

*Formación de capacidades y gestión del desarrollo local en  
Imías. Aportes desde el Centro Universitario*  
*Formation of capacities and administration of the local  
development in Imías. Contribute from the University Center*

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## Resumen

El Centro Universitario Municipal de Imías actúa como unidad de interfase en la generación de sinergias entre las estructuras de la universidad y los factores del territorio en su misión de acompañamiento para la puesta en práctica de diferentes acciones, tanto de formación y desarrollo de recursos humanos, como vinculadas a la gestión de proyectos de I+D+I en función de la formación de capacidades y la gestión del desarrollo local, lo cual ha permitido desplegar un amplio trabajo en función de ello, de ahí, que pretendemos exponer experiencias, resultados e impactos en el Municipio.

**Palabras Clave:** Formación; Gestión; Desarrollo Local; Impactos

## Summary

The Municipal University Center, acts as interface unit in the generation of synergies between the structures of the university and the factors of the territory in its accompaniment mission, for the setting in practice of different work so much of formation and development of human resources, as linked to the administration of projects of I+D+I in function of the formation of capacities and the administration of the local development, that which has allowed to deploy a wide work in function of it for what we seek to expose experiences, results and impacts obtained in the municipality through this work.

**Key words:** Formation; Administration; I Develop Local; Impacts

## Introduction

Since the 2014-2015 school year, the Ministry of Higher Education has defined as one of its priorities, the integration of the education of municipal university campuses in order to achieve higher quality, relevance and integration, thus creating the Municipal University Centers (CUM), seeking to consolidate the work of the university in the municipality and its substantive processes, capable of constituting a dynamic institution for knowledge management, training and development of human resources and management of R&D&I projects in terms of local development, which makes it "the most important cultural and scientific center of the municipality" (Alarcón, 2012, p. 7).

According to Núñez (2006),

Knowledge management consists to a large extent in collaborating in the identification of local problems that require knowledge for their solution and contributing to identify the organizations or individuals that can contribute it, in order to build the links, networks and knowledge flows that allow the assimilation, evaluation, processing and use of this knowledge. The CUM must act as a relevant agent in the social construction of knowledge, the formation of capacities and the establishment of connections that allow knowledge flows linked to local development. (p. 11) Thus, the CUM assumes a leading role as a facilitating agent that supports the government and the different actors of the productive and social system in the search for solutions to local problems. In the municipality of Imías, and despite the creation of university campuses since 2002, it had not been possible for Higher Education to transcend beyond the satisfaction of the needs of undergraduate and graduate education in the territory; it was in 2009 that a project was initiated in the municipality, under the coordination of the central headquarters of Guantánamo University, aimed at energizing the role that higher education had played in the municipality up to that time.

Under this new conception, the university in Imías is open to the territory; responding to a social task that is born, in the first instance, from the concrete interests of the locality, relying on the

achievements of science and technology to respond to specific problems through its main aspects: professional training, research, postgraduate and university extension.

According to the author's criteria, it means the opportunity to create facilities for all individuals to develop, without limits, an integral general culture throughout life, thus promoting the economic and social development of the municipality.

Esta situación ha permitido al CUM de Imías trabajar en el diagnóstico territorial para considerar las necesidades, potencialidades e intereses de la localidad, identificar los actores involucrados y las principales áreas de atención en correspondencia con el banco de problemas del municipio, definir las áreas prioritarias y ordenar las prioridades, analizar las alternativas en correspondencia con los recursos humanos y materiales disponibles y planificar su ejecución.

The role of CUM in knowledge management for local development, in our opinion, is focused on:

- Diagnosis and identification of the scientific potential and its learning needs.
- Characterization of institutions related to R&D&I in the territory.
- Territorial mediator of the network of local actors.
- The university as a promoter of business, environmental and local development management.
- Application of methods and tools for local and community development in alliance with companies, entities and local government.

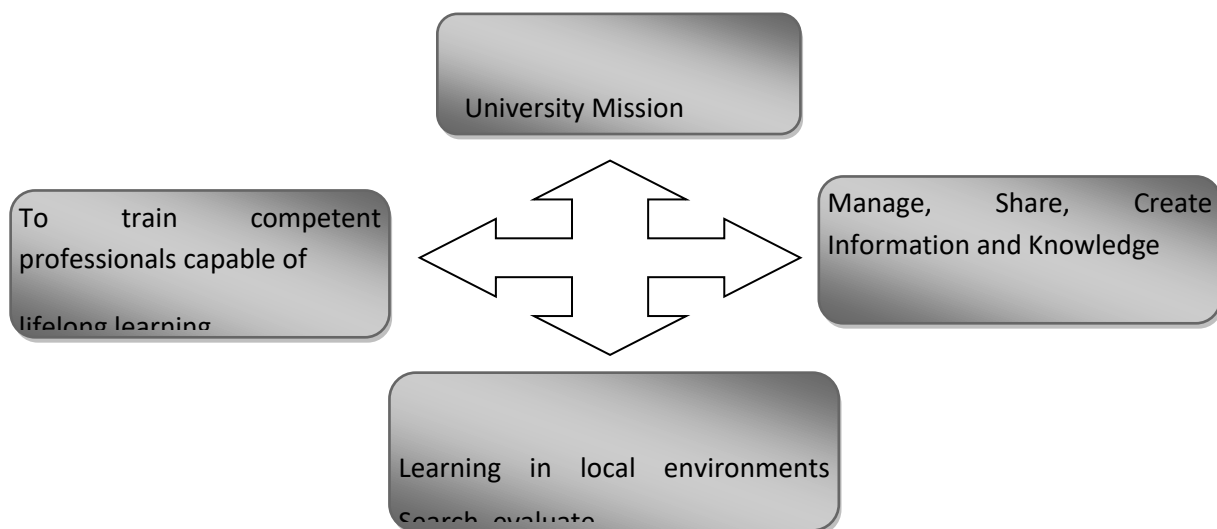


Figure 1. University Mission

Source: Own elaboration, 2021

It is up to the CUMs to assume and fulfill new functions that make them the driving force of local development and allies of the municipal governments to respond to the territorial demands, in order to interact with the municipal government, the business organizations located in the municipality, advise them in the management of public policies and participate in the elaboration, follow-up and evaluation of the municipal development strategy, taking into account the human potential, their undergraduate and postgraduate training.

Considering that today it is a work priority the professional improvement and the formation of pertinent capacities to strengthen the management of local development in the decision makers and social actors in each territory, and considering that today it is a reality the limited use of scientific-technical information in the solution of local problems, we are pleased to expose experiences, results and impacts obtained in the Municipality taking into account the actions of the CUM.

## **Development**

Local development requires the development of the university and vice versa. It is up to the CUM to articulate and manage learning in terms of local development, this implies a complexification of the universities' mission and its articulation as a factor in the constitution and integration of local actors for development and as a mediator of the scientific knowledge required for participatory and sustainable local development. An important element of higher education in the territory has been to conceive as a fundamental function, the support to municipal development accompanying the Government, the Party and other local actors, fostering networks that transfer knowledge, technologies and promote innovation, not only among the institutions of the municipality, but also of other territories including scientific centers of provincial and national character.

The municipality of Imías, as of the insertion in the Municipal Initiative for Local Development (IMDL) by the Ministry of Economy and Planning (MEP) and in the Program for Strengthening Capacities for Local Development (PRODEL), has been developing a set of activities that have allowed the territory to advance in the management of local development, starting with the creation of a multidisciplinary group for local development that has been working since the elaboration of the Municipal Strategy for Local Development until 2030, accompanying

municipal entities in the formulation and management of projects, which evidences and enhances the role of the University Center in the sustainable development of the territory.

### **Capacity Building for Local Development**

Developing capacities to increase and diversify production in a sustainable manner in the municipalities is one of the challenges and opportunities facing higher education. All this demands a training process for local actors, which makes it possible to guarantee the continuity of sustainability in the production, distribution and consumption of relevant knowledge in terms of their daily actions. As an essential part of the actions to be developed during the process of reworking and subsequent implementation of the development strategy of the municipality until 2030, a diagnosis of the education and training needs of each and every one of the actors involved in the scenarios was carried out, which served as the basis for the development of the training strategy for the period 2019-2021.

The preparation of the training strategy took into account the local development strategy of the municipality, the training needs of each of the scenarios with the active participation of the actors involved and project coordinators, the main activities contemplated in the Joint Program and the three training areas of the Program: technical training, management capacity building and vocational training. Using participatory methods, all information was triangulated and training priorities were determined for each scenario.

The training of local actors is important for the development of the projects being implemented, empowering them with learning and good practices, focusing on training actors who lead processes and adding those who, even without being leaders, contribute to the development of the territory.

### **Priorities for training from CUM Imías**

- Training in technological development, aimed at the technification of agricultural work, enabling significant production increases and import substitution with emphasis on the main productive activities of the territory (forestry, livestock, various crops, coffee and cocoa, production of construction materials).
- Promote gender workshops to strengthen the incorporation of women into employment, participation in decision making and access to management positions in search of equity.

- Training for the development of the mini-industry with the purpose of developing the agricultural, handicraft and construction materials industry, taking into account the local resources available.
- Training aimed at the commercialization of food production in the cooperative and peasant sector that favors the distribution and commercialization system of agricultural production with quality.
- Training for leaders and managers in order to strengthen the knowledge management capabilities of human resources.

### **Relevance of the CUM in the formation of capacities for local development in Imías**

In order to respond to the training needs of university level professionals in the municipality, nine careers were opened: Agronomy, Forestry, Accounting and Finance, Law, Sociocultural Management for Development, Art Instructors, Primary Education and Preschool Education with an enrollment of 460 undergraduate students.

It has been involved in post-graduate improvement actions with the development of different forms of post-graduate courses, consultancy, training and workshops. As a result of the process, more than 3000 actors have been trained: cadres, specialists, technicians, productive forms, and others; where women have played a fundamental role. At the same time, for the execution of the training actions, it has been possible to count not only on the presence of specialists from the municipality's Higher Education, but also from other institutions of the territory and the province.

Specialists of different specialties have been incorporated to master's degrees, specialties and doctoral training: 2 specialties in Chemistry, 1 master's degree in forest sciences, 8 in doctoral training (Physical Culture, Forestry, Organizational Management and Educational Sciences) and it is projected to grow by the year 2021.

From the postgraduate training process, the CUM responds to the demands of the main organizations and institutions of the territory according to their priorities, which are diagnosed from the grassroots level and reconciled in the training assets that are executed each year.

The main topics developed and their behaviors by sectors are referred to:

Diploma: Management of local development.

Courses: English, Basic Computing, Didactics of Higher Education, Sociocultural Management, Didactics of Physical Education. Communication management, Project development and management, History, Culture and local development, Organizational culture, Spelling and writing, Animal health and management.

Image 2 shows the behavior of improvement in the territory, the incorporation and participation of organizations and entities in this process that contributes to the development and welfare of the population in general.

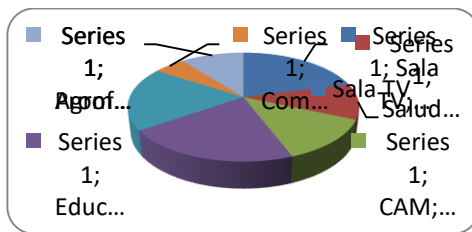


Figure 2. Behavior of overcoming

Source: Own elaboration, 2021

The Municipal Development Strategy until 2030 was prepared, identifying the main strengths, weaknesses, opportunities and threats, focused on four strategic lines:

- Food production
- Local production of construction materials
- Social, community and cultural development
- Risk, energy and environmental management

Project management consultancy has enhanced the achievement of several projects of the Municipal Initiative and the PRODEL Fund of international collaboration with the SDC agency in which teachers and students are linked.

IMDL local initiative projects: Mirador Alto de Cotilla. Approved and in execution.

**Local development projects financed by PRODEL in Imías**

- Improving food availability by increasing the production of sweets, pulps and jams in the municipality (image 1).

Amount: 45.0 M CUC y 24122.35 CUP

Objective: To diversify and increase the production of canned food for the Imías food industry and the supply to the population and social consumption.

The implementation of the project has had a productive and social impact, first, there is a remodeled facility with more space and comfort, a state-of-the-art technology was installed that increases the production of pulp and jams for social consumption, increasing the quality of life of the population.

Increased technological capacity, which has allowed us to achieve production of banana jam 2565.00 Kg, mango jam 24,127.36 Kg, guava jam 1896.764 Kg, pump fruit jam 1257.5 Kg, Chinese pumpkin pieces 3770 Kg, grapefruit pulp 2.385 T, pump fruit pieces 33445 Kg and tomato puree 1672.582 Kg.

Workers were trained on the installed technology.

Introduction of an innovative technology for mini industries, which makes the production process more efficient, in addition to humanizing the work of the operators. Production increased from 2 tons per month before the project to 4 tons in the same period.



Image 1. Jesus Lores mini-industry, Imías

Source: Own elaboration; 2021

- Revival of the construction materials industry of the UEB "EPCONS Imías". Amount: CUC: 43116,66; CUP: 35 668,76

Objective: Improve the quality of life of the municipality's residents by improving the housing fund.

The project has an impact on the population of the municipality by improving the housing fund.



The production of construction materials is increased within the autarchy program, producing materials such as wall elements, Sandino slabs, and modules for shelters, and others.

Improvement of the quality of life of the population in terms of the services provided in the repair, maintenance and construction of housing and social works.

It has been possible to favor 15 direct workers in the production of construction materials, since the acquired machines humanize the work and increase the personal income of each worker in the industry, also 15 new jobs are created, since there are spatial and technical conditions in the place to establish a double working day. The Company also benefits.

The production of these is increased, achieving in the first productions, more than 53,000 blocks.



Image 2. Minindustry of construction materials.

Source: Own elaboration; 2021.

- Project. Eco-Historic Trail Playita Cajobabo National Monument for national and foreign visitors.

**Amount:** CUC: 44,795.90; CUP: 52,270.21

Objective: To create the Playita de Cajobabo National Monument Eco-Historic Trail as a nature tourism product that contributes to the local development of the territory.

The project intends to create a tourist trail for national and foreign visitors, where they can appreciate the natural and environmental values existing in the area, and learn about the history of the place where José Martí and Máximo Gómez disembarked along with other patriots on April 11, 1895. National and international visitors who wish to walk the trail will benefit. The population of Cajobabo will improve their living conditions and environment.

- Support for the strengthening of technical training at the Protesta de Baraguá Polytechnic Center to increase agricultural production within the framework of the Imías municipality's service chain.

Amount: CUP: 45,000.00 and CUP: 25,085.98.

Objective: Support the strengthening of the technical training of polytechnic students to increase agricultural production with the integration of teaching and extension activities from the center, with two farms as annexed practical classrooms.

Strengthened the preparation of students of the Agricultural Technician career, teachers and producers with the efficient use of technologies and sustainable food production.

Increased food production with the integration of the annex classrooms and the school.

Exchanges with producers, technicians and other projects being implemented in the municipality for the dissemination of agroecological technologies.

- Strengthening of the solid waste management system in three communal areas of the municipality.

Amount: CUP: 11938, 70 and CUC: 40.00

General objective: to comprehensively strengthen the urban solid waste management system in the communal areas of Imías, Jesus Lores and Cajobabo in order to improve the efficiency of the service and the hygienic-sanitary and environmental conditions.

Improved and strengthened storage capacities, sweeping service, collection and transportation, use and final disposal of solid waste generated in three communal areas of the municipality of Imías.

Increased production of compost from organic solid waste for gardening and reforestation activities 4 and 8 tons.

Increased selection and use of recyclable materials, allowing community participation in the separation of recyclable materials at the source through awareness and environmental education in the educational sector with the participation of circles of interest.



Image 3. Ecological area for solid waste processing

Source: Own elaboration, 2021

- Implementation of a Municipal Risk Management Center and Early Warning Point.

General Objective: Strengthen municipal management processes for participatory environmental disaster risk reduction as a contribution to the sustainable development of the municipality.



Image 4. Municipal Risk Management Center

Source: Own elaboration, 2021

It is conceived, from the university extension the development of community extension projects that strengthen the role of several institutions and political and mass organizations. Such as:

- Experience and Life in the municipal grandparents' home and the 23rd constituency of the Jesús Lores popular council.
- AVANCE in the community of El Canal.
- With our own hands: a look at the El Guajacal community.
- Methodology for the production of community vegetables.



Image 5. Municipal grandparents' home

Source: Own elaboration, 2021



Image 6. El Canal Community

Source: Own elaboration, 2021

The implementation of these projects has made it possible to declare the community Valle de la Rebeldía, both projects are applied as part of the knowledge management and innovation of the CUM strategy for local, social and community development. Other community actions aimed at essential topics such as integral economic culture of the Accounting career, topics on divorce, social indiscipline, child abuse, gender violence and others stand out.

A communication system has been conceived through the municipal radio to disseminate the spaces in which the university participates.

The scientific research process is also structured according to the priorities defined for the local development of the municipality, with undergraduate and graduate professors and students being actors in the research and extension projects. In this way, the final undergraduate and graduate work carried out by students and professors is oriented to the solution of the problems identified in the strategic diagnosis of the municipality within the framework of the identified lines and programs, thus raising the relevance, quality of training and its final results.

Several of these projects are a component of the investment projects being implemented in the municipality, financed with cooperation funds and funds from the Municipal Initiative for Local Development (IMDL) and in which professors and students of the CUM and the headquarters were integrated into the teams from the beginning of their formulation processes, highlighting the publication of scientific articles in indexed journals of group 2, 3 and 4, in the Journal of Group II EUMED. NET, in the publishing group of 3 books under the authorship of full time and part time professors, the obtaining of two CITMA awards with works related to the production of important items of the territory such as cocoa and vegetables.

As part of the current process of support to local governments for capacity building, management and innovation for social and community development in the municipality of Imías, work has been done in the selected communities according to socio-political studies and criteria of vulnerabilities and risk in order to turn the scientific potential in terms of its transformation, bringing together the initiatives that arise from the creativity of the subjects involved by each community. This project is developed in coordination with all the organizations of the municipality, integrated in the management groups, working in areas of impact: management of the performance of community problems, prevention and social care, environment and energy, health, culture and sports, production of construction materials, food safety, education, training and research.

The level of knowledge of schoolchildren, their families and the community regarding crime prevention and social indiscipline was raised through the inclusion of teachers in the social care and prevention system groups.

Direct intervention was achieved through the students of the art instructors career in the communities through artistic creation activities and workshops.

Various community activities have been developed, mainly as part of the Tarea Vida, in an integrated manner in order to reduce pollution levels, recover biodiversity, soils and the watershed of the river and the Imías beach dune.

### **Best practices learned**

- Validated methodology to support the preparation of the municipality's local development strategy, based on the integration and operation of the Municipal Local Development Group.
- Procedure for the elaboration of a strategy for the training and capacity building of human resources.
- Development of training activities related to topics of interest and topicality that allow improving the quality of work such as formulation and evaluation, management of investment projects and local development, community work, innovation, knowledge management.
- Introduction of science and technology results in different productive units of the territory, as a result of alliances with other scientific institutions and networks.
- Presentation of experiences related to local-territorial development in municipal, provincial and national events.
- Linking CUM students and students from headquarters with topics related to local development through the development of diploma papers.
- Development of postgraduate activities in response to the demands of the main organizations and institutions of the territory according to their priorities.
- Implementation of actions towards community social development in four communities of the municipality, with some impacts.

## **Conclusions**

The improvement and training of the different local actors is not only an instrumental support for the success of the work, but should be seen as a fundamental basis for the sustainability of the processes of change and / or development that implement from the insertion of the CUM in the improvement and training of cadres, reserves and social actors in the communities, thus in the management of local development projects, This has meant a substantial change in the university-territory relations, bringing the substantive processes closer to the needs and demands of the locality and creating the premises to increase the relevance and impact of the university in the territory, becoming the most important science and innovation entity of the municipality based on its contributions to research management and integrated project management.

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