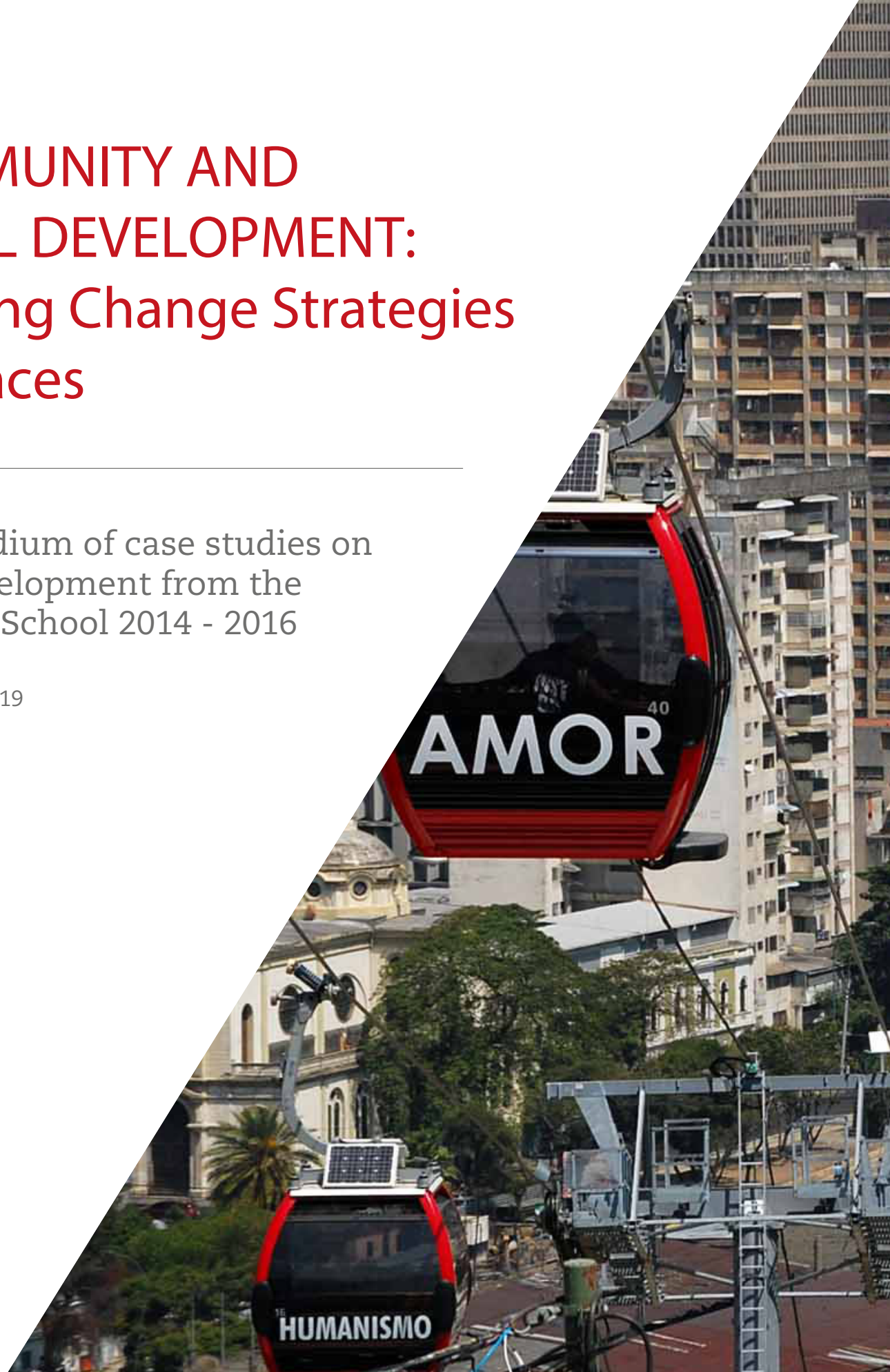


COMMUNITY AND LOCAL DEVELOPMENT: Building Change Strategies for Places

Compendium of case studies on
local development from the
Summer School 2014 - 2016

September 2019



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This paper was authorised for publication by Lamia Kamal-Chaoui, Director, Centre for Entrepreneurship, SMEs, Regions and Cities, OECD.

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OECD TRENTO CENTRE FOR LOCAL DEVELOPMENT

**COMMUNITY AND LOCAL
DEVELOPMENT**
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Compendium of case studies on local development from
the Summer School 2014 - 2016



Foreword

Key elements of the local development process include leadership, strategic capacity and the commitment of local actors to collaborate and coordinate actions aimed at defining a shared vision of the future of their communities. Different approaches to local development strategies should be considered opportunities, rather than barriers, as they are the groundwork for the unshakable bond between territories and communities. The design of multi-dimensional and integrated development strategies requires capabilities to make the most of the human, environmental and institutional resources at hand. This *territorial capital* is the local endowment policy makers can leverage to face global challenges and build resilient economies and communities.

The need to build capacities for better and more integrated policies across OECD member and non-member countries is a core activity of the OECD Trento Centre for Local Development (hereafter the OECD Trento Centre). To serve the global community of local development practitioners, a Summer School for Community and Local Development in Latin America (hereafter the Summer School) was developed and builds on peer learning processes.

The Summer School was launched in 2010, as a result of the collaboration among the OECD Trento Centre, the Centre for International Cooperation – CCI, the EAFIT University of Medellin (Colombia), the Autonomous Province of Trento and the Trentino Federation of Cooperatives. The aim of the Summer School is to develop capacities of policy makers, NGOs, and other local stakeholders for the promotion of local development, i.e. promoting the understanding and recognition by both public and private actors of a territory's principle factors that contribute to local development strategies. Such strategies are further considered to be the basis for any transformation process aimed at guaranteeing better lives for local communities. The Summer School has become a renowned annual event for policy makers and practitioners from across Latin America to meet in the Trentino region and discuss innovative policies and projects across continents for community development.

The capacity building process of the Summer School is articulated around concrete local development case studies submitted by participants. Their experiences provide a rich base of good practices, as well as pitfalls to avoid. The Summer School, which is now awarded as the EAFIT University's International Degree in Local Development and Territorial Capital, enables Latin American professionals working in development projects to conduct a review of the strategies for change implemented in their territories. It is a multidisciplinary approach meant to help participants develop new capabilities and equip them with the skills they need to confirm, adapt or change their work practices when they go back to their places of origin. The present Compendium is a collection of 49 selected cases building on the experiences of 270 local development professionals from Latin America and the Caribbean attending the first nine editions of the Summer School. This report documents, systematises and capitalises on those experiences, stemming from the real and tangible initiatives in which participants directly took part.

Acknowledgements

This report was prepared by the OECD Trento Centre for Local Development, supervised by Joaquim Oliveira Martins, Deputy Director of the Centre for Entrepreneurship, SMEs, Regions and Cities, led by Lamia Kamal-Chaoui, Director. It supports the Programme of Work of the OECD's Local Economic and Employment Development (LEED) Programme. The report was developed in close collaboration with the Centre for International Cooperation (CCI) from Trento and the EAFIT University of Medellin (Colombia), partners of the Summer School "Community and Local Development for Latin America and the Caribbean". The project was directed by Alessandra Proto, Acting Head of the OECD Trento Centre. The work was co-ordinated by Paolo Rosso, Policy Analyst at the OECD Trento Centre. The report was written by, in alphabetical order, Lorena Aldana (expert), Natalia Fenizi (expert), Stefano Marani, (expert), Mario Vargas Saenz (EAFIT).

The OECD Trento Centre would like to extend its sincere gratitude to the participants from the 2014, 2015 and 2016 editions of the Summer School who provided their case studies and the case study revision exercise carefully carried out by Lorena Aldana, Natalia Fenizi and Stefano Marani.

Finally, we would like to acknowledge the contribution of various OECD Trento Centre colleagues to each of the phases of the project, particularly Elisa Campestrin of the OECD Trento Centre who was of invaluable assistance in editing and preparing the drafts and the final release of the report.

About the organisers of the Summer School

OECD Trento Centre for Local Development

The OECD Trento Centre for Local Development is part of the Centre for Entrepreneurship, SMEs, Regions and Cities (CFE) of the OECD (Organisation for Economic Co-operation and Development). The mission of the Trento Centre is to build capacities for local development in OECD member and non-member countries. The Trento Centre's work is structured around two dimensions: i) providing capacity building for people, places and institutions on issues related to local development; ii) developing a policy lab on issues related to spatial productivity (Spatial Productivity Lab). More info www.trento.oecd.org

The International Cooperation Centre – CCI (Trento, Italy)

The International Co-operation Centre is an organisation dedicated to improving the knowledge and skills of individuals and organisations engaged in international cooperation at the territorial, national and international levels. Through training, research and information, the Centre's action focuses on the issues of the economy and international cooperation, European integration, the promotion of human development, peace and human rights, within the scope of the objectives of the 2030 Agenda for sustainable development, adopted by the United Nations. The Centre is an association established in May 2008 by: the Autonomous Province of Trento; the Federation of Trentino Cooperatives; the “Opera Campana dei Caduti” Foundation; the University of Trento with the participation of the OECD Trento Centre, the Trentino Peace and Human Rights Forum, and the Trentino international solidarity associations. The ICC belongs to the PROFADEL International Network, which brings together training and coaching centres for local development actors from 7 countries (Africa, Latin America and Europe). More info: www.icc.eu

EAFIT – School of Administration, Finance and Technology (Medellin, Colombia)

From its beginnings, in 1960, EAFIT University pursued a main objective: the growth of Medellín, Antioquia and Colombia, through the formation of competitive professionals, pluralists and committed to the progress of their communities. And, undoubtedly, the greatest achievement of a university is the personal and professional success of its graduates and the positive impact they generate in their societies. Only education, or better yet an education with quality and relevance, allows the transformation and leap into the future of a city and a country, an issue that EAFIT puts into practice through undergraduate, postgraduate and research processes that respond to needs of the local community, even before it is palpable. EAFIT nowadays is at once the result of its contributions in the past; the consolidation of its present; and the immense possibilities it has for the future to continue and duplicate its objective of contributing to the progress of the region, the country and, of course, the world. EAFIT University is the academic institution, recognised by the Colombian law that grants the Summer School diploma with international legal value, in cooperation with ICC and OECD. More info: www.eafit.edu.co

Table of contents

1. The Compendium: purpose, structure and content	12
1.1. The Compendium as an opportunity to systematize the case studies	12
1.2. Who is the Compendium addressed to?.....	13
1.3. What is a good practice for local development?	14
1.4. What is the use of good practice for local development?	15
1.5. The experiences presented: how they have been chosen and classified	16
1.6. Structure of the case studies.....	18
References.....	18
2. Spatial planning to ensure sustainable resource management.....	20
2.1. Spatial planning	22
2.2. Sustainability and management of natural resources	45
References.....	65
3. Economic development through strong institutions, competition and innovation	66
3.1. Institutional strengthening and local competitiveness	69
3.2. Productive development and innovation.....	81
3.3. Capacity - building of human resources and business development.....	86
References.....	92
4. Social innovation, enterprise initiatives and equality of opportunity	93
4.1. Social innovation, social enterprises.....	94
4.2. Vulnerable groups and equality of opportunities	105
References.....	127
5. The role of institutions and governance in territorial development	128
5.1. Decentralisation and local governance	132
5.2. Multi-level governance and inter-institutional cooperation.....	139
5.3. Social participation and empowerment.....	144
References.....	154
Annex A. The Summer School “Community and Local Development for Latin America and the Caribbean”: background and methodology	155

Abbreviations and acronyms

ANSPE	Agencia Nacional para la Superación de la Pobreza Extrema (National Agency against Extreme Poverty - Colombia)
ASSE	Administración de Servicios de Salud del Estado (the National Health System – Uruguay)
AVSF	Agrónomos y Veterinarios Sin Fronteras (red internacional de profesionales) /Agronomists and Veterinarians without Borders (international network of professionals)
BID	Banco Interamericano de Desarrollo (IADB - Inter-American Development Bank)
CAF	Corporación Andina de Fomento (Andean Development Bank)
CCI	Centro per la Cooperazione Internazionale (International Cooperation Centre of the Trento Province)
CENEPRED	Centro Nacional de Estimación, Prevención y Reducción del Riesgo de Desastres (National Centre for Disaster Risk Estimation, Prevention and Reduction – Chile)
CEPAL	Comisión Económica para América Latina y el Caribe
CIEM	Centro de Investigaciones de la Economía Mundial (World Economy Research Centre – Cuba)
CONADIS	Consejo Nacional para la Integración de Personas con Discapacidad (National Council for the Integration of Persons with Disabilities - Perú)
CONAFOR	Comisión Nacional Forestal (National Forestry Committee – México)

CORNARE	Corporación Autónoma Regional de las Cuencas de los Río Negro y Nare (Regional Autonomous Corporation of the Rivers Negro y Nare – Colombia)
CORSATUR	Corporación Salvadoreña de Turismo (National Tourism Corporation – El Salvador)
COSUDE	Corporation Suisse de Développement (Agencia Suiza de Cooperación / Swiss Cooperation Agency)
CTEIRDyU	Comité Técnico Especializado en Información para el Desarrollo Regional y Urbano (Technical Committee Specialized in Information for Regional and Urban Development – National Institute for Statistics and Geography – México)
DAMI	(Programa de Desarrollo de Áreas Metropolitanas del Interior (Development Programme of Inner Metropolitan Areas - Argentina)
DCC	Dirección Nacional para el Cambio Climático (National Directorate for Climate Change – Argentina)
ENDEV	Energising Development (partnership internacional sobre acceso a la energía / international partnership on energy access)
FAO	Food and Agriculture Organization
FASERT	Fondo para el Acceso Sostenible a la Energía Renovable Termal / Sustainable Access to Thermal Renewable Energy Fund
FOMIN	Fondo Multilateral de Inversiones (Multi-lateral Investment Fund)
FUMAT	Fundación Madre Tierra (Mother Earth Foundation – Nicaragua)
FUNDE	Fundación Nacional para el Desarrollo (National Foundation for Development – El Salvador)
GAL	Grupo de Acción Local (Local Action Group – Nicaragua)
ICM	Índice de Competitividad Municipal (MCI – Municipal Competitiveness Index – El Salvador)
IDT	Índice de Desarrollo Territorial (Spatial Development Index – Cuba)

IICA	Instituto Interamericano de Cooperación para la Agricultura (Inter-american Institute for Cooperation on Agriculture)
ILO	International Labour Organization
INCA	Instituto Nacional de Capacitación del Sector Agropecuario (National Training Institute for the Agricultural Sector – México)
INDECI	Instituto Nacional de Defensa Civil (National Civil Defence Institute - Chile)
INEGI	Instituto Nacional de Estadística y Geografía (National Institute for Statistics and Geography – México)
INIE	Instituto Nacional de Investigación Económica (National Institute for Economic Research – Cuba)
INTA	Instituto Nacional de Tecnología Agraria (National Institute for Agricultural Technology – Argentina)
INTI	Instituto Nacional de Tecnología Industrial (National Institute for Industrial Technology – Argentina)
MA	Millennium Assessment
MIDEPLAN	Ministerios de Planificación Nacional y Política Económica (Ministry of National Planning and Economic Policy – Costa Rica)
MIDES	Ministerio de Desarrollo Social (Ministry for Social Development – Uruguay)
MINCEX	Ministerio del Comercio Exterior (Ministry of International Trade and Foreign Investment - Cuba)
MINCyT	Ministerio de Ciencias y Tecnología (Ministry for Sciences and Technology – Argentina)
MOPT	Ministerio de Obras Públicas y Transportes (Ministry of Public Works and Transport – Costa Rica)
OECD LEED	– Organization for Economic Cooperation and Development – Local Economic and Employment Development
ONAT	Oficina Nacional Tributaria (National Tax Office – Cuba)

ONEI	Oficina Nacional de Estadística e Información (National Statistics and Information Office – Cuba)
ONG	Organización No Gubernamental (NGO – Non-Governmental Organization)
OSCs	Organizaciones de la Sociedad Civil (CSO – Civil Society Organizations)
PADIT	Plataforma Articulada para el Desarrollo Integrado Territorial (Articulated Platform for Integrated Territorial Development – Cuba)
PCD	Persona con Discapacidad (PWD: Person with Disabilities)
PDES	Plan de Desarrollo Económico y Social (Plan for Economic and Social Development – Cuba)
PGIRS	Plan de Gestión Integrada de Residuos Sólidos (Integrated Solid Waste Management Plan – Colombia)
PHDL	Programa de Desarrollo Humano Local (Local Human Development Programme – Cuba)
POT	Plan de Ordenamiento Territorial (Spatial Planning Plan - Colombia)
PRODECOL	Programa para el Desarrollo Económico y Competitividad Territorial para la Micro, Pequeña y Mediana Empresa (Programme for Economic Development and Territorial Competitiveness for Micro, Small and Medium-Sized Companies – México)
PRONACOM	Programa Nacional para la Competitividad (National Competitiveness Programme – Guatemala)
PYMEs	Pequeñas y Medianas Empresas (SMEs – Small and Medium Enterprises)
RFM	Regionalización Funcional de México (México Functional Regionalization)
RNGG	Red Nacional de Grupos Gestores (National Network of Community Promotion Groups – Guatemala)
SAGARPA	Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación (Ministry of Agriculture, Livestock Production, Rural Development, Fisheries and Foodstuffs – México)

SEDATU	Secretaria de Desarrollo Agrario, Territorial y Urbano (State Secretary for Agrarian, Territorial and Urban Development – México)
SENA	Servicio Nacional de Aprendizaje (National Learning Service – Colombia)
SEPLAN	Sistema Estatal de Planeación (State Planning System – México)
SNV	Agencia Holandesa para el Desarrollo (Dutch Development Agency)
UCAR	Unidad para el Cambio Rural (Unit for Rural Change - Ministry of Development and Industry – Argentina)
UCP	Plataforma de Centros Urbanos (UNICEF – Urban Centres Platform)
UNDP	United Nations Development Programme (Programa de Naciones Unidas para el Desarrollo)
UNESCO	United Nations Education, Science and Culture Organization (Organización de Naciones Unidas para la Educación, la Ciencia y la Cultura)
UNICEF	United Nations Children’s Fund (Fondo de Naciones Unidas para la Infancia)
UNISDR	United Nations International Strategy for Disaster Reduction (Estrategia Internacional de Naciones Unidas para la Reducción del Riesgo de Desastres)
USAID	United States Agency for International Development (Agencia para el Desarrollo Internacional de los Estados Unidos)

1. The Compendium: purpose, structure and content

Based upon the OECD concept of *territorial capital* (OECD, 2001a), the Summer School on Community and Local Development aims at strengthening knowledge and competencies of selected target participants who are engaged in territorial development. Such participants span from the national to local scale: policy makers, practitioners from development agencies, foundations, NGOs, community associations, from different Latin American and Caribbean countries. The Compendium presented in this publication intends to document, systematise and capitalise on the case studies presented by participants during the course, according to the guiding principle of converting experience into knowledge that can be shared and re-used by other practitioners in local development.

The Compendium offers a collection of 49 initiatives that have contributed to local development in various geographical contexts, addressing the improvement in the quality of life of the communities where they have been implemented. Grouped into four macro – categories (Spatial Planning; Economic development; Social innovation; Institutions and Governance), the practices presented herein constitute a wide range of experiences implemented in view to contribute to local development at different levels, from national and regional policies and programmes to strictly local development initiatives, held by municipalities and/or local community actors.

The experiences presented neither assume nor pretend to be the “best” for the addressed theme, they are rather meaningful for the diversity of the proposed strategies, the approaches and methods, the tools adopted, the partners involved at the most different institutional and social scales. Moreover, as they were widely debated within the Summer School sessions, the version in which they are provided is the result of a process of interchange and hybridization of knowledge among peers, including the Summer Schools promoters, actually implemented according to *territorial capital* as a guiding concept.

Apart of their intrinsic importance as territorial development practices really implemented and mostly proving to be successful, their actual added value stands in the fact they have been reassessed and readjusted by the same proponents in view to improve the policies or programmes within which they were (or are being) implemented, allowing learning from the factors that contributed to their good performances as well on the mistakes committed, in view to avoid in the future to stumble on the same stone. Hence ultimately they ease generating a positive feedback effect on the territorial context in which they were conceived.

1.1. The Compendium as an opportunity to systematize the case studies

All along the nine editions promoted insofar, the Summer School generated a community network including a relevant number of professionals who took part in the initiative that, by sharing their experiences, is giving room to a cross-fertilization process that, for their explicit recognition, facilitates innovation in how local development initiatives are conceived, designed and implemented.

The present Compendium thus constitutes an attempt to document, systematise and capitalise on the experiences presented during the course, under the form of a case - study proposed by the participants in the Summer School. The guiding principle is rather simple: to convert experience into knowledge that can be shared and re-used by other practitioners in local development, aiming at contributing to the enrichment of initiatives in other territorial contexts. This is made possible by the choice of using a cross-discipline concept like “Territorial Capital”, standing as a common language for the storytelling of the proposed experiences.

The specific goals of the Compendium are:

- to set up a first collection of selected Latin American local development experiences presented in the course of the nine editions of the Summer School, in order to make them widely available.
- To assess the varied experiences using the same criteria and a common language.
- To communicate the outputs of the learning process, through instruments that may facilitate an exchange of experiences and lessons learned.
- To allow an exchange of good practices through a purpose-built network so that they can be available to a wider community, by feeding contents into the transnational network of the Summer School community, including the participants as well as the organisations and supporting entities.

In general, the overview of practices presented by the Compendium includes initiatives that contributed, more or less markedly, to the transformation and improvement of the social context in which these were (or are being) implemented, independently from the territorial scale and/or the specific issue addressed (social and economic development, natural resources protection and enhancing, etc.).

Far from pretending to be the “best” practices, the value of the ones that are included in the Compendium is reflected in the diversity of the proposed strategies, approaches and methods, tools adopted, partners involved at the most different institutional and social scales. They represent interesting cases of development of interchange and hybridization of knowledge among peers, including the Summer Schools promoters, eased by the choice to adopt Territorial Capital as a guiding conceptual model.

According to this framework, the Compendium presents the experiences chosen according to the following core themes:

- Spatial Planning to ensure resource sustainable management;
- Economic development through strong institutions, competitiveness and innovation;
- Social innovation, enterprise initiative and equality of opportunities;
- The role of institutions and governance in territorial development.

1.2. Who is the Compendium addressed to?

The Compendium provides a “map” of practices and experiences held at different territorial scales (from national to regional and local) as well as promoted by different institutions (public and private), aiming at community sustainable development – institutional, social

and cultural, economic, ecologic – in view to allow interchange of technical knowledge, methods and tools used, reasons for success, critical factors.

In particular, it is addressed to former and future participants into the Summer School and, in general, to territorial development operators and professionals belonging to public institutions (national, regional and local), development agencies, international organisations and private entities (foundations, cooperatives, NGOs, not-for-profit organisations) that are active in the field of community-based, economic and social development and wish to collaborate, or even forge alliances, with entities pursuing the same objectives in order to exchange technical knowledge, keep a record of initiatives implemented in Latin America on a specific subject and gain an understanding of the methods and tools employed.

The Compendium is also addressed to public administrators and decision-makers, making available to them examples of positive territorial development practices applied both in their same area and in other contexts in the same region. It is also dedicated to researchers, academics and students specialising in local development and its various dimensions, as well as to members of the general public who may be interested in such topics.

1.3. What is a good practice for local development?

The Compendium offers a collection of initiatives that have contributed to local development in various geographical contexts, addressing the improvement in the quality of life of the communities where they have been implemented. In other words, the practices presented herein constitute a wide range of experiences implemented in view to contribute to local development at different levels.

As already mentioned, we prefer to refer to ‘good practices’ rather than to the more common term of ‘best practices’. This is for two main reasons: firstly, because it is impossible to assert the existence of one single “best” model, particularly in such a dynamic area as local development, which in the last few years has accumulated a large body of knowledge and has witnessed a rapid growth in the number of initiatives and policies implemented by different agents to contribute to the advancement of local territories. The huge diversity between the different local development initiatives is the result of two of the intrinsic characteristics (and advantages) of this approach: 1) the very concept of ‘local development’ is based on the adoption of local perspectives that respond to the particular characteristics of each local context, and 2) ‘bottom- up’ initiatives tend to encompass a much larger number of actors and include numerous perspectives, which boosts their innovation potential (OECD, 2001 b). Against this background, initiatives are often not comparable, making unfeasible to identify the “best” ones as such. It is social, cultural, economic, political, institutional and resource availability-related factors, among others, that determine the relevance of a certain initiative within a given context at a specific point in time.

Secondly, the expression ‘best practice’ suggests its standing as reference milestone, difficult to improve, which achieved results appear to be unsurpassable. Nevertheless, nothing could be more untrue: good practices are in constant evolution and readjustment; they are constantly evolving as new lessons are learnt and must inevitably be adapted to local socioeconomic changes.

What is more, reassessment and readjustment of good practices are fundamental to pursue their sustainability in aiming at local development in its multiple dimensions (social, cultural, environmental, economic, institutional, etc.). It is also important to capitalise on

any mistakes made and pitfalls encountered as well as on the consideration of the external factors that may have played against a good performance of the practice, learning from them and using them to avoid stumbling on the same stone again in the future.

A practice defined as a ‘good practice’ is characterised by the following¹:

- It is technically viable, stemming from factual experience and demonstrating its relevance, efficacy and efficiency in resolving a specific problem;
- It is socially, economically and environmentally sustainable within the specific institutional framework in which it is conceived;
- It has implications for other initiatives implemented in similar circumstances, stimulating new ways of thinking or acting as inspiration for future action. In short, it is potentially replicable and adaptable to other contexts where similar objectives are sought.

1.4. What is the use of good practice for local development?

The main goal behind recognising and systematising a “good practice” in the context of local development is to be able to resort it as an instrument to improve policies and interventions, given that it have been tried out in the past and shown itself to be successful.

It is a technique that makes learning from other people’s experiences possible and thus to apply the knowledge gained to the conception, implementation and improvement of projects and initiatives. The above is particularly useful if the needs and problems of the space where those experiences are to be applied are similar to those of the area where they originated.

By no doubt, the regional approach of this Compendium constitutes an added value. Despite their heterogeneity, the Latin American countries from which the practices proposed in this Compendium came, are faced with a few common challenges: social inequality and inequitable growth (OECD, 2014); unwieldy urban sprawl and environmental degradation (CEPAL, 2015), with special reference to water and waste management; heavy economic dependence on exports and international markets, among others. In this respect, the initiatives presented herein, which address these (and other) common problems from different perspectives and at different scales, are open to adaptation and replication in other areas of the region.

But not everything is adaptable: the idea is not to ‘transplant’ as such a given practice from one locality to another, but rather to extract knowledge, techniques and methods from one context and apply them to another where, possibly with opportune adaptations, they may be relevant. Needless to say, this must be done being fully mindful of the social, cultural, economic, institutional, environmental and skills-related differences between the source and the target contexts. In this respect, it is essential to understand that good practices and

¹ Although various definitions exist for the term ‘good practice’ there is widespread international consensus regarding its main features. See to this effect: FAO (2013) Good practices at FAO: Experience capitalization for continuous learning; ILO (2001) Guidance on Good Practices: Identification, Review, Structuring, Dissemination and Application; Foro Iberoamericano y del Caribe sobre mejores prácticas (2004) Introducción a las Lecciones de Mejores Prácticas y su Transferencia.

their respective key success factors vary across different operational contexts, which means that what works in one area will not necessarily work in another².

Recognising a practice as “good” does not automatically entail its approval and immediate appropriation: adoption and replication of a practice is a complex processes that require ascertainment of the practice’s feasibility and relevance before it can garner any interest. Moreover, a prior assessment of the institutional and operational structures required for a successful replication is key for success (OECD, 2001 b).

1.5. The experiences presented: how they have been chosen and classified

In general terms, the purpose of the job asked to the participants before and during the Summer School is not to provide a “good practice” according to specific criteria (e.g. quantified outcomes and/or lessons learned) but mostly to provide a “raw material” to be worked out within the School, by passing through a process of peer-to-peer critical assessment as well as of de-construction and re-construction of the logic of the experiences³. From this point of view, the working process adopted is mostly aimed at the improvement of the capacity of the participants to design and implement their action according to a more clear, consistent and effective project logic.

It is in view to overcome the – often enormous – “distance” in the approaches, techniques, the same languages used, and to promote a real interchange of knowledge and experience, that the facilitators of the School stimulate the debate among participants, in particular within the working groups, aiming at generating a “Territorial Capital – based” common understanding of their own practices and of the factors that were playing a critical role in their implementation.

This job, beyond the promotion of a common “language” of interpretation among participants, aims mostly at the development of a concretely more integrated perspective on “local development”, as experiences are very frequently characterized by a “sectoral” sight on reality (e.g. purely economic, social or – in some cases – ecological), often neglecting the consideration of the concrete outcomes (not only the outputs) they produce, as well as the trade-offs and the externalities they may provoke.

This approach, jointly with a more “technical” support by facilitators in using the tools supporting a consistent project logic (e.g. the mental maps, the Logical Framework and the Project Cycle Management), conduces participants to re-elaborate the proposed cases, introducing improvements that are related with the learning they achieved at the School.

It is according to the assessment, by the School facilitators, of the improvements achieved, in particular in the project logic and in the consideration of the changes produced in the context in which they were implemented, that the case studies presented in this Compendium have been selected; this is by considering that they are the best final outputs of a learning process which logic is aimed at building together, step by step, a conceptual map of the determining factors arising from the variable and more or less codified processes followed in each local development experience.

² For a specific example of the risks inherent in transferring experiences from one context to another and of the successive corrective actions that need to be taken to adapt an experience to a different target context (see SNV, 2016).

³ The weakness in the capacity to present the content of any experience according to an “organized” concept (e.g. its Logical Framework) has been always detected as one of the most critical aspects to be addressed within the learning process of the Summer School.

Following this phase - and after having asked the participants about their interest in being included in the Compendium - experiences have been classified into main themes and sub-themes in accordance with their most outstanding characteristics, always having in mind that, by being “local development” initiatives, a cross-discipline approach is rather always present.

Accordingly, two criteria for classification have been adopted. In the first place, major themes correspond to the four dimensions of local development, as recognized by the OECD (Territorial Outlook, 2001 a): 1) Spatial development; 2) Economic development; 3) Social development; and 4) Institutional development, which entails the creation of institutional structures that ensure proper governance. On the other hand, the sub-themes that have been chosen correspond to the specific types of interventions carried out within the said dimensions – or to the approaches through which contributions can be made to the different domains of local development - which in turn correspond to the most important topics usually covered at the Summer School in the working sessions:

1. Spatial Planning to ensure resource sustainable management
 - a. Spatial planning
 - b. Sustainability and natural resources management
2. Economic development through strong institutions, competitiveness and innovation
 - a. Institutional strengthening and local competitiveness
 - b. Productive development and innovation
 - c. Human Resources and Business development
3. Social innovation, enterprise initiative and equality of opportunities
 - a. Social innovation and social enterprises
 - b. Vulnerable groups and equality of opportunities
4. The role of institutions and governance in territorial development
 - a. Decentralisation and local governance
 - b. Multi-level governance and inter-institutional cooperation
 - c. Social participation and empowerment

As stated, many of the cases presented herein could be considered multi-dimensional and inter-sectoral, which means that their goals and scope of action comprise two or more of the local development dimensions mentioned above (e.g. economic and social development or environmental resources economic valorisation). Indeed, local development is a dynamic process, which integrates various elements that are inextricably bound to one another. The establishment of clearly-defined analytical categories is not always feasible, as reality is hugely complex and intertwined. Moreover, different intervention types, with their own methods and goals, which are as varied as the needs they are meant to address, tend to overlap each other.

Nonetheless, this kind of systematisation, based on the one dimension that prevails in each project, is very useful when it comes to organising experiences in accordance with a validated analytical framework. Indeed, that makes possible to clearly visualize the

different approaches adopted in the initiatives aimed at local development, apart from facilitating their interpretation and comprehension.

1.6. Structure of the case studies

Each of the cases presented is organized according to the following items:

- The project title and location;
- The background of the project and the factors that sparked the initiative (e.g. a local problem seeking to be addressed; a national/regional policy to be implemented, the opportunity to enhance an existing resource). The actors involved, since the inception and development of the project;
- The project partners, with their respective distribution of responsibilities;
- The activities undertaken, the outputs generated in relation to the direct beneficiaries, the achievements and results;
- The financial resources mobilised, including the relative contribution of the different partners (in case of co-funding) and the “lever effect” on resources of a different origin;
- The human resources / competencies involved for implementing the project;
- The duration of the project;
- The key factors for success (or eventually for failure);
- New networking relationships within the system of local actors and/or new proximity ties with other territories (eg. exchanges of individuals, knowledge, etc.; new relationships central/local governments and communities);
- Contacts and website where to find further information about the project.

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2. Spatial planning to ensure sustainable resource management

The chapter presents case studies related with the management of the natural and ecosystem dimension of Territorial Capital and with the use of spatial planning tools supporting environmental, social and economic sustainability. In particular, the projects proposed deal with 1) the spatial dimension and 2) the management of environmental resources. The projects included in the former section address problems linked with economic growth in the framework of a more efficient and environmentally sustainable management of urban-territorial networks, participative urban regeneration and the promotion of spatially equitable policies. In the latter case, projects address directly the resource sustainable management, with specific focus on agro – ecosystem resources, risk management, the increase of the territorial resilience to disasters, the promotion of conservation networks. Even if the presented strategies possess a strong spatial component, they also show a strong cross - cutting approach towards the generation of positive impacts at ecosystem, social and economic level.

Spatial development is one of the dimensions the OECD recognizes (OECD, 2001 a) as part and parcel of territorial development, together with economic development and social development. These dimensions are complemented by the institutional organisational forms that ensure integrated governance, i.e. the ability to settle potential conflicts between opposing interests.

Urban settlements, infrastructures, economic institutions and human activities are distributed across the physical space in a non-homogeneous manner, each interacting with the surrounding ecosystem in a different way and exerting their positive or negative effects upon it.

Spatial planning, urban and regional planning, land use planning, territorial planning, with their respective legal and institutional frameworks, are part of the “methodological toolkit” of public policy, and are used to more efficiently articulate the distribution of infrastructures and human activities within the ecosystemic space. Their function is generally to try and ease the tension that usually arises between economic and social pressures (e.g. growing demands for housing, energy, food, raw materials, etc.) and the characteristics of the ecosystem itself, with special regard to the coordination of the territorial effects of sectoral policies, ensuring that a balanced and equitable distribution exists between the benefits and disadvantages of the initiatives aimed at local communities. For that purpose, sophisticated analytical tools like the Strategic Environmental Assessment for programme evaluation and the Environmental Impact Assessment for project evaluation have been developed.

Under this prism, “spatial development,” i.e. the more or less balanced and ecologically sustainable way in which change-producing factors and processes - directly or indirectly related with human activities - are acting, constitutes a guiding framework for those engaged in the promotion of the sustainable and well-balanced growth of communities living in a given territory.

Nonetheless, achieving the economic growth targeted by local or regional development initiatives, while promoting at the same time social equity and ecological sustainability, requires the adoption of a cultural approach that is shared by the different players acting in a given territory as well as an environmental management methodology that can reconcile complex and at times conflictive factors. In this respect, it is key to be able to identify actions (policies, projects, etc.) aimed at economic growth that pay specific attention to preventing and remedying potential ecological and social damage, ensuring that they are applied in an equitable way across the territory.

From this point of view, one of the most promising recently developed conceptual instruments given its capacity to combine economic and socio-cultural development with environmental protection goals is the so-called ecosystem services approach, which refers to the “multiple benefits provided by ecosystems to humankind” (MA, 2005). These services encompass many of the dimensions that characterise the relationship between man and the ecosystem, from the supply of food, water and raw materials, to the regulation of environmental processes – for example carbon storage or extreme weather events. Other dimensions include the preservation of habitats to support biodiversity and the promotion of cultural services such as landscape design or enhancement of the value of a given municipality for the tourist and recreational industries.

We can apply spatial planning instruments to development initiatives to improve the territorial system’s resilience to change (whether ecological, social or economic), and prevent permanent damage like the exhaustion of natural resources, job losses or social fragmentation.

Concerning specifically the ecosystemic dimension, designing spatial development policies and projects on the basis of economic growth targets striving to promote equitable social development and preserve the functions exercised by the ecosystem means taking into account the sheer complexity of each context, ensuring:

- the capacity to balance protection of the ecosystem with its economic enhancement in order to create jobs and generate income; this requires that feasibility assessments should include the economic and social, as well as ecological, value of the resources and services provided by the ecosystem;
- the increase of the “ecological content” of territorial (local or regional) policies and projects, assuming that ecological sustainability can be pursued by taking into account the complexity of the processes necessary to sustain the ecosystem through the adoption of the appropriate ecological and economic assessment tools;
- an efficient and well-managed governance of the processes used to design policies and projects, making sure that specific technical competencies are available and that the ability to sensitise territorial actors regarding the need of ecological sustainability and social equity is developed.

The next section contains a description of the projects dealing with these questions that were presented at the Summer School; particularly those related to 1) the spatial dimension; and 2) the management of environmental resources.

Initiatives and interventions grouped under the heading “*spatial development*” include actions aimed at:

- promoting the growth of metropolitan areas and urban-territorial networks in order to allow a more effective management of the land and environmental problems in general, and increase the efficiency of transport systems;

- encouraging urban regeneration processes with a participative approach, paying special attention to environmental management problems, particularly to the management of solid and liquid urban waste;
- facilitating equitable policies, promoting material and immaterial connectivity and reducing quality of life disparities between different parts of the same territory;
- establishing sustainability-centred spatial development plans that permit the growth of local tourism systems, respecting the tolerance and resilience of territorial ecosystems.

On the other hand, the initiatives and interventions grouped under the heading “*sustainability and natural resources management*” include actions chiefly meant to:

- improve the management of the natural resources in the territory and enhance its ecosystemic capital, with specific regard to territorial agro - ecosystem resources and their role as suppliers of food to territorial communities;
- counteract deforestation and environmental degradation processes which affect the availability and the quality of water;
- strengthen the resilience of urban-territorial systems ahead of natural disasters through education and information of local actors and the development of cooperative networks between cities;
- promote the development of networks in conservation areas with the involvement of the private sector, preserving and enhancing natural and cultural resources, including ecologically, historically and aesthetically relevant landscapes.

It should be mentioned that, even if the strategies presented herein possess a strong spatial component, they also contain an intersectoral perspective to territorial development, where projects encourage a sustainable management of processes affecting the physical space, especially land use, generating positive impacts both on the territorial ecosystem and at a social and economic level.

2.1. Spatial planning

2.1.1. Development Programme for Metropolitan Areas outside Buenos Aires – Neuquén metropolitan area - Argentina

Project location

Neuquén province, in the north of Argentine Patagonia. The province comprises five cities: Neuquén, Plottier, Senillosa, Centenario and Vista Alegre.

Background

The Neuquén metropolitan area is a conurbation made up of five cities: Neuquén, Plottier, Senillosa, Centenario and Vista Alegre. This is an area characterised by the convergence of multiple public and private decisions on the use of land and the environment, and of a diversity of identities, cultures and social movements eager to voice their demands. In this respect, Neuquén province’s Metropolitan Area Development Programme sought to strengthen cooperation between the five municipalities through a single territorial agenda that set out a series of harmonious development goals for the conurbation. The Programme promoted joint spatial planning, optimising global objectives and local identities.

The Neuquén Development Programme came about within the framework of the Development Programme for Metropolitan Areas outside Buenos Aires (DAMI), a nationwide programme sponsored by the Ministry of the Interior and Transport with a view to enhancing quality of life and competitiveness in urban areas made up of two or more jurisdictions. The DAMI programme contemplates implementation of coordination mechanisms that may result in economic, social and territorial development.

Neuquén province's Metropolitan Area Development Programme understood spatial and territorial development as a process and defined the metropolis as a meeting point for local units, municipalities, communities, trade unions, organized groups and NGOs, all of whom came together in order to develop regional strategies.

Actors involved

The origins of the project were rooted outside the local system; in fact, the project was launched as a result of an intervention by the national government. But the project was implemented by the Neuquén provincial government itself through the Provincial Unit for Design and Implementation of Externally-Funded Projects (UPEFE). The partners of the project were, apart from the Neuquén provincial government, the Ministry of the Interior and Transport of Argentina and the Inter-American Development Bank (IDB), which contributed financial resources.

Other partners included the governments of the municipalities involved (Senillosa, Plottier, Neuquén, Centenario and Vista Alegre), supported by local and provincial organisations such as EPAS (Provincial Water and Sanitation Body), EPEN (Provincial Utility Company of Neuquén) and several chambers of commerce. Moreover, the different communities were also involved in the project and participated in different associative activities. The support of neighbourhood associations in the cities involved was also obtained.

The beneficiaries of the project were the inhabitants of the 5 cities involved as well as individuals who only use the cities temporarily.

Duration

The project began in 2012 and its first stage was concluded in December 2015.

Financing

The Programme was supported by funds contributed by the Inter-American Development Bank (IDB) and the Government of Argentina through the Ministry of the Interior and Transport. Such funds were transferred to the province of Neuquén as non-refundable resources. The provincial government made a matching contribution amounting to around 20% of total funds.

Human resources

Neuquén Province's UPEFE's EC-BID Unit was in charge of managing and implementing the Programme. The working team was made up of four professionals from UPEFE and two representatives from each municipality (a total of ten municipal representatives) appointed by their respective political authority (one of them usually belonged to the municipal planning unit). Technicians and professionals from provincial institutions such as the Provincial Water and Sanitation Body (EPAS) also participated.

Scope of the Programme

- An ex-ante evaluation was carried out to make the first operational decisions.
- Priorities and common goals were jointly established by the municipalities involved through an open participative process.
- A diagnosis was made of the problems to be addressed in metropolitan projects.
- The central (national) Implementation Unit commissioned a field study, which was followed by an impact assessment.

Achievements and outcomes

- The Metropolitan Area's agenda for strengthening governance in the conurbation was completed.
- This agenda was the basis for a Master Plan (currently in preparation) aimed at the regeneration and development of metropolitan coastal areas. The idea is for such areas to be used for tourism-oriented, sports or recreational purposes by inhabitants of the five cities involved.

Key success factors

- The Programme has created a space for cooperation and joint action between the different actors, which used to have no communication with each other, making it possible to design concerted solutions for questions related to inter-municipality administration.
- Integrated management and multilevel governance made it possible for the Programme to skilfully articulate the objectives and priorities of the five municipalities with the goals of the province and the country as a whole.

Networking outcomes

The project has generated new relational networks between the five cities involved based on inter-municipality and inter-city cooperation. Vertical collaborative networks have also been established between the central government, the regional government and the local governments. Promotion of relational local governments has also contributed to the establishment of relationships between governments and local communities.

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2.1.2. Entre Orillas, an Urban Regeneration Project - Colombia

Project location

The banks of the Medellin River, in the south of Medellin, Antioquia, Colombia.

Background

Entre Orillas (in between banks) is a pilot urban regeneration project aimed at bringing the public and the private sector together with a view to planning, defining and activating an urban regeneration process on the banks of the Medellin river, in the south of Medellin.

The Rio Sur industrial area enjoys a strategic location and a high development potential. It is home to very significant natural elements for the city of Medellin and its urban area. It also contains metropolitan public spaces and boasts a well-organized and well-planned urban layout and an efficient transport system.

The project was developed using a participative methodology that encourages the involvement of the public and the private sector, with the support of academia. The goal is to harness the potential of the above mentioned assets of the target area to connect the two banks of the Medellin River and equalise their level of development. *Entre Orillas* was conceived to act as an urban catalyst for the promotion of social interaction between different neighbourhoods and of a harmonious coexistence between the different land uses, introducing enhanced public spaces, equipment and clean transport systems.

Actors involved

The project leaders are the Medellin City Council, the Proantioquia Foundation, Argos S.A. and the Centre for Urban and Environmental Studies of EAFIT University (Urbam). In addition, 14 private companies are partners of the project; Metro Medellin also provides its institutional support.

Duration

Entre Orillas consists of a pilot project whose formulation began in 2013. In 2015 the initiative is still under development.

Financial resources

Funds are made available by public-private partnerships and by academia.

Human resources

The technical study for the project was entrusted to the Centre for Urban and Environmental Studies of EAFIT University (Urbam).

Scope of the project

- Several workshops and study visits have been organised with the project contributors, encouraging socialisation with the communities living in the area covered by the Rio Sur project.
- An urban-architectural pilot has been formulated based on an urban regeneration project that defines the basic criteria and specifies the regulatory framework of the Spatial Planning Plan (POT) for the intervention area within the Rio Sur project.
- The project also involves team work with the Medellin Metro, as the initiative combines clean transport with urban development.

Achievements and results

The expected outcomes are as follows:

- Integration of both banks of the river, bringing the proposed new urban regeneration projects (Ciudad Del Rio, Nuevo Guayabal and Villa Carlota) closer to the existing neighbourhoods, thereby promoting social and architectural integration.
- Promotion and development of the Medellin River.
- Development of cross-cutting projects aimed at connecting both banks of the river, complementing existing public initiatives for the area.
- A collective construction project that involves the public and private sectors, academia and the local communities of the area targeted by the project.

Key success factors

- The management structure and the involvement of public, private and academic actors in the reformulation of the future new neighbourhoods in the south of Medellin.
- Leveraging the territorial capital and the existing infrastructures with a view to integrating them with other urban regeneration projects in the area.

Networking outcomes

The idea for the future is to create an articulated system that connects the different public and private projects that are being implemented simultaneously in the area.

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2.1.3. Development of the Bicentenario Park Project - Chile

Project location

The project covers a total area of 30 hectares, on the south bank of the Mapocho River, in the Vitacura area, in Santiago, Chile.

Background

The development of the Bicentenario Park came about as a result of a decision by the Vitacura municipality to transform the banks of the Mapocho River, given their state of neglect and the presence of weeds and refuse, into parklands and green spaces. The 30 hectares of wasteland in the northern area of the municipality were considered a shameful eyesore, especially considering that their barrenness and desolation contrasted with the rest of the territory, which boasts the highest per capita rates of green areas.

Confronted with this situation, and also considering that the municipality needed a building of its own, in October 1998 the Vitacura Council together with the Ministries of National Heritage, Housing and Town Planning concluded an agreement whereby the Council

undertook to create the Bicentenario Park. In return, the said ministries made available to the municipal authorities an area of less than one hectare for the erection of the Vitacura Town Hall. The Municipality called a public tender for the design of the “Bicentenario Park Master Plan,” which was awarded to architects Fernandez & Courard in January 1999. The tender included the development of landscaping, paving, irrigation and civil works.

Actors involved

The key actor in this project was the Vitacura municipality, which initiated the project. Other important players were a building and external inspection company, the Directorate for Budget Control, and a few private banks.

The main beneficiaries were the users of the park, that is, the inhabitants of the Vitacura municipality, and all the inhabitants of east Santiago.

Duration

The project began in 2000 and was completed in 2011. The works were conducted in two phases: the first phase began in 2000 and was delivered to the community in 2007. The second stage lasted 15 months and was completed in 2011.

Financial resources

By virtue of the agreement mentioned above, the Vitacura municipality undertook to provide the funds needed from its own budget. It would also receive the contributions necessary to design and develop the park and prepare it for public use. The works under the first stage was paid for with municipal funds and donations from private parties. The second phase was developed through a 5-year leaseback scheme authorised by the Ministry of Finance and the Directorate for Budget Control for a total of 4 billion Chilean pesos. The Municipality paid the last instalment of the loan to Banco de Santander in June 2015.

Human Resources

The personnel who participated in the study were contributed by the Municipality, particularly the Departments of Planning, Public Works, Parks and Green Spaces, which saw to the administrative and technical procedures.

Scope of the project

The first stage covered the works in the north of the park:

- A traffic impact study and an environmental impact study were conducted as well as drinking water and sanitation engineering analyses.
- Rainwater drainage systems were installed, retention walls were erected, and natural depressions were filled to level the ground.
- Design works were carried out and lighting, drinking water and sanitation systems were installed.
- Bicentenario Avenue was created, which was connected to the adjoining streets. Street lighting, drinking water and sanitation systems were installed and the median strip was landscaped.

- A lake was designed in the north of the park that was endowed with a self-sustaining ecosystem that is now home to water plants, fish and swans.
- An automatic irrigation system was installed, along with electrical conduits and a series of paved walkways connecting the lake with the town hall.
- A pedestrian footpath was built, which was equipped with lighting, benches, drinking fountains and traffic-control bollards. Walkways were complemented by seating areas, a natural meadow and trees of several species. Litter bins, irrigation catch basin covers and gravel were also installed.
- A topographic analysis was conducted of the area and minor levelling works were carried out.
- Catch basins and pumps for the irrigation system were installed.
- A pedestrian access path as well as a pedestrian bridge connecting the park to the town hall was built. A playground, as well as play equipment for disabled children and a dog area were all installed.

The second phase comprised the installation of:

- A lake, an amphitheatre, an interactive museum, an outdoor children's playground, an esplanade for outdoor events, bike paths, an overlook, car parks and extensive green spaces with over two thousand indigenous tree and shrub species were all installed.
- A space was designed to accommodate different activities such as concerts, design or handicraft fairs, horse shows and outdoor cinema, among others.

Achievements and results

- Thirty hectares of green spaces were made available to the municipality and to the inhabitants of Santiago.
- Around 25,000 persons visit the park every month, including adults, youths and children. They come to do some sports or engage in recreational or leisure activities. At the same time, sports competitions and public events are organised such as handicraft fairs, fashion shows, national celebrations, among others.
- The park has become a focal point for Santiago's inhabitants as well as for several companies that use it to organise their corporate events. Direct revenues are obtained from the lease of park spaces for events, fairs, restaurant concessions and advertising. Moreover, an indirect revenue stream is obtained from the sales associated to those events, commercial concessions, temporary and permanent job creation and the capital gains corresponding to the real estate in the surrounding area.
- Quality of life indicators have improved as a result of the environmental and cosmetic enhancement of the area. Inhabitants from disadvantaged municipalities now have access to high-quality green spaces, which contributes to greater equity.
- This green space fulfils a key environmental role in its region and in Santiago province as it helps mitigate the effects of desertification and air pollution.

Key success factors

- The ability of the Vitacura municipality to obtain all the funds required for the project through alternative funding streams and mechanisms. Nevertheless, for long-term benefits to be created, this new space needs to be sustainable over time. In addition, management mechanisms must be implemented that are capable of ensuring that the area is effectively utilised. This will be the make or break factor determining the area's adaptation to its social surroundings and, therefore, its justification as a sound cost-effective investment.
- The implementation of the second phase drew heavily on the previous process. The project was fragmented into sub-units, which allowed a more efficient and agile technical and administrative management in terms of payment processes and work progress reviews. This shows that good practices were identified during the course of the project.

Networking outcomes

To create all the necessary green spaces and consolidate infrastructures and municipal services, the local government established relational networks with the private sector and regional and ministerial authorities. Once the park was completed, new proximity ties developed between the inhabitants of Vitacura, and between these inhabitants and those of neighbouring localities.

Contacts

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2.1.4. Spatial planning for the Lonco Luan Strategic Development Plan - Argentina

Project location

The Catalan Mapuche Community live in the Lonco Luan locality, which lies between the municipalities of Alumine and Villa Pehuenia, in the Department of Alumine, Neuquén Province, Argentina.

Background and project description

Lonco Luan has long been home to the Catalan Mapuche community. The community's efforts to organise themselves to defend their territorial and cultural rights and have their philosophy, politics and autonomy recognized resulted in a governmental decree issued in 1992 that allowed them to secure legal recognition. That event marked a significant milestone the community were now free to conceive and achieve a better quality of life.

The community's chief activity is subsistence farming, based on family labour, with a strong self-consumption component. At present the community is made up of 120 families and a total of 400 individuals. Some 50% of families are small-scale farmers. Their main activity is livestock rearing (sheep, goat, cattle) for personal consumption and some trade (meat and wool). They also carry out some small-scale forestry activities, horticulture and making of woollen handicrafts woven in traditional looms, etc.

The community is led by a governing council, elected by an assembly. The assembly freely delegates its authority to the governing council for it to deal with all administration matters and see to the interests and the common good of all members. Further to an open forum held to investigate the matters that were of greatest concern to the community, a few issues emerged that required urgent attention. These included the need to regulate fishing in the Alumine River; the use of the riverbanks for camping; the high rate of youth unemployment as a result of inadequate levels of economic activity and/or a lack of specific competencies to meet emerging needs; and the need to create tourism-oriented businesses that generate jobs through a rational and sustainable use of resources. A first working session was held in February 2015 to suggest solutions to these problems. The specific goals were to: a) identify the current and potential uses of the Alumine river and its banks over the 18km stretch where it crosses the Community's territory b) identify the types of non-regulated uses and their causes c) draw up a list of agreements and initiatives, identifying potential agents that could neutralise and/or correct uses that could be deleterious for the river and its banks within a period of one month; and d) draw up indicators to measure the success of realistic and feasible interventions both at personal and institutional level.

During this open forum, two intervention areas were established (each with its own specific measures): 1) spatial planning by different actors and institutions and 2) environmental protection, which should start by strengthening the community's capabilities/competencies to protect their own territory.

Actors involved

The initiative is headed by the Community's Lonko (president of the governing body) together with the Secretariat for Planning and Development Action of the Villa Pehuenia - Moquehue municipality.

Actors providing technical and financial assistance include the Federal Investment Council (CFI), Neuquén Province's Planning and Development Action Council (COPADE), the Rural Development Council (CODRA), the Unit for Rural Change of the Ministry of Development and Industry of Argentina (UCAR) and the Pehuenice Council (Association of Regional Mapuche Communities).

Duration

The spatial planning phase is currently under preparation and simultaneous implementations of emerging projects are being carried out. The spatial planning phase, together with the drawing up of the strategic territorial development plan is expected to be completed within the next two years.

Financial resources

The financial resources to be invested will come from the Federal Investment Council, the Ministries of Social development of Argentina and Neuquén province, through the Environmental Secretariat for Environmental Warden Training. Other partners include the Directorate for Native Forests, Water resources and Education, as well as the Villa Pehuenia - Moquehue municipality.

Human resources

The technical staff of the Villa Pehuenia - Moquehue municipality is in charge of the planning, follow-up and evaluation of the projects. Technicians from UCAR's Rural

Development Council and the Governing Council of the Catalan Mapuche Community also play an important role.

Scope of the project

- Open forums were held with the community in order to encourage dialogue, identify problems and propose solutions.
- A first open forum was organised, where agreements were reached on several matters (tourism, environment, forestry).
- A second open forum was convened, where the regulatory framework was defined.
- Capacity-building of local experts was proposed in the area of environmental protection, including development of the skills required to inform different authorities and actors in the territory about the sums contributed to the project and the funds available at any given time; prevention of incidents; awareness raising of permanent residents and/or visitors concerning the importance of preserving the ecosystem.
- A capacity-building programme on the contents of the regulation was organized, which was followed by training courses for environmental wardens and project developers.
- A planning workshop was organised, which covered themes such as zoning and its critical aspects, rural tourism, regulation of rafting companies and use of water resources.
- A third open forum was organised to review the work plan and formalise the different agreements. Four environmental wardens and one wildlife warden were hired.

Achievements and results

The results expected for the next two years are as follows:

- Defining the strategic development plan aimed at promoting an integrated kind of development, with a shared vision of the future and clearly - established evaluation criteria.
- Implementing programmes and projects aimed at: encouraging the development of production enterprises with sound commercial strategies in the areas of livestock breeding and handicrafts; erecting a specific facility for rafting companies; training environmental wardens; and conducting permanent awareness raising actions addressed to the community and visitors to the area.
- Introducing zoning and land use agreements as by-products of spatial planning.

Key success factors

- The participative methodology used to implement the project, best exemplified by the general assemblies held the first Saturday of every month.
- Recognition of the project by provincial and national public authorities will be crucial.

Networking outcomes

The Plan seeks to address the lack of coordination between the different municipal, provincial and national-level actors with competencies over the territories where the Catalan community resides.

Contacts

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2.1.5. Functional Regionalisation of Mexico: Integrated Basic Rural Services Centres - Mexico

Project location

The project was meant to have nationwide impact across the entire Mexican territory.

Background and project description

Mexico is a physically, geographically, culturally and socially diverse country. Occupation and organisation of the territory require a planning, management and regional participation process, which ought to be supported by the different levels of government, as well as the implementation of public policies designed to trigger the territorial aptitudes of each region. Given that public policies are currently applied with a sectoral perspective, coordinated action is needed within a comprehensive horizontal policy framework.

In an endeavour to reduce regional disparities, the Ministry of Agricultural, Territorial and Urban Development (SEDATU) introduced a functional regionalisation policy tool (RFM) based on economic, social and cultural factors rather than on borders or political divisions. The starting point was the most important urban settlement, which concentrates activities, services and knowledge and are focus points for smaller municipalities. A close connection was identified between major municipalities whereas the rural and the urban worlds were found to be interdependent.

Mexico's functional regionalisation structure (RFM) is made up of 5 levels, which are also units of analysis:

1. Urban-rural systems: These are spaces of high productive competence with a qualified and specialised population and with an infrastructure that facilitates the exchange of goods and information.
2. Urban-rural subsystems: These are lower-level urban-regional spaces. Although cities tend to have between 15,000 and 300,000 inhabitants, they are high-capacity urban centres that connect and complement the activities of the urban-rural systems.
3. System Articulating Centres: These are spaces of less than 15,000 but more than 2,500 inhabitants, with their own productive capacity and a supply of moderately specialized services. They act as transition areas between the city and the countryside.
4. Basic urban service integrating centres: These are spaces of less than 15,000 but more than 2,501 inhabitants without specialized services but with production

capabilities. Inhabitants usually have elementary education but can access intermediate or higher education in higher-level cities.

5. Basic rural service integrating centres: Cities of less than 2,500 inhabitants that only offer basic services. These services are available to the inhabitants of the localities scattered around such cities. For more specialised services, citizens are directed to larger cities. Identification of these centres was carried out on the basis of an analysis by the National Population Council (CONAPO) of 2000. 1,780 localities were identified that were equipped with education and basic healthcare services, telephone service, basic supply stores (Diconsa) and financial services (deposits, withdrawals and bank transfers in non-banking institutions and/or cash dispensers). The latter are particularly useful as beneficiaries of government welfare programmes usually draw their handouts from cash machines.

Actors involved

The project was implemented by the Ministry of Agricultural, Territorial and Urban Development in cooperation with the National Geography Institute (INEGI) and the National Population Council. Other partners included academics from the National Autonomous University of Mexico and the National Polytechnic Institute.

Duration

The first phase of the project lasted 16 months and consultations are currently under way for the implementation phase.

Financial resources

The project was developed with human and material resources contributed by SEDATU. However, no specific funds were assigned for development.

Human resources

The multidisciplinary team that drew up the RFM tool is part of the Directorate General for Regional Development of the Ministry of Agricultural, Territorial and Urban Development. It is made up of 6 people with experience in legal, economic, geographic, architectural and spatial planning matters.

Scope of the project

As this was an initiative aimed at territory-centred planning and analysis, the activities performed focused on socialisation and methodological presentations:

- Georeferencing of educational services, medical care and environmental policy at different levels of the RFM.
- Presentations at inter-institutional forums, seminars and workshops.
- Implementation of the technical committee specialised in regional and urban development information, a cross-sectional group combining representatives from 15 different ministries and decentralized institutions as guests.
- Alignment of policies and programmes to the RFM project.

Achievements and results

- In November 2015, the establishment of the regional development working subgroups was approved at the 2nd ordinary meeting of the CTEIDRyU. Their remit would be to design regionally - driven indicators for the different levels of the RFM.
- The RFM's demarcations were added to the National Geography Institute's Online Digital Map at the Latin American Geospatial Forum, in November 2015.
- Work is currently being done with other ministries to align the information provided by the RFM and endow it with a territorial perspective.

Key success factors

- The RFM has been conceived as a multi - sectoral and inter-institutional tool that recognises the relationship between the five regionalisation levels and, at the same time, allows a proper alignment of public policies across the territory as well as a georeferenced visual approach.
- The success of this tool will depend on an effective monitoring of population shifts, of the growth rate of the cities in the system, and of the evolution of their social problems. The goal is to design new policies conceived and planned in accordance with the territorial aptitudes of each region in order to promote well-balanced growth and a reduction in regional disparities.

Networking effects

Participation of all stakeholders involved is crucial to identify Basic Rural Service Integrating Centres. In addition, active involvement of the inhabitants not only of the targeted municipalities but also of those of neighbouring localities is essential as, even if these municipalities are not in the same administrative demarcation as the target cities, the problems they faced are the same. Integration and the people's ability to generate agreements, come to shared understandings and work jointly require a level of trust and capacity of setting associations that can only be achieved on the basis of the full participation of society and the different levels of government (federal, state and local) with a view to creating networks that can fit into the inertia inherent in urban areas.

Contacts

Further information on RFM: <http://www.datos.gob.mx>; <http://gaia.inegi.org.mx/>

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2.1.6. The Spatial Development Index: a Tool to Identify Territorial Imbalances - Cuba

Project location

All the municipalities of the Republic of Cuba.

Background and project description

The origins of territorial imbalances in Cuba, usually arising from a kind of development characterised by a conflict between economic activity, environmental sustainability and social well-being, go back to colonial times. Despite the efforts made to eradicate territorial imbalances from the beginning of the Revolutionary period, such imbalances still persist and hinder the development of the country.

At present, the Ministry of Economy and Planning is focused on the design of the National Economic and Social Development Plan (PDES), which is set to run until 2030. This is a strategic plan that outlines the development policies to be followed by Cuba in the coming future. The Plan identifies several mutually-related modules, ensuring horizontal coherence across each of them. The Plan is meant to articulate the main forces playing on the economy as a way to guarantee an overall macro-economic balance. One of the modules is the “spatial development” module, put together by the Physical Planning Institute. This module provides concrete and measurable long-term indicators, intended for construction of a future scenario and for comparison with the current situation. These indicators make up the Spatial Development Index (IDT), which covers four dimensions: economy-production; population and human settlements; physical space-the environment; and technical infrastructure.

Actors involved

The proposal to develop the Spatial Development Index was formulated in conjunction with the Articulated Platform for Integrated Territorial Development (PADIT) and with the support of the central government and other national entities such as the National Statistics and Information Office (ONEI), the National Institute for Economic Research (INIE), the World Economy Research Centre (CIEM), the Central University of Las Villas, and provincial and municipal governments.

Duration

The project began in 2015 and is currently under implementation.

Financial resources

The chief source of funding is the Cuban Government. PADIT is also co-funding the project with a 30,000 US dollar contribution for supporting the definition of spatial development indicators.

Human resources

The project has been possible thanks to the participation of professors from the Central University of Las Villas, specialists from the National Statistics and Information Office, researchers from the World Economy Research Centre and the National Institute for Economic Research, as well as experts from the Physical Planning System and the provincial and municipal governments.

Scope of the project

- Identification of the barriers or factors and sub-factors that currently influence spatial development.

- Development of the indicators comprising the IDT, which are related with the factors and sub-factors identified in the territorial subsystems and aligned with the Sustainable Development Goals.
- Calculation and mapping of the IDT.

Achievements and results

- The tool makes it possible to carry out regular assessments of the degree of development of the different municipalities and is an effective system to control spatial development plans and the implementation of the territorial policies and measures contemplated under the National Spatial planning Programme. It is expected to contribute to the results of the Economic and Social Development Plan for 2030 and to achieving the Sustainable Development Goals.
- Provincial and municipal governments now have a tool they can use to measure development and detect territorial imbalances at municipal and provincial level.

Key success factors

- At a methodological level, the selection, measurement, validation and analysis of the different indicators comprising the IDT, as well as the gathering of information at the municipal level, without extraterritorial influences.
- During the design and implementation phase, an adaptive attitude and an ability to learn new things are required to enhance and adjust the indicators in a participative and inter - sectoral manner.

Networking outcomes

An integrative and multilevel process is encouraged where academic institutions, organisations and entities contribute to the construction of the IDT, while provincial and municipal governments validate the results and use the index as a decision-making tool and to correct and re-orientate their actions. This means that the project generates both new relationships between local stakeholders and a rich flow of knowledge in the territory.

Contacts

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2.1.7. Sustainable Local Development Strategy, Los Palacios municipality - Cuba

Project location

Los Palacios Municipality, situated in the southeast of Pinar del Rio province, Cuba.

Background and project description

The new paradigm of globalisation creates challenges and opportunities that must be addressed with innovative and rational conceptions that allow stimulation of local development as a process capable of dynamising society and the economy. To be successful, it is key to efficiently and effectively harness endogenous resources as well as their

complementarity with exogenous resources. In this respect, Cuban society, led by the Party and the Government, has introduced changes in its economic model aimed at making the economy more dynamic but at the same time preserving its social model and promoting respect for the environment. Precisely, the realization that local governments do not to possess the tools required to effectively manage local development in their jurisdictions was the starting point of this project. Such tools should preferably be built, validated and accepted at local (territorial) level, with the active and proactive participation of local stakeholders, considering development's many economic, social, environmental and institutional dimensions.

Some of the obstacles preventing a strategic management of local development include 1) an insufficient level of cooperation and coordination between actors, territories and levels of government; 2) a limited ability to increase and diversify the sources of funding for territorial economic development; 3) a low level of understanding of the mechanisms and tools conducive to inter-institutional coordination and joint action; and 4) a dearth of spaces and instruments that encourage relationships between the public sector and the emerging economic-productive actors in the non-state sector, among others. In these circumstances, the question that arises is: How to strategically manage local development with an inter-territorial, multilevel and inter-actor approach in accordance with the municipality's socio-economic development?

Against this background, Los Palacios municipality came up with a "Sustainable Local Development Strategy," meant to act as a basis for other instruments that may be implemented in connection with local development in areas such as: 1) management of local development funding; 2) management of territorial local development policies; 3) management of products geared to tourists interested in nature and the rural environment; and 4) cooperation between state and non-state actors in promoting local development. The Strategy seeks to contribute to the decision-making processes used to define strategies, policies, programmes and projects aimed at spatial development by involving local players in making the most of endogenous resources and promoting a healthy balance between national, sectoral and territorial interests. It also seeks to generate economic development dynamics in the municipality, through a judicious management of the natural, economic and social resources of the territory, increasing the value of the contributions made by developing the skills of local human resources.

Actors involved

The province's Administrative Council has been a key player. It has built, implemented and monitored the strategy, established the working methodology and is currently managing the entire process. In turn, the Management, Local development and Tourism Study Centre (GEDELTUR) of Pinar del Rio University is in charge of the methodology and provides support with the design of the tool. Another important player is the Local Development Municipal Group, accountable to the municipal government, which is made up of a group of experts whose job is to design and propose the technical solutions subsequently adopted by the Council. Lastly, the members of the community play an important role as they are involved in the construction of the tool and are the addressees of the final product.

Duration

The Strategy was developed between 2013 and 2014 and is currently under implementation.

Financial resources

A total of 5 million convertible Cuban pesos (CUC) was invested. Twenty million Cuban pesos (CUP) will be dedicated to implementing the Strategy.

Human resources

The most important human resource was the people from the municipality themselves, who participated actively in the various sessions of the Municipal Local Development Group. The municipal government put out a call, as a result of which state and non-state economic and social territorial agents, officials of the provincial government and its institutions, as well as researchers from the Municipal University Centre and GEDELTUR, joined the initiative.

Scope of the project

- To expand the Municipal Local Development Group to include up to 18 members.
- To raise awareness of 120 local stakeholders concerning the advantages and opportunities of managing development with a strategic approach.
- To carry out capacity - building and training activities in the field of local development management with 120 local players (decision-makers, managers and specialists in municipal entities and members of the community).
- To design a municipal development strategy, with strategic principles, programmes and sub-programmes.
- To design, implement and support local development projects (PDL) in several areas such as agricultural production, food processing, textiles and health and nature-oriented tourism.
- To design a municipal Communication Strategy.

Achievements and results

- The Sustainable Local Development Strategy created as a tool with a view to improve the planning process at municipal level. This tool serves an illustrative function and can be replicated to other contexts, generating new streams of knowledge among public and private players.
- Positive environmental effects have been obtained through projects aimed at eliminating sources of pollution, mitigating saltwater intrusion and developing early warning systems for extreme climate events.
- The Strategy encompasses 21 agricultural, industrial and service sector programmes; the project portfolio was designed with each one of the productive programmes in mind.
- New streams of funding were obtained to implement projects that may be advantageous to municipal governments.
- Four social programmes have been executed in the areas of education, health, culture and sports and two projects have been funded with resources generated by other municipal projects.
- New technologies have been introduced to modernise the way territorial funds are administered; the demand for qualified labour has been estimated.

Key success factors

- The political will of the provincial and municipal governments and the establishment of a fruitful partnership between these actors and the University, through the Management, Local Development and Tourism Studies Centre and the Municipal University Centre.
- Local players have bought into the process and the participation of actors from a wide range of disciplines has been achieved.

Networking outcomes

A spatial development management model is proposed, based on interactions in different directions: 1) vertically, by balancing national with sub-national objectives and interests; 2) horizontally, by building networks and connections across different territories and different sectors; 3) from an inter-actor perspective, by establishing relationships between the public sector and the new economic-production players; and 4) from a time perspective, by balancing short- medium- and long-term objectives in order to mitigate contradictions between them.

Contacts

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2.1.8. Master Plan for the Development of Tourism in the Jiboa River Valley - El Salvador

Project location

The Jiboa river valley is located in the Paracentral region of El Salvador. The Master Plan for the Development of Tourism in the Jiboa River Valley comprises the 15 municipalities in the Valley as well as the Tecoluca municipality, in the Department of San Vicente, because of its proximity and close connection to the Valley.

Background and project description

The rural area surrounding the Jiboa River has high potential as a tourist attraction. Tourism could indeed constitute an opportunity to introduce changes in the communities living within the territory. Some 34% of tourism assets are related to folklore and culture, including gastronomy; 32% correspond to different festivals and fairs; 27% pertain to the natural landscape; and 7% are related to contemporary artistic and scientific manifestations. The 2016 - 2020 Tourism Master Plan is an instrument that seeks to promote a sustainable use of these resources. Its main goal is to promote social wellbeing, involving citizens in the planning and implementation of tourist sector strategies.

Thus, the Master Plan defines strategic principles and the tourism-centred projects and actions that must be implemented in the area over the next five years, promoting a shared view whereby sustainable tourism is conceived as a platform to position the territory along multiple dimensions. The Plan is aimed at the following: a) involving citizens in its design and implementation; b) turning the territory into a model for developing a tourist-based industry at a national level; c) increasing the flow of visitors to the territory; and d) increasing

family income and strengthening SMEs in order to boost the economy and therefore improve the inhabitants' quality of life.

Actors involved

The main partners to this project were the National Development Foundation (FUNDE), the Jiboa River Valley Inter-Municipality Association (MIJIBOA), the Paracentral Multi-Disciplinary School of the University of El Salvador (FMP-UES), the Ministry of Tourism (MITUR) through the Salvadoran Tourism Corporation (CORSATUR), as well as the 18 tourism development committees of the territory (CDT) Moreover, the Master Plan is the result of a collective reflection process by local governments within the MIJIBOA Association, the CDT, the Women's Network of the Jiboa river valley, the youths of the Jiboa river valley and entrepreneur groups working in the territory.

Duration

The Tourism Development Plan for the Jiboa River Valley came about as a by-product of a collective reflection effort carried out by local governments from 2011, which resulted in the drafting of a Master Plan in 2015. The document was made available to local governments that are members of the Association of Municipalities, which kick-started the implementation of the activities contemplated in the said document.

Financial resources

The activities conducted under the Master Plan were funded with resources contributed by different institutions. MITUR invested a total of 50,000 US dollars, which was used to cover the cost of the technical assistance required to create the three tourist circuits, gather the information on the area's tourism potential, and establish of the CDTs. MITUR also coordinated the publication of the Master Plan and supported the installation of tourist information signs and urban furnishings, and the training of tourist guides.

FUNDE invested a total of 15,000 US dollars in technical assistance for the establishment of the CDTs, the organisation of workshops and work meetings with local players, and the systematisation of the information compiled and the editorial coordination of the document drawn up. For their part, local governments that are part of MIJIBOA provided technical assistance for the design of the three tourist circuits. They actively participated in the dissemination of information on the local tourist attractions and co-funded the organisation of workshops and work meetings with local players. The total amount invested by each local government in the Association of Municipalities amounted to 2,500 US dollars. Finally, FMP – UES was responsible for drawing up maps, systematising the statistical information contained in the Plan, and providing the technical assistance required for putting the Plan together.

Human resources

The basic human resources in this project are the members of the tourism development committees. A total of 18 such committees were set up, made up of a total of 172 persons. 42% are women and 63 % of members are younger than 36 years of age.

Overall, FUNDE contributed 4 technicians to the project, MITUR contributed another 6 and FMP-UES assigned two persons. Finally, 2 persons from MIJIBOA were in charge of coordinating the different activities with the local players and of reviewing the document.

Scope of the project

- Inventories of the tourist attractions of the territory were drawn up.
- Three tourist circuits were created, which are instrumental in organizing territory's tourist assets.
- Some 18 CDTs were established for implementing the activities conceived during the preparation phase of the Plan and the strategies defined for the development of the Jiboa river valley tourist industry.
- Workshops and work sessions were organized with local players in order to come up with a shared view on the development of the territory's tourist industry.
- The Master Plan for the development of the Jiboa river valley tourist industry was prepared and presented.

Achievements and results

- The Tourism Master Plan is the first of its kind drawn up in El Salvador following a spatial approach. The idea is to ensure that it is used as a model for the development of the tourist industry at a national level.
- The different municipal tourism committees have established an organisational platform to develop territorial tourism, provide support for the initiatives defined in the Master Plan, and monitor and evaluate their design, implementation, results and impacts from inception to completion.
- MITUR organises a yearly competition called Pueblos Vivos (Live Villages). In 2015, three of the Jiboa river valley circuits came in among the top five. The Caminos de Arte y Tradiciones (the Ways of Art and Traditions) circuit came in first; the Tierra de Colores y Sabores Artesanales (Land of home-made colours and flavours) circuit came in second; and the Los 180° del Chinchontepec (180° of the Chinchontepec volcano) came in fifth.

Key success factors

- Inter-institutional coordination, which avoid duplication of actions, contributing to optimising technical and financial resources.
- This is an initiative based on a broad political agreement between the municipal governments and the social actors of the Jiboa river valley territory. As a result, it was possible to mobilise institutions in other administrative areas, which has made it possible to obtain additional financial and technical resources to those initially contemplated. These complementary revenue streams were necessary for implementing all the different actions contemplated in the Master plan.

Networking outcomes

The methodology used succeeded in engaging the local inhabitants, promoting relationships between them and encouraging the participation of various actors: women, youths, farmers, municipal tourism committees and local entrepreneurs. Furthermore, the initiative has created “vertical” relationships between the central government (MITUR) and municipal governments, as well as between public administrations and civil society.

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2.1.9. Management Plan for the Area Declared a UNESCO World Heritage Site in Guanajuato - Mexico

Project location

Municipality of Guanajuato, in the State of Guanajuato.

Background

Given its historical and architectural significance, the city of Guanajuato was recognized as a UNESCO World Heritage Site in 1988. In addition, the city is currently known for its bustling mining, administrative, university, commercial and tourist-cantered activities. Nevertheless, a series of challenges jeopardise the city's cultural, social, architectural and natural treasures. In the last few years, a series of policies have been introduced in order to promote tourism to the city. Such initiatives contemplate a series of interventions and activities in the most popular tourist areas but neglect the rest of the city as well as its other economic activities and the people involved in them. The Guanajuato Historical Centre Management Plan came about in the face of an overlap of different activities, excessive concentration, a lack of spatial planning, and the effects that these factors have for the city as a whole. The goal of the Plan is to generate initiatives that systematise, improve and diversify the city's economic and social activities.

The Management Plan has been deployed in different stages. The first stage covered the city's old town, which covers 1.9 sq. km. The second stage focused on traditional neighbourhoods around the old town. One of the key projects in this second phase was to generate Territorial Units that could act as economic drivers in traditional neighbourhoods (outside the tourist area), enhancing their historical heritage but without losing sight of the urban reorganisation required to improve living standards in the area. The third phase is still in its planning stages, and will be centred on the city's buffer zone.

Actors involved

The main partners in this project were the municipal and state-level authorities and, to a lesser extent, the federal government and international organisations (UNESCO). Coordination of the project is in the hands of specialists in urban development, supported by a team of technical advisors.

Residents and regular users of the space (inhabitants, shopkeepers, hoteliers, NGO's, professional associations, related institutions, etc.) were key actors and direct beneficiaries of the project.

Duration

The first phase spanned from December 2013 to October 2015. The second phase started in November 2015 and was completed in July 2016. The starting date and budget of the third phase are expected to be announced shortly.

Financial resources

The investment made in the first phase amounted to 1,0280,000 Mexican pesos; the amount applied to the project in the second phase was 340,000 Mexican pesos. In both cases the funds were contributed by the Municipality of Guanajuato (30%) and the Ministry of Agricultural, Territorial and Urban Development of Mexico (70%).

Human resources

Drafting of the Plan (first and second stage) required putting together a multidisciplinary team made up of experts in areas such as urban planning, architecture, historical site and monument restoration, tourism, history, economy and legislation, among others. The team enjoyed the permanent support of permanent institutions and stakeholders that have a direct or indirect influence on the area: different departments of the municipal and federal governments, international institutions (UNESCO), the Architectural Association, non-governmental organisations, chambers of commerce and hotels, among others. Each of these acted in accordance with the needs of the inhabitants and the permanent users of the target areas.

Scope of the project

The first stage included the following:

- Work groups were created made up of persons with a direct influence on the project.
- A physical survey was conducted of the different town planning services.
- Meetings were held with representatives of some of the city's key social groups.
- The strategic principles of the Plan were drawn up in collaboration with the municipal government and other related institutions.
- The municipal government facilitated contacts with international organisations (UNESCO) that could support complementary activities within the project.
- The Plan was promoted vis-à-vis different governmental agencies with a municipal or federal impact.

The second phase comprised the following activities:

- The city's traditional neighbourhoods were identified and an analysis and compilation of the history and development of the 10 target neighbourhoods was carried out.
- The external (political, economic, social and technological systems) and internal (human resources, financial, institutional and organisational systems) contexts were evaluated in the different neighbourhoods. An evaluation was made of the internal and external stakeholders and of inter-institutional relationships.
- A SWOT (strengths, weaknesses, opportunities, threats) matrix was created
- The heritage assets present in each neighbourhood were reviewed and recorded; urban image studies were carried out in each neighbourhood.
- A participative strategic planning exercise was conducted to draw up proposals and short- and medium-term intervention strategies, which were categorized according to the importance each of them had for users.
- UNESCO-sponsored capacity-building sessions were held on the premises of the municipal government.

- Creation of an Operational Unit was decided as a cohesive element between government bodies and society that would conduct evaluations and provide advice regarding spatial planning and historical site preservation.

Achievements and results

- The initiative was successful in sensitising the municipal government. Municipal authorities, including the mayor himself, listened to the proposals submitted to them and showed a will to do something to improve the conditions of Guanajuato old town and the city's traditional neighbourhoods. Authorities from the other levels of government also showed a will to collaborate.
- The city came to be considered as a single integrated unit that requires integrated actions that should benefit as many citizens as possible and allow a more efficient planning of the city.
- The project succeeded in fully integrating the inhabitants into the Plan, not just as passive respondents to citizen surveys but rather as enthusiastic drivers of the implementation of projects aimed at enhancing the space they live in and its surroundings. The most significant outcome of this first exercise was the implementation of a General Plan that confirms the relevance of both the Territorial Units and traditional neighbourhoods.
- The fact that a third phase has already been scheduled to continue with the transformation of the city is an achievement in itself: during this phase new strategies will be implemented to make activities as operational as possible.
- Some of the promising results of these strategies include the enactment of regulations on street vending, the adoption of a part of the Plan by the new administration, engaging with the corresponding federal authorities to ensure that the work is continued; and permanent advocacy vis-à-vis international organisations like UNESCO to request support and capacity-building of government officials in managing historical cities.

Key success factors

- Analysing the city not from the perspective of its importance as a tourist attraction, but rather as a living entity that requires a multidimensional approach that guarantees an improvement in the urban and historical environment. Analyses involved all the different actors that play a role in the urban space.
- Becoming aware of the importance of the city and its surroundings, and of ensuring that decisions are made with the citizens in mind.

Networking outcomes

Inter-municipal networks were created, which was certainly highly positive as collaboration between municipal authorities had not always existed. In addition, cooperation between the municipality and the Federal Government was encouraged to make sure adequate funds would be available for completion of the different projects. The relationship between the municipality and UNESCO was strengthened to shore up support for capacity - building of government officials in the preservation of urban centres and historical sites.

Contacts

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2.2. Sustainability and management of natural resources

2.2.1. Protection and Conservation of River Basins and Endangered species in the Municipality of Jardin - Colombia

Project location

Municipality of Jardin, in the southwest of Antioquia, Colombia.

Background

Excessive and injudicious use of water resources in Antioquia and in the southwest of the region severely deteriorates the region's strategic ecosystems.

In particular, the municipality of Jardin is facing deforestation processes that may affect the availability of enough water resources of sufficient quality to cater for the municipality's needs. Other environmental problems of the territory include intensive use of agrochemicals that result in water contamination and soil infertility. Moreover, illegal trade in timber, plants and wildlife are causing significant losses in the municipality's highly ecologically valuable species. In addition, environmental education levels are still low and there is a general unawareness of environmental regulations and of the consequences of bad agricultural practices. Lastly, the territory is facing the threat posed by multinational mining companies and their extractive practices.

The present project is aimed at establishing Reciprocal Water Agreements (ARAs), intended as incentives to encourage owners and administrators of rural holdings to develop productive processes with a low environmental impact. The fundamental idea is for the community to engage in sustainable practices concerning the preservation of water, forests and endangered species and to sensitise them about the importance of defending their territory, territorial autonomy and environmental governance.

Actors involved

The partners playing the most prominent role are the municipal government and the Proaves Foundation, dedicated to conservation, research and environmental education. Other partners include Ingenieria Total water utility, EPJ Jardin's public services company, the Regional Autonomous Corporation of the Centre of Antioquia (CORANTIOQUIA), the Municipal Council, the Association of Municipal Action Councils (ASOCOMUNAL), the Municipal Action Council of Quebrada Bonita village, the Undersecretariat for the Environment and Rural development of Jardin Municipality, and the Civil Society Natural Reserves Network (NODO JARDIN).

The list of partners committed to the project would not be complete without mention of the inhabitants of the municipality, educational institutions, the church, civil society associations, radio stations, environmental NGOs and small and medium-sized retailers. Finally, the Secretariat for the Environment of the Government of Antioquia and the Gabriel Pelaez hospital were key supporting actors in the conservation processes.

Duration

The project began in 2014 and was still under implementation in 2015.

Financial resources

Resources are contributed by the Municipal Government of Jardín and Ingeniería Total water utility. In order to secure funding for the ARAs, the municipal government introduced a voluntary conservation fee. Additional funding is obtained through calls for funding promoted by the University of Antioquia and Fondo Patrimonio.

Human resources

The project is led by the Conservation Committee, made up of a representative from each one of the relevant stakeholders, including local authorities, private companies, public and private environmental institutions and the users. The committee's role is to contribute to participative planning initiatives; decision-making with respect to environmental policy; implementation of ARAs; management of resources; and the follow-up and evaluation of conservation activities.

Scope of the project

- Some 34 sustainable agro-ecology and livestock production workshops were conducted, with 419 participants.
- As this was a cross-cutting strategy, a campaign was organised to instil a feeling of pride in the local community as a way of encouraging them to protect and conserve the environment.
- Eight community sessions were organised, attended by a total of 647 participants.
- Some 45 workshops and socialisation activities were organized in rural educational centres in the municipality, with 1062 attendees.
- Five information stands were installed where over 1,200 people obtained information about the project in particular and environmental protection in general.
- Two photograph exhibitions were developed to raise the public's awareness about the need to preserve the region's forests and water resources; 8 ecological walks were organised.
- The Reciprocal Water Agreements (ARAs) were established. Under these agreements, downstream water users, desiring a cleaner water supply, must pay a fee in order to finance incentives for upstream farmers to manage their forests in a sustainable way.
- Municipal authorities introduced a voluntary environmental fee to support the conservation initiatives.

Achievements and results

- Six Reciprocal Water Agreements were concluded in 2014.
- Four Reciprocal Water Agreements were concluded in 2015.
- Compensations and incentives were granted in different areas such as planting trees along conservation corridors; isolating water sources; planting fuelwood trees; and strengthening agro-ecological plots, transport and others.
- Over 2,000 persons participated in the different community workshops and meetings.
- The community was sensitized about the importance of protecting and conserving the environment and capacity-building activities were provided in the area of sustainable agriculture and livestock production.

- The natural heritage was advocated by developing a respectful and conservative attitude to the environment.

Key success factors

- The broad social base the project was formulated on, and the active involvement of the communities.
- The use of market instruments to remunerate conservation efforts. This strategy succeeded in motivating the inhabitants to engage in production processes with a lower environmental impact.

Networking outcomes

New relational networks were created within the system of local players, bringing together those players who are key to the promotion of conservation, protection and environmentally - friendly strategies.

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2.2.2. On the Way to Sendai 2015: Making Cities Resilient - Latin America

Project location

Several countries in Latin America

Background

“On the way to Sendai 2015: Making Cities Resilient” is an educational programme aimed at strengthening disaster resilience in Latin America, in collaboration with the United Nations International Strategy for Disaster Reduction (UNISDR) Programme, as part of the “Making Cities Resilient: My city’s getting ready!” worldwide campaign.

The project rests on the conviction that greater preparedness, responsiveness and recovery capabilities vis-à-vis natural disasters are crucial for sustainable development of the region. As part of the project, experts from Latin America and Japan met on board the Peace Boat to discuss proposals to address the challenges concerning the development of disaster resilience in governments, communities and the private sector, as well as the progress that could be made in this area in anticipation of the World Summit to be held in Sendai.

Peace Boat is a not-for-profit non-governmental organisation headquartered in Japan established for the purpose of promoting peace, disarmament, sustainable and egalitarian development and respect for the environment. The organisation carries out their educational activities on board a passenger ship that travels the world. As part of their multiple activities in favour of peace and international cooperation, in the last 20 years the Peace Boat has conducted humanitarian assistance and emergency operations, coordinating the delivery of material donations, raising funds and sending experimented specialists, interpreters and volunteer teams to affected areas in Japan and other countries of the world.

The Programme began in Valparaiso, Chile, where conferences and activities were organised between a group of 7 leaders and promoters of the campaign and local stakeholders. Everybody went on board and participated in work sessions and workshops while the boat made its way to Callao, Peru, where similar events were organised with local participants.

Actors involved

The partners of this project were Peace Boat and the UNISDR Regional Office for the Americas, which were responsible for coordinating and funding the project. Other important actors included the promoters of the “Making Cities Resilient” worldwide campaign.

The activities in Chile were supported by the Chilean Association of Municipalities, the local governments of the municipalities of Valparaiso and La Lampa, as well as Precorp and the Chilean Red Cross. In Peru, the partners on behalf of the National Government included the National Civil Defence Institute (INDECI), the National Centre for Disaster Risk Estimation, Prevention and Reduction (CENEPRED), the Ministry of Finance and representatives from the private sector, the Red Cross and non-governmental organisations.

Duration

From 21 to 27 January 2015

Financial resources

The Programme was funded by Peace Boat and the UNISDR Regional Office for the Americas

Human resources

The Peace Boat team in charge of the Programme was made up of a coordinator and the Disaster Safety Head of the Peace Boat Disaster Relief Volunteer Centre, who is a world expert in disaster management. Both the Japan-based and the on-board Peace Boat team provided support for the organisation of events in the ports of Chile and Peru, the logistics and preparation of the voyage and the activities held on board. They also made available volunteer interpreters who facilitated interactions with Japanese participants.

Scope of the project

- A group of promoters (Brazil, Colombia, Costa Rica, Chile, Honduras, Nicaragua and Uruguay) of the “Making Cities Resilient” campaign participated in a series of discussions and workshops on board the ship in order to exchange experiences, build capabilities to promote the campaign, and develop a commitment with resilience in their respective countries.
- An educational programme was organised on board the ship, which comprised ten sessions on different aspects related to disaster prevention and relief, the Hyogo framework for action and the Sendai United Nations World Conference on Disaster Risk Prevention to be held in April 2015.
- Conferences and exchanges on disaster risk reduction were also organised at the ports of Valparaiso, Chile, and Callao, Peru. Meetings with Chilean and Peruvian local governments were also held, with the attendance of over 270 participants.
- The voyage was used as an opportunity to officially launch the cooperation agreement between UNISDR and Peace Boat.

Achievements and results

- A contribution was made to strengthen the resilience capabilities of decision-makers participating in the voyage.
- Participation of local governments was strengthened and the understanding such authorities have of disaster prevention and relief mechanisms and of the resources made available by the “Making Cities Resilient: My city is getting ready! Campaign” was increased.
- Participation of the private sector was bolstered and their interest in investments and capacity - building in this area was increased.
- The Latin American network was strengthened by working on common goals. Work was also done in connection with the African network.
- The Making Cities Resilient campaign and the work of the campaign in the region were publicized.

Key success factors

- Leveraging and transfer of technical knowledge and international experiences on the prevention of natural disasters.
- The work strategy used, where different social players were involved such as local governments, public institutions, international organisations, the private sector and civil society, in order to forge partnerships and obtain results that enhance the resilience of the territories.

Networking outcomes

The project promoted the flow of knowledge and the exchange of lessons and experiences learnt between different Latin American countries and Japan, promoting the establishment of an international network.

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2.2.3. Agriculture in Eastern Antioquia: an Opportunity for Local and Regional Development - Colombia

Project location

Eastern Antioquia Region of the Department of Antioquia, Colombia, which comprises 23 municipalities distributed over a total area of 71,227 hectares.

Background

Given the importance and the volume of its agricultural production, Eastern Antioquia is a strategic ecosystem for food security in Colombia. In fact, the region is considered the most important one in the Department of Antioquia in terms of food production. It caters for the food needs of 18% of the Colombian population.

In spite of these endogenous opportunities, social, economic, environmental and political factors have resulted in a degradation of the agricultural sector and an increase in land concentration and in the number of violent episodes in rural areas. To make things worse, the region has witnessed a loss of its agrarian culture and faces an absence of capacity-building initiatives to raise awareness among young people about the importance of agriculture. Such problems pose a severe threat to the peasant economy and, therefore, to the region's food security.

The present project presents an alternative kind of rural development that involves implementation of a public initiative allowing agricultural regionalisation. The project is based on the recognition that peasant communities can satisfy their needs by engaging in a kind of integrated development that encourages healthy production systems; viable economic systems; and politically democratic, fair and culturally-respectful social organisations. Apart from a zoning policy, the project contemplates the installation of storage facilities that make it possible to exchange, trade and acquire products within a fair marketplace.

Actors involved

Public sector institutions participating in the project include the municipal governments, Corporacion Ambiental (Environmental Unit of the University of Antioquia) and the Government of Antioquia, as well as other institutions promoting associative activities aimed at breathing new life into agricultural occupations. Private sector partners include industrial firms, companies requiring agricultural inputs and farmers' associations. The direct beneficiaries of the project are the rural communities and the individual peasants.

Duration

The project began in 2015 and is currently being formulated. It will be handed over to the competent authorities for its implementation.

Financial resources

Project funds are contributed by the participating public sector institutions (municipal governments, the Regional Autonomous Corporation (CORNARE) and the Government of Antioquia.

Human resources

The work team comprises a multidisciplinary group that includes several leaders and representatives of the territory; farmers; traders of agricultural products; officials from the different city councils; Cornare officials; and representatives of PRODEPAZ, an NGO dedicated to representing the region's interests. The goal is to come up with a proposal for participative action, where different leaders make contributions in accordance with their understanding of the current dynamics of the territory. The working team was initially made up of 20 people.

Scope of the project

- Rowing up an inventory of the production units in each municipality, types of crops, area and marketing strategy.
- Making a diagnosis of the possible locations of the storage centres for agricultural products.

- Making an inventory of the companies requiring agricultural products in the region.
- Identifying relevant players that should be involved in the process.
- Analysing the programmes introduced by local authorities in favour of the agricultural sector and the degree to which storage centres are part of different development and spatial planning programmes.
- Analysing the opportunities offered by the authorities for capacity - building and strengthening the agricultural sector.
- Conducting surveys with the rural communities to understand the potential reasons why agricultural activities are being abandoned.

A document has been written up containing proposals concerning exchange of products, a fair marketplace and increased production and trading possibilities between rural localities, municipalities and regions.

Achievements and results

The expected achievements and results are as follows:

- Protection of farmers' livelihood and small-scale production activities; increase in farmers' income.
- Improve access to loans and to property and ownership rights to land.
- Stimulate agro-ecological production and a fair marketplace.
- Promote food sovereignty based on food security and autonomy criteria.
- Ensure well - being and quality of life for the rural population.
- Allow access of the rural population to essential dietary staples through product exchanges and fair prices.
- Promote a structured dialogue with participation of agricultural retailers, farmers, and PRODEPAZ.
- Complete the drafting of a document that the work groups are currently preparing with a view to having its contents included in municipal development plans, Cornare's action plan and Antioquia's departmental action plan.
- Promote more efficient spatial planning and management.

Key success factors

- Agricultural regionalisation must be built from the grass roots, through strategies conducive to participative, institutional and community-based planning and in close cooperation with farmer organisations. For that reason, it must be aligned with the specific reality of each community should be subject to modifications determined by the economic and political dynamics prevailing in each context.
- An integrated vision of rural development was obtained, where farm activity is planned according to economic, environmental and social sustainability criteria.

Networking outcomes

The project seeks to create new networks of relationships within the local context, promoting associations based on strong cooperation between different players.

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2.2.4. National Biodigesters Plan: Access to Energy in Isolated Communities based on Local Biogas Production in Cajamarca - Peru

Project location

The project was initially conceived for the provinces of Cajamarca (Cajamarca, Banos del Inca, Namora and La Encanada districts) and Chota (Conchan, Tacabamba, Chalarmarca and Chota districts) in the Department of Cajamarca, in the northern highlands of Peru. During the implementation phase, the provinces of San Marcos and Cajabamba were added, given their significant livestock-production activity and favourable climate.

Background and project description

The formulation of this project resulted from the review of the 2010 National Energy Balance, which showed that 57% of dwellings and commercial premises in the rural areas of Peru used firewood, charcoal and similar materials as their main sources of energy. Further to projects undertaken in Asia and Africa by the Dutch Development Aid Agency (SNV), a feasibility analysis was conducted into the potential use of biodigesters in Cajamarca given the favourable weather conditions of the region and the fact that it is an important livestock-producing area. The study analysed the possibility of installing 330,000 biodigesters, which would provide an alternative to the use of animal manure to produce biogas and compost tea; reduce consumption of firewood and the incidence of diseases associated to firewood combustion; and mitigate deforestation and the emission of greenhouse gases. This means that the project sought to harness technological innovation to generate social innovation, improving the inhabitants' quality of life and promoting sustainability by protecting the natural environment.

The purpose of the project was to make it possible for small-scale farmers in the Cajamarca region to access low-cost domestic biodigesters.

Actors involved

The organisation behind the project was the Dutch Development Aid Agency (SNV). Financing was provided by the FASERT Programme (funded by ENDEV and managed by IICA) and HIVOS. Partners of the project included retailers and installers (Disvelda and Bioproyectos), which were responsible for identifying human and cognitive capital and performing knowledge transfer activities. Another partner was Agrobanco, a financial entity that faced the difficulty of having to balance its own private interests with those of the community. Cidelsa, exclusive suppliers of geomembranes (main components of biodigesters), also played an important role.

Local governments were crucial during the project as they acted as mediators between the project promoters and the community; they also fostered trust in the project. Central government actors included the Ministry of Agriculture, Energy and Mining and the Ministry of the Environment, whose competencies were directly linked with the purpose of the project.

Other important players included livestock farmer groups, cooperatives and agricultural education centres, as well as the members of the community, who were regarded as users

and buyers of the technology. It must be mentioned that the project was conceived by the SNV with a top-down perspective; that is, participation of the different stakeholders was not encouraged at the outset. This aspect somewhat hindered the development of the project. However, it soon became apparent that players who initially were not considered important for the project were in fact crucial for its success. This was the case of community members involved in agricultural activities, who were important potential beneficiaries of products provided by a biodigester, and of women, who turned out to be instrumental for the project as they were the ones in charge of feeding the biodigester and preparing the food for their families.

Duration and progress of the project

The first phase of the project began in January 2015 and was completed within 15 months. The second phase is currently being prepared.

Although the initial plan was to implement 410 thermal digesters during the first phase only 14 were actually installed (10 were acquired directly by users and 4 were defrayed directly from the project's budget as demos).

Financial resources

The project has a total budget of 240,000 US dollars, contributed by the donors: FASERT contributed 61,500 US dollars and HIVOS 138,900 US dollars. The matching contribution from the SNV was 39,600 US dollars.

Human resources

The work team comprised 1 project administrator, 1 accountant, 1 clerical assistant, 3 consultants, 2 field technicians and 2 agricultural extension officers (agronomists). In addition, two independent companies were trained to take care of the dissemination, sale and installation of the biodigesters in the area.

Scope of the project

- The supply of biodigesters was strengthened, identifying and providing capacity - building to 2 companies, 9 technicians and a biodigester manufacturer, which improved its distribution channels.
- The demand for biodigesters was strengthened through an active promotion and commercialisation strategy: an advertising campaign was carried out in the media, informative workshops were organised and several trade fairs were used to showcase the biodigesters.
- Seven capacity-building workshops were held to teach users how to install their biodigester and perform basic quality control procedures.
- A financial scheme was developed to ensure sustainability of the implementation of biodigesters.
- The project was duly monitored and evaluated.

Achievements and results

- The 47 users who installed and put their biodigesters into operation were satisfied about being able to obtain biogas and compost tea.
- A positive influence was exerted on the area's social and cultural capital as the benefits of technology were shared with the community.

- Quality of life improvements were obtained by cost-cutting, time - saving and environment- protection (direct benefits): as well as crop-enhancement (indirect cost), among others.
- Introduction of the technology in the territory has shown the community that it is possible to do things in a different (and more favourable) way.
- Environment-protection and sustainability were promoted as a result of the reduction in CO2 emissions from manure processing and from firewood combustion; the use of other polluting energy sources; the development of organic crops; the regeneration of the soil through foliar feeding with compost tea; and the reduction in deforestation, among others.

Key success factors

- Use of an alternative technology that is cost/effective in the medium term; sustainable (although the use of water resources should be analysed in greater depth); durable (approximately 20 years); and aligned with the characteristics of local production.
- The identification and analysis of the factors that prevented achievement of the goal of installing the biodigesters during the first phase (buyers' reluctance to adopt an unknown technology, cultural factors, etc.), and the implementation of measures to counteract them is an example of the effort made by the different partners to learn from their mistakes and constantly review the processes applied.

Networking outcomes

The various events organised enhanced social cohesion within the community as they consolidated the relationships between the members, to the extent that in some cases joint orders were placed with their local authorities. Human and cognitive capital was encouraged, as was the flow and transfer of knowledge among installers, users and those who participated in informative talks and demonstrative workshops.

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2.2.5. Community-Based Water Management and Spatial Development in Waslala - Nicaragua

Project location

The municipality of Waslala, in the North-Atlantic Autonomous Region (RAAN), Nicaragua. Specifically, the project covered the microregions of Dipina (communities of Dipina Central, San Jose Dipina, San Jose Dipina, Salomon Ibarra, San Vicente Dipina and

La Esperanza Dipina) and Arenas Blancas (communities of Caserio Arenas Blancas and San Francisco Arenas Blancas).

Background and project description

The project, entitled ‘Community-based Water Management and Spatial Development in Waslala’ came about at the time of the implementation of Waslala’s Strategic Territorial Development Plan in 2012. The Strategic Development Plan was led by Madre Tierra Foundation, which partnered with Ayuda En Accion (AeA) Foundation and Agronomists and Veterinarians without Borders (AVSF) to try and engage the Waslala City Council with the Plan. During implementation of the Plan, the partners came up with the idea of continuing the work done so far in three main directions: 1) Monitoring the implementation of the Municipal Development Plan; 2) Developing a community-based component in a specific area of the Waslala municipality (training, awareness-raising and community organisation); and 3) drawing up a specific action plan for the target development area, promoting self-management and participation among the members of the community.

Against this background, the field work performed in eight communities of the Dipina and Arenas Blancas microregions detected that one of the most urgent needs faced by the community was water, standing as a major driver of community organisation and personal empowerment. The main problem in those areas was that water resources were scarce. Although around 75% of households had access to water, 25% were forced to draw their water from streams or wells that did not meet drinking water standards. In line with the goals of the monitoring plan, the Community Management Project was developed in Dipina and Arenas Blancas with three basic goals: 1) Supporting the implementation of Waslala’s Strategic Spatial Development Plan; 2) Supplying uncontaminated water to the families of Arenas Blancas and Dipina; and 3) Defining an action plan for the area aimed at mobilizing the community and the territorial and the municipal levels, and validating a territorial development management model for Waslala.

The project sought to articulate the implementation and follow-up of the Spatial Development Plan in Waslala through the creation and promotion of a so-called Local Action Group (GAL) in charge of encouraging inter-institutional cooperation.

Actors involved

The Madre Tierra Foundation (FUMAT) was the partner tasked with administering, coordinating and implementing the project at community, territorial and municipal levels; following-up the progress made on each component. It was also in charge of organizing and coordinating the institutions on which the results of the project depended.

AeA, as a collaborating partner, followed up the development of the process providing external support, including co-funding and assistance during the project implementation phase. AVSF were a supporting actor that provided added value to the process as a result of their experience in the field of community development. They supported the FUMAT team and provided assistance with the methodological validation of the proposal. The Waslala City Council was a key player as they were in charge of the design and construction of the Aguas Blancas drinking water system, drafting and delivering the capacity-building materials, issuing a municipal ordinance on water resources and implementing environmental, hygiene, sanitation and water network maintenance committees. The community itself was deeply involved in the process, as a direct beneficiary and giving their support to setting up the drinking water committees (CAPs). They also provided labour and local materials for the project.

Duration

It took 10 months to complete the activities under the project, from March to December 2014. Activities were carried out in three phases: phase 1 spanned between March and December; phase 2 ran over a period of five months, from March to August, and phase 3 from March to December.

Financial resources

The project had a total budget of 209,417.70 cordobas for the three stages. This also covered staffing and operational expenses. This amount was contributed in different proportions by AeA, FUMAT, a civil society association called Asociacion de Desarrollo Integral y Sostenible (ADIS), the city council, AVSF and the community itself.

Human resources

FUMAT appointed a project coordinator responsible for establishing institutional relations; leading and actively participating in the creation of the Local Action Group; seeing to the timely and proper application of the agreements; and following up the project. Two community technicians actively participated in phases 2 and 3, particularly in training and awareness-raising activities in schools and with community leaders and families. These technicians were also in charge of coordinating workshops and other capacity-building activities, and organizing the work of the different drinking water committees to make sure they delivered on their assigned task. A student-run promotion team was also brought in to provide support by gathering and mapping information.

Scope of the project

The activities carried out can be broken down into 3 groups, which correspond to the 3 stages of the project. Activities during stage 1:

- The GAL and inter-institutional sectoral committees were established.
- The members of the GALs were trained and empowered.
- A joint definition was provided of the operational rules and regulations of the GALs.

Activities during stage 2:

- Support was given to the establishment/restructuring and legalisation of the Arenas Blancas and Dipina CAPs.
- Support was provided to efforts aimed at encouraging inter-institutional cooperation and proposing the rules to be followed to engage the communities of Arenas Blancas and Dipina.
- Gravity-fed water systems were built in Arenas Blancas and Dipina.
- An understanding of the legal framework governing the use of water, the environment, healthy practices and gender equality was promoted in the Arenas Blancas and Dipina communities.

Activities during stage 3:

- Participative and territorial community-based analyses were conducted for Waslala.
- A spatial development proposal was designed on the basis of a concerted gender perspective (PDTG).
- Assemblies were held to introduce the AeA-FUMAT cooperation model to the community with a view to promoting the creation of supportive relationships.

Achievements and results

- Some 20 local social actors in Waslala established the Municipal Development Council, which included an average of 25 participants from different institutions represented at the General Assembly.
- Specific dedicated committees were created within the Municipal Development Council such as the governance committee, the education and research committee, the social committee, the economic committee and the environment committee.
- Families benefiting from the water treatment systems have been trained on the legal framework governing the use of water.
- Some 40 families in Arenas Blancas will have access to piped drinking water at home, as well as latrines and washbasins.
- Some 12 families in San Jose de Dipina will have access to piped drinking water.
- Some 100 families will start using clay filters.
- A group of 15 young promoters received training on strategic planning.

Key success factors

- The establishment of a water management partnership between different kinds of local players, non-governmental actors (FUMAT, AeA, ADIS, community) and local governments (councils), all of whom shared a joint long-term strategic vision within the framework of the Strategic Territorial Development Plan.
- Strengthening and promotion of human and social capital, and governance as a foundation for self-organisation, which ensures the project's sustainability.

Networking outcomes

A spatial development proposal was designed that encouraged vertical relationships at territorial and municipal level, as well as close interaction between the GALs and the community. Small-scale participative and trust-building actions will be implemented in order to validate the model and extrapolate the experience to other areas in the municipality.

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2.2.6. Adaptation and Resilience of Family Farming in Northeast Argentina in the Face of Climate Change and Variability - Argentina

Project location

Part of the Northeast Region of Argentina (centre and south of Chaco province, west of Corrientes province, north of Santa Fe province and east of Santiago del Estero province). The Area covers almost the entirety of the so-called Humid and Sub-humid Chaco and part of Dry Chaco, and corresponds to an extensive rural area.

Background and project description

This project stems from a local problem that characterises the Argentine Northeast. Indeed, the area is bedevilled by water access problems and faces the negative effects of climate change. This phenomenon manifests itself in temperature and rainfall fluctuations, advanced or delayed rainy seasons, increased or severely decreased rainfall, occurrence of increasingly damaging frosts and unusually sharp temperature increases. All of this is compounded by soil erosion and deforestation, which increase the vulnerability of the ecological system and the rural population, reducing agricultural productivity, threatening food security and reducing the families' revenues.

In 2012, the Unit for Rural Change (UCAR) of the Ministry of Agro-Industry of Argentina accredited the so-called Adaptation Fund as a National Implementation Entity. This opened the door to submitting funding projects directly, without the need of intermediaries. To take advantage of this opportunity, UCAR invited the constellation of governmental institutions present in the territory to work jointly on the design of a rural development and climate change project to be submitted to the Adaptation Fund. It was decided to focus the project on the Argentine North East given the region's social vulnerability and adverse weather conditions. This is how the Adaptation and Resilience project for Small-Scale Agriculture came into being.

The overarching goal of the project was to augment small-scale farmers' adaptive capacity and resilience regarding the challenges posed by climate change and variability, especially those resulting from the increase observed in the intensity of hydrometeorological events such as floods and droughts. The specific goals were: 1) to enhance the resilience and adaptation of small-scale farmers vis-à-vis climate change; 2) to strengthen hydrometeorological and agro-productive monitoring systems; and 3) to increase the capabilities to successfully manage measures and actions aimed at adapting to climate change.

Actors involved

UCAR coordinates, supervises and implements the project. The National Institute of Agricultural Technology (INTA) implements a subcomponent that covers optimization of water and agricultural practices, and of agro - hydrometeorological networks. The Agricultural Risk Office (ORA) of the Ministry of Agro-Industry is in charge of the risk-management subcomponent and, together with INTA they develop the early warning system. Different organisations such as ORA, INTA, the National Directorate for Climate Change (DCC) and UCAR participate in the implementation of the training activities and the skill-generation workshops within the capacity-building component. UCAR acts as the overall leader of the project, whereas ORA and INTA are leaders in each one of the territories where they perform their respective activities. A central supervising committee and an operational committee are also in place.

Other actors include small-scale farmers; NGOs; the indigenous communities; cooperatives and consortiums; grassroot social organisations; institutions from the four provincial governments; municipalities; the Secretariat for Small-Scale Agriculture; INTI (National Industrial Technology Institute); private players; and insurance companies. The direct beneficiaries are 4,000 small-scale farmers, public institutions and government technicians.

Duration

The project is currently under implementation. The agreement was concluded in April 2013 for a 3-year period. An 18-month extension was subsequently granted, which sets April 2018 as the deadline for completion of the project.

Financial resources

The Adaptation Fund contributed 5,640,000 US dollars.

Human resources

The project relies on qualified technical staff contributed chiefly by INTA and ORA: agronomists, weather specialists and experts in different areas of agricultural production and rural development, who work synergistically in coordination with technicians from other governmental institutions. Coordination and administration staff have also been recruited. Specialist consultants are hired sporadically for specific tasks.

Scope of the project

- Wells were excavated and tanks, cisterns and community dams were built to improve water harvesting, use and productivity.
- A feasibility study was carried out for the insurance pilot plan; a pilot plan was also designed to analyse the feasibility of insuring under-shelter and open-air fields of horticultural crops.
- Fruit and vegetable gardens were implemented as well as crop shelters and improvements in productive practices such as forage management and soil management techniques.
- Automatic agro - hydrometeorological monitoring stations were developed and installed; some stations were converted to complete monitoring stations; some networks were integrated and local node IT systems were reinforced.
- Databases and cartographic information were compiled, integrated and analysed; risks maps and a soil moisture monitoring system are currently being prepared. Different climate change scenarios were analysed.
- Capacity-building workshops were organised to make government technicians and farmers aware of adaptation measures, risk management techniques and the most efficient methods to build irrigation systems. Lessons learnt were exchanged and disseminated.

Achievements and results

- The project succeeded in sensitising the beneficiaries on the advantages of using the different methodologies. They also developed the ability to propose and implement adaptations to such methodologies.
- Some 395 families benefited from works that entailed improvements in the use, harvesting or storage of water.
- Some 85 families benefited from new crop shelters and were introduced to optimised agricultural, livestock and forestry production techniques.
- Some 15 automated agro - hydrometeorological monitoring stations were developed and 3 mobile stations are now underway; 10 stations were converted to complete monitoring mode.
- The region's agro - hydrometeorological networks were integrated and extended.

- Some 468 farmers received training on adaptation measures; 193 municipal, provincial and central - government technicians were trained.
- An insurance pilot plan was introduced for small and medium-scale farmers
- An early warning and decision-making system was developed to evaluate and manage climate risks, including extreme events.

Key success factors

- Knowledge management. Systems were developed with domestic technology. New knowledge was transferred to technicians from local authorities and the national government as well as to the small-scale farmers themselves, which ensures the project's sustainability. The workshops and capacity-building sessions generated a series of skills that are highly appreciated and assiduously used with a social purpose within the community.
- During implementation, actions were subject to constant review and adjustments and changes in the procedures and instruments were introduced as needed in order to improve the final result. New tools were also developed for better follow-up and interaction with local stakeholders.

Networking outcomes

Trust was built and synergies were generated between the institutions in the area; resources were more efficiently leveraged. A sound governance structure, with clear rules, roles and responsibilities, allowed the different stakeholders to work in a coordinated way, harnessing the capabilities of the governmental institutions in the territory and promoting social cohesion. Moreover, new central government-local governments-community relationships were created.

Contacts

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2.2.7. Capacity - Building for Environmentally Sound Management of Municipal Solid Waste in Yauyos District - Peru

Project location

Yauyos district and province, in the southeast of the city of Lima, Peru.

Background and project description

This project came about as a result of two important shortcomings observed in the Yauyos district: 1) the inability of municipal workers and the general population to manage solid waste in an environmentally-friendly way; and 2) the lack of institutional environmental awareness and the low level of cooperation between the municipal government, the population and public-private partnerships in the design of strategies conducive to an environmentally-sound management of solid waste.

Such shortcomings have resulted in poor sanitation levels, inadequate hygiene habits in the community and, last but not least, the proliferation of infectious diseases. The present project is intended to address these deficiencies by increasing the educational standards of different population groups, including decision-makers and municipal workers, and raising their sanitary and environmental awareness. An effort is also being made to consolidate and enhance inter-institutional cooperation and coordination mechanisms between the different actors to implement a sustainable system to manage municipal solid waste.

By strengthening municipal litter collection capabilities and the environmental awareness of the relevant institutions, the project seeks to boost quality of life across the community and encourage an environment that is free of the pollution arising from poor solid waste management.

Actors involved

The municipality of Yauyos is a key player in this project, particularly as far as public sanitation is concerned. Another important partner is the Yauyos health centre, which voluntarily decided to join in as a collaborating entity given their interest in supporting the health promotion campaigns envisaged. Educational entities such as Yauyos Local Educational Management Unit (UGEL 13), local schools in the area, and the Jatun Yauyos Public Higher Technological Institute, interested in improving environmental education and awareness, also participate in the project. The National Police detachment at Yauyos has also committed itself to supporting the municipality in the management of solid waste.

Finally, the project enjoys the support of the Yauyos neighbourhood councils and committees and the general population, both of whom have a keen interest in the improvement of public sanitation and promoting judicious waste management.

Duration

The project began in September 2015 and is currently in the implementation phase. Although most of the work has been completed, the Yauyos provincial authorities still has some obligations to fulfil, including drawing up a report for the Peru Germany Counterpart Fund (FCPA).

Financial resources

In addition to the public resources contributed by the Yauyos Municipality, the project is co-funded by the Peru-Germany Counterpart Fund (FPA). This funding was obtained through a competitive process organised by the sponsoring organisation.

Human Resources

In its capacity as implementing entity, the municipality of Yauyos engaged a professional team to conduct the project. This team comprised a project manager, who was an engineer, and a project assistant in charge of technical and administrative tasks, who was a specialist in administration and had experience in environmental projects.

The Yauyos council outsourced capacity-building to a consultancy company with experience in the areas covered by the project. This company selected a health and safety engineer who they appointed as project coordinator and an environmental engineer who became technical assistant.

Scope of the project

- Capacity - building, awareness-raising and technical assistance were provided in educational institutions, social organisations and governmental institutions.
- Health professionals visited households to explain the importance of good domestic and personal hygiene.
- Environmental awareness - raising was provided through different campaigns, events and mass media publications.
- Municipal regulations aimed at improving solid waste management were drafted.
- Capacity-building sessions on integrated waste management were held with government officials and municipal workers.
- Technical assistance was provided for the design, implementation and monitoring of the Integrated Yauyos province Environmental Solid Waste Management Plan (PIGARS).
- An Integrated Solid Waste Management Unit was created and implemented at the city council.
- The Yauyos Municipal Environmental Committee (CAM) was instituted, with a technical group specifically dedicated to solid waste management.
- An environmental impact analysis (DIA) was conducted.

Achievements and results

- Levels of health and environmental education and awareness have increased in the different population groups in Yauyos. The change achieved in habits and behaviours resulted in waste reduction and higher sanitation standards.
- Technical knowledge was transferred to municipal officials so as to equip them to deliver higher-quality public sanitation services.
- Inter-institutional cooperation mechanisms between the different players in the solid waste management system were designed.
- Both the inhabitants and the institutions themselves were encouraged to play a more active role in finding ways of operating in a more environmentally efficient way.
- The activities centred around three main lines of action: 1) environmental education and awareness-raising; 2) strengthening of municipal authority 3) development of institutional environmental awareness.

Key success factors

- Improving municipal management capabilities at a technical and financial level is crucial to guarantee sustainability of the project. Furthermore, the Municipal Environmental Committee was created to promote inter-institutional cooperation and ensure continuity of the project.
- Success of the Integrated Environmental Solid Waste Management Plan (PIGARS), validated by the different social actors in the district, will depend largely on the political will of municipal authorities.

Networking outcomes

The project is based on the consolidation of cooperation relationships between stakeholders of the solid waste management system: municipal, governmental, public and private institutions and the inhabitants. Inter-institutional cooperation was encouraged.

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2.2.8. Cultivation of the Piquin Pepper in San Carlos Municipality: an Example of Rural Development - Mexico

Project location

The town of Magueyes in the municipality of San Carlos, State of Mexico. The town covers an area of 606 hectares and has 154 inhabitants of whom 24 are land holders with rights to cultivate their land.

Background and project description

In spite of the efforts made at the different levels of government, the development status of Mexican rural communities is not very encouraging. Such efforts have proved insufficient to reduce the economic backwardness of rural communities, manifested by the rural families' low quality of life. In the case of the San Carlos municipality (Tamaulipas) the situation is made even worse by the absence of opportunities to boost the local economy and the limited (almost non-existent) promotion of entrepreneurship, scant initiatives to stimulate growth and a lack of understanding of how to leverage and enhance natural resources.

The region's vegetation is a natural source of the *Piquin* pepper, a very popular item in the local and the national cuisine. During the harvesting season, the *Piquin* pepper is a significant source of income for the population. However, the community's ability to meet the market's needs is limited to growing the wild plant, as the inhabitants of the area lack the knowledge needed to domesticate the plant and establish a formal commercial concern.

In the face of these problems, a decision was made to design a development model that rested on the territorial resources and productive capabilities of the community. A study was conducted to find out: 1) the extent to which the community was aware and appreciative of the resources at their disposal; and 2) what would be the ideal inter-institutional coordination model to cater for the community's needs and attract technological investments to promote local growth and development. For the study, a series of working groups were created, with the participation of the local community, to analyse and characterise the extent to which endogenous natural resources are properly leveraged. The idea is to use the information gathered to build a knowledge base that could be added to the research already conducted at university level and eventually use those learning to launch new initiatives or strengthen existing ones. The specific goals are: a) to boost development of the rural community; b) to identify territorial resources and local production capabilities; c) to participatively analyse and define a spatial development project; and d) to define a development model and the action plans needed to apply it to the production process.

Actors involved

As the main beneficiaries of the project, the rural community of Magueyes are given the necessary information on the use and management of the soil and on how utilise natural resources sustainably.

The main actor in this project is the PhD programme on knowledge management and transfer of Tamaulipas Autonomous University, which is in charge of carrying out the study. The University's Applied Ecology Institute also played a role.

As regards business sector partners, Piquines Mexicanos, S.P.R. de R.L. de C.V, was the company in charge of sharing knowledge on pest management and control, irrigation and cultivation and production of *Piquin* pepper derivatives. They also gave expert advice on the sustainable utilisation of wilderness areas for cultivation and production of *Piquin* peppers.

As far as governmental partners are concerned, the most significant players are the Ministry of the Environment and Natural Resources, the Ministry of Economy, the Ministry of Agriculture, Livestock Production, Rural development, Fisheries and Foodstuffs, the Ministry of Agricultural, Territorial and Urban Development and the Ministry of Social Development. Partners involved at the state level included the Tamaulipas Science and Technology Council (mixed funds), the Secretariat for Economic development and the Secretariat for Rural development.

Duration

Implementation of the Programme is expected to last 4 years (from 2014 to 2018). The project is at present in the development/capacity-building phase, which began with demonstrative sessions for the benefit of the members of the community where different development opportunities were presented. The second stage will comprise the design of a development model aligned with the needs of the community.

Financial resources

To present the project to the rural community, a series of technical resources (beamer, computer) and materials had to be obtained to show inhabitants that the establishment of formal plantations was feasible. Such resources were made available by Tamaulipas Autonomous University. A demo cultivation area was also designed.

Human resources

The study is the responsibility of a team of 3 researchers from Tamaulipas Autonomous University. Capacity-building sessions were organized with the inhabitants of the target rural community.

Scope of the project

- Abundant documents were gathered on the subject; scientific databases, population and housing censuses were analysed; and interviews with experts in the utilisation of forestry resources were conducted.
- Field work was conducted with the inhabitants of the target rural community.
- The *Piquin* pepper market was surveyed.
- The intervention area was characterised.
- The project was submitted to the community's general assembly.
- A demonstrative workshop was held on induced germination of *Piquin* pepper seeds.
- A demonstrative *Piquin* pepper plant field was installed.

Achievements and results

- The partners were successful in developing the community's trust in the project.

- The economic value of rural work was enhanced in accordance with the market price of *Piquin* peppers.
- The economic development of rural areas is encouraged through knowledge transfer activities dealing with the sustainable cultivation of *Piquin* peppers. The generation of new scientific knowledge is constantly encouraged.
- Participation of the inhabitants of rural communities is promoted through environmental education, activities. A comprehensive capacity-building programme is provided concerning the conservation and exploitation of this natural resource.
- The rural population were sensitised concerning the economic importance of growing *Piquin* peppers and the development and promotion of its derivatives.
- Collective participation in rural enterprises was promoted as a way of obtaining scale economies and increased negotiating power in the market.

Key success factors

- The project rests on the development of joint strategic plans between social, production and academic players.
- An endogenous development plan was developed in accordance with the characteristics of the target community. It is expected that the community will gradually articulate its own development model, based on an identification of their resources, an appreciation for their territory and the merits of the local community.

Networking outcomes

The idea is to encourage the establishment of a network of rural communities and promote the development of connections between such communities and the business sector in order to enhance the communities' understanding of the market, expose them to new production techniques and improve the quality of their products. Universities act as the connecting link between communities and businesses and as drivers of change.

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3. Economic development through strong institutions, competition and innovation

In general, the approach to economic development radically changes by adopting a spatial approach: in fact, there are significant differences between considering it under a “local” or a “territorial” perspective, because the introduction of the territorial variable can induce a sometimes radical modification in the design of economic development policies and of sector – targeted measures. According to the approach adopted by the Summer School, the presented initiatives boosting economic development, were always referred to the territories in which they are actually adopted. This chapter presents the participants’ case studies related with the enhancement of Knowledge Capital as the asset of local communities for promoting innovation and economic development, strengthening territorial competitiveness, creating jobs and income opportunities, reducing poverty. Among others, the selection includes the use of strategic instruments, the cooperation between actors at local level, inter-company collaboration, as well as specific measures to support small-scale farmers.

Both the specialized literature and public policy have traditionally associated economic development to the strictly competitive dimension of enterprises and their performance in particular considering production sectors. In this regard, a strictly sectoral approach has been founded on an attempt to define the strategic factors enabling strengthening the competitiveness of productive sectors through policies aimed at fostering entrepreneurs to establish and develop a business and supporting companies with the urge to grow and flourish.

Under this perspective, policies and interventions geared to facilitating economic development may adopt either a macroeconomic or a microeconomic approach. Many tools and measures of both kinds have traditionally been used for this purpose. Examples of macroeconomic measures include:

- Fiscal policies
- Monetary policies
- Policies aimed at stimulating investment in production activities
- “Protectionist” measures concerning the export and import of goods and services
- Regulatory and legislative initiatives intended to facilitate industrial protection (more or less strict environmental standards, policies supporting labour market flexibility, etc.)

Examples of microeconomic interventions include:

- Support to innovation and production efficiency
- Policies aimed at simplifying the procedures required to start and develop a business

- Incentives to develop employees' skills at different levels
- Providing easier access to bank loans

Nevertheless, the approach to economic development radically changes when a spatial approach is brought into the equation. That is to say, there are significant differences when considering economic development from a “local” or a “regional” perspective. In fact, the introduction of the territorial variable induces a perspective change and results in a sometimes radical modification in the design of economic and productive development policies, and of the sectoral measures mentioned above.

It should be mentioned that this approach, which connects economic development to the spatial dimension, was the one adopted at the different editions of the Summer School. This means that the measures to boost local economic development were analysed with reference to the territory in which they are adopted rather than in terms of isolated businesses or production sectors. This territorial perspective is essential to understand some of the decisive aspects of development:

- Introduction of innovative projects in local productive systems;
- Design of training programmes for human resources that are adapted to the requirements of each local context;
- Specific emphasis on the importance of the characteristics of the local environment and the local cultural heritage, and of the opportunities they offer, as important assets for local development⁴;
- Creation and implementation of complex governance structures to manage public policies aimed at economic development. Such structures should contemplate full integration between the different levels of public administration as well as inter - sectoral cooperation and coordination between different public and private actors and civil society. As regards governance, some authors have come up with the notion of “institutional thickness” of a territory as a metric to measure the effective ability of a local institution to manage integrated territorial development policies⁵.

The above means considering the “context” within which economic and productive activities are developed from two basic perspectives: 1) the sectoral dimension and 2) the territorial dimension.

Considering the activities of a company (production, commercial or service provision) as an engine of economic development, the sectoral dimension usually encompasses production processes and local business clusters. To put it simply, the sectoral dimension refers to the sum total of the company's suppliers, clients and competitors.

The territorial dimension is, in turn, a complex and interconnected combination of several significant factors and actors, among them:

⁴ See: ConectaDEL “Guía de Aprendizaje sobre Integración Productiva y Desarrollo Económico Territorial.” Module 7: “El enfoque del desarrollo económico territorial” [<http://www.conectadel.org/>]

⁵ Four basic components that determine “institutional thickness”: 1. A strong institutional presence locally; 2. Inter-institutional interaction: formal and informal exchanges; 3. A programme or strategy aimed at achieving widespread development; 4. Distribution of power and coordination. See: Amin, A. and Thrift, N. (1995) *Globalization, Institutional Thickness and the Local Economy*. In Healy P., Cameron S., Davoudi A., *Managing Cities: The New urban Context*, Chichester: J. Wiley.

- Basic material and immaterial infrastructures
- Human resources training systems
- Socio-institutional aspects
- The legal and regulatory framework
- The research, development and innovation system
- Public and private social, technical, financial and logistic services available.

Policies and initiatives aimed at territorial economic development received significant support in Europe and on an international level from the 1980s', as a result of the following two factors:

1. The need to identify policies and measures that would contribute to bridging the development gap between different territories (the most developed vs. the least developed ones) and address the problems posed by the lack of socio-economic cohesion brought about in many regions and many countries by the persistence and, in some instances the widening, of the above mentioned development gap;
2. It has been known for decades that it is Small and Medium Sized Enterprise (SME) that generate most of the jobs in the economy and produce the highest levels of wellbeing. However, the development of SMEs crucially depends on their surroundings, i.e. their local, territorial and sectoral context. Several initiatives and strategies have been developed to support the development of SMEs with a view to enhancing the context they operate in.

The measures and tools employed are extremely varied and wide-ranging. Territorial economic development policies largely depend on the specific conditions of each local context, on the idiosyncrasies of local communities, on the assets available in the territory and – lastly – on the territorial capital effectively at society's disposal. It is widely understood that there is no single pattern or logical or rational conceptual framework that can successfully be applied across different contexts. Local development policies must be tailored to the different contexts they are to be applied to.

Adjustment and systematisation of territorial economic development policies are not conceptually different in the case of territorial competitiveness or rural development. The idea is, rather, to adjust and weigh the different component of this class of public policies. Although operational tools are naturally subject to change or significant adaptation, the guiding principles remain unalterably valid in spite of the context if we accept the spatial approach as the cornerstone of these policies.

The experiences of local economic development that the participants have shared in the course of the different sessions of the Summer School, and which are presented in the present chapter, contain some significant elements that should be considered when discussing local economic development.

Among the others, the most relevant elements that deserve consideration:

- the development of strategic instruments;
- the importance of the capacity to cooperate between actors at a local level and their capacity of setting associations and inter-company collaboration;

- the specific measures adopted to support small-scale farmers and entrepreneurs in general.

3.1. Institutional strengthening and local competitiveness

3.1.1. USAID Project on Municipal Competitiveness - El Salvador

Project location

Fifty municipalities of the Republic of El Salvador.

Background

In 2009, the US Development Aid Agency (USAID) created the Municipal Competitive Index (MCI), a tool that can be used to measure the business-enabling environment in a given municipality on the basis of the conditions that entrepreneurs and investors consider necessary to establish new businesses or extend existing ones. The variables making up the 2009 version of the MCI were: transparency, municipal services, proactivity, informal payments, public safety, time to compliance, rates and taxes, entry costs and municipal regulations.

The results of ICM 2009 showed that all the municipalities analysed, even those with good scores, presented with a significant potential to improve their competitiveness and their ability to attract investments and expand business opportunities, the number of jobs available and the income generated. These findings encouraged USAID to launch a second Municipal Competitiveness project in 2010.

The Municipal Competitiveness Index (ICM) is a measure of the capacity of municipal governments to generate and enforce trade regulation policies that may stimulate the development of the private sector. The tool excludes factors such as number of inhabitants, location, and the natural resources in each locality. In this way, municipalities can be compared on equal terms, regardless of any differences concerning the resources at their disposal and their level of development.

Actors involved

Partners of the projects included the municipalities involved, representatives of the different production sectors (companies, farmers, shopkeepers). The implementing partners were the main actors for the execution of the project.

At national level, the project involved the different nationwide institutions that support the development of the production sectors. At a sub-national level, local governments and municipal associations played an important role. Other actors included civil society and its organised groups, local NGOs, the police and educational centres.

Duration

From November 2010 to March 2015. The project has been completed.

Financial resources

The project was funded by the United States International Development Agency (USAID).

Human resources

The technical team of the RTI International Research Institute coordinated the implementation of the project. Moreover, the implementing partners made available the staff required for the interventions carried out in the territories.

The National Development Foundation (FUNDE) implemented the project in 30 municipalities, while the Advisory and Training System for Development (SACDEL) implemented it in 20 municipalities. The Sustainable Development Foundation (FUNDES) introduced measures to streamline municipal procedures, while the Superior School of Economy and Business (ESEN) carried out the 2009, 2011 and 2013 MCI measuring rounds.

Scope of the project

- Sensitisation meetings were held with the community. Subsequently some community members filed an application to participate in the project. Finally, the names of the selected candidates were announced.
- A field study and desktop research analyses were carried out.
- Municipal competitiveness plans (PCM) were drawn up through a participative process.
- Municipal competitiveness committees (CCM) were established (CCM).
- The skills of all (public and private sector) actors were strengthened through capacity-building activities, technical assistance, organisation of forums, sharing of success stories and building of learning networks.
- Competitive funds were established to promote local competitiveness.
- A series of Municipal Liaison Units for Enterprise development (EMPRE) were created with a view to ensuring that the effects of the project would be sustainable.
- The competitiveness of participating municipalities was measured using the Index (MCI) in 2009, 2011 and 2013.

Achievements and results

- 50 transparency agreements were signed
- 24 transparency-based websites were developed and created
- 635 people were trained in different transparency-related areas
- 38 municipalities have improved their efficiency levels
- Four municipality associations drew up regional competitiveness plans
- Four regional competitiveness committees were established
- The MCI was successfully implemented in 2011 and 2013
- 50 competitiveness plans were developed and successfully implemented; 50 competitiveness committees were created
- 20 Municipal Liaison Units for Enterprise Development (EMPRE) were created and are still operational.

Key success factors

- Improvements in local institutional capabilities and organisational capabilities.
- The methodology adopted by the MCI focuses on economic and governance aspects over which all municipal governments have a similar degree of control. This means that smaller municipalities can obtain as good a score as larger and economically more active ones. By giving municipalities a score, the MCI encourages healthy

competition between them, which has resulted in better and more development-oriented local policies.

Networking outcomes

Creation of new “vertical” relationships through a closer bond between municipalities and the private sector.

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3.1.2. Promoting and Strengthening Territorial Economic Development in North Lima - Peru

Project location

The project centred on eight districts in the North Lima area, in Lima, Peru. These districts are Ancon, Comas, Carabaylo, Independencia, Los Olivos, Puente Piedra, San Martin de Porres and Santa Rosa.

Background

Lima, the capital city of the Republic of Peru, has suffered significant social and economic transformations in the last decade, leading to the emergence of new settlements on the periphery of the city, such as North Lima, South Lima and East Lima.

In the particular case of North Lima, the area has become a centre for economic development with high levels of diversification in the areas of production, industry, manufacturing, trade and services. The expansion of this area occurred in a fairly disorganised way, with several limitations arising from the absence of market access, the unavailability of sources of finance and the inadequacy of the population’s business and technical skills. However, the existence of an active social fabric and the leadership of local authorities have resulted in the promotion of participative processes such as the design of the 2006 - 2015 Territorial Economic Development Plan for North Lima.

This cooperation-based initiative encouraged the Lima Metropolitan Municipality in 2012-2013 to embrace the project entitled “Promoting and strengthening territorial economic development in the Municipality of Lima.” The project’s priorities were related to inclusive and sustainable development. The economic rationale was based on the capabilities of citizens themselves, who were transformed into drivers of their own development.

The project was intended to consolidate the efforts made by public and private agents to dynamise the local economy and promote job creation. This led to the establishment of the Territorial Council for Economic Development of North Lima (Codet), an organisation devoted to the promotion of inter-institutional and intersectoral coordination. The above-mentioned “Promoting and strengthening the Territorial Council for Economic Development in North Lima” project was launched in 2014.

Actors involved

At the level of the local government, the officials in charge of economic development in the eight municipalities and of the North Lima community of municipalities were partners of the project. At national level, the partners were the Ministry of Production, the Ministry of Foreign Trade and Tourism, the Ministry of Labour and Employment Promotion and the Ministry of Agriculture and Irrigation. Furthermore, eight business associations and the North Lima Chamber of Commerce were partners to the project, as well as seven public and private universities and research institutes and centres. Non-governmental organisations also played a significant role

Duration

The project was designed, formulated and managed between 2012 and 2013.

The institutional strengthening of the el Territorial Economic Development Council of North Lima (Codet) took place between 2014 and 2015.

Financial resources

Funds were provided by the Lima City Council and by the Inter-American Development Bank (IDB).

Human Resources

The project was managed by the staff of the Department of Productive Development of Lima City Council. Specialists from civil society associations and public and private institutions were part of the project's technical assistance team. External consultants also played an important role.

Scope of the project

- Multisectoral gatherings and participative workshops were held to discuss the approaches and instruments required for territorial economic development.
- A technical panel was constituted. This was a coordination space in which organisations from the public and private sector of metropolitan Lima were invited to participate on account of their experience in the subject.
- The project's management team was created and a territorial coordination platform was also set up, integrated by organisations whose scope and priorities were related to the economic development in North Lima.
- The Council for Territorial Economic Development of North Lima was constituted; bylaws and operational manuals were drawn up.
- The degree of territorial competitiveness was determined.

Achievements and results

- A shared vision on development was generated between the public and private actors of the territory.
- Local governments promoted Initiatives aimed at building business capabilities in North Lima, recognizing the economic potential offered by the inter-district area.
- Multiple stakeholders, with various interests, discourses and expectations, became engaged with the territorial economic approach and became aware of the importance of having a space at their disposal where they could work collaboratively to develop

their potential to influence public policy-making with an integrated development approach.

- Universities made a contribution as promoters of technology transfer, which resulted in improved competitiveness and local productivity.
- A territorial development council was established in North Lima, which has become an example for the setting up of similar organisations in others areas of the Lima region.
- Territorial governance and democratic accountability were reinforced.

Key success factors

- The project encouraged cooperation between different institutions to develop the territory. More emphasis should be placed on encouraging companies to participate, making them aware that this is the only way they can improve their productivity and competitiveness in local markets and globally.
- The local authorities' developed management and leadership capabilities to promote territorial production programmes and projects.

Networking effects

Synergies have been created between local stakeholders (companies, universities, local governments); vertical relationships were established between the central government and local governments.

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3.1.3. Economic Development and Territorial Competitiveness of Micro, Small and Medium-Sized Enterprises in the West Basin of Lerma River (PRODECOL) - Mexico

Project location

The region of the West Basin of Mexico's Lerma River comprises the municipalities of Degollado, Jalisco; La Piedad, Michoacan and Penjamo, Guanajuato. Together, they are home to approximately 250,000 inhabitants.

Background and project description

The West Basin of the Lerma River is the epitome of an area that has undergone economic and social devastation as a result of its inability to appropriately prepare itself to trade in an increasingly open world market. The main consequences have been the degradation of local production systems, a loss of associational spirit and the low competitiveness of micro-enterprises and of the productive sector. These factors have resulted in a drastic reduction in the number of jobs available which in turn, has led to an exodus of the population. Apart from the absence of economic drivers, the region is facing a depletion of its natural resources and an increase in air pollution. These problems are a threat to food security and the right of future generations to avail themselves of natural resources essential to their development.

Against this background, the Programme for Economic Development and Territorial Competitiveness for Micro, Small and Medium-Sized Companies (PRODECOL) was introduced with the aim of promoting sustainable economic development throughout the watershed by enhancing the competitiveness of the players involved in production and business support entities; the development of a model based on cooperation between pork processing, horticultural (strawberries) and handicraft (stone-carving and shawl-making) micro, small and medium-sized enterprises (MiSMEs) from different territories; the establishment of public-private partnerships; the promotion of associational innovation; and the strengthening of institutional capabilities. The territorial development strategy centres on three axes: a technological axis along which knowledge is conveyed to micro-entrepreneurs to help them develop their human potential and their skills and promote an eco-efficient management of their territory; an institutional axis, aimed at articulating society by integrating research centres and higher education institutions with local governments for more efficient governance; and the business axis, which pursues the enhancement of competitiveness and quality of life of the families involved.

Actors involved

The Programme is coordinated and implemented by the La Piedad Campus of the Valle de Atemajac University (UNIVA). Over 6 years, the Programme received funds from the Inter-American Development Bank (IDB). International solidarity was also present through Senior Experten Service (SES, Germany) and the Japanese International Development Aid Agency (JICA). Pig farmers, horticulturists and small-scale producers are key players in the Programme, together with the municipalities of La Piedad, Penjamo and Degollado. Public and private local, state and federal institutions working directly with farmers joined PRODECOL as the Programme unfolded.

Duration

PRODECOL was implemented between 2009 and 2015 with co-funding from the IDB. Since 2015, it has been operated with local resources.

Financial resources

Implementation of the PRODECOL required an investment of 2,830,000 US dollars, of which the IDB, through the Multilateral Investment Fund (FOMIN) contributed 48% via a non-refundable technical contribution. The remaining 52% was a combination of a matching contribution paid through Federal, State and Municipal programmes, and cash and in-kind contributions from the beneficiary farmers.

Human Resources

The Implementation Unit in charge of the management of the Programme is made up of a director, a financial-administrative coordinator, three sectoral coordinators and a business incubator coordinator. Strategic sector committees (COES) were also formed, made up of representatives of farmers from the three municipalities, and the economic development officers of the local governments. COES have an advisory role in the design and implementation of systemic public-private collaboration projects aimed at strengthening the participating sectors. Furthermore, over 50 public and private institutions provided support to PRODECOL's operations and a group of 60 Mexican and foreign consultants have supported different activities under the Programme. The Steering Committee (JD) is the

body in charge of the strategic leadership of the Programme, with voice and vote over PRODECOL's strategic decisions.

Scope of the project

- Action plans were developed to integrate production processes.
- Actions were implemented to promote associational innovation among businesses.
- Measures were adopted to promote financing, investment and resource mobilisation for productive projects; work was done to introduce the local population to new markets and to upgrade their capacity to sell and distribute their goods, developing new products and processes that may add value to their traditional production activities.
- An institutional base was developed to enhance territorial competitiveness.
- The project was duly monitored, the results were disseminated and the experience was modelled.

Achievements and results

- The territorial cooperation model succeeded in engaging 510 local companies and 708 direct jobs were created. The public sector as well as scientific-technological institutions also participated to generate new dynamics aimed at innovation in the field of processes and services and developing a new awareness for environmental care.
- Farmers benefited from 12,840 hours of capacity - building and consultancy services.
- Business associational activities were enriched with initiatives promoted by each of the enterprises: a change of mindset and in the way of managing their operations was observed among small and medium-scale pig farmers; in the horticultural sector, collaboration between well-trained young entrepreneurs resulted in a transformation in production systems conducive to the cultivation of organic produce; in the stone-carving handicraft sector a new cooperative was created that provides a common design centre and a collective trademark that adds certitude to the sustainability of productive activities over time.

Key success factors

- Empowerment of the inhabitants of the territory and institutional strengthening, which enhanced the people's ability to take their fate and the project's sustainability in their own hand. Indeed, after the IDB-FROMIN funds were used up, the Programme was continued with locally - contributed resources.
- Harnessing existing resources and capabilities and capitalising on the previous experiences of farmers and the participating sectors.

Networking outcomes

This development project promoted the establishment of trust- and cooperation-based relationships between companies and institutions, encouraging leadership in the public and private sectors, facilitating the management of resources from other sources and enhancing the ability to generate resources within the territory. All of this was done with a view to designing innovative collective Initiatives for the region that are economically, environmentally and socially sustainable.

Contacts

www.prodecol.org.mx Revista digital de resultados:

<http://prodecol.org.mx/revista/#revista/1>

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3.1.4. A Local Governance Model - Guatemala*Project location*

Sixteen Guatemalan municipalities distributed across six departments in the southwest region and two in the east region.

Background and project description

Guatemala boasts many potential and comparative opportunities for economic development. Nevertheless, these have not been appropriately leveraged, particularly outside the country's capital. This is due to several factors such as the mistrust and the disconnection between the public and the private sector, the lack of strategic planning at a territorial level, the duplication of functions and Initiatives and a strong concentration of economic development activities and policies in the metropolitan area of the country.

Although the Ministry of Economy installed a series of regional offices, these have not had much success in promoting territorial economic development. In the face of the inefficiencies exhibited by the Departmental Development Councils in promoting the local economies, the need to create an entity able to promote coordinated local development initiatives and projects aimed at generating development became increasingly apparent. In that respect, the National Network of Community Promotion Groups (RNGG) designed and implemented a methodology to organise a series of competitiveness panels (MDCs). MDCs seek to promote competitiveness, economic development and decentralisation of the economic and productive policies of a territory through coordination and joint action between the public sector, the private sector and civil society. The goal is to attract investments to areas outside the country's capital, increase productive capabilities and diversity, encourage a more dynamic business environment and generate new sources of employment to improve the population's standard of living.

Actors involved

The panels have a flat structure and are based on work groups. They deal with aspects related to territorial competitiveness (market access and attraction of investments, training of human resources, innovation, technological adaptation, etc.). Each panel has a coordination secretariat that organises and follows up the panel's work, and plans intervention actions and strategies considering the Production Potential Studies and the Competitiveness Agenda of each department. Such studies, part of the so-called EPAC methodology, are prepared by the RNGG and provide the members of each competitiveness panel with a roadmap that defines their work in each territory.

Public-sector members of the competitiveness panels include municipal, departmental and regional political administrators. The public sector is tasked with approving the creation of the competitiveness panels, convening and coordinating the public stakeholders of the territory, and monitoring and evaluating the progress of their work. Local governments play an active role in the competitiveness panel's secretariat, which is in charge of leading the said progress. Other players include representatives of different public institutions, competitiveness delegates, departmental and municipal development councils, the National Competitiveness Programme (PRONACOM) and the Ministry of Economy (MINECO).

Another important actor is the private sector, specifically institutions from the business sector of each territory (chambers of commerce, trade unions, associations, etc.), which contribute their knowledge of the local economy, propose Initiatives for development, support the meetings and activities organized by the MDCs and monitor and evaluate the progress made. The third actor participating in the MDCs is civil society, namely, representatives of the community, non-governmental organisations and members of academia, whose task is to control, supervise, support and coordinate the different actions undertaken.

It is also important to recognise that the participation of the RNGG in this process was essential, especially as far as the creation of the model is concerned. Furthermore, the Network proposes the implementation of cross - cutting development strategies, building trust among civil society stakeholders. The Network actively participates in meetings and monitors and evaluates the progress achieved. The people living in the community, the department and the region are the actors and beneficiaries of the panels' actions.

Duration

The project began in 2009 and is still underway. Its level of community support has strengthened since it was first implemented.

Financial resources

In order to kick-start this initiative, the RNGG received an investment of 458,000 US dollars from the Inter-American Development Bank (IDB) following approval of the project entitled "Support to Competitiveness in Guatemala's Southwest Region."

Human Resources

The RNGG has a team made up of 5 professional technicians, who have been strengthening the model for the last 4 years.

Scope of the project

- Creation of a public-private cooperation methodology for the territories
- Creation of a toolkit
- Training programmes were organised for the members of the competitiveness panels
- Initiatives and projects were developed at national, regional and local levels. Eight projects were implemented that benefited over 415 persons
- An indicator-based methodology was developed to monitor competitiveness and development
- A (consolidated) territorial economic development policy was formulated
- Economic potential studies and competitiveness agendas were developed
- Technical assistance and support was provided to the actors involved

Achievements and results

- The project resulted in the construction of shared organisational and governance models at a local level.
- The ability of local stakeholders to influence the decisions of national authorities has been enhanced.
- The management capabilities of local players have been developed and their understanding of project administration and monitoring has been bolstered.
- The voluntary participation of 425 leaders from the public sector, the private sector and civil society has been encouraged.
- Given the success of the project, new panels were constituted, replicating the model in other regions of the country, particularly the Centre and the East. To date, 10 departmental competitiveness panels and one regional competitiveness panel have been set up.
- The involvement of 110 local organisations has been obtained, thereby constituting a significant territorial asset.

Key success factors

- The methodology developed has resulted in a replicable public-private collaboration model that accurately responds to each municipality's potentials. This has been possible as the work of each panel is based on the production potential studies and the competitiveness agendas of each municipality.
- The level of trust generated between the key players of the different territories, which has contributed to a shared vision of the development of the territory.

Networking outcomes

The initiative promotes the establishment of public-private collaboration and advocates for the creation of a neutral environment where relationships and cooperation between territorial actors should be promoted. On the basis of multilevel intervention, coordination with other actors is encouraged to ensure that the country develops in a sustainable way.

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3.1.5. A Value-Chain-Based Model for Municipalities Wishing to Become Tourist Destinations - Cuba

Project location

Viñales municipality, Pinar del Rio, Cuba.

Background and project description

An analysis revealed that, in Cuba, municipal governments with aspirations to develop a tourist-based industry do not have the capabilities required to make sound decisions in the realm of tourism policy. From the socio-economic viewpoint, distribution of the wealth generated by tourist-based activities is still unequal. The problem is exacerbated by the high degree of centralisation of decision regarding the tourism policy, an insufficient level of collaboration between local actors, a low awareness of the importance of tourism for local development and the lack of the skills required to manage local tourism at municipal level. Such problems have resulted in an underuse of the endogenous capacity to harness local tourist resources to boost the attractiveness of the different localities as tourist destinations, promote local production processes, minimize the negative impacts of tourism and increase the visibility of municipalities as tourist destinations in distribution channels.

Against this background, the Viñales municipal government felt the need to develop a management tool that could help it materialise its wish to develop a tourist-based industry. Specifically, what they wanted was to capture adequate public investment levels to develop tourist-based activities. Realising that this endeavour entailed a significant scientific challenge, the local university was asked to work on the design of a value-chain-based tourism management model for municipalities with an interest in developing a tourist-based industry. Application of such a model should place the provision of tourist services within a local development framework, integrating municipal and extra-municipal value systems. The specific goals of the model are: 1) to analyse the theoretical and methodological foundations that support the tourism-local development relationship at a municipal level from the perspective of the value chain; 2) to define the procedure to be followed in managing local development in tourism-oriented Cuban municipalities; 3) to design the components and essential relationships of the management model; and 4) to demonstrate the practical value of the model, through application of its methodology in the target municipality.

Application of the value chain approach to the areas where tourism and locality converge leads to the definition of a new construct for the scientific literature: the value chain of municipalities aspiring to become tourist destinations (CVMVT). CVMVT is understood as the value chain resulting from the integration of the tourism value chain with the locality's value chain against the backdrop of their relationship with the environment. The development of CVMVT results in the establishment of networks of public and private tourism - sector and non - tourism-sector actors and of local business clusters that optimize the dynamic balance between the inputs and the outputs resulting from the tourism-locality-environment relationship and pursue the common goal of improving the local community's quality of life. This is the innovative theoretical conception that supports the management model designed for and implemented in the municipality of Viñales.

Actors involved

All the different players in the municipality are involved in the project, particularly the local government, which is responsible for the model's implementation and governance. The Local Development Municipal Group operates as a technical advisor to the government and as a coordination body. Other partners include the provincial Ministry of Tourism and the companies under its jurisdiction in the municipality; provincial or national economic entities present in the municipality; Pinar del Rio University through the Centre for Management, Local development and Tourism Studies; and Viñales Municipal University Centre. Project

beneficiaries include the municipal government, state and non-state tourism operators, not-for-profit organisations and local communities.

Duration

Implementation of the project spanned a period of three years, from January 2013 to December 2015.

Financial resources

A total of approximately 15,000 convertible Cuban pesos (CUC) were invested in the project. An additional 40,000 CUP (Cuban pesos) was spent on field work, scientific visits, enrolment fees for domestic and international events related to the project's subject matter, and services contracted from private parties. The funds came both from an external source (collaboration project) and an internal one (University's research & development project).

Human resources

Prestigious experienced professionals participated in the research and teaching activities. The municipality's local talent was activated through the participation of teachers from the Municipal University Centre (CUM), the involvement of economic and social agents from the territory in different work teams (on an invitation by the municipal government), and the activation of the different coordination mechanisms designed.

Scope of the project

- The target actors were identified and the Municipal Local Development Group was restructured.
- The municipal development strategy was designed; development priorities, programmes, sub-programmes and projects were defined.
- Local players were sensitised and trained to manage local development with a value chain perspective.
- The possibilities and restrictions concerning the construction and redesign of local business clusters were analysed.
- Municipal public tourism policies were drawn up.
- The inventory of tourist attractions and resources was updated; demand studies were performed; studies to document resident perceptions were commissioned; an inventory of tourist attractions and infrastructures was designed; a sectoral strategy to develop the tourist industry was drawn up; and a cardinal or integrating tourist modality was defined.
- A system of relationships between local and extra-local agents was designed, activating all the necessary cooperation mechanisms. The Advisory Technical Group for the Management of Tourism was constituted (GTAGT).
- The tourism development programme and its sub-programmes were designed with a focus on nature tourism; new development programmes were proposed with an impact on CVMVT.
- Monitoring indicators were designed, follow-up instruments were applied, and proposals for continuous improvement were tabled.

Achievements and results

- The global contribution of tourism to the local economy was increased.

- Consumption of national products in hotels and restaurants increased from 71 % to 80 %.
- There was an increase in the number of workers in the tourism sector.
- Hotels, private lodgings and state-owned and private restaurants increased their offering.
- The number of tourist-oriented products integrated into the destination's offering also increased.
- Overall tourist satisfaction rates rose from 3.80 to 3.92 points.
- There was an increase in the number of local tourism-related concerns paying taxes to the municipal government.
- The amount of cooperation agreements between local players was increased.
- There was an improvement in the community's perception of tourism development.
- There was an improvement in basic infrastructures such as roads, public squares and waste collection.
- The number of socialisation and recreational spaces also increased.

Key success factors

- The political will of the municipal government and the Province's Ministry of Tourism and the level of cooperation achieved between the parties.
- Capacity-building in management skills, with the University playing a decisive role.

Networking outcomes

Local capabilities to balance multi-level and multi-actor interests were promoted on the basis of territorial public policy management (vertical, horizontal and inter-administrative relationship systems). The importance of generating synergies, networks and partnerships of different kinds (public-public, public-private, private-private) was also widely recognized.

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3.2. Productive development and innovation

3.2.1. Mi Finca, mi Empresa: a Rural Development Strategy - Colombia

Project location

Municipality of El Peñol, in Eastern Antioquia, Republic of Colombia.

Background

El Peñol municipality and, particularly, its rural areas, have suffered the consequences of the armed conflict in Colombia: drastic production losses, destruction of natural resources, exodus to the cities and an ageing of the countryside as a result of a lack of opportunities for young people. These factors have contributed to aggravating the situation in poverty-stricken areas and increasing social inequality between men and women.

Moreover, farmers in this area are smallholders who use old fashioned techniques. This results in low productivity and causes significant degradation of the arable land. The project entitled *Mi finca, mi empresa* (My farm, my business) came about to address these and other problems and was implemented within the framework of El Peñol municipal development plan, in line with the rural development plans established at department and national level.

The *Mi finca, mi empresa* programme uses an integrated approach to mitigate the negative effects faced by the El Peñol rural community and improve farmers' quality of life, providing them with higher incomes. The strategy regards cultural identity; planning; knowledge exchange; food and nutritional security; and respect for the environment as the main drivers of local development.

Actors involved

El Peñol Council is the entity responsible for implementing the project. The addressees are 30 displaced vulnerable rural families (150 direct beneficiaries) living in extreme poverty.

Partners of the project include the financing entities (Government of Antioquia, CORNARE, the Andean Community) as well as different entities that provided capacity-building of the beneficiary families: the University of Antioquia and the National Learning Service (SENA) provided training programmes, different financial institutions (cooperatives) offered financial education courses, and some businesses (the Medellin Produce Distribution Centre, the Bio-Trade network, Alimentos Carnicos S.A) supported families in selling their agricultural products. Last, but not least, the San Juan de Dios hospital offered healthcare services to the beneficiaries.

Duration

The project began in 2013, and lasted a total of 17.5 months.

Financial resources

The most significant contributor of financial resources was El Peñol municipality. Other contributors included the Government of Antioquia and CORNARE, the environment regulator of the Rio Negro and Nare municipalities. The Andean Community also made an economic contribution through a project entitled "Support to the economic and social cohesion in the Andean Community" (CESCAN II).

Human resources

The project operated through a technical and a technical-social committee. The first one is made up of 7 members representing local authorities, the Planning Secretariat, the Victims Reparation Unit, and the beneficiaries. The technical - social committee is made up by 12 experts on many of the areas covered by the project, including community development, agricultural production, agricultural business management and the environment.

Scope of the project

- The project included establishment of home vegetable gardens, 10 fish farming ponds and a coop for 15 laying hens for self-consumption; healthy eating habits were promoted. The production surplus is marketed in local peasant markets.
- Cultivation of beans, blackberries and tomatoes by the beneficiary families was encouraged.

- Apart from the introduction of production systems, other activities were carried out such as training, exchange of successful and unsuccessful agricultural and livestock rearing practices, technical visits and feedback sessions with beneficiary families.
- High genetic merit breeding sows and cows were introduced, which are superior in terms of their nutritional value, growth rate and meat quality.
- Interventions were performed in the beneficiaries' dwellings to improve sanitation through the construction of septic tanks; support and capacity - building were provided in the area of sanitation.
- Biodigesters were implemented as an alternative source of energy in 20 family units; training was provided in the management of alternative energies and environmental sustainability.

Achievement of results

- The livelihood of 30 families was enhanced through the implementation of production-oriented projects (crop harvesting and livestock breeding). The projects had a positive impact on the families' quality of life and on the way they managed their production activities.
- The agricultural, livestock-rearing and environmental capabilities and practices of 30 families were improved.
- Families recognised the importance of food security and nutrition for their integrated development.
- The community was encouraged to embrace a health and safety culture in their agricultural activities.
- Awareness was raised among the community about the importance of developing a harmonious relationship with their natural environment; using water responsibly, using low toxicity pesticides; and using alternative energies.
- The *Mi finca, mi empresa* corporation was created.

Key success factors

- An emphasis on integrated development, which encompasses sustainability, profitability and the empowerment of individuals, families and the community, in harmony with the environment.
- Qualification or technification of human capital, most of them small-scale farmers using traditional old fashioned techniques. Capacity - building and the development of agricultural, trading and organisational skills contribute to enhancing sustainability of productive systems.

Networking outcomes

The project came to be regarded as the city council's flagship project. It enjoyed enough political support and consensus from the different local stakeholders to make it a long-standing success. The *Mi finca, mi empresa* corporation was established to guarantee the project's sustainability and make it a lasting success.

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3.2.2. Implementation of a traditional sheep milk cheese factory in the Eastern Upper Valley of Rio Negro - Argentina

Project location

The cheese factory is located on the premises of the Eastern Upper Valley School, in the heart of the Upper Valley of the Rio Negro, within the municipality of Villa Regina, Rio Negro province, Argentina.

Background and project description

Although the Rio Negro region has a strong fruit-growing base, the huge concentration of packaging plants in few hands, the low prices paid to pear and apple farmers, and an erratic export policy have resulted in the exclusion of many small production units (3 to 7 hectares) from the system. Against this backdrop, the Eastern Upper Valley Agrarian School Foundation (EAAVE) together with the School of Science and Food Technology of the Comahue National University proposed the establishment of a sheep dairy farm, within the framework of a multi-stage project. The first stage consisted in the installation of a semi-intensive dairy sheep production system at the Eastern Upper Valley Agrarian School. A milk collection plant and a sheep milk cheese storage, production and marketing facility were also envisaged. Installation of the cheese factory together with, capacity-building of farmers and herd sanitation measures aimed at guaranteeing safety of milk products will allow the development of an alternative regional production activity, making it possible for small-scale farmers to generate significant revenues.

Production of sheep milk and sheep milk cheese may experience a significant expansion in the region, considering the advantageous conditions it offers regarding the quality of the soil and its grazing pastures, the availability of irrigation and – last but not least - the weather. Apart from producing its own cheeses, the idea is for the newly - created sheep dairy farm to also act as a storage and distribution centre, providing services to third-party farmers and publicising its activities throughout the rural environment. The specific goals of the project are:

- Design a cheese factory with a sheep dairy farm appended to it.
- Introduce the technological equipment required for small-scale cheese production.
- Encourage and involve students (most of them the children of farmers) in looking for ways of adding value to primary production.
- Kick-start a multiplicative productive initiative in order to attract farmers who have dropped out of the region's traditional production system.
- Resolve, organise and multiply the transfer of technology and knowledge to other persons or institutions with similar interests and/or who are interested in setting up a similar concern.

Actors involved

The architects of the project were the School of Food Science and Technology of the Comahue National University together with EAAVE, which is responsible for implementing and administering the project. Other partners include the Chamber of Commerce and Production of Villa Regina; the Chichinales, General Godoy, Villa Regina and Valle Azul Farmers' Union; and the National Institute of Agricultural Technology (INTA), which provide the

relevant technological assistance. The main beneficiaries are the region's farmers and, particularly, small production units.

Duration

The project began in 2013 and is still under implementation, as EAAVE experiences frequent power outages. Although some activities have been carried out in spite of these problems, the work needs to be intensified to increase the beneficiaries' capacity to produce enough sheep milk of the appropriate quality that can be transformed into an added value product.

Financial resources

The initial investment in 2013 was 140,682 Argentine pesos (9,378 US dollars), 40% contributed by EAAVE, 30% by PROCODAS (A Ministry of Science and Technology programme) and 30% by the science and technology sector (UNCo).

Human resources

Analytical laboratory services are provided by the School of Food Science and Technology of the Comahue National University. They analyse the milk and milk derivatives produced; provide biotechnological advice; and take care of the animals' health. The School of Food Science and Technology is also training EAAVE's staff in some of these activities.

Scope of the project

- A technological assistance agreement was concluded between the School of Food Science and Technology, EAAVE's Eastern Upper Valley School Foundation and INTA.
- A fence was installed round the perimeter of the plot. A production facility and a milking parlour were built.
- The project for the construction and fitting out of the cheese factory was completed. Ninety percent of the building has been completed.
- The technological equipment has been acquired and installed.
- Students and the school's personnel were trained in the production of cow's milk cheese; capacity-building sessions are regularly organised.
- Milking routines and an adjustment period were introduced.
- The project was managed so as to adapt milk supply to the biological cycles of the herd.

Achievements and results

The following outcomes are expected once the project is fully implemented:

- Farmers are expected to generate an average income of 1,000 Argentine pesos per lamb, considering that each appropriately - managed sheep produces a mean of 31 lambs every 2 years and between 0.8 and 1.2 litres of milk. These production targets have been established on the basis of the current status of development of the facility. However, productivity is expected to improve as a result of capacity - building and the implementation of new techniques. Moreover, the project has been conceived to maximise the utilisation of the sheep as a multi-purpose animal (milk, meat, wool and hides).
- EAAVE seeks to improve local sheep breeds and regulate lambing cycles so that milk production remains stable throughout the year.

- Farmers will be introduced to notions like “commitment to solidarity” and “productive responsibility,” which require the development of aptitudes and skills and the building of trust between the parties. The idea is to achieve a multiplier effect so as to stimulate others to become farmers.
- As regards tourism, although the Upper Valley is blessed with numerous attractions, it does not have any regional products to offer. The production of cheese is expected to fill this gap.

Key success factors

- Capacity-building of the different actors at the different stages as well as the introduction of new techniques and knowledge that can be used to increase the volume and quality of production and make productive processes more efficient.
- Implementation of an institutional network made up of EAAVE, the municipal government, neighbourhood associations, universities and institutes, all of which carry out coordinated actions and other activities that require the participation of and exchanges with other public and private institutions.

Networking outcomes

Interactions between social and commercial players and the opening up of the territories to new food supplies are expected to give rise to a network that allows more agile interrelations, the emergence of more consensual ideas and productive opportunities, and the extension of these initiatives to neighbouring cities in the Eastern Upper Valley region of Rio Negro province.

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3.3. Capacity - building of human resources and business development

3.3.1. Entrepreneurial Education in Cajamarca - Peru

Project location

Forty-nine educational institutions, 27 urban schools and 13 rural schools from the provinces of Cajamarca and Celendin, Cajamarca region, Peru.

Background and project description

The technological, social and economic changes of the last two decades have radically transformed the way people work. The ways to access employment, the continuity of trades or occupations and the skills required to succeed in this sphere of life are not only different today, but they are subject to constant change and reconfiguration, posing increasing challenges to students completing their secondary education.

Of all Peruvian youths who complete their secondary education, only 22% go on to higher education, while 38% choose to get a job, and 41% neither work nor study. According to a report by the National Statistics and IT Institute, nearly 42% of the economically active population do not possess any kind of higher education. Against this background, preparing students for employment from as early as elementary school is essential to help them develop the basic skills required to enhance their employability, chart their professional development and do well in any sector of the labour market. Under this model, students can become drivers of economic and social transformation regardless of whether they are employees, self-employed workers or work in a self-created job.

The goal of the Entrepreneurial Education in Cajamarca project is to act as a pilot for the controlled implementation of the changes in the employment education curriculum proposed by the Directorate for Secondary Education of the Ministry of Education. To run the project, the Ministry of Education called on a partner with knowledge and experience in the field of education and entrepreneurship: the Organisation of Ibero - American States (OEI). The project allows systematic gathering of information on processes and impacts related with three main areas: 1) implementation of the modified employment education curriculum; 2) training, trainer support and drawing up of trainers' job descriptions; 3) design and implementation of pedagogic strategies and support materials.

Actors involved

The institution responsible for the implementation of the project is the OEI, in conjunction with the Ministry of Education. Local counterparts supporting implementation of the project include the Regional Directorate for Education (DRE) and the Local Operational Units (UGEL) of Cajamarca and Celendin. The OEI has collaboration agreements with Celendin's DRE and UGEL to implement the project in that province. By virtue of such agreements, the project manager can authorise trainers to attend capacity-building sessions; monitor the trainers' progress; and certify the quality of the capacity-building programmes. A similar agreement was not possible with the Cajamarca UGEL.

Another key player is the Los Andes Association of Cajamarca (ALAC) -Yanacocha, which acted as a financing institution. The community, particularly parents, play a crucial role as parents' involvement is essential to monitor children's progress. Teachers and students of both provinces are the project's direct beneficiaries. Involvement of the principals of the schools selected is also fundamental, as it is important to ensure that participating trainers are required to teach a minimum number of hours of employment education per week. Other partners include private companies and civil society organisations, as, under the project, expert advice by local players and/or social organisations is offered to assist trainers in preparing entrepreneurship projects. These same organisations act as mentors of the students' projects.

Duration

The implementation period is expected to run from November 2014 to December 2017 (38 months). The initiative is currently under implementation.

Financial resources

The total cost of the project is expected to be 426,281.25 US dollars, including the salaries of the permanent staff, the cost of third-party services (accounting, legal advice, etc.), the establishment of the office (furnishing, IT equipment) and the project administration costs.

Human resources

The OEI team responsible for implementing the project is made up of one project officer for each province, two project assistants (one per province) and one project technician. A Steering Committee was appointed made up of the OEI's aid director and ALAC's educational director. The steering committee was in charge of monitoring progress of the project and approving the operational plans and the budget on a yearly basis. The Ministry of Education participates as a partner in the implementation process, collaborating with the planning, application, monitoring and evaluation of the project. Within the Ministry, there is a team of experts in employment education and a specialist from the Aid and International Affairs Office.

Scope of the project

- An information and awareness-raising event was organised to present the new curriculum to the different stakeholders (companies, DRE, UGEL, community, others) to ensure their engagement.
- The trainers' capacity-building curriculum was designed and accredited by the Ministry.
- Fourteen instructional sessions were designed and delivered; support materials were created.
- Worksheets were designed, photocopied and distributed among the students.
- Local players and/or social organisations provided advice on the implementation of entrepreneurship projects.

Achievements and results

- Radical changes were introduced in the course methodology. Instead of teaching the students a trade, they were taught how to generate their own enterprises.
- During the field visits organised to get an insight into the students' and trainers' perception, the former stated that they were enjoying the course because they were encouraged to participate assiduously and were allowed to work according to their own interests. Although trainers found it somewhat harder to adapt to the new proposal, they expressed their satisfaction at the fact that students were learning new things as a result of their participation in the project.
- The project has given over 6,300 secondary school students from different educational institutions of Cajamarca and Celendin an understanding of the basics of business management.
- Over 500 mini-enterprises have been created whose core business was decided by the students themselves, exhibiting their leadership and team-work skills as well as a basic understanding of marketing and management. .
- The project contributed to establishing MESLOV S.A., a micro-enterprise dedicated to manufacturing agave honey. The idea came from the students of the Inmaculada Concepcion school. The company won the Crea y Emprende (create and start your own business) competition organized by the Peruvian Ministry of Education.

Key success factors

- The innovative approach implemented by the educational authorities for this project. Although nothing new was invented; several approaches used in the private sector (particularly design thinking and lean canvas) are being adapted and incorporated to the proposal. Adaptation of these tools to the course's methodology makes it possible

for the students themselves to implement their own (social or economic) enterprises. Teachers act as mentors throughout the process.

- Generation and systematic gathering of information throughout the process make it possible – as the project unfolds - to make adjustments and introduce improvements to the proposal, with the aim of changing the curriculum and implement strategies related to the design of support materials, trainer training and outcome evaluation.

Networking outcomes

The project proposes vertical coordination of the participating public institutions (central, provincial and local governments). At the same time, it encourages the engagement of these public institutions with international organisations (OEI), the private sector, and the community in general (teachers, students, parents) around a common goal, i.e. modernizing the country's educational system. The pilot project in Cajamarca and Celendin provinces has generated significant cognitive capital (knowledge), which has subsequently been validated. From 2017, the project will be implemented across all Peruvian public secondary schools.

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3.3.2. Valorisation of the Cultural Heritage of the Municipality of Holguin - Cuba

Project location

Holguin municipality, Holguin province in the east of Cuba.

Background and project description

Holguin municipality, Holguin province's capital, draws a constant stream of domestic and foreign visitors given its proximity to several tourist attractions. Over 70% of tourists visiting the province prefer the sun and sand option. One of the most important challenges for the area therefore lies in promoting urban tourism as a way of increasing the territory's revenues. The wish to develop the province into a major tourist site, the presence of an international airport, the existence of several travel agencies that could advertise the city as a tourist destination, as well as the regular organisation of cultural events (domestic and international) throughout the year and the existence of a system of high-potential cultural institutions are the factors that gave rise to the present project.

The use of tourism as a driver of local development and of the implementation of a constellation of cultural institutions that can provide cultural services is a key element of this initiative. The cultural wealth of Holguin can be considered a unifying force for cultural proposals that may provide inhabitants with work opportunities, not only related to the artistic spaces, but also to the small-scale production of handicrafts related to Cuban popular imagery. In this respect, it is necessary to activate mechanisms that ensure optimal levels of collaboration between actors and institutions, and to develop policies that allow cultural institutions and those devoted to providing leisure, recreation and tourism services to work in better technical and material conditions. The present project has three basic goals: 1)

upgrading the technical and operational capabilities of local and territorial actors so that they are able to comprehensively develop the cultural institutions of Holguin municipality on the basis of a valorisation of the region's cultural and natural heritage; and 2) strengthening the different actors' technological capabilities so that they are in a position to introduce innovative initiatives based on the valorisation of the region's heritage that are capable of mobilizing the local economic fabric to promote tourism to the area.

The idea is then to energise the huge potential embedded in the cultural economy, enhance the performance of tourism sector professionals and upgrade cultural activities in the face of the challenges posed by globalization, rooting them in Cuban national values and identity. Moreover, an effort must be made to develop mechanisms to follow-up, systematise and disseminate these processes across Holguin municipality.

Actors involved

The project is being managed by the Centre for Sociocultural Studies and Development (CEDES). Participating institutions include The Holguin City Council, the Directorate for Economy and Planning, the Directorate for Physical Planning, the National Tax Office (ONAT), the Directorate for Finance and Pricing, the Directorate for Employment and Social Security, the Bank of Credit and Trade (BANDEC), the Statistics and Information Office (ONEI), the Tourist Bureau, and the Provincial Directorate for Culture and its related institutions. At the institutional level at least 20 entities, including administrations, the municipal Assembly of People's Power, provincial and municipal authorities that manage territorial information and statistics, as well as the participating economic-productive actors, are direct beneficiaries of the Programme.

Duration

The initiative was launched in 2014 and is currently under implementation.

Financial resources

The project has at its disposal a total amount of 814,416 Cuban pesos, contributed by several institutions in different proportions. These institutions were: the Holguin Provincial Directorate for Culture, the CEDES (IMDL), the Casa de Iberoamerica and PADIT (Articulated Platform for Integrated Territorial Development), with funds from the Swiss Development Aid Agency (COSUDE). Other partners include the Patio de Bolero Sociocultural Project (IMDL), the La Marqueta Square (IMDL) Sociocultural Project, the Rincon de Romerías Sociocultural Project (IMDL) and the La Ciudad a tus pies Sociocultural Project.

Human resources

People working on the project were largely specialists from CEDES, although participation of specialists from many of the other institutions was encouraged

Scope of the project

- Different cultural initiatives were identified, supported and followed up in the municipality of Holguin.
- Courses for entrepreneurs were designed and provided on topics such as cultural heritage management, value chains, self-employment initiatives, and creation of non-

agricultural cooperatives related to creative and cultural industries. The legal requirements to start up a business were also covered.

- Improvements were introduced in the way the city's cultural heritage was managed and in the services provided to launch Holguin as a tourist destination.
- A working group within CEDES was trained to follow up and evaluate the outcome of the project.
- Monitoring instruments were designed to follow up and evaluate the outcomes of the project.
- Efforts are underway to compile good practices concerning the management of local development in the realm of the cultural heritage.
- The experiences gathered as a result of the project have been disseminated at different kinds of events: domestic and international forums, provincial workshops with decision-makers, seminars, etc.

Achievements and results

- 170 local actors were trained to generate cultural services, particularly geared to tourism.
- Enough income has been generated to ensure self-operation of several cultural and service-providing institutions, following an approach based on valorisation of the cultural heritage.
- The technological infrastructure of several of the old town's cultural institutions has been strengthened through the procurement of technological equipment.

Key success factors

- The initiative stems from an endogenous formulation, and uses the cultural and historical heritage as endogenous drivers of local development. This is particularly important in the Cuba of today, characterised by a high degree of administrative centralisation, where cultural and heritage-related activities are wholly funded by the State.
- Commencement of a commercial relationship between the cultural institutional system and the tourism market at a local level.

Networking outcomes

The project seeks to promote citizen responsibility for the design, management and evaluation of local development policies and strategies. In fact, the enhancement of the municipality's cultural heritage requires a kind of governance where the different social actors, including the emerging private sector (with which territorial networks must be established), become involved, under the leadership of the City Council.

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4. Social innovation, enterprise initiatives and equality of opportunity

Readers can find in this part of the Compendium a host of practices judged as positive and pertinent by their protagonists, bringing to light the challenges that any agent of social development from Latin Americans face every day, in its endeavour to construct social cohesion as a key to development. This kind of development always starts within the local environment, needing a clear leadership and appropriate public policies, aiming at the increase in people's well-being and at a better quality of life for the community. The initiatives described herein emphasise the social dimension of local development, focusing on Social Capital as a pillar of social cohesion, supporting the enhancement of equality of opportunities and the establishment of a proper "milieu" for enterprise initiatives and sustainable development in its wider sense. Economic and occupational inclusion of vulnerable groups, the reduction of social and spatial disparities and the promotion of equality of opportunities are the common thread of the chapter.

Few concepts are as complex as the notion of development, especially when it is conceived as a social process within a specific spatial - temporal framework, which seeks to promote values like justice, equity (incl. gender equity), solidarity and common good, all of them considered part of human dignity. This was the path followed by many communities and organisations from the 1960's and this was also the rallying cry of most of the emancipation and social justice-seeking movements in Latin America.

At a forum held in Argentina at the beginning of this century, G. Vattimo explained that the greatest misfortune of the proletarians of our age is that they are forced to take to the streets to defend their most basic rights as human beings. The poors of the world are nowadays those who live from hand to mouth on just a fraction of the resources available and who are excluded from the extravagance that characterizes the rich world. They are those at a greater risk of facing the consequences of the collapse the planet is headed, for if the current levels of consumerism remain unchanged, in particular, although not exclusively, in the developed countries.

The concept of social development, one of the guiding principles of the Summer School, subsumes one of the most interesting metaphors in social sciences: that of social capital. Social capital or, by extension of the concept, social cohesion, is centred on the notion of relational trust, developed in 1916 by Lyda J. Hanifan to refer to those "intangible components that are of great importance in persons' lives," such as good will, empathy, companionship and positive relationships with family members and friends, which contribute to social unity. Social capital was later taken up by economist Glenn Loury (1977), who used it in his analyses of the labour market, and by Mark Granovetter (1985), for whom social capital to a certain extent reflects the relationship networks that bind entrepreneurs together.

More recently, the notion of social capital has been used to refer to the influence of the relationship between social and economic transactions. At the same time, it includes "concepts from several sciences" (Siles, 2003), which took shape at the theoretical boundaries of sociology, economics and politics.

That is how social development, which is based on social capital, has come to be associated with different ideas: from a value added to any kind of economic system to the capital used to provide social services, make public investments or enhance social relations (Wall et. al, 1998). Putnam, a political observer, referred to trust (or relational reciprocity), the force that binds people together by means of norms and civic networks (Putnam, 1993). Fukuyama (1995) presents trust as a differentiator of societies. This is also the criterion used by the IDB, which attaches the greatest importance to the ethical and cultural dimensions of social capital. In discussions on social development, social capital is proposed as a key to development inasmuch as it protects society against corruption, one of its greatest scourges, particularly in the Latin American context (Kliksberg, 2000).

Finally, special mention should be made of the ideas of Amartya Sen, who distinguishes between different types of freedom, namely social opportunities, economic services, political liberties, transparency guarantees and social security, that can help disadvantaged groups to survive and, why not, thrive, transforming the societies they live in into fully developed societies.

Thousands of pages have been filled by authors striving to define and establish contexts and theoretical frameworks for social development, but part of the value this Compendium has for its readers, as agents of social development, is that it makes available to them a host of practices judged as positive and pertinent by their protagonists, which bring to light the challenges that Latin Americans face every day in their endeavour to construct social cohesion as a key to development. This is a kind of development that starts in the local environment and, through a clear leadership and the introduction of appropriate public policies, is intended to lead to well-being and better quality of life for the communities involved.

The strategies and initiatives described herein emphasise the social dimension of local development, focusing on the following:

- improving quality of life through community development and social innovation as ways of addressing social problems that cannot be resolved by application of traditional models;
- Economic and occupational inclusion of vulnerable groups, particularly through improvements in education, capacity building and creation of social enterprises.
- Enhancing social cohesion by reducing social and spatial disparities and promoting equality of opportunities.

4.1. Social innovation, social enterprises

4.1.1. RECIMED Waste Picker Cooperative: Improving Living Conditions of Waste Pickers - Colombia

Project location

Medellin, Antioquia, Colombia.

Background

In Medellin, recycling occurs mainly within the informal economy, with providers of the service receiving no remuneration. Consequently, waste pickers and waste picker

organisations lack the financial, technical and administrative capabilities to compete with the public service companies (ESPs) dedicated to waste collection and management.

Waste pickers have been recognised in Colombia as subjects under special constitutional protection given their significant level of poverty. The Law establishes that public entities must design affirmative actions aimed at protecting waste pickers' right to a decent remunerated occupation. Against this background, the Medellin Multiactive Waste Picker Cooperative (RECIMED) was established in Medellin in 2006 on an initiative by 20 waste pickers, with the support of the municipal government. The Cooperative works for the dignification of the work done by waste pickers.

This project proposes an integrated process aimed at developing the capabilities of waste picker organisations so that they are in a position to compete with ESPs and gain access to a wider range of social, environmental and economic benefits. If the goal of the project is achieved, RECIMED will succeed in improving the living conditions of its members.

Actors involved

Waste picker cooperative RECIMED is the leading partner in this project. The beneficiaries are the cooperative's 800 members.

Other partners include players involved in waste generation and in waste collection and reutilisation such as solid waste sorters, pickers and processors.

The Ministry of the Environment and the City Council of Medellin also play a role in the project as they are in charge of setting the rules and public policies that govern solid waste management at a national and municipal level. They also manage programmes regulating the activities of waste pickers at both levels. Another public organisation that participates in the project is the Drinking Water and Basic Sanitation Regulation Committee, which regulates the rates of public services, among them recycling.

Duration

RECIMED was created in 2006 and it is still operational in 2015.

Financial resources

From 2008 to 2012, RECIMED was financially supported by its two promoter entities: the Medellin City Council and the Valle de Aburra Metropolitan Area. In 2012, the cooperative decided to become cost/effective.

Human resources

The operational and follow-up duties of the cooperative are carried out by the Board of Directors, which is made up of professional waste pickers. In addition, the cooperative employs a multidisciplinary support team made up of 25 operators and 7 clerical staff.

Scope of the project

- Studies and analyses were carried out to identify the challenges facing waste picker organisations at the present time.
- Dissemination and socialisation activities are conducted among waste pickers to inform them about new regulations in their business and how they affect them.

- Efforts were made for the update the Integrated Solid Waste Management Plans (PGIRS), proposing policies, programmes and projects to ensure that waste picking is a respectable and decently - remunerated job.
- A model was developed to ensure that the current regulations are enforced, which would guarantee respectability and a decent remuneration for waste pickers.
- Educational activities are organized to enhance the skills of associated waste pickers.

Achievements and results

- Waste pickers came to be included in Municipal Solid Waste management Plans (PGRIS).
- Waste pickers' income has risen by 200% with respect to their remuneration in 2005.
- The membership of the cooperative has increased by an average of 16 new waste pickers a month.
- Some 298 waste picking agreements were concluded which benefited over 100 waste pickers, resulting in an improvement in their working conditions.
- A new culture based on harnessing solid waste was developed.
- 26,025,941 kg of recyclable solid waste was harnessed between 2008 and 2015.
- RECIMED has received several awards in recognition of its sound social and environmental policies. These awards include: first place in the social category of the Ventures Award (2009); recognition by the Medellin Council (2010); special mention – waste pickers organisation by the Ministry of the Environment, Housing and Territorial Development (2010), among others.

Key success factors

- Capacity - building and development of the different skills required to work as a waste picker. This allows waste pickers to increase their value in the production chain and therefore improve their performance and remuneration levels.
- The initiative made it possible to consolidate the relationship between waste pickers and society, dignifying the work of waste pickers and recognising the value of their work as a public sanitation service.

Networking outcomes

The initiative has encouraged proximity ties with neighbouring territories, and has been extended to difficult-to-access areas, stimulating synergies between other local organisations working in the same territory.

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4.1.2. Creating Women's Social Enterprises - Colombia

Project location

Puebloviejo, in the northwest of the Department of Magdalena, Colombia.

Background

The community of Puebloviejo is characterised by a highly patriarchal social structure, where men (most of them fishermen) have the role of exclusive breadwinners and are the only ones allowed in public places. In contrast, women play a “passive” role, are relegated to tending to their home and seldom venture outside the domestic sphere (their home, their block). This means that women, from an early age, are exclusively dedicated to their domestic chores and caring for their children. The municipality offers few job opportunities and those that do exist are reserved for the men, which limits women's possibilities to play an active role in the municipality.

Against this background, the Directorate for Social Innovation of the National Agency against Extreme Poverty (ANSPE) – today Administrative Department for Social Prosperity – came up with the idea of developing a project aimed at reinforcing the capabilities of the women in the municipality, on the basis of their understanding of the characteristics of the territory, its potential, and its inhabitants' knowledge and skills.

This intervention sought to promote capacity building initiatives with a view to encouraging women to start production projects that might provide them with new income generation alternatives geared to the establishment of two social enterprises: one dedicated to dressmaking and the other to preparing fish-based foods.

Actors involved

ANSPE and its Directorate for Social innovation were the main partners in this project. The Yunus Social Enterprises Colombia (YNS) non-governmental organization also played an important role. The women of the Puebloviejo community were the direct beneficiaries of the project.

Duration

The project began in November 2013 and ended in August 2014. The last few months of 2013 were dedicated to preparing the intervention, creating the social enterprises and consolidating the work teams; 2014 was reserved for defining the specific products each social enterprise would develop, organising technical capacity-building sessions and running pilot production and retailing exercises.

Financial resources

ANSPE and YNS established a partnership to design and implement the project, contributing technical, economic and human resources that made the intervention possible. Overall, both parties contributed a total amount of 405,908,401 Colombian pesos.

Human Resources

The staff for the project were contributed by ANSPE and YNS. Work teams were put together to work on technical aspects and monitor progress while setting up the social enterprises. ANSPE designated a social innovation expert, a project coordinator and a

project advisor. YNS contributed a director, two social enterprise experts, two project analysts and three external professionals.

Scope of the project

- A field study was conducted to gain a better understanding of the community and of their social problems. In-depth interviews were conducted and key groups were followed-up to identify the players, roles and systems that influenced the adoption of new practices and solutions.
- A socio-occupational workshop was organised to draw up a “social map” of the area.
- Two social enterprises were designed using the CANVAS planning tool, which were subsequently structured and implemented through a series of small-scale pilot projects. One of these small enterprises was dedicated to producing and selling uniforms; the other produced fish botifarra sausages.

Achievements and results

- Two social enterprises were created: one devoted to making school uniforms and the other dedicated to producing fish-based foods.
- Women who benefited from the Programme were sensitised as to the concept and methodology inherent in social enterprises.
- A total of 24 women participated. In their own words, the project gave them the opportunity and the knowledge to improve the income of their household and rebuild confidence in themselves.
- The women changed their perception as regards the effects of their participation in the domestic economy and in the community.

Key success factors

- A cultural change took place in all participating women, regardless of whether their particular social enterprise was successful or not.
- Throughout the different stages of the project, personal development was encouraged as a tool to motivate the women to change their take on reality, helping them develop positive thinking and stirring them to act in order to change their living conditions.

Networking outcomes

More direct relationships were promoted between the government (ANSPE) and the local community. In fact, there was an increased awareness among the inhabitants of the existence of ANSPE as an entity, and women perceived the establishment of the project as an expression of trust in them by the State, which made them feel more assertive and engaged, and encouraged them to strive for better results. Exchanges were also stimulated within the community. As a result of activities geared to personal development, women saw the advantages of teamwork, they learned to think more about others and establish stronger relations with other women in the community.

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4.1.3. Technico - Social Research Project for the Cultivation of Promising Oil Seeds: Agro-Industrial Development of Castor and Sacha Inchi - Colombia

Project location

Lower Cauca region, Department of Antioquia, Colombia.

Background

Although the Lower Cauca region boasts a huge agricultural potential, it is plagued by high levels of violence and alienation, and a low - quality institutional base. These factors have prevented the development of agro-industrial projects in the area. Some parts of the region are planted with illegal crops, which could easily be replaced by legal long-cycle crops such as cocoa and rubber. The region is also afflicted by a low-level of added value, both in terms of agro-industrial developments and as far as goods and services-related processes are concerned.

The project for the development of promising oil seeds like castor and sachá Inchi came about as a way of promoting the agro-industrial development of the region further to an initiative by researchers from the Pontifical Bolivarian University, EAFIT University, and the National University (Medellin campus), with the support of the Secretariat for Agriculture and Rural Development of the Government of Antioquia, the Friends of the Countryside Association (ASOMIAGRO) and the Association of Displaced Peasants from Cauca (ASCADEC) and a private company. EAFIT University, administrator of the project, got together with the other partners to plan all the different activities to be carried out under the project. This plan resulted in the development of 16 components or sub-programmes. EAFIT University, through its Inclusive Business Learning Lab, set about working on the component devoted to social inclusion applying the general principles governing the creation of inclusive businesses to the entire sachá Inchi production process (cultivation, processing and marketing) to increase the crop's added value through scientific, technological and innovation initiatives.

The methodology used to develop the said component was co-designed together with the community itself, on the basis of a protocol adapted to the local culture and founded on sustainability, associations, capacity-building, fair trade, innovation and creativity-criteria.

Actors involved

The Antioquia Government was the entity tasked with implementation, financing and follow-up of the project. Academic partners include EAFIT University, UPB and the National University (Medellin campus), who were in charge of the different components of the project. The main player for the social inclusion component was EAFIT University and, more specifically, its Inclusive Business Learning Lab (LANI- EAFIT Social).

Other partners included local organisations, professional associations, other associations like the Friends of the Countryside Association (ASOMIAGRO) and the Association of Displaced Peasants from Cauca (ASCADEC), and facilitators for the different processes.

The 40 people involved in the development of the inclusive businesses were the main beneficiaries of the project.

Duration

Implementation of the social inclusion component started in 2014 and ended in 2016. In 2015 the project's protocol was being developed. Implementation was still not possible as additional efforts were required to materialise the idea.

Financial resources

The Government of Antioquia financed the project through the National Royalties Fund.

Human Resources

A work team from the EAFIT University's Inclusive Business Learning Lab (LANI-EAFIT Social) was in charge of designing the project protocol. In addition, forty members of the community participated, divided into two working groups: "Entrepreneurs" and "Builders."

Scope of the project

- Setting up of the working group; documenting and establishing the operational plan, monitoring and control of the activities carried out.
- A field study was conducted to identify associations that could support the project as strategic local partners; a short list of 10 organisations was drawn up; local partners were subsequently selected on the basis of their score on an organisational ability index.
- People were identified within the community who were willing to organise themselves to collectively come up with ideas to start businesses that could benefit the community as a whole. Forty people with leadership and entrepreneurial skills were selected.
- A series of workshops were organised on topics like marketing, book - keeping, administration, food stewardship and strengthening of group cohesion and self-esteem.
- An inventory was prepared of the resources and needs of the community with a view to co-creating an inclusive business project.

Achievements and results

- A network of engaged, strengthened and trained associations was formed to implement the ideas that flowed out of the co-creation process.
- A business plan is currently being put together that will allow the implementation of an inclusive enterprise. This plan is meant to help participants address the economic realities of the market and garner the funds required to get their idea off the ground.

Key success factors

- The selected methodology, which has made it possible to co-create a business with community involvement, on the basis of a locally developed model and local needs and resources.
- Strengthening of social cohesion and creation of trust-based relationships between the members of the community, and between the community and their institutions,

which is a necessary condition for empowering people and helping them achieve economic autonomy.

Networking outcomes

Trust-based relationships have been forged between the members of the community and between the community and their institutions.

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4.1.4. Establishment of a Social Enterprise Formed by Persons with Disabilities in Villa Maria del Triunfo District, Lima - Peru

Project location

Villa Maria del Triunfo district, in the south of Metropolitan Lima, Peru.

Background

Persons with disabilities (PWDs) in Peru have few opportunities to participate in the labour market, which exposes them to marginalisation, exclusion and discrimination, reducing their possibilities to lead an independent life and have their human dignity recognised.

In Metropolitan Lima, the outlook of micro and small companies that employ PWDs is rather bleak on account of three main factors: a paucity of skills and occupational qualifications, a lack of markets, and their inability to access funding. Against this backdrop, the present project proposes the creation and operation of a social enterprise made up of particularly enterprising PWDs, whose capabilities and competencies will be strengthened to facilitate their integration into social and economic activities. The PWD-staffed social enterprise will provide contractor services to a socially responsible company or cooperative, which will outsource part of its production of goods and/or services.

The project seeks to encourage insertion of PWDs in the labour market, specifically in social enterprises, to help them live an autonomous life and promote their role as valuable members of the community that are able to make significant contributions to society.

Actors involved

The key players at a national level are the Ministry of Women Affairs and Vulnerable Populations, through its National Council for the Integration of Persons with Disabilities (CONADIS), and the Ministry of Labour and Employment Promotion. At a local level, the Villa Maria del Triunfo Municipality plays an important role.

Other players involved with the project are the persons with disabilities themselves, as well as social enterprises or cooperatives, non-governmental organisations that encourage the development of PWDs and socially responsible policies, and the Pontifical Catholic University of Peru (PUCP).

Duration

The project began in March 2015. The enterprise is expected to be constituted by June 2016.

Financial resources

The investment required for the intermediate stages between the design of the project and the drawing up of the business plan amounted to approximately 10,000 euros, which was disbursed by the creators of the initiative. It is estimated that the total cost of the project will stand between 130,000 and 220,000 euros. It is expected that, at a later stage, the social enterprise will receive funding from Peruvian financial institutions or multilateral development organisations.

Human Resources

A project coordinator was appointed to supervise the design stage. He was part of the Social Management Master's Programme of the Pontifical Catholic University of Peru (PUCP).

During the implementation phase, the coordination work will be in the hands of the social enterprise itself, made up of 10 PWDs, between 17 and 45 years of age.

Scope of the project

- An analysis has been conducted of nationwide, regional and local entrepreneurship development policies for PWDs, considering the regulatory framework, the financial environment and the predisposition of socially responsible companies and cooperatives to outsource part of their activities.
- Working documents have been drafted and pilot tests have been run.
- Out of a 505-strong database of PWDs, 36 PWDs have been short listed and evaluated to determine their eligibility to participate in the social enterprise. Of the short-listed PWDs, 16 were selected on account of their entrepreneurial skills.
- At present, the goods and/or services that could potentially be supplied by the newly - created social enterprise and the production processes (if any) that could be outsourced from 4 existing social enterprises located in the vicinity of Villa Maria del Triunfo are being evaluated.
- Each stage of the project is being carefully analysed and academically validated.
- The structure of the social enterprise as well as its strategic plan and its business plan are being designed.

Achievements and results

The first four stages contemplated under the programme of activities (drafting the work documents, pilot tests, short-listing and final selection of PWDs) have been completed. Work is currently being done to identify the goods and/or services required by the socially responsible enterprises and the production processes amenable to outsourcing.

Key success factors

- As Villa Maria del Triunfo does not have a sectoral or cross-sectoral policy to promote employment and/or entrepreneurship of PWDs, no institutional cooperation exists between the competent actors (Institutions, companies, PWDs). Success of this project depends on cooperation, coordination and the creation of a governance platform that includes institutional actors and individual organisations.
- The strengthening of human capital through capacity-building and the reduction of the technological and psychological barriers faced by PWDs will ensure the operational capability of the social enterprise.

Networking outcomes

Not indicated.

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4.1.5. Improving Socio-Economic Conditions through the Production of Criollo Cocoa and the Manufacture of Chocolates - Nicaragua

Project location

Waslala, North-Atlantic Autonomous Region, Nicaragua.

Background and project description

This initiative responded to two basic problems a) low output levels and scarce added value of cocoa in Waslala, and b) the lack of occupational opportunities for young students. The project gives students the possibility to start a small-scale venture in the cocoa sector to create their own source of employment and improve their own and their families' socio-economic situation by using productivity-enhancing techniques and by trading chocolate. 50% of participants in this initiative are women, which means that the project is bound to strengthen equitable production in the communities where it is implemented.

At the same time, the initiative seeks to contribute to promoting the development of a production system capable of allowing effective conservation and protection of the BOSAWAS Biosphere Reserve. As the BOSAWAS area is threatened by the advancement of the agricultural frontier, embracing cultivation of cocoa is likely to contribute to preserving the natural environment. Cocoa production has environmental benefits as the cocoa tree is an evergreen tree, its leaf litter decomposes on the ground, increasing the nutrient content of the soil and facilitating water infiltration into the soil.

This means that cocoa production areas act as ecological corridors protecting biodiversity in the BOSAWAS Reserve. Moreover, the income generated from cocoa trade improves the livelihood of rural families. Cocoa is a noble crop that offers farmers a more sustainable alternative to traditional farming practices such as livestock rearing or the production of staple crops, which are accelerating the advancement of the agricultural frontier into the BOSAWAS Biosphere Reserve.

Actors involved

The key partners of the project are Cacaonica and Nueva Waslala, two agricultural service cooperatives, which promote the development of the project and the exchange of experiences concerning the technical aspects of cocoa production. The municipal government of Waslala and the Madre Tierra Foundation (MTF) also play an important role as they are responsible for funding the project. The participating students and local shopkeepers are also important partners.

At a regional level, the Association for Nicaragua's Social Development (ASDENIC) is in charge of organising the capacity-building activities.

Duration

From 2015 to 2017. The initiative is currently in the approval phase.

Financial resources

Funding was provided by the municipal government of Waslala and MTF.

Human resources

- 20 students from the Waslala Technical Institute and their families.
- Cacaonica and Nueva Waslala service cooperatives and the Association for Nicaragua's Social Development will help strengthen the project's human capital by facilitating experience exchanges and capacity - building.

Scope of the project

- An investigation, including several analyses and field tests, was performed to prove the relevance of the project.
- The project was formulated and its contents were socialised.
- The project participants were selected.

Achievements and results

The project is aimed at achieving the following results:

- Designing an observation and monitoring tool of the cocoa fields cultivated by each participant in the project.
- Increasing the output obtained per cocoa field by 100 lbs by 2016.
- Increasing the number of units of chocolates traded to 5,000 a month from 2016.
- Using the demonstrative cocoa farms run by the 20 students as a didactic model to be replicated in other territories.
- Generating direct jobs for 20 students and their families to boost household income.
- Reducing the investment required for growing cocoa in order to escalate chocolate production in Waslala.
- Boosting the selling price of the cocoa produced by 20 families in the municipality of Waslala.
- Contributing to improving social sustainability of farmer families by posting 20 students to their communities.

Key success factors

- Building the students' capabilities concerning their understanding of agricultural practices and administrative procedures and making sure that the knowledge they acquire is subsequently transmitted to the families involved.
- A cultural transformation, manifested by the adoption of an entrepreneurial approach to the production of cocoa by the stakeholders involved. This will entail breaking away from the traditional way of managing cocoa, which has traditionally been considered a low-value crop.

Networking outcomes

Not indicated.

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4.2. Vulnerable groups and equality of opportunities

4.2.1. Bolom del Carmen Agricultural Education Centre - Mexico

Project location

The community of San Jose del Carmen and other neighbouring communities in the south of the municipality of San Cristobal de las Casas, Chiapas, Mexico.

Background

The project to erect the Bolom del Carmen agricultural education centre began in 1995 as a by-product of the independent indigenous peasant movement that arose in 1994 in the State of Chiapas to demand democratic reform in the face of the harsh living conditions faced by the Chiapas indigenous population.

Indigenous municipalities of Chiapas experience a high prevalence of chronic malnutrition and food insecurity. To make matters worse, they are often excluded from institutional healthcare and educational services. Against the backdrop of social exclusion and extreme poverty in these communities, an initiative arose to create a space that might help develop alternative self-support strategies by implementing a project that ensured the most disadvantaged families a better future.

Under the project, technical training, educational and capacity-building activities are provided to address some of the challenges faced by rural communities in the region. One of the by-products of the project has been the establishment of the Casa de Estudios Agrícolas (agricultural education centre), an example of community organisation and resistance to the adversities faced by the inhabitants of San Jose del Carmen.

Actors involved

The main players in the project are the staff of the Bolom del Carmen agricultural education centre and the indigenous communities themselves, who have been the main beneficiaries.

Other partners include the organisations and individuals that contribute the financial resources required to run the Centre.

The Government of the State of Chiapas also plays an important role as it is in charge of processing the community's demands.

Duration

Planning began in 1995. The project was still operational in 2015.

Financial resources

The agricultural education centre has obtained financial support from several international organisations, in particular the Austrian organisation Eine Welt Laden, the Swiss organisation Llave de los Campos, and the Italian organisation Associazione Promozione Infanzia Bisognosa del Mondo Impoverito (APIBiMI).

Human resources

The agricultural education centre is organised around 5 committees in charge of coordinating the work that needs to be done: the agriculture committee, the carpentry Committee, the poultry farming committee, the child education committee and the management and coordination committee. Each committee is led by a representative or promoter.

Scope of the project

- A plot of land was acquired and a workshop-school was erected with two classrooms.
- The land was reforested and trees were planted.
- A community seed bank was built together with two greenhouses, a rainwater collection tank, composting toilets and firewood saving stoves.
- Workshops on organic agriculture, traditional carpentry, dressmaking, poultry farming, rabbit breeding and herb gardening are organised.
- In the area of child education, handicraft, remedial education and literacy courses are offered.
- Community health courses are taught.
- Support is given to the community helping them to submit their demands to the State government. These demands include the construction of roads, rainwater collection systems and the erection of a health centre and a distance learning secondary school.

Achievements and results

- The activities of the agricultural education centre have succeeded in providing employment opportunities to the community members, who had up to then been forced to migrate to large urban centres to find work.
- Rural agronomists have been provided with technical knowledge so that they could improve the participants' lives through natural resources stewardship.
- Fifteen health brigades have been created.
- Faith-healers and midwives have been trained to take care of minor conditions.

- Cooperation mechanisms have been established with individuals and third-party organisations that contribute their knowledge on different matters.
- The contents of the project have been disseminated in conferences organised in Austria, Switzerland, Belgium and Mexico.

Key success factors

- A social network has been created between the members of the community and the agricultural education centre, which has encouraged active participation of civil society, especially of youngsters and their families. The project has established itself as a key initiative for the community and for the micro-region in general.
- Consolidation of the idea that the countryside can act as a driver to help the indigenous population better their livelihoods and go some way in mitigating the backwardness of the region.

Networking outcomes

Apart from consolidating the relationships between the members of the community and the local players, the project has helped establish a connection with surrounding localities. Indeed, the activities of the agricultural education centre have also benefited the neighbouring communities of San Juan Bautista and San Jose de Buenavista.

A direct, bottom-up relationship between the community and Chiapas State authorities is also encouraged. In fact, the agricultural education centre regularly forwards the community's demands to the State authorities. In response to these demands, the State government has built roads, primary schools, a distance-learning secondary school and a health module.

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4.2.2. Reducing Food Insecurity and Promoting Development in Poor Rural Communities - Mexico

Project location

Forty-seven poor rural communities in 6 municipalities of the Costa Chica region of the State of Guerrero, Mexico.

Background

The Guerrero Sin Hambre (Guerrero, Stop Starvation) Strategic Project for Food Security (PESA-GSH) came about on an initiative by the Secretariat for Rural Development of Guerrero, later developed into an integrated strategy intended to support the most disadvantaged rural communities in the region.

The project was aimed at helping inhabitants overcome structural extreme poverty by an efficient use of resources, capabilities and assets. At the same time, development of the family and the community was stimulated on the basis of the active participation of local players.

PESA-GSH was designed to address local needs and the territory's specific conditions. Action focused on the factors identified as causes of poverty and marginalisation: food insecurity, degradation of the natural resources and the lack of opportunities to generate revenues and improve farmers' livelihoods. The intervention strategy was supervised and coordinated by Integra Servicios Agropecuarios, the rural development agency responsible for supporting the project and connecting the participating actors.

Given the progress observed in some of the communities on completion of the project, a second phase was launched, under the supervision of the same rural development agency, but in a different institutional context.

Actors involved

Rural communities participated in planning, implementing and evaluating the project in collaboration with the rural development agency, which supervised the implementation. Other actors included several federal and state-level public institutions: the Ministry of Agriculture, Livestock Production, Rural Development, Fisheries and Foodstuffs (SAGARPA), the National Training Institute for the Agricultural Sector (INCA-Rural), the National Forestry Committee (CONAFOR) and the Ministry of Rural Development of the State of Guerrero (SDR), architect of the project.

Furthermore, FAO (United Nations Food and Agriculture Organisation) provided methodological support at different stages of the project, including the annual evaluation. Civil society organizations also provided their support.

Duration

The project was implemented from 2007 to 2013. The minimum collaboration period with a community was three years.

Financial resources

In the first phase of the PESA-GSH project, financing was contributed by the participating federal and state-level institutions. In the second phase, apart from federal financing, the project received funds from civil society organisations.

Human resources

A team of professional service providers was recruited for the project, with training in agricultural engineering, veterinary, biology, rural development and pedagogy. During the development of the project, a member of each community was trained as a "community technician," who was in charge of managing the technical aspects of the different initiatives and attending to the needs of the families in the community. In addition, a general coordination office was established for the project.

Scope of the project

Activities focused mainly on family production units and were decided on the basis of an analysis of the conditions under which such units were operating and of the families' interests and future perspectives. The specific actions revolved around six different axes:

- Implementation of small-scale projects to produce nutritious food.
- Strengthening of the community's productive capabilities to generate small surpluses thereby increasing the family's income, derived generally from small-

scale livestock farming. These surpluses were saved in kind, according to the region's traditional custom.

- Setting up rural micro-enterprises.
- Carrying out works to improve household sanitation.
- Carrying out works to rehabilitate and protect natural resources (water and soil).
- Capacity-building and skills development.

Achievements and results

- Over 1,500 families are now involved in an activity that provides them with healthy and diversified food and/or an income.
- Each family is in charge of a mean of two projects: one related to food and/or income generation and the other related to sanitation.
- In each community there is a person qualified to reproduce and manage all kinds of projects (community technician).
- Family savings increased as a result of not having to buy some foodstuffs that are now locally produced.
- Family and community health was improved as a result of the projects implemented.

Key success factors

- The degree of participative planning and governance achieved. The governance structure was clearly defined from the planning phase. There was close collaboration between all the parties during the planning, implementation, supervision and evaluation of the different actions. The rural communities were the main players.
- Both capacity building and skills development are applied across all the different actions of the project, using a “learn as you go” approach. The capabilities developed lay the foundation for the continuity of the different activities over time; many of those activities were eventually reproduced by other families of the same community or of neighbouring ones.

Networking outcomes

The community is now better prepared to work jointly and in a more organised way towards a common goal. In addition, the project promoted public-civil interaction.

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4.2.3. SOMOS Sports Network for the Development of Latin America: the Colombianitos Foundation Experience - Colombia

Project location

Ten vulnerable communities in Cartagena, Barbosa, Magdalena Medio, Bucaramanga, Manizales, Bogota, Tocancipa, Meta, Puerto Tejada and Orito, Colombia.

Background and project description

Sport programmes, whose importance has been hailed by international human rights treaties as an ideal way of nurturing values in the individual, constitute a significant, yet underused, way of fostering and accelerating efforts in favour of development and peace all over the world, particularly those related with the achievement of the Millennium Development Goals.

Against this background, the Latin American Development Bank (CAF) and the International Movement for Sport Development and Peace joined efforts in 2011 to establish SOMOS, the largest sports network in Latin America. SOMOS seeks to develop social and emotional skills in boys, girls and youths who live in vulnerable communities, with a view to promoting their social inclusion. The network operates in Peru, Colombia, Panama, Bolivia, Argentina, Paraguay, Ecuador and Venezuela, in conjunction with international organisations and with the support of schools, coaches, companies, children, parents, athletes, sports clubs, and the public and the private sector. The case study presented here is a SOMOS project implemented in Colombia by the Colombianitos Foundation, a non-governmental organisation.

Actors involved

The SOMOS network is funded supra-nationally by CAF and its work is based on establishing partnerships with long-standing sporting schools and local organisations in each of the countries where the Network is present. Each member of the SOMOS, network makes a contribution from its own area of expertise to the promotion of sports as an inclusion and social development tool. Moreover, the network is supported by three international partners: Special Olympics, UNICEF and the Real Madrid Foundation.

The fifteen-year-old Colombianitos Foundation, one of the beneficiary institutions of the SOMOS Network, was in charge of implementing the project in Colombia. The Foundation works from 10 different sites with the aim of improving the quality of life of children, youths and their communities, through sports, leisure and the promotion of education and health. Five thousand children and adolescents taken care of by the Foundation benefited from the project.

Duration

The project began in June 2012 and was completed in March 2016. It comprised three technical stages dedicated to training sport coaches in the SOMOS developmental sports methodology so that they could apply it when training their students, enhancing and strengthening children's and adolescent's own specific social skills.

Financial resources

The first agreement signed by CAF and the Colombianitos Foundation was for a two-year period and covered phases 1 and 2 of the project. It was for a total amount of 118,780 US dollars.

The second agreement was for one-year and was meant for phase 3 of the project. The amount allocated was 155,150 US dollars.

Human resources

At a supranational level, CAF makes available an advisory technical team that provides support to counterparts in the different countries, such as the Colombianitos Foundation. CAF started the project with Right to Play, a global humanitarian organisation that contributed the trainer (coach) training methodology based on a sports-for-development approach. When Right to Play's withdrew from the project at the end of phase 2, CAF decided to engage a qualified technical advisory team to provide technical and methodological assistance during phase 3.

Actual implementation was placed in the hands of the Colombianitos Foundation work team, made up of a national coordinator, a local coordinator and 40 coaches. The national coordinator was in charge of seeing to it that all the activities were carried out according to plan. He had to be in constant communication with each of the local coordinators, who in turn supported and monitored the work of the coaches, ensuring that the proposed methodology was adhered to at all times.

Scope of the project

- During the planning phase, a situational analysis was carried out and the first version of the methodological materials was prepared.
- The implementation phase comprised a kick-off workshop, a practical workshop for coaches, collaborative learning sessions, a reinforcement workshop, workshops for parents and a play day. Such activities resulted in the development of a set of monitoring tools as well as methodological materials and two socio-emotional skills matrices.
- During the closing and evaluation phase, an overall assessment was performed of the work done and a regional closing workshop was organised. These activities resulted in a systematisation of the experience and the drawing up of an intervention model (in progress).

Achievements and results

- Coaches were trained and certified in a social skills-development methodology that they can easily and naturally integrate into their own sports sessions. Being awarded a certification motivated coaches to work even more eagerly on their sport sessions. In addition, once they left the Foundation (because their contract expired or for some other reason) they were in a position to apply what they had learnt to other contexts, which produced a multiplier effect.
- The sporting sessions included the development of social skills. Coaches were trained to prepare their sporting sessions, which were progressively recorded in a repository that the Foundation and its implementation counterparts could draw on. This in turn generated an even richer pool of experiences that could be adapted to different contexts to guarantee optimal utilization of the time and money employed.
- Children's social skills were developed, stimulated and reinforced over a 3-year period by their coaches, who received constant training.
- Although the Colombianitos Foundation already recognised sport as a driver of social change, the methodology introduced by SOMOS helped reinforce the Foundation's institutional model and standardise their processes and actions. By sharing its full monitoring toolkit, SOMOS gave the Foundation the opportunity to systematise the advances made along the implementation path and propose improvements to the model.

Key success factors

- A coherent vision and viewpoint between SOMOS and the Colombianitos Foundation. The Foundation wholeheartedly adopted the methodology as it was fully aligned with its institutional vision and mission.
- Trainer training ensures the sustainability of the project within SOMOS and outside the Network given the methodology's multiplier effect.

Networking outcomes

The project generated closer relationships and exchanges with other territories. Indeed, a veritable network was created which seeks common well-being goals in several countries in Latin America. These networking effects gave a major boost to local development as the different actors and dynamics in the territory and the community now operate in a more integrated way.

Contacts

Latin American Development Bank (CAF): <https://www.caf.com/>

Colombianitos Foundation:

<https://www.colombianitos.org/index.php?lang=es>

SOMOS Sports Network for the Development of Latin America: <http://www.somosla.org/>

4.2.4. Communication workshop - Peru*Project location*

Nueva Rinconada - Pamplona Alta, San Juan de Miraflores- Villa Maria del Triunfo district, Lima Metropolitan Area, Peru.

Background and project description

Full exercise of the right to education requires a high-quality educational system that promotes the development of the multiple capabilities of each individual through socially relevant contents and educational experiences that are attuned to the needs and characteristics of individuals and of the contexts around them. Quality of education is crucial as it significantly determines the results of the learning process and the levels of attendance and successful completion of educational programmes. This means that quality influences the universalization of education.

In the case of Peru, the 2012 Nationwide Assessment of Educational Achievement showed that 70.3% of primary school students do not achieve the reading comprehension levels expected of children of their age. The results of the 2014 Nationwide Assessment of Educational Achievement, administered to all public and private primary school second grade students in the country, showed that 66% of students do not reach a satisfactory reading comprehension level. In Lima Sur, the percentage of students who fail to reach the expected level stands at 70.3%.

Tierra de Risas is a not-for-profit civil society association that seeks to contribute to mitigating the social challenges and poverty levels plaguing different areas of Peru. A team from this Association developed proposals to conduct a multi-level community project in Pamplona Alta, a district to the south of metropolitan Lima. The first step was to organize

remedial workshops, which made it possible to identify knowledge gaps in certain areas. Subsequently, a decision was made to conduct an in-depth analysis of the educational needs and of the performance of the boys and girls in the area, and of the social factors that may be hampering their school results.

On the basis of the results of the analysis and taking into consideration the domestic educational context, the Association designed a proposal aimed at contributing to the improvement of reading comprehension skills of primary school boys and girls in the area, and to the mitigation of the factors impeding the development of such skills through the use of ICTs. A second proposal was based on the construction of an adaptive knowledge base, in response to the social, economic and technological changes observed in society. More specifically, the idea was to enhance the children's competencies and develop their reading comprehension and oral expression skills.

Actors involved

The Tierra de Risas civil society association was in charge of the design, implementation and follow-up of the project. Part of its duty was to balance the interests and aspirations of the private sector, the project beneficiaries and the community representatives. The children are the direct beneficiaries, while their parents or voluntary guardians are key stakeholders as well as decision-makers (it is their decision to register their children in the project) and are expected to guide their children along the educational process.

Private companies are strategic partners of the project as they hold the purse-strings and are instrumental in the process to select voluntary guardians. Community leaders act as mediators between parents and the project's managers, in addition to making available the physical spaces required to hold the working sessions.

Finally, the Ministry of Education (MINEDU) is a passive actor, as it does not directly participate in any of the stages of the project. An effort will be made in the future to generate alliances with the educational sector.

Duration

The project began in 2012 and is currently into its third year of operation. Two validation and adjustment processes have been carried out, which made it possible to introduce improvements to the project.

Financial resources

The project has been financed from Tierra de Risas' own funds. Aid organisations and civil society donors also make financial contributions.

Human resources

90% of the human resources are civil society volunteers. The tutors act as facilitators in the children's learning process. They had are required to motivate the children and evaluate their progress and performance. The tutors, the workshop facilitators, the administrative staff and the leadership of the Association are all volunteers.

Scope of the project

- An analysis was made of the situation of the boys and girls in the area, identifying the main education-related problems they faced. Fifty-seven children and 6 teachers participated, from 2 public schools.
- The methodological and pedagogic design took into account the educational needs identified in the analysis.
- The goals, activities and inputs required to validate the methodological and pedagogic model were all clearly defined; the contents to be developed at each session over the course of each module were also established, taking into account the children's expectations and interests (as expressed in a series of surveys).
- Meetings were held with local leaders and with parents.
- The educational project is 2 semesters long and includes around 15 workshop sessions per semester. The internet and technological media are used to facilitate the learning process.

Achievements and results

- Around 50 children actively participate in the project.
- Improvements have been achieved in development indicators for reading comprehension and oral expression skills.
- The methodological and pedagogic proposal developed under the programme is alternative to the traditional educational system. As it lays significant emphasis on social innovation, the children become the key players in their learning process; with the support of their tutor, they become the architects of their own learning process.
- The project has allowed the reinforcement of shared work relationships thanks to the trust-based partnership built between project leaders, parents and community leaders. At the same time, a social connection was also established with civil society as a result of the participation of volunteers in the project.
- In 2016 the Association was awarded funds from a social responsibility fund sponsored by the private sector.

Key success factors

- The sustainability of the project stems from the pedagogic model employed, which was developed with due consideration to the characteristics of the volunteers, making a point that workshops should provide a fun experience and stimulate children's eagerness to learn and to interact with others.
- The Association achieved a high level of cooperation with local players. They are the ones that provide the necessary infrastructure and local coordination conditions to guarantee the effectiveness of the workshops.

Networking outcomes

The activities organised with parents, community leaders and the Association have not only allowed a more efficient organisation of the project but have also made it possible for the community to come up with alternative Initiatives to enhance its capacity to resolve other problems and improve social action. The support of the organisation and of community leaders was instrumental in engaging private companies and volunteers to build two sports

grounds, install a production workshop for women in the community and organise health promotion campaigns and sports activities.

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4.2.5. Uruguay Trabaja Programme - Uruguay

Project location

The whole of the Uruguayan territory.

Background and project description

In 2005, as a result of the neoliberal policies applied in previous decades, 30% of the Uruguayan population lived below the poverty threshold and the country's unemployment rate stood at 12%. Against this backdrop, a left-wing government came to power for the first time in the country's history and created the Ministry of Social Development (MIDES), in order to introduce social development policies to address the country's dire socio-economic situation. This is how the "National Social Emergency Response Plan," which included a package of sheltered employment programmes, among them Trabajo por Uruguay (I work for Uruguay), the forerunner of the plan presented in this report. In 2008, the government introduced an equity plan within the framework of which a Law was passed to create the Uruguay trabaja (Uruguay works) programme.

The purpose of Uruguay Trabaja is to contribute to the development of social investigation using socio-educational strategies aimed at enhancing the employability of long-term unemployed, socially vulnerable persons with low educational levels. The idea was to promote the recognition of work as a central human activity that produces synergistic effects in individuals, their family members and their social environment. With that goal in mind, the Programme invited civil society organizations (CSOs) and/or work cooperatives to submit work proposals for an educational-occupational programme imbued in the set of values of the social economy that would encourage participants to resume their education. The Programme is specifically aimed at socio-economically vulnerable persons between 18 and 64 years of age, who have not completed their third year of secondary or technical schooling and who have been unemployed for more than two years.

Actors involved

Coordination and implementation of the Programme are the responsibility of MIDES, in conjunction with CSOs and work cooperatives, with the support of several national and local public institutions.

Participants in the implementation included the Social Insurance Bank (BPS), which is in charge of monthly settlements and employment records; the Bank of the Republic of Uruguay (BROU), which pays monthly benefits; the National Insurance Bank (BSE), which guarantees the corresponding insurance policies; the Ministry of Education and Culture, which promotes the development of digital literacy; the Work University (UTU),

which organises trades training programmes; the National Health System (ASSE), which provides healthcare services; departmental; and municipal governments, which provide local logistic support for the capacity-building sessions. Other public organisations such as hospitals and primary and secondary schools make their facilities available so that participants can perform the public value tasks contemplated under the programme.

Duration

The Programme has been implemented yearly since 2008 and is currently still active. Each annual cycle lasts 8 months for the “cities” modality and 6 months in the “small localities” modality.

Financial resources

In 2015 the cost of the Programme amounted to a total of 9.770.217 US dollars. According to the law, investments under the Programme are defrayed from the national budget. The materials used for building refurbishments are provided by the partner organisations.

Human resources

Coordination of the Programme is in the hands of a central team made up of 16 people (1 director, 12 supervisors and 3 administrative clerks). Operations were the responsibility of the technical teams of each of the participating civil society organisations (CSOs) and/or work cooperatives. These teams comprise different kinds of professionals: coordinators, social workers, operational supervisors, labour integration specialists and workshop facilitators. In 2015, 97 agreements were concluded with 23 CSOs, under which 1,190 technicians were hired.

Scope of the project

- At the beginning of every year, MIDES asks public organisations to identify socially - beneficial public tasks that may be performed under the programme, such painting, small repairs or construction works, gardening, etc.
- Subsequently, a public call targeted to CSOs or work cooperatives is put out. These organisations are required to submit an intervention proposal and a technical team. Proposals must be in line with the contents to be covered during the socio-educational process, including specific capacity-building (training in trades and basic digital literacy development) and cross-sectional capacity building, which consists of “know your rights” and skill development workshops. Other contents include: job seeking skills, entrepreneurship and co-operativism, labour rights, occupational security, etc.
- The next step is to advertise the contents of the courses so as to encourage eligible candidates to register. Then, a public draw is held to assign the vacancies. There are specific quotas for special groups such as persons with disabilities (4%), transsexual persons (2%) and persons of African descent (8%). Once vacancies have been assigned, classes can be organised with 15-35 participants in each group (depending on whether it is a small municipality or a larger city).
- As part of the Programme, participants carry out transient public value jobs. At the same time, the CSO organises a cross-sectional competencies training programme as well as specific training in trades provided by the Work University (UTU).
- Participants receive a monthly benefit called “Occupational insertion support,” which amounts to around 250 US dollars. This amount is not a salary but it is

reckonable for pension purposes and entitles beneficiaries to maternity and sickness benefits.

- At the same time, the Programme includes individual and collective support schemes to facilitate access to public healthcare and education services. It also offers support in finding a job and/or the development of individual and/or collective business initiatives.

Achievements and results

Over the 2015 edition of the Programme:

- 20.379 people applied for participation in the Programme: 3.074 had their names drawn and were chosen to participate.
- 76% of participants fully completed the programme; the dropout rate was 13%.
- 72% of small repairs and building works requested by public organisations were completed by the end of the Programme.
- 84% of all participants attended at least 80% of the specific and generic capacity-building sessions.
- 92% of participants had valid income status documents.
- 62% of participants started dental treatment and 72 % had an ophthalmologic diagnosis.
- 76% of participants with incomplete primary education concluded their accreditation processes.

Key success factors

- The capacity to involve several public organisations and civil society stakeholders in implementing the Programme
- Having achieved a significant level of legislative institutionalisation, with broad political support.

Networking outcomes

The complex processes inherent in inter-institutional cooperation have strengthened trust between the different stakeholders. These trust-based relationships can serve as a promising foundation for other jointly-developed programmes. In addition, the Programme has strengthened the State's capacity to develop social public policies in cooperation with civil society institutions, generating lessons learnt and connections that can result in new alliances and relationships.

Contacts

<http://www.mides.gub.uy/innovaportal/v/14408/3/innova.front/uruguay-trabaja>

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4.2.6. Urban Centres Platform - Brazil

Project location

Popular communities in Sao Paulo (Brazil) with low child and adolescent protection indicators.

Background

The Urban Centres Platform (UCP) is an initiative launched by UNICEF Brazil and implemented in São Paulo and another seven large cities. The main goal of the Platform is to contribute to reducing the inequalities affecting the lives of children and adolescents living in large cities, and promoting participative and sustainable community development. This goal is pursued through three basic actions: 1) monitoring the reduction of inequalities; 2) encouraging social participation in the design of public policy in intra-urban territories; and 3) stimulating social participation of children and adolescents.

The initiative stemmed from the realisation of a significant problem: the existence of children and adolescents whose basic rights were systematically infringed as a result of huge social inequalities. This problem was identified even in urban centres with high levels of socio-economic development. Social indicators broken down by territory provide confirmation that children coming from disadvantaged families are more prone to have their rights infringed. For example, while in an affluent neighbourhood of São Paulo (Alto de Pinheiros) the 10-18 year-old adolescent murder rate was 0% in 2012, in a poor and more remote neighbourhood Capela do Socorro) the same rate for that year was 46%.

Actors involved

The initiative was possible as a result of an agreement concluded between UNICEF and the São Paulo city council. The Council, which has direct responsibility over the implementation of the project, took all the demands of the Platform on board. UNICEF is in charge of coordinating the project and convenes regular meetings to monitor the progress achieved. The Municipal Council for the Rights of Children and Adolescents (CMDCA) also plays a role. The technical implementation is carried out by Viração, a non-governmental organisation responsible for encouraging participation of adolescents. Other important players include the members of the target communities, social leaders, associations, organisations and social movements, as well as the children and adolescents themselves, who are the key stakeholders in the process.

Duration

The first phase of the project (pilot project) began in 2008 and ended in 2012. The second phase, which included a series of adjustments, began in 2013 and is currently approaching completion (outcomes are being evaluated). Full completion is expected to take place in December 2016.

Financial resources

Part of the project funding was contributed by the São Paulo Council. Initiatives aimed at engaging children and adolescents were carried out by Viração and funded by UNICEF at a cost of approximately 50,000 US dollars per year.

Human resources

Apart from the city council team, two educators and a technical consultancy firm were required to implement the project. Up to 300 volunteers from the target communities participated every year in the implementation of the different activities.

Scope of the project

The platform launched different actions involving the different participating stakeholders:

- The baseline for the indicators relative to children's rights was set. Indicators are grouped per territory so as to bring out the intra-urban inequalities within the Sao Paulo area.
- Community-based forums were organised to identify priorities and create action plans.
- Adolescents were trained in citizenship rights: they were encouraged to participate in formal and informal spaces.
- Results were evaluated and indicators analysed.

Achievements and results

- The most significant outcome during the first cycle was the improvement obtained in 18 of the 20 areas monitored. Among them prenatal health coverage, which jumped from 73% of pregnant women in 2008 to 77% in 2011; and the growth in the number of disabled children and adolescents registered in regular schools, which rose from 11,365 in 2008 to 12,732 in 2011.
- Participation and involvement of the communities in public management and decision-making activities were achieved.
- The local population, local organisations and other local authors became more autonomous when it came to facing up to new challenges and promoting local development.
- The political influence and sense of belonging of adolescents in their communities was significantly increased; they also exhibited greater political knowledge and greater awareness of their citizenship rights.
- Participants developed a more decentralised perspective on a vast and diverse city like São Paulo; territories came to be seen from the point of view of their specific realities, including the breaking down of the indicators themselves.

Key success factors

- The participative analysis carried out by the adolescents in their home communities to understand the opinion of their peers on things like security, the quality of education, participation and the environment, among others. The results of the analysis served as a basis for the construction of the action plans, contributing to identifying the leading priorities. Gaining an understanding of the territory and its capital was a key driver in getting adolescents involved in the development of their communities.
- Active involvement of adolescents through all the stages of the project is an important social innovation factor that will warrant the provision of citizenship education to the new generations as well as a paradigm shift in the way children are viewed by society, i.e. from recipients of charity to rights holders.

Networking outcomes

The initiative is based on the effective engagement of different actors, such as governments, non- governmental organisations, companies, the media, inhabitants and – of course – the target children and adolescents.

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4.2.7. Instilling Saving Habits - Peru

Project location

This experience was carried out in the rural districts of the Departments of Apurimac and Cusco, in the central highlands of Peru. These areas are inhabited by scattered peasant communities with poor road and communication infrastructures, limited means of transport and few basic services.

Background and project description

In Peru, over 60% of the population is excluded from the formal financial system, that is, they cannot access formal financial services (savings or loan products). Although significant efforts have been made to take the presence of the State to rural communities of the central highlands of Peru, such efforts have met with little success on account of the rugged geography of the area. Against this background, access to the formal financial system in these areas is still a challenge, with most of the rural population left excluded or, at best, in a financially vulnerable situation. On the other hand, efforts to empower the rural population to access these products are also limited. Although significant progress has been made in ensuring access to banking services in urban environments, things in rural areas have been different because the characteristics, communication modes and idiosyncrasy of these inhabitants have prevented them from accessing the information they need on financial products and services and how they could contribute to improving their quality of life.

In order to fight poverty and child malnutrition, particularly in the more remote areas, the Peruvian government introduced a Conditional Cash Transfer Programme (TMC) whereby certain vulnerable rural families (identified by the local authorities), receive a cash stipend in exchange for complying with certain conditions such as taking their children to medical check-ups, making sure they attend school, etc. Although such initiatives have been implemented successfully, the challenge remains to identify grading mechanisms that make it possible to decide whether a family still needs to receive their stipend or whether they are in a position to strike out a path on their own and make way for other families who may need it more badly. At any event, it is necessary to develop these families' ability to generate a sustained stream of income. In this respect, financial education and a broader use of formal saving are important allies. At the same time, financial inclusion of these families as a result of the different opportunities provided by a formal financial system becomes an important pillar in reducing their vulnerability and helping them overcome the inequalities they face.

Against this background, Financiera Confianza, a private microfinance entity, decided to offer financial solutions to the most vulnerable groups in order to help them improve their

quality of life. The initiative is centred on the development of a financial education methodology that drives citizens' awareness of the importance and the benefits of formal saving. This methodology is based on a very simple model through which citizens are given elementary knowledge on the characteristics and operation of the financial system.

Actors involved

Financiera Confianza was the driving force behind the project, as well as the provider of the services and the financial education. Financiera Confianza is a member of BBVA Microfinance Foundation, whose mission is to fight poverty through microfinance solutions addressed to the people at the bottom of the pyramid. Financiera Confianza and its project design and implementation team are key players in the project given their role as a catalyst and mediators between the target population and the financial institution. The main beneficiaries of the initiative are the rural families targeted by these services.

Duration

Implementation of the project began in 2014 and is expected to be completed by December 2016.

Financial resources

For its initial implementation, the project obtained resources from the City Foundation, the Australian Development Aid Agency and the Inter-American Development Bank through the Multilateral Investment Fund (FOMIN). Financiera Confianza makes a - mostly in-kind - matching contribution (man hours, material resources, etc.) that makes it possible to implement the different actions of the project.

Human resources

Financiera Confianza contributes the human resources for the project management team, responsible for designing strategies, concepts and products that result in legally applicable financial solutions that cater for the community's financial needs (savings, loans, insurance). Professionals from different areas of Financiera Confianza were recruited to participate in the project, together with other specialists tasked with developing the methodological rationale for the products. A team of promoters was also brought in to act as social mediators; they take care of implementing the financial products, validating them and keep them under constant review so as to obtain the feedback needed to come up with an integrated and efficient offering of financial solutions for the rural population. At the same time, such promoters are in charge of conducting the capacity-building sessions for the peasant communities.

Scope of the project

- The initial stage was implemented and the first field visits were conducted.
- Goals were redefined and adjusted on the basis of the findings obtained. Financial education was found to be a key priority. This phase comprised the design and validation of a specialised financial education methodology.
- Financial education programmes were provided to members of the communities.
- Sessions were conducted with experts and the Financiera Confianza network to publicise the experience so that it could be optimised and extended. Generation of

a value proposition geared to the rural community was deemed as an invaluable opportunity.

Achievements and results

- A highly effective and innovative financial education methodology was developed aimed at adults from rural areas, particularly women.
- Financial education was provided to over 13,000 persons.
- A specific methodology was created to approach the rural population, where the offering of financial products is transformed into an offering of financial solutions that contribute to generating territorial capital in the target peasant communities.

Key success factors

- The design of the financial education methodology was based on an observation of the inhabitants of the rural areas with an equalitarian perspective, i.e. without establishing teacher-student differences. Drawing on the specific characteristics and needs of the population, the methodology broke down the barriers set up by cultural codes. This is how it was possible to come up with a validated and efficient capacity-building methodology.
- Continuity of the project. Although the project is close to completion, action in the last few months has focused on ensuring that the project can be sustainable, going beyond the original idea of designing a money-saving product and looking for a value proposition that makes it possible for Financiera Confianza to develop a wide range of sustainable financial products and services, geared to the rural population.

Networking outcomes

The project succeeded in bringing rural families closer to the formal financial system, both physically through the presence of promoters, and through the development of knowledge flows. Development of financial skills among the population generates social and intellectual capital (knowledge), empowering them to use the different products and services on the basis of information and awareness-raising. Rural inhabitants can decide whether they want to resort to these services or not but, regardless of what their final decision may be, they will have strengthened their capabilities through knowledge.

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4.2.8. Social Inclusion and Completion of Education Programme in Schoolchildren - Argentina

Project location

The project was developed in disadvantaged neighbourhoods in the municipalities of Santa Clara II and Prosol, Misiones province, Argentina.

Background and project description

The expansion of medium-sized cities in Argentina, occurred in the 1990's as a result of the implementation of the neoliberal model, resulted in fragmentation of the urban space

and the burgeoning of poverty-stricken peripheral marginal areas, which contrasted with other areas characterised by marked economic and infrastructural development.

In Misiones Province, ill-advised agricultural policies, together with the economic decline resulting from the loss of market competitiveness, gave rise to a massive migration of rural families toward large cities, among them those in the so-called “Gran Posadas” metropolitan area, made up of the municipalities of Posadas, Garupa and Candelaria. In fact, in the last twenty years, the municipalities of Garupa and Posadas experienced a population increase of 227% and 36% respectively, resulting largely from the migration of people from rural areas who settled in marginal areas where poverty was rampant. These marginal areas included the districts of Santa Clara II and Prosol I where, as a result of the families’ dismal economic situation, children are forced to work in order to contribute to the family’s income, driving the early school dropout rate to 23%. The situation is compounded by high rates of domestic violence, child nutritional problems and shortages of human resources and school infrastructures.

In view of this situation, in 1999 the team of the Misiones Citizen Participation Party (PPC) decided to launch a pilot project in Santa Clara II (Garupa). The project consisted in the creation of a Participative Centre for School Support. The initiative began with remedial classes provided to a group of 43 children in a dilapidated shack. The success of this experience combined with an emerging demand from families from other neighbourhoods led the PPC in 2013 to implement a second Centre in the Prosol I neighbourhood of Posadas within the framework of the now called “Integrated Support Programme for Social Inclusion and Completion of Education.” Apart from providing educational support, the Programme performs health control and assistance activities, provides children with nutritional and psycho-educational support, and organizes capacity-building workshops for parents as well as other supportive and recreational activities.

Actors involved

The PPC team are the drivers and executors of the project, and they also take care of supervision and monitoring activities. The government of Misiones province also became deeply involved with the project; given their keen interest in boosting educational and social standards in their territory, they have contributed funds to ensure the project’s proper delivery. Other parties include several NGOs, teachers, doctors, educational psychologists and other independent professionals. The direct beneficiaries of the initiative are the families of the Santa Clara II and Prosol I neighbourhoods and, particularly, the schoolchildren.

Duration

The first educational centre started operating in 2009 and still remains active. The second centre started operating in 2013 and also remains active.

Financial resources

The Programme applied in both educational centres had an annual cost of US\$ 80,000. Initially the programme ran on the PPC’s own resources. However, in 2013, in government of Misiones province and some NGOs present in the territory decided to join in as co-sponsors.

Human resources

The project is run by six teachers, seven administration staff, a social worker and a cook.

Scope of the project

The project operated on the basis of a three-pronged approach:

- Development of actions aimed at reducing educational gaps: daily two-shift remedial schooling of boys and girls of the target neighbourhoods; health control and assistance; nutritional and psycho-educational support to children; capacity - building for parents in those areas.
- Generation of spaces for citizen participation: organization of sports and cultural events; social awareness-raising meetings with parents and the community concerning the importance of educating boys and girls.
- Institutional strengthening by conducting some refurbishing work in the school building and generating opportunities for social and political stakeholders to collaborate in defining a roadmap for the future.

Achievements and results

- Two facilities are already operational in two neighbourhoods of Posadas and Garupa. The first one started with 43 children and in 2016 is being attended by 154. The second started with 15 children and is currently attended by 23.
- New stakeholders have joined in to support the initiative such as civil society organizations and the provincial government.
- School repeat and dropout rates in the territories have decreased, which has encouraged families to engage in active participation.
- Facilities were upgraded as a result of public-private collaboration.
- Since the outset of the Programme, 900 children received school support as well as psycho-pedagogical, nutritional and health support.
- Some 80 families have received nutritional training.
- Forty-nine recreational and sports activities were organised, which enhanced the engagement of families and their integration within the community.

Key success factors

- A bottom-up methodological approach was used, taking into account the cultural specificities and the demands of the local community (simple, continuous and empowering the different stakeholders).
- Involvement of the key stakeholders in the neighbourhoods, building the trust needed to engage the families with the project.

Networking outcomes

Positive relational flows have come about as a result of the project as well as a synergistic interaction between institutional agents and stakeholders. In addition, efforts have been made to strengthen cooperation between the different actors. The Programme is about a network of local stakeholders trying to overcome their differences and build a consensus. Moreover, the Programme has promoted public-private collaboration seeks to establish a permanent cooperation channel between the PPC, families, social organisations, the provincial government and, very soon, the municipalities and other players.

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4.2.9. Rural Education, Relevance, Appropriation and Identity: the Obispo Emilio Botero Gonzalez Rural Educational Centre, First Digital School in Antioquia - Colombia

Project location

Las Mercedes, a rural area in the Municipality of Marinilla, Department of Antioquia, Colombia.

Background and project description

Rural education is faced with several problems of a social nature, the most serious one being the significant divide separating the urban and rural worlds. This divide limits access to education and results in unequal opportunities for the various components of society. In Colombia, the education access rate for the rural population is considerably lower than that for city dwellers (80% vs. 95%, respectively [2011]). The remoteness of rural schools, the lack of well-trained teachers as well as the dynamics inherent in rural societies are some of the factors standing in the way of equality between rural and urban schools in terms of quality, coverage, relevance and access to infrastructures.

The Antioquia la mas educada (Antioquia, top of the class) programme of the Government of Antioquia contemplates a high-quality educational experience based on information and communication technologies (ICTs). The programme envisages the creation of new infrastructures, the design of new pedagogic contents and the implementation of didactic strategies through ICTs with a view of reducing inequalities regarding access to ICTs by the population.

The Catholic University of the East conducted a research project to analyse digital pedagogic strategies and define their social and educational impact on rural communities. The study looks into the specific case of the Obispo Emilio Botero Gonzalez rural educational centre in the municipality of Marinilla, the first digital school in Antioquia, and focuses on three culturally-mediated variables: relevance, appropriation and identity.

The study is based on the idea that access to education, and particularly high-quality education, should be aligned with the territories' specific needs and take into account the relevance of the pedagogic models used, the degree to which students are able to appropriate them and the fact that such models should be aligned with the students' own identity. Only if these conditions are satisfied, will the rural community be able to break the cycle of poverty that binds them and have a more productive, prosperous and better educated life.

Actors involved

The actors involved were the researchers of the Catholic University of East, students, parents and the teachers of the digital school, as well as public institutions with competencies over the project (departmental and municipal educational authorities).

Duration

The new facilities of the Obispo Emilio Botero Gonzalez Rural Educational Centre, first digital school in Antioquia, were inaugurated in August 2012. The present research programme was conducted to determine the strengths and the weaknesses of the project. The analysis was carried out in three stages:

2015: Theoretical and referential phase, where the foundations were laid to analyse relevance and appropriation.

2016: A field study was conducted to measure the different variables and define the research categories.

2017: Results

Financial resources

The project fell within the scope of the research work conducted by the Catholic University's SICODECAS project incubator, specifically geared to promoting development and social change.

Human Resources

The project was run by a researcher from the Catholic University of the East, who had a master's degree in social enterprise management for local development and social innovation. The teachers of the digital school also performed support activities.

Scope of the project

- The methodology was defined using qualitative research techniques.
- A bibliographic and theoretical documentation process was completed.
- Rural educational policies were identified and evaluated at national, regional and local levels.
- A socialisation process was undertaken with the players involved.
- Interviews were carried out with different stakeholders involved in the digital pedagogic strategies (teachers and parents).
- The information was analysed and systematised.
- Evaluation indicators were established.
- A final document was drawn up, which includes the results of the study as well as general practical recommendations.

Achievements and results

- Evaluation of the digital pedagogic strategies implemented in the school, identification of strengths, weaknesses and areas of opportunity, with a view to improving rural education policies in the territory.
- The case study provides particularly significant in-depth information to improve the way in which digital pedagogic strategies may be implemented in other rural schools.
- The descriptive, analytical and interpretative thrust of the study is aimed at demonstrating that digitization of education is an endogenous process that can act in favour of local communities.

Key success factors

- The study proposes a methodological model that can be adapted and transferred to other rural education contexts provided that the specificities of each situation are taken into account.
- The study and its results provide a better understanding of the social changes that education, in its different forms, conceived as an axis that cuts across territorial development projects, can produce in the rural community under study.

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5. The role of institutions and governance in territorial development

Citizens cannot be excluded from the use of the so-called “common goods” or “public goods” and their use by one person does not reduce availability to others. Territorial governance is defined with regard to this notion: the levels of government involved and their mutual interaction are crucial factors: as it operates across the vertical collaboration of national, regional and local authorities and the horizontal collaboration between public, private and social players, governance makes it possible to enhance spatial development and to transform territories on the basis of their own organizational, creative and enterprising assets, easing territories in harnessing opportunities provided by the context to make the most of exogenous resources, manage conflicts and define spatial strategies. The chapter presents the case studies addressing the strengthening of the institutional dimension as a core condition for networking public and private actors, supporting synergies and creating condition for balanced social and economic growth, ensuring a sustainable management the ecosystem.

An analysis of governance should be based on a profound reflection. The potential for local development is heavily dependent on the feasibility of harnessing the whole range of endogenous resources of a certain spatial dimension. For that reason, competent authorities must spare no effort to detect, activate and use these valuable resources in order to achieve their strategic development goals. The resources of a given area include physical, human, economic, financial, technological and sociocultural resources. They also comprise the so-called social capital⁶.

Social capital is a fundamental notion as it refers to a wholly new way of understanding and aspiring to success in the design of development initiatives. It is related to the degree of trust that exists between social actors, norms of civic behaviour within the community and the capacity of setting associations that characterises them; these elements bear witness to the richness and the strength of the internal fabric of any given society (Putnam, 1994; Klisberg, 2000). The differences between successful and unsuccessful territories may be explained, all other things being equal, by emergence and promotion of this kind of intangible capital in some areas rather than in others (Madoery, 2015).

From this point of view, economic, social, institutional, cultural, environmental and subjective aspects become intertwined explanatory dimensions⁷. It is important to expand

⁶ According to territorial capital theory, social capital is the wealth of inter-actor relationships, the sharing of collective values (“civiness”), and the ability to integrate cultural differences. Cognitive capital is conceived as the capacity to innovate, attract knowledge and competencies to the territory, and boost the quality of human resources. Ecosystemic capital refers to the diversity of the “services” rendered by the ecosystem; the resources, the integrity of biodiversity, and the wealth and cultural value of landscapes. Finally, infrastructural capital comprises the different infrastructures that ensure material and immaterial accessibility, including the safety and quality of urban systems (OECD Territorial Outlook, 2001).

⁷ Along that path, factors such as good governance, electoral majorities and the macroeconomic balance between GDP and mean per capita income are compounded with concerns about participation; quality of life; autonomy and

our gaze to societies and their capabilities rather than focus solely on markets and their logic. In this way, development can be understood as a complex social construction process articulated by individual and collective social players who, by means of agreements and converging instruments and strategies, contribute to governing the process and sustaining it over time (Madoery, 2015).

Governance exists as a response to the challenge inherent in administering the needs of a society faced with a continuous stream of increasingly complex and diversified changes. In this context, the rigid norms and rules of the past should be replaced by a series of flexible tools that are capable of interacting with the tumultuous forces generated within society.

As a collective endeavour, development is a political challenge that conceives social relations in terms of identity and differentiation. It can be construed as a democratic quest reminiscent of a permanent struggle between adversaries to control all decision-making processes in a society. It is a different way of promoting the development of a region, on the basis of a new definition, proposed jointly by national, regional and local authorities (vertical collaboration) and between public, private and social players (horizontal collaboration).

As it operates across those two different dimensions, governance makes it possible to enhance the capability to promote spatial development and, specifically, to transform territories on the basis of their own organizational, creative and enterprising assets. Governance also makes it easier for territories to harness the opportunities provided by the context to make the most of exogenous resources, manage conflict and define spatial strategies.

The term governance immediately conjures up the result-driven management and organisation strategies that are typical of the private sector. It is a notion that entails a collaborative mind-set and a desire to optimise resources, with every party playing a specific role, establishing local and extra-local relationships (local governments, intermediate institutions, businesses, universities, trade unions, NGOs, etc.); displaying a remarkable ability to find resources, identify objectives and draw up the policies to attain them; selecting “legitimate” partners from civil society; and defining the norms that regulate the partnerships they may enter into.

Governance also requires a consensus on the way in which each of the parties involved can contribute to attaining the community’s pre-established growth objective. The responsibilities attributed to each party need to be articulated on the basis of interaction mechanisms that demonstrate to the community the advantages of shared leadership and transparency for achieving the strategic development goals. The agreements established should not be temporary or permanent and care must be taken not to attribute equivalent powers to every party, even if they take on equivalent commitments.

As regards attributed powers and commitments, a choice between centralisation and decentralisation of public goods and services must often be made. Several case studies indicate that decentralisation can be positive if it allows local preferences to be taken into consideration, in energy or environmental matters for example, and if it favours social control over the right to high-quality healthcare and an accessible education system. Nevertheless, it may turn out to be negative in situations where centralisation supports scale economies and allows the enhancement of cross-border externalities.

freedom of speech; respect of human rights; equality of opportunities; the role of youth and of women; national security; and city life, among others.

Against this background, the so-called “common goods” or “public goods” take on a new significance. These are goods that are both non-excludable and non-rivalrous in that citizens cannot be excluded from their use, and their use by one person does not reduce availability to others. It should be noted that governance of the territory is manifested and defined with regard to this notion. The levels of government involved and their mutual interaction are crucial factors.

Multilevel governance is a system whereby the responsibility for policy design and implementation is distributed across different levels of government. The different roles in the system are generally played by ad hoc institutions, controlled by representatives of the beneficiaries of whatever services are offered, who need to understand the contents of the agreements concluded even if they cannot do anything to change them⁸.

Should the mechanism of local empowerment (or subsidiarity) prove ineffective, multilevel governance may degenerate into a system dominated by negotiations between bureaucracies that are inevitably representative of social elites (Gattegno Mazzonis, 2013)⁹. On the other hand, the higher the levels of tradition and social cohesion in a territory, the greater the value attached to social capital and the better prepared and the more representative the local authorities; the more effective multilevel governance becomes. The following elements are decisive:

- A clear definition of the functions of each level of government;
- Concluding detailed contracts between the different levels spelling out common functions and management strategies;
- Clear decision-making procedures at a local level;
- Generating public debates focused on the objectives of the different territories, with special attention paid to the more disadvantaged ones. This necessarily means promoting autonomy and empowerment.

The challenge facing the public sector lies in being able to design integrated and coordinated policies that can generate consensus as a result of their cross-cutting and multidimensional nature. Institutional mechanisms are required that can be adjusted over time and are based on systems of reciprocity between members of the different communities. An attempt must be made to “design appropriate legal options that make it possible to create and sustain the critical mass of public goods generated.” Under this prism,

⁸ This is a purely political function created on the basis of agreements that can be modified merely by consensus between the different levels.

⁹ The dilemma lies in how to define international agreements across different responsibility-sharing levels of government so that all citizens can benefit equally from the services provided. It must be remembered that the standard definition of government entails that public actors are the only ones responsible for the decisions made regarding the management of public goods or public funds. This means that the hierarchical structure of public power should enjoy full acceptance. Governance contemplates that private actors should be able to: supervise their own decisions independently; act by delegation of public authorities; or act in association with public actors provided that this increases efficiency and efficacy. In this regard A. Heritier (2002) states that “as opposed to the broad definition of governance, which encompasses all possible forms of government, a more rigorous definition should specify that private actors are equally responsible for decisions concerning the use of public and common goods and the non-hierarchical way in which such good are employed.” This assertion is even more valid in a world where the distribution of powers within and outside states is in constant flux, generating new interdependencies between the government forces that affect competitiveness.

efforts aimed at planning and building governance structures must be considered positive provided that an excessive level of formalization is avoided¹⁰.

The public sector may also outsource services to public-private partnerships if such an arrangement is considered better or more useful for a more efficient utilisation of the community's human and financial resources. It must be considered that these partnerships are sustainable and adaptable - yet not eternal - formats. The public sector must manage the needs of citizens, and such development policies as may address them. It may do so in conjunction with other sectors, but without even forswearing its control and evaluation powers.

The examples of good practices that follow exhibit specific principles of political action: consonance¹¹; discrepancy¹²; assertion¹³. The case studies show how, in the Latin American context, the term development may take on a different meaning: development is multidimensional, multi-scale, it involves multiple actors and it is not all about economic growth. Development does not consist of a collection of the attributes of the different sectors of activity, but it rather entails a conception of the territory as an inclusive and innovative social system.

In some cases, there is a shift from the exogenous to the endogenous, recognising that every context is different, the dynamics of development are not global, but local; and they are not generic, but specific¹⁴. In other cases there is a move from convergence towards difference: each society has its own understanding of what development means to it and what aspects need to be prioritised¹⁵. Yet in other instances the journey is from the economic to the political. Under this perspective, what explains the development of a society is the successful implementation of political projects that aim at realising social aspirations expressed in the form of political and cultural proposals that make up a longed-for social order¹⁶.

Elinor Ostrom aptly summarised the thoughts above: "Extensive empirical research leads me to argue that, instead, a core goal of public policy should be to facilitate the development of institutions that bring out the best in humans. We need to ask how diverse polycentric institutions help or hinder the innovativeness, knowledge, capacity of adaptation, trustworthiness and readiness to cooperate of participants, and the achievement of more effective, equitable and sustainable outcomes at multiple scales."

The case studies presented below are meant as examples of this kind of approach.

¹⁰ In E. Ostrom's words, to stipulate "quasi-contracts."

¹¹ Politics as articulation, as harmony.

¹² Politics as rivalry, antagonism, contrast, confrontation.

¹³ Politics as identity and autonomy.

¹⁴ These practices can be seen in the case study entitled Knowledge Management and Capacity-Building for Implementation of the Collaborative Platform for Integrated Spatial Development (PADIT) from Cuba.

¹⁵ The case entitled The Role of Local Governments in Development Planning; an Awareness-Raising Programme for Political Leaders, from Costa Rica is highly illustrative in this regard.

¹⁶ The Local Human Development Programme (PDHL) implemented in Cuba is particularly illuminating in this respect.

5.1. Decentralisation and local governance

5.1.1. The Role of Local Governments in Development Planning; an Awareness-Raising Programme for Political Leaders - Costa Rica

Project location

This project was meant to have nation-wide impact, throughout the territory of the Republic of Costa Rica.

Background

This project seeks to address an inter-institutional coordination gap that causes inefficiencies in public administration. As the representative of the State in each territory, the local government plays a key role in the implementation of social, territorial and economic cohesion models. Nevertheless, in practice, local governments have been incapable of engaging in joint action with other institutions for the implementation of development-promotion initiatives. In the face of this situation, it becomes essential to introduce changes in the role of municipalities so that they evolve from being mere service providers and tax collectors to entities capable of increasing local development levels by creating spaces and mechanisms that encourage local stakeholders to cooperate in the development of strategies.

Given the experience of the Municipal Central American Development Foundation (DEMUCA) in identifying opportunities for advocacy vis-à-vis local governments, and the existence of the Municipal Agenda drawn up by the Local Governments Union (UNGL) in consultation with the municipalities, the idea came about of developing a process geared to raising the community's awareness of the importance of public policy formulation and of the role of local governments in strategic development planning. Such a process should integrate all the different topics to be considered by politicians when addressing the needs of the population and improving the standard of living in their constituency.

Actors involved

The development and implementation of the project was the responsibility of DEMUCA Foundation and UNGL. The beneficiaries were political leaders and local authorities (mayors, aldermen and city councillors).

At national level, the ministries of National Planning and Economic Policy (MIDEPLAN) and Public Works and Transport (MOPT), as well as the National Statistics and Census Institute (INEC) and the National Risk Prevention and Emergency Management Committee (CNE) participated in regional workshops.

Partners involved in organising municipal fairs to promote the community's participation in elections included the Institute for Education and Studies in Democracy (IFED), the National Women's Institute (INAMU), the Costa Rican Network of Women in Municipal Government (RECOMM) and the Youth Council (CPJ). Finally, the Supreme Electoral Court and the country's political parties participated in training the future leaders.

Duration

The project began in 2012 and was under implementation in 2016.

Financial resources

The funds for the workshops on planning and public policies were contributed by DEMUCA. On the other hand, the organisation and logistics for the municipal fairs was taken care of by UNGL, in conjunction with the local governments and with donations from private institutions.

Human resources

Different work groups have been constituted under this project: the previous workshops on public policy planning and formulation were directed and implemented by the DEMUCA Foundation together UNGL, who formed an inter-institutional work group. Municipal fairs are coordinated by UNGL's communication team, assisted by officials from other areas. Lastly, the sensitisation and capacity-building of local authorities is taken care of by a multidisciplinary work team at UNGL (advocacy, communication, planning and inter-institutional coordination).

Scope of the project

- Before becoming engaged with this project, DEMUCA Foundation and UNGL had organised regional workshops on municipal planning and governance, covering such topics as negotiation, risk management and road management.
- A national forum was organised with local authorities and governmental institutions from throughout the country.
- Different kinds of meetings and events were held to encourage citizens to participate in municipal elections and to raise the elected authorities' awareness of the problems addressed by this project.
- Awareness-raising and capacity-building activities will be organized in 2016 for future local leaders in order to provide them with information on how to conduct strategic planning at a local level.

Achievements and results

- Local leaders became aware of the importance of strategic planning, public policy design, political negotiation, risk management, management of the local road network and use of development indicators.
- Good practices were identified concerning the use of spaces and inter-institutional coordination mechanisms.
- The importance of holding municipal elections in communities all over the country was emphasised
- Needs were identified and awareness raising and training activities were organized with local authorities.

Key success factors

- The capacity to bring together a large number of national and local stakeholders, and to ensure participation of authorities from different sectors related to the subject of the project, given the institutional nature of the initiative.
- Capitalisation and mobilisation of the experiences and knowledge of DEMUCA Foundation and UNGL in the field of governance and local planning.

Networking outcomes

“Vertical” relationships were encouraged, bringing the local government closer to the community. Moreover, inter-institutional coordination was developed between local institutions.

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5.1.2. From Local Rural Emergency Committees to Local Rural Development Committees - Argentina

Project location

Three quarters of the territory of Neuquén province, Northern Patagonia, Argentina.

Background and project description

Initially, the project stemmed from the need to coordinate the efforts made by the public and the private sectors to mitigate the effects of the volcanic ashes ejected following the eruption of the Puyehue -Cordon Caulle volcano complex in June 2011. With 75% of the provincial territory affected, the Government of Neuquén Province summoned the national, provincial and local level-institutions whose competencies enabled them to play a role in alleviating the plight of the affected farmers. Although this was a top-down initiative in that it came from institutions from outside the local sphere, a decision was made to work in a very decentralized way, giving territories high levels of autonomy, within a framework whereby a set of common guidelines was applied across the whole province.

Working groups involving organisations of affected farmers were constituted in each of the territories in order to obtain a consensual diagnosis of the situation and prioritise the initial response measures so as to optimise resource allocation. These working groups, which came to be called Local Rural Emergency Committees (CLER), were established in Los Lagos, Lacar, Huiliches, Picun Leufu, Collon Cura, Central Area and Añelo-Pehuenches).

Actors involved

Organisations that became involved with the project from the start included the Undersecretariat for Production of the Ministry of Territorial Development of Neuquén and the Agency for Economic development of Neuquén (ADENEU); the National Health and Food Quality Service (SENASA), the Undersecretariat of Small-Scale Agriculture of Argentina, the National Institute of Agricultural Technology (INTA); the National Park Authority and some of its regional offices, the Ministry of Tourism of Argentina, and the provincial implementation units of the Goat Recovery Law and the Sheep Recovery Law. In some territories, municipalities also played a very important role.

To ensure proper governance of the initiative, the Political Provincial Coordination Committee (CPCP) was established to coordinate and articulate the work of the different organisations involved regarding the analyses to be performed and the processing of applications received. At the same time, a Technical Provincial Coordination Committee (CT) was established to produce technical analyses, come up with a series of technical

criteria to assign resources among the Local Rural Emergency Committees (CLER) and, together with the CLERs, define an action plan and coordinate the provision of assistance to the rural people.

At a later stage two other organisations joined the project, providing technical support and/or funding: the Project for the Rural Development of Patagonia (PRODERPA) and the Provincial Agricultural Services Programme (PROSAP), under the jurisdiction of the Rural Change Unit of the Ministry of Agriculture, Livestock Production and Fisheries. The main actors and beneficiaries of the project were over 100 local Neuquén province organisations (3.800 rural families), including Mapuche communities, rural promotion associations and committees, and agricultural cooperatives, which keep all the different CLERs keenly active.

Duration

After their establishment following the volcanic emergency, the CLERs started implementing actions in two stages:

- Initial response / supplementation / recognition of losses (August-December 2011): this stage focused on catering for the cattle's nutritional requirements to reduce the impact of the emergency on the cattle stock (mortality) thereby protecting the source of income of the affected population.
- Recovery / dynamisation (March 2012-present): This has been a stage where structural problems are addressed by promoting participative consensus-based projects aimed at finding the solutions that are best adapted to each territory/population. These solutions could be based on the implementation of rehabilitation, conversion and/or dynamisation projects.

Financial resources

At the outset, four million US dollars were allocated through the CLERs as part of the initial response. Later on, the different CLERs have been responsible for administering the funds they were entrusted with.

Human resources

All the existing resources were mobilised during the emergency, particularly field technicians who carried out the impact assessment and provided basic assistance. In addition, technical recommendations were formulated as to how the cattle had to be managed under those circumstances. With the passage of time (3 to 4 months) the interventions and the coordination role of the committees became essential. The officials in charge of administering the funds played a particularly important role; they were eventually decentralised to allow easier and faster implementation. After the initial emergency response, longer-term recovery programmes have been provided by social workers, who have offered support to farmers, and field workers, who have provided cattle management advice.

Scope of the project

- An inter-institutional and a technical committee were established.
- Funds that could be dedicated to address the emergency were identified and earmarked.
- Technical field teams were established.

- Reports were drawn up based on satellite images (situation report)
- The most severely affected farmers were identified and interviewed.
- Representatives from different organisations were recruited as part of the CLERs.
- Reports were drawn up and losses were estimated.
- A methodology was defined for the distribution of funds among the CLERs.
- The structural priorities to be addressed by each CLER were defined
- Funds were implemented, projects were submitted and adjustments were made.

Achievements and results

- Spaces were created that are today being used to address broader rural development-related problems.
- CLERs had a positive impact on 3,800 affected families.
- Resources were channelled quickly, effectively and – above all – equitably across the affected areas.
- CLERs generated valuable social capital in each territory.
- The problems faced by rural communities were brought to light across the province and the whole country.

Key success factors

The political decision to decentralise funds through the CLERs, which made it possible to obtain funds in an agile way and coordinate their use both during the emergency and in the short and medium term. Efficient implementation and accountability strengthened trust between the organisations involved, giving rise to increased levels of participation and transparency.

Participation of local farmers through their organisations, at the beginning out of convenience (as resources and decisions are defined and administered within each CLER) and later out of conviction as they saw that the agreements were being honoured. The idea of embarking on longer-term projects in other areas started gaining ground among farmers.

Networking outcomes

CLERs were a significant social asset for each territory. They not only allowed the communities to overcome the most critical phases of the emergency, but they also made it possible to identify structural solutions and design consensual projects for the future. CLERs were also the forerunners of the Local Rural Development Committees (CLDRs), which are nowadays trusted organisations that strengthen the social cohesion of local players. CLERs and CLDRs are not only instruments for the use of local players; they have also given rise to the creation of new collaborative relationships. In fact, as they have expanded the inhabitants' knowledge base and widened their range of practical skills, other initiatives such as the existing rural funding programmes use them to ensure a more efficient and faster resource implementation.

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5.1.3. Knowledge management and capacity-building for Implementation of the Collaborative Platform for Integrated Spatial Development (PADIT) - Cuba

Project location

The project was conducted in 4 provinces of Cuba: Pinar del Rio, Artemisa, Cienfuegos and Holguin. The platform is expected to gradually extend to other parts of the country in the future.

Background

The process currently underway in Cuba to overhaul the country's social and economic model and support the future economic and social development programme to be introduced by 2030 is producing multiple transformations in the local communities, aimed at expanding the role played by local governments in managing the development of their territories. With a Human Development Index of 0.815, Cuba is among the nations with a high level of human development. However, the country presents with an unfavourable economic situation. These circumstances resulted in the development of the Collaborative Platform for Integrated Spatial Development (PADIT), a framework programme that established a single work strategy, which, nonetheless contained certain differences between pilot provinces based on the situation each of them was in. Within the scope of this Platform, the present project was conceived to help Cuban territories adroitly manage the competencies within their reach to put together an optimal development strategy and contribute to enhancing gender equality and the empowerment of women and youths.

The overarching goal of the project is to support provincial and municipal governments implement planning, management and decentralisation initiatives aimed at the sustainable economic and social development. Specific goals include: a) enhancing the ability of local governments to participate in the management of spatial development; b) supporting implementation and systematisation of productive and social spatial development projects that encourage entrepreneurship in women and youths; and c) complementing decentralisation and local development management initiatives.

Actors involved

The entity responsible for implementing the project is the National Institute for Economic Research (INIE). The Ministry of Economy and Planning (MEP) and the Institute of Physical Planning (IPF) are also leading partners. Associate partners include the Local and Community Development Centre (CEDEL) of the Ministry of Science, Technology and the Environment (CITMA), the governments of the participating provinces, the University of Havana, the United Nations Fund for Population Activities (UNFPA), the Centre for Demographic Studies (CEDEM), the Higher Institute for Industrial Design (ISDI), the Cuban Women's Federation (FMC), the National Statistics and Information Office (ONEI), as well as other academic players, research and development centres, and civil society institutions. The population of the territories where the project is implemented plays a decisive role.

Two levels of governance were defined for the Programme to ensure collaboration between the participating entities: 1) the National Coordination Committee and its advisory group, which are in charge of coordinating the framework programme; and 2) the Technical Secretariat / Management Committee, responsible for the planning, organisation and implementation of the Framework Programme.

Duration

The project is currently under implementation. It is expected to span over 3 years (from 2015 to 2017).

Financial resources

The total amount required is 1,110,568.99 US dollars. The Swiss Development Aid Agency (COSUDE) has contributed 98.2% of this amount while the United Nations Development Programme (UNDP-TRAC) has disbursed 1.8 %.

Human Resources

The work team is made up of representatives from the institutions that participate in the project. There is one project manager and other members who act as coordinators, with their hierarchy being related to the positions they occupy in their respective entities.

Scope of the project

The main project activities are geared to the following priorities:

- Strengthening the competencies of the local government in the field of strategic, multilevel and inter-territory planning, through capacity - building and support to the pilot implementation of the multi-level and inter-territory planning tool.
- Encouraging a more efficient management and utilisation of local funds for spatial development through the generation of institutional financial management mechanisms and the organisation of domestic and international gatherings to discuss relevant methodologies and experiences.
- Extending the communication and management processes related to development information by supporting the construction of territorial development indicators and the strengthening of communication strategy design processes.
- Supporting the development of knowledge through the implementation and systematisation of social and production-based local development projects conducted on the basis of a generational and gender perspective.
- Supporting decentralisation, competency definition and local development management through training and capacity-building activities, domestic and international technical exchanges and the implementation of a monitoring and follow-up system.

Achievements and results

- The project exerts a direct effect on sustainable development, as it helps local governments and other stakeholders improve the way they manage socio-economic and cultural development, with particular emphasis on women and youths.
- Participative instruments and methodologies are encouraged and the local government's planning, strategic management and statistics and information analysis capabilities are reinforced.

- Methodologies, inter-institutional and intersectoral instruments, and innovative technologies are encouraged and disseminated.
- The knowledge management processes organised harness the benefits of south-south cooperation to activate human capital and promote a cooperative culture and other management strategies, supporting young people and the economic empowerment of women.

Key success factors

- Effective collaboration between the different actors, the development of a trust-based relationship between them as well as a sense of belonging and an engagement with the project and its processes.
- Generation of tools (methodologies, procedures, legal documents, etc.) to enhance the way knowledge is used at all levels involved.

Networking outcomes

The project promotes the establishment of both horizontal and vertical networks through a closer collaboration and greater complementarity between territories and levels of government (country-province-municipality). A closer integration and a more efficient inter-actor relationship are also sought, as well as the exchange of knowledge across different territories.

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5.2. Multi-level governance and inter-institutional cooperation

5.2.1. Local Human Development Programme (PDHL) - Cuba

Project location

Eight provinces (Las Tunas, Guantanamo, Granma, Holguin, Santiago de Cuba, Cienfuegos, Sancti Spiritus and Pinar del Rio) and one municipality (Old Havana) in Cuba with the lowest human development scores in the country.

Background

In 1998, the Cuban Government, with the support of the United Nations Development Programme (UNDP) created the Local Human Development Programme (PDHL). The PDHL served as an operational framework of reference for the application of international development aid programmes intended to complement the local development processes and strategies already implemented by the Cuban national and local authorities, in line with the Millennium Development Goals.

The Programme was intended to provide particular support to initiatives geared to promoting technical-administrative decentralisation; increasing the coverage, sustainability and quality of territorial services; and strengthening community participation and gender equality. According to the Programme's operational principle, all work-related and

planning decisions would be made at the local level. Control by local authorities was a key tool to ensure that the different cooperation initiatives were in line with territorial interests.

Thus, the programme developed multilevel institutional cooperation models with a view to exchanging, systematising and disseminating successful experiences concerning human local development and enhancing the capabilities of local governments.

Actors involved

Coordination of the project was in the hands of the Cuban Ministry of Foreign Trade (MINCEX). Other ministries and organisations also participated. At a local level, the PDHL was coordinated by the municipal and provincial governments and included the participation of economic, social and cultural actors from the territories. Other players included decision-makers, politicians, technicians, administrative staff, operators and programme beneficiaries. The PDHL also forged an extensive network of international partnerships with bilateral and multilateral aid partners as well as institutions promoting decentralized aid.

Duration

The PDHL was active between 1998 and 2012. Each project cycle lasted 18 months, which comprised a participative local programming stage (6 months) and a subsequent implementation phase (12 months).

Financial resources

Over the 14 years period, international funds were mobilised for the amount of 60 million US dollars and over 100 million Cuban pesos.

Human resources

A provincial work group (GTP), which was an operational coordination unit, was established in every province. This body comprised a number of permanent members (depending on the territory's priorities) and delegates whose participation was limited to specific topics. Each municipality was assigned a municipal work group (GTM) whose operation was similar to that of GTPs. At national level, coordination was achieved through the National Coordination Committee (CNC). The CNC comprised a chief expert, the PDHL's national coordinators, and a representative from the Ministry of International Trade and Foreign Investment (MINCEX), as well as donors from development aid agencies, and representatives from the territories and from other official organisations.

Scope of the project

The work of the PDHL centred on the challenges faced by domestic policy and human development priorities:

- Support to local-level food security programmes
- Development and diversification of the local economy
- Conservation of the environment and use of renewable energies
- Enhancement of territorial social services
- Support to vulnerable groups
- Leveraging and stewardship of water resources
- Strengthening of inclusive spatial planning and community participation initiatives

- Knowledge management and gender equality

Achievements and results

- The implementation of over 1100 local development initiatives in 8 provinces and 69 municipalities of the country was supported by 12 UN agencies and/or programmes, 11 bilateral aid agencies or representatives and over 300 decentralised aid entities.
- Over 500 missions were organised, both of Cubans travelling abroad and of foreigners travelling to Cuba, in order to transfer knowledge, exchange experiences and increase dialogue between aid workers and actors.
- The understanding and the application of several methods and tools used for participative planning in local development were enhanced and systematised. Such methods and tools included risk and resource maps, guiding principles, geographical information systems, City Consultation - Agenda 21, and community emergency plans.
- Ten bachelor-level programmes on local development were supported. These programmes, which ran throughout the lifetime of the project, were attended by both Cuban and foreign students and acted as a platform for the exchange of knowledge and experiences.

Key success factors

- The capacity to implement a multi-level and intersectoral governance structure with key local, national and international stakeholders. The PDHL was conceived as a cooperation platform based on multiple actors and multilevel governance.
- The establishment of management mechanisms and innovative and flexible instruments, which made it easier for the different actors to engage in a fruitful cooperation process. Special mention should be made of the role played by the structures established under the Programme (the CNC and the GTPs and GTMs), between which information was exchanged regularly and openly.

Networking outcomes

The PDHL had to coordinate local stakeholders (government, institutions and citizens) to organise the demand for external aid and make it coherent. In addition, it managed to bring a disparate group of multilateral, decentralised and bilateral donors together to form a common methodological framework.

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5.2.2. A Multi-level Cooperation Tool to Manage Local Development - Cuba

Project location

Municipality of Holguin, Holguin Province, Cuba

Background and project description

The notion of local development has been used in Cuba for a long time, albeit mainly in academic circles. It has only been in the last few decades that it has come to be gradually adopted by governmental and decision-making bodies. In 2009, the Ministry of Economy and Planning established a fund to finance municipal local development initiatives (IMDL) as part of a strategy to decentralize investments in the country's different territories. Two years later, new criteria were approved for the Party's and the Revolution's economic and social policy within the framework of a plan to overhaul the country's social and economic model, where local development started to play an increasingly central role.

These developments resulted in the publication of multiple scientific studies, all of which have identified difficulties associated to the way public administration is practiced and local development is managed. In this respect, several authors point out that development plans are largely based on extensive growth (investments), neglecting intensive growth (organisational improvements). Moreover, the country does not appear to have a development model that allows integration of all the different proposals and evaluation of the progress made so that corrections may be introduced if necessary. Furthermore, no in-depth analysis exists of the real funding possibilities available to the country or of the extent to which existing plans are aligned with social needs. These shortcomings result from the fact that most of the methodological instruments used to address the local development process are fragmented or incomplete, and those based on a more integrated approach employ a rather generic methodology.

In order to provide a local response to these problems, a process for designing, organizing, applying and evaluating a multilevel coordination tool was initiated in the municipality of Holguin that ensured that planning processes would be carried out jointly by provincial and municipal authorities and between municipal authorities themselves. The main problem that the tool seeks to address is the randomness and disconnectedness of the different municipal and provincial-level strategies, by making it possible to select the strategic principles and projects to be applied according to their relevance to and impact on the population. The tool has been applied in "La Marqueta Square Cultural Centre," a project aiming at the regeneration of Holguin's old town that responds to the need of integrating La Marqueta square to other squares in the city; rehabilitating and preserving a significant portion of the architectural, artistic and socio-cultural heritage; and incorporating services that might complement the activities carried out at the square and its surroundings.

Actors involved

The key players in this project included the Government of Holguin province and the Holguin City Council. Theoretical work was done to adapt the initiatives of the provincial government in the area of development to the municipal context. The University of Holguin supported the process by working on the development of instruments, the evaluation of information and the reformulation of proposals. Other players included the Centre for Exchange and Reference for Community-Based Initiatives (CIERI), the National Association of Cuban Economists (ANEC), the UNDP and the Swiss Development Aid Agency (Cosude).

In terms of local players, the territory's banking system, local companies, self-employed workers and the community in general became involved. Central government players included the Ministry of Economy and Planning, the Ministry of Finance and Pricing and the Institute for Physical Planning.

Duration

The initiative has been under implementation for over 2 years. Construction began in February 2014. The facility started providing its full range of services on 4 April 2016.

Financial resources

The initiative possesses a total budget of 5,642,400 Cuban pesos contributed in varying proportions by Holguin's provincial government, the Holguin city council, PADIT (Collaborative Platform for Integrated Spatial Development), which obtains its funding from the Swiss Development Aid Agency, and the La Marqueta Square sociological project (IMDL) / Art Service Company (bank loan). Contributions came also from self - employed workers of the area.

Human resources

The Holguin City Council coordinates the project for the rehabilitation of Holguin's old town, assisted by the companies in charge of administering the territory, headed by the province's art services company and with the collaboration of different specialists. The restoration work was done by plastic artists from the city and self-employed workers hired on a one-off basis. Analyses of the implementation of the tool are performed by specialists from the University and by researchers and specialists from the directorates of economy and cultural heritage of the city council. Monitoring is carried out by ad hoc control teams.

Scope of the project

The following activities have been performed for the regeneration of the historical town:

- The corresponding guarantees and licences were requested, including commercial licenses.
- Studies were carried out to determine the feasibility, market potential and social impact of the project.
- Activities were included in the economic plan.
- A bank loan was requested and a bank account was opened.
- The staff required was engaged.
- The reconstruction, restoration, interpretation (signposting) and conservation works of the central building of La Marqueta Square were completed.
- Several cooperation and co-funding models were analysed for the design and implementation of the multilevel cooperation tool.
- On-the-job training and capacity-building actions were organised for officials involved with managing the tool, with the support of the University of Holguin.

Achievements and results

- Application of the tool made it possible to measure the potential of Holguin municipality and perform a strategic and integrated plan for the local development of the municipality.

- Economic and financial management strategies were improved at local level by introducing a co-funding model.
- Nearly 200 local government officials were trained in the different aspects inherent in local development.
- The old La Marqueta building was restored, rehabilitated and conserved; the building regained its architectural identity and became a cultural driver for the development of culture across the community, from a multi-faceted and multi-functional perspective.
- New jobs were created following the setting up of new enterprises; this boosted the competitiveness of the territory as a tourist destination and, as a result, social prosperity increased.
- The feasibility of a tool to co-finance the restoration of the local heritage as a way to promote sustainable local development was confirmed; the importance of coordination between public and private players was demonstrated.

Key success factors

- The project was founded on research, which makes it possible to reveal the results as they are proposed. This allows high levels of Independence and approval.
- Different kinds of financial management strategies were used for designing and implementing a heritage rehabilitation project at local level.

Networking outcomes

The tool encourages collaboration between provincial and municipal authorities and between the different municipal entities. It supports cross-cutting processes able to harness the huge potential of these kinds of partnerships. Different institutions have been stimulated to work together and cooperation between state and non-state actors was achieved, which promoted high levels of negotiation and participation. Co-funding was introduced as a useful tool to get development projects off the ground, involving the different levels of government (central, provincial, municipal) and the private sector.

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5.3. Social participation and empowerment

5.3.1. Governance and Local Development: Community, Enterprise and State in Eastern Antioquia - Colombia

Project location

The project covered the municipalities of Marinilla, El Carmen de Viboral and La Ceja del Tambo, in an area called San Nicolas Valley in the Eastern Antioquia sub-region, Colombia.

Background

The Eastern Antioquia sub-region and, particularly, San Nicolas valley, has played a crucial role in the development of the Department of Antioquia and of the whole of Colombia.

Given its wealth of natural resources crucial for environmental sustainability, its high agricultural output and its strategic geographical location, the area has become a strategic territory with significant competitive advantages. However, although the area experienced a stunning social upsurge and significant urban development, governance is still weak and there are still few opportunities for civil society, companies, organizations and other stakeholders to participate in planning and managing the territory. For that reason, EAFIT University of Medellin set about conducting a study to evaluate the degree of citizen participation in the local planning policy of 3 municipalities in San Nicolas valley.

Specifically, the study was aimed at determining the degree of civil society participation in the “2012-2015 Municipal Development Plans,” which were instruments laying down the foundations of public and private institutional action in all three municipalities. The goals of the study are as follows: 1) understand and evaluate the degree of empowerment in the communities; 2) determine the amount of support given by the municipal government to the leading citizen representation bodies, i.e. the so-called municipal planning councils (CTPs); and 3) make general and practical recommendations that may be applied at local, sub-regional and departmental levels.

Actors involved

Institutional actors involved in the project included the local administrations of the 3 municipalities, as well as their respective CTPs. Other stakeholders included companies and private organizations from the different territories, the experts that participated in the study and EAFIT University of Medellin. The beneficiaries of the project are the citizens and the civil society of the target municipalities.

Duration

The duration of the project was six months. It began in 2015 and has since been completed.

Financial resources

The funds were contributed by the researcher who carried out the study.

Human resources

An urban planner, a researcher and a specialist in managing social entities.

Scope of the project

- A qualitative methodology was designed that made it possible to obtain a significant sample in all three cases and to drill into the perceptions and opinions of institutional actors about the mechanisms available to citizens to plan and participate in municipal development.
- Process maps were drawn in order to identify the most relevant activities and actors for decision-making.
- Interviews and surveys were administered to institutional players and other stakeholders (companies, private organisations, etc.), particularly the members of the CTPs.
- Documentary data bases were identified and evaluated.
- Information was systematised and analysed.
- A series of Indicators were established as well as the frequency with which they would be applied.

- Different stakeholders were asked to provide their feedback on the whole process.
- A final document was drafted, which includes the outcomes of the study as well as general and practical recommendations.

Achievements and results

- Technical and methodological instruments for local development were proposed.
- The concepts of governance and sustainable local development, together with their constituting dimensions, were standardised in order to apply uniform change strategies to spatial planning.
- A new perspective has developed, which conceives local development as a strategic pre-planned coordinated effort that involves different public and private social, economic, and environmental actors.
- Systematised information was provided on the participative processes implemented during the study period, which was accessible to experts and to the general population.

Key success factors

- Involvement of a wide range of institutional and civil society stakeholders, which allows an integrated perspective on the subject under study.
- Researchers came from the vicinity of the target territory, which meant that they knew the different actors well and possessed a profound understanding of the cultural and socio-political dynamics of the territory.

Networking outcomes

Not indicated.

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5.3.2. The State Planning System as an Empowerment and Social Capital Building Strategy in Guanajuato - Mexico

Project location

State of Guanajuato, Mexico.

Background and project description

Aware of the fact that social participation is key to planning and building the systems required for a balanced and competitive development of territories, in the last few years the Guanajuato Government and, above all, the social structures of the State, have made significant efforts to enhance the coherence and legitimacy of public decisions and increase their effectiveness in transforming the real situation of the State and its municipalities and regions.

The demand by governmental, private and social sector stakeholders for increased levels of participation stems from the need to democratise actions and decisions related to

development planning, legitimise public actions and decisions, and strengthen the ability of key players to manage development initiatives. Those goals have resulted in the establishment of a state-level planning system (SEPLAN), which is a permanent integrated strategic and participative planning mechanism where the state government, city councils and social organisations work in a coordinated way on the design of strategic projects for social and economic development and on the creation of infrastructures able to leverage the strengths and assets of the territory. SEPLAN's specific goals include:

- Participate in long-term planning processes through competitiveness and innovation in order to raise the living standards of the state's inhabitants, with an integrated perspective and a regional approach.
- Connect and strengthen the development-related reflexions and efforts made by both governmental agencies and society in general, ensuring that the latter is empowered and in a position to take responsibility for managing projects and carry out strategic actions.
- Lay the foundations for a development planning system (model) through strategies that go beyond government terms of office so that citizens take responsibility for following up on the actions carried out to improve their quality of life.

Actors involved

In line with the provisions of State Law, SEPLAN seeks to integrate the expectations of governmental, private and civil society players, with a view to exerting a positive influence on the local territory. The membership of both SEPLAN as such and of its respective councils includes stakeholders from the following areas: a) State Government –through entities and/ or departments of the state administration-, b) municipal governments –city councils; c) higher education and research institutions; d) social organisations; and e) specialists and social leaders.

Duration

SEPLAN has been operational since 2002, including its participation structures. Concrete results have been generated since then.

Financial resources

The actions to be implemented under the plans, programmes and projects under SEPLAN are covered by state and municipal budgets; other players also provide their support and, in some cases, make funding available to defray some of the expenses.

Human resources

SEPLAN is implemented by the Guanajuato State Development Planning Council (COPLADEG) and by municipal development planning councils (COPLADEM). It also relies on the work of regional councils, sectoral committees and special councils. The different stakeholders within the system engage in different activities aimed at analysing the problems faced by their territories, identifying courses of action and potential alternatives to come up with solutions, ideas for projects and mechanisms to implement them.

Scope of the project

- The different Councils under SEPLAN were institutionalised and encouraged to work in close coordination.
- Different planning instruments (state-level, municipal, sectoral, regional and special urban development and spatial planning plans and programmes) and information systems were generated.
- Participative planning methodologies were developed.
- Local management models were created (innovation territories, regionalisation, Cities' Network).
- Work agendas were drawn up (environmental, urban, territorial)

Achievements and results

- Strategic inputs have been generated for the design and implementation of public policies and for the joint action of the different players across different areas of interest.
- The trust developed between the partners resulted in an increase in the number of projects submitted, in the number of agreements concluded and in the number of social players involved.
- The different actions implemented were legitimised and enjoyed by broad civic support; all actions were carried out in a concerted and coordinated way, thereby strengthening social cohesion.

Key success factors

- Improvement of SEPLAN's institutional design through gradual reforms in its operational framework aimed at enhancing and strengthening its performance, the representativeness of the different stakeholders and citizen participation.
- Strengthening of civic political culture, understood as the set of socially assimilated and accepted values, beliefs, habits and practices that facilitate dialogue, consensus, accountability and joint implementation of projects aimed at enhancing well-being in the community and in the territory.

Networking outcomes

Cooperation between provincial and municipal governments was encouraged and closer relationships were forged between these two levels of government, civil society and other key players. The work of SEPLAN and the opportunities it generates have resulted in increased social empowerment and greater participation of society in the design, implementation and follow-up of actions aimed at development.

Contacts

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5.3.3. Consolidation and Development of Experiences of Political Dialogue: Rural Development Platforms - Argentina

Project location

Argentine provinces of San Juan, Chaco, Mendoza and Neuquén participated in the first stage of the project. The provinces of Chubut, Santiago del Estero and Entre Rios joined at a later stage.

Background

The project is rooted in an understanding that development is a process of social change aimed at improving the quality of life of rural communities. For this process to be successful, territorial structures should allow active participation of the social subjects who live in rural environments. To achieve this, provincial and local governments in Argentina (with the support of the national government) have promoted the consolidation of spaces for dialogue between rural organizations and different public institutions; these spaces have come to be called rural development platforms (MDRs). Such platforms provide a space where the different stakeholders can work together to design and implement joint actions to improve the public policies addressed to rural areas. At the same time, platforms seek to promote political dialogue between the different local stakeholders in order to improve the state-civil society relationship.

Rural development platforms bring together farmers' organisations, rural workers' organisations, representatives from different levels of government (including the technical teams working under the development programmes and projects implemented by the Unit for Rural Change [UCAR] at the national level), as well as NGOs, charities and other civil associations active in rural areas. UCAR is a division of the Ministry of Agriculture, Livestock-Production and Fisheries that supports the consolidation and development of the platforms, following requests by provinces wishing to improve the operation of those spaces.

The goals of the support provided by UCAR are the following:

- Constitute a working group to coordinate the work of MDRs.
- Establish MDRs as organised interfaces aimed at democratising access to information of UCAR's public development policies and encourage participation of civil society in rural development.
- Contribute to strengthening political dialogue between Argentine rural organisations and local, provincial and national institutions, thereby empowering them to implement UCAR's programmes and projects.
- Strengthen inter-institutional cooperation in rural territories.

Actors involved

The beneficiaries of the project are the farmers' organisations, the inhabitants of rural areas and the technical teams of the provinces and the central government.

At national level, the main partner of the project is the UCAR and its different support units working on rural development programmes. At the level of the provinces, the partners are the Provincial Implementation Units of the UCAR programmes as well as the provincial government teams involved. Public officials (provincial secretaries and undersecretaries)

also play a role as they are in charge of monitoring the platforms' creation and consolidation.

The technicians of the territory, both those working for the local or provincial government and those working for non-governmental organizations, are also part of the project. Finally, farmers' organisations with local or provincial representation are also important partners.

Duration

The project began in November 2014 as an initiative to support the implementation of projects and programmes. No date has been set for its completion.

Financial resources

The project obtains resources from the amounts earmarked for institutional strengthening in programmes and projects coordinated by UCAR.

Human resources

Project coordination is in the hands of the Rural Organisations and Enterprises Unit of the Strategic planning and Management Area of UCAR. UCAR implements its programmes in the territories through the provincial technical teams (provincial implementation units).

Scope of the project

- Meetings were held to coordinate joint action between UCAR and the units in charge of programme and project implementation in the different provinces.
- The minimum requirements to be met by the initiatives in each province to be considered rural development platforms under the project were jointly defined and agreed.
- Training and capacity-building activities were carried out with a view to developing and coordinating spaces for political dialogue and inter-institutional cooperation.
- Study visits were conducted to Uruguay and cooperation was established with FIDAMERCOSUR's SOUTH-SOUTH Programme.
- Visits were organised to provincial platforms in the territory to gain a greater insight of the way they operate; workshops were also held in conjunction with these platforms.
- A matrix was put together that summarised and systematised the Argentine experiences.
- The initiatives in each province were communicated; the progress achieved was measured and the obstacles encountered were analysed.
- A political/technical document was drawn up in agreement with the participating provinces containing a systematisation of the project's internal-use information.
- An internal regulation model was designed to be applied and adapted in each province.
- Regulation and institutionalisation proposals were prepared (ministries, draft law).
- Meetings were held with participating organisations and with officials responsible for implementing programmes and projects under UCAR. A network of technicians and platform promoters was created.

Achievements and results

- The platforms were legitimised (both at provincial and at national level).
- Work was done to invest platforms with nationwide coherence; communicational strategies were defined to raise awareness about the importance of their work.
- Platforms have succeeded in capturing a wealth of capabilities as well as material and human resources from the different the territories.
- The platforms are a learning space for technicians, officials and organisations.
- Civil societies in the different rural territories have been encouraged to participate in the discussion and planning of development initiatives.
- The quality of political dialogue has been enhanced in rural territories and the importance of these spaces as tools binding such territories with the State and other institutions has been brought to light.

Key success factors

- Development of trust-based relationships between decision-makers, which made it possible to conduct a realistic analysis of the obstacles and weaknesses identified at the different stages and, at the same time, generate proposals to overcome such difficulties.
- Systematisation and analysis of the achievements made and the failures suffered, and of the strengths and weaknesses of the platforms in order to rectify problems identified and promote new experiences in other territories, respecting the cultural and social specificities of each province and valorising their particularities.

Networking outcomes

Promotion of participation and dialogue resulted in the creation of collaborative networks between citizens and governments, increasing social cohesion and permitting the attainment of consensual solutions conducive to the formulation and implementation of development initiatives.

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5.3.4. Community Development Programme: Capacity-Generation and Peace-Building - Colombia

Project location

The project covered 16 municipalities in four departments of Colombia where ISAGEN utility company has operations.

Background and project description

The Community Development Programme (PDC) is a pedagogical and transformational initiative aimed at making a contribution to the creation of participative and self-organising communities in territories where the ISAGEN utility company has operations. This Programme seeks to lay a solid foundation on which communities can generate the kind of development they need and desire. The initiative seeks to make available to the communities the tools they need to participate in their own development, along three basic dimensions: a human dimension, a community-based dimension and a citizenship-based dimension.

The Programme began on an initiative by the company itself, resulting from its engagement with the areas in which it operates. The goal of the PDC was to support the communities, particularly the municipal action committees (JACs) and the grassroots social organisations so that, together with other stakeholders (local governments, civil society organisations, other companies), they can strengthen their capabilities as drivers of change and transform their reality with empowerment tools that help them fight poverty and dependence on welfare. The strategy has two basic components: the creation of a community development school and the design and implementation of projects. The two components are alternated in such a way that one year the participants take the self-learning modules and design a development project and, the next year, they implement those projects putting what they have learnt into practice. Projects must deal with one of a series of pre-established topics: educational promotion; recreational stimuli, culture and sport; health prevention; and strengthening of the production fabric.

Actors involved

ISAGEN supports the pedagogical process, participates as project co-funder and makes its staff's technical skills available to the beneficiary communities. JACs and other grassroots social organisations are the protagonists of the process, implementing projects and making available the resources accessible to them. The idea is that several actors (local government – regional or national-, civil society organisations and other companies) should contribute not only economic resources, but also human and in-kind resources to realise the communities' initiatives. Furthermore, the project enjoys the support of city councils (local governments) and the participating communities, key actors to achieve the transforming effect sought by the PDC.

Duration

The Programme began in 2010 and is still under implementation.

Financial resources

Between 2015 and so far in 2016, ISAGEN invested 516,001 euros to hire an operating company tasked with establishing the Community Development School, supporting project design and implementation, strengthening community networks and instituting revolving funds. Moreover, in 2015 ISAGEN leveraged 302.039 euros for co-funding 74 projects and guaranteed matching contributions of 155,462 euros by local governments (city councils), 2,447 euros by other co-funders and 215,728 euros by grassroots social organizations.

Human resources

ISAGEN has made available four of its professionals to coordinate the Programme in the different areas where it is implemented and to supervise the whole process, both technically and administratively. The projects themselves are formulated and implemented by JACs and the grassroots social organisations. The Socya Foundation, a 26-strong operating company, is in charge of supporting the implementation of the school, following up and implementing the projects and instituting the revolving funds.

Scope of the project

- Common rooms, school canteens, health centres and piped water supply systems were established.
- Recreational facilities were installed; sports tournaments between communities were encouraged; music and arts lessons were provided for the children, adolescents and adults in the communities.
- A Community Development School was established, with an eleven-year curriculum made up of self-learning modules distributed into three thematic areas: humanities, projects and entrepreneurship. The humanities module seeks to help community members build their personality on the basis of their innate qualities. The projects module seeks to provide communities with tools to plan, follow-up, implement and evaluate their own development initiatives. Finally, the entrepreneurship module helps community members become financially autonomous thereby reducing dependence of the community on the State.
- As far as strategy, project formulation and implementation are concerned, inhabitants of the different localities are encouraged to analyse their territory, identify their needs and formulate feasible and sustainable projects that can be submitted to municipal institutions.
- As regards the strengthening of production strategies, home vegetable gardens have been installed, contributing to food security.
- Revolving funds were established and a community - based sustainability strategy was created on the basis of projects from public and private entities, or as initiatives by the communities themselves. The idea was to make loans accessible to citizens who have difficulties in participating in the standard financial system.

Achievements and results

- Community infrastructures were strengthened by constructing and equipping new facilities.
- Inhabitants were encouraged to go back to the countryside and recover and develop their traditional crops by using more environmentally - friendly agro-ecological production techniques.
- The community was urged to engage in agricultural activities in accordance with their production preferences and thereby boost family incomes.
- In 2015, 1,235 leaders participated in the Community Development School, 74 community-based projects were organised and 34 community revolving funds were established.
- 105 grassroots organisations were involved in the project.

Key success factors

- The pedagogic approach revolves around the notion of local development, conceived as a strategy aimed at acknowledging the full potential of territories and communities. It is a kind of development that is not imposed by others, but rather constructed on the basis of the community's needs and desires.
- The trust, transparency and reciprocity generated between the actors participating in the process allowed them to build a strong network that addresses the complexities of Colombian reality.
- The active participation of grassroots social organisations. Moreover, this participation was voluntary, which means that these organisations wish to be part of the Programme as they believe it offers them an opportunity to learn and transform their territory.

Networking outcomes

ISAGEN-supported and implemented projects generate pedagogical benefits and contribute to strengthening the bond between grassroots social organisations and the networks of actors operating in the territories.

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Annex A. The Summer School “Community and Local Development for Latin America and the Caribbean”: background and methodology

The capacity building “Comunidad y Desarrollo Local” (Community and Local Development) Summer School was developed in 2010, as a result of the collaboration between the OECD Trento Centre for Local Development (Italy), the Centre for International Cooperation of the Autonomous Province of Trento (Centro per la Cooperazione Internazionale)¹⁷, the EAFIT University of Medellin (Colombia), the Trento Autonomous Province and the Trentino Cooperation Federation (Federazione Trentina della Cooperazione).

The aim of the course was to raise the participants’ awareness about the importance of promoting “local development” i.e. the actions taken by public and private actors and their partnerships, addressing the enhancement of the assets and the potential of the territories they belong to, as the drivers of a change enabling the improvement of the communities’ life standards.

It is therefore essential for local actors to develop the knowledge and skills needed to support the promotion of place-based integrated policies, making the most of the social, economic and ecological, as well of the institutional resources of the “milieu” they are part of. This need to promote networking of different actors, cross-fertilizing the diversity of approaches and experiences from different areas of Latin America and from Trentino region, fostered the creation of the Summer School as a meeting point of innovative experiences in the realm of community development, stimulating comparisons between different perspectives and singling out the positive aspects inherent in each of them. In other words, the purpose was to promote a peer-to-peer exchange between European and Latin American stakeholders that might help make sense of a process characterized by continuous redefinition of territorial development concepts and strategies.

The capacity building programme enabled Latin American practitioners to conduct a review of the strategies and projects for territorial development in which they are/were involved in. This exercise is conducted with the help of OECD and international specialists as well as of Latin American experts who deliver lectures and discuss selected case studies according to a multidisciplinary approach. This is meant to help participants develop new capabilities and skills in view to confirm and upgrade, adapt or change their work practices once they go back to their places of origin: for the purpose participants received tutoring and support by the Summer School experts, that stimulated them to operate a personal and collective critical reading of their experiences, in view to ensue lessons-learned.

The targets of the Summer School and the selection process of the participants

The participants targeted by the Summer School are

¹⁷ Since 2017 the former CFSI became the Centro per la Cooperazione Internazionale (in short CCI)

- policy makers from Public Administrations (central, regional or local governments);
- professionals from development agencies;
- professionals from foundations, NGOs, community associations;
- territorial development practitioners,

from all Latin American and Caribbean countries. They are selected, through an open call, according to a procedure that addresses the evaluation of their professional background and history (i.e. their CV) as well as the nature and quality of the “case study” – an experience they were or are directly involved – they are asked to bring to the SS.

This aspect in particular is an indispensable condition for being admitted in the class because, as part of the methodological framework of didactics of the Summer School, the case study is an actual working material that feeds the process of interchange among the participants promoted by the School (multi-stakeholder dialogue).

As a general reference, in view to ensure the effectiveness of the learning process, the Summer School works with a maximum of 35 participants. During the years, the increasing number of applications required the management team to progressively refine the selection process, indeed paying increasing attention to the quality assessment of the proposed case studies.

The scheme the case studies to be proposed for assessment shall comply with includes the following aspects:

- project title;
- type of action (social actions, formation/capacity building, support to business promotion, institutional building, etc.);
- period of implementation (max within the last 5 years);
- localization and territorial extension of the proposal (local, regional, etc.);
- executive summary of the proposed initiative;
- addressed problem and/or opportunity;
- scope, objectives and results (expected impact);
- beneficiaries, partners and stakeholders and the way they were involved;
- monitoring and evaluation methods (if any).

The assessment is conducted by attributing a weighted score to the different issues addressed by the case study; this score, jointly with the assessment of the CV of the proponent, contributes to the global score according to which participants are selected.

The concept of the Summer School guiding the capacity building experience

The Trento Summer School intends to help participants in building up their knowledge and competencies in supporting territorial development processes by promoting the sharing of concepts and languages on territorial sustainable development, directly moving from the Latin American and Italian experiences brought to the schoolroom.

In this view, the Summer School organizes its content with the aim to offer a working methodology allowing the identification and interpretation of the factors and processes that

jointly concur to territorial change and to community development. This aim is pursued by promoting a strong dialogue and interchange of experiences and practices, established upon the basis of the proposal of the **Territorial Capital** as a driving concept and a language of interpretation to be shared among the participants and the experts holding the School.

Territorial Capital (OECD, 2001 a) is addressed as the specific capital that each area has and that "...is distinct from that of other areas and is determined by many factors that have been successively highlighted by various theories. These factors may include the area's geographical location, size, factor of production endowment, climate, traditions, natural resources, quality of life or the agglomeration economies provided by its cities, but may also include its business incubators and industrial districts or other business networks that reduce transaction costs. Other factors may be "untraded interdependencies" such as understandings, customs and informal rules that enable economic actors to work together under conditions of uncertainty, or the solidarity, mutual assistance and co-opting of ideas that often develop in clusters of small and medium-sized enterprises working in the same sector (social capital). Lastly (...) there is an intangible factor, "something in the air", called the "environment" and which is the outcome of a combination of institutions, rules, practices, producers, researchers and policy-makers, that make a certain creativity and innovation possible. This "territorial capital" generates a higher return for certain kinds of investments than for others, since they are better suited to the area and use its assets and potential more effectively..."

The support offered to build leadership and strategic capacity in the participants into the Summer School addresses in particular their expectation as well as their commitment to promote and coordinate actions enabling local communities to articulate a shared design of their future. Along this process, the differences of experiences, approaches, outcomes rather than a barrier, are exploited as resources for learning, as they are built up upon the unshakable bond between territories and communities, represented according to the multi-dimensional prospect of reality – cognitive, social, governance-related, infrastructural and ecosystemic – descending from the Territorial Capital concept.

The standard structure of the agenda and the method of work

The daily agenda that has been conceived for the Summer School grounds upon the definition of a "guiding theme" representing the specific thread for the day, crossing all the different working phases.

To ensure the active participation and a proper interaction among participants as well as the opportunity for everybody to provide individual inputs, the capacity building process includes different working phases, i.e. plenary sessions, working groups, individual analysis exercises.

A scheme of the daily agenda is provided in the table below.

Presentation and discussion of the objectives of the day	Plenary
Introduction to the theme of the day, theoretical framework and practical implications	Plenary
Trentino and European case studies, their process analysis	Plenary – Working groups – Field visits
Case studies from Latin America, analysis and assessment of experiences	Working Groups
Synthesis of working group exercise and plenary session for devolution	Plenary

From a methodological point of view, the logic adopted aims at a step-by-step setting of a “conceptual map” about the key-factors underlying each experience, i.e. the Territorial Capital drivers of the development practices that are presented and analysed in the Summer School, brought both from Trentino – Alto Adige region and Europe and from Latin America.

The theoretical thematic and/or experience inputs from the experts pretend to provide keys for interpretation of the experiences and practices presented at the Summer School, helping participants in better focusing different relevant aspects:

- the problem or opportunity that rooted each local development practice;
- the territorial framework and the resources (human, social, natural, organizational, etc.) upon which the practice is built;
- the genesis mechanism of the practice (strategic planning, bottom-up practice, etc.);
- the underlying strategic vision;
- the key-actors and their role as well as the governance system;
- the results achieved in terms of change in the territorial conditions.

It is under this perspective that the case studies brought by participants assume their core relevance:

1. they stand as a primary input for the learning process, coming from the direct experience of the participant;
2. the process of de-construction and re-construction of each single practice, using the theoretical and concrete inputs coming the Summer School, is conducted according to the common language of Territorial Capital, with a peer-to-peer approach that makes the best value of the knowledge and experience of all the participants;
3. this co-operation process allows a process of hybridization of knowledge and competences, that is the outcome of the change experienced by participants, in terms of a more trans-disciplinary and integrated approach to local development.

During training sessions, participants build on their experiences and case studies through peer learning and exchanges with professionals, experts and lecturers. They also acquire new interpretative and analytical tools and are exposed to positive territorial development examples both from Trentino Alto Adige region and other Latin American countries. All of this is intended to promote strategic learning, which should help attendees exert a positive impact on their own organisations and territories once they are back home. In this

respect case studies, which are subsequently enriched over the course of the programme, constitute a valuable trove of Latin American good practices in the realm of local development.

Since 2016, the work methodology adopted by the Summer School is explicitly oriented at the delivery, by the EAFIT University, of an “*International Diploma in Social Innovation, Territorial Capital and Local Development*”, which achievement relies upon the attendance to all the working sessions as well as upon the production of an upgraded version of the case study initially presented by the participants, elaborated according to the concepts debated during the capacity building.

All along the nine editions promoted insofar, the Summer School generated a community network including about 270 professionals from 17 LAC countries who took part in the initiative that, by sharing their experiences, is giving room to a cross-fertilization process that, for their explicit recognition, facilitates innovation in how territorial development initiatives are conceived, designed and implemented.

COMMUNITY AND LOCAL DEVELOPMENT: Building Change Strategies for Places

Compendium of case studies on local development from the
Summer School 2014 - 2016

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