for every 100,000 inhabitants in 2006). Mortality rates are highest for the youth (between 15 and 29 years old).

This is an area where the population of children is predominant. Community 20 includes groups of highly vulnerable children facing serious social problems, such as abandonment, mistreatment, violence, a high drop-out rate, marginalization from school, illegal employment, drug abuse, youth gangs, poor management of sexual activity, and teen pregnancy. There are a high number of female heads of households (18,908 women), many of which are susceptible to exploitation, sexual abuse, physical abuse, and violence.

1.1 Why Siloé?⁴:

The heights of Community 20 are crowned by a star that its inhabitants built to make their presence shine at the end of each year. Siloé is crisscrossed by seven streams⁵, and at the entrance to neighborhood graffiti reads, “The hills are also Cali”. This graffiti expresses the sense of exclusion that

⁴ Some parts are taken from <http://www.cmjcali.com/> Municipal Youth Council of Cali and <http://siloecitytv.blogspot.com/>.

⁵ Taken from <http://www.desdeabajo.info/>.

its inhabitants feel in relation to the city. Community 20, with its very particular characteristics, is recognized as the most traditional community, and this identity comes from the Siloé sector, where miners and peasants from the Coffee Region (of Marmato), Cauca, and Nariño settled in the 1950s. In Siloé, where a series of core community areas and civil society organizations are present, all of the most critical development challenges converge: high levels of unemployment, poverty, and violence. Mayor Rodrigo Guerrero's 2012-2016 development plan "CaliGives: A city for everyone" (*CaliDa: Una ciudad para todos*) treats it as a pilot area of the "Territories of Inclusion and Opportunity" and the strategy for violence prevention.

1. Introduction

Under the auspices of the alliance formed by UASM and the ICESI University for the fieldwork component of the Master of Development Management and Practice, a pilot project was established for the design of a geo-referenced support system for social enterprises in Cali. With more than 20 years of experience, the Center for Enterprises at the ICESI University is one of the most recognized in the country. Likewise, UASM recently created a Center for Entrepreneurship, and the university has 11 years of experience with its Initiative for Social Enterprises (IESO). The research and consulting work on entrepreneurial methods (and ecosystems they promote) have allowed the department to participate in advancing entrepreneurial processes where they are most needed.

The ICESI University established an alliance with the SIDOC Foundation to design a strategy and center for entrepreneurship and job services in Siloé.

2. Approach: Consulting for the development of a system of geo-referenced enterprises.

3. Objectives

- Design a program of social enterprises for the Siloé sector of Cali in alliance with the SIDOC Foundation and the Mayor's Office of Cali.
- Select a pilot in which one of the enterprises will receive comprehensive assistance.
- Influence the city's public policy for promoting and strengthening the social enterprises.
- Propose and provide assistance to public-private alliances for developing approaches to corporate social responsibility by means of strengthening and linking of social enterprises and employment services programs.

4. Contribution

- A method for analyzing and designing systems for social entrepreneurship in areas of environmental and social risk.
- Assistance in the implementation of municipal public policy for Territories of Opportunity (TIO) and the incorporation of enterprise centers in the development plan.

- 3 demonstration social enterprises given assistance and strengthened in alliance with the SIDOC Foundation.
- 3 public-private alliances promoted by the project

Duration: 2 years.

PROJECT PROFILE #2

The Application of Management of Development to Community Infrastructure: the Experience of the Carvajal Foundation Over 50 years.

Location: Cali and neighboring municipalities (e.g. Candelaria)

Alliance: Carvajal Foundation-UASM

Duration: 2 years

1. Background

The internationally-recognized Carvajal Foundation is one of the oldest corporate foundations in the country. Established in 1961, it was labeled as being social action that was separate and independent from Carvajal S.A., one of the main Colombian multinational corporations. With 50 years of experience, the organization currently has 220 staff members, an endowment of 17 million dollars, and a portfolio of 32 national and international partners. The Foundation has 39 projects, principally in the departments of Valle del Cauca and the northern part of the department of Cauca. Its efforts place special emphasis on Cali and Buenaventura. According to the Foundation's calculations, some 66,000 people have participated in its processes. The Foundation's lines of action involve three components: income generation, education and culture, and housing and environment. These components are addressed according to social and community development criteria.

For the Carvajal Foundation, the documentation and evaluation of its principal projects is a priority. These processes make it possible to further increase the knowledge and expertise it has accumulated over the years, to update it, and then share it with other entities in a systematic and practical manner. Accordingly, one of the priorities for the MDP is to analyze and recognize good practices and the factors which produce effective change. Thus, both the Foundation and UASM would benefit from working together in order to further a roadmap process of effective learning and communication.

2. Description of the proposed joint activity

The activity to be jointly undertaken by UASM and the Carvajal Foundation within the framework of the MDP fieldwork would seek to fulfill the following objectives:

- Evaluate the methodologies and their impact in terms of social and physical community infrastructure (e.g. community service centers and housing projects).

- Develop platforms for communications and the analysis of best practices which are structured in accordance with evaluations.
- Provide assistance to the two pilot projects which apply the methodology designed by the foundation, and develop an approach for scaling up these methodologies.

Contribution

- A bank of good practices in social and physical community infrastructure.
- Documented methods for analyzing and scaling up social initiatives.

PROJECT PROFILE #3

Evaluation and Updating of the Ethno-development Plan of COCOMACIA.

Location: Quibdó (Chocó)

Alliance: COCOMACIA (www.cocomacia.org.co) – UASM

Duration: 2 years

1. Background

The Integrated Campesino Organization of the Atrato (ACIA) was legally founded in 1987 through resolution 0238 of the Ministry of Agriculture. It later became the Community Council of the Integrated Campesino Organization of the Atrato (COCOMACIA), a leading ethnic-territorial organization in the country in terms of the progress made by Afro-Colombian community organizations. It possesses a communal land title that was allocated through Law 70 of 1993. For more than 25 years, COCOMACIA has brought together 124 lesser community councils. These councils are located in 8 municipalities where 39,000 people live on 800,000 hectares of titled land. For example, in the municipality of Quibdó, as stated in the 2012-2016 Development Plan, 74% of the territory belongs to the community councils, 24% to the indigenous councils, 1% to large land owners, and another 1% to the city (Alcaldía, 2012).

COCOMACIA has a board of directors comprised of 9 campesino leaders, one for each of its areas of influence. They are elected for three years by a general assembly—the organization’s highest governing body. It also has a disciplinary committee which is charged with ensuring the organization’s principles and activities, and the proper management of its resources. The organization’s policies and strategies are the work of commissions comprised of campesino leaders who represent the communities. These commissions address issues related to their territory, ethno-education, health, gender, inter-ethnic relations, human rights, promotion of production, and solidarity-based economics.

COCOMACIA is the oldest of the 160 community councils which together own more than 5,000,000 hectares of land. COCOMACIA is one of the best examples of the process of the recovery and revitalization of ethnic territory and the defense of human rights. Producing strategies for assisting displaced people and returning them to their lands, it has been one of the principal leaders in the defense of human rights as the armed conflict deepened. During the 25 years it has operated, COCOMACIA has received support from the Catholic Church, multilateral institutions, and the

cooperation agencies of countries which include Holland and the United States. This support—principally international—has allowed the organization to establish 9 lines of action and develop projects focusing on communication, production, and policy. However, as its members explain, a reduction in support has weakened the organization. Although local governments and the departments are empathetic, there have not been opportunities to discuss a common work plan. Consequently, COCOMACIA explains that its principal challenge is evaluating and renewing its plan for ethno-development. This plan has been its initial and lifelong community project. It has been modified in accordance with the organization's progress, challenges, and lessons learned over 25 years. In large measure, the principal focus is on evaluating and renewing the plan as a guide for community development and the sustainability of its investments and projects, thus taking it beyond being a political manifesto.

2. Preliminary description – Proposed actions

Within the context of the Development Fieldwork of the MDP, COCOMACIA and UASM MDP program of could work together to evaluate and update the ethno-development plan. This process would imply analyzing the achievements, projects, limitations, and above all, the functioning of the plan, in order to define a future course and specific actions which are needed for the management and sustainability of the organization. Likewise, it would involve carrying out a context analysis related to various issues: land, victims, and royalties; the country's outlook in terms of free trade agreements; and environmental governance for community organizations⁶. Therefore, the alliance between the MDP and COCOMACIA would seek to fulfill the following objectives:

- Evaluate the current ethno-development plan as an internal and public management tool for COCOMACIA.
- Assist the process of updating the ethno-development plan in light of the new legal frameworks related to different aspects of development.
- Design a work plan that makes it possible to guide strategic actions that support the sustainability of the organization.

Components

- Evaluate internal capacities.
- Evaluate demonstration projects in Quibdó.
- Evaluate the plan as a management tool.
- Research the principal developments and gaps related to the norms governing the community councils.
- Assistance in the design and structuring of the plan through discussions with the communities.
- Recommendations for the operational approach and strategic actions of the plan.

⁶ Meeting on June 26th in Quibdó between the vice president of COCOMACIA, Anibal Cordoba, other members of the organization (Santiago Palacios, Alexander Moreno, Nevaldo Perea, Yonny Moreno) and representatives of UASM (Bart Van Hoof and Paula Moreno).

- Assistance in establishing more effective institutional dialogues with the public and private sectors at the local and national level.

Contribution

- A methodology for analyzing and designing ethno-development plans for community authorities.
- A document updating the norms and institutional issues which promote the active participation of the ethnic-territorial entities.
- Assistance in developing an operational design as an outcome of the plan.
- Assistance in the development of strategic relations to facilitate the implementation of the plan.

PROJECT PROFILE #4

Export and strengthening plan for the productive platform of Taná.

Location: Quibdó (Chocó)

Alliance:

The Network of Women Producers and Marketers of Spice, Medicinal, and Aromatic Plants of Quibdó and Tanando (<http://www.tana.com.co>) – UASM

Type 3. Systems of community enterprise

Duration: 2 years

1. Background

In 1996, the Network of Women Producers and Marketers of Spice, Medicinal and Aromatic Plants of Quibdó and Tanando began a community process with vendors of plants in the market plaza or Quibdó. In the beginning, the network included 75 women. Between 1997 and 2000 the number dropped to 35, and today the company has 55 producer members with 60 providers from different municipalities in the department of Chocó. For 17 years the company has sought to offer an alternative for community empowerment (with an emphasis on gender) by means of developing a platform for production. This experience has received a number of recognitions, as well as the support of different cooperation agencies and entities such as ECOFONDO, USAID, the Clinton Foundation, and UNCTAD biotrade. Additionally, the ESPAVE Foundation has provided continual assistance. Today, the company generates ongoing income from commercial agreements with Carrefour, COLSUBSIDIO, and Surtifruver. Though the Clinton Foundation it has received different requests to export products to two companies in New York. However, it has not been certified by the Chamber of International Commerce (CCI) and lacks the infrastructure needed to produce the quantity of product requested by these companies.

Taná is one of the few companies in the Chocó that was founded and is led by local leadership. Even more exceptional is that campesino women have led this process, creating a community platform for

production and slowly positioning its products in the market with the Chocó region of origin as a brand. The company's history and social and economic results allow it to expand cautiously (within the context of community development) and produce a local industrial alternative for the department of Chocó. Taná is based in Quibdó, a city with an unemployment rate of 20.4%, which according to the most recent report from the National Administrative Department of Statistics (DANE) is the highest in the nation and far above the national average of 10.4%⁷.

2. Description of the proposed joint action

Within the framework of the Development Fieldwork of the MDP, the Network of Women Producers and Marketers of Spice, Medicinal and Aromatic Plants and UASM—in alliance with the Clinton Foundation—have the opportunity to contribute to the growth of a company with market participation and a focus on economic and community development. This process implies analyzing the current community and productive structures, creating the conditions necessary for the company to enter a phase of industrial development, broadening its participation in domestic markets, and making plans for exporting. This process would seek to fulfill the following objectives:

- Evaluate and propose mechanisms for expanding and strengthening the network of producers as a social and community arrangement.
- Design strategies for strengthening entrepreneurial capacity which contribute to establishing the minimum conditions required for expansion (e.g. a headquarters and permanent staff).
- Assistance in the process of developing an plan for the enterprise to expand nationally and internationally.
- Design a pilot work plan that makes it possible to guide the organization's activities and strategic relation which are needed for its sustainability.

Contribution

- A methodology for analyzing and scaling up community enterprises.
- A social and economic expansion plan for the network.
- Assistance in developing an operational design that is derived from the plan.
- Assistance in developing strategic relations that facilitate the implementation of the plan.

PROJECT PROFILE #5

Strengthening the Governance of the Community Council of La Plata

Location: **Buenaventura (Valle del Cauca)**

Alliance: **Community Council of La Plata – Bahía Málaga – UASM**

Type: **Consultancy in development planning and strategies.**

Duration: 2 years

⁷ www.dane.gov.co/files/investigaciones/.../ech/.../bol_ech_mar12.pdf

Background

The Community Council of La Plata – Bahía Málaga received a communal land title on June 21, 2003 through Law 70 of 1993. It covers 7,713.2136 hectares, encompassing four hamlets and 111 families (or approximately 543 people).

The archipelago of Bahía Málaga (previously a nature reserve) is now the most productive calving grounds for whales in the world, and it is notable for its high level of endemism⁸. Accordingly, it is recognized as one of the most globally-important sites (hot spots) for nature conservation. It was declared Uramba-Bahía Málaga National Natural Park in August 2010. This designation reduces the range of permitted activities, but it also opens the door for new business opportunities that could improve the quality of life for the local community, protect the environment, and guarantee the sustainability of the community, region, and ecosystem.

The community does not have access to drinking water, lacks a sewer system, and is without permanent electricity. It has only a small health outpost that is without any provisions. The inhabitants are registered with Sisben, and except for vaccination campaigns for children and donations of fortified foods, no entity of the State is present in the area. The school is small (two classrooms and two teachers) and has very little economic or human resources. Students who wish to finish high school must do so in the city of Buenaventura.

The inhabitants who belong to the council pursue resource extraction activities, such as fishing, logging, and mussel (*piangua*) harvesting. Additionally, a forestry association is being developed in order to sustainably harvest forest resources and obtain a permanent forestry permit from the Regional Autonomous Corporation of Valle (CVC). The inhabitants lack savings capacity, and what little they do manage to accumulate is normally used for health expenses. In situations that require medical treatment, first aid is provided by the naval base, and then the patient must travel to Buenaventura for further treatment. Community decisions are made by consensus in the Community Council Assembly. The local people strongly believe in working for their community. This is reflected in their decision making, the respect they have for community decisions, and their pursuit of benefits for the entire community.

The “Ecomanglar” Community Association of Bahía Málaga is comprised of 32 inhabitants of La Plata. Its mission is to contribute to improving the quality of life for the community of Isla La Plata and protecting the environment by providing ecotourism and ethno-tourism services oriented around educating tourists and sustainably harvesting natural resources.

⁸ World Wild Fund for Nature. Para Navegar en Bahía Málaga. http://www.wwf.org.co/sala_redaccion/noticias/?121767/Nuevo---sitio---web---Para---navegar---en---Bahia---Malaga. October 16, 2007. Accessed in July 2011.

Description of proposed activities

The alliance between the MDP and the Community Council Bahía Málaga would seek to address the following issues:

- **The community council's strategic relations.** One critical issue for the community council is the development of an arrangement which allows it to be a legitimate, important, and positive interlocutor with the public and private sectors of Buenaventura and the department of Valle. Considering the public nature of the council, the current lack of effective relations with the decision-making entities (which have influence over the future of the territory and the municipality) means that it lacks positioning and sustainability over the medium and long term.
- **A program for developing capacities and opportunities.** Within the structure of the council it is necessary to develop a sustainable arrangement which makes it possible for the council to develop knowledge-based autonomy. In other words, it should design and implement a program that allows it to manage and channel opportunities for the empowerment of its leaders over the medium and long term. These opportunities could include the training of young people and developing skills in the areas that offer income and employment.
- **Alliances for the strengthening of enterprises in ecological and cultural tourism and forestry.** This line of action seeks to provide support for the two areas of income generation and employment identified by the council. In addition to ensuring that a business plan exists, it will also provide assistance in the development of strategic alliances that make the business plan viable.

Contribution

- A strategic map and training process for the medium and long-term development of alliances for community councils.
- A program for accessing opportunities for knowledge-based autonomy.
- A methodology for analyzing and designing community business plans in the context of communal territories of Afro-Colombian communities.