

# **POVERTY AND INEQUALITY**

## **LATIN AMERICAN REPORT 2017**

## **No territory left behind**

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### SUMMARY



# LATIN AMERICAN REPORT 2017 NO TERRITORY LEFT BEHIND

## Summary

Latin America has made considerable economic and social progress in recent decades. However, these improvements have not reached all territories equally. As a result, there are still great gaps within the countries of the region in practically all the central aspects of human and social development.

This is confirmed by previous editions of the *Latin American Report on Poverty and Inequality*, showing that poverty, and access to basic services or economic activity, are distributed unequally among the territories, thus, to the already complex social inequality that afflicts Latin American societies, it adds up to a persistent territorial inequality – one of whose clearest expressions is the hugely discrepant circumstances in which the rural poor find themselves with respect to their peers in urban areas. Laggard territories tend to have common characteristics: they have smaller populations, they are more rural, they have a greater proportion of indigenous or Afro-descendant peoples and, to a lesser extent, they have a greater proportion of population under 15 years of age.

In this fourth edition, the *Latin American Report on Poverty and Inequality* discusses territorial inequality from the perspective of the Sustainable Development Goals (SDGs), considering indicators at the subnational level for some of these goals, and looking into the articulation between actors of different sectors, a key factor for ensuring the implementation of the 2030 Agenda to all territories.

The Sustainable Development Goals are based on a holistic approach that seeks to integrate the three dimensions of development (economic, social and environmental) and the participation of all actors (public, private and civil society) at the micro, meso, and macro levels, under the premise of *not leaving anyone behind*. The objec-

tives and goals of the 2030 Agenda are of an integrated, interrelated and indivisible nature, of global scope and of universal application.

The integrated approach that underlies the 2030 Agenda is one of the main challenges faced by Latin American states for its implementation since it requires both building institutional mechanisms that overcome traditional ways of compartmentalized organization and the articulation of diverse actors under a common vision. As the *Annual Progress Report of the SDGs in Latin America and the Caribbean* indicates, “this process is not evident and requires the creation and progressive strengthening of mutual trust between actors who are not necessarily accustomed to collaborating and who usually have different visions of the world” (ECLAC 2016: 45).

The challenge of articulation is not a new issue for the governments of the region and represents an area of growing concern for international organizations especially with respect to the comprehensive targets outlined in the SDGs of the 2030 Agenda.

With this 2017 *Latin American Report on Poverty and Inequality*, Rimisp-Latin American Center for Rural Development, joins this debate, postulating that, from a territorial approach, the articulation between different levels of government and different actors is imperative. We have seen that inequality in Latin America has a different and additional territorial component to the inequalities that are manifested among people, households and groups, where rural territories have been systematically kept behind in terms of the dynamics of development. Decentralizing the 2030 Agenda requires strengthening the links between central and subnational governments, as well as governments with civil society and the private sector, so that the Agenda is relevant and has the scope required for all the territories



of the region, regardless of the challenges that each of them may face. **In tune with the 2030 Agenda motto “no one left behind,” we postulate the need to “leave no territory behind,” to counter current state development dynamics that register clear advantages for some and delays for others.**

Addressing the challenges of articulation from a territorial perspective takes up the arguments raised by the 2011 *Latin American Report on Poverty and Inequality*, first issue of this biannual series. From these first arguments, as well as the evidence accumulated by Rimisp through its research (Rimisp, 2012; Berdegúe et al, 2012; Berdegúe and Modrego, 2012; Rimisp, 2014; Rimisp, 2016), we have proposed that in order to close gaps between territories, three key factors and the way that they relate to each other in each territory must be addressed: a) formal and informal institutions rules of engagement; b) the actors present in the territory, their capacity for agency and coordination in pursuit of a set of shared objectives; and, c) the economic and productive

structure of the territory, which determines labor and self-employment opportunities, but also has an impact on environmental sustainability, opportunities for women, access to goods and services, among other key factors for development. Thus, from a territorial analysis perspective, what is important is not only the specific way in which each of these factors is manifested, but how the factors interact with each other and the role assumed by the various actors in this dynamic. **Therefore, the articulation of institutions and actors is a key objective to advance in a development with territorial cohesion.**

#### What do we mean by articulation?

According to Repetto (2005), articulation is *“the process by which synergy is generated (understood as that which results from the joint action of two or more actors, and whose value exceeds its simple sum) between actions and resources of diverse parties involved in a specific field of public management. Through articulation, a system of formal and informal rules is constructed (or redefined, in case of its pre-existence), through which the involved actors find strong incentives to cooperate, beyond their particular interests and ideologies, which are usually in conflict”* (Repetto, 2005: 89).





This Report is structured into two main sections: Part 1 shows the evolution of territorial development gaps identified in previous editions, organizing them concomitantly with the Sustainable Development Goals to highlight the existing gaps within the countries for the fulfillment of the 2030 Agenda (Chapter 1). It also presents the results of the Territorial Equality Index (TEI-SDG), a synthetic indicator that summarizes the gaps between territories in a given country, for a limited set of SDGs and for targets for which disaggregated information at the territorial level is available (Chapter 2).

In Part 1 of this Report, we will see that the greatest territorial gaps are concentrated in those sustainable development goals that reflect more demanding objectives, such as the reduction of adolescent pregnancy, improvements in the quality of education, reduction of economic inequality or the achievement of greater gender equality. None of these goals can be confronted from a single perspective. For example, adolescent pregnancy, which requires integrated actions for its prevention through education, health services, psychological and family support, among others, will probably affect a rural woman in Chocó, Colombia differently than an urban young woman from the outskirts of Bogotá,

or a young indigenous girl from Nariño. **We propose that to comprehensively address this set of factors that contribute to inequality and their diverse territorial manifestations, it is necessary to take decisive steps towards institutional articulation.**

Part 2 delves into the analysis of experiences of articulation and the coordination of actors in specific territories of Colombia (Chapter 3) and Ecuador (Chapter 4). These experiences show how, in areas as diverse as the construction of peace or the production of coffee, it is possible to make advancements in the quality and intensity of articulation for the achievement of shared purposes. Both experiences show consistent efforts in the articulation of institutions and actors. We talk about institutional articulation to help confront the multiple challenges that Latin American states face to overcome their compartmentalized work logic and move towards the integration of objectives to respond to complex problems. We talk about the articulation of actors to highlight the capacity of different forms of collective action to actively engage in development processes, and to defend the need to move towards new forms of public policy construction that go beyond the central-state vision, to collaborate with the private

sector, social organizations, the academic sector and all those who want to contribute to their own development.

In terms of institutional articulation, the Report pays special attention to the role that local governments can play in the promotion of sustainable and relevant development processes. In terms of the articulation of actors, the Report focuses on the capacity of the processes to shape “transformative territorial coalitions” (Fernández and Asensio, 2014) to contribute to these development processes.

## 1. Territorial Equality and Progress in the Sustainable Development Goals in Latin America

### Monitoring Progress Towards the Sustainable Development Goals in Latin American Territories

To contribute to the objective of monitoring the progress of Latin American countries towards the fulfillment of the SDGs, the *Latin American Report on Poverty and Inequality 2017* proposes, as in all previous editions, a look from a territorial perspective. To do this, a territorial analysis is carried out for a series of 27 indicators that account for 20 targets linked to nine of the 17 Sustainable Development Goals (SDGs), established by the United Nations Organization in its 2030 Agenda for Sustainable Development.

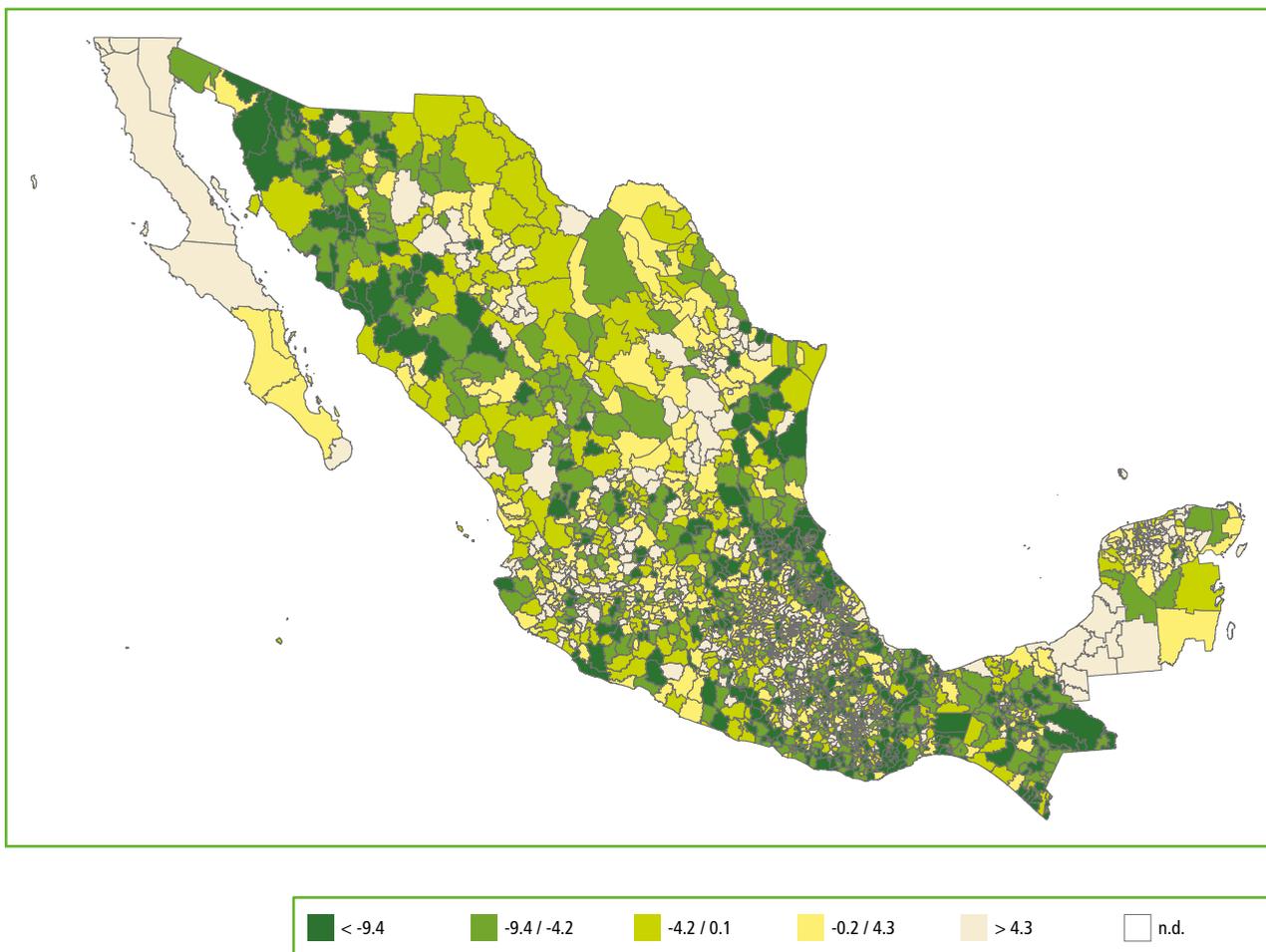
The analysis of the evolution of the set of indicators included in this Report shows that, in general, and beyond some differences between countries, the results have tended to improve, which contributes to the national achievement of some of the development targets established by the SDGs.

However, from the territorial perspective, there are three major trends that must be highlighted:

1. In those indicators that account for goals linked to more primary areas of human development, such as lowering child mortality rates, increasing literacy and years of study, and, reducing the number of households with unsatisfied basic needs or the incidence of food poverty, Latin American countries (except Guatemala) have achieved foundational improvements. On the other hand, indicators that reflect more demanding objectives, such as the reduction of adolescent pregnancy, improvements in the quality of education, the reduction of economic inequality or the achievement of greater gender equality, do not show such clear advances. It is even observed that a large part of the territories of the region have receded.
2. In general, in countries where there is progress in the majority of their territories, the change is associated with slight reductions in territorial gaps. This means that in several of the goals established by the SDGs the more lagging territories have tended to approach the advantaged territories, albeit still very slowly.
3. Even so, around the year 2005 in all Latin American countries, there were still unacceptably large territorial gaps, as shown by almost all the indicators associated with the goals established by the SDGs.

These three trends project a complex scenario for the region. If changes are not made, it is very likely that Latin American countries (particularly the poorest ones) will fail to achieve several of the targets established by the SDGs. Even if they are able to achieve them at the national level, it is very likely that they will not do so in many of their territories. The results remind us of the need to maintain a territorial perspective in the periodic monitoring of progress towards compliance of the SDGs. Moreover, there is a need to reinforce public policy efforts, particularly in the most lagging areas, through an intelligent mix of focused public investment and the application of policies and programs, using a territorial development logic.

**Changes in the percentage of households living in poverty in Mexico, 2005-2010  
(percentage points of change).**



Note: The values represented in the figure are: Poverty % in 2010 – Poverty % in 2005.

Source: Compiled by authors, based on "Consumption, poverty and inequality at municipal level 1990-2005" Yunez et al. Working Document No. 31. Rural Territorial Dynamics Program, Rimisp-Latin American Center for Rural Development.

**Sustainable Development Goal N° 1:  
End poverty in all its forms everywhere.**

The *2013 Latin American Report* showed advances that were foundational in terms of poverty reduction. However, updated data and the incorporation of other countries in the region shows a more nuanced perspective of this trend. In general, except for Guatemala, the countries that were analyzed show a simple average reduction in the incidence of poverty. Despite this, at the territorial level, there are large differences in the dynamics of

poverty change, even with setbacks in a considerable number of subnational units.

On the other hand, the gender gap in relation to poverty has not reduced consistently, therefore target 2 of SDG No. 1 may not be met for women in many territories of the region. In general terms, in the countries analyzed it is observed that the gender gap in the percentage of the population living in poverty has had few variations at a simple territorial average level, which means that on average, women are still poorer than men in Latin America.

It is not clear that the reduction of poverty and the gender gap in poverty is happening quicker in the territories and social groups that are traditionally more marginalized, that is, those that are small, rural, with a greater indigenous and Afro-descendant population as well as children and the elderly.

**Sustainable Development Goal N° 2:**  
End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

The reduction of hunger has always been at the center of the international development agenda. Hunger is one of the most brutal manifestations of exclusion and inequality in the world, and its reduction is one of the most praiseworthy achievements of the development of modern societies.

As a region of middle income, Latin America has made significant progress in reducing hunger in recent decades. However, aggregate national figures conceal large territorial gaps in the nutritional status of the population and, especially, of children. There are still many areas within countries where the goal of reducing hunger by 2030 is uncertain. As it was recently documented in the *2015 Latin American Report*, there is a tendency to diminish child malnutrition in most of the territories of the countries of the region. However, there are also important variations in the magnitude of child malnutrition rates and in its recent changes, both among the different countries and within them.

**Sustainable Development Goal N° 3:**  
Ensure healthy lives and promote well-being for all at all ages.

An adequate state of health may be the first and most fundamental condition for the material and psychological development of people. Good health also enables the expression of individual and collective potential, thus contributing to the productivity of households, organizations and countries. In recent decades, Latin American countries have made large investments to expand their healthcare capacity and improve the quality of health

benefits, in a context of rapidly expanding life expectancy, but also with the proliferation of new pathologies (especially mental).

The previous editions of the *Latin American Report* have highlighted the progress that Latin America has made in terms of the health of its population. However, the persistence of gaps and the decelerating progress over recent years have been recorded both in areas that are close to the target levels and in territories that have been chronically behind. In this 2017 edition, it is evident that although progress is being made in reducing maternal and infant mortality at national levels, many territories move in the opposite direction to the achievement of targets 1 and 2 of SDG No. 3.

**Sustainable Development Goal N° 4:**  
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Education is a powerful engine of development, which expands the economic and social opportunities of people and promotes upward social mobility. Latin American countries have taken on the challenge of moving towards universal access to primary and secondary education and expanding access to higher education. However, progress has been very uneven and, as the *Latin American Report* shows in its previous editions, this is expressed especially clearly in the territorial dimension.

Although the Report notes improvements in access to primary education, without any increasing territorial gaps, thereby contributing to overall progress towards the fulfillment of target 1 of SDG No. 4, these advancements are relative. Despite some slight improvements in the quality of education, the results are still deficient in many territories.

Advances in literacy and in access to school education continue, but great differences persist among countries, and there are territorial gaps within countries, which jeopardizes a cross compliance of target 6 of SDG No. 4 in Latin America. This same goal is put at risk by showing that even though the percentage of illiteracy in women is decreasing,

the gender gap continues to be big, requiring a push for increased literacy in many of the region's territories.

**Sustainable Development Goal N° 5:  
Achieve gender equality and empower  
all women and girls.**

The concept of gender refers to the attributes, expectations and social, behavioral and cultural norms associated with being a woman or a man. Gender equality refers to the way in which these aspects determine the way that women and men relate to each other and the resulting differences in power between them. Gender inequality is a structural problem that not only affects the quality of life of women, but also the overall development processes of the countries of the region and their different territories. As it is elaborated in the 2015 edition of this Report, to reduce the gender gap, public policies require short, medium and long-term measures.

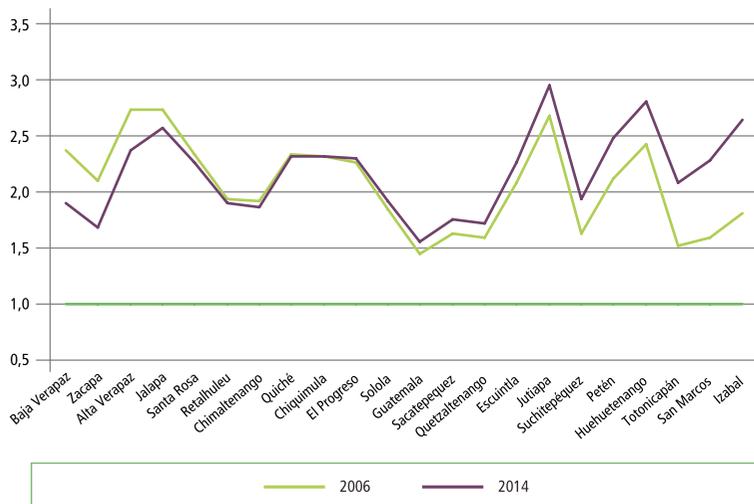
In addition to the gender dimension present in several of the SDGs that this Report analyzes from a territorial perspective, which, as we have seen, consistently create circumstances that are unfavorable for women, two specific targets are analyzed for SDG No. 5. The percentage of women who are local authorities varies significantly between territories, but in most cases, it is still too low to think about the possibility of fulfilling target 5 of SDG No. 5. Likewise, beyond the high national and territorial variability, there is still a marked gender gap in the population without its own income, which creates the obligation to double efforts to comply with target 7 of SDG No. 5.

**Sustainable Development Goal N° 6:  
Ensure availability and sustainable  
management of water and sanitation for all.**

Water scarcity, degradation of water resources and inadequate sanitation are all conditions that deteriorate people's health, their means of subsistence, their food security, and reduce the time they can devote to training and productive activities (particularly in the case of women).

In Latin America, there are still many territories, particularly in the poorest countries and in isolated areas, which are far from reaching the goal of universal access to drinking water as established by SDG No. 6. There are differences between countries and in their sub-national territories, with lagging areas even in countries where the percentage of access to water and sanitation is high at the average level. These are usually found in rural and remote areas where it is more expensive to bring these services and where investments deliver lower returns in conventional evaluations of social return.

**Gender Gap in the Net Rate of Labor Participation (Rate of men / Rate of women) and its Evolution in Guatemala**



Source: Compiled by authors, based on the Survey of Urban Employment and Unemployment (ENCOVI) 2006, 2011 and 2014 in Guatemala.

**Sustainable Development Goal N° 8:  
Promote sustained, inclusive and sustainable  
economic growth, full and productive  
employment and decent work for all.**

Economic growth is a necessary condition to reduce poverty and improve the well-being of the population. It generates jobs and new economic opportunities for people, as well as tax revenues that finance the provision of public goods, social protection programs and, in general, the redistributive policies of resources to the most vulnerable. SDG No. 8 recognizes this situation and urges countries to adopt measures that help achieve sustained economic growth trajectories, and emphasize the protection of employment, the generation of new jobs and the improvement of working conditions.

In recent years, the average per capita income of households in the poorest territories has tended to grow faster than in the richest, which contributes to the achievement of target 1 of SDG No. 8. In relation to target 2 of this SDG, it is evident that, except for Guatemala, there is a tendency of increased employment in non-primary areas, which is in the direction of compliance. It should also be noted that the territorial disparities in the rates of business formation within countries can predict differences in the degree of compliance with target 3 of SDG No. 8 at the territorial level.

Regarding labor participation linked to target 5 of this SDG, extended territorial advances are noted, but the gaps continue to favor men. With respect to the reduction of unemployment, there is no clear trend to observe substantial advancement towards the goal of full employment. There is, however, positive evidence in the notable advances in the reduction of child labor, a condition that helps the foundational compliance of target 7 of SDG No. 8.

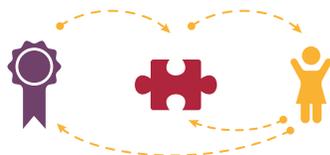
**Sustainable Development Goal N° 10:  
Reduce inequality within and  
among countries.**

Despite economic growth and the expansion of social protection networks, Latin America remains the most unequal region in the world. Its recent history shows how economic growth has not been enough to reduce social inequalities; on the contrary, it has tended to accentuate them. At the same time –and this is the great paradox– it is known that inequality diminishes the capacity of economic growth to reduce poverty. Therefore, it is necessary to implement specific measures that reduce economic and social inequalities, to remove the inequality of opportunities and to enable a more equitable distribution of the surplus generated by economic growth.



The *2015 Latin American Report* showed that indicators of income distribution in all of the countries analyzed showed considerable improvement. However, by updating the data of some of the countries and incorporating Mexico and Guatemala, it is observed that recent advances in equality have not been so univocal as to ensure that Latin American countries and their territories advance clearly towards target 3 of SDG No. 10. On the contrary, at the national level and even more at the subnational level there is much variation in terms of the dynamics of change in income inequality.

Once again, the most lagging territories on the income equality indicator tend to be smaller in population and have a higher dependency ratio for the elderly, which imposes a challenge for the foundational achievement by territories for target 3 of the SDG No. 10.



**Sustainable Development Goal N° 11:**  
 Make cities and human settlements inclusive,  
 safe, resilient and sustainable.

One of the main challenges of modern cities is to grow in a sustainable way, contributing to the safety and quality of life of its inhabitants, but without putting pressure on the land and its natural resources. The expansion of cities in Latin America has made them more vulnerable to congestion and pollution, as well as to the impacts of climate change and natural disasters, problems that are added on top of problems of mobility, lack of funds for basic services, shortage of adequate housing and the deterioration of infrastructure.

We approach this SDG through two indicators: The Unsatisfied Basic Needs (UBN) indicator, which allows assessing the progress towards the goal of ensuring access to adequate, safe and affordable housing and basic services to all people; and the number of deaths and disappearances due to natural disasters.

As noted in the 2015 Report, the percentage of people with at least one UBN is one of the indicators with the greatest progress in the region in recent years and updated data confirms this trend. These improvements are,

to a large extent, fundamental to most of the subnational territories, which has repercussions in the reduction of the average gaps between them. This is good news for the fulfilment of target 1 of SDG No. 11, both at the national and territorial levels.

Finally, it should be noted that the number of people who have disappeared, been affected by and been killed by natural disasters has decreased, which also contributes to national progress towards target 5 of SDG No. 11. However, the existence of a considerable number of territories where affected populations are increasing, as well as the probable greater recurrence of these events in the future, requires adopting measures to increase the resilience of communities.

**More gaps and less progress in those indicators that reflect more demanding development objectives.**

In summary, the analysis of the evolution of indicators shows that beyond the differences between countries, the results have tended to improve, which contributes to the national achievement of some of the SDGs.

However, when analyzing the evolution of these indicators within each of the countries of the region, it is observed that there are still important gaps between territories. **If this trend is not reversed, Latin American countries (particularly the poorest ones) will not be able to achieve several of the Sustainable Development Goals.** Even if a country could achieve the goals at the national level, it is very unlikely that it could do so in each of its territories. This is particularly evident when analyzing the situation of those indicators that reflect the “more demanding” development objectives.

A complex scenario is projected for the region, which, if not remedied, will mean that many territories of the different Latin American countries will not achieve several of the Sustainable Development Goals. **The indicators that exhibit the greatest gaps between advantaged and lagging territories are those same indicators that demand more com-**

plex and integrated public policies. Thus, the proposal made in this Report becomes particularly relevant, which is to make consistent efforts toward the articulation of institutions and actors for the achievement of the 2030 Agenda. There is no way to advance in the fulfillment of these indicators without integral development policies that are intensive in coordination.

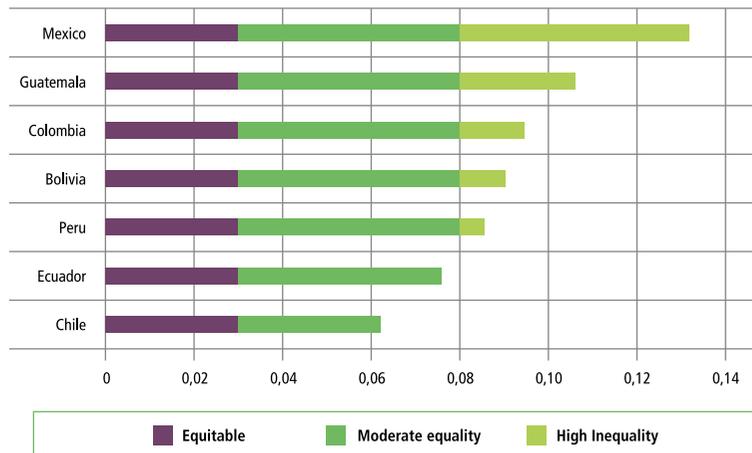
### The Territorial Equality Index of the Sustainable Development Goals

The 2015 *Latin American Poverty and Inequality Report* presented, for the first time, the Territorial Equality Index (TEI), a synthetic indicator that measures the gaps between territories in a given country, in three central dimensions related to human and social development opportunities: a) the economic dynamism of the territory; b) human capital; and, c) household income. The TEI was applied to ten Latin American countries to assess territorial equality in this set of opportunities for development. The results showed Bolivia as the country with the greatest territorial equality and Guatemala as the most inequitable among the ten considered. However, it was concluded that the ten selected countries had medium and high levels of territorial inequity.

In the 2017 Report, we proposed a change of focus in the analysis of territorial inequality, now focusing the discussion on the territorial equality of the Sustainable Development Goals. Given that the territorial dimension is still a very marginal aspect in the discussion of development in the framework of the SDGs, we present this analysis to motivate the consideration of territorial cohesion as an important aspect when evaluating the degree of compliance.

The form of construction of the Territorial Equality Index of the SDGs (TEI-SDG) allows the comparison of the general situation of territorial equality among the different countries. Their results show high territorial inequality of the Sustainable Development Goals in Latin American countries.

Territorial Equality of the Sustainable Development Goals (TEI-SDG) by Country



Source: Compiled by authors

When analyzing the level of territorial inequality of the SDGs, it can be observed that seven of the considered countries show values of inequality from medium to high.

It is important to note that the TEI-SDG measures only the levels of territorial equality and not the absolute situation in which a country finds itself in one or more of the SDGs. That is, the fact that a country has lower values of the index does not mean that its territories are closer to the achievement of these objectives, but only that the territorial differences, in the average of the SDGs, are lower.

Chile and Ecuador are the only two countries with moderate values of territorial inequality in the SDGs, 0.062 for Chile and 0.076 for Ecuador. The other five have values of the TEI-SDG that denote a situation of high territorial inequality.

Chile's leading position in the TEI-SDG is explained by its levels of equality or average inequality in six of the eight selected SDGs. In Ecuador, average territorial inequality reached as a country in the set of SDGs is given by the result of SDG No. 10, with a value of 0.016 (low inequality), and by those of SDGs No. 6,



No. 4 and No. 5, with indices of 0.045, 0.051 and 0.078, respectively.

The worst results of territorial equality of the SDGs as a whole are obtained by Guatemala and Mexico, due to the high territorial inequality, well above the threshold value of 0.08.

Peru, Bolivia and Colombia also have high national inequality in the SDGs analyzed, however, the index values (0.086 in Peru, 0.090 in Bolivia, and 0.094 in Colombia) are close to the zone of moderate inequality. These countries, although their general TEI is high, have a classification of average territorial inequality in several of the SDGs analyzed.

## 2. Articulation and Coordination of Actors for the Development of Territories

Including territorial inequality as one of the challenges of the 2030 Agenda is imperative to the advancement of equality. Otherwise, the achievement of the SDGs is put at risk and pre-existing gaps could even be widened. From this perspective, **the 2030 Agenda re-**

**quires a special effort for the articulation of diverse actors, their visions, ideas and resources; of sectoral actions to offer integrated solutions; and from all levels of government so that the actions planned at the national level reach the local spaces.**

To advance these arguments, Part 2 of the Report analyzes two local experiences of the articulation of institutions and actors, one in the Lower Magdalena in Colombia and the other in the northwest of Quito, Ecuador. From these two examples, we can extract lessons learned that may contribute to the implementation of the 2030 Agenda in each of the territories in all Latin American countries.

The selected cases represent different articulation experiences –from their objectives, level of formalization, financing, actors and scope– but both show the benefits that the coordination of territorial actors can bring by enhancing the actions that each organization can execute on their own. In this way, the examples demonstrate foundational ways in which the articulation of actors is necessary for the integrated implementation of the 2030 Agenda.

**Territories that Exhibit Concrete Experiences of the Articulation of Institutions and Actors for Sustainable Development**

Country	Territory	Initiative	Key lessons learned
Colombia	Lower Magdalena	New territories of peace	There is a need to capitalize on the experience and trajectory of the territory's institutions in the articulation process, incorporating previous work to strengthen social capital, allowing the initiative to gain territorial relevance and participation.
			There is a need to enhance the presence of legitimate leadership with the power to convene and incorporating previous experience in the execution of similar initiatives to legitimize the process.
			It is important that articulation is formalized in regulations, with a budget for its execution, and with defined roles and functions where there is clarity about what each person should do so that it does not depend only on the will of the people.
			The consideration of identity and geographic aspects in the design of the program facilitates the implementation with relevance and greater appropriation by the participants.
			The involvement of local governments is fundamental to guarantee the sustainability of a local initiative.
Ecuador	Northwest of Quito	Coffee Technical Round Table	The definition of guidelines for coordinated action and the presence of a technical secretary to manage those actions that go beyond the work of each institution was fundamental for the Technical Board to move from coordinating agendas to thinking about a common project of a more strategic nature. In this, ConQuito's leadership played a key role.
			The previous work of the institutions in the area, with knowledge of the territory and closeness to the coffee farmers, facilitated the convening of actors and the identification of the priority needs to address, facilitating the creation of a common vision.
			The presence of institutions and organizations of different natures enriched the articulation because of their diverse resources. In particular, the participation of NGOs with specific monetary resources for articulation facilitated the process.
			The proximity of the parishes producing specialty Quito coffee and the accessibility to the rural sectors made the convening of actors and the generation of joint actions more viable.



### New Territories of Peace in Lower Magdalena, Colombia: The Convening Power of Civil Society in a Context of Institutional Distrust

New Territories of Peace (*Nuevos Territorios de Paz*) is a public program whose objective is to promote local peace initiatives and territorial development processes that are integrated, participatory and that place civil society as a protagonist. The heart of the intervention strategy is the articulation between public, private institutions and civil society. This experience has its direct antecedent in the Program of Development and Peace in Magdalena Medio, where, faced with the magnitude of the violence caused by the armed conflict, civil society organized and articulated with different institutions in pursuit of the defense of life and the guarantee of rights. Over time, this initiative escalated and became a national model to promote the reconstruction of the social fabric in territories affected by violence.

The New Territories of Peace program represents a formalized articulation, with a design that defines the roles and functions of each institution, and with an assigned budget, which facilitates the management of the articulation. It was headed by the Department of Social Prosperity, whose function was administrative and technical planning, monitoring, supervision and program organization. For its part, the National Planning Department oversaw the implementation of the components of sustainable socioeconomic inclusion, land and territory, the creation of local capacities, institutional strengthening, the construction of social networks and the generation and management of information and knowledge. The European Union was the main partner and financier of the Colombian Government in the implementation of the program.

In Lower Magdalena, the execution of the program was carried out by the Lower Magdalena Development and Peace Corporation, an entity that had previous experience in articulating territorial actors around a common project (The Magdalena Medio Development and Peace Program). Likewise, at the local level, civil society and private actors participated, such as the Red Adelco, the Agustín

Codazzi Geographic Institute, Comitato Internazionale per lo Sviluppo dei Popoli and the Ecocacao cooperative, as well as local governments, the inhabitants and other actors that had an interest in the process.

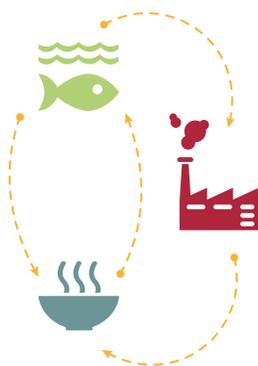
Much of the program's success is due to the previous experience of the Lower Magdalena Development and Peace Program Corporation which runs the program. The Corporation has a long history in the implementation of similar processes, facilitating the call to diverse actors and the generation of trust. In this sense, this example shows the important role that territorial coalitions can play in promoting the articulation processes in contexts of institutional distrust and social fragmentation.

In addition, the construction of a common vision of the territory among the different organizations allowed each of them to modify their own processes and ways of working towards a larger project. This vision is reflected in the generation of inter-sectoral agreements on common issues.

Finally, an intervention model that puts civil society and its territory at the center allows the implemented activities to better adjust to the context. By considering the importance of the "amphibious" culture, which links people beyond the political-administrative divisions, the program advanced the recognition of territorial dynamics, and, therefore, promoted a type of development that guarantees environmental sustainability.

The New Territories of Peace program and its intervention model show the following results in Lower Magdalena:

- Reconstruction of trust and strengthening of relations between territorial actors and public institutions.
- Generation of coordinated actions between partners, where the area of action of each partner is strengthened.
- Strengthening of civil society, mainly in its role of citizen monitoring and surveillance.
- Formalization of collaborations, through agreements, between public and private entities, for the development of joint activities.
- Creation of methodologies and tools for monitoring and collaborative monitoring among partners.
- Transferring of models and methodologies applied by the partners to grow their respective capacities and replicate successful experiences in grassroots social organizations, guaranteeing new learning.
- Consolidation of inputs for the design of a public policy of peace in the country, through the systematization of experience.



#### Coffee Technical Round Table in the Northwest of Quito: Articulation in Pursuit of Small Coffee Growers

The Coffee Technical Round Table (*La Mesa Técnica del Café*) is an informal group comprised of actors in the production chain, created because of the need to provide technical assistance to small coffee farmers in a coordinated manner among the institutions that were carrying out activities in the northwest of the Metropolitan District of Quito, to strengthen productivity and the improvement of coffee quality in the territory. The Coffee Technical Round Table consists of the Ministry of Agriculture and Livestock (specifically a representative of the Coffee and Cocoa Reactivation Project), the Department of Management of Production Support of the Pichincha Provincial Autonomous Decentralized Government (GADPP), the NGO VECO Andino, the Economic Development Agency of Quito (ConQuito), and representatives

of various associations. In addition, some companies occasionally participate.

The Coffee Technical Round Table is convened by the GADPP and meets periodically to share objectives and agendas of the interventions of the different institutions and coordinated actions. In short, it is the mechanism of articulation to establish synergies between national and subnational state institutions, producers, associations, companies and NGOs related to the coffee chain.

The different entities that operate in the area have made their technical and economic resources available to the producers to reduce the overlap of actions and to increase the efficiency of the use of resources. Through the work of the Coffee Technical Round Table, the needs of the territories were identified, and the aforementioned entities coordinated their efforts to implement support processes for the coffee growers. Then, strategies were developed resulting in the realization of shared studies, from which a strategic orientation of the market and different types of support for high quality specialty coffee were defined. Standardization protocols were also identified, and commercial links were established between the participants. Efforts were also made to finance coffee growers and to develop a territorial brand. The strategy has already begun to see productive, commercial and capacity development benefits. Some of the results derived from the Coffee Technical Round Table are:

- Improvement of productivity in the primary link with new genetic materials, supply kits and field assistance.
- Improvement in coffee quality through post-harvest innovations, training and toasting infrastructure.
- Direct marketing between the producer and national processing companies or international buyers.
- Design of an Internal Control System and an Internal Management System to guarantee the quality of specialty coffee from the northwest of Quito.
- Design of a territorial brand, “Café de Quito,” with initial dissemination still incipient, but with growing recognition among coffee consumers.



- Articulation with baristas and actors of the tourism sector of Quito for the organization of visits to areas dedicated to specialty coffee.
- Training programs for producers, both in production techniques and in postharvest handling.
- Empowerment of producers, through a process of strategic planning, allowing them to participate more actively in the Coffee Technical Round Table and to become protagonists in production and commercial improvements.

Although the experience of the Coffee Technical Round Table is just beginning the articulation process, it shows that even small coordination efforts can generate relevant results, highlighting the potential it could have if it advances to a level of more demanding articulation. From the experience of the Coffee Technical Round Table, two basic conditions for articulation stand out, namely the presence of an articulating leadership headed by ConQuito, and

financing that allows that leadership to be exercised with the necessary resources.

The diversity of actors that form the Round Table emerges as a value of experience, where each of the participants contributes with different resources and knowledge, and which are enhanced by making them available as an integrated action. Both elements are essential to form a transformative coalition. This, in conjunction with robust work around the vision the Coffee Technical Round Table could be the difference that transforms the economic dynamics in the territory.

**What kind of actions can contribute to the articulation of institutions and actors for the sustainable development of territories?**

Based on the different analyzes carried out throughout this Report, Rimisp-Latin American Center for Rural Development proposes that when **promoting policies and actions at the national level aimed at advancing the 2030 Agenda, the existence of important territorial gaps must be recognized. Therefore, to “leave no territory behind” it is necessary to incorporate a territorial approach.**

SDGs have a holistic approach that seeks to integrate the three dimensions of development –economic, social and environmental– and the participation of all actors –public, private and civil society– at the micro, meso and macro levels. **The objectives and goals of the 2030 Agenda are of an integrated, interrelated and indivisible nature, which requires high levels of articulation and inter-institutional coordination and territorial actors.**

Some concrete proposals for moving towards the achievement of the 2030 Agenda:

1. Identify the type of coordination necessary for the purposes proposed by the development policies or projects.
2. Formalize the instances of coordination and define the roles and functions of the institutions, as well as developing mechanisms and tools that support the coordinated action.
3. Design an incentive system that promotes coordinated action among institutions and establishes an institutional culture open to coordination.
4. Define a common vision among the actors that are part of the coordinated action, giving meaning to the articulated work.
5. Recognize the fundamental role of local governments and territorial institutions, while taking advantage of previously established trust.
6. In initiatives or public policies at the national level, it is essential to promote the involvement of local governments to give sustainability to the processes.
7. Have professionals with specific dedication to manage the articulation of actors.
8. Promote informal instances of coordination and communication between the entities involved, since this allows investing in the generation of trust between the people who are part of the articulation spaces.
9. Promote convening and legitimized leaderships.
10. Promote the participation of private actors and civil society, favoring the generation of alliances or coalitions in contexts of historical institutional distrust.
11. Involve diverse actors to amplify the synergistic effects of the articulation.
12. Consider the difficulties of transportation and connectivity so that it is not an impediment for individuals and organizations in isolated sectors to be part of the coordination bodies.

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No territory left behind  
SUMMARY**

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