Teoría y práctica del desarrollo comunitario. Un estudio de caso en un fraccionamiento de Ciudad Juárez, Chihuahua

Theory and practice of community development. A case study in a subdivision of Ciudad Juarez, Chihuahua

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Resumen

En el presente trabajo se aborda una experiencia en desarrollo comunitario acontecida en el fraccionamiento Eco 2000, en Ciudad Juárez, México. El mismo se subdivide en cuatro secciones, la primera se refiere a los fundamentos teóricos que sustentan la experiencia de intervención generada en dicha demarcación urbana. La segunda sección consiste en la concepción y estrategia metodológica asumida para el desarrollo de todo el proceso de intervención desde un enfoque participativo. La tercera parte establece un diagnóstico sobre las principales características socio-económicas prioritarias en la indagación por medio de las técnicas utilizadas. Y en la cuarta y última sección se presentan los proyectos implementados durante el periodo de cinco meses en el área mencionada.

Palabras Clave: Desarrollo comunitario, proyectos y Ciudad Juárez.

Abstract

In this paper an experience in community development occurred in the 2000 Eco fractionation, in Ciudad Juarez, Mexico addresses. The same is subdivided into four sections, the first relates to the theoretical foundations that underpin intervention experience generated in this urban district. The second section consists of the design and methodological development strategy adopted

throughout the intervention process from a participatory approach. The third part establishes a diagnosis on the main priority socio-economic characteristics in the inquiry through the techniques used. And in the fourth and final section projects implemented during the period of five months in the mentioned area are presented.

Introduction

From the decade of the nineties of last century it rediscovered the community as an alternative to face severe social problems. The different social, economic and political crises have been ideal scenarios that have emerged dissimilar experiences of community development in Latin America.

From this view it has emerged the idea of giving more responsibility to the community to choose their destiny. As from this approach can be more adequately address local demands, may also be more real citizen participation and democratization of society, and the creation of basic networks that help develop more sustainable projects.

The new community setting allows the incorporation of multiple social actors -something which was not given importance-in the processes of social transformation before; now citizenship is seen as a new subject in social change, which has meant the dismantling of the traditional conceptions of development and ways of generating processes of intervention. Many experiences of community development have driven through the "citizen participation," new forms of neighborhood organization, strengthening and networking support, building structures, the establishment of joint agreements for overcoming collective problems, promotion civil society, and so on.

The feasibility of a national development model involving more at the community level can be based not only on the depletion of the central state resources to meet pent-up demand and

growing social needs, but also to contribute more from their own potential. Community level seems to offer better opportunities for equitable distribution of centralized mode that material and spiritual goods, which tends to homogenize and be less efficient. The road to improving citizen participation in current Mexican society requires further promotion of communities not only in building local destinations, but also in the design of national development.

From this perspective, the present paper deals with an experience of community development implemented in the 2000 Eco fractionation, located in Ciudad Juarez, Chihuahua. The article initially presents the theoretical bases which served as support for the process of community involvement, facilitated by a team of researchers from the Autonomous University of Ciudad Juarez. During the investigation guiding principles based primarily on continued citizen participation, social organization, the integration of the various actors, critical awareness and generate collective projects.

In addition, the article includes a description of the main methodological resources used in the process; It presents the methodology of Maria del Carmen Rangel Mendoza as a guiding axis for plotting the different stages of the process, and presents the key moments that were taken into account for the implementation of various instruments as part of the methodological construction. It also outlines the main results obtained as part of the initial stage of intervention, and analyzes the salient features identified in the fractionation of intervention, which focus on economic, social and environmental aspects. Finally, it presents the three community intervention projects implemented in the 2000 Eco fractionation during the period from August to December 2015, as well as their different objectives.

Community development and perspective in dealing with social problems

The theme of the current community development has its historical background in conceptions of social intervention that were generated in the area of social work from parallel methodological developments that attempted to provide collective responses to broader international needs. According Ander-Egg (2003), these methodological approaches were called community organization, which emerged within social work and evolved mainly in the United States. She subsequently appeared what community development, which emerged and was first developed in the countries of Africa and Asia as part of the process of colonization and development of the English colonies, and later in Latin America and Europe from another perspective was called.

The expression or community perspective, "community organization" was conceived as the process of intervention with individuals or groups who were willing to join the services or objectives of social welfare, in order to increase the volume of such services, improve quality and distribution, or advance in efforts to achieve those objectives (Ander-Egg, 2003).

Meanwhile, from the American context, the first and main development programs of the community established their goals intervention through community centers (educational and recreational and cultural centers that contribute to the welfare of the community) and by conducting specific projects: material improvements (construction of housing, roads, irrigation works); organization (educational, recreational, health) services and community action (organizing groups, collective analysis of local needs, creation of commissions, obtaining technical assistance, and training staff) (Romero, 2013).

The United Nations Organization has been a pioneer in taking this perspective of community development to improve living conditions, especially in scenarios with greater economic, political and social backwardness. Thus, from the 1950s it began to define "community development" as the process where the people themselves involved in the planning and implementation of programs intended to raise their standard of living, for which it is necessary cooperation between government and citizens, allowing expressions of more autonomous and effective social change. Thus she began handled and introduced citizen participation variable, that later would take a new and decisive meaning (Ander Egg, S. F.)

In the early seventies came new expressions of the term community development. In some cases, authors such as Marco Marchioni suggested new manifestations, focusing on social planning and community organization (Marchioni, 1999). From this context of crisis of the welfare state, he began to be emphasized awareness of communities about their main problems, participation for its solution and self-determination in the actions that are undertaken, providing an endogenous perspective of processes development (Del Moral, 1991). This practice of community development was welcomed and developed in Latin America, especially from the stage of reconceptualization of social work.

Another key contribution that emerged in the late seventies internationally, especially in Latin America, was the expression: popular promotion, emphasizing community development in the region. Meanwhile, the liberating practices Paulo Freyre also fundamentally influenced the

contemporary way of doing community development from the transformation of reality and to explore the potential of communities (Romero, 2013).

Since the decades of the seventies, eighties and, above all, ninety, community development acquired a special meaning in several Latin American countries, especially after the crisis of development models, the rise and expansion of the neoliberal model, the process of democratization and strengthening civil society, decentralization of lower levels of government, the rise of social movements, and so on. In the last decade, community development managed to have a strategic scope in different nations and regions, acquiring a fundamental importance as a means of participation in the conduct of social development and as a gathering of different actors for the gradual expansion of the popular base, condition necessary for stable and progressive social change movement (Romero, 2013).

During the decade of the nineties began to be conceived from various institutions (education, government, civil society, political, etc.) and from the base, the need to articulate a coherent way the different existing factors to boost the potential of communities as a way for the gradual achievement of a more effective and sustainable change. At this stage they began with more agility universalized a set of theoretical and methodological proposals to address these processes. Thus they began conceptualizing various proposals for community development with a Latin American accent. For example, this process can be conceived as community self, where the Community act as the link of social symmetry present in social relations, hence from this conception, community development is the deployment of community in the social group as expansion of social link your inner symmetry, through cooperation processes, participation and community project (Alonso, Riera and Rivero, 2013).

The social force of change or development in these new proposals are the very people who have them. They must file the role of cooperation and participation processes around collective projects are substantial in the way of the community to achieve a real and effective change (Alonso, Riera and Rivero, 2013).

This means taking people as subjects (active and creative) able to achieve for themselves the change they need through an intervention process. Research is needed to transform reality and trust people who must carry it out.

The change is promoted community development with an alternative and participatory approach involves enhancing symmetrical links between people and groups, namely, promoting the union,

meeting the commitment to a common cause, that it translates into a life better material and spiritual manifestations both in the production of food, clothing, housing, school, etc., in symbolic spaces where you can share with others (Alonso, 2013).

The concept of community development undertaken by this research attempts to structure the social intervention from a social theory that integrates theory with reality dialectically; is a structure that seeks to promote the following elements to enhance the change:

- Promote a critical consciousness as a subjective premise of willingness to change and a new attitude toward reality. Therefore necessary to stimulate the opening of spaces for reflection for people and identify the contradictions from which their daily discomforts. That way they can build projects that provide solutions.

   • Acquire learning collective action to develop a common structural identity to generate a collective project.

   • Organize a community social forces involved in community development activities. Organize means to unite, to bring coherence to the joint action of collective subjects.

   • Conduct community transformation to achieve emancipation possible. It is vital to the coordinated action of social forces that involve the establishment of symmetrical links between facilitating the process and other subjects involved in the development of an experience of community transformation.

   • Take into account the circumstances and inner potential of the individual and collective subjects involved and the mobilization of available resources, both material and spiritual (Alonso, Riera and Rivero, 2013).

   • To stimulate and develop critical awareness of individual and collective subjects in communities around the contradictions and pains were present, so that the capabilities for identifying these as well as the organization of participation for the transformation potentiate (Romero , 2013).

   • To promote the community as an active subject in the process of community intervention. At the same time, the community must become a co-governed actor in the whole process.

   • Participate in community to understand these processes. It is important to highlight the role to be assumed by local actors and leadership should take shape from Latin America, a pioneer in the field. Active participation is aimed at identifying stakeholders and

involve them with the activities of the organization, which includes support and creating a relationship with the community. Especially implies recognition of belonging to a community. Participation means being part of something (Aguilar, 2001).

• Note that the main objectives are aimed at the promotion and mobilization of human and institutional resources, through active and democratic participation of the population in everything that has to do with improving the level and quality of life.

• Recognize that it is a mode of operation, not as an action on the community, but as a community action; it is efforts and actions with the same initiative and address the citizens involved in the intervention program, although its inception have need of the action of external agents and during development require different forms of technical assistance.

• To consider that this approach to the Community intervention is a practical way that requires more sociological than psychological, unlike what happens in other levels of intervention of social work theoretical and knowledge base, such as working with individuals, families or groups (Payne, 2002).

• Reflect that the activities must be fully articulated and coordinated within a program or project that goes beyond mere welfarism, activism, voluntarism and dispersion of social forces called for intervention.

• To promote research and intervention community to manifest a transdisciplinary, interdisciplinary and multidisciplinary nature of reality. It is essential to understand holistically the community level, with its internal structures and relationships out. Is a challenge dialectically understand the community as a variable spacing, which restructures, changes, changes, and receives the influence of society at the same time influencing it.

• Recognize that in theory, which seeks to investigate and transform the community, you can not conceive the process of community change from a metaphysical or static view. The categories used should move and have the ability to adapt and be flexible to changing situations expressed in concrete reality. It is key permanent from the constant transformation of local recreation areas.

Methodological aspects assumed in Community intervention

The methodological approach used in the process of community involvement in the 2000 Eco sector Ciudad Juarez, has been proposed by the author Maria del Carmen Rangel Mendoza (2002).

For Mendoza (2002), the community is defined as a social unit consisting of autonomy and relative stability, located in a defined geographic area. This social unit is established by direct relations, as well as patterns of behavior and social and cultural ideologies of its members.

For this reason, the study to the community as a means to contemplate a broad overview of elements that are part of the community's own characteristics. These elements speak of a sense of belonging, of an organizational process and the functions and roles that provide for collective work and therefore create a production process and community development.

Mendoza (2002) mentions that in order to achieve these production processes is also necessary to achieve community development, where members are part of the community members are committed to the interest and satisfaction of collective needs.

In his method (2002), Mendoza specifies that when a participation and organization in one location in order to find answers and solutions under the principles of cooperation and mutual help is displayed, we are talking about community development.

Thus, community development is identified as a process that tends to strengthen the participation and organization of the population, in order to improve their locality. To achieve a community development requires three stages, which for Mendoza (2002) are necessary in a process of this type. In the specific case of this experience of community intervention is assumed in order to organize the structure of the intervention, the three stages proposed by the author in his methodological perspective, which lasted five months, from August to December 2015.

In the first month of intervention documentary revisions were made to develop the theoretical and methodological presuppositions of experience. At the same time the basic concepts that formed the basis for the experience were defined, and the insertion was made in the community that was intended to address. Besides the general lines of action and the establishment of a schedule of work for the development of the stages and the overall strategy document for compliance with community development activities they were defined.

In this period began to develop the tools for making corresponding to the interests of intervention data. In this case the survey, an observation guide and an interview instruments open as initial

basis for the context of the 2000 Eco colony, located in Ciudad Juarez, Chihuahua characterization were designed.

Subsequently the instruments provided for the development of community diagnosis were applied. Similarly several visits to institutions and companies were performed, which allowed reconstructing the political, social and economic history of the intervention area. Other important data of the colony were consulted and corroborated directly in the statistics compiled by the National Statistics Institute (INEGI). As a result of a process of hierarchical diagnosis of problems and issues recurring on the opinions of citizens who were present in the sample during the preliminary investigation was conducted. Thus they began to build tentative goals later, through assemblies, were discussed and defined based on popular participation.

As part of the process of determining the first community diagnosis and definition of objectives, social, economic, institutional, cultural and political characterization of the polygon of study. They were also developing neighborhood councils in order to confirm, justify and substantiate the qualitative aspect from the information obtained with the implementation of the community survey. During data collection had a decisive influence the design and implementation of a survey involving 253 households.

The second month of work focuses on programming activities related to the intervention. After defining diagnosis and hierarchical addressing the issues together in a participatory manner with citizens, the development of a comprehensive strategy for community development in the Eco colony 200. For the development of such activities prepared was necessary to establish a overall strategy covering the most representative interest in the community diagnosis.

This proved to be a key to the specific action because the work areas were defined and the overall timetable for Community action is established. Similarly mechanisms and actors who would be the main involved in each stage of the overall strategy for proposed projects that contribute to community development in the project area were established.

This conception of work led to the development of a work plan, structuring the areas of care at the community level, and definition of objectives and goals in the period raised for intervention, which was five months.

The determination of the specific objectives for work areas with a view to creating a more visible community impact, demanded the creation of three projects at the time of the intervention established the title, objectives, activities, goals, scheduling times and resources needed for

development. For the preparation of these projects started from the criteria presented by Castillo and Garcia (2015).

One aspect that was of particular interest to the further development of the project was the identification of existing and potential resources both at EU level and in the environment fractionation intervention. In this experience the collaboration of various government institutions at the municipal level who joined the development of the various activities that were planned and were running at later stages was vital. For the purposes of this stage a Gantt chart, which allowed the whole structure intervention plan proposed in this practice was generated.

The remaining three months were focused on the implementation of all planned activities above, and others that were emerging from specific situations that transform the reality was demanding. This stage was central to the realization of the projects that were developed earlier. The definition of responsibilities and the delimitation of the channels of coordination and communication of the various elements involved in the process were essential at this stage of intervention, as well as the creation of essential mechanisms between the coordination of projects, public institutions participants and citizenship.

Continuing with the guidance given by Mendoza (2002), it says that at this stage of implementation of projects supported by various instruments and participatory techniques court was necessary. This enabled a participatory approach to promoting transformative actions proposed and be consistent with the theoretical and methodological foundations guiding this community work experience. Among the techniques used reflection techniques, workshops, meetings, brainstorming (brainstorming) and Phillips 66. As found with other experiences, it was necessary to take steps to care needs that could not be resolved with own resources of the community.

Finally, although he was not present at the center of the objectives and planning of the three projects implemented, there was the need to structure certain steps to ensure necessary resources for the development of various projects implemented intervention. To do this, the team had to identify some institutions that its purpose could collaborate and integrate in achieving project success. In general, the projects had to be accompanied, especially in the latter period of work, training activities, training, prevention, motivation, awareness, training and revitalization.

General characterization of the area of intervention

The intervention process was focused on the 2000 Eco fractionation, located in one of the areas with deep social, economic and environmental deterioration in Ciudad Juarez. These problems were exacerbated in that area, as elsewhere in the city, following the crisis of insecurity that lived about five years ago.

Among the most pressing issues identified in the first external observations made at the entrance of the community, they are: the accumulation of garbage, lack of streetlights, the tarnished image of the buildings and graffiti on most of these. This first approach was corroborated by the inhabitants of the colony through a survey and other data generated by other techniques of social research.

Fractionation studio is located at Avenida Santiago Troncoso, corner of Calle Oaxaca. See the map below:

The map shows that the intervention area has several entrances and communicating fluidly with two populous and major arteries such as Avenida Las Torres, east and Avenue Beltway, west. Despite being an accessible area in the southeast area of the city, there is no public transport in the geographical demarcation.

Triangulation of information obtained in the first stage of research, both documentary and field Eco 2000 shows that the fractionation is characterized by a huge diversity and structural differentiation in relation to economic and social dimensions. On the side of the street Oaxaca sector is a settlement of teachers. Image and social characteristics of this part of the neighborhood are very different from the rest of the settlements, especially in regard to the degree of social organization, cleaning, communal services and so on. The surveys show that the self-image of this area contrasts with the rest of the criteria included in the selected sample.

In the other sections that make Eco 2000 was observed, initially, that the accumulation of garbage persists, the poor quality of public lighting, and poor regulation of the inhabitants in the payment of basic services, the latter a feature in said intervention area.

About 35% of people live in apartments with a high level of deterioration without electricity service and water. In these cases, the situation of family income has been a key to not formally request such services to companies that offer factor. An important fact is that almost 100% of these families obtained illegally, generating historical tensions between citizens in dealing with those who use these services formally.

According to EU sources consulted, the above is because 80% of users are not formal owners, so they are rejected when applying for service at the Federal Electricity Commission.

According to officials consulted generally fractionation Eco 2000 has a debt of about 200 thousand pesos to the Federal Electricity Commission (CFE). They said that while this amount is not liquidated by the inhabitants of this subdivision, they can not get service formally. For a long time, power has been stolen to parastatal or neighbors.

On the other hand, they have a debt with the Municipal Board of Water and Sanitation for more than 5.3 million pesos, prompting Congress to urge state officials of this agency to enforce its collection; there are unpaid bills dating from 1992.

In a list held by El Diario it is found that most of these debts are older than the economic crisis of 1994, or even the subsequent debacle in the construction industry in 1995.

In addition, the green areas that comprise this sector lack the necessary care and maintenance, another problem most frequently detected by the research process. In addition, parking no dividing lines, causing the vehicles parked in reserved for recreation and leisure areas or green areas.

Another feature of the demarcation economic intervention is the presence of a wide and diverse network of small businesses of food, clothing, cleaning supplies, and so on. Within the subdivision there are certain recreation areas located on the periphery, specifically in the Dolphin, Oaxaca and Lince streets. These spaces have been filled by local crime for the sale and consumption of drugs, to assault, et cetera. The Municipal Public Security Bureau has classified this colony as an area of high crime. Insecurity within this area of intervention is one of the most important issues, according to its inhabitants.

In surveys and interviews, most said there in the colony a high degree of vandalism and crime; and some said that insecurity is reflected in attacks perpetrated in broad daylight, as well as killings and abductions.

According to interviews before the crisis of insecurity in Ciudad Juarez, the degree of organization of the colony was good. There was a neighborhood committee and a representative of each building to the neighborhood council, and also received more support from the municipal public institutions. These historical elements were important for citizens to participate in various projects showing the following section. Community social organization was very important to undertake some topics of these projects. Similarly, it should be noted that in the area of intervention from the beginning to a group of community leaders who are seen by neighbors as figures who organize and support was identified.

Other techniques used to collect and verify information allowed the degree of neighborhood organization, were participatory observation, survey, sensory journey and neighborhood meetings. In addition, he could identify a set of elements that allowed check for related community social capital indicators, such as: the existence of reciprocal relationships permeated by trust and solidarity among some neighbors, the structuring of specific social networks support among citizens, abundant social relations between a part of citizenship, acceptance of shared norms, stable historical relations between some groups of friends and neighbors in general and the existence of kinship networks.

The perceived social mood at the beginning of the investigation was optimism. Some people were interested in the progress of the community and willing to play an active role together so that the goals set could be achieved.

This was based on the active role played by citizens in the approach to the issues and topics of general central intervention proposed. In a first approach and from conducting neighborhood councils appeared a set of alternative solutions to address the most recurring needs. Similarly, the importance of addressing various issues related to children and adults through actions and procedures that allow to obtain the necessary resources for achieving a better quality of life was stressed.
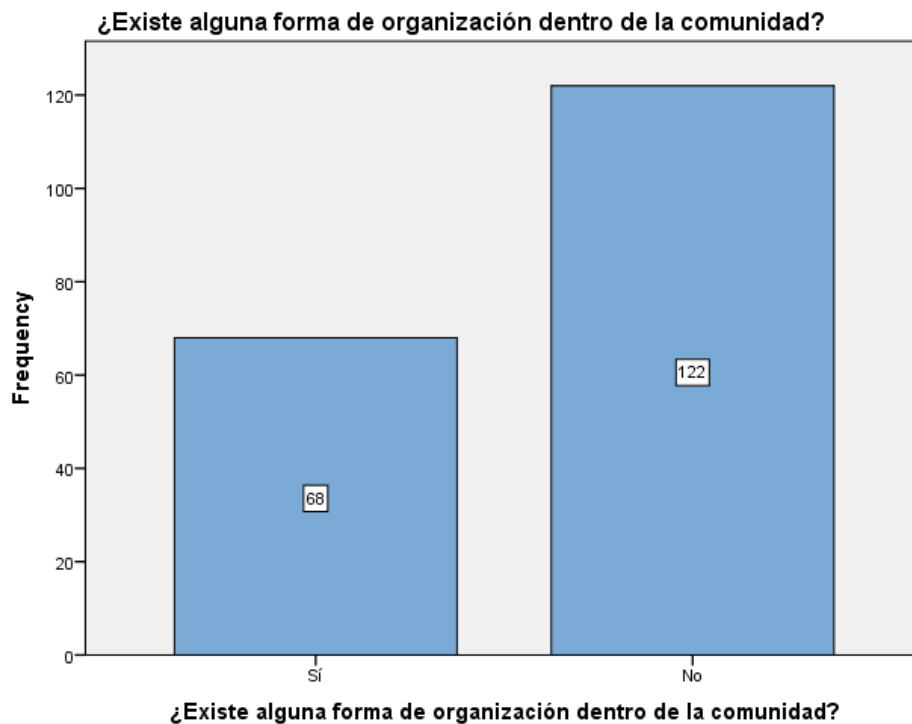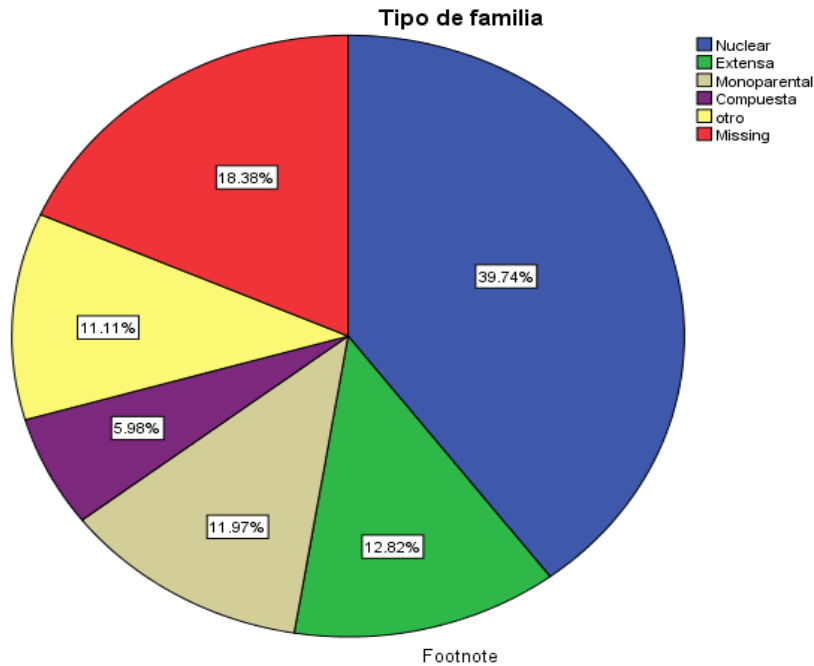

Source: grupo de intervención (agosto-diciembre 2015).

Another issue to address was related to the planning of the colony. The foundations of the condos do not provide sufficient stability, so that area is classified as high-risk area during flooding.

The results obtained in the initial stage of research through applied survey allowed the identification of different types. These include the nuclear family with 39.74%, the extended

family with 12.82%, the single-parent family with 11.97%, and the family made with 5.98%. The remaining percentages are not applied in the types of families provided by the applied questionnaire. The data referred listed in the following graph.
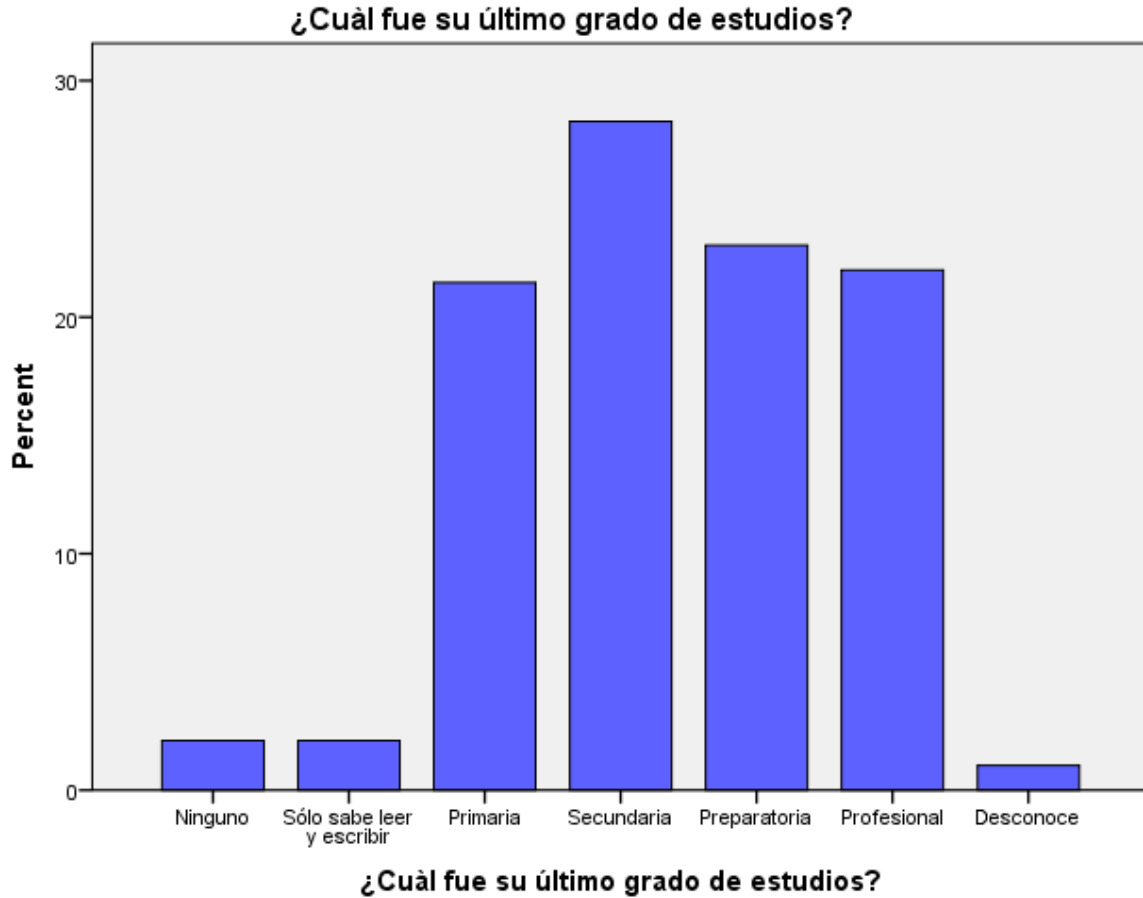

Source: grupo de intervención (agosto-diciembre 2015).

On the other hand, the variable of education showed unfavorable results in the development process and intervention, especially by the presence of illiterate people within the division. The statistics built in the investigation stage, showing the chart below, indicate that 2.1% of the population has no degree of studies, 2.1% only literate, 21.5% completed primary education, 28.3% completed the secondary level 23.0% completed high school and 22% achieved the professional level. On the other hand, it could not confirm the grade of 1% of the sample.

Contradictorily, people with low education levels were more integrated to the actions implemented by the intervention projects and supported. These population segments with low schooling, with elements involved in neighborhood organization, the assumption of leadership and knowledge of municipal structures, were also heavily involved in specific activities such as cleaning, reforestation, maintenance and care of green areas, call for neighborhood councils,

infrastructure support, and so on. In contrast, the participation of population groups with higher education was lower.

¿Cuàl fue su último grado de estudios?

Source: grupo de intervención (agosto–diciembre 2015).

Another trait that characterizes demographic society significantly the area of intervention is the diversity of cultures found in it. According to available statistics, in 2000 migrants came to the place from different states, such as Veracruz, Oaxaca, Chiapas and Coahuila. And they took possession of houses that were then abandoned. To this end, they argued its inescapable need for housing and the lack of economic resources, which prevented them pay rent.

Lugar de nacimiento
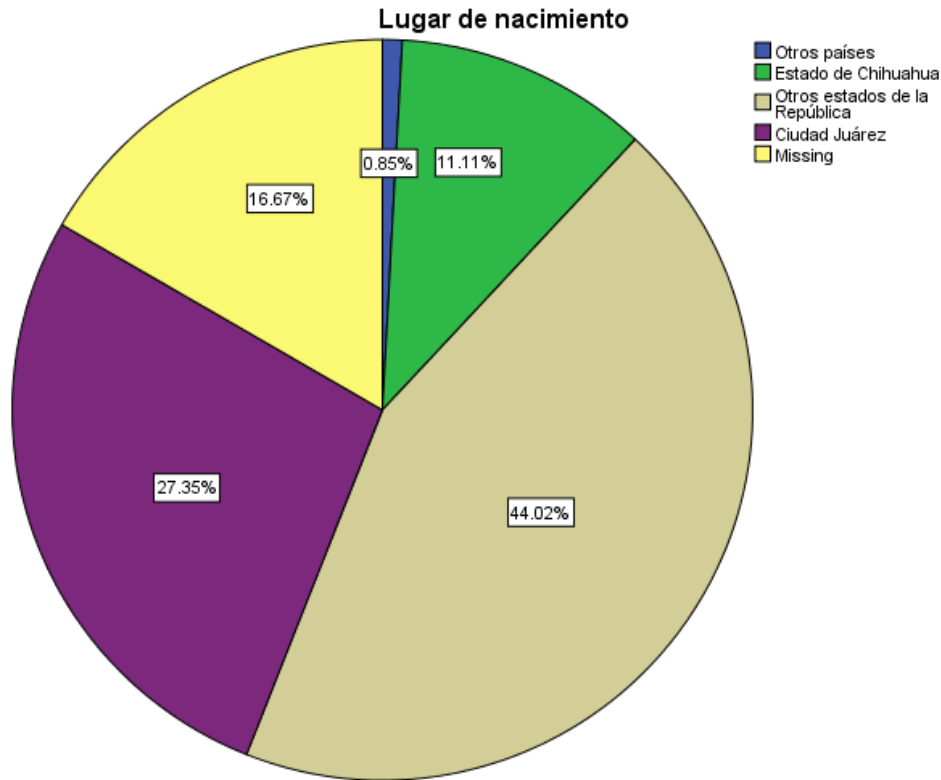
Source: grupo de intervención (agosto-diciembre 2015).

As shown in the graph above, currently a high percentage of the population comes from other states of the Mexican Republic. Only 27.35% of the population is native of Ciudad Juarez, while 11.11% comes from various parts of the State of Chihuahua and 0.85% from another country. As important fact, 44.02%, almost half of the inhabitants are originally from other states of the republic. the place of origin of the remaining 16.67% of the population of Eco 2000 is unknown.

Intervention projects implemented

From the needs and priorities were gestating in the initial part of the investigation, three projects of intervention with the aim of integrating the basic aspects discussed by citizenship were developed. The overall intervention in Eco 2000 has been structured from the implementation of these three projects, developing them simultaneously and following the line of community development. These projects will support and integrate each other in their realization.

To carry out these projects various strategies, techniques, management and improvement activities within the fractionation Eco 2000 and a change of perspective on this sector of the city were raised.

Here are the titles and general approaches established for each project that seeks to promote community development division of Eco 2000 Ciudad Juarez mentioned.

Project # 1: "Improving Eco Vision 2000"

General objective

Improve the quality of life of the inhabitants of fractionation Eco 2000, through community participation and organization with a view to treatment of problem: street lighting and recreational spaces.

Specific objectives

- To foster a sense of belonging among the inhabitants of fractionation with respect to recreation areas, which are damaged.
- Generate a link between the inhabitants of the fractionation and governmental and nongovernmental institutions to manage resources.
- Foster a culture of care and maintenance of street lighting and recreational areas.

Goals

- Raise awareness among people about the need for their involvement in the implementation of the projects implemented in the division.
- To sensitize the public about respect, maintenance and care of green areas located in their area.
- Get substantial participation and support of the people for the creation of recreational areas.
- Improve holistically four recreation areas located in the area of Community intervention.
- Replace entire street lighting lamps fractionation.

Project # 2: "Ecology Community"

General objective

- To contribute to the environmental rescue in 2000 Eco fractionation through social promotion activities of cleaning, maintenance and awareness on stage August to November 2015.

Specific objectives

- Raise awareness wing community about the problems associated with cleanliness and lack of attention.
- Design a program of permanent periodic campaigns for cleaning Eco 2000 with a focus on citizen participation approach.
- Retrieve environmental hygiene in areas intended for recreation in the division through citizen participation.
- Educate people on the proper use of parking lots, thus avoiding damage to green areas.

Goals

- To promote the participation of people in the sector through neighborhood councils and other community activities, in order to implement an intervention plan in a timely manner.
- Promote attendance and participation 80% of residents in activities that fall under the intervention plan.
- Reset the permanent cleaning of green, recreational and public areas.
- Get the support of the different municipal offices for the systematic restoration of trash collection service.

Project # 2: "Rebuilding Our Space"
General objective

- To promote a set of organizational actions for the restoration of the image of the houses in the subdivision Eco 2000.

Specific objectives

- Maximize our skills and resources through community participation and organization to generate a change in the image of the housing sector.

- Establish symbolic actions aimed at social reconstruction, equipment and housing in the intervention area.

- Acquire external material resources as a complement to municipal authorities with a view to the recovery of the housing facades.

Goals

- Manage in government agencies and civil associations obtaining resources to improve the image of condominiums and restore their sense of belonging.

- Achieve 90% attendance of the owners to activities performed: informational workshops, puppet theater, recreation techniques, image enhancement, and technical awareness and sensitization.

- Enhance the skills of young people in order to get involved in the activities of solving the problem.

- Change the image of the twelve condominiums community intervention area.

Conclusions

During the initial phase of the intervention process of this study various aspects important potential for the generation of community development were identified. Among them stand the related traits that typify the Community capital settled in the fractionation of intervention, the willingness of citizens to support the different stages of the projects are developed and the commitment by the municipal institutions for advice, resources, sistematicidad service, etcetera. However, these key factors in the alternative community transformations, such as those presented in the theoretical framework of this article, can not be integrated consistently in structured and implemented projects. These limitations were decisive for the actions envisaged in each project did not achieve the planned efficiency.

Several problems have hindered the implementation of community work in the division. Although the theoretical and methodological conception poses as central public participation

throughout the intervention process and that projects were conceived from the community, this quality hardly achieved in the implementation of projects. Citizen participation was not systematic enough to be able to develop the projects. Their participation was limited to consultation in various decisions, attending neighborhood meetings and mobilization for conducting cleaning activities, organization and beautification. The absence of citizenship was very restricted in key moments of community intervention, such as: diagnosis, planning, management, monitoring and evaluation.

Although the executed projects are conceived as part of a comprehensive community development strategy and should interact in a coordinated manner and cooperate in specific actions proposed in the objectives and goals, this failed to translate into transformative practice. The projects could not be articulated horizontally and also develop shared activities. Each team was plotting his own path, fragmenting reality according to their purposes and losing sight of the identified early in the process of community intervention common goals.

Another element that was not taken into account for the development of work experience was considered to Community reality as homogeneous. Many community activities in the projects lost sight of the diversity of persons, groups and networks, which in turn is reflected in a variety of ways of acting and different interests.

However, the limitations mentioned the intervention showed a set of quantitative and qualitative results that were very important for the progress and welfare of the fractionation. Among the most visible results were positive behavior of the residents regarding their environment, new ways of interacting between neighbors, community identification of collective needs, strengthening the social fabric, the recovery of some municipal communal services, support municipal authorities, receiving the intervention team and assimilation of the ideas.

Excels achieving a closer relationship with government institutions, NGOs and private companies, which pledged to continue providing their support.

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