

TECHNICAL COOPERATION PROFILE

AUGUST 18, 2008

I. BASIC PROJECT DATA

▪ Country	Republic of Colombia		
▪ Program Name/Number:	Systematization and Dissemination of Medellin's Innovative Governance Approaches: Addressing Violence as a Means of Fight Against Poverty and Social Exclusion (CO-T1147)		
▪ Team Leader/Members:	Nathalie Alvarado (ICF/ICS), Team leader; Gustavo Béliz (ICF/ICS), Diego Arisi (ICS/CCO), Beatriz Abizanda (ICF/ICS), Javier Jiménez (LEG/SGO) and Juliana Arbeláez (ICF/ICS), members.		
▪ Date of Request:	May 21, 2008		
▪ Beneficiary:	Medellin Municipal Government		
▪ Executing Agency:	Medellin Municipal Government		
▪ Amount and source of funding:	IDB (Markets & Governance for Poverty Reduction Trust Fund) :	US\$	230,000
	Local:	US\$	194,000
	Total:	US\$	424,000
▪ Technical and Basic Responsibility:	ICF/ICS		
▪ Disbursement	16 months		
▪ Execution	10 months		
▪ Tentative dates:	Approved by Division Chief:	July 25, 2008	

II. BACKGROUND AND PROBLEM STATEMENT

- 2.1 Medellin, the third largest city in Colombia by its size and the first industrial hub of the nation, has expanded rapidly over the last decades. Its population has grown from 360,000 inhabitants in the 1950s to around 2 million in 2005, attracted by the prosperity and peace of this industrial city during the 1960s and 1970s. Migrants moved massively to this city but were not orderly absorbed. This configured a metropolis characterized by a highly fragmented urban network. In addition to this urban and social fragmentation, the armed conflict, the rise of drug cartels and organized crime, jointly with the absence or extreme weakness of

the presence of state institutions and the rule of law, exacerbated violence, especially among the most vulnerable population. All this resulted in Medellín's crime rates in the beginning of the 1990s among the highest in the world: in 1991, Medellín registered 381 homicides per 100.000 inhabitants. In 2007, that rate decreased to 29.

- 2.2 Medellín's staggering transformation is reflected not only in the improvements in its security levels, but also in its innovative governance approaches towards urban planning and social policy, as well as in its social and physical transformation. This process has drawn international attention worldwide and is expected to be showcased at the 2009 Bank's Annual Meeting. The intervention model, which couples innovative policy making processes with a high level of citizenship participation and a truly integrative concept, articulates some traditional elements in citizen security policies with urban space recovery programs, social infrastructure and interventions in health, education and justice, targeting overarching poverty and exclusion issues. More specifically, policies implemented sought first and foremost to reinstate the legitimate presence of the Government and its institutions, improve public safety, to promote a strong civic culture, to invest in social capital and to aggressively promote solidarity among its citizens.
- 2.3 Nevertheless characterization of Medellín's turnaround process, no profound analytical systematization and knowledge management strategies of the policies and programs implemented have this far been conducted; such accumulated knowledge through experience would be a valuable ingredient for similar approaches in other countries.

III. PROGRAM OBJECTIVE AND DESCRIPTION

- 3.1 The objective of this technical cooperation is to support the city government of Medellín to systematize knowledge related to an innovative governance approach addressing violence as a means of fight against poverty and social exclusion, and generate a knowledge management platform that can serve as a valuable input for other LAC cities' governance challenges. Specifically, the Program seeks to: (i) analyze Medellín's citizen security programs and policies, in the context of integral and participatory socio-economic policies, to extract best practices and lessons learned to be disseminated; (ii) prepare an international exhibition and its respective catalog to document and disseminate Medellín's integral intervention model in terms of social policies, social urbanism and violence eradication. The exhibition might be officially inaugurated with the occasion of the Bank's 50th Annual Meeting; and (iii) undertake the preliminary studies, initial design and the creation of the Medellín Public Policy Laboratory that will conduct research, outreach, partnerships and dissemination in the municipal governance and in particular the public safety area.

A. Components

- 3.2 **Component 1 - Systematization of Medellín's Best Practices in socio-economic & institutional interventions.** Activities in this component will analyze and systematize, through a practical study, the measures that helped the city government of Medellín successfully address violence as a means to fight poverty and social exclusion. The study will analyze the social, economic, and political background of the city during the 1980s and 1990s. Specific activities include: (i) technical assistance for the systematization and analytical work, including the hiring of a senior consultant with international experience, who will carry out the analysis, as well as experts with international experience in citizen security as a means to attain social cohesion, who will be in charge of studying specific aspects of Medellín's best practices in the sector, as well as a junior local consultant; (ii) the design and publication of the analysis.
- 3.3 **Component 2- Preparation of the Exhibition "Medellín: An Urban Transformation".** This component will contribute to the conceptualization for this exhibition as another key element of a knowledge management strategy to disseminate Medellín's innovative policies in urban transformation. It will showcase an integrated vision of Medellín's transformation process, suitable for policy makers and public in general both domestic and international. The TC will fund technical assistance to support the analytic and curatorial activities for the concept and contents of the exhibition and its corresponding catalog. It will also offer policy makers an integrative vision of policies and tools that other cities could use to inform their policy making processes.
- 3.4 **Component 3 - Medellín Good Governance Practices Laboratory platform.** This component will contribute to the preparatory studies, initial design, and validation by an external panel of experts as well as the start up activities for the "Laboratorio Medellín", as defined in the Medellín's Municipal Development Plan for 2008-2011. The Laboratory will allow to update, systematize and exchange experiences on governance aspects, including social urbanism and participative approaches to improve citizen security, among municipalities in the Region. The TC will also provide IT design to set up the virtual network and the initial content uploading to the site. The Laboratory proposal will be submitted to pertinent authorities as well as to a panel composed by international experts (funded by this TC) so that the final document has external high-level technical validation.

IV. BUDGET

- 4.1 The cost of the TC has been estimated at US\$424,000, of which the Bank will finance up to US\$230,000 on a non-reimbursable basis with resources from the Markets and Governance for Poverty Reduction Trust Fund. Medellín will contribute the equivalent of US\$194,000 in cash as to cover general expenses associated with the activities of the TC.

COMPONENTS (all costs in US\$)	Trust Fund	Counterpart	Total
Component 1	105,320	60,000	175,320
Technical assistance	90,320	0	100,320
General support and services	15,000	60,000	75,000
Component 2	39,160	109,000	148,160
Technical assistance	39,160	0	39,160
General support and services		109,000	109,000
Component 3	75,520	25,000	100,520
Technical assistance	50,160		50,160
General support and services		25,000	25,000
IT Equipment	25,360	0	25,360
Audit	10,000		
GRAND TOTAL	230,000	194,000	424,000

V. EXECUTING AGENCY AND EXECUTION STRUCTURE

- 5.1 The technical cooperation will be executed by Medellín's Municipal Government, in particular, through its agency of cooperation and investment agency, in direct coordination with the Institutional Capacity of the State Division (ICF/ICS). The project would be executed in 10 months with a disbursement period of 16 months. Project execution will be under the responsibility of the Bank.

VI. MAJOR ISSUES

- 6.1 The main issue regarding this TC is the possibility that the book presentation, the exhibition inauguration and the Laboratory launch might not be included in the 2009 Annual Meeting's institutional program of activities. Although this will not impair the execution of the activities, it might negatively affect the international exposure and somehow erode the dissemination effects for the activities proposed under this TC. However, the diffusion of Medellín's experience is one of the most important priorities of the current municipal administration, which, as mentioned earlier, has already made financial commitments and undertaken preparatory steps for some activities, among with the establishment of contacts for exhibition, composition of the curatorial committee, partnership with a local University for laboratory preliminary activities.

VII. ACTION PLAN

- 7.1 The TC is at an advanced stage of preparation in terms of design. There has been a mission where specific agreements were reached in terms of activities, budget, expected products and execution arrangements. In addition, it is relevant to mention here some preliminary activities related to the exhibition, are already on their way, in particular, setting up the curatorial team for the exhibition. Regular meetings will be carried out with the Municipal Government to assess the progress of the TC and to ensure timely and satisfactory implementation of the proposed activities.

VIII. ENVIRONMENTAL AND SOCIAL STRATEGY

- 8.1 No negative environmental impacts are expected; the operation has been classified as “C”. Medellín’s experience in decreasing levels of violence by combining traditional security policies and more innovative and socially-oriented policies, whose dissemination is supported by this TC, that can in turn be the basis for policies in other cities with similar problems, and thus indirectly generate positive social impacts.

IX. APPROVAL

Approved by:

Original Signed
Xavier Comas, Division Chief
ICF/ICS

July 25, 2008
Date

Concur:

Original Signed
Rodrigo Parot, Representative
CAN/CCO

July 25, 2008
Date