FINDETER WINS LEADERSHIP AWARD IN THE ETHICS AND CORPORATE GOVERNANCE CATEGORY
Likewise, the entity has opened channels that allows audiences to track processes and implementation of projects. It is key to be completely transparent with management and accountability on a regular basis.

It is always essential to plan before executing, as well as to talk to all the actors involved and define together population’s priorities and strategies to be implemented, in order to have a better investment and to benefit the largest number of people.

However, it will not be possible to develop strong actions if the internal public does not give their full support. Officials are one of the most important SIGs in this process.

Therefore, FINDETER is committed to developing its workers’ skills and abilities, strengthening the balance between work and personal life.

In addition, guidelines have been defined in managing human talent that have ensured transparency in personnel’s selection, induction, formation, training, and promotion processes.

All these strategies together are aimed at building a more inclusive, equitable and sustainable country. Challenges continue, but FINDETER’s recognition is a sign that nothing is impossible. Do not be afraid to innovate, to reinvent yourself and to think big; this is success behind the best performances.
INFRASTRUCTURE AND SERVICES WILL IMPROVE REGIONAL COMPETITIVENESS IN LOGISTICS

P. 8

"THE BEST BET WE CAN DO FOR SAN ANDRÉS IS TO BELIEVE IN ITS ENTREPRENEURS"

P. 20

SAN ANDRÉS
THE SEARCH FOR DEVELOPMENT WITH IDENTITY

Findeter
Financial Institution for Development
9th street viaduct in the city of Bucaramanga, Santander.
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**International support for**

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**Cover Photo:**
César Martínez
**December**
2016
I’M PLEASED to present the fourth edition of the magazine Pensamiento Urbano - (Urban Thinking), with an issue that is addressed to social infrastructure development of the regions, to the transparent management of - public or private - companies and to the different actors of society, which allow to build trust and contributes to achieve goal 17 of the Sustainable Development Goals (SDG): “promoting alliances for sustainable development”.

When we began our administration, we observed the importance of identifying the different channels that allowed us to communicate our actions to different SIGs, and to convey in a coherent way what we think, say and do, that is, how to move from vision to action. On this way we propose to be the strategic ally of the regions that generates welfare for people.

This relationship of trust and the fact of fulfilling our commitments to make things happen, has allowed us to support 34 intermediate cities and municipalities in constructing their future, through the programs of Emblematic Cities and Sustainable and Competitive Cities. In the same way, we have contributed to the improvement of Regional Competitiveness through ‘Diamante Caribe’ and ‘Santanderes’ programs and have promoted agreements with entities such as the Ministry of Housing City and Territory, the Ministry of Education, the Colombian Institute of Family Welfare, ‘Coldeportes’ (a government entity that regulates sports in Colombia) and several Universities, representing 677 projects throughout the national territory, generating around 54,000 employments and constructing social infrastructure required by our most vulnerable population.

This edition is dedicated to collect different experiences for social infrastructure construction and improvement, which can be made possible and with quality, if it is done through selection processes with no questioning, which motivates the plurality of suppliers and the reduction of public works costs.

This way, we contribute by doing things right, reducing social gaps and building a peace country. We also dedicate a special section to the Sustainable Development Support Program of the Department Archipelago of San Andrés, Providencia and Santa Catalina, which is led and executed by FINDETER in agreement with the National Unit for Disaster Risk Management (UNGRD), within the framework of the loan agreement between the Nation and the Inter-American Development Bank (IDB). This program addresses the issue of water, not only from the point of view of ‘Drinking Water and Basic Sanitation’, but also following the UN guidelines for water management from the perspectives ‘Water for Life’ and ‘Water for Sustainable Development’, in order to find suitable alternatives to stock up on this resource and dispose of waste water in a sustainable way. FINDETER will execute medium-term solutions to improve the situation of drinking water supply on the island and solve the deficit between production and demand, thus improving the frequency of this service for users.

Together we make it possible!
NEW HEADQUARTERS OF THE SCHOOL OF ARTS OF BARRANQUILLA WINS INTERNATIONAL ARCHITECTURE AWARD

The new headquarters of the District Cultural School of Arts (EDA) in Barranquilla was awarded at the International Architecture Awards 2016, a recognition granted by the Chicago Athenaeum: Museum of Architecture and Design, and the European Center for Architecture, Art, Design and Urban Studies.

The project is part of the Action Plan Findeter, the Development Finance Company, delivered to the city under the Sustainable and Competitive Cities program, led by the Finance Company and the Inter-American Development Bank (IDB).

FINDETER IS CERTIFIED AS A FAMILY RESPONSIBLE COMPANY

In December 2015, following the announcement of the accreditation, Fundación Más Familia de España handed over to Findeter the Development Finance Company, the certification as a Family Responsible Company (EFR).

It received the certification for having policies and programs that seek to provide a balance between personal and family life and its workers’ labor management.

Since 2014, Findeter has implemented a model to strengthen the existing measures and incorporate those that generate balance and well-being for both employees and their families.

MONTERIA IS AWARDED AS ONE OF THE 10 MOST SUSTAINABLE CITIES IN THE WORLD

Montería, the capital of Córdoba, one of Colombia’s departments, received the award as one of the 10 most sustainable cities in the world in the framework of the Third United Nations Conference on Housing and Urban Development - Habitat III.

The recognition was given by the UN Secretary-General, Ban Ki-moon, to the mayor of the city, Marcos Daniel Pineda and recognizes the work in promoting urban practices balanced with the environment and the effort to mitigate climate change.

Montería is part of the ‘Sustainable and Competitive Cities’ program led by Findeter together with the Inter-American Development Bank (IDB).

VALLEDUPAR RECEIVED THE TASK LIST TO BE A SUSTAINABLE CITY

Findeter, the Development Finance Company, presented the Valledupar Action Plan 2030 ‘From the Mountain to the Valley, vallenata identity with a future vision’, developed within the framework of the “Sustainable and Competitive Cities” program led by Findeter and IDB.

The Plan contains a series of actions that will substantially improve public space, advance towards institutional modernization and provide opportunities for progress and development for all Valledupar’s inhabitants.

BIKO, THE APP THAT PROMOTES THE USE OF THE BICYCLE IN CITIES

The app was developed by a group of young Colombian entrepreneurs to promote the use of the bicycle as an alternative mean of transportation, an also has especial benefits for their users. For every kilometer that the users ride in the bike, they get a virtual coin that allows them to get discounts and benefits in fast food restaurants, cinemas, spas, etc.

The project continues to grow and its creators are working on an alliance with the Colombian Environmental and Transportation Ministries, to calculate the reduction in CO2 emissions produced by each frequent bike user.

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WITH FINDETER’S SUPPORT, THE HYDROELECTRIC POWER PLANT ALEJANDRIA WAS INAUGURATED IN ANTIOQUIA

Findeter, the Development Finance Company, participated in the inauguration of the Hydroelectric Power Plant Alexandria, a work that cost $120,000 million pesos and for which Findeter paid more than $43,000 million.

It is a 15 megawatt hydroelectric plant located between the municipalities of Alejandría, Concepción and Santo Domingo in Antioquia. This project allowed the creation of 300 jobs and benefits more than 37,500 homes in the area of influence formed by Remolino, Fatima, and Los Naranjos, small villages that belong to the aforementioned municipalities, which will now have a 24 hour electricity service daily.

STUDIES FOR CONSTRUCTING CARTAGENA’S ACTION PLAN ARE PROGRESSING

Findeter and IDB advance in Cartagena’s integral diagnosis that will allow the design of strategies to address the most urgent problems the city is facing. Among the studies that are developed are those of mobility in the Historic Center and a diagnosis of the Mayor’s office needs in terms of information and communication technologies.

In addition, through international cooperation, the structuring of Smart City Cartagena plan was contracted, which will allow the formulation of technological strategies to improve situations in the city related to mobility, health, and culture, among others.

FINDETER ACCOMPANIES THE DELIVERY OF THREE RECREATIONAL-SPORTS PARKS IN NEIVA

Findeter was present at the delivery of three recreational-sports parks in Neiva, where the 100,000 free housing program is being developed. The three recreational-sports units required an investment of almost $950 million pesos, and for developing these projects, Findeter provided technical assistance and resource management services to Coldeportes (a government entity that regulates sports in Colombia). The parks are located in Urbanization Bosque de San Luis and will benefit all these housing estates inhabitants.

FINDETER, THE MUNICIPALITY OF MANIZALES AND INFI-MANIZALES SIGN AN AGREEMENT FOR THE MASTER MOBILITY PLAN

For the preparation of this Plan, Findeter asked the European Union, through the French Agency for Development, for a cooperation of $600 million pesos in order to promote the plan and ensure its integrity and suitability. This will allow to determine the state and characteristics of Manizales mobility and will generate the guidelines of the projects that should be put in place by the Mayor to improve mobility, ensuring their integration into the Public Space Master Plan of the city.
INFRASTRUCTURE AND SERVICES WILL IMPROVE REGIONAL COMPETITIVENESS IN LOGISTICS

THE NATIONAL PLANNING DEPARTMENT CARRIES OUT THE LOGISTICS AND FOREIGN TRADE MISSION WHICH HAS AMONG ITS MAIN CHALLENGES A 30% REDUCTION OF LOGISTICS COSTS IN COLOMBIA BY 2030 AND STRENGTHENING OF INSTITUTIONS IN THIS FIELD.
COLOMBIA HAS important challenges in implementing a policy and a logistical framework that will allow it to improve its global competitiveness. To understand the magnitude of the challenges it faces, it is necessary to mention that the World Bank Logistics Performance Index (LPI) places the country in 94th place among 160 economies in the world.

This index qualifies from 1 to 5 points six components: customs management; quality of transport and trade infrastructure; shipments at competitive prices; competition and quality of logistics services; capacity to monitor and track shipments, and fulfillment of shipments delivery deadlines.

For Colombia, the main challenges are identified in the components of customs management (2.21 points) and transport and trade infrastructure (2.43 points).

Compared with Latin American countries, Colombia is below its natural competitors, such as Panama (40th place), Chile (46th), Mexico (54th) and even Uruguay (65th), indicating that our country has important lags (see graph 1).

In 2015, the National Planning Department (DNP) conducted the National Logistics Survey, which showed that Colombian companies assume a logistics cost that represents 14.97% of their sales, while in Europe and the United States it is located at 11.9% and 8.9%, respectively.

When analyzing these figures, we can highlight two issues: the first has to do with the denominator of the equation and is related to the productive capacity of the country. Colombia concentrates 70% of its exports in only five products. In addition, for 2016, external sales of high technology manufacturing only represent 2.8% of the total, while primary goods and manufactures based on natural resources add up to 73.8%.

This shows a high concentration of the country in primary goods exports and for that reason it is urgent to generate added value and a greater sophistication of the economy (see graph 2).

Logistics and trade are fundamental aspects to improve Colombia’s competitiveness and are closely linked, because the lower generation of added value in production, the greater the difficulty of absorbing logistics costs.

Thus, it is clear that the proportion of the logistic cost in the unit cost of a batch of microchips, cannot be compared to one of agricultural products. For this
reason, the National Government recently issued the Productive Development Policy (PDP), which seeks, through tools such as the Atlas of Economic Complexity (DATLAS), to identify the comparative advantages of sectors and exports with growth potential based on their capacity to generate value in the regions.

As for the numerator of the equation, the country is resolutely betting on expanding the capacity of infrastructure as a competitiveness factor to contribute to reducing costs and times in the physical distribution of goods.

Logistics and trade are fundamental aspects to improve Colombia’s competitiveness and are closely linked, because the lower generation of added value in production, the greater the difficulty of absorbing logistics costs.

Investments made in the last six years and those that are committed to the future in programs such as the fourth generation of concessions, the development of regional and tertiary roads, and the development of projects that promote inter-modality will support the productive development envisaged in the PDP.

At the same time, infrastructure development must be accompanied by a strategy to improve its use and to have adequate services to optimize national logistics performance. For this reason, the NPD is carrying out the Logistics and Foreign Trade Mission, which aims to reduce 30% in logistics costs by 2030.

The Mission of Logistics and Foreign Trade is approached from defining five thematic axes: 1) Institucionalidad* and information, 2) Business performance, 3) Specialized logistics infrastructure, 4) Trade easement and 5) Human capital and innovation. *No existe una palabra en inglés para este término, favor determinar cuál puede usarse de acuerdo con el contexto.

One of its main themes is an infrastructure development that makes inter-modality easier and, through logistical platforms, consolidates cargo services in strategic points of the country.

Today, the DNP is implementing a program called “New Cities”, which seeks to identify economic triggers for territory development and create safe environments for private investment and social welfare. The first efforts are focused on Buenaventura as the main port node of the country, and on the Uraba zone in Antioquia as well.

Within the framework of the Mission, an articulated work is being carried out between State entities, and the private sector and universities, gathered in regional work tables in which interviews with entrepreneurs are held to
generate technical and high level debate scenarios where trade unions managers, leading economists, ministers and directors of decentralized entities participate.

The Mission of Logistics and Foreign Trade is in the phase of preparing inputs that will give life to the CONPES (Social and Economic Policy National Counsel) document next year, which will update the National Logistics Policy. Among the perspectives of the results of the Mission by 2030, and in addition to reducing logistics costs by 30%, it is hoped to have a strengthened institutional framework in logistics at national and regional levels, with clear roles and functions of all parties involved.

In that sense, promoting an improvement in business performance is necessary, advancing in the improvement of logistics processes starting from services outsourcing and sectorial specialization with qualified personnel at technical, professional and postgraduate levels who respond to market needs and research and innovation challenges.

To this, both a specialized infrastructure that promotes connectivity and improvement in efficiencies throughout the production chain and, finally, a regulatory framework that meets logistics needs and requirements in the country are added.

The Mission of Logistics and Foreign Trade is then considered a transformation scenario that will promote the necessary adjustments at public and private levels so the country can compete effectively in its internal and external market to link to value global chains and networks.
SUSTAINABLE URBAN INFRASTRUCTURE

HOW DO WE FINANCE IT?
OVER THE YEARS, we have learned that in cities, efforts must be concentrated on moving towards a sustainable development agenda, but in this path we have set aside a critical issue: at some point we forget that sustainability also requires cities to invest in their own infrastructure and for this they must be financially strong and independent, able to prepare pre-investment studies and have a solid credit capacity. Otherwise, urban centers will be stuck in a vicious circle: they will postpone key investments indefinitely, which will progressively lead to a widening urban infrastructure gap.

It is estimated that the infrastructure gap in Latin America and the Caribbean is between 3.5% and 4.2% of GDP (2013) in the region, and that 70% of the deficit is concentrated in urban infrastructure. ¿Can this gap become unmanageable? This is a risk we cannot assume, so we urgently need to find ways to help local governments ‘put the house in order’.

Today, the municipalities of the subcontinent depend, to a large extent, on transfers from central governments to fulfill their mandates. According to recent IDB estimates, these account for almost two-thirds of total municipal income. In current economy, where many countries in the region are under serious fiscal constraints, this is simply unsustainable. The way in which

transfers from central governments are allocated should be redefined, providing the right incentives for municipalities to take steps to increase their own income and use available resources more efficiently.

Take, for example, the tax on urban real estate. IDB studies highlight that most of the cities in our region are not exploiting their potential. In 2010, this tax accounted for only 0.3% of GDP in the region; a very small figure when compared to the member countries of the Organization for Economic Cooperation and Development (OECD), where tax collection is three times more. It is known that our cities can improve their performance, it is recognized that this happens due to a strong political leadership, but it also requires a better urban governance and modern infrastructure. For example, having computerized cadastral systems, which would allow municipalities to update property values periodically and streamline payments through online platforms. When cities move forward in this direction, they will also be able to innovate and experiment with capital gains capture mechanisms, such as improvements and incremental taxation (TIF).

Both models are based on a simple idea: increases in land value prices, as a result of public investment, should help to pay for infrastructure costs that led to real estate revaluation. Both mechanisms have the potential to improve economic efficiency, contribute to social equity, and serve as a tool for urban growth management as well.

However, local taxes and surplus-value capture mechanisms are limited in scope. Cities should also charge their users fees that allow them to recover the costs of providing services, especially in those services that share characteristics of private goods, including urban transport, water supply and solid waste management. At present, governments tend to charge users well below an efficient rate, resulting in another vicious circle: prices are set below cost recovery levels, leading to cuts in operations and maintenance.
Lastly, the quality of services deteriorates, discouraging payment by users. This eventually leads to reliance on subsidies from central governments for service provision and ultimately generates very negative implications for municipal finances. Likewise, it makes private participation in service provision unattractive.

This environment leads to the ultimate idea of the approach: the importance of improving creditworthiness of cities. Sub-national authorities seeking to attract private participation in infrastructure services provision should also take steps to improve their creditworthiness. Unfortunately, most cities in the region are not subject to credit, either because they have not been rated by rating agencies or because they have a higher risk of default on long-term obligations. According to the World Bank, of the 500 largest cities in developing countries, only 20% are subject to credit in domestic markets. This means that urban centers in this area of the world do not have the capacity for domestic indebtedness, making it even more difficult to close the urban infrastructure gap.

Improving municipal finances is not an end in itself, but a means to provide infrastructure services that have helped cities reduce poverty and inequality, improve productivity and stimulate innovation, and increase economic activity and growth. In this sense, it is urgent that we take the leadership in formulating solutions that allow our cities to invest more and better in sustainable urban infrastructure.

URBAN AND TERRITORIAL DEVELOPMENT IN A BIOSPHERE RESERVE + INSULAR CITY

SAN ANDRÉS, PROVIDENCIA AND SANTA CATALINA ARE FOR STONY AND ANDEAN COLOMBIA AN UNKNOWN TERRITORY URBANISTICALLY SPEAKING. THE RECENT PLANNING ATTEMPTS SHOW THAT A SERIOUS PILGRIMAGE IS STILL PENDING TO FIND THE FORMS OF SOCIAL, CULTURAL, TERRITORIAL AND COLLECTIVE DEVELOPMENT RELEVANT TO THE STATUS OF INSULARITY.
Topography plays a key role in the development of each insular city.

By Angélica Ayala De la Hoz
Architect National University of Colombia - Bogotá.
PhD. Urbanism Polytechnic University of Catalonia 
DUOT, Barcelona, Spain.
Professional FINDETER-San Andrés.

The juxtaposition of amalgamated cultures into a single isolated, tiny and discontinuous territorial space. In the case of the islands of San Andrés and Providencia we find traces of the African diaspora, as a pillar on which the road to freedom and the birth of the raizal culture was erected.

The elaboration of Raizal identity was refined over the years as a result of recognizing the African ancestral tradition and its contact with the countercultures of English settlers, pirates, filibusters, merchants and Protestants. In addition, that fragile cultural link has been exposed to other filters and migratory flows that connect these people's history with more recent migrants, such as Chinese, Syrian-Lebanese, Arabs, Central Americans and also Colombians. In the midst of this intersection of looks and the recognition and suspicion of the 'other' and his/her deep differences, it is proposed at this time to fit the pieces of territory, memory and culture to improve a collective's quality of life with so many visions of their own territory. The mixing imposed by time presents a major path in the exercise of current planning.

PROBLEMS OF INFRASTRUCTURE PLANNING

More than a decade ago a preliminary survey was conducted in which people who were close to the thought of territory and city were asked if it was appropriate to think that the islands had in themselves a differentiated character for their effective planning. The unanimous answer was negative. The recognition of the city, of 'what is urban' in an island, only refers to the thought of the city itself.

On one hand, the island's inhabitant deals with the concept of city as something distant and exclusive to the continent, that is to say, to the continuous space of mainland. His understanding of

Each island has in itself a unique environmental support matrix, but also a shared one, according to the types of ecosystems that make them up.

See also: Torres, Silvia (2010). ¿Raizales, ‘Pañás’, Fifty-Fifty, Turcos, y/o isleños?

2 They lead us unavoidably to reflect around slavery, marron and abolition traces. See also: Solano Suárez, Yusmida (Ed.). (2016): 24

3 See also, Ratter, Beattie (2001): 19, Redes Caribes.
the territory of the city extends to the edges and folds of the island in contact with the sea projected to the horizon. From this plan, it will be necessary for city planners, planners and performers to undertake the task of reviewing our thinking on the implications of planning and projecting the island territory, its functionality, opportunities and great limitations in order to deal more confidently with the challenges posed by developing the city’s basic infrastructure, its ways of growth, structures and means of transport, social complexities and fragile ecosystems.

Planning and thinking about urban and territorial development in San Andrés, Providencia and Santa Catalina Islands invite us to look at ourselves in the mirror, to know contemporary advances in islands of the world for correct management of resources and to address seriously the commitments of sustainability, conservation and human development, in order to be consequently re-

4 On November 9th 2000, UNESCO declared the Archipelago of San Andrés, Vieja Providencia and Santa Catalina as a new World Biosphere Reserve, called “SEAFLower”, and is part of the World Reserve Network of Planet Earth.

sponsible for being a World Biosphere Reserve territory.

THE INSULAR CITY, A NEW CITY MODEL

After launching the question about the pertinence of observing the islands as a new category of urban center such as the industrial city, the dormitory city, the port city or the tourist city, and after a decade of reflections and research in this field, there is a certainty of the existence of many island cities scattered in the Western Caribbean seas.

However, these tiny island-cities are waiting to be re-discovered from their entrails, to make known their contributions in coastal cities future planning, in the ordering and construction of these other large mainland cities that also face the challenges of climate change, migration, phenomena and urban consequences of unrestrained tourism.

For the first time we find a space for the consensus on this island city and for this reason we will continue to research on other marine geographies until we can position a collective conscience that prepares us to meet urgent needs in planning island territories, reducing poverty, and managing landscapes and tourism in small islands as a specialized urban discipline.

STUDY OF THE ISLAND CITY. SOME ADVANCES

Island cities are different, since in essence they differ by their territorial architecture. Each island implies a form of territory and conditions derived from its geography, forms
and folds, topography and runoffs. Some islands are very flat, others very steep. Thus they show us frankly their geological origin and that is a first factor to determine the decisions about the infinite network of activities and flows that are placed on their geographical space.

Each island has in itself a unique environmental support matrix, but also a shared one, according to the types of ecosystems that make them up. The overlapping of the territorial architecture and the natural and ecosystemic matrix are the basis on which settlements and activities are established, which generally refer to a form of polycentric territorial organization. In the Caribbean there are two particular examples, San Andrés and Barbados, which have a large continuous fabric, without implying a tacit concept of city.

According to the rigor imposed by interweaving stories, use of spaces is defined and drastic changes in landscape are understood. Therefore, the need to protect, conserve and manage the resources that make life on an island possible is very evident. We find that islands, without exception, have a green hearth on which vital resources depend, such as water and forests, and it is evident that there is a continuous and / or discontinuous space around them representing the coastal territory, now and for the first time for urbanism, extended towards the sea surface, and the horizon of exchanges, ancestral economies, spaces of mobility, and ecosystems dependent on the terrestrial portion.

From this, we propose to think about the coastal territory as a space made up of two materials (water and land) to place the territorial infrastructures for the island city with better knowledge and relevance.
THE EXECUTORS OF THIS INITIATIVE, WHICH, AS LORENA ALDANA, SENA’S REGIONAL DIRECTOR SAYS, IS “AN EXCELLENT ALTERNATIVE FOR THE DREAMS OF THESE PEOPLE”.

PENSAMIENTO URBANO: WHY SUPPORT SANANDREAN ENTREPRENEURS?

LORENA ALDANA: One of the greatest difficulties the remote regions of Colombian territory face is that most business opportunities are aimed at capitals and intermediate cities’ inhabitants. This hampers the development of small and remote populations and prevents, for example, Sanandreans from demonstrating their entrepreneurial skills. All the institutions involved in this project (Presidency, IDB, FINDETER and SENA) believe in the potential of the islanders and trust that the region can be consolidated as a development engine for the country.

PU: HOW WAS THE ANTONIETA DAVIS PROGRAM BORN?

L.D.: The idea is part of the Program for San Andrés, Providencia and Santa Catalina’s Sustainable Development promoted by the Presidency of the Republic since 2013 and financed by the Inter-American Development Bank. This project was made a reality at the middle of this year by an agreement between Findeter and SENA, institutions that will execute the initiative during the next years.
P.U.: WHAT IS THE MAIN OBJECTIVE OF THIS PROGRAM?
L.A.: To finance Sanandrean entrepreneurial initiatives in any sector of economy, in addition to training them to make their projects sustainable and to learn how to formulate and implement a business plan, all with the aim of contributing to the archipelago’s human and economic development.

P.U.: WHICH IS THE BUDGET FOR DEVELOPING THE PROGRAM?
L.A.: The total program budget is COP 6.9 billion, of which COP 6 billion were provided by Findeter and COP 900 million by SENA.

P.P.: HOW WILL THESE FUNDS BE DISTRIBUTED AMONG ENTREPRENEURS?
L.A.: Seed capital and financing depend on the number of jobs the entrepreneurship project can generate. For example, if you generate three, the amount of resources requested will not exceed 80 minimum wages. With five jobs generated the amount raises to 150 minimum salaries; and with six or more, an entrepreneur can have up to 180 minimum salaries, that is, close to COP 124 million.

P.U.: HOW LONG DO APPLICANTS HAVE TO APPLY TO THE PROGRAM?
L.A.: During the second half of the year, two calls were closed, of which 19 projects have already been approved and are worth 2,111 million pesos and they hope to generate up to 108 direct jobs. The next closure will be in March 2017.

P.U.: HOW IS ENTREPRENEURSHIP OUTLOOK IN THE ARCHIPELAGO ACCORDING TO THE RESULTS OF OPEN CALLS?
L.A.: There are very good ideas in all sectors: agro-industry, trade, services and tourism. More than 60% of these initiatives come from raizal people population and have the potential to become sustainable projects and engines of island economy. Under that premise, I believe that the best bet we can make for San Andrés is to believe in its entrepreneurs; ultimately, institutions are sponsors of Sanandrean dreams.

"All the institutions involved in this project (Presidency, IDB, FINDETER and SENA) believe in the potential of the islanders."
CORALINA’S GENERAL DIRECTOR REFLECTS ON THE MAIN ENVIRONMENTAL, SOCIAL AND CULTURAL ISSUES SAN ANDRÉS, PROVIDENCIA AND SANTA CATALINA FACE, AND THE STRONG CONSEQUENCES THEY BRING FOR PRESERVING THEIR ECOSYSTEMS. WHICH ARE THE COMMITMENTS THAT MUST BE MADE TO ACHIEVE A SUSTAINABLE OUTLOOK?

By Durcey Alison Stephens Lever
General Director

CORALINA’S JURISDICTION covers the whole Department Archipelago of San Andrés, Providencia and Santa Catalina, declared on November 10, 200 as Seaflower Biosphere Reserve by UNESCO’s Secretariat of Man and Biosphere Program (MaB). This is the only insular Department of Colombia and is formed by the three mentioned islands, ten atolls and several coralline banks. The Archipelago is the northern border of Colombia and is located in the southwestern part of the Caribbean Sea, to the east side of Central American coasts. It shares borders
with Jamaica, Honduras, Nicaragua, Costa Rica, Haiti and Panama.

The Seaflower Biosphere Reserve is the largest in Colombia (80% of the total area declared Biosphere Reserve for Colombia by UNESCO), and the only one in the country that has a marine portion within its area. It has been managed under an ecosystem vision that recognizes the importance and necessity of an integrated coastal zone management, since the insularity of the territories that make up Seaflower implies that activities (social, economic and cultural) carried out in the terrestrial part have an impact on the marine-coastal part and vice versa.

Its Sustainable Development Model was documented in a planning instrument called the Long-Term Environmental Single Plan (PULP, its acronym in Spanish), which is the result of an agreement among institutional, social and economic actors on a regional vision understood and shared by all.

The importance of the Archipelago of San Andrés, Providencia and Santa Catalina lies in its great biological, ecosystem and landscape diversity, reflected in the presence of four ecosystems of great national importance, such as the coral reefs -of which the Archipelago Department has close to 77% of the shallow coralline areas of Colombia, seagrass meadows, mangroves and beaches, among others, in addition to deep ecosystems. Although warm surface waters are poor in nutrients, these tropical ecosystems are among the most productive in the world. The Archipelago has been the object of multiple studies in several aspects, approached by different entities.

Accordingly, both the Biosphere Reserve and the Seaflower MPA (Marine Protected Area) are primarily intended to conserve biodiversity and ensure sustainable use of coastal and marine resources while enhancing the distribution of equitable benefits to the community. However, in spite of multiple conservation strategies and campaigns, the persistence of deteriorating water quality, overfishing, the permanent reduction of species of fauna and flora, the introduction and invasion of exotic species, the continuous impacts on marine and terrestrial natural resources and the change in the use of soils in areas of great ecological importance, are evidencing a deterioration of the strategic ecosystems in this Archipelago.

Deforestation on these islands, especially in San Andrés, affects the volume and quality of ground water by facilitating runoff and trawling of organic material before it is filtered into the subsoil, contaminating the aquifer.

The potential for agricultural soil use in the archipelago should be adequately evaluated, given the current characteristics of use, deforestation, quality of same and distribution of property. According to the study of the Agustín Codazzi Geographic Institute (IGAC), the soils of the department are shallow. Due to deforestation, an accelerated process of soil loss is possible in sloping areas.

On the other hand, wastes produced in the Archipelago,
which are discharged in an inadequate and indiscriminate way in the open field and without any treatment, have generated a series of impacts such as: aesthetic deterioration, devaluation of land due to abandonment and accumulation of solid waste, subsurface contamination and ground water due to leachate migration, uncontrolled generation of emissions and vector proliferation.

Regarding public space, it is important to note that the Archipelago has presented a deficient development and availability of public spaces for recreating people who integrate the island’s community; an example of this is taking up beaches with tents and rigid furnishings from different hotel companies, and also large hotel facilities and restaurants at the edge of the coast, hampering free mobilization and access to the sea.

This loss of productivity is the result of unfriendly anthropogenic actions to the environment and the increase of natural disturbances, perhaps associated indirectly to the former ones. For example, the loss of biodiversity, beach erosion, vulnerability of human settlements and coastal developments are affecting not only strategic ecosystems but also affecting negatively the economic development of the islands based on tourism, but with great potential in eco-tourism.

Though it is true that ecosystems can withstand certain degrees of disturbance, it is also clear that there are real limits that when surpassed, will result inevitably in serious alterations to their dynamics and, consequently, in an unrepairable loss of resources. Under a Biosphere Reserve development model, these changes should be avoided or stopped if the survival and sustainability of the human group, who depends on these basic resources, is not to be compromised.

In recent decades, the Archipelago has suffered from overfishing of species of commercial interest, such as snappers, groupers, mere fish, spade snail and lobster, reflected in the evidence of a decrease in density, size and abundance compared to other Caribbean areas. This also occurs in connection with the extraction of hydro-biological resources (corals, starfish and shells, among others) and ornamental fish, all that contributing to resource deterioration.

In addition, the ruling of the International Court of Justice on the area of the Archipelago of San Andrés, Providencia and Santa Catalina, Biosphere Reserve and Seaflower Protected Marine Area, represents a major challenge, because, with this situation, there is nonconformity among island’
inhabitants. The position of some settlers to enter into a kind of “civil disobedience” by not respecting the decisions of fishing or environmental authorities, has also put natural populations at risk.

Despite the denomination of World Biosphere Reserve, the Archipelago of San Andrés, Providencia and Santa Catalina, faces socio-environmental sustainability problems, due to excessive population growth that, even with control measures adopted in recent years, continues to rise. This, added to an average of 700,000 tourists entering every year, poor environmental culture and continuous inadequate cultural, social and economic practices that foster inefficient management of natural resources and environment, undoubtedly constitutes a serious threat to conservation.

CORALINA, as a Sustainable Development Corporation for the Archipelago of San Andrés Providencia and Santa Catalina, which administers Seaflower Biosphere Reserve, and Seaflower Marine Protected Area, is committed to implementing actions for Agenda 2030 that promotes sustainable development.

Under the motto “A Possible Archipelago”, this administration began its public management in 2013, from a different perspective, in which the exercise of environmental authority also included involving all the inhabitants in the construction of a sustainable development model in the Insular Caribbean.

Recognizing that together we can have a possible archipelago, CORALINA’s administration will emphasize the articulation with institutional, social and economic actors to transform this insular region into a pilot of the country for implementing actions that contribute to Sustainable Development Goals.

Environmental public management has as a guiding thread or focus “Rethink and Repower Seaflower Biosphere Reserve”, with three (3) strategic lines:

1. Social Participation and Institutional Development,
2. Conservation for Sustainable Development, and

For this purpose, the administration will focus on strengthening strategic alliances, with the public and private sectors, municipal, departmental, national and international organizations, and with all the living forces settled down in the Department, because the administration believes that in order to achieve social fair development, economically sustainable and with high environmental responsibility, it is necessary to combine efforts and optimize available resources.

In addition, in recent years, Latin American and Caribbean countries are addressing territorial management under the concept of “Sustainable Cities”, understood as those that offer a high quality of life to its inhabitants, which reduce their impacts on natural environment and have a local government with fiscal and administrative capacity to maintain their economic growth and to carry out their urban functions with broad citizen participation.

The Institutional Action Plan will be a management tool for CORALINA and its strategic allies, which will identify how we can all reach A Possible Archipelago.
ALTHOUGH ALL THE DECISIONS MADE IN THE ARCHIPELAGO OF SAN ANDRES, PROVIDENCIA AND SANTA CATALINA MUST BE BASED ON THE UNESCO DECLARATION, IT IS ESSENTIAL TO TAKE INTO ACCOUNT RAIZAL POPULATION AND THEIR HISTORY, IN ORDER TO AVOID DYNAMICS THAT AFFECT POPULATION.
We are obliged to make a review at present, which will allow us to rescue the essence of this legacy in aspects such as the use and sustainable management of the territory and its ecosystems. In the day-to-day work, a memory was interwoven that today can provide some lasting solutions for the Biosphere Reserve sustainability. At times, an exhaustive look at the past provides formulas and solutions to approach the future with optimism and greater security, and allows us to realize that the consolidation of territory as a vital space for a culture, is a process that moves, on many occasions, through fields filled with disputes, deeds, conquests, consensuses and, why not, valuable lost opportunities. There is no territory if there is no population that defines it, delimits it and gives it essence in its meaning as a space, and there is no territory if there are no vestiges and memories on how to use it.

From the juridical perspective, territoriality and population are also united in their form of political-economic organization; this is how Raizal people have been permeating the territory with meaning, starting by constructing a collective memory transferred from generation to generation and having the ability to manage their way of living in conditions of isolation.
and remoteness from large urban decision centers of the country.

From the cultural point of view, the management of Raizal People resources serves as an example of how a human group, away from conventional development (large infrastructures, services and innovation), is capable of self-managing its own management and administration system in the use of natural elements, in order to guarantee survival in a territory under extreme conditions.

Here we can see that this collective memory remains latent after being permeated by other cultures, since there are still some vestiges in aspects such as rainwater management, tradition of crops and family vegetable gardens, traditional fishing, relationships and daily proximity to the sea, traditional Caribbean wooden houses, traditional island gastronomy, which brings together spaces for dialogue, and intergenerational, intercultural and family meeting.

It is also evident that, over the years, new cultures that have approached this island territory have also apprehended and taken for themselves a practice learning that have made coexistence in the islands possible.

The land that protects the house was never conceived as a commodity, but as a good to live from, which is transmitted from generation to generation with the concept of making life and also includes the concept of to live on, which offers the family a guarantee to always have the possession of the land.

It is a tradition that the last son inherits the house, (...) a property had greater value not only because of the existence of the wooden house, but also because of the fruit trees that occupied part of the courtyard ... there was another time in which every piece of land had to have coconut palm and orange trees. (Photo)

**DI YAARD**

One of the most interesting places to understand the contributions of Raizal people to new generations is Di yard, the part of the home not contained in the house.

In essence, the patio in a house has been the space of games and crops, of animal growth and housework of the Caribbean woman, a place for water storage, ancestors’ burial and long farewell for nine nights. The patio of the house becomes a place full of meaning and content that, in its extension and repetition, turns into a unique landscape of San Andrés, Providencia and Santa Catalina Islands.

Oral communication has always played a fundamental role in the transmission of cultural, recreational, economic, social, organizational and conservationist practices, and a vehicle that diffuses the concept of culture and application in daily life as well. This dynamic is presented in two circumstances, the formal and the informal, which allows us to speak in two languages: "wende or bende" and English, the latter being the slaver’s tool and the slave’s first one, which integrate Creole language today.

Becoming a minority in a territorial space that keeps family and social history traces is a topic that can be addressed from many scenarios present as a crucial factor for decision making and generate reflection and awareness about population growth in an insular environment. Up to 1951, 3,705 people lived on the
Island of San Andres, but as early as 1964 the population increased five-fold to 14,413. From then on, there was an exponential growth until 2005, when the National Population Census revealed that 55,426 people lived there.

Population’s growth on an island territory is a key factor for its planning, since it invites to re-read the different tracks that have been transforming limits, spaces and cultural forms of island life. This review includes factors such as the commitment to learn from experience to wisely transfer them to cities and large urban conglomerates. This ancestral wisdom can redirect our destiny towards the conscience of managing the territory in a sustainable way.

In 2000, the Archipelago of San Andrés, Providencia and Santa Catalina Islas became a World Biosphere Reserve. We believe that this reserve for humanity also considers culture, inheritances and great deeds of Raízal history. We hope that by lifting the overlapping layers of the island territory, this legacy woven into daily life will provide some lasting solutions to the Biosphere Reserve sustainability, and the elements of Raízal culture will be an ancestral contribution to the solution of contemporary urban issues.

The future awaits strong decisions to reduce damages caused by environmental issues such as climate change, and in this environment we are faced with the possibility of making an effective link between new technologies and ancestral practices in water management, housing and sustainable agricultural production, in such a way that this society can be projected beyond to reach forms of tourism compatible with that latent Raízal people’s inheritance for humanity, and for this its prominence must be guaranteed.

An important challenge is to favor development models that contribute or lead to preserve the cultural identity of human groups being targeted; in this sense, the loss of Raízal People architectural identity is contradictory to the purposes of the Biosphere Reserve.

An example of this dynamic is that at present wood construction has been linked to the economic condition of housing space occupants, since this material is considered in other latitudes a synonym of poverty and scarcity; however, for the Raízal’s cultural reality, this premise is not true, and it has meant the exclusion of the assurance of its cultural and architectural heritage.

This is also a direct contribution to the accelerated disappearance of the archipelago’s vernacular tradition, when reality indicates that it is easier and more economical to live inside immovable walls of concrete, but with all its consequences of unhealthiness, a situation that is contrary to the use of timber. This means giving up the healthy environment, the architectural flexibility, the mobility of houses, the adaptability, the functionality, the beauty and a long list of qualities that remain in Raízal people’s collective memory.

Oral communication has always played a fundamental role in the transmission of cultural, recreational, economic, social, organizational and conservationist practices.
THIS LANGUAGE, WHICH HAS BEEN MARGINALIZED FOR MANY YEARS, IS AN ESSENTIAL PART OF IDENTITY IN THE ISLANDER, NATIVE OR RAIZAL COMMUNITY THAT ALSO CONNECTS THE PAST AND THE PRESENT OF SEVERAL CULTURES FROM CENTRAL AMERICA AND THE CARIBBEAN.
By Samuel Robinson Davis
Historian and optometrist

**ISLAND, NATIVE** or raizal community is the way to identify today a group of people who have their own expressions and special characteristics, something very valuable, since it recognizes them as a community and makes them different from the rest of Colombians. One of these expressions is language, the form of communication of people who have been formed historically by several cultures: Anglo, Afro and Amerindian.

The influences of the mother tongue have had many names: broken English, badly spoken English, mixing Spanish with English, Patois and Vende, among others. But after many years of research, it was called ‘Creole’, an expression that has also been called kriol and kweyol.

Researchers like Marcia Dittman, Karol O’flynn, Angela Bartens, the missed countryman Okley Forbes, and teachers Dulph Mitchell and Juan Ramirez Dawkins, have pointed out that, in addition to English, the major influences in its construction were original languages from West Africa such as Yoruba, Bantu, Igbo or Zulu, Mandinga, Akan, Twi and Fante from Ghana.

Creole is not only spoken in the Archipelago of San Andrés, Providencia and Santa Catalina, but in several Central American territories and in the Caribbean Islands conquered by English and Scottish. In a brief inventory we find: Livingston in Guatemala, Bluefields, Corn Island and Pear Lagoon, among other geographical points of Mosquita (Nicaragua), Talamanca Coast: Puerto Limón, Cahwita and Tortuguero in Costa Rica, Colon City, Bocas del Toro And Admiral in Panama, Tela, la Ceiba and Roatán in Honduras, as well as Jamaica, Trinidad, and Tobago. In Africa it is also spoken, especially in towns conquered by Anglo-Saxons like Sierra Leone. All these regions have had a similar history to ours.

In society diverse opinions about Creole have been generated. Continental-speaking Hispanics consider that it is not a language and many Raizals do not accept it as their mother tongue, choosing English, due mainly to the first settlers and the education they received through religion and other socio-cultural aspects; but here it is important to note that all languages are mixtures of others and English, for example, is one of the languages that has changed the most over time.

After much research, the importance of Creole was strengthened. In Jamaica and other Caribbean regions, including here in the Archipelago, this dialect is used in writing, so we must be proud of our mother tongue. In addition, as a colophon to this writing, we can safely say that raizals are trilingual, Creole, Spanish, and English.

“Creole is not bad English or ‘broken’ English, it’s a language like any other,” Pinkinini Foundation

"Dis da fiwi langwij,” wi most proud a it.
(This is our language, we must be proud of it).
“INFRASTRUCTURE IS DETERMINANT IN THE QUALITY OF LIFE OF A SOCIETY”

In this way, Paula Saball Astaburuaga, Minister of Housing and Urbanism of Chile, values the importance of public goods in a nation. Pensamiento Urbano spoke to Michelle Bachelet’s government official about the achievements and impact of social infrastructure in her country.

Chile is one of the main spotlights of Latin America and the Caribbean in the international context. Its economy is one of the strongest in the region and is one of the countries with the best conditions to do business in this part of the world, according to the World Bank in its most recent Doing Business 2017 classification.

In a deceleration context as the one the world lives, Chile makes efforts to provide its inhabitants with public assets that contribute to improving their quality of life. These and other achievements in aspects such as gender equality, mortality and life expectancy are praised by multilateral entities such as the United Nations that rank Chile among the 49 countries with the highest human development. In the Human Development Index (HDI), Chile was, along with Argentina, one of the Latin countries included in this list.

Likewise, Chile has become a global beacon in prevention against telluric movements. A history full of tragedies has allowed it to have the expertise to create conditions that prevent human losses and infrastructure destruction.

Pensamiento Urbano spoke to Paulina Saball Astaburuaga, the Minister of Housing and Urbanism of Chile, on how the issue of social infrastructure is addressed and the impact it has on its inhabitants’ quality of life.

Saball is a social assistant - a title known in Colombia as a social worker - of Pontifical Catholic University of Chile. Her relationship with the Ministry goes back to

“For many years, the creation of almost exclusively residential neighborhoods that were not accompanied by quality infrastructure was allowed, which has generated great urban problems”.

IN THIS WAY, PAULA SABALL ASTABURUAGA, MINISTER OF HOUSING AND URBANISM OF CHILE, VALUES THE IMPORTANCE OF PUBLIC GOODS IN A NATION. PENSAMIENTO URBANO SPOKE TO MICHELLE BACHELET’S GOVERNMENT OFFICIAL ABOUT THE ACHIEVEMENTS AND IMPACT OF SOCIAL INFRASTRUCTURE IN HER COUNTRY.
The ‘I Love my Neighborhood’ program allows people to improve the quality of life in their surroundings.

Patricio Aylwin’s Government and with President Michelle Bachelet she has occupied high positions in her two administrations. She has also been linked to defending Human Rights.

PENSAMIENTO URBANO: HOW DO YOU DEFINE SOCIAL INFRASTRUCTURE AND HOW IS IT APPLIED IN CHILE?
PAULINA SABALL ASTABURUAGA: The concept of social infrastructure is not commonly used in Chile, community infrastructure is rather used more often, which is understood as the infrastructure designed and built to meet a particular community’s needs, based on a participatory process. Because of their local scale, these generally correspond to less expensive and complex projects, which seek to improve the community’s organization and quality of life.

P.U.: HOW CAN INFRASTRUCTURE HELP THE QUALITY OF LIFE OF A SOCIETY?
P.S.A.: Infrastructure is determinant in the quality of life of a society. It supports the activities that are developed in the territory, so the possibilities of mobility, access to basic services, leisure and recreation, and social, economic and cultural exchanges are conditioned. At MINVU (Ministry of Housing and Urbanism) we believe that urban infrastructure, public spaces and even urban image are public goods that allow social integration and equitable access to urban benefits.

The deficits of infrastructure and equipment in a given area are one of the reflexes of territorial inequity. In Chile, for many years, the creation of almost exclusively residential neighborhoods that were not accompanied by quality infrastructure was allowed, which has generated great urban problems and has seriously affected the quality of life of those who live in these deficient areas. Therefore, the Ministry of Housing and Urbanism’s work during the period of President Michelle Bachelet’s government has been focused on promoting equity in the existing city.

P.U.: DO YOU BELIEVE THAT THE EXTRAORDINARY GAINS DERIVED FROM COMMODITY EXPORTS ALLOWED LATIN AMERICA TO PROVIDE PUBLIC GOODS AND SOCIAL INFRASTRUCTURE?
P.S.: For many Latin American countries commodities export has allowed to reach higher levels of economic development and this has been reflected in providing public goods and infrastructure. In the Chilean case, it has
Disasters are not natural. Disasters are triggered by a combination of factors, some of which can be avoided.

In Chile, after each disaster, we carry out a cadastre of the damages and this includes impacts on urban goods; then, in reconstruction plans one of the important axes is replacing damaged urban infrastructure, constructing new infrastructure to mitigate risks, reviewing territorial planning instruments and urban regulations in force with the purpose of incorporating all that is learned from the experience gained.

We are increasingly advancing in developing infrastructure that has the attributes required to ensure inhabitants’ well-being with designs that reduce or mitigate risks. In this way, we have built evacuation routes on the coastal edge or parks which can be flooded in the cities. We have tried to make this infrastructure habitable and part of the urban scene, such as the Kaukari Park in the city of Copiapó, which mitigates the risk of flooding due to an increase in the riverbed or the Fluvial Park of the City of Constitución, which has a design that will reduce the energy of smaller tsunamis.

P.U.: SINCE 2010 TO DATE, CHILE HAS DROPPED MORE THAN 19 PLACES IN THE INFRASTRUCTURE RANKING OF THE GLOBAL COMPETITIVENESS REPORT OF THE WORLD ECONOMIC FORUM. WHAT CAUSES THIS BEHAVIOR?

P.S.A.: First of all it should be noted that today this situation is already being reversed. This is a trend that began in 2010, when a large part of the national territory, that concentrates a large amount of population, was affected by an earthquake and a tsunami that caused great human losses and damage to infrastructure. The infrastructure has been

"Disasters are not natural. Disasters are triggered by a combination of factors, some of which can be avoided".

The recovery of the neighborhoods is not only a physical matter but also a social one, Saball acknowledges.
recovering, but it is a process that takes several years.

In terms of planning, initiatives and instances of inter-sectorial coordination have been created, such as creating a public company that manages an infrastructure fund or the Inter-ministerial Commission of City Housing and Territory which has generated regional investment plans for urban and territorial infrastructure in the 15 regions of the country.

P.U.: HOW DOES A STATE GUARANTEE THAT SOCIAL INFRASTRUCTURE HAS A FAVORABLE IMPACT ON SOCIETY?

P.S.A.: An important aspect is to have urban standards that can be guaranteed by the State. In addition, it is necessary that infrastructure planning and investment processes, according to their scale and complexity, involve the community in its design and management. In this way, the works proposed are more relevant, inclusive and better cared for by everyone.

P.U.: WHAT IS DONE TO FACILITATE CHILEANS’ PARTICIPATION?

P.S.A.: It is relevant to highlight some ministerial programs that are good examples of citizen participation and infrastructure. On the one hand, the Neighborhood Recovery Program ‘I love my Neighborhood’ - ‘Quiero mi Barrio’ has been a pioneer in combining the execution of physical works in the territory with the work with the community, in order to generate more pertinent, better quality interventions that are better maintained along time. Thus, a neighborhood is recovered physically and socially, facilitating its link with the city. The work executed by this program is not predefined, but is agreed with the community.

P.U.: WHAT OTHER PROGRAMS ARE BEING DEVELOPED TO GENERATE THIS TYPE OF DYNAMICS?

P.S.A.: On the other hand, the Participative Pavement Program has a great impact as the community is organized around a project to pave streets and land passages, giving priority to residential sectors with fewer resources. This program has been a pioneer in incorporating a gender approach, which has resulted in beneficiaries’ high degree of satisfaction. These are two examples of programs communities like very much, because they have precisely proved to be privileged vehicles to carry urban infrastructure and social cohesion.
PROJECT TO BUILD A FUTURE FOR CITIZENS

The former Major of the City of Barcelona reflects on social infrastructure as an essential element in building a large city, starting from that any territory that invests in its strengthening will also do so in consolidating the bases of its social cohesion.

According to Hereu, the great attractive of Barcelona can only be understood by looking at the daily life of its people.
When an empirical analysis of the urban reality in the world is done, several conclusions quickly emerge. In this paper two will be highlighted; The first, that a ‘city project’ built with a medium to long-term shared vision, and executed efficiently, is the best way to turn the city into a space of opportunity for its inhabitants. The second is that social infrastructure is an essential component of any ‘city project’.

The etymological origin of a word suggests many things to us. And in the case of project it comes from the Latin verb “throw something (iacere) forwards” and the prefix “pro”. It can also be added that project is to set objectives, establish mechanisms to meet them, and, if necessary, delimit responsibilities and control systems for effective implementation, as well as teamwork and complicity. If all this supposes and means project, there is nothing more necessary for cities than to have an impetus that “throws them towards the future”.

Cities need many elements to be this space of progress and freedom and, at this point, social infrastructure is imperative in any project with an urban approach.
If urban centers are not asked to fulfill certain social functions, then they do not need to have a project. It will be enough for them to just grow in ways that are unconnected to their inhabitants’ needs, unintentionally and only guided by the logic of market. If the purpose is to transform reality in favor of social and economic development, generating a project is a necessity.

WHY DO THE CITIES AND THE SOCIETY THAT SUPPORTS THEM HAVE TO CHOOSE ALTERNATIVES?
Cities can be dynamic spaces of transformation or in which only the status quo is administered. In other words, it is a dichotomy between the space of freedom and that of the thousand daily oppressions, or between the space that animates and the one that discourages economic progress; the best or the worst school of values, the diminishing space and the one that favors inequalities. A place where we only cohabit or is a citizens’ common space.

Let us return to etymology. The Latin prefix *infra* means “what is underneath.” It is an intriguing idea that “city structure” is supported and based on something that “is underneath”, which is sometimes not very visible, but is simply imperative. A city or a country that builds social infrastructure is a territory that invests in its social cohesion “foundations” and this is the basis of both citizens and cities’ quality of life.

Making quality cities involves ensuring environmental sustainability, economic progress and social equity. At this point, we have learned that the three objectives only move forward simultaneously, being interdependent.
Making quality cities involves ensuring environmental sustainability, economic progress and social equity. At this point, we have learned that the three objectives only move forward simultaneously, being interdependent.

William Shakespeare expressed it in a masterful way: “What is the city but its own people?” If the city is mainly its people, creating social infrastructure, that is to say, those works that generate conditions of dignity and equality for people, is the urban policy par excellence.

That is why, when Findeter develops investments in libraries, children’s development centers, centers for citizen integration, living spaces, mega-schools and schools, and sports and recreational parks, in addition to promoting housing and ensuring water access and sanitation, it develops national and sectoral policies which promote an essential urban development.

THE CONDAL CITY

I come and have been the mayor of a city in southern Europe called Barcelona. It is known internationally and is highly visited. Every global image tends to simplification, as it is normal, and in this case it is known for its historic center, modernist architecture, beaches, climate and public space.

But I think that behind this reality that emerges superficially, there is another one that supports it and has to do with what we are talking about: social infrastructure. Barcelona’s attractiveness is not understood without its neighborhoods. This is where citizens use, for example, 42 public libraries, more than 100 public nursery schools (0-3 years), 39 municipal markets, 51 civic centers and 117 municipal sports facilities, in addition to a long inventory of public assets.

This social infrastructure, with the street as a meeting point in freedom, is, in my view, the true “factory of citizenship” and, therefore, the foundation of a city like Barcelona or any other city.

Mobilizing national and international public and private resources, in the short and long term, to undertake a large investment in social infrastructure, seems to me a strategic objective of any country. Undoubtedly, all the effort made and that made in Colombia will be the basis for guaranteeing education and culture, health, housing and, ultimately, the “right to the city”, which is undoubtedly the best basis for peaceful coexistence.
THE PARABLE OF WELFARE STATE IN THE NETHERLANDS

AFTER THE END OF WELFARE STATE POLICY, IT IS WORTHWHILE ANALYZING THE LESSONS THAT CAN BE DRAWN FROM THIS EXPERIENCE IN TERMS OF SOCIAL INFRASTRUCTURE AND STATE INTERVENTION.
IN HIS FIRST public speech at the end of 2013, newly crowned King William-Alexander put an end to welfare State in the Netherlands. This formal closure, however, was not described in terms of rupture, but rather of necessary evolution towards a ‘participatory society’ in which each individual is responsible for his own future. Although this change of emphasis is not new, it is worth to analyze this experience. Is it, as was said at the beginning of this century in the Dutch media, about a ‘rich society in a State of precarious welfare’ or rather the imperfect sum of corporatist and social-democratic guidelines capable of incorporating and overcoming the challenges imposed by demographic changes and changes in the pace of European labor market?

“The difficult thing in any social problem,” wrote Nicolás Gómez Dávila almost half a century ago, “is that its successful solution is not a question of everything or anything, but of more or less.” This observation sums up well the trajectory of social organization and public expenditure measures that, implemented under the concept of ‘welfare State’, were consolidated in Europe toward the end of World War II as a way to ensure that the whole society would have access to basic services and full labor guarantees. These measures, however, constitute not only a regulated political agreement, but an institutionalized form of collective action that goes beyond different normative frameworks and requires social agreements and participatory processes that allow defining issues as dissimilar as the dimension of what each individual contributes and takes of the system, the use of public space or the location of social infrastructure.

The Dutch case is characterized by the successive expansion of labor conquests of workers movements since the late nineteenth century and the devastating consequences of the German occupation during World War II. The Dutch case is characterized by the successive expansion of labor conquests of workers movements since the late nineteenth century and the devastating consequences of the German occupation during World War II. especially 1944 famine caused by the embargo on transport of food destined for the Dutch territories still under the Wehrmacht’s control. These consequences were instrumental in the progressive strengthening of an increasingly comprehensive labor benefit system and of the various social cooperation networks inherent to these benefits. Since the beginning of the 1960s, the labor emphasis of welfare measures was shifted towards ensuring equal opportunities for all citizens.

This displacement resulted in the creation of a social security system for low-income people, school subsidies, aid for tenants and loans for homeowners. This period of widening social benefits was hampered by the oil price crisis. In a context of recession, high rates of unemployment and transformations of roles in family composition needed a change of emphasis: the discursive pendulum returned to the labor market as a basis for strengthening State intervention. The poor hour of
oil prices was left behind in the mid-1980s, but cuts brought with them the need to redefine the conceptions of using social solidarity in order to reduce the moral risks inherent to a universal benefits system with conditions of extremely flexible input.

Attempts to reduce such risks have occupied pro-government forces and opposition since Ruud Lubbers’ administration (1982-1994) to liberals and Labor Party members coalition led by the current Prime Minister (2010), but more than an isolated political decision it deals with successive attempts to adapt to the profound changes that have arisen in fiscal discipline criteria - not to exceed the 3% deficit limit imposed by the European Union - on family composition, on labor market and, paradoxically, on social risks repertoire resulting from achievements in the past at the base of the social pyramid: school dropout, disability, child care, elder care and low productivity. Viewed from a medium-term perspective, the “silent transformation of the Dutch welfare State” generated not only new forms of precariousness, but also changes in the operational and spatial definition of the social policy agenda.

In his first speech as king, William-Alexander also called for greater commitment at a municipal level. Part of the costs of care for the terminally ill, subsidies for children under six years and productive inclusion strategies would be transferred to local authorities. The benefits in the base are maintained, but the intention to strengthen cooperation networks seeks that municipalities, which have the resources for such expenses, offer a service focused on a scenario that foresees progressive reductions: the salaries of civil servants are frozen, the Army will cut jobs over a period of five years (2012-2017), the State will reduce the list of medicines financed and unemployment benefits will be subject to certification of active job search for at least four months. Although the Netherlands’ economic performance can be described as optimal, the counterbalance called for balancing the social agreement with these cuts is not the promise of a future increase in income and aid, but the ‘participatory society’ assumed as the necessary evolution of the Welfare State.

It is this emphasis the one that introduces new spatial

It is not just a question of leveling differences between social and geographical distances within the city by offering housing, regardless of the income level, but of creating a kind of local expansive experience.


criteria in the assumption of public goods supply. This is a call for the exercise of various types of volunteerism in exchange for minimum social benefits in cases of prolonged unemployment that is, changing one or two hours a day in cleaning or caring for elderly women and men in homes for money transfers or for guarantees of basic health and food services. This reinforcement, however, has a well-defined geographical dimension: the neighborhood as the axis of the repeated cooperation game. This change is significant in the trajectory of the welfare State, since housing projects of the open city, typical of urban formulations immediately after World War II, return to the center of the discussion. It is not just a question of leveling differences between social and geographical distances within the city by offering housing, regardless of the income level, but of creating a kind of local expansive experience that gives the State back its character as a group of people and activities slowly formed around small victories and small social achievements that need to be safeguarded by contributing what can be provided and taking only what is necessary.

Since the beginning of the 1960s, the labor emphasis of welfare measures was shifted towards ensuring equal opportunities for all citizens.

4 Mara A. Yerkes has summarized excellently the sum of macroeconomic challenges and cultural incentives that threaten to slow down the reform agenda in the Netherlands. His book Transforming the Dutch Welfare State: Social Risks and Corporatist Reform (2011) can be assumed as the anticipated academic correlate of the diagnosis issued by King William-Alexander in the aforementioned speech.

THE BASQUE COUNTRY, AN EXAMPLE OF ENVIRONMENTAL, ECONOMIC AND SOCIAL TRANSFORMATION

The key to the Basque Country’s environmental transformation lies in the public-private partnership that has been achieved by the public administrations of this territory, together with the industrial and business sector and the citizens. This article offers the keys to this transformation and the environmental, social and economic challenges the cities and towns of the planet are facing.

Access to a decent employment, food, health, quality housing and accessible transportation are some of the issues citizens face today. To respond to these challenges and to improve citizens’ quality of life, we must be able to find innovative and sustainable solutions. The way to do this is for state, regional and local governments to improve social and economic value chains through collaborative networks between public, private and civil sectors, with a view to achieving resource efficiency, reducing carbon and attaining a responsible society.

As stated in the Basque Declaration: a new task list for European cities, signed in April 2016 in the framework of the 8th European Conference on Sustainable Cities and Towns, cities need socio-economic transformation in order to boost economies and local production, creating investment opportunities and jobs, applying new innovative approaches to finance and prioritize service and product purchase with high environmental performance, among others.

The Basque Country is a country in full transformation and absolutely aware of the enormous challenge of changing the economic and social model to new sustainable standards based on participation and cooperation between
as a key element in the economic activity of our production model.

Nowadays, cities and towns are the ones who know best and manage their territory, since they are the closest administration to citizens, and that is why they are the ones who must lead transformative actions to achieve a truly sustainable environment for our countries. Addressing this huge challenge requires a lot of support, and regional governments play a very important role in boosting and helping to develop and implement these actions.

According to UN-Habitat, cities currently occupy only about 2% of the total Earth surface; however, they account for 70% of economy’s GDP, more than 60% of world energy consumption, 70% of greenhouse gas emissions and 70% of global waste. This context requires a shift in current trends towards a more sustainable model, and we need clear guidelines that support cities to bring about that change.

The Basque Country Case

Four decades ago, the Basque Country’s environmental performance was quite poor: there were very few urban water purifying infrastructures; we did not have networks to control the quality of masses of air and water; and what is more important, there was no knowledge or experience regarding environmental policies in public administration, business or citizenship. In the 1990s, innovation and R & D gained momentum; heavy industry was restructured towards a more sustainable and efficient model, unemployment rate began to fall steadily, and regions, circular economy, fighting and adapting to climate change and biodiversity preservation.

This territory, located in the north of Spain, is among the European regions that lead environmental policies and instruments. In 30 years we have developed a participatory and coordinated government system, we have given priority to environmental actions within the budget and we have introduced sustainability.
environmental indicators began to evolve positively.

The Basque Country’s transformation has been possible thanks to public and private sectors’ ability to reinvent themselves, enabling the transition from an economy based on a purely industrial approach to a new concept of low carbon emission, and a sustainable and modern economy. Our Administration has incorporated the environment into all its policies as a transversal element that contributes decisively to well-being, to create green jobs, to develop a sustainable and strong economy, and to construct a more just and equitable society as well.

In recent years the city of Bilbao has been transformed and has experienced urban areas development, increasing the value of port or industrial spaces and its relationship with the Nervión estuary as the axis and motor of development; this has facilitated a more accessible mobility and has created spaces for citizens’ leisure and meeting. Currently, Bilbao is developing a project of urban regeneration and adaptation to climate change on the island of Zorrozaurre, where a neighborhood is being built with accessible housing, non-polluting business areas, and social and cultural facilities. The urban project analyzes the impact possible floods by high rainfall and a rise in sea level would cause.

The city of Donostia / San Sebastián has a trajectory of more than 25 years actively promoting integrated transport policies that favor pedestrian mobility and using bicycles and public transportation. With the aim of promoting intermodality and means of transportation with lower CO₂ emissions, the city has implemented measures such as the single ticket for interurban and municipal public transportation, the creation of cycle and bus lanes, the increase of frequency and speed of public transportation, better information and hybrid vehicles, and the implementation of pedestrian zones in a staggered way.

Named European Green Capital 2012 by the European Commission, Vitoria-Gasteiz presents a long journey in the implementation of initiatives that respect the environment and in a

In order to carry out this authentic transformation, the creation in 2002 of the Basque Network of Municipalities for Sustainability, UDALSAREA 21. 

Vitoria-Gasteiz is widely recognized as one of the greenest cities in Europe.
strong commitment to sustainable development policies. It is one of the European cities with the largest area of green and landscaped spaces per person, and has 645 hectares available in its peripheral area known as Green Ring, which consists of five large parks, as well as important wetlands and several areas included in Natura Network 2000. The city is currently working to recover degraded areas by planting trees, shrubs and plants that will improve connectivity and allow carbon sinks and air quality to be expanded.

However, the necessary conditions for sustainable urban living cannot be provided exclusively through the efforts of the Administration. We need innovative companies and entrepreneurs who are committed to sustainability and efficiency; without them, we will not be able to advance effectively. Thus, sustainability has become one of the key factors in the economic activities of the Basque production model, evidenced by the large number of Basque companies that have some type of environmental certificate or the impulse Basque industry has given to eco-design which already accounts for 30% of its turnover.

The Basque Country has a number of initiatives that foster a model of collaboration and local value capture: the Basque Eco-design Center is a public-private partnership initiative, made up of advanced companies, clusters and public administration, which favors the introduction of the methodology of life cycle analysis in the processes of the Basque Country’s industrial net.

The Koopera Reuse Center is a project that works on solid waste integral management based on environmental co-responsibility and social inclusion, promoting circular economy by creating jobs and training people at risk of exclusion; or the Ner group, a private initiative in which a group of local companies share knowledge and experiences, and are financially supported in order to change the model of current relations from a human development and sustainability perspective.

We are aware that obtaining an advanced, modern and prosperous society is only possible by protecting and respecting our natural resources, providing for environmental risks to health and guaranteeing all people’s quality of life. That is why we work with the different levels of the Administration, the private sector and civil society to achieve this goal. The key to the success of this public-private partnership is to create a common scenario with which everyone can identify and to work through a firm commitment to the present and future of our regions.

97% of Basque citizens live in towns and cities with Local Agenda 21 action plans.

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QUALITY SERVICES FOR COUNTRIES WITH HIGH POTENTIAL

CONSTRUCTING BASIC INFRASTRUCTURE AND PROVIDING QUALITY HOME SERVICES MAKE THE DIFFERENCE BETWEEN PROSPEROUS AND NON-PROSPEROUS NATIONS. COLOMBIA HAS BEEN DOING THE TASK AND INDICATORS SHOW PROGRESS IN NATIONAL COVERAGE.

QUALITY SERVICES FOR COUNTRIES

COUNTRIES DEVELOPMENT is measured by many variables: growth of Gross Domestic Product (GDP), level of exports and imports and competitive capacities compared to other markets, among others; however, some economists argue that there is an even more relevant one: the efficient infrastructure provision, especially the one aimed at improving its citizens’ quality of life.

The Economic Commission for Latin America and the Caribbean (ECLAC) argues that there is a close relationship between investment to build and improve basic infrastructure and expansion of its related services provision, with increases in productivity, competitiveness and economic growth rates in countries.

The issue has become so prevailing that it is part of the United Nations sustainable development goals that commit countries to build resilient infrastructures. The main concern in this regard is that access to roads, information and communication technologies, sanitation, potable water and electric power remains scarce in the world.

These deficiencies, according to the UN, lead to a lack of access to markets, jobs, information and training, and become important barriers to doing business.

In Colombia, the outlook is positive considering that during the last five decades the country has managed to significantly increase coverage in basic services provision and has experienced energy revolutions such as natural gas, which now serves more than seven million citizens, especially from strata 1, 2 and 3.

According to the National Administrative Department of Statistics (DANE), in 2015 the electric power service covered 99.9% of households located in municipal capital cities and 95.6% in populated and rural dispersed...
centers. In the water supply service, the coverage in municipal capital cities was 97.6% and 61.2% in populated and rural dispersed centers.

In natural gas, the total national coverage was 62.5% and 76.1% in capital cities. In populated and rural dispersed centers, the connection was lower and only reached 11.7% of households.

In the communications sector, the figures indicate that 92.4% of households in the country had at least one television set. Computer ownership increased from 44.5% in 2014 to 45.5% in 2015, and Internet access from 38.0% to 41.8% over the same period.

The great challenge for the coming years, according to experts, is to reach greater coverage for rural and dispersed populations, and to provide continuous, quality and affordable services.

According to Mauricio López, Andesco’s technical vice president and executive director of the Colombian Network of the United Nations Global Compact, advances in basic services coverage in the country are due, to a large extent, to the business management with which its provision is administered, and that thanks to current legislation, allows the participation of the public sector, the private sector and mixed entities, all under equal conditions and the private law modality.

This work has allowed the country to be a reference in Latin America and to have countless projects to highlight. Two cases are: "Fitting out Housing" and "Prepaid Waters", developed by EPM (MDELLIN’S UTILITY COMPANIES), which seek to finance access to water supply and sewerage services for populations from strata 1, 2 and 3, defining payment conditions according to users’ economic capacity.

The use of the Tona River in Bucaramanga is another of the many projects that are being carried out to ensure that more citizens have access to quality drinking water. The project includes the construction of a dam that will store a volume of 18.0 million cubic meters of water, regulate a flow of 1,200 liters per second and guarantee the provision of 2,000 liters per second for Bosconia plant, equivalent to a three-month consumption water reserve in summer season.

It is also worthwhile to outline the work carried out by public utilities in the regions of the Orinoco and the Amazon Rivers that have managed to reach 100% connection to the electric power networks for municipal capital cities and that occupy the second place, after Bogotá, with the largest coverage in sewerage.

THE FUTURE

Andesco’s executive says that within the pending tasks to continue making progress in the national provision of quality public utilities that positively impact citizens, especially those with a lower income, work must be done on managing solid waste disposal in a circular economy framework in which wastes can be reused in the country.

Another urgent issue is to encourage ecosystems protection where water is generated and punish deforestation in these areas of the country. For the executive, the only way to ensure safe drinking water is to count on the liquid since its birth. Finally, Lopez adds that the country must maintain its administrative framework, which allows service provision to be financially sustainable and that subsidies continue to be delivered by territorial entities.
WITH COUNTLESS LESSONS LEARNED, THE COUNTRY OUTLINES THE FUTURE OF SOCIAL CONSTRUCTION FOR THE NEXT YEARS. WE INTERVIEWED FLAVIO ENRIQUE ROMERO, PRESIDENT OF THE COLOMBIAN SOCIETY OF ARCHITECTS ABOUT HOW THE SECTOR IS GETTING INVOLVED IN THIS PROCESS.

IN SOCIAL INFRASTRUCTURE,
COLOMBIA KNOWS WHERE TO GO

PHOTO: Carlos Pardo

Antonio Derka
School by Obranegra Arquitectos located in the northeastern hills of Medellín.
TURNING COLOMBIA into one of the most competitive countries in Latin America has forced the nation to focus its development policies on constructing projects that improve its inhabitants' quality of life, including access to better infrastructure, taking into account that this is the vehicle that can guarantee significant progress in the country’s growth as it facilitates a better integration of its economic and social system.

This new approach allowed the country to ascend two positions in the Latin American Competitiveness Ranking conducted by Aden Business School, a list in which it was in the sixth place surpassing nations like Brazil and Peru. According to the evaluation, the increase in infrastructure investment that has been registered in Colombia in recent years and that has improved communication and road network rates per inhabitant was one of the reasons for ascending within the list.

To know more about the advances and challenges social infrastructure in the country has, the magazine Pensamiento Urbano interviewed Flavio Romero Frieri, national president of the Colombian Society of Architects (SCA), who assured that although there are still tasks pending, in the last two decades Colombia has taken strides in this area and found new and better ways to develop projects of this type.

WHAT IS THE CURRENT Panorama of Social INFRASTRUCTURE IN COLOMBIA? It is undeniable that in rural areas of the country there are still many infrastructure needs, due to its various problems, however, the current government has promoted a visionary road plan, which includes the construction of 4G and seeks to improve exchanges and connections between capital cities and intermediate ones.

Another important matter facing the issue is housing deficit that continues to be one of the major social problems and continues to grow, due to displacement problems suffered by the country. In this case, we must highlight initiatives such as the free housing program that in its first phase was concentrated in department capitals and now, in the second generation of the project, will focus on smaller municipalities.

At present, and with building the peace process with Farc, the objective is to make many people who went to the cities return back to the countryside. There, the great task is to provide these rural areas with tertiary roads, housing and equipment to ensure that these people will be able to settle in these territories permanently.

In education, which is another of the great bets in terms of social infrastructure, the government plans to carry out an ambitious plan to build a large number of new school classrooms and expand the facilities of other existing ones.

Although we are still below international standards on equipment, today constructions have a greater concern to offer better public spaces per inhabitant.
WHICH ARE THE MAIN ADVANCES THAT THE COUNTRY HAS REGISTERED IN TERMS OF SOCIAL INFRASTRUCTURE IN RECENT YEARS?

Undoubtedly one of the major advances in this area is the awareness that citizens have taken on environment preservation and respect and of living things in general, which has allowed infrastructure to evolve towards these concepts generating accessibility, mobility, and inclusion solutions and where cities functioning is thought in an integral way. Although we still have a lot to do and we are facing a less rapid economic scenario than in other times, the current development plans of the country keep the construction segment as the main investment and growth tracker. In that vein, the country knows where to go.

Technology on new materials used is another of the great advances recorded in recent times. There we can highlight lighting solutions with renewable energy.

Colombia has aimed to make the infrastructure sector one of the main drivers of economy, which has led to greater social construction development, including transforming roads and means that allow a better connection between populations and notable improvement in public services quality and coverage, among other aspects. Although we are still below international standards on equipment, today constructions have a greater concern to offer better public spaces per inhabitant.

WHICH ARE THE BARRIERS THAT HAVE PREVENTED FURTHER DEVELOPMENT OF THE COUNTRY’S SOCIAL INFRASTRUCTURE?

The quantitative deficit of housing in the country is still quite high and there is a lack of resources for social housing units, especially for...
larger initiatives with better public spaces. Another obstacle is the price of land, which reduces the number of investors with enough capital to develop more projects.

The Land Use Plans of the country, which are the route line to achieve a well-planned infrastructure, are still very flawed. This is because most are made on the run or are copies of previous projects for the sole purpose of meeting deadlines provided by law.

Currently, some municipalities are updating their Land Use Plans and others are definitely behind schedule in checking these Plans, mainly due to lack of resources allocated by these territories to their planning, either for lack of continuity of governments or by ignorance, which has caused that many of them do not have easy-to-understand ordering projects that meet their citizens’ expectations and needs, which hinders and stalls its development. Mobility is another urgent issue that needs to be resolved if the goal is to build more sustainable and intelligent cities.

**WHICH ARE THE CHALLENGES THAT PROFESSIONALS HAVE IN THIS ENVIRONMENT?**

Although there is significant progress in the subject, it is necessary to continue to encourage the concept of sustainable construction where natural resources preservation and saving is a priority and in which using environmentally friendly (biodegradable and reusable) materials is involved.

These constructions must integrate housing and public space and thus build accessible, safe, inclusive and participatory cities, a theme that is aligned with what the United Nations Conference on Housing and Sustainable Urban Development, Habitat III expressed.

Another important point is to involve citizens in these processes, to empower them so that they are aware that they are the engines of their own social, economic and cultural development and that they must use participatory spaces that allow them to construct efficient Land Use Plans and long-term ones among all.

It is also necessary to apply the instruments that allow to execute more infrastructure, among them, financing mechanisms such as surplus value, valorization transfer of rights, in addition to providing security and stability for investors.

**The Land Use Plans of the country, which are the route line to achieve a well-planned infrastructure, are still very flawed.**
COLOMBIAN CITIES, INNOVATING IN INTERNATIONAL COOPERATION

Regions with historical debts in social and economic aspects coexist in the country with a network of cities with a medium-high income level that have the capacity to generate synergies with foreign entities to carry out projects.
It is unfortunate but reasonable that the World Bank’s Poverty and Shared Prosperity Report 2016 concludes that Colombia is the fourth most unequal country in the world after South Africa, Haiti and Honduras (see The Gini Index). It is notorious the backwardness of some regions over others in terms of rural development and land distribution, insufficient basic health services, education and public services, weak road infrastructure, high levels of insecurity, low State presence and environment depredation.

If added to this, there is an armed conflict of more than half a century, which has caused eight million victims, it is not surprising that some regions have not met their historical needs and continue to live under conditions of inequality and underdevelopment (see Comparative Index of Conflict Incidence). Moreover, the conflict has unleashed new economic, social, environmental and cultural problems, especially in areas with greater presence of armed actors.

On the other hand, several Colombian cities have a medium-high income level and have made progress in sustainable development and in overcoming unmet basic needs, reducing violence and repairing victims, among others (see Index of Department Competitiveness). In addition, in the context of a world that is increasingly globalized...
and aware of the interdependence of countries, international technical and knowledge-sharing cooperation has helped them to overcome obstacles to development and to build peace, as well as to get closer to Sustainable Development Goals of United Nations Agenda 2030.

Summing up some examples, Medellín has established itself as a recipient of international technical cooperation, capable of capitalizing on the exchange of knowledge and experiences to strengthen development bets of the city, the metropolitan area and the region. This city received technical assistance from the French Development Agency for consolidating urban scale territorial planning, through the preparation of the document “BIO 2030 Director Plan Medellín, Valle de Aburrá”, which guides the 10 municipalities of the Valley in a common vision of growth and sustainable management.

Likewise, the non-reimbursable technical cooperation in urban development of the Inter-American Development Bank’s “Emerging and Sustainable Cities
Program" can be mentioned to design and implement urban sustainability plans of central and local governments with emphasis on three pillars: environmental sustainability and climate change; urban sustainability and fiscal sustainability and governance. Fourteen cities have participated in this plan: Armenia, Bucaramanga, Cartagena, Ibagué, Manizales, Montería, Neiva, Pasto, Pereira, Riohacha, Rionegro, Santa Marta, Valledupar and Villavicencio.

The project "Delivering urban regeneration in Barranquilla - Prosperity Fund", also appears, focused on developing a master plan for public spaces with the United Kingdom’s support and executed by Findeter. Along the same line, Caldas, Santa Marta, Medellín and Bogotá received technical assistance from Spain on economics, planning and urban legislation with the project “Achieving sustainable urban development priorities”.

Moreover, cities also have the capacity to act as cooperation providers. For example, Colombia is carrying out a South-South technical cooperation with Cuba to strengthen the technical capabilities of the Cuban Physical Activity Network, aimed at consolidating bikeways program in Cienfuegos and Havana, and generating a healthy lifestyle, a reduction of pollutant emissions and the improvement of air quality.

For its part, EAFIT University in Medellín has established cooperation with Costa Rica, in order to facilitate the mobility of non-motorized transport users, integrating this modality with the public transport system.
and contributing to reduce road congestion, to recover public space and to mitigate polluting gases emissions.

In summary, two ‘Colombias’ coexist in the sphere of international cooperation: the one characterized by having a pending account of unresolved historical needs and in which the scourge of war has been more oppressive, compared to the other one that has managed to consolidate important advances and medium-high income cities. In addition to the efforts made by State and society to overcome these challenges, in particular the one in charge of building peace, of responding to Agenda 2030 and of addressing interregional inequality, the global context makes it possible to open a window of opportunity for international cooperation needed to leverage development and peace building, through complementary resources and knowledge.

However, there are many investment areas, few resources and a short lifetime for this window of opportunity. Consequently, this context of scarce resources makes it necessary to focus non-reimbursable cooperation on the most urgent issues and in the regions most impacted by the conflict, though this does not mean that medium-high income cities cannot benefit from international cooperation.

It is incumbent on medium-high income cities to play a role according to the level of their institutional experience in international and intra-national cooperation, that is, to be protagonists in a scenario where they can be seen as partners who can share and receive cooperation in terms of technical assistance and for which they should promote innovative portfolios based on knowledge exchange. Because of their greater institutional capacity, their role must transcend as the main protagonists in implementing Sustainable Development Goals, continuously involving the private sector and civil society, in order to ensure that international cooperation projects are truly sustainable.

In the context of a country with deep and historic regional inequalities, cities should also play a cooperative role “inward”, helping to build bridges between regions at different levels of
development and above all with their rural environment. Cities are an essential player in international cooperation and demand innovative solutions for their development, but they also help to consolidate Colombia as a knowledge cooperation provider and are capable of supporting regions with greater development gaps.

Cartagena, one of the Colombian cities that take part in the Emerging and Sustainable Cities program.
IN THE MOST RECENT OLYMPIC CYCLE, COLOMBIA MARKED UNPRECEDENTED AND GLORIOUS RECORDS. TO REMAIN COMPETITIVE AND INCREASE ITS ACHIEVEMENTS IT WILL REQUIRE IMPROVING ITS INSTALLED CAPACITY IN INFRASTRUCTURE. PENSAMIENTO URBANO CONSULTED THE HIGHEST AUTHORITIES AND GOLD WINNERS IN RIO 2016, ABOUT THE ADVANCES AND CHALLENGES THE COUNTRY HAS IN THIS FIELD.

IT HAS been 84 years since 1932, when Jorge Perry Villate covered the athletic track of Los Angeles Stadium, USA, and became the first Colombian to participate in the Olympic Games. In the two most recent editions of this contest, the country marked unprecedented records and improved its participation in each one. In Rio 2016 it ranked 23 and won 8 gold, 2 silver and 3 bronze medals, the most prolific harvest of its sporting history in high performance.

In London 2012 and in Rio, already mentioned, Colombia was the second Latin American country with more medals, without including the Caribbean; it was surpassed only by Brazil. In these competitions, it added 16 metals, when in the previous 17 it had only obtained 11, and surpassed neighboring countries with greater tradition, investment and Olympic history like Argentina and Mexico.

Many believe that the 1996 Atlanta Olympic Games, where the country did not win anything, was the starting point of this process to improve sports results. Some facts confirm this approach: since then, funding increased with a tax on cellular services consumption (Law 788 of 2002), Coldeportes (a government entity that regulates sports in Colombia) improved its
status when it became an administrative department (Decree 4183 of 2011) and more importance was given to infrastructure.

“Today, the country has very well-equipped and well-organized venues with the same technical and technological conditions used in competitions at a global level”, Clara Luz Roldán. That is why when our athletes go to train or compete in them, they can prepare themselves in the best way”, explained Clara Luz Roldán, Coldeportes Director, to Pensamiento Urbano.

According to her, strengthening installed capacity began 12 years ago by adapting and developing facilities for local and international tournaments carried out during this period, such as the 2005 National and Bolivarian Games in Armenia and Pereira, the 2006 Central American Games in Cartagena and Barranquilla, the 2010 South American in Medellín, the 2013 World Games in Cali, and also world track cycling, minor athletics and BMX.

Clara Roldan also explained that the annual investment in sports infrastructure (high performance, training and sports recreation) is about $200 billion, but this year it increased to $270 billion to build and adapt venues in Santa Marta for the 2017 Bolivarian Games and in Barranquilla for the Central American and Caribbean Games in 2018. The destination of these resources has also included acquiring cutting-edge technology.

Beside serious pending matters, such as legal problems with Ibagué’s sports village that was scarcely started for the National Games this year and works at Guillermo Plazas Alcid Stadium in Neiva, Coldeportes Director adds: “The fundamental issue is professionals’ lack of knowledge and training on designs and studies for sports infrastructure, who know the technical characteristics with which competitions are

One of the venues for Cali’s World Games. In London 2012 as well as in Rio 2016, Colombia took the second place in Latin America, excluding the Caribbean.
carried out in venues and which are renewed year by year”.

Baltazar Medina, president of the Colombian Olympic Committee (COC), told PU that high-performance athletes in the country have the right infrastructure to train and compete with guarantees towards the Olympics.

“It is part of the sporting legacy that organizing mega-events in the past has left to the country. All this has left the country a sports infrastructure that at the moment is very well used by high performance athletes and we could say anything, except that they lack facilities”, claims Medina.

PENDING ACCOUNTS
Although progress is undeniable, national sports infrastructure does not still provide all the guarantees for athlete training and carrying out competitions. This is considered by the three gold winners in Rio 2016 consulted by Pensamiento Urbano.

Mariana Pajón, twice Olympic BMX champion and multiple gold medalist in world cups, said that in her discipline having a training place with the same technical quality as those located in other countries of the global circuit is essential.

“When in the most important competitions, we Colombians compete against powerful sports countries that are trained in super advanced complexes, if we do not have good venues where we can train, the difference and the imbalance would be much greater,” explained she.

Although a track that bears her name was recently inaugurated in Medellin, and was the seat of the
2016 World Cup, Pajón believes that Colombia lacks a sufficient number of tracks for high performance BMX athletes.

“It would be very nice if in Colombia we had another couple of tracks like the Mariana Pajón so that those who run in junior and elite categories have world-class venues to prepare us for the height in different cities. But the most important thing is to increase the number of Challenger tracks to reach all the municipalities of the country and thus be able to give many more children the opportunity to start ‘working’ on their dreams”, said Pajón.

Catherine Ibargüen, Olympic champion, twice world champion and four-time champion of the Athletics Diamond League in triple jump, says that in her early days in Apartadó, there was no regulatory track and she had to move to Medellín, where there was a synthetic track, to continue her career in triple, high and long jumps.

“In Colombia we have three tracks of good competitive level and these venues contributed to my results largely because there began my history of high level competitions”, she says; however, she is aware of the shortcomings in this field in the country: “I think Colombia must have more tracks around the country for developing this beautiful sport”.

After the 2008 Olympic Games in Beijing and when she planned to retire, she accepted the invitation of Oswaldo Duany, the Cuban coach, and she started another stage of her sporting career in Puerto Rico, which she says has what her country does not. “Puerto Rico is an island 10 times smaller than Colombia, but it has three times more tracks than all Colombia”, concluded Ibargüen.

In Rio 2016, Oscar Figueroa became the first man to win a gold medal for the country in Olympic Games. In his fourth participation he became champion of the division of 62 kilograms of weightlifting. Although he argues that the national venues have contributed positively, the benefits have not been for everyone.

“It is not enough for high performance. That is why at some point you have to move to other countries that have all the technology and all the necessary infrastructure to obtain the best competitive results”, said Figueroa.

According to the Olympic champion, “compared to other traditionalist countries of weights, Colombia has the least infrastructure for this sport”. At this point, the weightlifter from Antioquia, but trained in Valle del Cauca, is confident in the construction of a High Performance Center in that department.

“The preparation and structuring of the project is still in process for its presentation and subsequent construction”, he assured about this work that will require a $12 billion investment. In the meantime, he continues to work with his foundation, Levanta Sueños, (Raise Dreams) so children from Cali and Palmira can fulfill them.

Two months after the beginning of the countdown to the Olympic cycle that will lead to Tokyo 2020 and in which Colombia has set to increase the number of medals, infrastructure will continue to be one of the key variables to increase success, and of its strengthening will depend that the country continues to consolidate itself as a Pan-American sports power.

“I think Colombia must have more tracks around the country for developing this beautiful sport”. Catherine Ibargüen.
TECHNOLOGY PLATFORMS HAVE REVOLUTIONIZED THE WAY URBAN DWELLERS ACCESS TAXI SERVICES. THE ABILITY TO CONNECT DRIVERS TO THEIR CUSTOMERS THROUGH A GLOBAL PLATFORM OF INTELLIGENT MOBILITY CONTRIBUTES TO THE SUSTAINABLE DEVELOPMENT OF CITIES.

SMARTCAB: ICTS IN PUBLIC TRANSPORT

IMPROVING INHABITANTS’ quality of life in a city is a process that lately seems to be accompanied by the introduction of technological advances. Why? Because they have eased society’s development and have provided tools to solve complex problems with no apparent output.

The most influential technologies in society are those related to computing and communications, but above all, those developed in the world of Internet with greater intensity for mobile or cellular communications. In the case of Smartcab Technologies INC, its origin comes from three different sectors: technology, marketing and transport, the latter linked to taxi service.

Since 2006, we began to detect aspects to be improved in this common sector in all the cities of the world. There were still shortcomings that had to be corrected. A system was proposed that changed and improved the relationship among taxi, citizen and city, and, at the same time, hoped to rely on future technological advances that are already present today.

A starting point was to see and live the problem from within to be able to give solutions. From the beginning, the experiences in this field were provided to us by one of the partners, Javier Orero from Valencia, Spain, a taxi driver and a businessman. Later on, Juan C. Quelal, also a taxi driver and an Ecuadorian businessman based in New York- headquarters of the company; Luis Portilla, in technology, and the subscribed Javier Peris, in the Marketing Department, contributed to the citizen and the city’s vision with technological and strategic marketing solutions that respond to the needs created, with great potential for changes and improvements in those three levels: taxi, citizen and city.

We offer a system of Intelligent Fleet Management, which is
transforming lifestyles with regard to the relationship of the trinomial mentioned. This is a complete framework of communications between the taxi driver and the customer, through different technologies such as native applications on Android and iPhone and a web-based dispatch management system to handle and manage all the demands.

Thanks to these technologies and applications that are developed daily - in 2015 300 million Apps were downloaded worldwide - there is a great advance at labor, personal and social level, a factor that constitutes one of the most important engines of countries' economic growth.

LATIN MARKET
In the taxi sector, Latin America and the Caribbean do not have differentiated problems with respect to the rest of the world, on the contrary, they share basically the same ones and they demand the same solutions: security and stability in the sector.

Our company offers all the current alternatives to facilitate the advance: request a taxi from a computer, a tablet, a smart phone, a phone call and, finally, by the traditional method, which is to raise a hand in the street. In all cases, the customer will be treated in the same way without increasing the cost of the trip.

One of the corporate principles is to work only with legal taxis, those who actually pay and offer a service to the city and the citizens respecting the rules; this is a great benefit the sector contributes with and the citizen does not know about many times. Other premises and solutions are to provide the client with a quality service, to dignify and professionalize the industry, to inform the citizen what is offered and taking place in the city, and to offer innovative technologies to facilitate work, saving energy costs and pollution, among others.

There is a very common saying: “The first thing you see and know when you arrive in a city is a taxi”. Being the first ambassador of the city, it is very important that this technological change is beginning to take place for its improvement. Colombia, Bolivia, the Dominican Republic and Mexico, as well as the United States and Spain, are the markets in which this system has been introduced.

TOTAL SYNERGY
"We connect the taxi to the city, the citizens and the future". This is the corporate motto that sums up all the networks we build.

1. **We connect the taxi to the city:** this type of vehicle is an active element of the cities and must contribute to its development, be in line with its challenges, boost its activity and tourism, and offer strategic information to the Sustainable Mobility Urban Plans.

2. **We connect the taxi with the citizens:** we want to contribute by offering a quality, fast and safe service. We facilitate the location, information, budget, taxi driver choice in an intuitive and easy way, saving waiting times and driving costs, among others.

3. **We connect the taxi with the future:** we are in continuous innovative processes to offer the taxi sector, the city and the citizen new solutions that provide the necessary information to move safely and quickly through the city.

In the process of building these synergies, unlike multinationals, Smartcab offers a working tool for taxi drivers and their associations, so they are the ones who operate the fleet of vehicles in an equal way and participate in the business. In addition, it seeks to be themselves who diffuse this technology. The philosophy of the project is to equip them with these modern elements so they manage them effectively.
TECHO (SPANISH WORD FOR ROOF) IS AN ORGANIZATION PRESENT IN LATIN AMERICA AND THE CARIBBEAN, WHICH PURPOSE IS TO OVERCOME THE SITUATION OF POVERTY IN WHICH YOUNG PEOPLE AND INHABITANTS OF INFORMAL SETTLEMENTS LIVE, WITH THEIR OWN JOINT WORK.

THE INSTITUTION began in 1997, when a group of young people started working for the dream of overcoming the poverty situation in which millions of people lived. This is how the sense of urgency in the settlements massively mobilized them to build emergency housing together with families living in unacceptable conditions.

The energy, conviction and professionalism of those who have built up this organization has been the mobilizing drive for searching permanently for concrete solutions to problems communities face daily. This has had an impact on the evolution and permanent refinement of a working model that conceives poverty as a multidimensional problem that does not resist or need to be sustained over time.

Today, TECHO members share the aspiration to build a fair, egalitarian, integrated and poverty-free society, where all people can fully exercise their rights and duties, and have
opportunities to develop their capabilities. To achieve this, we work with determination in informal settlements to overcome poverty, through the formation and joint action of its inhabitants, young volunteers and other actors.

From a framework of action defined by values such as empathy, conviction, diversity, optimism and excellence, the pillars on which TECHO’s management is supported are both wide and complementary. They are listed and described below:

1. **Promoting community development**: Strengthening community capacities to promote the exercise of citizenship, mainly through improving habitat and habitability conditions, and promoting economic and social development.

2. **Promoting awareness and social action**: Involving the largest number of critical and purposeful volunteers in the work with inhabitants of informal settlements, and also different actors of society, for citizen participation and full exercise of rights.

3. **Influence in politics**: Generating structural changes alongside communities and other actors, denouncing the exclusion and violation of informal settlements rights, by positioning itself on the public agenda, disseminating relevant information, generating concrete proposals and encouraging real participation of citizenship in these processes.

4. **Institutional development**: Continuously improving our work through transparent, ethical, participatory and coherent processes that guarantee the development of community work, team management, financing and information.

Over time, the institution that started in Chile, has expanded to 19 countries in Latin America, where it operates in more than 60 cities and it also has offices in the United States and England. The organization is currently working with more than 1,000 settlement communities, and more than half a million young volunteers have participated in its activities.

**A DECADE OF WORK IN COLOMBIA**

Implemented in 2006, this year TECHO commemorates a decade of work for overcoming poverty in the informal settlements of the country, with a comprehensive proposal that contemplates initiatives both diverse and necessary for communities: housing, education, peace and training in universal values, social research, etc.

During these ten years, TECHO has acted as a facilitator of spaces for approaching, dialoging and meeting between people, which result is to generate an empathy with those living in poverty, materialized in actions aimed at overcoming a problem to which no Colombian can be indifferent.

Having mobilized 50,000 volunteers locally, with presence in five cities—Bogotá,
which allowed to include new private actors—whether or not for profit—for generating social housing projects, TECHO integrated into the new scenario, taking advantage of the opportunity to make families be part of their own development upon understanding social housing as an instrument that allows to detonate participation and social organization processes.

Since 2007 to the present, TECHO-Chile has managed and transferred more than 125 hectares to approximately ten thousand families. This, through public and private financing, and donation agreements, supporting our work model in three fundamental pillars: working always from the collective need of the community, promoting effective families’ participation by enhancing their capacities, and articulating all actors involved in the solution with the community through the work table as an opportunity for decision making and community participation, with the support, conviction, professionalism and excellence of young volunteers and professionals committed with a more egalitarian society.

For some time, TECHO-Colombia has assumed new challenges, and one of them was the implementation of the Habitat Development area, in April 2015. Based on volunteers and communities’ capacities, and on previous experiences of their peers from the Southern Cone, in the Colombian case, they began to work in this area in Bogotá.

Medellín, Cali, Cartagena and Barranquilla—the results, listed below, support management and institutional impact.

- Elaboration of research on informal settlements in Bogotá, ‘Right to Bogota’.
- The construction of 4,780 emergency homes and 22 community premises.
- Implementation of 20 community infrastructure projects: streets, bridges, parks, among others.
- Impact on more than 100 settlements.
- The delivery of 77 Fontechos (competitive funds that finance social projects in communities).
- 2,400 children and young people who have participated in the Education for Peace program.
- 1,140 inhabitants trained in occupations: courses that provide technical tools to promote job placement of neighbors in settlements.
- 50 active working tables: spaces for dialogue and participation, generated and led by inhabitants.
- Working with more than 700 community leaders to strengthen their role in communities.
- 6 meetings of organized community leaders: opportunities for community leaders to exchange experiences, generate networks, etc.
- More than 300 companies involved.
- Networking with civil society organizations and academic institutions.

THE INSTITUTIONAL EXPERIENCE IN THE FIELD OF HABITAT
In 2006, facing a change in Chilean housing policy approach,
From the beginning, it has been fundamental to research regulations and programs that allow strategic decision making, and also adequate alignment with state entities and organizations working on issues concerning habitat.

The opportunities presented today in TECHO–Colombia team are associated with three elements: the interest and self-management of some communities we work with in solutions related to habitat; the absence of participation of settlement inhabitants and of a socio-territorial vision, in implementing government policies and programs on issues of habitat improvement and finally, the recognition of TECHO as a reference organization in working with settlements.

Once the opportunities have been identified, the work will continue, with the clear objective of socio-territorial management of actions for improving the habitat that aim at permanent solutions.

**CREATION AND IMPLEMENTATION OF A WORKING MODEL FOR COLOMBIA**

The methodology of urban and legal evaluation is the first step that is executed for communities’ intervention. The Habitat Development area is part of a process of intervention in territories that starts from research, design and execution of projects.

The methodology is developed from researching different components that allow to diagnose territorial conditions from urban, legal and social aspects of the evaluated community. The relationship with connectivity (roads), health and education facilities, infrastructure, urban standard, land uses, risk areas, property character, commercial and fiscal value of land and, finally, needs and job opportunities are measured.

The execution of projects related to habitat development in communities allows them to improve their living conditions, from both the construction of a better physical territory and the social integration that these improvements bring, as they strengthen its neighbors’ sense of identity and belonging.

For communities, the results of the evaluation allow them to identify specific projects to be developed, such as property regularization, access to basic services, housing improvement, and constructing community infrastructure, among others.

On the other hand, the application and results of the aforementioned methodology allow private and public actors to focus investment resources on projects that respond to needs prioritized and validated by the community. The collected and organized information of the methodology contributes to decision making for physical interventions in territories. That is, it can be taken for formulating policies or programs related to habitat.

Currently, we work in the communities of Laureles, Bella Flor and La Colina—all located in Bogotá—developing workshops that range from socializing research results to work specifically on projects the community wishes to carry out.

In Colombia, TECHO can be found in five cities: Bogotá, Medellín, Cali, Barranquilla and Cartagena.
OVER THE LAST 40 YEARS, THE UN HAS SOUGHT TO STRENGTHEN GLOBAL COMMITMENT TO ACHIEVE SUSTAINABLE DEVELOPMENT IN AN INTEGRATED AND COORDINATED WAY WITH THE PARTICIPATION OF ALL RELEVANT ACTORS.

The “New Urban Agenda”, which contains 175 points that must serve as part of the task list for planning the cities of the world in the next 20 years, was adopted.

According to Joan Clos, Secretary of the Conference, this is a “unique opportunity to rethink urban policy and for governments to respond by promoting a new model of urban development that integrates all facets of sustainable development and promotes equity, well-being and shared prosperity”.

The Conference set out again the great global challenges to reduce poverty, promote social inclusion, respect and care for our habitat, and urgently demanded from the different governments the definition and implementation of financing policies, strategies and actions for Integrated Territorial Development oriented to search social justice and environmental balance solutions.

The results of the New Urban Agenda “Habitat III” are expected to play an essential role in defining roles and actions of public and private sectors, cities, municipalities, and different levels of government to face new challenges.

The participation of Colombia and its national government set out and presented, in the different working groups, three strategic lines of the country: integral territorial development, territories

By Rodrigo Lozano Suaza
Director of FINDETER Innovation and Knowledge Center

Mauricio Arias Arango
FINDETER Presidency Advisor

Natalia Fajardo Hernández
CIC Publications Leader

LAST OCTOBER, with the participation of approximately 35,000 people and 167 countries in almost 1000 events in the city of Quito, Ecuador, the Conference on Housing and Sustainable Urban Development “Habitat III” was held, where the “New Urban Agenda”,

FINDETER
COMMITTED TO THE NEW URBAN AGENDA HABITAT III
THROUGH INTEGRATED TERRITORIAL DEVELOPMENT
The State is determining in urban and its inhabitants’ quality and life. Cities represent 2% of the earth, consume 78% of energy and produce 60% of carbon dioxide. Cities have not been able to overcome their inhabitants’ overcrowding and segregation. The New Urban Agenda must have legal support to enforce it and make cities be friendly with their inhabitants in a sustainable way. In Habitat II - Istanbul, States committed to building cities without discrimination, with disaster prevention and care programs emphasizing on risk mitigation. These objectives are not fulfilled when selective cities without change control policies are created.

The Agenda is an input and a task list, responsibility is on governments. Green cities with clean air and breathing life are proposed. Cities are increasingly lacking budget. Real estate evictions, displaced persons and migrants continue.

“In Integrated Territorial Development is a FINDETER strategy for articulating social actors that improves in an integral way all the conditions of territories and their inhabitants, through implementation of public policies, strategic planning and responsible execution of projects for sustainable development”.

INTERESTING DATA:

- The State is determining in urban and its inhabitants’ quality and life.
- Cities represent 2% of the earth, consume 78% of energy and produce 60% of carbon dioxide.
- Cities have not been able to overcome their inhabitants’ overcrowding and segregation.
- The New Urban Agenda must have legal support to enforce it and make cities be friendly with their inhabitants in a sustainable way.
- In Habitat II - Istanbul, States committed to building cities without discrimination, with disaster prevention and care programs emphasizing on risk mitigation. These objectives are not fulfilled when selective cities without change control policies are created.
- The Agenda is an input and a task list, responsibility is on governments.
- Green cities with clean air and breathing life are proposed.
- Cities are increasingly lacking budget.
- Real estate evictions, displaced persons and migrants continue.
THE DICHOTOMY OF SOCIAL INNOVATION IN COLOMBIA

IN THE COUNTRY THERE IS A PARADOX BETWEEN THE ONE THAT CAN HELP, BUT DOES NOT HAVE THE MEANS TO DO SO, AND THE ONE THAT HAS THEM, BUT CANNOT HELP. IN THIS FIELD, THE PUBLIC AND THE PRIVATE SECTORS ARE INDISPENSABLE ACTORS FOR THIS DYNAMIC TO IMPACT SOCIETY.

By Nicolás Vila
Innovation Leader - Innovation and Knowledge Center - FINDETER

INNOVATION CAN be defined as the modification, alteration or transformation of something that already exists. These processes must cause an improvement of what is changed, whether it is a product that may meet more needs or new needs unattended, or a service.

From there, if social matters are introduced into the concept of innovation, the following definition could be given: “The process by which value is created for society through innovative practices, management models, novel products or services (...) characterized by (...) promoting greater levels of community empowerment and generating alliances between different actors in society”.

Then, if one starts from this dimension of the meaning of social innovation and puts special emphasis on mentioning alliances generated between different actors in society, a question arises: How to look for an efficient way for both, these and public-private alliances, to strengthen the effects of a single social innovation strategy.

1 http://dle.rae.es/?w=dictionary

2 Document PreConpes of Social Innovation National Policy.
beyond what would result from independent processes?

Based on the above definition, to begin with, it could be argued that the State, from its three basic functions (executive, legislative and judicial), should be constantly searching for social innovation. This must ensure the well-being of the society it governs and requires to be changing almost constantly its public policies to achieve it. This, however, does not mean that every single thing it introduces into society is innovative. In fact, it is almost never like this.

Due to the magnitude of what it must cover and the areas to be covered, the State imposes many of its policies to cover the basics and does not innovate, or improve, it only changes, an action that does not guarantee innovation. To achieve this, in theory it has sufficient resources; however, time and attention required are not enough. Returning to the point of the functions that it must fulfill, it is not obliged to allocate all its resources to think about real social innovation. This is where the private sector becomes the missing part to maximize the impact on society.

In general, the private sector does not have either the resources or the scope available to the State; this is not discussed, but it can proportionally allocate more of its resources to social innovation. Without pretending that there are no public-private alliances in this field, it is vital to create a synergy where collective results are much more positive than if we add individual efforts. The interaction between these two actors should be mandatory, without entering into regulatory issues. Today, the State does oblige the private sector to have social responsibility and innovation initiatives (ESR) in exchange for tax benefits. However, much of the scope potential of social innovation policies is lost because most of them are working on their own.

Historically, many of the social innovations introduced or occurring in the place where we live have been presented as a result of random or of processes that result from ideas that are absorbed by politicians or institutions. It is well known that, in a context of crisis that brings budgetary constraint, the only way to move forward is not only to reduce public policies already established, but also to ensure that they are effective and efficient.

Currently, we live in a backward ecosystem, where investment in social innovation projects is associated with a high level of failure and risk, initially because we always expect the first one to be the most successful and because we do not accept culturally that failure is an indicator of how things should not be done. We must remember that innovation is risky and uncertain, and the only way to make it more successful is to make it long-lasting in time. We need to have a “failing fast and at the lowest cost” mentality.

In conclusion, if the mix of resources and capacities of the State and the private sector were constant and obligatory in the creation of alliances, social innovation in the country could be taken to another level and not, as it is currently the case with cooperation, be intermittent. It is fundamental to understand where the State is failing so that this is not be complied with. The mistake is in “selling” the benefits of innovation and social responsibility as internal to companies. Its elimination is not raised, but it should not be the basis. This would have to show the real benefit of working together for society.

Many companies have successful cases of innovation and social responsibility; however, in order to leave the door open to debate, it would be interesting to ask whether these companies really do it to improve society, regardless of tax benefits, or if these will be the true driving force. In this case, the answer would be the second one and not with the intention of criticizing the business sector, but rather the State and the way in which it manages its social innovation policies. Finally and to illustrate the case in a better way: there is a person with many resources, ‘the wealthy not so capable’ person who wants to start a business to help people, but does not know what to do or how to do it well, and on the other hand there is someone who knows how to do it, but does not have the resources, the “capable not so wealthy”. Today, the “wealthy not so capable” person gives money, from time to time, to the “capable” one, so he can, based on his ideas, help his neighbor, but the “wealthy” one does not get much involved. In Colombia, ¿who is who?

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3 The State as a universal reference, to avoid talking about ‘government’ and it is understood as the public sector.


5 http://aprendeenlinea.udea.edu.co/revistas/index.php/cont/article/view/14629
FINDETER cooperates with the regions in technology, environment, culture and sports matters, among others. Through its alliances with national, departmental and municipal public and private entities, shared-value projects have been launched that seek to build peace and generate well-being for people. These are some of their agreements.

**TECHNOLOGY**

In 2014, Findeter signed a cooperation agreement with the Fund of Information and Communications Technologies (FonTIC) of the Ministry of Information and Communications Technology (MinTic), in order to promote technology use and appropriation in the country and technological vocation in young people, and generate Online Government strategies and competitive use of open data in the regions. Faced with the promotion of ICT, Findeter formulated the pilot project Educational Platform of Unified and Intelligent Management “PEGUI”, which today runs with the municipalities of Monteria, Bucaramanga, Valledupar and Pasto.

This project consists of a content management and virtual learning platform for grades 1 to 11, with emphasis on English, Mathematics and Natural Sciences, and is based on transferring skills to teachers and developing students’ IT vocation. This platform manages academic enrollments and ensures that educational services provided by the State reach students, parents, teachers and...
administrators of State educational institutions. With PEGUI, generating equality in access to academic information and breaking educational gaps between the public and private sectors is also intended.

Although the conceptualization of the PEGUI project comes from MinTIC, the project was conceived and developed in alliance with the Ministry of National Education, that contributed with more than 30,000 digital learning educational resources and today collaborates to ensure that SIMAT’s academic enrollments are managed through the PEGUI Platform, acquired as software by the municipalities that benefit of FonTIC (MinTIC) - Findeter cooperation.

PEGUI also joined the program Computers to Educate with its strategy of ETIC® diploma courses for rectors, teachers and innovative professors who are also given free tablets for using and appropriating the educational platform.

On the other hand, MinTic and Findeter formulated and implemented the data-driven program “Start a new business with data”, which aims to generate technological solutions to local social problems based on Online Government, and also encourages the use of open data to create web applications and mobiles that serve the citizen in themes such as mobility, security, education and health, among others, and that generate employment. This is a regional initiative present in the cities of Manizales, Barranquilla, Bogotá, Cali, Medellin and Bucaramanga.

Likewise, within the framework of cooperation with the Fund of the Ministry of Information and Communications Technologies (ICT), the national indicator of intelligent cities is being structured, which will enable the Ministry to formulate public policies on the use of technology in Colombian territories and make investment decisions.

**ENVIRONMENT**

Findeter is part of the Financial Committee of the National Climate Change System (SISCLIMA), which generates strategies for measuring, verifying and reporting national investments in climate change, thereby prioritizing and managing requests for national, territorial and International financing coming from the public and the private sectors.

Likewise, with the aim of contributing to reduce emissions of greenhouse gases and to support the national public policy around energy, Findeter, in cooperation with ANDESCO and UPME of the Ministry of Mines and Energy, annually awards the National Energy Efficiency Award to companies, public entities, educational institutions and non-governmental organizations that demonstrate significant savings or increased productivity, making intelligent use of the energy resource.

Findeter signed with the Ministry of Environment and Sustainable Development a cooperation agreement to promote and strengthen activities related to environmental sustainability and climate change in the urban territories of Colombia. The purpose of the agreement is to ensure that the regions carry out their vulnerability analyzes and prioritize mitigation and adaptation projects in their development and territorial plans, in order to obtain co-financing from the Nation for executing the projects.

Finally, in environmental matters, Findeter is a member of the Green Protocol, an alliance between the Government and the financial sector to promote green businesses, generate mechanisms for financial innovation aimed at protecting the environment, identify projects to mitigate climate change and, in general, adopt best environmental practices. In developing this alliance of the Green Protocol, Findeter leads the financial innovation tables for water and energy sectors.

**SPORTS**

In agreement with the Revel Foundation of Real Madrid, Findeter and the municipalities that are benefited support and promote the creation and operation of socio-sports schools, which seek to generate welfare for vulnerable children population by teaching them values. Socio-sports schools have been formed in the municipalities of Valledupar, Villavicencio, Pasto, Galapa, Bucaramanga and Cartagena, and benefit more than 1,200 children.

**CULTURE**

Findeter, with the support of the Ministry of Culture, the Municipality of Quibdó and the National Batuta Foundation, and seeking to improve Quibdó’s children and youth’s quality of life by showing the cultural richness and artistic capacity of children and young people, managed the creation of Quibdó’s Free Symphony Orchestra, which develops a musical training model in the Pacific, based on young people’s artistic potential.
INTERNATIONAL SUPPORT
FOR THE DEVELOPMENT OF COLOMBIAN REGIONS

THROUGH INTERNATIONAL ALLIANCES, FINDETER MANAGES RESOURCES FOR EXECUTING DEVELOPMENT PROJECTS IN DIFFERENT CITIES AND REGIONS OF THE COUNTRY.

By María Paz Uribe
International Banking Manager
FINDETER

BASED ON the vision set by our president, Mr. Luis Fernando Arboleda, and the objectives set out in the Strategic Plan 2012-2014, Findeter undertook the task of moving from a rediscount bank to becoming a real development bank. Thanks to this strategic transformation under President Arboleda’s management, Findeter has established itself as the region’s development bank, supporting projects worth over USD 4,6 billion in the areas of transportation, health, drinking water and basic sanitation, energy development, housing, fiscal and territorial restructuring, tourism, recreation and culture, education, and ICT, with 3,356 projects in 426 municipalities, creating more than 54,000 new jobs in the last 6 years.

This is the result of a joint effort supported by the multilateral banking and the various cooperation agencies, which have allowed not only the flow of reimbursable and non-reimbursable resources to finance such projects, but also a permanent exchange of knowledge, favoring Findeter’s institutional development.

As an example of these partnerships, Findeter became the executor of the Sustainable and Competitive Cities (CSC) program of the Inter-American Development Bank (IDB). This program chooses one city per country to apply this methodology and define a strategic plan for the next thirty years, but thanks to the commitment and teamwork between
CURRENT ALLIANCES

Currently, Findeter has the support of the following entities:

CREDITS WITH DEVELOPMENT BANKING

- Inter-American Development Bank (IDB): resources for fiscal strengthening, urban development and public services improvement.
- German Development Bank (KFW): financing urban development projects.
- Central American Bank for Economic Integration (CABEI): investment in urban development projects.

NON-REFUNDABLE COOPERATION

- Investment Easiness for Latin America (LAIF): The European Union agency provided €5,000,000 for diagnostic and pre-feasibility studies on environmental issues, mobility master plans and public space for Sustainable and Emblematic Cities.
- The Global Environment Facility (GEF): Non-reimbursable cooperation that aims to support the design of a strategy to mitigate and reduce risks associated with financing Energy Efficiency projects in LED public lighting. It has resources for USD 2 million.
- The French Global Environment Facility (FFEM): resources for €350,000 to support the development of projects that promote a model of urban development through the implementation of NAMA-TOD.
- Inter-American Development Bank (IDB): USD 500,000 for projects such as traffic lights placement in Monteria, Rio Pasto River Park and Biosaludable Park (an outside fitness complex) in Popayan.
- US Forest Service: USD 143,000 for financing the solar panel project at Lorenzo Morales estate in Valledupar through the memorandum of understanding signed with USAID.

In order to facilitate the creation of sustainable projects that improve citizens’ quality of life through programs such as those mentioned above, Findeter permanently seeks and executes non reimbursable cooperation and credits with different development banks and international banks, which have granted absolute confidence in the strategic proposal of the institution. This search has obtained very positive results, not only for Findeter, but for Colombia, as it becomes the greatest support sample of the International Community in the new path the country is undertaking to consolidate a more fair, equitable and peaceful society.

“The future work is to continue consolidating these alliances to cover the majority of the Colombian territory, focused on consolidation and planning towards cities and strengthening the competitive advantages of the regions”, emphasizes Rodolfo Zea, Findeter’s Financial VP.
EVENTS
NATIONAL AND INTERNATIONAL

COLOMBIA
XII Summit Meeting of Capital Cities
November 24th and 25th
Cartagena
Governors Summit Meeting
November 24th and 25th
Cali
1st Regional Meeting of Opportunities and Business Probolivar
November 21st
Cartagena
13th National Congress of Infrastructure
November 23rd, 24th and 25th
Cartagena

PARAGUAY
The Assemblies of Governors of the Inter-American Development Bank (IDB) and the Inter-American Investment Corporation (IIC)
March 30th to April 2nd
Asunción

MEXICO
World Meeting of Historical Urban Landscape
February 8th-11th 2017
Puebla

UNITED STATES
IMF-World Bank-WTO Joint Trade Research Workshop
November 30th
Washington D.C.
WITH COLOMBIA

NORTHEASTERN REGION
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ON ITS way to its 500th anniversary, Santa Marta, like most intermediate and emerging cities in Latin America and the Caribbean, faces enormous challenges arising from rapid and disorganized growth: low local governance, institutional weakness, financial constraints and deficiencies in public services provision, among other malaises.

Thinking about these problems, in 2010, the Inter-American Development Bank (IDB) launched the Emerging and Sustainable Cities Initiative, which seeks to tackle the main obstacles to sustainable development in the cities of the region.

More than 70 cities in Latin America are already part of the program and more than 200 IDB specialists accompany the sustainability strategies of these cities.

In the case of Colombia, the Sustainable Cities program started in 2011 in close alliance with FINDETER, and to date there are 16 cities that are already part of the program. It is undeniable that without this entity’s leadership, it could not have been possible to advance in such a way in Colombia, as, in fact, it has been achieved so far.

Santa Marta made its formal entry into the program on August 1, 2015 and is one of the achievements of the first forum of the initiative ‘After America’s Pearl’ – ‘Tras la Perla de América’ – led by Carlos Vives and Claudia Elena Vásquez, his wife.

As a result of this process, Santa Marta benefits from the Bank’s experience and a large network of specialists to diagnose, structure and find solutions to emerging city issues.

Santa Marta also has the first action plan that has a vision on competitiveness to define a sustainable model of local economic development in the long term.

According to the plan, there are aspects that deserve greater attention and management, such as informality, precarious investment in technology and innovation, human capital lack and degree of internationalization of the productive structure, among others.

The city has a clear potential in the tourism, logistics, port and agro-industrial sectors; so in truth, all actors’ willingness to join and have a common cause is imperative.

Of course, the plan is not built from scratch. One of its attributes is to take all previous initiatives, organizing them by their importance in order to achieve a sustainable city. Likewise, the plan must be adjusted to the circumstances whether fiscal or of disruptive technologies, but its horizon must be in stone. Achieving a sustainable city is this generation’s challenge.

The IDB has established with Santa Marta, as never before, a close link to support it in what it really needs. It is now up to both the district government and the civil society to advance and maintain the appropriate efforts to ensure that implementing Santa Marta’s action plan as a sustainable city becomes a reality.
MIO Cable in the city of Cali, Valle del Cauca.
WE ARE THE STRATEGIC PARTNER IN THE REGIONS THAT GENERATES WELLNESS FOR THE PEOPLE

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