



## **Tortoise or Hare?**

### **Fundación Carvajal and Buenaventura**

### **Epilogue**

After a series of deliberations, Dr. Alvaro Dulce and his team in early February decided to schedule the Buenaventura survey for March 2012. There were good reasons to move forward quickly: the potential to partner with the state, influence social policy for Buenaventura, collect funds, and produce results for the community soon. Fundación Carvajal organized two meetings at its Buenaventura office with leaders of the 17 selected neighborhoods. There were two goals: communicate FC's intention to work with the neighborhoods; and discuss the need for a baseline survey (plus present the survey plan and the actual questionnaire).

In addition, from January 30 to February 16, the team organized 12 informational meetings in the neighborhoods to explain what a baseline survey was and why FC needed one. In parallel, FC continued with the parenting workshops that were already taking place. These were used as another opportunity to communicate with people about survey plans.

As in Ladera, FC employees helped to administer the survey. Those who volunteered were trained on February 13-17 for their respective roles. On the first day of the survey, 42 FC workers traveled from Cali to Buenaventura and stayed for a week. Again, this proved effective in providing employees with context for their work, and brought them closer to the communities they served. At the same time, community members experienced FC's commitment, which in itself contributed to the development of trust.

The Buenaventura survey was innovative in one respect: FC involved community members as surveyors. A common complaint in Buenaventura was that outside organizations too often imported staff instead of employing locals. FC intended to sample over 2,000 households distributed across the four selected *comunas*. This, together with security concerns, meant that in order to finish in eight days FC needed more some 75 surveyors. So the Buenaventura team hired and trained 47 community members. Apart from providing temporary employment for these individuals, using locals as surveyors was well received as a gesture of trust and investment in local capacity.

On February 27, FC tested the survey plan and it launched in March. FC was able to sample 2,084 households (from a total 17,621 in the target area) across 17 neighborhoods for a total of 9,254

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people (the study type was a single stratified sampling). But FC needed more than quantitative information. So after the survey, the Buenaventura team organized a series of focus groups across the *comunas* to collect qualitative information about the community and local institutions.

Additionally, the team organized a social cartography project—typically, a collection by the community itself of social, economic and cultural information about a geographic area. A digital tool allowed mapmakers to mark the location of existing institutions and other local features, as well as where critical community problems lay. Between July 30 and August 14, 2012 the team organized workshops with 195 locals who mapped their own territory. FC was looking in particular for opportunities and challenges in income generation and small business, education, social development and the environment.

After creating the baseline, FC delivered the results to the community. During the month of July, the team organized public meetings—one per neighborhood—to present and discuss the findings. FC provided leaders with a PDF document and a CD that contained both general area information and more specific data at the neighborhood level.

While the survey was underway, FC had continued smaller projects such as the workshops with parents, children and leaders. By the end of the data collection and analysis process, the community had accepted FC. Importantly, FC was able to sign an agreement with the governmental Department of Social Prosperity for several social development projects. The baseline survey allowed FC to negotiate and set criteria following its own model of intervention. Additional partnerships followed with such institutions as the Development Bank of Latin America, the Ministry of Culture, City Hall and the Chamber of Commerce of Buenaventura.