

**Japan Special Fund Poverty Reduction Program (JPO)  
Community Based Program (CBP)  
TC Profile**

**I. Project Basic Data**

|                                     |  |      |           |
|-------------------------------------|--|------|-----------|
| <b>Beneficiary Country / Region</b> | Colombia / City of Medellín  |      |           |
| <b>Project name:</b>                | OCCUPATIONAL SUPPORT CENTER ‘CITIZENS OF TOMORROW’   |      |           |
| <b>Project number:</b>              | CO-T1026   |      |           |
| <b>Project team:</b>                | José Cuesta (RE3/SO3) – team leader; Ana Lucia Muñoz (COF/CCO), Jorge Lamas (RE3/SO3)  |      |           |
| <b>Executing agency:</b>            | Municipal Government of Medellín at the Secretary of Government  |      |           |
| <b>Beneficiaries:</b>               | 200 youngsters aged 18 to 29 living in areas of high incidence of violence and poverty recently graduated from the project “GUÍAS CIUDADANOS”. |      |           |
| <b>Date of request:</b>             | 28 September 2005  |      |           |
| <b>Financing plan:</b>              | IDB (JPO):   | US\$ | 148.500   |
|                                     | Local Counterpart:   | US\$ | 16.500    |
|                                     | Total:   | US\$ | 165.000   |
| <b>Tentative dates:</b>             | Programming Committee  |      |           |
|                                     | Loan Committee   |      |           |
|                                     | Bank Approval  |      |           |
| <b>Execution period:</b>            |  |      | 12 months |
| <b>Disbursement period:</b>         |  |      | 12 months |

**II. Antecedents and Problem<sup>1</sup>**

2.1. Youths in Medellín City are exposed to multiple risk factors related to violence. In fact, the city has traditionally ranked atop in the incidence of crime among Latin American cities during the last two decades<sup>2</sup>. This exposure to violence has a direct link with poverty, becoming a two-way relationship: violence is exacerbated in poor communities while a spiral of violence hinders the development of such communities. As a result, their inhabitants, and most particularly, youths, are trapped in a poverty circle. During the last fifteen years, Medellín has registered 54,273 violent deaths. This is equivalent to 2,577,524 life years lost. Most of these lost years come from deaths among youths (some 60%)<sup>3</sup>. However, after a decade of security and coexistence programs Medellín has experienced a significant reduction in violent deaths to 34 per 100,000 inhabitants in 2005 down from 381 per 100,000 inhabitants in 1991. This reduction has created the space for initiating and consolidating a cultural transformation of the city. Estimates indicate that the city has over-performed by ten years original expectations. In effect, according to the Crime and Judicial Police Investigation Department –Decypol- original estimates aimed at the reduction of violent deaths currently observed in 2005 (1,945,441 years) not before 2015.

2.2. These circumstances call for the continuation and strengthening of the public interventions in the

<sup>1</sup> The project team thanks Beatriz Mejía at the Municipal Government of Medellín for her valuable contribution in the elaboration of this proposal.

<sup>2</sup> Inter-American Development Bank, 2000. ‘Technical Notes on Violence Prevention’

<sup>3</sup> As reported by the Crime and Judicial Police Investigation Department.

area of security and coexistence, thus sustaining previous efforts. Regarding continuity, the commitment of the citizenship is vital and requires the emerging of citizens as active players in the construction of a peaceful city with increased living standards. Consequently, the current municipal administration has assumed the challenge of interrupting the inter-generation transmission of violence and its notorious associated culture in Medellín. This requires the joint effort of the entrepreneurial, educative, cultural and civil society realms of the city.

- 2.3. Among the security and coexistence programs implemented in Medellín within the last decade, the Municipal Government of Medellín (or local government) is presently executing the project 'GUIAS CIUDADANOS' aimed at youths aged 18 to 29 accruing from the most vulnerable areas of the city. They typically confront serious obstacles to their personal and professional development which are all intimately rooted in poverty and violence. All these youths were unemployed before their joining the project; 43% had not graduated from the basic cycle of primary education. They were also excluded from the public health system (left alone the private) and had few professional alternatives. Their infancy was typically marked by armed conflict and intra-household violence in overcrowded households. All these circumstances add to socioeconomic hardship (43% of these youngsters have children) which lead these individuals to an increasingly vulnerable position. The average monthly income that individuals from the same neighborhoods who are employed ranges from \$302,648 to \$460,892 (that is, US\$151 to US\$230, approximately).
- 2.4. GUIAS CIUDADANOS aims at reducing risk factors associated with violence through strategies of individual development and reintegration in society. These strategies encompass psycho-social attention, training in several topics such as citizenship, logistics, the tourism industry, and promotion of a culture of respect to coexistence norms. All these activities seek to recuperate a sense of citizenship in the youngster, to make them apply civic values to his or her neighborhood, and to forge a new life project within a frame of rights and obligations recognized by fellow citizens. This project alleviates the situation of vulnerability of participants by first instilling in them personal values of self-esteem and respect, then, civic values, and finally, instructing them into a civic service to their communities premised on values of respect of life, of themselves and their fellows, and their city.
- 2.5. The selection of participants in GUIAS is the result of a joint effort between the Municipal Government of Medellín and grassroots organizations working in the most depressed communities of the city. The Municipal Government preliminarily selected the poorest districts of the city (*comunas*) and the qualifying criteria (unemployment, lack of access to education and health services, living in overcrowded households, having dependents, among others). Then, NGOs working in such communities call for participation in the initiative and screen all the applications received. The Municipal Government then verifies the list of pre-selected candidates and selects the beneficiaries through a random ballot, ensuring equal number of participants by *comuna* and a share of 35% of beneficiaries being females. Permanence in the GUIAS project extends to ten months. Although the evaluation of the first class of the project is still on-going, preliminary evidence<sup>4</sup> suggests that beneficiaries report to have modified their relation with their environment. They also report to have acquired a stronger sense of responsibility and decreased their aggression. Youths develop a protective sense and claim readiness to become an active part of society. This results in the building of a social capital that will expectedly contribute to disrupt the link of

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<sup>4</sup> This preliminary evidence is indicated in the draft report by an external evaluating firm, Econometrica Consulting, based on the study of the socioeconomic condition, attitudes and beliefs, self-perception and behavior of participants of GUIAS at the times of entry and graduation of the project. The obtained changes were compared to a control group made up by youths who were pre-selected to participate in GUIAS but were not selected in the final random ballot. Results indicate that participants have gained a superior sense of peaceful coexistence, self-confidence, responsibility and family acceptance than their non-participant fellows.

poverty and violence. Concretely, 90% of the beneficiaries of GUIAS have returned to an education institution after graduating from the project, be it to finish their primary studies or to learn a trade. The major risk to the project is that youths may continue unemployed and without a source of income that allow them to complete their education and support their families. In the medium run this risk generates uncertainty over the continuity of the new life project of the beneficiary and jeopardizes the acquired positive values. Ultimately, the social and economic development of the city and the peaceful coexistence in the communities may be compromised. Those setbacks would imply a waste of the resources and the time targeted to vulnerable populations. It then becomes obvious the need of a strategy that sustains over time the changes experienced by GUIAS beneficiaries, supporting their reinsertion into the labor market, their return to education, and their personal and community developments. The proposed project aims at facilitating this continuity.

### III. Description and Objectives of the Project

- 3.1. The objective of the project CITIZENS OF TOMORROW is to sustain the changes of attitude, civic values and coexistence instilled in the beneficiaries of the GUIAS CIUDADANAS project by means of generating work and education opportunities to their graduates.
- 3.2. Other specific objectives of the project are:
  1. To consolidate personal (self-esteem, respect to life) and social (respect to fellow citizens, respect to the city) competences necessary to work and escape the high incidence of poverty among the beneficiaries.
  2. To reduce the risk of youngsters engaging in violence as a livelihood strategy.
  3. To consolidate work abilities and motivation acquired during their participation in GUIAS and targeted to activities that generate incomes for them and their families.
  4. To cut back desertion from the educational system which ultimately reduces the possibilities of these individuals to access the labor market.
  5. To consolidate the foundations of the life project that youngsters have visualized in the GUIAS project.
- 3.3. The beneficiaries of the occupational support center 'CITIZENS OF TOMORROW' are some 200 youths graduated in the first class of the GUIAS project. Expectedly, the occupational support center will benefit future classes of graduates from GUIAS. The proposed project has three components:
- 3.4. [1] **Constitution of the Occupational support center CITIZENS OF TOMORROW and the development of its plan of operations.** The Municipal Government of Medellín will set the occupational support center as a project ascribed to the Secretary of Government from which its budget will depend and to whose Municipal Development Plan guidelines will be consistent. The occupational support center will have an independent legal status and a tax identity number. It will be legally established at the Municipal Government of Medellín. The next phase will be the development of a plan of operations. This plan will first evaluate the demand and supply of labor among public and private enterprises located in the city of Medellín (in addition to those institutions which have already shown interest in partaking the initiative). A mapping of the abilities of the beneficiaries of CIUDADANOS will be drawn. Typically, these beneficiaries leave the project with experience in the areas of logistics, event organization, customer services, tourism, and social assistance among others. Also, the plan of operations will develop a cooperation strategy in the form of letters of understanding with firms and educational centers to facilitate the study and

training of project participants. The execution of this component will demand an external consultant –preferably from one of the city’s universities- specialized in business administration. That will facilitate procedures in the hiring of services and inputs of the project and reduce the costs of rents and public utilities (marginal costs). It will also strengthen the link of the project with the entrepreneurial and academic sectors of Medellín. The Technical Cooperation (TC) will finance the salaries of the professional staff in charge of designing and executing the project. It will also finance the series of training and formation activities that will lead to the personal and professional development of participants.

- 3.5.[2] **Dissemination and promotion.** This component will organize the presentation, dissemination and promotion of the occupational support center ‘CITIZENS OF TOMORROW’ among the sample of identified firms in Medellín that may be potentially interested in the services of CITIZENS participants. In addition, it will disseminate the objectives and benefits of the occupational support center among public and private educational and training centers to prompt their participation in the project. The TC will finance all activities of dissemination and promotion developed by the project coordination.
- 3.6.[3] **Impact evaluation.** Finally, the project will be evaluated and its impacts measured. It is important to highlight that the information of the beneficiaries of GUIAS at the time of graduation constitutes the baseline upon which the impacts of the project of CITIZENS will be measured both in terms of socioeconomic and social attitude changes. The TC will finance the hiring of an evaluating firm that will produce an impact report.
- 3.7. All the youths of the occupational support center will benefit of existing and future formative projects by the Municipal Administration of Medellín in the form of conferences, workshops and short courses. Topics are expected to cover from teamwork and career development to current issues of public interest, ultimately pursuing the formation of human capital among participants and social capital across the city. A professional in the area of psico-social development will monitor and follow-up participants and support them either individually or in groups according to the requirement of each case.
- 3.8. Participating firms in the project will employ beneficiaries of CITIZENS OF TOMORROW (which as indicated in paragraph 3.4 will do so within the framework of a signed cooperation agreement with the Municipal Government of Medellín). Firms will pay an amount of money to the occupational support center as retribution at market prices to the services provided by the participants of the project and the occupational support center itself. The break-up of the payment is the following:
  - 1 80% of the total retribution will go to a fund to pay the services of the young beneficiaries to the firm. Youths will receive for this concept at least the national minimum wage currently around US \$200 monthly.
  - 2 15% will go to a separated fund that will pay for the educative formation of beneficiaries.
  - 3 5% will cover operation costs of the center to ensure its financial sustainability.
- 3.9. In return, the hiring firm will benefit from a tax deduction of 20% of the contributed amount to the project as the incumbent National Law establishes<sup>5</sup>. This percentage, 20%, is the non-salary component of the retribution of the firm for its participation in the project and it is considered as a donation to the occupation center for social (5%) and educative (15%) purposes. In addition, the firm will benefit of the work of a motivated and qualified youngster who is willing to further train

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<sup>5</sup> Colombian Tax Statutes.

in a specific chore. Training will take place when the hiring period exceeds four months and in accordance to the needs of the firm and the consent of the participant. Furthermore, the occupational support center will make sure that the participant has the required interpersonal abilities, communication skills, a high work ethic and a desire to contribute to the development of the city, which reduces the transaction costs of the firm to find a reliable employee. This way, the company will receive the demanded service and reduce transaction costs and will simultaneously fulfill its social responsibility.

#### IV. Costs and financing

4.1. The following table details the estimated costs and financing sources:

| Expenses   | Months | Cost per month / US \$ | JPO Total US \$ | Compensation on US \$ | TOTAL US \$   |
|--|--------|------------------------|-----------------|-----------------------|---------------|
| <b><i>Component 1: Constitution of the occupational support center and development of its plan of operations</i></b>   |        |                        | <b>83340</b>    | <b>9260</b>           | <b>92600</b>  |
| General coordinator of the Center  | 12     | 2000                   | 21600           | 2400                  | 24000         |
| Administrative coordinator   | 12     | 1200                   | 12960           | 1440                  | 14400         |
| Secretary  | 12     | 700                    | 7560            | 840                   | 8400          |
| Corporate relations coordinator  | 12     | 1200                   | 12960           | 1440                  | 14400         |
| Human resource coordinator   | 12     | 1200                   | 12960           | 1440                  | 14400         |
| Psychologist   | 10     | 1000                   | 9000            | 1000                  | 10000         |
| Training offered in issues of leadership, teamwork, communication skills, among others. This component includes materials, facilitators, snacks and transport. |        |                        | 6300            | 700                   | 7000          |
| <b><i>Component 2: Dissemination and Promotion</i></b>   |        |                        | <b>15160</b>    | <b>3240</b>           | <b>18400</b>  |
| Slots in local television and press, launching event, press conferences.   |        |                        | 15160           | 3240                  | 18400         |
| <b><i>Component 3: Impact Evaluation</i></b>   |        |                        | <b>32000</b>    | <b>2000</b>           | <b>34000</b>  |
| Hiring of external evaluator   |        |                        | 32000           | 2000                  | 34000         |
| <b><i>Others</i></b>   |        |                        | <b>10575</b>    | <b>1175</b>           | <b>11750</b>  |
| Printer – Photocopier  |        |                        | 225             | 25                    | 250           |
| Office furniture   |        |                        | 9000            | 1000                  | 10000         |
| Stationery   |        |                        | 1350            | 150                   | 1500          |
| <b>SUBTOTAL</b>  |        |                        | <b>141075</b>   | <b>15675</b>          | <b>156750</b> |
| <b>Contingency Fund</b>  |        |                        | <b>7425</b>     | <b>825</b>            | <b>8250</b>   |
| <b>TOTAL</b>   |        |                        | <b>148500</b>   | <b>16500</b>          | <b>165000</b> |

#### V. Executing Agency and Structure of Execution

5.1. The Municipal Government of Medellín is the selected agency to execute the project. The Municipal Government is the local government of the city of Medellín and is headed by an elected Mayor. It is conformed by several secretaries in charge of the design and the execution of policies and interventions scheduled in the Municipal Development Plan. Mr. Sergio Fajardo Valderrama is the current Mayor and his office period goes from 31 January 2004 to 31 December 2007. A more detailed description of the structure of the Municipal Government of Medellín can be found online at: [www.Medellin.gov.co](http://www.Medellin.gov.co)

- 5.2. The mission of the Municipal Government revolves around the promotion of the human and civic development of the city's inhabitants, as well as the provision of public goods and services to the community under the principle of social justice. Interestingly, the Municipal Development Plan 2004-2007 highlights citizen security and coexistence as a transversal under the guideline of "*Medellín Gobernable y Participativa*" (Participation and Good Governance in Medellín). It is within this strategy that the occupational support center objectives are located. Since the occupational support center CITIZENS OF TOMORROW is an extension of the GUIAS project, the accumulated experience of the executing unit of that project is extremely valuable for the execution of the new project. In addition, the Municipal Government of Medellín is in a privileged position to coordinate the several secretaries (of education, health, employment, and citizen security) involved in the new project. Likewise, the Municipal Government will be key in the promotion of agreements among public institutions and between the public and the private sectors, something vital for the success of the project.

## **VI. Special Issues**

- 6.1. In addition of the commitment of the Municipal Government of Medellín, the success of the project demands

the participation of the private sector and its strong commitment to cooperate with the occupational support center. Although part of the activities of the occupational support center will be the identification of a pool of firms interested in the human resources of CITIZENS OF TOMORROW, some private and public organizations have already manifested interest in partaking the initiative (see annexed letters of interest below in this proposal). In this vein, the Municipal Government of Medellín has already initiated conversations with the national training public agency, SENA, to seek its collaboration with the project. The possible link of the occupational support center with universities of the city in the development of the operative plan also pursues their commitment with the initiative.

- 6.2. The executing period financed by the JPO resources of the JPO would be one year. However, it is expected

that during that initial year the occupational support center will have advanced substantially towards its self-sustainability, thanks to the retributions by participating firms for the services of the center. Furthermore, given the existence of a similar problem in other large cities of the country, such as Bogotá and Cali, this project constitutes a pilot on managing vulnerability and violence reduction of the youth amenable to replication in other cities of the country. It is for that reason that an impact evaluation is regarded a critical component of the project. In consequence, the occupational support center CITIZENS OF TOMORROW will include the collection of a baseline to evaluate early impacts.

- 6.3. The occupational support center emerges as a strategy of social inclusion that is consistent with the local, national

and international goals established in (i) the Municipal Development Plan 2004-2007 (that highlights citizen security and coexistence as a transversal strategy under the guidelines of participation and good governance in Medellín); (ii) the National Plan for the Youth by the National Government (that has as strategic axes the consolidation of a culture of solidarity and peaceful coexistence, and the creation of economic, social and cultural opportunities for the youth); (iii) the Project of Juvenile Development and Prevention of Violence by the German Agency of International Cooperation and the Pan-American Health Organization (with seven associated countries in Latin America, among which the Municipal Government of Medellín is part of the Colombian delegation); (iv) and the Millennium Development Goals of the United Nations in their promotion of a world alliance for development, which is related, among other things, to more employment opportunities for the growing number of youths in developing countries. Likewise,

this project is consistent with the country strategy of the Inter-American Development Bank in Colombia in the promotion of social development and the protection of the most vulnerable.

## **VII. Plan of Action.**

- 7.1 **Selection of the external consultant:** This phase will include the identification, discussion and approval of the institutional committee at the Municipal Government of Medellín. It will require the negotiation and signing of the cooperation agreement with the university that will administer the occupational support center and will carry out its promotion across the private sector. Weeks 1 and 2.
- 7.2 **Strategic design:** It consists of the identification of actions that will magnify the effectiveness of the Center and maximize the number of achieved goals. Weeks 3 to 5.
- 7.3 **Training Activities:** A training plan will include all the activities provided free of charge under the auspices of the Municipal Government of Medellín by several of its secretaries in addition to external training hired out in the area of career development, communication skills, leadership, among others. Week 4.
- 7.4 **Dissemination and Promotion:** It includes activities related with the dissemination, publicity, and presentation of the Center in the city of Medellín, particularly to the private sector and among educational institutions. Weeks 6 to 14
- 7.5 **Initiation of contacts with the private sector:** The Center will take contact with private sector managers in order to set a joint agenda and mutual commitment in the benefit of the city's youth. This commitment will be signed in a protocol with the Municipal Government of Medellín. Weeks 6 to 14
- 7.6 **Evaluation of the supply of educational services in the city:** Alternative educational services will be evaluated in terms of costs and quality. Those institutions or centers found most beneficial for the occupational support center will be offered a strategic alliance with the project. Weeks 6 to 14
- 7.7 **Recruitment of the psico-social team:** The center will hire professionals in the psico-social area. They will monitor, follow up, and provide attention to participants, with special attention to those who require additional individualized attention. These professionals will follow up and discuss the progress of beneficiaries in biweekly meetings of a special committee integrated by the coordinator of the Center, the human resources coordinator and the professionals in the psico-social area. Week 12.
- 7.8 **Hiring of Participants:** According to the arrival of concrete employment demands, participants will join their respective job positions with the occupational support center certifying the conditions of the recruitment. It is expected that initial recruitments start by the 14<sup>th</sup> week, although specific demands may well arrive and be served previously.
- 7.9 **Evaluation of goals:** A committee integrated by a representative of the educational sector, a representative of the private sector, the coordinator of occupational support center and a representative of the Municipal Government of Medellín will monitor and evaluate the implementation of the project. It will also propose the necessary corrections to the plan of operations when appropriate and raise pertinent issues to the Mayor when his contribution be deemed vital to the success of the project. Every month.

**JSF Poverty Reduction Program (JPO) Community Based Project (CBP)**  
**PROJECT SYNOPSIS**  
(Not exceed 2 pages)

**A. BASIC DATA OF THE PROJECT**

|                         |  |              |       |
|-------------------------|--|--------------|-------|
| <b>Country</b>          | Colombia / City of Medellín  |              |       |
| <b>Project Name</b>     | OCCUPATIONAL SUPPORT CENTER 'CITIZENS OF TOMORROW' / CO-T1026  |              |       |
| <b>Executing Agency</b> | Municipal Government of Medellín at the Secretary of Government<br><input type="checkbox"/> NGO <input type="checkbox"/> Civil Society Organization <input checked="" type="checkbox"/> Local Government |              |       |
| <b>Amount</b>           | JPO CBP  | US\$ 148.000 | 90 %  |
|                         | Counterpart  | US\$ 16.500  | 10 %  |
|                         | Total  | US\$ 165.000 | 100 % |

**B. PROJECT SUMMARY**

|                                |  |
|--------------------------------|--|
| <b>CBP Project Objectives</b>  | <p><i>Objectives.</i></p> <p>- The objective of the project CITIZENS OF TOMORROW is to sustain the changes of attitude, civic values and coexistence instilled in the beneficiaries of the GUIAS CIUDADANOS project by means of generating work and education opportunities to their graduates.</p> <p><i>Specific Objectives</i></p> <ol style="list-style-type: none"> <li>1. To consolidate personal (self-esteem, respect to life) and social (respect to fellow citizens, respect to the city) competences necessary to work and escape the high incidence of poverty among the beneficiaries.</li> <li>2. To reduce the risk of youngsters engaging in violence as a livelihood strategy.</li> <li>3. To consolidate work abilities and motivation acquired during their participation in GUIAS CIUDADANOS and targeted to activities that generate incomes for them and their families.</li> <li>4. To cut back desertion from the educational system which ultimately reduces their possibilities to return to the labor market.</li> <li>5. To consolidate the foundations of the life project that youngsters have visualized in the GUIAS project.</li> </ol> |
| <b>CBP Project Description</b> | <p><i>Description of the Project Components .</i></p> <ul style="list-style-type: none"> <li>- Constitution of the occupation center and development of its plan of operations, which will develop the strategy of inter-institutional relations, operations and activities, training schemes for the career development of the participating youths, psico-social attention and monitoring.</li> <li>- Promotion and dissemination: This component will launch the project across the city and seek the participation of its private sector and educational institutions in the project. It also includes all the initiatives and schemes that inform the citizens of Medellín about the project and its benefits both for entrepreneurs and for participating youths.</li> <li>- Impact evaluation: The project will collect a baseline and proceed to an evaluation of early impacts among participants a year after their graduation (relying initially on information collected from graduates of the GUIAS CIUDADANOS project as baseline).</li> </ul>   |
| <b>Target</b>                  | <p><i>Are the target beneficiaries poor and vulnerable groups?</i></p> <p><input checked="" type="checkbox"/> Yes    <input type="checkbox"/> No</p>   |



|   |   |
|---|---|
| <b>Beneficiary</b>                              | <p><i>Who are the beneficiaries of the project? Please describe including target geographic areas.</i></p> <p>The beneficiaries of the occupational support center 'CITIZENS OF TOMORROW' are some 200 youths – males and females aged 18 to 29- graduated as the first class of the GUIAS CIUDADANAS project. They live in the poorest areas of the city with the highest incidence of violence and crime (<i>comunas</i> 1, 2, 7, 8, 9 and 13 of Medellín). Some 43% of participants have not completed their basic cycle of primary education and 100% were unemployed when applied to the project GUIAS CIUDADANOS. After their graduation in GUIAS, 90% of participants went back to educational institutions. In addition, 43% of these youths are parents and 100% of them have at least one dependent.</p> <p><i>Please describe poverty level or poverty situation of the beneficiary.</i></p> <p>These youths live in areas of Medellín considered to endure low or very low socioeconomic conditions. These areas are ridden by very high unemployment rates, low quality of education, invasion of public space for housing purposes, precarious social infrastructure, critical overcrowding, and multiple household dependency to a sole member. According to the Living Standards Survey Medellín 2004-2005, the monthly average labor income of inhabitants from these communities ranges \$ 302.648 to \$ 460.892 (US \$151 to US \$230 approximately). Figures are not flattering either for the city of Medellín at large. According to the Secretary of Solidarity, Municipal Government of Medellín, 16 out of 100 individuals in the city have unsatisfied basic needs and 18.9% of the 491,380 resident families live on less than a minimum salary. Although averages are not available at the community (<i>comuna</i>) level, they are expected to worsen off in the most depressed areas of the city</p> |
| <b>IDB Country Strategy Linkage</b>             | <p><i>Is the project consistent with the development objectives of the country strategy?</i> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><i>Country Strategy document No.:</i> GN-2267-1</p> <p><i>Describe country strategy linkage with the project.</i></p> <p>The project has a direct link with the country strategy of the Bank in Colombia which <b>promotes the social development and protection of the most vulnerable population</b>. The project aims specifically at individuals with difficulties in achieving personal development and provides participants with opportunities to integrate them in society and improve their living conditions and those of their families.</p>   |
| <b>NGOs Participation</b>                       | <p><i>What kind of NGO, if Executing Agency is NGO? Please describe.</i></p> <p>Not apply.</p> <p><i>Is the NGO legally established organizations with a good track record and more than one year of business operations?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><i>Please describe.</i></p> <p>Not apply.</p>   |
| <b>Collaboration with Japanese Aid Agencies</b> | <p><i>Is the project implemented collaboration with Japanese Aid Agencies (JBIC, JICA, Japanese Embassy)?</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><i>Please describe.</i></p>  |

### C. CLEARANCE

|                        | Name & Division       | Cleared                             | Date              |
|------------------------|-----------------------|-------------------------------------|-------------------|
| Country Representative | José Luis Lupe        | <input checked="" type="checkbox"/> | 3 October 2005    |
| Team Leader            | José Cuesta (RE3/SO3) | <input checked="" type="checkbox"/> | 30 September 2005 |