

LAC COMPETITION FOR THE TRANSFER OF BEST PRACTICES
MEDELLÍN PRIZE 2005

DOCUMENT ON TRANSFER OF WINNER PRACTICES



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INTRODUCTION

Transference of experiences searching the improvement of living conditions of Latin American urban population was strengthened through the realization of LAC Competition for the Transfer of Good Practices, Medellín Prize 2005. This is an initiative of Fundación Hábitat Colombia, in association with the Municipal Administration of Medellín and collaborations of BLP - UN - Habitat Best Practices and Local Leadership Program and Iberamerican and the Caribbean Forum for Best Practices.

The prize, granted in December 2005 in several categories of development, searched to articulate knowledge offer and demand and to connect different actors and organizations of LAC region, propitiating exchange of lessons learned with the city of Medellín, converted into receptor and pilot center for a LAC regional plan for transfer of good practices.

In the region, five successful experiences were selected, following the use of Transference Indicators System¹: those offering quality, viability, pertinence, adaptability and a high potential for transfer, with identified common elements among guidelines and compromises of UN Habitat Agenda, UN Millennium Development Goals and Local Development Plan "Medellín, a compromise of all citizens".

The experiences rewarded were: "Grandmothers Storytellers", "Urban Agriculture Program" and "Young Participative Budget" from Argentina, "POUSO Project, integrating informal settlements as new neighborhoods to the city" from Brazil and "Resettlement of Households located in high risk in Altos de la Estancia sector, in Ciudad Bolívar Locality in Bogotá", from Colombia.

Besides, organizations and communities of "Corporación Picacho con Futuro", "La Floresta" Library and "Ludoteca Inder" (Playing Room) of Granizal neighborhood, Moravia quarter and the Northeast Community, were selected by the Municipality as receptors of the winner practices' apprenticeships. Local Administration articulated each of the projects to the city Development Plan in these zones and to these programs.

Initiated in 2006, the process of transfer to Medellín has allowed the application of acquired knowledge by people, and by public or private

¹ Indicators for the Transfer of Good Practices, by Fundación Hábitat Colombia with technical assistance of CEPAL, 2005.



entities working in territorial and urban development, facilitating exchange of ideas, experiences and lessons learned and impelling learning processes which form part of the implementation of projects.

Meetings among communities, NGOs and action groups, visits and study trips, workshops, forums, information exchange journeys among leaders of winner practices and coordinators of receptor programs in Medellín, have been propitiated as expression of decentralized cooperation.

For practice implementation, local attendance has been contemplated alongside the process; in the future, particularly in crucial phases of transference, visits from demanding to offering organizations are intended. In a perspective of sustainability, it permits different actors to access to applied knowledge and proved experiences in a specific community and to intervene in a new context where it is pretended to positively influence in populations' quality of life.

This document² registers the achievements in the processes of transfer and exchange of practices with the city of Medellín and offers elements for further technical evaluation based on the recommendations included in the Guide for Transferences³ and in the Transference Indicators System.

² Special collaboration in translation: María Inés García-Reyes

³ Guide on the Transfer of Good Practices elaborated by UN-Habitat-ROLAC in collaboration with Fundación Hábitat Colombia and the Universities of San Buenaventura of Cartagena and Pavia, Italy, through the Specialization Program on International Cooperation for Development.

TRANSFER OF EXPERIENCE “GRANDMOTHER STORYTELLERS” FROM FUNDACIÓN MEMPO GIARDINELLI, LA GRAN RESISTENCIA, DEL CHACO PROVINCE - ARGENTINA



Practices background

The practice consists in assembling elderly people with vocation and will to read stories to children. Voluntaries are trained by specialized personnel to meet infants with limited opportunities in getting in touch with the experience of reading. These are Grandmother Readers not oral narrators, that means the activity turns around books, and touching transmission of their symbolic value.

Several institutions of Gran Resistencia Area are receptors of this participative and integrating program: education centers/establishments, hospitals, institutes for handicapped, infant communal dining rooms and milk provision centers (“salones de copeo”), orphanages and parishes, with the active participation of their directors, teachers, professionals and students. In that way, Fundación Memo Giardinelli has created an integration of generations, usually condemned to age segmentation in cultural and leisure places. Pilot experience initiated in 2001 and significant results were attained this same year.

Receptor institution: La Floresta Public Library, Medellín-Colombia ⁴

Medellín’s local administration pretends to become the most educated city in Colombia and is therefore working in the implementation of a network of eight public libraries, ascribed to Secretary of Citizens Culture, and in the construction of five library-parks. Public Library La Floresta, where a series of programs searching contributions to education and formation of users-readers is part of this scheme and part of the reading initiative “Medellín does read” (*Medellín Sí Lee*).

⁴ Coordinator: Luz Estela Peña Agudelo, La Floresta Public Library



Objective of transfer:

The main objective of exchange of the experience of “Grandmother Storytellers” between Fundación Memo Giardinelli and La Floresta Public Library is the promotion of reading tradition in small infants as a practice of high cultural values and social inclusion, since it transmits esthetic and educational values and generates a critical spirit in citizens, a high demand of cultural services and an offer of reading possibilities. In general, one searches:

- Through a wide offer of themes, to make children appreciate reading
- To offer adults the opportunity to interact with children of educational institutions
- In the education system, to lead a reading program which will enrich the children’s vision of the world

Development:

Local working groups adopt the program as a strategy responding to the objectives of the Reading Plan, once accepted the transference of practice.

Reading experiences, mostly with educational institutions, initiated in April 2006; for each activity a chronogram is established, including presentation of each grandmother to the directors of the institution, children and teachers/educators.

Eight motivation sessions - convocation “voice to voice”- for an average of 39 persons among employees, users and persons close to them were planned for introducing the practice in the Library. At present there are still 20 active persons in the program. When motivation is done, training, assistance and follow-up processes by Library personnel is initiated with basic elements for reading animation. Some invited persons, experts in reading promotion experience, participated in this activity.

The Library contacted the institution where each volunteer would execute his role of storyteller, once they had finished training process and obtained the necessary tools for meeting children or teenagers. It is worth noting the compromise of all grandparents with the programs established in the library since the program was implemented.

Results:

As part of the activities supported by the program, the Guided Visit Program (“Programa Visita Guiada”) where grandparents intervened and benefiting a total of 316 children, stood out.

456 children benefited from the program Time for Stories (“Hora del Cuento”), implemented during school holidays under the same methodology.



In recognition to the program, Grandparent Storytellers were invited to participate in some events related with reading animation and promotion such as: Library-Parks promotion, Literary Carrousel, Meeting Literary Game, Park Literary Game, Grandparents Program Socialization and Grandparents' Program Motivation Workshop. Social acceptance of the program has strengthened it as it is demonstrated by communication means, where the philosophy and the advance of the program has been diffused.

The following had been the results up to December 2006:

- Quantity of volunteers exercising storyteller role: 20 active grandmothers
- Quantity of institutions involved in the program: 6 educational institutions and 4 foundations
- Quantity of reading experiences per week, by active group: average 36 activities
- Quantity of children benefited by reading experiences: 1800 children and teenagers

Some reflections:

- The program Grandmother Storytellers had permanent accompaniment by personnel of La Floresta Public Library, in this sense, with the objective of consolidating the group and improving individual experience through socialization of activities, group meetings /gatherings every 8 or 15 days. A total of 20 meetings with an average duration of 2 hours were executed.
- Convocation of volunteers was not limited to elderly people (as established in the proposal presented by Mempo Giardinelli Foundation) but was opened to public of all ages. That is why 9 young volunteers are part of the storyteller group.
- Most institutions benefited by the program are public, but due to the recognition gained of the experience at local level and to the active promotion developed by each volunteer, some private schools are also forming part of the program.
- After observing the results in the community other institutions have asked the program coordination to replicate the practice process to other contexts. For example, "Ludotecas" (Playing Rooms) from Inder in Medellín where they are receiving training at present in order to start Grandmother Storytellers program in 2007.

Conclusions:

- The proposal for transferring the practice of Grandmother Storytellers is an experience that propitiates a transmission opportunity between reader and its receptor through a generational gathering, showing symbolic value of books. In this sense, grandmothers telling stories manage to encourage



reading since the first years of childhood as a practice that besides being amusing, generates knowledge.

- When schools are closed, the incorporation of the practice in La Floresta neighborhood in the city of Medellín has offered the receptor community, and specially children, diverse gathering opportunities with cultural and recreation possibilities. A cultural transformation will appear in the medium term, expressed in increasing children and teenagers' visitors to the library.
- The experience of Grandmother Storytellers includes children and teenagers of different social conditions for which grandparents have become persons that open their minds, their love for reading and offer them affection.
- Continuity of the program depends only on the interest of volunteers and institutions since the Story Guide ("Guía de Cuentos") which constitutes its material budget, is assured by La Floresta Public Library. ⁵

⁵ Special collaboration in data collection and document writing by the following students: Ana María Lopera Mesa, Catalina López Otálvaro, Melisa Márquez Vélez and Daniela Maturana Agudelo from EAFIT University in Medellín. January 2007

TRANSFER OF URBAN AGRICULTURE PROGRAM, ROSARIO, SANTA FÉ PROVINCE - ARGENTINA



The Urban Agriculture Program - PAU - is a result of the December 2001 economic crisis in Argentina, manifesting levels of poverty of 60 percent in the Province of Rosario.

The idea was to react with a productive proposal that would promote a process of endogenous development through participative strategies and a way of producing, transforming, commercializing and consuming healthy food in solidarity.

As a response to unemployment due to the economic crisis of most of Argentinean industries and disappearance of small and intermediate industries, cultivator women led a participative process in order to attend alimentation security of poor urban households through the use of vacant plots, assuring their secure land tenure. This was done with a food production system of fast results (horticulture), that wouldn't create dependence from resources and easily adoptable by the urban poor. A system of direct commercialization in strategic places in the city was established and the promotion of sustainability of the initiative was done through the institutionalization of Urban Agriculture as public policy.

Transference of Urban Agriculture Program is oriented towards Educating people from urban and rural communities, creating spaces for reflection on their relations and interactions with the environment and above all, those that directly fall in generating the environmental problem.

Organization in charge of transfer: Center for Agro-ecologic Productions - CEPAR-Rosario, Santa Fé Province - Argentina



Receptor entity: Secretary of Environment, Municipality of Medellín⁶

The Secretary of Environment is the municipal body in charge of policies, planning, administration and implementation of natural resources and the environment in the city of Medellín, capital of Antioquia. Among its main objectives are prevention and attention of disasters, research, planning and assistance to institutions and organizations related directly or indirectly with environmental matters, creation of a culture for preservation of river basins and water resources, air and earth, as well as promoting and implementing joint actions related to environmental problems of Medellín and procure the adequate management of natural resources for preserving and restoring ecological balance.

Ecological Lots (“Solares Ecológicos”) Educational and Communitarian Project is promoted in the capital of Antioquia, operating as home orchards searching not only to cultivate natural species for household consumption but the conservation of neighboring plots, by properly disposing and using domestic solid waste.

General objective of transfer:

The main objective defined by the process of exchange of the experience of PAU was to increase community participation y environmental management, with emphasis in the correct use and disposal of domestic solid waste and the adoption of environmentally friendly agricultural practices.

Development:

Transfer was done following a program of activities by representatives of the Secretary of the Environment and Center of Agro-ecological Productions, CEPAR, from Rosario, Argentina, in each of their three visits to the city of Medellín.

In his first visit, Antonio Lattuca, Coordinator of CEPAR Center surveyed the Northeast area of the city of Medellín where he met and dialogued with communities working in Ecological Lots Educational and Communitarian (“Solares Ecológicos”) Project; the result of this first visit was the consolidation of a program for the first activity of exchange.

The objective of the second visit was to potentiate work done by communities in the Northeast and East Center Zones of Medellín and profit both from the know-how of Rosario, Argentina, and the experience of leaders in the promotion of projects for developing direct commercialization strategies through the formulation of Participative Budgets. Custodio Ladislao Lemos, cultivator from PAU of the city of Rosario was delegate to the second exchange visit.

⁶ **Coordinator:** Carlos Mario Gil Mejía, Secretary of the Environment, Medellín



With the purpose of integrating Rosarios' experience in commercialization fairs and solidarity economy circuits, other potential cultivators were invited such as small localities ("*corregimientos*"), NGOs, universities, Municipal and Departmental Secretaries.

The third visit of the Coordinator of CEPAR to Medellín had the intention of interesting local government and environmental authorities in promoting the application of Urban Agriculture Program in the structure of an integral strategy of local development.

Institutionalization of Urban Agriculture as local policy was emphasized such as to guarantee sustainability and legal endorsement to the Program; it was proposed to integrate it to Medellín's POT (Territorial Ordering Plan) work frame in the way Rosario city did with its orchard parks, backed by political representatives.

This activity was performed in a one hour presentation in the context of Horticulture Fair the 12th October 2006, as part of Ecological Plots initiative developed during 2006 by the Secretary of the Environment, with invitation to all political sectors, NGOs, universities and communities working in urban agriculture.

In addition, a working group was organized in order to review Medellín's POT. The political means for inclusion of Alimentation Security and Urban Agriculture was analyzed.

With the unique purpose of generating synergy between the transfer of the good practice and macro-projects currently under execution in the city of Medellín, the whole process of transference was accompanied by a representative number of persons making part of project named Community Educative Process of Ecological Lots ("*Proceso Educativo Comunitario de Solares Ecológicos*"), developed by the Secretary of the Environment and under course, which is the framework for the transfer of Urban Agriculture Program.

Conclusions:

- Urban Agriculture Program proposal for transfer is an experience that suggests increasing citizens' compromise with the environment through the use of areas under high risk such as ravines and borders of rivers, supported on the application of friendly environmental practices.
- Transference has contributed to strengthen this macro-project undertaken by Medellín city towards year 2004 since each of the activities implemented under the transfer structure of the Urban Agriculture Program constituted direct interactions between beneficiaries and the technical assistance team.
- More than a process of transference of the practice, it was an exchange and feedback work with significant progresses such as the horticulture fair



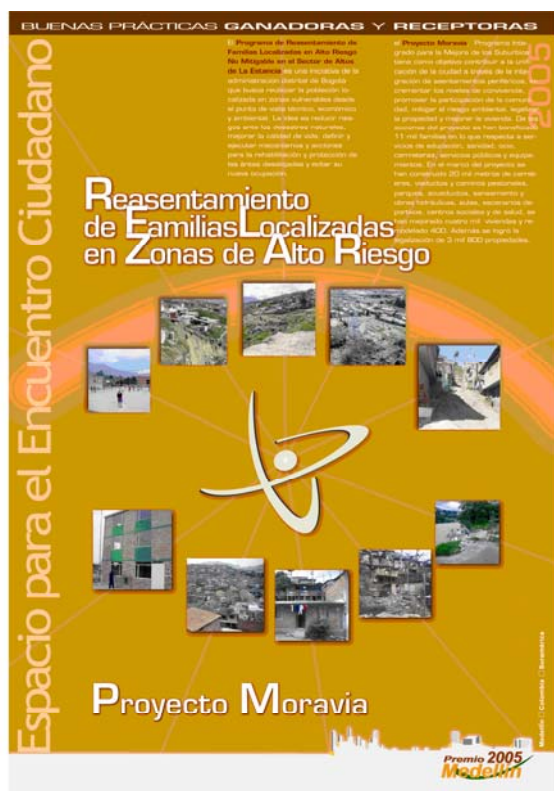
Regional Program for BP Exchanges and Transfers

celebrated in October 12, 2006 with product exhibition to the public by participants.

- Sustainability of the Program in the city of Medellín depends essentially in capacity building through the creation of a decentralized organism -aside from public sphere-, capable of generating business plans and incorporating leaders from each productive nucleus or integrators of the Program.⁷

⁷ Spanish version written by Catalina López Otálvaro, EAFIT University, Medellín.

TRANSFER OF THE EXPERIENCE “RESETTLEMENT OF HOUSEHOLDS LOCATED IN ALTOS DE LA ESTANCIA HIGH RISK SECTOR, CIUDAD BOLÍVAR LOCALITY, BOGOTÁ C.D., COLOMBIA”



The practice is a result of zoning studies done by the Emergency Prevention and Attention Fund of Bogotá’s public administration for sliding threats, which determined Altos de La Estancia sector in Ciudad Bolívar Locality, as a high risk zone.

Since the area is occupied by some 3000 families, the Direction for Emergency Prevention and Attention (DPAE) searched to contribute in improving living conditions of the affected community by designing a recuperation and rehabilitation program for this area, with the participation and intervention of institutions and the community in order to add to the construction of a prevention culture through practices in environmental culture, “living together” behavior practices and social agreements and recuperation of the vacant area once families resettled. This way contributing to better living conditions of the community involved.

Receptor organization: Macro-project Intervention in Moravia quarter, Medellín, Colombia.

Moravia sector became the open solid waste disposal area from Medellín since the 70’s. It generated social and economic problems of great dimensions. According to statistics by local government, nearly 25.000 persons are unemployed, having to access to informal subsistence incomes. Approximately 3000 persons are illiterate and there is an alarming displacement situation.



Transfer Process:

Integral intervention project for Moravia and its area of influence is supported on Line 3, "Medellín, a place for citizens get-together" (*"Medellín, un espacio para el Encuentro Ciudadano"*), of the city's Development Plan 2004 - 2007, which looks forward to contribute to improve populations' living conditions through promotion of integral and sustainable human development by means of urban planning and improvement of environmental, economic and socio-cultural conditions.

In this context, the intervention comprised seven large projects, which searched to improve inhabitants' living conditions through environmental upgrading, reinforcing networks for production, housing construction and acquisition and improvement of dwellings, as well as generation, recuperation, consolidation and recover of public space in its area of influence.

Conformation of working committees received initial instruction by the Direction for Emergency Prevention and Attention (DPAE) from Bogotá, entity in charge of practice coordination. Through these meetings, specific needs for the situation in Medellín were identified. A chronogram with objectives and goals to be attained, activities to be implemented, learning indicators and further knowledge transfer was formulated so as to transcend a mere field observation.

Working plan and its implementation were agreed between DPAE as transmitting institution and its technical team, and the administrative body of Moravia Macro-project Intervention, as receptor and leader of the resettlement process of approximate 2700 persons.

Other official institutions such as Social Housing Fund (*"Caja de Vivienda Popular de Medellín"*), Urban Development Enterprise, 22 social organizations working in Moravia area and 62 promoters trained by Housing and Development Corporation, CORVIDE (*"Corporación de Vivienda y Desarrollo de Medellín"*) have joined the process.

The central idea is the consolidation of a public, private and community partnership seeking the adoption of the plan as a frame for common actions and the basis for establishing priorities for investment of programs and projects, oriented to pay off accumulated social debt.

Established lines of intervention are the following: public space, social infrastructure and environmental improvement; settlement layout regularization; land titling and legalization; implementation of resettlement program for households located in immitigable risk zones; enlargement and improvement of health center; transportation and public services infrastructure improvement; implementation of a training program for developing working skills; betterment of educational and health



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services; improvement of neighborhood “living together” conditions and citizenship formation, support to community organizations and promotion of new leaderships.

After the field visit took place, a workshop was organized for exchanging on processes and instruments with participation of DPAEs´ technical team, members of the Social Housing Fund and Moravia Macro-project administration, the social operator, development professionals and the Urban Development Enterprise.

Together with the realization of this workshop and the presentation of different actors, visits were planned to neighboring areas and the Metrocable project in order to analyze the possibility of integrating other programs to the transference process. The perspective is to continue in contact with the working group in Bogotá´s practice and to pursue, in parallel, with activities in both cities.

TRANSFER OF YOUNG PARTICIPATIVE BUDGET FROM THE MUNICIPALITY OF ROSARIO, ARGENTINA



In March 2005 and taking as a reference the pilot experience executed in 2004 in the Southeast District of Rosario, under the direction of teenagers between 13 and 18 years, Young Participative Budget was initiated with the purpose of attaining effective participation of youth in municipalities' decision making processes. The project was initially financed by the German Cooperation Agency and later received municipal resources for the execution of public works.

The program, currently inserted in Municipalities' General Secretary Participative Budget, started to function in the Youth Center of the Secretary for Social Promotion with the collaboration of the Educating Cities - Latin America ("*Ciudades Educadoras América Latina*"). The purpose was to generate youth policies and actions with young populations' perspective, in order to incentive citizens and promote change in participation attitudes in regard to existing sets of problems.

Organization in Charge of Transference: Youth Center, Municipality of Rosario - Argentina

Receptor Organization: *Picacho con Futuro* Corporation, City of Medellín, Colombia.⁸

This is a second level community organization with the main goal of empowering communitarian associations by means of training, capacity building, advisory and assistance, looking forward to their promotion.

Objective:

The process of experience exchange has the general objective of building a pedagogic path for reinforcing youth participation in decision instances from *Comuna Six*, as center for transference, and later to the city of Medellín in general.

⁸ **Coordinator:** Yesid Henao, *Corporación Picacho con Futuro*



Development of Transfer:

For the implementation of the transfer a series of meetings were organized by the team of Youth Area and the Corporation's directors in which the experience of Argentina was exposed. This circumstance served as further discussions through conversation groups and forums regarding the relation between the practice and the context of Medellín and specifically the one of *Comuna Six*.

Methodology:

Transference of the practice was divided into three moments: the first two were planned as conversation meetings, both with the participation of Diego Barreta, Coordinator of the Argentinean experience - who visited Medellín twice-, one oriented to the social area team of *Picacho con Futuro* Corporation and the other directed to NGOs and CBOs from the city and civil servants of the Municipality of Medellín working in issues related with youth and/or participative budgets.

A Forum with delegates to the consultation boards of Medellín's Planning and Budgeting Participative Program, belonging to different *Comunas* and zones of the city was planned as the third moment.

Each event had the intention to encourage reflections for generating *Picacho con Futuro* elements for evaluating viability of incorporation of a practice similar to the one of Argentina to the city of Medellín, as well as the intention of propitiating discussions associated with youth participation processes in the locality and the city.

Results of Transfer:

As a result of these working sessions, *Picacho con Futuro* Corporation formulated for *Comuna Six* -where pilot application would take place-, a proposal for incorporation of the practice. This proposal was submitted to the mayor of Medellín, the Secretary of Culture, and the Sub-Secretary of *Metro Juventud*. Although the initiative has good acceptance, the Municipality had several motives not to implement pilot application in *Comuna Six* during year 2006. For 2007, it is projected that *Metro Juventud* includes the proposal in its operative plan 2007.

Some Reflections:

- In the case of Medellín the application consists of assigning public resources to youth in training and capacity building for participation, so that they learn to determine priorities for their communities' problems, among which access to superior education, youth involvement and art have become recurrent issues.
- The central idea with the project, is that young formulate their own communitarian investment initiatives and propitiate the generation of projects through a participate-by-participating learning methodology.



- The proposal was not only presented in *Comuna Six*, but to various institutions and youth organizations in the whole city, evidencing the multiplying effect of this initiative, since several *Comunas*, such as No. 13, seem interested in the project.
- This initiative has had good acceptance because usually young people are not being integrated to this type of scheme. Some local leaders consider that a teenager is not capable of decision making and this reflects in limitation and lack of initiative by youth.
- In the proposal, age range is following Youth Law's parameter, that is young between 14 and 26 years old, but *Picacho con Futuro* Corporation considers that proposal might include young less than 14, since there are at present many infant groups or "nurseries" in the *Comunas*.
- The project of Young Participative Budget has contributed to empowering *Picacho con Futuro* Corporation's work with 33 youth groups of some 15 to 30 integrators through Empowerment of Juveniles Corporations (*Fortalecimiento de Corporaciones Juveniles*) project, financed by the Municipality of Medellín.

Conclusions:

- For *Picacho con Futuro* Corporation the proposal of Young Participative Budget, is conceived as a pedagogic strategy which is useful when shaping and promoting citizenship among young population and in this sense they consider the need to encourage the proposal in execution and management instances, those from State and civil society.
- The proposal of Young Participative Budget contributes to activate youths ideas related to their local contexts and offers them the possibility of projecting and constructing proposals, for transforming these contexts in a practical way, through decisions directly integrated to investment of resources.
- Mobilization of budget resources is a critical issue in projects as Young Participative Budget. Since they are not institutionalized, their continuity depends on political willingness of the administrator in turn; in the specific case of the city of Medellín. The implementation of the practice is in risk due to this fact because it has not received any resources for its development and in 2007 local public administration will change.⁹

⁹ Colaboration: Ana María Lopera Mesa, Catalina López Otálvaro, Melisa Márquez Vélez, Daniela Maturana Agudelo, all from EAFIT University.