

## Technical Cooperation Abstract

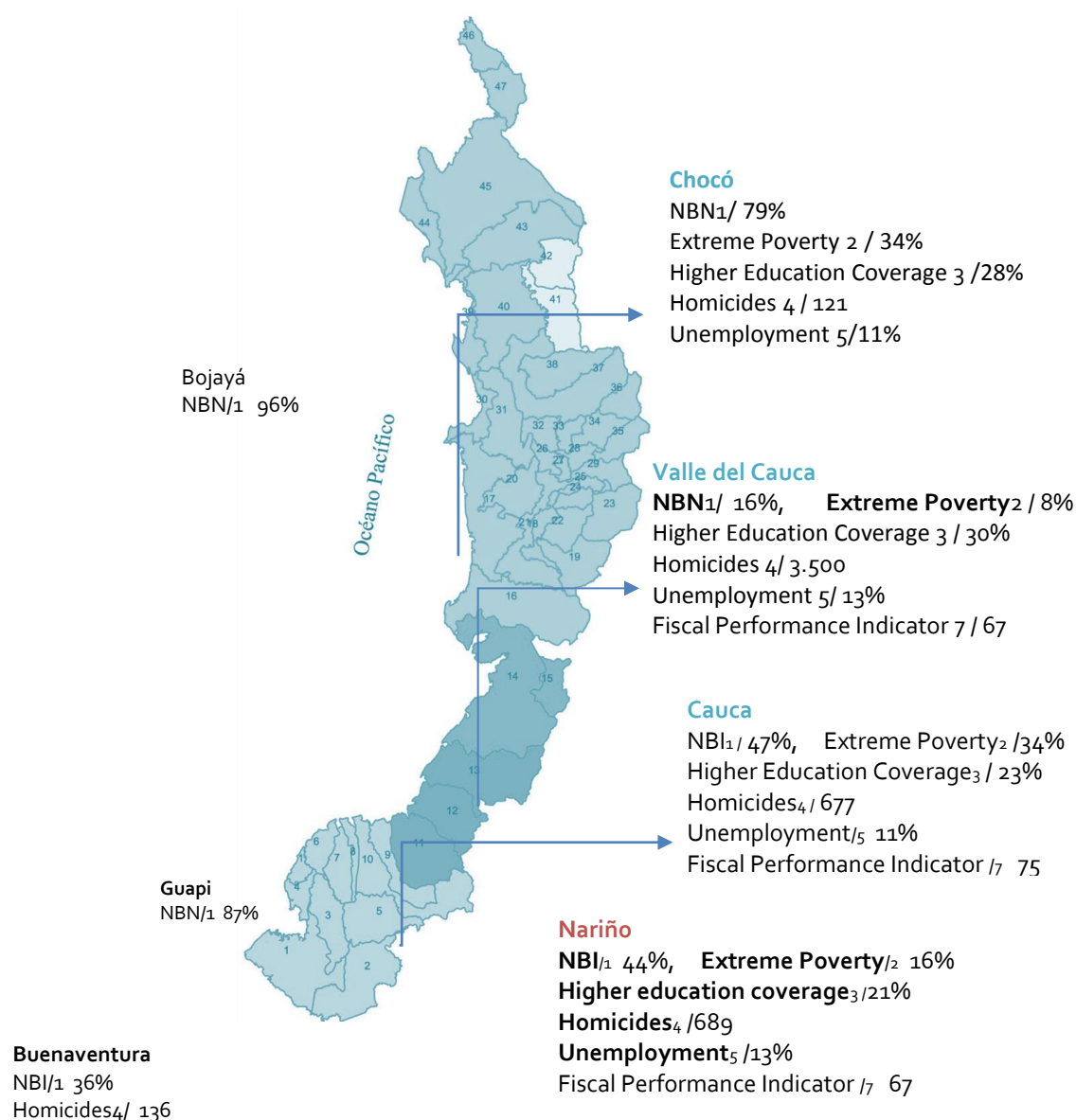
### I. Basic Information TC

• Country / Region:	Colombia
• TC Name	Capacity Building Program for Young leaders in the Pacific Region of Colombia
• TC Number	CO-T1379
• Team Leader / Members:	Paolo Valenti (ICS/CCO), Team Leader; Victoria Florez (ORP/PTR); Jose Yitani and Ana Haro (KNL/SDI); Shari García (CAN/CCO), TBD (LEG/SGO), Florencia Cabral (IFD/ICS).
• Taxonomy	Client Support
• Operational Support, provide number and name of the operation that will support the CT:	N/A
• Reference Application: (IDBDOCS #)	<a href="#">IDBDOCS-#39434781-Carta de Solicitud</a>
• Date of TC Abstract:	November 2014
• Beneficiary:	Population groups in vulnerable conditions in the Pacific region of Colombia, concentrated in Buenaventura, Quibdó, Cali and Tumaco
• Executing Agency	CAN/CCO and Corporación Manos Invisibles
• IDB Funding Requested:	\$119,800
• Local Counterpart, if any:	\$32,000
• Disbursement period:	18 months
• Required start date:	January 2015
• Types of consultants:	Firms, academic institutions, MDBs, other sources of knowledge, and individual consultants
• Prepared by Unit:	CAN/CCO and KNL/SDI
• Unit of Disbursement Responsibility (UDR):	CAN/CCO
• TC included in Country Strategy:	No
• TC included in CPD:	No
• GCI-9 priority:	Policies to foster social inclusion with identity

### II. Background

- 2.1 The Colombian Pacific region has the greatest challenges in terms of economic and social development in the country. When it comes to financial management, most of the municipal and departmental governments from the Pacific are characterized by low fiscal performance, especially when it comes to the development of new resources and investments. Moreover, the pacific region also has low indicators of industrial density,

and the few initiatives from the private sector are usually led by professionals from other geographical areas<sup>1</sup>.



/1 NBN (None met basic need). Source: DANE,2005

/2 DANE, 2011

/3 DANE, 2005

/4 Number of Homicides DANE, 2010

/5 Unemployment rate,DANE 2012.

/6 Nov2012-Ene2013.– DANE.

/7 DNP, 2011

<sup>1</sup> Census 2005, DANE

- 2.2 The Colombian Pacific region is characterized by high environmental and cultural diversity. Its privileged location allows it to be the main logistics platform of the country. However, the marked gap in the supply of quality training processes has hindered the realization of this potential. In particular, studies about statistics of department of Chocó reveal possible causes in the process of planning and decision making for development of the region:
- 75.7% of young people between 17 and 21 years are outside the higher education system of the department.
  - There are no programs with high quality accreditation in Chocó.
  - In contrast to national registration statistics, where 82,105 new student places were created in 2012, in Chocó the number of seats was reduced by 325 for that year.
  - The department only has 19 recognized research groups. The department of Valle has 316.
  - While departments like Valle, Cauca and Nariño recorded an index superior to 21%, the value for Chocó is below 8%.
- 2.3 A similar scenario occurs in Buenaventura, a city that despite being the country's main port, has limited or no offer for strong undergraduate programs in engineering or science.
- 2.4 The Pacific region is regarded as one with the greatest potential for economic growth in Latin America. The Pacific Alliance (Alianza para el Pacifico) integrated by Mexico, Colombia, Peru and Chile, represents 36% of the economy in Latin America, 50% of all international trade and 41% of all foreign investment. However, there is a wide gap between the realities faced by the residents of the Pacific regions in each of these countries.
- 2.5 The lack of opportunities for quality education to which public, private and community leaders in the region have access, is one of the main obstacles to development in the region. Besides the gap with the regional peers, much of the population of the Colombian Pacific does not know its role within the Alliance, an initiative that promises to boost development in the region. It is necessary to create a mechanism that contributes to changing the vision of the Colombian Pacific.
- 2.6 Manos Visibles (<http://www.manosvisibles.org/>) is an NGO that has been working in the Pacific region in Colombia for more than 5 years. Manos Visibles is an organization committed to social transformation, from the effective inclusion of various population groups in a position of vulnerability, by strengthening the capacities of their leaders. During the years 2011-2014, Manos Visibles developed programs of formal and non-formal training with over 500 leaders and national organizations, whose impact radiates to more than 25,000 people, concentrating its efforts in vulnerable and low income communities in the cities of Cali, Medellín, Tumaco, Buenaventura, Quibdó and Cartagena (Colombia).
- 2.7 In the Pacific, with support from the Ford Foundation, Manos Visibles has generated a medium-term strategy called “Poder Pacífico”. A comprehensive process of support, training and screening of leaders emerging in the region, in order to consolidate a new leadership prepared to the highest standard and integrated with national events. Poder

Pacífico has allowed not only to visualize the potential of the region, but also the challenges in training that are a cornerstone for the development of the Pacific.

- 2.8 In its call for candidates for this project, Manos Visibles strives to identify and work with community leaders that have proved to be committed to their area. In its selection process, the organization requires proof of engagement and responsibility towards the leaders' local reality, an element that is also verified by Manos Visibles during the process. The proposed program with the Inter-American Institute for Economic and Social Development (INDES) will follow the same criteria in its selection of the benefited community leaders. As a means to reinforce the commitment of the program participants with their community, they will all be required to sign a commitment letter—a legal document—where they pledge to comply with volunteer hours to convey the key learnings of their experience in the program, as well as keep the program organizers updated with their progress and activities up to two years after completion.
- 2.9 Manos Visibles has had very successful experiences in programs similar to the proposed. One of them is the Community Innovation School Project, in partnership with MIT CoLab, the Ford Foundation, and Halloran Philanthropies. Through this program, Manos Visibles works to facilitate the co-creation of new ideas—and realities—by connecting community leaders working for ethnic and regional inclusion with experts and scholars working on the same topics. This program, which has been ongoing for 6 months, has already shown positive results, engaging committed leaders who, either at the local, municipal, or national level, have assumed their responsibility as agents of change in their areas.

### **III. Objective and Justification**

- 3.1 The objective of the program offered through INDES/IDB is to strengthen the academic credentials and to guarantee access to graduate programs to a group of young leaders from the Pacific Region of Colombia, who have previously applied to such programs offered by ICESI, EAFIT and the University of Los Andes in cooperation with the project “Poder Pacífico” of the Manos Visibles corporation (CMV). INDES will bring its experience in the delivery of high quality courses in the field of Economics and Social Development to provide the necessary capacity building, so that these professionals may in fact continue with their graduate studies.
- 3.2 The target recipients in this project are young professionals of African descent, identified as possible future leaders in the field of social and economic development in the Pacific Region of Colombia, whose academic credentials need to be enhanced in order for them to engage in graduate programs offered by several renowned Colombian universities. As of now, 700 professionals have registered, 247 were pre-selected, but only 73 actually passed the exam to start graduate programs. The courses offered through INDES will help support the remaining pre-selected candidates so they may fulfill the requirements for the graduate programs in 2015. These are young professionals of African descent, who have not been able to get sufficient academic preparation to be able to engage in graduate studies and possibly becoming agents of change in their region. They have the opportunity to undertake such graduate programs, but require the academic credentials to do so.

#### IV. Description of activities and components

- 4.1 In order to change this scenario, CMV has established partnerships with universities such as ICESI, EAFIT and the Universidad Los Andes, so that young professionals of African descent can participate in postgraduate programs in fields of social and economic development of the Pacific Region. However, many of the selected candidates do not always have the required minimal pre-requisites to participate in these learning opportunities offered by such institutions. Thus, to increase the number of eligible candidates for graduate programs, it is necessary to enhance their academic competencies before they apply to the program.
- 4.2 This program will integrate available content on public management, social development and macroeconomics already present at the INDES program, which will be taught with reference to the situation of the Colombian Pacific. INDES will offer virtual introductory modules in order to strengthen academic skills in statistical analysis and academic written communication. Likewise, the Corporacion Manos Visibles will provide training on technological tools and leadership, in the form of workshop sessions.
- 4.3 The program will combine a set of learning interventions that help strengthen the preparation of written communication skills and statistical analysis of a group of professionals who will apply to master programs on May of 2015. The program is divided into three (3) components.
- 4.4 The contribution of KPR and the donor (the Ministry of Strategy and Finance of Korea) will be prominently recognized in any printed materials, websites, publications, presentations, training sessions in the process of project implementation and activities carried out during the TC operation.
- 4.5 **Component 1 Online course about written communication and statistical analysis:** The course will be developed through the Virtual Classroom INDES of Inter-American Development Bank (IDB). Additionally, some sessions will take place face-to-face, where all participants simultaneously will connect via Internet. Also, in each of the topics established for the program, they will have the support of teaching assistants, who will guide and support the training and use of technological tools. The course is aimed at all people who apply to Masters and other programs of Manos Visibles.
- 4.6 Online courses will be financed, to benefit 250 professionals in two lines: "The Macroeconomic Reality: An Introduction to Problems and Policies for Growth and Stability in Latin America" and "The Social Reality: An Introduction to Problems and Social Policy Development in Latin America". The courses have a duration of 10 weeks. All participants who pass the courses will receive a certificate by the Institute and can be eligible to apply for programs by the universities that hold an agreement with CMV. This component also will finance 10 virtual tutors according with INDES.<sup>2</sup>.

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<sup>2</sup> INDES 2013 opened a call for teachers of Latin America, presenting more than 100 candidates. Of the 25 which were certified through a course tutors.

<b>Participants profile</b>
1. Bachelor's degree and a minimum of a 3.5 GPA
2. Age: 25-45 years old
3. Two years of experience (at least) in the leadership of a community, public or private organization with impacts activities in the Pacific region.
4. Residence in Chocó, Cauca, Nariño and Valle del Cauca or make activities that impact these cities

4.7 **Component 2 Local Support to strengthen training process:** This component will finance the hiring of four professionals in four cities (Quibdó, Buenaventura, Tumaco and Cali), with aim of supporting academic activities required for the course described in Component 1. These four professionals will provide support in terms of study skills, access to virtual resources and planning of academic work of participants. Furthermore, a strategic manual about "learning by doing" will be designed, through compilation of works made by participants of the virtual course as they increase their capacity in managing virtual tools.

4.8 **Component 3 Face meetings and Internships:** Two classroom workshops will be held in two cities (Buenaventura and Quibdo) and open to all participants, in order to develop leadership skills according to what was learned in the virtual course and in order to strengthen other academic skills. This component will also support a number of professionals (10) to fill internship placement roles in development programs with external financing and coordinated by the IDB Office in Colombia. The 10 selected professionals will perform tasks in executing agencies of Bank's operations and the resources will be used to facilitate travel and lodging.

4.9 As a mechanism of visibility of the program, the following components will be held:

- i) Issue of support materials for the courses will use images associated with the support of the Korean Cooperation.
- ii) Advertisements related to the TC through Banners, brochures, disclosure materials, bearing logo and info of cooperation of Korea.
- iii) Communication with educational institutions, government and private, carry the logo which accounts for supporting cooperation of Korea.

4.10 Expected results:

<b>Indicators</b>	<b>Value</b>	<b>Base Line</b>	<b>Year</b>	<b>End of Project</b>	<b>Source of Information</b>	<b>Notes/observations</b>
<b>Candidates registered</b>	Number	0	2015	400	Application Report	
<b>Program Participants</b>	Number	0	2015	250	Report with selection results	

Students who complete the full course	Number	0	2015	220	Report Certificates
Better professionals who are shortlisted for a master's program in universities EAFIT and ICESI	Number	0	2015	50	Report acceptance of Universities

#### iv) Budget

##### Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Counterpart Funding	Total Funding
<b>Component 1: Sizing online written communication and statistical analysis</b>	Recruitment of 10 virtual tutors and 2 Coordinators	\$34,800	0	\$34,800
<b>Component 2: Local Support to strengthen training process</b>	Hiring local facilitators 4	\$20,000	0	\$31,000
	Design and communications for applications call	\$11,000	0	
<b>Componente 3: Face Meetings</b>	Contents adaptation	\$16,000	\$32,000	\$86,000
	Implementation of two workshops	\$19,000	0	
	Internship program at the IDB in CCO	19,000	0	
<b>TOTAL</b>		<b>\$119,800</b>	<b>\$32,000</b>	<b>\$151,800</b>

#### v) Executing Agency and implementation structure.

Manos Visibles (<http://www.manosvisibles.org/>) will serve as the executing agency for this project, given its extensive expertise in and commitment to supporting social transformation, by means of strengthening the capacities of leaders of population groups in a position of vulnerability.

Implementation schedule for online courses (tentative):

Dates	Activity
October 15 / December 15, 2014	Definition of pedagogical and methodological guidelines.
	Defining the structure of the call.
January 15 / February 1 2015	Call for applications
March 15 2015	Deadline for applications
April 15 2015	Notification - Selection and Induction
April 22-30 2015	Workshops Inclusion Technology and Scripture- On Campus

May 2 2015	Opening Virtual Course and Navigation Week 0
May 10 2015	Starting virtual course "Macroeconomic Reality" and "Social Reality"
June 21 2015	Close virtual course
June28 2015	Final results for CMV
June / July 2015	Selection process for universities (CMV agreement)

**vi) Significant Risks**

- 7.1 The most important risk during implementation is the potential participant attrition as a result of other work or personal obligations. This risk is mitigated by monitoring and supporting of local facilitators.
- 7.2 In the medium term, as in other capacity building programs in economically depressed areas, there is a risk of encouraging the migration of local talent after participants have performed a degree in recognized universities in Colombia. To mitigate this risk, CMV is promoting agreements in both public and private organizations to encourage the recruitment of professionals and retain talent in the area. In the case of the private sector, agreements have been reached with BBVA, CIELSA and Avianca, and others.

**vii) Exceptions to Bank policies**

No exceptions to Bank policies are in effect.

**viii) Environmental Safeguards**

This TC is classified as "C" type according to the Safeguard Classification Tool. For its objective focused on strengthening the capacities and knowledge of the managers of cities and for its focus on certain dimensions of urban sustainability including environmental sustainability, no negative environmental or social impacts are anticipated. [IDBDOCS-#38995123](#) y [IDBDOCS-#38995120](#).