

PARTNERSHIP BETWEEN CLIZA AND THE TOWN OF TRURO

MANAGING LOCAL ECONOMIC DEVELOPMENT

1. Project Scope

1.1. Summary

With the support of the Canadian government, the Federation of Canadian Municipalities (FCM) implemented, in 2010, the five-year Municipal Partners for Economic Development (MPED) program. With the goal of promoting local economic development (LED) in seven African, Asian and Latin American countries, Canadian municipal experts helped local governments and local government associations provide more effective LED services. In Bolivia, the goal was to contribute to sustainable economic growth and to reduce poverty in the country. This goal was achieved by providing a strategic framework to guide the actions of the local governments of three municipalities, including the municipality of Cliza.

Cliza is located in the province of Germán Jordán, 36 km from the city of Cochabamba. Cliza covers an area of 305 km² and according to the 2012 Census has 21,743 inhabitants. Its economy is mainly agricultural. Although known as the granary of Bolivia, Cliza, like many municipalities in the province, has a high poverty rate.

In Cliza, most farmers have no capital. Consequently, they cannot invest in their businesses or take advantage of opportunities to increase their production, diversify or implement new technologies. While many organizations offer microcredit programs in Bolivia, many producers do not meet the requirements for accessing them.

Irrigation might allow farmers to go beyond subsistence farming and make economic progress. However, the small amount of water available is a major problem for the municipality and neighbouring areas. Given its relevant experience in this area, MPED selected the Town of Truro, Nova Scotia, as a partner for Cliza.

Truro and Cliza sought to “promote a supportive, enterprising and community-minded municipality”. They would design a professional business development plan for local farmers and businesspeople to create capacity and increase participation in the local, regional and global economies. In the same vein, this cooperation would help develop municipal capacity through participation of personnel from both municipalities in local development and would promote an education plan aimed at “training trainers”. A group of local experts and resources would contribute to the plan, providing a magnificent opportunity for sharing knowledge. Thus, the LED strategy met with a concrete landing area for the initial concepts.

“This project provides a great opportunity for sharing knowledge and offers significant potential benefits for Bolivian farmers.”

1.2. Methodology

Cooperation between Truro and Cliza used a “peer to peer dialogue approach” for knowledge transfer, focusing its action on developing Cliza’s capacities. Both municipalities shared the same goals, provided their own personnel and offered advice, training and best practices reflecting their accumulated experiences and knowledge in LED.

Following an initial dialogue, Truro and Cliza decided to use underground water to stimulate agricultural activities and promote LED in Cliza. Cooperation with Truro allowed Cliza to identify the water problem and see that it was also a fundamental problem for LED.

Four members of the Truro team carried out the first mission to Cliza, where they held discussions with the team from this Bolivian municipality. Both teams learned about the other’s community and identified a project based on Cliza’s needs and opportunities. During that mission, they also drew up a project proposal containing three key elements:

1. Business capability training
2. Improved access to credit
3. A demonstration project on water conservation and irrigation carried out by farmers.

1.3. Key partners and stakeholders

Counterparts

The project was implemented with the assistance of many institutions and individuals who helped carry out



activities or participated at various times. Some of the main counterparts are:

The Federation of Canadian Municipalities (FCM), not only assisted by providing part of the investment resources, but also mobilized national and international resources that contributed to carrying out dialogue and sharing of experience through participation in national and international events.

From Canada, professionals from the municipality of Truro, who are highly experienced in local development, shared knowledge, which was enriched with ongoing dialogue with Cliza's farmers.

Canada's University of Calgary, San Simón University in Cochabamba and San Francisco Javier University in Chuquisaca, arranged for support from Canada's IDRC (International Development Research Centre) in implementing a program of collaboration among Bolivian master's students on farms in Cliza. They conducted an experiment on knowledge sharing between higher education institutions and the community that was unprecedented in the country. All this was related to underground water administration and management with the aim of identifying water volumes and quality.

The local technical team, based in the municipality of Cliza, facilitated the various activities and contributions of numerous local institutions and individuals in training, research and dissemination. Many of those actors committed to providing permanent and ongoing support to the technical team, which played a key role as program promoter and developer. Thus, with a high level of consensus, the municipality adopted LED as an explicit government policy, which is of great importance for the project's sustainability.

Farm associations, interested in irrigation and other issues related to fruit growing, livestock production and similar activities, took part and formed the project's operational base.



This experiment also attracted the interest and support of private research and cooperation institutions such as the Economic and Social Reality Studies Center (CERES), Ciudadanía, the FAUTAPO Foundation, the Bolivian Multidisciplinary Center (CEBEM) and others such as the United Nations Program through La Paz's ART program.

Key stakeholders (men and women)

Many groups were involved, all through agriculture (mainly corn, potato, barley and fruit growing). These productive activities, which will benefit from sustained irrigation, involve the traditionally balanced participation of men and women since the local economy is essentially family-based.

Project activities increased the participation of young people, of both sexes. They benefit from irrigation since more job opportunities have been found due to the technological improvement, management and training programs in productive undertakings such as small family enterprises, particularly in fruit growing and cattle raising.

The municipality of Cliza is well known for holding annual agricultural fairs attended by men and women from the entire valley, who come to trade products and carry on cultural and training activities. This sharing of experiences by Cliza with neighbouring municipalities from the valley with the same water collection and management problems has resulted in interest groups expanding far beyond the project's planned boundaries. Cliza now plays a very important role in the development dynamic of Valle Alto, to which it belongs.

2. Project outcomes

2.1. Expected versus actual results

During the design phase, it was decided the demonstration project would result in a strategy based on the following three pillars:

1. **Leadership**, with the active involvement of specialists and leaders from the various interest groups. This is particularly important throughout Valle Alto and for Cliza.
2. **Productivity and Employment** with the introduction of irrigation that would increase incomes and employment, particularly of young people who often supplement their incomes by migrating to the city or Buenos Aires.
3. **Social Management**, which through public/private management, ensures the continuity and expansion of the project's goals.

Local specialists refer to this as a “Cliza-style strategy”, which is very participative and based on local knowledge.

Project wrap-up

At the end of the project, two positive results were noted:

1. A team knowledgeable about LED, and capable of promoting it
2. LED policies in municipal government
 - A municipal ordinance was passed declaring LED a priority, thus elevating it to the level of law. Cliza now has a legal framework for all future LED activities.

Other strong points

- The water issue was confirmed as a central axis with ongoing studies on underground water and concrete action planning:
- An inventory of 100 wells was drawn up, of which 20 were selected
- The results were presented at AMDECO before 14 other municipalities with water problems.

- Less dependence on rain.

“Water can come from anywhere. That’s the benefit of underground water.”

- **Pump test system; water quality analysis; water conservation.**

“We looked at flood and drip irrigation. A 4,000 m² lot must be irrigated twice per month (400 m³). With drip irrigation, only 120 m³ is needed. Better use of plants and less water volume and cost. Farmers see that their work is simplified: 2 days of work with drip irrigation, all that is needed is to throw a lever.”

- Changing mentalities:
 - Stakeholders consider this to be the most important aspect since it helps with project policies and activities related to information dissemination.
- Information dissemination:
 - Information dissemination was defined as strategic, through visits to Truro, production of posters, roundtables and other communication activities.
 - Likewise, the project results were available on a program website (<http://pmde-fcm.org/>). As a result, Cliza has received many visits and is now widely known.

New LED challenges

- Economic development also occurs with private resources.
 - LED capabilities, which may be acquired through various types of training, must be further developed.

- LED operations technicians must be trained at various levels (farmer, operations technician and professional) and could include earning diplomas or other types of professional recognition.

Next steps

- Because of the law that transfers public/private resources from municipalities:
 - Carry out consensual projects
 - Start to regulate water resources
 - Use of new technologies, including irrigation systems.
- Future strategic projects:
 - The LED strategy is the document that defines policy lines.
 - Commitment to water management and new technologies for irrigation, but always aimed at changing mentality, employment and business opportunities, institutional alliances and public/private resources.
 - Training for farmers on program resources; improve the quality of agricultural production education; leadership training on LED for young people.

2.2. Compatibility with the program’s cross-cutting goals

Because of the way it adapted to the area’s uses and customs, the project was a factor in strengthening gender equality.

Water conservation, use of efficient irrigation systems and wastewater plants were topics that came up in conversations with Cliza’s municipal leaders, employees and community members. As for environmental sustainability, the project made positive contributions to water conservation through its rational use of water, better sewage disposal, wastewater reuse and need to standardize and regulate water use more efficiently. In terms of efficient irrigation system use, it is not sufficient to install drip irrigation. The efficiency of other mechanisms such as sprinkling, pressurization, etc. must also be assessed.



2.3. Success factors

- The team
 - The team was considered the most important factor of success because of its understanding of problems and solutions and the capacity of dialogue achieved with Canadian counterparts. This was the project's main investment.
- Public/private cooperation
 - It is now feasible to transfer public funds to leverage contributions from the private sector.
- Communication and dialogue
 - This new dynamic is the most important part in the change of mentality which occurred, at least initially, in many groups supporting the team.
- Explicit policies on LED
 - An ordinance and a law were passed to support the LED concept.

2.4. Sustainability

Organizational

Given the project has resulted in practical approaches that are very useful to the farmers, it is hoped they will continue using them and remain organized as a group.

Technical

The project was based on the team's active participation and took gradual steps to ensure acceptance of new approaches and appropriate technology. Consequently, it will not be hard to maintain the technology and continue with it.

Social

The project and its components have been accepted by people of all sexes and ages.

Environment

Water is increasingly being used rationally on farms, leading to positive impacts. At the same time, there is greater awareness of the possibilities of setting up mechanisms to prevent natural risks in the area. To ensure project sustainability, we need:

- Team continuity:
 - The gain made over the five years of the project must be maintained
- Support of new authorities:
 - New authorities must support priority changes

- Continuity of decentralization policies:
 - The trend to centralize policy decision making, restricting municipalities' powers and in particular their resources must be countered.

"We have empowered ourselves. Much has been learned because our friends from Truro are very practical people and have helped us make decisions."

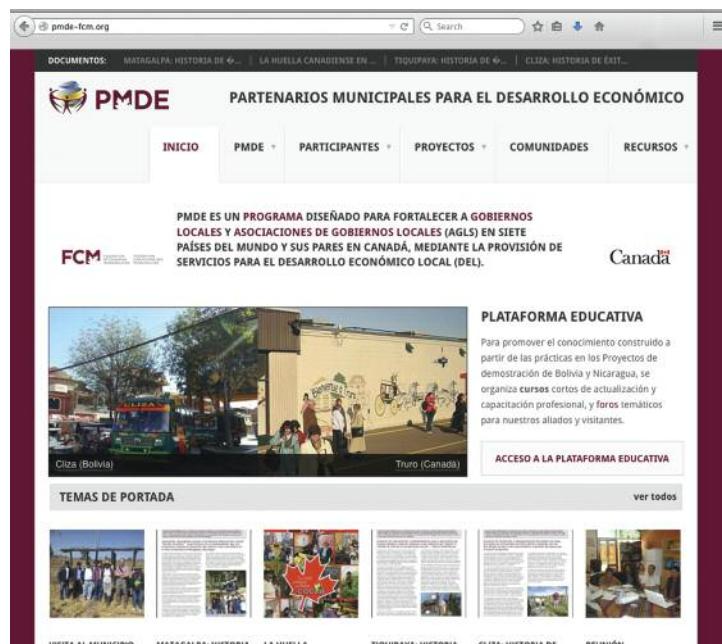
"We created a process with goals and challenges to promote a supportive and enterprising municipality, with an inclusive and participative Local Economic Development strategy."

MECHANISMS FOR PUBLICIZING PROJECT ACTIVITIES

New technologies helped stakeholders gain and retain knowledge, and establish open dialogue with other municipalities.

The technical team participated in the development of the project platform (website). They can continue to systematize its future actions and pass on its most successful practices to other municipalities.

The program has an information mechanism that will facilitate systematization of its activities and provides a platform for internal and external dialogue.



Contacts

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The Federation of Canadian Municipalities' international programs are undertaken with the financial support of the Government of Canada provided through Foreign Affairs, Trade and Development Canada.



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et Développement Canada

