



PAISAJE CULTURAL
CAFETERO

Republic of Colombia

PCC

COFFEE CULTURAL LANDSCAPE

PAISAJE CULTURAL CAFETERO-

*Management Plan
Unofficial Translation*

Coordinating Committee:

*Ministry of Culture
Colombian Coffee Growers' Federation
Bogotá, September 2009*



Contents

1.	INTRODUCTION	5
2.	CHARACTERIZATION OF THE COFFEE CULTURE LANDSCAPE	
2.1.	DESCRIPTION	
2.1.1.	The human, family centered, generational, and historical efforts related to the production of quality coffee, within a framework of sustainable human development	11
2.1.2.	Coffee culture for the world	16
2.1.3.	Strategic social capital built around its coffee growing institutions	29
2.1.4.	The relationship between tradition and technology: Guaranteeing the quality and sustainability of a product	34
2.1 2.2.	THE PCC'S CURRENT STATE OF CONSERVATION	
2.2.1.	The human, family centered, generational, and historical efforts related to the production of quality coffee, within a framework of sustainable human development	
2.2.2.	Coffee culture for the world	
2.2.3.	Strategic social capital built around coffee growing institutions	51



2.2.4. The relationship between tradition and technology: Guaranteeing product quality and sustainability	53
2.3. FACTORS THAT AFFECT THE PCC	56
2.3.1. Developmental pressures	
2.3.2. Environmental pressures	
2.3.3. Natural disasters	
2.3.4. Tourism related pressures	
3. PCC MANAGEMENT TOOLS	65
3.1. REGULATIONS	
3.1.1. General guidelines	
3.1.2. Protecting the origin <i>Café de Colombia</i>	80
3.1.3. Regulations for regional land use at the municipal level ...	83
3.2. SUPPORTING INSTITUTIONS	
3.2.1. Available institutional network	85
3.2.2. Operation plan for the PCC's supporting institutions	88
4. STRATEGIC GUIDELINES	104
4.1. MANAGEMENT PRINCIPLES	
4.2. OBJECTIVES, STRATEGIES, AND ACTIONS	106
4.2.1. Objective 1: Encouraging coffee growing's competitiveness	111



4.2.2.	Objective 2: Promoting development within the coffee grower community and its surroundings.....	112
4.2.3.	Objective 3: Conserving, revitalizing, and promoting cultural heritage; integrating cultural heritage with regional development	114
4.2.4.	Objective 4: Strengthening the coffee growers' social capital	116
4.2.5.	Objective 5: Encouraging regional integration and development	117
4.2.6.	Objective 6: Supporting the PCC's productive and environmental sustainability	117
4.3.	CONSERVATION PLAN.....	
4.3.1.	Strategic projects	120
4.3.2.	Production practices	121
4.3.3.	Inventory and documentation	122
4.3.4.	Investigation.....	123
4.3.5.	Citizen participation	
4.4.	FOLLOW UP AND EVALUATION.....	
5.	REFERENCES.....	



1. INTRODUCTION

Through the ratification of Law 45 (1983), the Colombian state entered into the United Nations Educational, Scientific and Cultural Organization (UNESCO) Convention Concerning the World Protection of Cultural and Natural Heritage. This convention was first approved by the UNESCO General Conference in Paris, in its 17th meeting, November 16th, 1972. In 1992, the World Heritage Committee approved the designation of **cultural landscapes**:

“... to represent the combined works of nature and man, as defined in Article I of the 1972 convention. These landscapes show the evolution of a society and its human settlements through the passage of time, under the influence of physical restrictions and/or opportunities presented by the natural environment and successive social economic and cultural forces, both internal and external. Cultural landscapes should be selected on the basis of their exceptional world value, by their representativeness in terms of a clearly defined geo-cultural region, and consequently by their ability to illustrate essential and distinctive cultural elements of the region in question.”¹

As such, the term **cultural landscape** “includes a variety of ways in which the interactions between humans and their natural environment are manifested.”²

¹ Operational Guidelines for the Implementation of the World Heritage Convention- Center for World Heritage, 1999

² Ibid



The Coffee Cultural Landscape (PCC, after the region's initials in Spanish) includes areas of the departments of Caldas, Quindío, Risaralda, and Valle del Cauca and contains around 141,000 hectares. This region highlights the deep-rootedness of the coffee culture, reflected in the rows of coffee plants covering its mountains, as well as by its urban centers and the architecture of its small towns. These elements testify to the adaptations this region's settlers made to several special topographical conditions. The coffee culture is also evidenced in the diverse and rich reflections of a cultural heritage, such as in the region's cuisine, music, myths, legends, traditional trades, etc. The region in which the PCC is found is an outstanding example of human adaption to difficult geographic conditions, upon which the mountain slope coffee growing culture developed. In this landscape, the human, family centered, and generational efforts of the coffee growers were combined with the permanent accompaniment of the coffee growing institutions that allowed these growers to establish an exceptional model of collective action that has permitted survival through difficult economic circumstances and within a rugged and isolated region. In this way, the coffee culture has developed, based on small land holdings, demonstrating this culture's sustainability in economic, social, and environmental terms, positioning its commercial product as one of the most valued in the world.



Although the coffee growing zone within Colombia has a much larger area, the region in which the PCC is located demonstrates certain conditions and a consistency in its landscape, which is difficult to find in the other coffee growing areas in the country. This particular region is home to a century-old coffee growing tradition and to nearly a third of the coffee production within the country. These four departments are known for their level of development of coffee growing activities. On a national level, 28% of the total area of the coffee growing regions is planted with coffee, with other areas being dedicated to complementary uses such as for buildings, other agricultural products, and timber. In this region, the specialization of coffee growing constitutes over 53% of the land use, a level of which is not found in any other Colombian coffee growing region.³ This region is also nationally known for its natural wealth and the presence of strategically important habitats for the conservation of global biodiversity.

The combination of this coffee culture—together with the process known as ***Antioquian colonization***, the region's historical processes of occupation and development—are the essence of this region's character. The influence of these phenomena has nurtured different aspects of the regional culture, generating a wealth of diverse attributes such as music, cuisine, and architecture, which have been passed from generation to generation. These phenomena have laid the foundation for the

³ Calculations from FNC-SICA, 2008



personality of this region's people, giving them such traits as dedication to their work, entrepreneurship, and economic independence.

The deep-rootedness of the coffee culture is based on small land holdings, the manual labor of its occupants, a shared social capital, supportive institutions developed around the coffee product, the conservation of traditional techniques of cultivation, and the coffee culture itself. All of these elements contribute to define the unique nature of this cultural landscape; these elements bring an exceptional value to the region, a value which justifies the inclusion of the PCC in the list of world heritage sites.

The PCC Management Plan—the instrument which conceives the PCC world heritage site's protection, planning, and development—establishes the conditions of conservation and development, taking into account that this region is an alive and dynamic landscape. The institutional structure is to be conformed of national entities such as the Ministry of Culture and the Colombian Coffee Growers' Federation, in addition to more local entities such as departmental⁴ governments and regional autonomous corporations.⁵ Furthermore, the management plan is to depend upon

⁴ *Departments* are Colombia's first order governmental entities.

⁵ *Regional autonomous corporations* are corporate legal bodies that represent one geographical land unit, having unique characteristics based on biological ecosystems, hydrology, etc.



regional scientific studies by local universities and their respective research centers and lines of investigation.

The PCC Management Plan has been developed with the support of the Center for Regional Coffee Growing and Business Studies (CRECE), using raw data such as technical team reports from the departments of Caldas, Quindío, Risaralda, and Valle del Cauca, teams that have worked on this project for four years. In addition, this plan benefits from contributions made by teams from the Colombian Coffee Growers' Federation, the Ministry of Culture, the Vice-Ministry of Tourism, and the National Department of Planning.

The PCC Management Plan consists of three parts: 1). characterization of the coffee culture landscape; 2). PCC management tools; 3). and strategic guidelines. The first section describes the unique value of this landscape and the key factors that affect the value of this region. The second section presents the essential tools for this land's proper management, including norms and institutional structures. The third section presents objectives, strategies, and action plans for the PCC's development, as well as plans for conservation and the elements for the plan for development and follow-up assessments.



2. CHARACTERIZATION OF THE COFFEE CULTURE LANDSCAPE

1.1.1. 2.1 Description

The PCC is comprised of areas belonging to the departments of Caldas, Quindío, Risaralda, and Valle del Cauca. It includes the areas of 47 municipal districts⁶ located in these four departments, as listed below:

Department of Caldas: Aguadas, Anserma, Aranzazu, Belalcázar, Chinchiná, Filadelfia, La Merced, Manizales, Neira, Pácora, Palestina, Riosucio, Risaralda, Salamina, San José, Supía, and Villamaría;

Department of Quindío: Armenia, Buenavista, Calarcá, Circasia, Córdoba, Filandia, Génova, Montenegro, Pijao, Quimbaya, and Salento;

Departamento of Risaralda: Apía, Balboa, Belén de Umbría, Guática, La Celia, Marsella, Pereira, Quinchía, Santa Rosa de Cabal, and Santuario;

Departamento de Valle del Cauca: Alcalá, Ansermanuevo, Caicedonia, El Águila, El Cairo, Riofrío, Sevilla, Trujillo, and Ulloa.

The PCC rural area of this region is comprised of 411 sub-districts or **veredas**, belonging to the above mentioned municipalities⁷, where there are approximately 24,000 coffee growing farms, populated by an estimated 80,000 people, whose

⁶ Municipal districts—*municipios*—are the second order division of government in Colombia.

⁷ These sub-districts—*veredas*—are the third order division of government in Colombia.



principal economic activity is the production of high-quality coffee.⁸ In addition to these *veredas*, the PCC includes a number of urban areas and a collection of historical town centers, whose layout and architecture are characteristic of the legacy of the first Antioquian settlers' adaptation to the region and its special topographic conditions.

Next, the exceptional values of the PCC will be summarized. These values are those found within the Declaration of Exceptional World Value, presented to UNESCO in the PCC's nomination dossier.

2.1.1. The human, family centered, generational, and historical efforts related to the production of quality coffee, within a framework of sustainable human development

The PCC is a reflection of more than 100 years of the adaptation of coffee cultivation to the complex conditions that the Colombian Andes impose. It is a sum of the human force that multiple generations of coffee growers and their families have invested in this land in order to maintain and improve—in a sustainable manner—their livelihoods. As such, this landscape is the result of the visionary settlers'—arriving in the second half of the 19th century, who discovered coffee cultivation to be a source of

⁸ Coffee Growers Information System-SICA, 2009



income for their families—respectful interaction with the environment. This economic activity has become the keystone to the development of this region of the country.

In today's times in the region where the PCC is located, the predominant agricultural activity continues to be the production of top quality coffee. This activity distributes important financial resources to the different links involved within the chain of coffee production and commercialization. Coffee is cultivated on approximately 24,000 farms located in this principal zone of this region and constitutes one of the main sources of income for more than 80,000 people. On these farms, coffee beans are manually picked at the peak of their maturity, to then be washed, dried, and commercialized by coffee grower cooperatives and other commercial agents. Next, this coffee (dried parchment coffee) is processed, selected, and commercialized for international markets. In the majority of the rural sub-districts in this region, coffee cultivation accounts for over 60% of the land use. Furthermore, while it is common to grow complementary crops such as corn, bananas, beans, or other lucrative crops, coffee is the principal product of these agricultural endeavors.

In terms of altitude, the coffee growing region of the PCC is located principally between 1,000 and 2,000 meters elevation, on the slopes of the central and western Andean mountain chain. Due to its location, it is common to refer to this crop as **high**



mountain coffee. In particular, the principal zone of the PCC has an average altitude of 1,540 meters elevation.

It is equally important to highlight the predominance of coffee growing on mountain slopes—**caficultura de ladera**—, whose average inclination nears 45 degrees. This characteristic has important implications concerning the way in which the coffee growing trade has developed. This fact has motivated growers to introduce soil conservation measures to prevent topsoil loss. This is done by planting crops and selectively weeding throughout the mountainsides. Furthermore, steep slope gradients complicate the mechanization of the different labors related to coffee growing, a situation that has generated a high demand for manual labor throughout the stages of coffee processing. As a result, coffee cultivation is one of the principle engines for employment in the Colombian rural areas, with 17% of Colombia's farming and livestock sector being related to coffee. Although the complications related to mechanized labor—especially in the harvesting of the coffee crop—generate high production costs, this very characteristic has been capitalized upon as one of the important competitive advantages of Colombian coffee: the manual and selective harvesting of the coffee crop allows pickers to harvest only those beans in the optimum state of maturity. This production particularity maximizes the quality of the



Colombian beverage; indeed, the unique characteristics of Colombian coffee production processes are both well-known and valued in world markets.

Equally important are the seasonal rains, which play a fundamental role in the coffee growing region. Twice a year, a zone of inter-tropical confluence passes over this part of Colombia, generating this region's signature coffee crop cycles of flowering and maturation. As a result, mature beans in this zone are harvested as many as 50 weeks out of the year, with two pronounced harvest peaks at the end of both the first and second halves of the year. Thus, it is possible to simultaneously see on one branch of a coffee tree flowers, green beans, and mature beans. This situation requires selective harvesting, implying an additional human effort, but also ensuring the maximization of coffee grower earnings.

Another of the distinctive characteristics of the PCC coffee growing region is the predominance of small production units. The average size of a coffee farm in the principal area of the PCC is barely 4.6 hectares, of which 2.6 hectares are used for growing coffee. This structure of landownership, dominated by small land holdings, evidences a significant redistribution or democratization of the rural property.⁹ This characteristic is associated with the historical processes of Antioquian colonization that

⁹ Universidad Nacional et al., 2006



the region underwent in the second half of the 19th century. In addition, the low entry costs and the high dependency on manual labor in the coffee growing business generate a structure in which the variable costs are the primary component of the crop's cost structure, a situation that does not favor economies of scale in the production of coffee.

This small-scale production system is also characterized by family centered labor, with production being supported first by the coffee grower and then by the other members of the family. In certain moments of the production cycle—especially during peak harvest times—family centered labor is supported by contracted temporary labor. Residence on the farms is another typical characteristic of this region and is also dependent upon the property structure. The smaller properties are generally inhabited by their owners, who permanently work and monitor all aspects related with the production of coffee and the other products that support their livelihood. This speaks to a living landscape, inhabited by a working people who depend on the cultivation of coffee not only as a means of generating their income, but also as a way of providing work for the whole family.

In sum, historic, natural, and economic factors have joined together to generate a region of small-scale coffee producers, who have built an exceptional social web



around a product of superior quality and the particularities of the environment in which they grow their crops. This coffee tradition has defined the way of life of the inhabitants of the PCC region and has been the basis for the development of a culture rich in traditions that have been transmitted from generation to generation.

2.1.2 Coffee culture for the world

The culture of the inhabitants of the PCC is intimately linked to the group of people who cleared the way into the rugged mountains of the region, colonizing these new lands in the early 19th century when the economy related to mined goods was losing importance. This phenomenon of Antioquian colonization brought to the region an enterprising people who strongly desired economic independence and who sought to become landowners. Coffee growing became an attractive option for this people as it permitted the permanent and intensive use of the new lands, without sacrificing the other crops grown for subsistence purposes. This situation generated the expansion of a new coffee culture dominated by small-scale landholders, who in the end have become the driving force for this region's development.¹⁰

The importance of coffee growing in this region has also transcended its economic foundation: a series of traditions and other cultural manifestations generationally

¹⁰ Reina et al., 2007



transmitted have been developed as related to this activity. These cultural manifestations include:

Characters and objects. These iconic manifestations are associated with the process of this region's colonization or are associated with the process of coffee growing. Some of these characters and objects include the muleteer **[arriero]**, the person who with the support of his mules and oxen helped to clear the way into the new territories during colonization; the mule, "the *arriero's* inseparable companion," who represents "the strength and endurance of a work animal, capable of walking through the most rugged and dangerous places in Colombia"¹¹; the axe and the machete, tools used to open roads during the process of colonization and later to weed the fields; the Willy's Jeep, locally known as the **yipao**, the means of transportation that is still used to both carry coffee from the farms to the markets and to transport people around the rural regions; the **paísa**, the first settlers coming from the Antioquia region and the term used to identify locals from this region today; **Juan Valdez**, the character that represents Colombian coffee growers around the world.

Myths and legends. In this region, there are many myths and legends, such as the *madremonte*, the *patasola*, the *hojarasquín* of the mountain, the *mohan* or *muán* and the *patas*, among others. These legends tell of the spirits and diabolical figures

¹¹ Botero, 2007



who, according to tradition, live in the hills and appear when provoked. Although these figures are not directly related to the coffee trade, these figures—some of them are known across Latin America—were imagined by the original paisa settlers of Antioquia who populated and still live in these lands.

Culinary knowledge. The regional culinary knowledge is represented largely by the type of paisa or country-style food, but also by its quantity, methods of preparation, presentation, color, and aesthetic. As Macía describes,¹² the local crops and the harvest of coffee “has fashioned a unique form of buying and storing goods, preparation, presentation, and portioning of foods, such as the *cuarteles* or *alimentaderos*.”

Clothing. Typical attire for the region is best represented by the *arriero*’s clothing, whose most distinctive elements include the wide brimmed hat—*sombrero aguadeño*, the woolen *poncho* or *ruana*, and the *carriel* leather handbag, similar to the handbag carried by European herders. These items are still used today by many coffee growers.

¹² 2004, p. 267



Celebrations and festivals. Many of these local events are directly associated with the coffee culture, such as the National Coffee Festival in Calarcá, the Basket Festival in Filandia, and the Coffee Harvest Festival in Pereira. Other celebrations, fairs, or festivals promote the music and traditional folklore, religious devotion, or the region's indigenous and Spanish heritage. These include the Carnival of Riosucio in this municipality, the Guadua Festival in Córdoba celebrating the many uses of the *guadua* (bamboo) plant, the Manizales Fair in Manizales, the *Pasillo* Music Festival in Aguadas, The *Bandola* Festival in Sevilla celebrating the mandolin lute type instrument by the same name, the National Duet Contest in Armenia, and the National Bambuco Contest (a musical style) in Quimbaya and in Salamina.

Handicrafts. Among the different artisan handicrafts available in the region, those related with the coffee culture are the most notable. These include the *sombrero aguadeño* hat and basketry from Filandia, *guadua* handicrafts from various towns in Quindío, products made of *cabuya* (fibers from the agave plant) in Aranzazu, in addition to the eatable products throughout the region including the different canned goods, baked goods, and various products derived from the sugar cane plant.

In addition to the previously described cultural characteristics of the region, the importance of coffee in both the regional and national life has been "an inspiration for



novelists, composers, poets, story tellers, painters, photographers, and many other creators of diverse forms of artistic expression.”¹³ Chalarca and Mejía¹⁴ list artistic works inspired by this crop:

Literature. Important novels highlight the coffee culture, such as *The Harvest* and *The Turbulent Tree* by José A. Osorio Lizarazo; *Next to the City* by Manuel Mejía Vallejo; and *When the Spirit Passes Alone* by Mario Escobar Velásquez. Poetry related with the coffee growing culture includes *Coffea Arabica* by Nicolás Bayona Posada, *The Romance of Coffee* by Guillermo Edmundo Chávez, *Song to Coffee* by Ricardo Arango Franco, *Coffee* by Ismael Enrique Arciniegas, and *Coffee Growers* by Salvo Ruiz.

Music. Coffee has also inspired regional music in both popular and classical compositions. Popular pieces includes the bambuco style *Coffee Tree* and ‘*Chapolera*’ *Girl* by Luis Carlos González, *Blood of Coffee* by Carlos Botero, the *pasillo* style *Flowers of Coffee* by Ramón Jaramillo, *My Coffee Tree* by Crescencio Salcedo, and *The Coffee Tree* by Gonzalo Vergara. In terms of classical music, the *Symphony of Coffee* by Fabio González is to be noted.

¹³ Chalarca, 1998

¹⁴ 2007



Painting. Recognized paintings include the works of Alipio Jaramillo, Gonzalo Ariza, and especially Eduardo Ramírez Castro, whose series *Histories of Coffee, A Visual Chronicle of Caldas*, and *Goodbye to the Coffee* have earned him renown as the painter “who has important works regarding the theme of the coffee culture.”¹⁵

Photography. The recognized works of Luis A. Ramos y Félix Tisnés Jaramillo document the 1930’s in this region. The work of José Obando is also important.

Movies and television. Important contributions from this field include the 1925 movie *Under the Skies of Antioquia* by Arturo Acevedo Vallarino and the 1994 soap opera *Coffee with the Scent of Woman*. The soap opera became a mass hit; its scenes from the coffee growing regions and dialogues based on regional speech varieties captured both national and international audiences.

The PCC is also unique because of its particular forms of housing and human settlement. The local building style is based on a Spanish colonial style, brought to the region by the settlers of Antioquia. This style was adapted to the local

¹⁵ Chalarca, 1998



environmental conditions and then further modified during the economic boom brought by the coffee trade.

The first settlements inhabited by colonizers were developed in the middle of the 19th century. When the settlers from Antioquia began to expand towards the south, they saw the necessity to establish small villages as places which could support subsequent expeditions. Little by little, they expanded, appropriating new territories. The schematic layout of the first urban centers was repeated when the land's topography permitted, as well as the square or checkerboard shaped rural landholdings, typical of the colonial period. When the local environment didn't permit this design, the layout conformed to the shape of river shores, mountain range peaks, or the edges of cliffs, to create with these topographical features a modest layout of streets and a central square. The foundations of the settlements followed a similar pattern: beginning around a central space—the *plaza* or main square—the most important constructions were built: the church and the town hall; then, the undeveloped adjacent blocks were defined and allocated to the incoming settlers.¹⁶

Thus, the characteristics of the environment determined the design of the region's first settlements. Despite the difficult geographical conditions of the small towns

¹⁶ Téllez, 1980



located in the PCC region, the original layout “stubbornly [maintained] the geometric rigor of the Cartesian colonial layouts; moreover, through the repetition of this original gesture of the Antioquian settlers, the town square became the gravitational center of the population and the church became its metaphorical representation.”¹⁷ Thus, in a similar way to other parts of Spanish America, in the small towns, the town square and the church became the principal architectural elements, emblems of the towns’ development.

The location of new settlements on the tops of mountains is coherent with the intention of the settlers to unite this vast territory through the construction of roads: it is much easier to construct roads along the top of a mountain ridge rather than through the depths of canyons. However, being located on mountain tops obliged the settlers to “hang” their urban layout on the mountain slopes that surrounded them. This made the construction of houses difficult; as a result, land became very valuable, and city blocks thus became dense with constructions.

On these undulating ridges high in the mountains, towns were built using stone, *bahareque* (walls created using a mixture of sticks and mud), and clay tiled roofs; doors and windows were constructed from the regional hardwoods. These wooden

¹⁷ Arango, 1989, p. 113



features were decorated with carvings and appliqué. Entry halls, patios, and hallways were filled with flowers, birds, and wild aromas, characterizing these structures and the typical towns during the colonization of west-central Colombia.¹⁸

Taking advantage of the topography and the steep cliffs, houses became scenic viewpoints, from which one could see the central town square and the seas of mountains both near and far. The geography and the uneven terrain sparked a flexible conception in terms of the relationship between the house and its surroundings, creating innovative visual nexuses between the private, familiar spaces and the public, urban spaces.

During the colonization of Antioquia, towns were constructed using the same basic patterns, adding new concepts based on the characteristics of each place, as in the case of Salamina and its distinctive woodwork. In Aguadas, its hills are highlighted, as are the rise and fall of the rooftops' shadows under ever-present clouds. In Marsella, wide streets define the area around the central park as does the enormous *Casa de la Cultura* building constructed of bahareque and stone flooring. In Santuario, the town is set over a ridge that widens towards the town square, the square being surrounded by houses of many colors. In Filandia, the landscape

¹⁸ Sarmiento, 1995



flattens to allow for a diverse concert of two story houses. In Cairo, buildings highlighted with the colorful wood of *tabla parada* are located on a large flat expanse of land, sheltering the central park, which serves as a scenic viewpoint for the Paraguas mountain ranges.

The traditional architecture of this region's houses has been celebrated on the national level. Specialists call this style *Colonial Antioquia*, which in some forms is related to the style *Regional Republican*. The relationship between these two styles is a subject still studied by specialists today.

In terms of their basic structure, this region's houses are clearly identified with a central patio and may be one or two stories tall. These houses are generally large, built from stone and bahareque, constructed in a rectangular shape around the central patio. The roofs are built from clay tiles and face only two directions. The steeply sloped terrain is mirrored by the layout of the buildings, producing a stair step effect. The inclination of the land also affects the ground floors of the constructions—called *bajos* or "lows"—which may be downwardly sloped into the hillside. The patio is the organizing element in this architectural style and defines the different shapes the houses may take: a U, L, I, or O.



The special buildings to be highlighted in this region usually include parochial churches, chapels in hospitals, cemeteries, and some religious schools. The majority of the churches that exist today were built during the last decade of the 19th century or the first decades of the 20th century, following a style of European origin, *Historical Eclecticism*. This, in the case of religious architecture, presents two aesthetics: one inspired by classic decoration, such as in the churches of Aguadas, Pácora, Salamina, and Salento; the other inspired by the neo-gothic style from the European romantic movement of the 19th century, found in churches such as the *Inmaculada Concepción*, the *Sagrado Corazón*, or the Cathedral of Manizales. This style is similarly found in the church of *San Jose* in Pereira, as well in the churches of Calarcá, Chinchiná, Guática, Marsella, Santa Rosa de Cabal, and Sevilla. Many local cemeteries are also of artistic and architectural merit. Those of Salamina and Marsella—both declared by the state to be **assets of cultural interest in the national context**—in addition to the cemetery in Circasia all deserve special notice.

Some cultural institutions may currently occupy buildings of interest, at one moment belonging to schools, religious communities, or wealthy families. In this regard, many of the regions' buildings merit special praise: the town museums—*Casas de la Cultura*—in Aguadas, El Cairo, Filandia, Marsella, Salamina, Salento; the buildings which house the Secretary of Culture of the Department Caldas in Manizales and the



Secretary of Culture of the Department Risaralda in Pereira (which occupies the old Departmental Finance building); in addition to the Cultural Center of Calarcá.

It is also important to underscore the significant archeological heritage that the PCC contains. The recognition of archeological heritage permits one:

“...to recognize the human presence in the *Eje Cafetero*¹⁹ on a long term scale, signaling the natural and cultural alterations and impacts that have transformed the landscape. The density of archeological relics is very high, demonstrating the changes that have occurred over different eras, from the beginnings of human presence 10,000 years ago, including different pre-Columbian societies, to the European conquest, the colony, and the republic. An exceptional value of the regional archeology is the recurrent finding of micro-botanical evidence, which demonstrates that this region hosted some of the first domestications and uses of nutritional plants in the Americas. These findings have been highly important as they imply the transformation of the mountain forests, generating processes that shaped the pre-Spanish social complexities. In a similar way, today’s landscape safekeeps archeological transformations that evidence ancient engineering works: the creation of wide terraces on the sides and peaks of the mountain slopes; tombs dressed with stone, with wells and beds; or networks of

¹⁹ The *Eje Cafetero* is Colombia’s central coffee growing region and houses the PCC.



roads and drainages. Among these archeological assets, one can also see the highly technical and aesthetic quality of the pre-Spanish gold and ceramic work, today exhibited in the different local town or department capital museums.”²⁰

Throughout the region, “there are recurrent findings of vestiges of indigenous cultures, today no longer in existence.”²¹ As González describes:

“... the entire landscape is covered with terraces created for the construction of houses, to ready the land for cultivation, to avoid erosion, etc. These terraces are parts of the remnants of dense towns. In reality, these elements did not go unnoticed by the new colonists, who had and have today a very close relationship with these remains. This relationship is principally expressed in the economic activity of the poaching of antiquities [*guaquería*], illegal since 1930, which not only provided the settlers with economic funds, but also established a consciousness within the society that this territory was the home to very different cultures, who modified the landscape... Studies that have been conducted in the region demonstrate that the footprints of pre-historic occupation cover virtually all of the landscape. It is not only visible, but it is on an enormous scale. To make a small comparison, [studies reveal that this

²⁰ López Castaño et al., 2008

²¹ López Castaño et al., 2008



region houses artifacts in a similar way to] the partial results of the archeological study of the terrace where the Palestina airport is being built.”²²

Many of these remains have been saved thanks to academic archeological research projects and programs such as Rescue Archeology. Some of these programs include those developed by the Center for Museums at the University of Caldas, the Laboratory of Ecological History and Cultural Heritage at the Technological University of Pereira, in addition to programs at the Universities of Quindío and Valle del Cauca. These entities have been responsible for or have participated in programs of Rescue Archeology in the regional development of large infrastructure projects such as *Interconexión Eléctrica ISA*, *Gaseoducto*, *ECOPETROL*, *Integral*, *Autopistas del Café*, *Fonade*, etc. These programs have favorably impacted regional archeology, as they have generated important first hand information about the pre-Spanish history of this zone of the country.

2.1.3 Strategic social capital build around its coffee growing institutions

Coffee growing in Colombia relies on one organization: the Colombian Coffee Growers' Federation (commonly referred to in Spanish as *la Federación* and within this document as *the FNC*, another common Spanish language reference to this entity). This institution was created in 1927 as a private, non-profit organization, whose

²² González, 2008



principal objective has been to increase both the competitiveness of the coffee growing industry and the well-being of its producers. Since 1940, the FNC has been responsible for the administration of the National Coffee Fund, strengthening the savings of the Colombian coffee growers.

The solid foundation the FNC provides is based upon this institution's legitimacy and representativeness. The FNC's organizational structure is composed of different hierarchically ordered boards, which direct the FNC's policies; the members of these boards are democratically elected by more than 382,000 *cedulado* coffee growers throughout Colombia in elections every four years. From this basic structure, different decision-making boards emerge at the national, regional, and local levels, such as the National Coffee Grower Congress, the National Coffee Grower Committee, the National Directors Committee, the various departmental coffee grower committees, and the several municipal coffee grower committees.

The FNC is one of the largest non-governmental organizations in the world. Using its own resources, the resources of the National Coffee Fund, and the support of third parties (local, regional, or national governments; donors from other countries; agencies of international cooperation, among others), the FNC is able to offer diverse services to the coffee growing community. These services include projects directed



towards increasing the productivity of the planted crops, guaranteeing the purchase of the coffee growers' product at a transparent price, and searching for new ways in which to add value to the productive chain that will benefit the coffee growers. Furthermore, the FNC represents the interests of the Colombian coffee growers in international negotiations that impact Colombian productivity; it provides public services such as research, technical assistance, publicity, and quality control measures for Colombian coffee. The FNC also is the primary management entity that supports environmental and social infrastructure projects and economic and social development, to improve the quality of life of the coffee producers and their families.

On a regional level, a large part of the organization's projects are developed by 15 departmental coffee grower committees around Colombia. These committees develop the different plans and programs in the coffee growing regions. Each of the four departments in the PCC has a departmental coffee grower committee, an FNC branch office. To meet established goals, these departmental committees of the PCC have in their service the support of 47 municipal coffee grower committees located in the PCC area. Furthermore, the departmental committees also have their own administration in addition to *rural extensionists*, who as a part of the FNC's *Extension Service* are the direct technical training presence of the FNC on farms and in rural areas. In the four departments where the PCC is located, there are approximately FNC 400



extensionists, who are an invaluable tool of communication with coffee growers, and who will strengthen the strategies and objectives of the PCC Management Plan.

To ensure adequate commercialization and quality control measures, Colombian coffee growers are supported by their coffee grower cooperatives and the General Coffee Storage Warehouses—Almacafé. The coffee grower cooperatives have a social foundation of all producers, who of their own initiative wish to be associated; they play a fundamental role to guarantee the transparency of the domestic coffee market, assuring producers with FNC support the purchase of their production at the market prices that are published each day. This gives the best price possible to the producer given market conditions. To accomplish this, the cooperatives have purchase points in approximately 600 sites in the different coffee growing regions of Colombia; in the PCC, coffee growers have 106 institutionalized purchase points. Almacafé provides coffee growers with further support; it has offices and warehouses in each region. Almacafé is responsible for storing the coffee bought from producers, for beginning the processes of milling or threshing, for meeting the standards demanded for the exportation of the bean, and for carrying out quality control measures.

Another of the important divisions of the FNC that merits description is the National Center for Research about Coffee—Cenicafé [*Centro Nacional de Investigaciones de*



Café]. This institution, established in 1938, has its headquarters in a rural part of the principal area of the PCC, in a town called Chinchiná. This research center is responsible for generating knowledge and new applied technologies to benefit coffee growers around the country. Cenicafé's work has allowed Colombian coffee growers to develop disease resistant coffee varieties in addition to more efficient, productive, and sustainable cultivation practices.

In the principal area of PCC, there are two important entities linked to the FNC: The Manuel Mejía Foundation and the Buencafé Freeze-dried Factory of Colombia. The Manuel Mejía Foundation is charged with the training of extensionists, who in turn develop the technical training programs for coffee growers around the country. Buencafé is the biggest factory in the world of freeze dried coffee, producing soluble 100% Colombian coffee, using a specialized freeze-drying process that permits a better conservation of the coffee's aroma.

The principal area of the PCC land tract, in a rural settlement of Montenegro also houses the National Coffee Park. This FNC- backed park promotes the different cultural aspects related to the cultivation of coffee; its great success has developed family tourism in the region. This park has become an obligatory stop for tourists who travel to this region of Colombia and has more than 400,000 visitors each year.



One can affirm that the representation, legitimacy, and the efficiency of the Colombian coffee growing institutions are unique in the context of coffee growing countries around the world. These institutions are to be an important key for the sustainability of the PCC. Since they support the transmission of and compliance with the PCC's management norms, they shall create a project of sustainable societies in this landscape. The Colombian coffee growing institutions are to be a strategic element that will provide a dependable infrastructure, the capacity for training, and alliances between the public and private sectors, to strengthen the conservation and sustainability of this living landscape.

2.1.4 The relationship between tradition and technology: Guaranteeing the quality and sustainability of a product

The cultivation of coffee in west-central Colombia has been developed as an activity of small-scale growers whose own manual labor produces a product of excellent quality. This tradition of manual and family centered labor has been maintained for around 150 years. Nevertheless, during this time, coffee growers have adapted cultivation practices with the end of confronting—from the basis of their small landholdings—the challenges that the environment imposes: the continuing increases in production



costs, plagues and other crop illnesses, decreases in productivity, the conservation of the environment, etc.

The improvement in cultivation techniques has been made possible largely due to the development of the *Knowledge Network* that has supported coffee growers and their production activities. This network is composed of diverse institutions including Cenicafé, for the generation of technology; the Extension Service, for the transference of practical technical training knowledge; and the Manuel Mejía Foundation, for the training of extensionists and coffee growers. This network of collaborating institutions has a strong presence in the principal zone of the PCC and seeks to ensure that this region remains alive, productive, and economically, socially, and environmentally viable. Because of these institutions' efforts, coffee growers are able to implement technological innovations, bringing sustainability to their activities.

The modernization of Colombian coffee growing has been framed by technological advances achieved by Cenicafé's research. These advances have been summarized into 18 practices (see Table 1), all of which tend towards competitive and sustainable coffee growing and improving the life conditions of coffee growers and their families (see the electronic document, "Environmental Guide for the Coffee Sector"). Although an important percentage of coffee growers have adopted Cenicafé's recommendations,



this process of improvement should be realized on a continuous and massive front, with the end of responding to changing environmental conditions and growing concerns for integrated sustainability. To meet these ends, the work of the FNC's Extension Service has played a critical role.

Table 1. Cenicafé's recommended practices for Colombian coffee growers.

1. Establishment of production cycles.	10. Renewal of aging coffee trees.
2. Planting of the <i>Castillo</i> coffee variety.	11. Conservation of the initial population of coffee trees.
3. Production of coffee seedlings on the coffee plantations.	12. Calibration of aspersion systems
4. Use of coffee pulp when transplanting.	13. Selective harvesting of ripe coffee beans
5. Recommended optimal planting densities, according to the productive system used.	14. Adoption of ecological coffee bean washing.
6. Integrated management of planted fields.	15. Calibration of the coffee washing machines.
7. Fertilization based on soil analyses.	16. Adequate drying of the coffee.
8. Fertilization by hand.	17. Production of food crops within the coffee plantations.
9. Integrated management of the coffee borer beetle.	18. Use of business registry tools and of cost analyses.



* The *Castillo* coffee variety is a variety developed by *Cenicafé* researchers; it has replaced the variety called *Colombia*. The *Castillo* variety is the result of years of *Cenicafé* research with the end of finding a productive seed with appropriate organoleptic qualities, resistant to the coffee rust disease.

Source: Quindío Department Coffee Grower Committee, 2008.

Cenicafé's scientific research and experimentation has sought to attend to the coffee growers' main needs. The technological advances developed are created in such a way that they may be easily implemented by coffee growers, such that growers are able to maintain their competitiveness. For example, the renewal of aging coffee trees (see point 10 in Table 1 above) encourages the maintenance of young plants that are highly productive, one of the conditions which keeps the land productive and in use. Other activities—for instance the integrated management of the planted fields, the integrated management of the coffee borer beetle or the adoption of ecological coffee bean washing (points 6, 9, 14 from Table 1)—are examples of activities that encourage environmental sustainability, especially as recommended practices prevent processes of soil erosion, minimize the use of agro-chemicals to combat plagues, or diminish the risks of water source contamination.



The tremendous variety of ecosystems present in this region—a sum of diverse climactic, topographic, and socioeconomic conditions, in addition to varying grades of the adoption of technology—has generated the development of many different systems of coffee production. As a result, in a relatively small territory, it is possible to encounter many different types of coffee growing: traditional shade grown coffee; semi-technified crops, grown in a certain degree of shade; or even highly technified, mono-culture crops. This arrangement

“... is illustrative of the adaptations to a variety of micro-climates (soils, temperatures, altitudes, slope grades, fertility, etc.), within a certain socioeconomic context, ending in biological, temporal, special, structural, and functional diversity within the coffee crops, this being evidenced by the combined work of nature and humankind throughout time”²³.

The equilibrium between this productive landscape and the conservation of the environment is a fundamental condition for the preservation of the coffee cultural landscape's unique characteristics. Because of its precise location in the tropical Andes zone, terrain, climate, and soil chemistry, this location includes a high number of strategically important habitats for the conservation of biological diversity²⁴. This region is not only one of the 34 critical regions for the conservation of life on Earth,

²³ Rodríguez et al., 2008

²⁴ Ibid



according to the NGO Conservation International, but it is also one of the richest and most biologically diverse region in the world.

The global importance of the biological wealth within the PCC zone has been described in a study about the ecological regions in Latin America and the Caribbean, sponsored by the World Bank and the World Environment Forum²⁵. Three of the ecological habitat zones analyzed in this study are found in the PCC landscapes: high altitude moorlands, the humid mountain forests of the Valle del Cauca, and the dry tropical forest of the Valle del Cauca. The first two bio-zones have been designated as **of global importance**, which indicates that around the world there are fewer than seven bio-zones with this same type of habitat²⁶.

The partial specie inventories that have been taken within the region where the PCC is located evidence this region's high biodiversity. The Andean region of Colombia has the country's highest number of diverse and endemic species of plants, with 310 families, 1750 genera, and 9313 species recorded to date. Furthermore, this region has approximately 6.3% of the world's bird species²⁷. For the ecological zone of the

²⁵ Dinerstein et al., 1994, in Botero, 1997

²⁶ Caldas Department Coffee Grower Committee et al., 2008

²⁷ Rangel, 1995; Andrade, 1992, in Rodríguez and Osorio, 2008



Eje Cafetero,²⁸ CARDER²⁹ describes the diversity of species in the region: 837 species of birds registered in the technical literature, with nearly 45% of the bird species in the country; 94 registered species of frogs, of the 268 species in the country; 25 species of non-flying mammals, of the 296 species in the country; and 21 registered species of bats, of the 175 species in the country.

Among the PCC's zones of environmental interest, there are many natural forests and protected areas. Nevertheless, the absence of inventories referring exclusively to the area of the PCC site prevents the precise establishment of the extensions of the natural forests, the productive forests, and the plantation forests. Indeed, the construction of flora and fauna inventories, as with the delineation of the areas of environmental interest in the main PCC region are considered priority level investigations in order to continue the preservation of this landscape's natural assets.

One of the most representative plant species in this region is *guadua*. Although it is not known exactly how much of the zone is covered with this specie, it is important to note its popularity with the Antioquian settlers, given its usefulness in construction and in the making of utensils. In addition, this specie has a very important

²⁸ The *eje cafetero*, or central coffee growing region, is a region that is conformed by 92 municipalities of the departments of Caldas, Quindío, Risaralda, the north of Valle del Cauca, and the northwest of Tolima.

²⁹ 2004



environmental role in that it protects water sources, controls soil erosion, sheds organic material to be incorporated into the soil structure, and provides a habitat for other distinct varieties of animal and plant species³⁰.

In addition to the diversity of species, the natural wealth of the PCC also demonstrates a high number of water sources. The site is principally cradled within the Cauca river basin. The coffee growing regions are mainly located between 1,000 and 2,000 meters elevation, and include smaller river basins supplying the aqueducts that cover the entire rural zone. The headwaters of these streams are located between 2,600 and 4,000 meters elevation. The water sources are located in these high-altitude moorland and sub-moorland zones.³¹

In accordance with CARDER³², the *Eje Cafetero* bio-zone represents a tremendous hydraulic potential, with 38 river basins, 111 river source basins, in addition to lakes, lagoons, reservoirs, and subterranean water fields. This rich source of water is vitally important as is its conservation through different environmental service mechanisms, conservation of river basins and headwaters, and measures to avoid polluting the

³⁰ Universidad Nacional et al., 2006

³¹ Caldas Departmental Coffee Grower Committee et al., 2008

³² 2004



rivers and streams, one of the biggest challenges in the sustainability of the PCC landscape.

2.2 THE PCC'S CURRENT STATE OF CONSERVATION

This section presents different analyses of the current state of conservation of each of the important elements that give such special significance to the PCC. As UNESCO's *Practical Guidelines* or *Directive Practices* describe, the analyses presented in this section are the raw material from which certain indicators will be devised. These indicators will determine the follow up protocol to the PCC Management Plan and the will describe the continued state of conservation within the region.³³

2.2.1 The human, family centered, generational, and historical efforts related to the production of quality coffee, within a framework of sustainable human development

In the past few years, the inhabitants of the PCC have encountered difficult challenges in the production and commercialization of coffee. Recently, coffee growing activities have experienced losses in terms of economic profitability. This is a result of the temporary international price crisis and of internal factors such as the increase in the costs of raw materials and the revaluation of the Colombian peso. Despite all of this,

³³ This section presents a synthesis of Chapter 6 "Measuring: Key indicators for measuring state of conservation."



the large majority of regional producers have continued to grow coffee as their primary productive activity. This continuity has been developed without deteriorating the quality of the local coffee product and without abandoning the manual and family centered labor tradition of the crop. The conservation of this value is reflected not only in the number of producers who continue to grow coffee, but also in qualitative terms such as in the attitudes that coffee growers have about the future of their trade. When asked about potentially changing their crops for other ones, these coffee growers flatly deny the possibility, manifesting their beliefs in their crop and the hope they also place within this crop.³⁴

2.2.2 Coffee culture for the world

Even though coffee growing has encountered great challenges since the end of the 20th century, throughout the PCC region there persists a deep rootedness to the coffee culture in all of its manifestations. The *arriería*—mule drivers' calls—for example, still persist as an important tradition that dates back to the Antioquian colonization of the territory.

"The muledrivers opened the roads to all of western Colombia and brought a tradition of hard work, of economic wealth represented for many decades in gold, which was the first in world production for a long time."³⁵

³⁴ PNUD, 2004

³⁵ <http://es.wikipedia.org/wiki/Paisa>



Other cultural evidence such as the architecture and the organizational layouts of the settlements persist because of their ability to adapt to the territory and thanks to their creative use of construction techniques; the ornamental solutions developed were replicated widely by the population of this region. The activity of growing coffee, as with the high level of social organization that surrounds this product, have contributed towards the expression of a social and cultural dynamic very particular to the region. Coffee is not simply a source of income or a life activity, but is a link to past generations and a link to a legacy of strength, transmitted through the nuclear family. There are also cultural manifestations such as the development of objects associated with daily life, currently being capitalized upon as sources of artisan undertakings.

At the same time, the deep rooted nature of the coffee culture is related to its capacity to produce cultural artifacts even in new environments and with new foci, without compromising its essence. Indeed, initiatives such as the creation of the National Coffee Park, and the application for the inclusion of the PCC in the UNESCO list of world heritage sites reinforces the identity of the coffee culture, and in this way contributes to the sense of belonging and commitment the local population has with its land.



Furthermore, initiatives promoted by the government but developed entirely by the local communities have contributed to the conservation and enrichment of many cultural artifacts. This is the case of the Heritage Volunteer Network, created in the 1990s, through which children, adolescents, and adults can be united under a common cause: caring for and protecting Colombia's extensive and diverse cultural legacy. The lines of action of the Heritage Volunteer Network are as follows:

- *Recognition and assessment of cultural heritage.* This includes, among other things, projects to build preliminary lists, the identification of cultural heritage, and historical studies of items of cultural interest.
- *Formation and popularization of cultural heritage.* This line of action includes the realization of creative projects that seek to form citizen awareness about the importance that their heritage represents.
- *Conservation, protection, recuperation, and sustainability of the cultural heritage.* This includes proposals aimed at the protection, conservation, and enjoyment of the cultural heritage.

Heritage volunteers are organized into seven regional nodes located throughout Colombia. Currently, the program includes 124 groups and 2,524 members, distributed across 26 departments. In the departments of the PCC, there are 20 heritage volunteer groups, and 233 people are involved with projects of many



natures, including properties of cultural heritage, real-estate, both material and immaterial (see Table 2). The groups are coordinated by the departments; in turn, each department belongs to the Western Program Node. It is also important to highlight the existence of the *National Prize for Successful Experiences of the Cultural Heritage Volunteer Network*. This competition has become the main space to recognize and share group experiences.

Table 2. Cultural Heritage Volunteer Network Groups located within the PCC

Department	Municipality	Social Agency	Project Name	Number of Members
Caldas	Aguadas	Aguadas municipal government	Dissemination, conservation, protection, and recuperation of the cultural heritage of the people of Aguadas	11
Caldas	Anserma	Anserma municipal government	Inventory and assessment of the architectural heritage of the municipality of Anserma.	9
Caldas	Belalcázar	Belalcázar municipal government	Conservation, recuperation, and protection of the municipal cultural heritage	27
Caldas	Chinchiná	Chinchiná municipal government	Cultural heritage Chinchiná: 150 years	5



Caldas	Filadelfia	Municipality of Filadelfia	Recuperation and restauration of the petroglyphs in the municipality of Filadelfia, Caldas	21
Caldas	Manizales	Watchdog Corporation-Friends of Cultural Heritage	Identification, assessment, and safeguarding of the property assets of cultural interest of the municipality of Manizales, Phase I	9
Caldas	Manizales	Miluzka Ballet Academy	Strengthening of the folkloric and modern ballet of Caldas	6
Caldas	Pácora	Municipality of Pacora	Awareness, conservation, and formation of cultural heritage of the grottos of the municipality of Pacora.	13
Caldas	Riosucio	Riosucio municipal government	Action plan for the Riosucio Carnival	16
Caldas	Risaralda	Municipality of Risaralda	Recuperation of the cultural memory of the municipality of Risaralda, Caldas	16



Caldas	Salamina	Heritage Volunteer Network of Calicanto	Elaboration of the property inventory of cultural heritage in the municipality of Salamina, Caldas	5
Caldas	San José	San José mayor's office	Identification, assessment, and safeguarding of the property assets of cultural interest of the municipality of San José, Phase I	7
Caldas	Supía	Municipality of Supía	Recuperation, dissemination, and continuance of cultural tourism in the municipality of Supía	18
Caldas	Villamaría	Villamaría municipal government	Creation of the cultural inventory of the municipality of Villamaría, Caldas	8
Caldas	Viterbo	Municipality of Viterbo	Recuperation of the history of the 100 años of Viterbo	10
Quindío	Armenia	Corporation of Culture and Tourism in Armenia	Armenia lives its heritage	6
Quindío	Armenia	Center for	City Museum	5



		Heritage Studies in Quindío: CEPA		
Quindío	Armenia	Territorial Foundation of Quindío	Inventory of the heritage of public art in the department of Quindío	5
Quindío	Filandia	Municipality of Filandia	Recuperation and restauration of petroglyphs in the municipality of Filandia, Quindío	21
Quindío	Pijao	Municipality of Pijao	Recognizing our architectonic cultural heritage through artisan goods.	14

Source: Ministry of Culture

In the framework of the process of studying, identifying, and assessing the PCC, each departmental work team had multiple meetings with different heritage groups, the community and the Extension Service personnel from the FNC's four departmental coffee grower committees. The volunteer network members have trained municipal groups in terms of departmental cultural heritage, such that these groups can



promote and educate their communities. The volunteers have also created information banks of documents, charts, and photographs concerning the heritage in the departments, which will play a fundamental role in the PCC's conservation.

The state of conservation of a large number of traditional properties located in the area of the PCC is adequate. The sense of belonging to a community, the use of traditional construction techniques, and the formulation of norms for the protection of architectural heritage all have contributed to this end.

Alternatives such as the development of ecotourism offer visitors the opportunity to know and value the local culture. Ecotourism will help provide the property owners with the financial resources to recuperate and maintain properties such as farms; these farms may be seasonally and partially designated for the lodging of the visitors. In the PCC region, package tours already exist and offer room, board, and the experience of the life of a coffee grower. Nevertheless, the development of this type of activity requires planning, implementation, and controls, such that these efforts produce improvements in the local population's quality of life in addition to a better understanding and higher respect for the local culture by the visitors: the project needs to be developed in a sustainable way respecting both the natural resources and social relations.



Finally, as relating to archeological heritage, the state of conservation of a large part of the rescued objects is optimal; however, some collections, particularly those located in the local *Casas de Cultura*, do not have adequate conditions for storage or upkeep³⁶, both of which may affect these collections' condition. The collections and the archeological sites are in the midst of an inventory taking process, aimed at their proper conservation. The completion of inventories has been led by various universities in the region. To support the conservation, protection, and correct management of this patrimony, it will be necessary in the near future to develop a specific management plan targeting archeology, especially considering the high vulnerability of these assets and of the archeological contexts. If managed correctly, these assets have a high potential and may be integrated into educational and touristic processes and other local developments.

2.2.3 Strategic social capital built around its coffee growing institutions

The positive status of the preservation of the PCC's assets can be evidenced by the Colombian Coffee Growers' Federation's eight decades of service. This federation continues to play an important role in the economic and social well-being of the coffee growers and their families.

³⁶ López et al., 2008



In a similar way, the results of the latest federation elections (September 2006) demonstrate the strength of this social capital. Around 34,000 *cedulado* coffee growers from the four departments that comprise the PCC participated in this democratic exercise, a 25% increase in the number of coffee growers who participated in the 2002 voting process. As such, the level of electoral participation went from 53% in the 2002 elections, to 71% in 2006, a substantial strengthening.

Finally, widespread polling within the coffee growing regions confirms the feeling the coffee growers have of belonging to and commitment to their representative institutions. As such, during the 2006 Coffee Grower Opinion Poll, the majority of the coffee growers expressed a positive opinion about their representative institutions, with a 90% favorable opinion about the various departmental coffee grower committees; 87% favorable opinion concerning the Colombian Coffee Growers' Federation; and an 86% favorable opinion about the coffee grower cooperatives.



2.2.4 The relationship of tradition and technology: Guaranteeing product quality and sustainability

The PCC coffee culture has conserved a traditional model of intensive production based on manual labor and small landholdings since the Antioquian colonization of the region in the second half of the 19th century. Nevertheless, throughout the years, the producers have adopted the cultivation of coffee to the specific local environmental conditions, without abandoning their productive tradition.

As such, these producers have conserved within the region a variety of coffee growing cultivation practices. These methods include shade grown coffee; crops that are semi-technified, grown in partial shade; and highly technified single crop coffee cultivations. These methods respond to the variety of ecosystems, climatic conditions, topographies, socio-economic structures, and differing degrees of technification that are found in this region.

In terms of the region's cultural traditions, the customary ways of coffee growing have been conserved. These traditional ways, combined with the innovations developed by Cenicafé, bring a high level of sustainability to coffee production; in a similar manner,



these traditional ways support the conservation of the coffee growers' local ecosystems.

In accordance with Rincon *et al.*³⁷, nearly a quarter of the land found within the four departments of the PCC has been conserved in their natural conditions. The remaining proportion largely corresponds to areas that have been transformed by farming, livestock, forestry, or mining endeavors. This indicates that certain natural ecosystems of great importance have been maintained, guaranteeing environmental equilibrium in the region.

The following table presents a synthesis of the current status of the preservation of the PCC's assets.

Table 3. The state of preservation of the PCC's assets

Assets	State of Preservation
Human, family centered, generational, and historical efforts, to produce a top quality coffee within the framework of sustainable human	Continuation of coffee growers in the coffee growing enterprise.

³⁷ 2004



development.	
Coffee culture for the world	<p>Persistence in the deep rooted nature of the coffee culture and its cultural products.</p> <p>High degree of conservation of the original urban structure within the region's towns.</p> <p>An acceptable preservation of the traditional architectural structures, in both urban and rural areas.</p> <p>High potential of archeological heritage that has yet to be studied.</p>
Strategic social capital built upon an institution	<p>An institution committed to the coffee producer well-being for over 80 years.</p> <p>High levels of participation and legitimacy in the coffee growing</p>



	institutions.
Relation between tradition and technology to guarantee product quality and sustainability.	High levels of technification within coffee growing endeavors. Combination of traditional cultivation techniques and new production practices. Conservation of natural ecosystems of high importance.

2.3 FACTORS THAT AFFECT THE PCC

There are a variety of threats and risks that could affect the PCC's sustainability. This section describes the principal factors that affect this area; these factors have been classified into the categories described in UNESCO's Operation Guide and Practice Guidelines.



2.3.1 Developmental pressures

Being a productive landscape, the majority of the factors that affect the PCC are associated with pressures related to development.

Price cycles and exchange rates can affect the profitability of coffee growing

External factors such as the volatility of international coffee prices, added to internal factors such as the increase of production costs and the revaluation of the Colombian peso generate considerable risks for the economic profitability of coffee growing. This situation is especially important for larger producers that are more technified, due to the larger investment of capital into their enterprise. Under these conditions, some producers have been forced to abandon coffee growing in order to dedicate themselves to other crops.

Although this threat has not been completely eliminated, its intensity has diminished considerably as a result of various actions that have been taken by the coffee growing institutions, with the support of the national government. Actions to be highlighted include the development and implementation of innovative programs such as the sale of future crops, contracts to protect prices, and zero interest loans for the fertilization of the coffee plantations. These programs demonstrate the commitment that the different coffee growing institutions and the national government have for the



conservation of this landscape. Maintaining this regions' profitability is a fundamental requirement for the improvement of life conditions of the local communities and for the continuation of the region's coffee growers in their enterprise.

Low generational continuation of the coffee trade

Aging coffee producers is one of the biggest challenges for the sustainability of this cultural landscape. The current average age of the Colombian coffee grower is 53; there is a growing number of producers who are older than 60, this last group representing 33% of the coffee growing population. These statistics show the nationally low level of inter-generational continuation within the Colombian coffee growing trade.

This situation is due to the younger generations of coffee growing families migrating to urban centers to search for new job opportunities and to participate in the modern world. These two phenomena—low inter-generational continuation of the coffee trade and youth migration to the urban centers—feed each other and generate one of the most important risk factors that the PCC faces. Besides creating the possible loss of productive traditions, these phenomena are associated with lack of manual labor, difficulties in accessing credit, lower levels of adoption of modern practices, and the loss of the coffee culture identity.



As a result, it is indispensable to elevate the quality of life of the PCC's rural zones; for this reason, plans for connectivity and access to the internet in rural regions is one of the priority programs in the future³⁸. Similarly, programs directed towards supporting the inter-generational continuation of this trade are to be a fundamental part of the conservation agenda of the PCC. In this regard, it is important to highlight the advances made by the Model Innovators: Young Coffee Growers Program, one which has been developed by the Colombian Coffee Growers' Federation and which is supported by the Interamerican Development Bank. Although the program is a pilot project, in its first years it has demonstrated its ability to support the inter-generational continuation of coffee growing and in this way, bring added sustainability to local coffee production.

Loss of knowledge and of traditional construction techniques

One factor that places at risk the PCC's assets in terms of architectural heritage is the possible loss of knowledge and of traditional construction techniques. These losses threaten the possibilities to safeguard the property's heritage within this cultural landscape, especially in the large urban centers. The largest risk in the rural towns corresponds to the inclusion of completely imported styles and materials into the local

³⁸ Plans for connectivity are part of the Colombian Coffee Growers' Federation's strategic plan and are considered a high priority for the organization. It is thought that this will be a mechanism to strengthen the rootedness to the area and to avoid further migration. For more information, visit the websites www.SostenibilidadEnAccion.org or www.SustainabilityThatMatters.org.



building style. This process has been favored due to erroneous perceptions of modernity and a lack of general awareness about each community's assets.

Profitability from other uses

The boom of economic alternatives—tourism in some rural zones of the PCC and in some historical centers—has produced changes in land use. This has in some cases triggered land speculation concerning the value of the land and its buildings. This situation threatens the architectural heritage by generating a distorted real estate market.

In a similar fashion, changes in land use have negative consequences about the viability of farming and livestock activities in the PCC. This is due to the increased value of rural land in alternative uses biased by the presence of commercial establishments and hotels. This tendency has forced small producers to seriously consider changing their economic activity or to sell their land. The incorporation of the PCC as a cultural landscape would be an important opportunity to protect against the effects described above.



2.3.2 Environmental pressures

The biggest environmental threats that the PPC faces are the contamination of natural resources and the loss of headwater river basins and other water sources. Corpocaldas³⁹ describes how the inappropriate use or excessive application of pesticides, fertilizers, and other agrochemicals in farming and livestock operations both reduces biodiversity and contributes to water contamination.

To respond to this threat, the various coffee growing institutions have directed important financial resources to researching the cleanest production technologies, which lessens this trade's effect on the region's ecosystems. As a result of these investigations, the Ecological Coffee Washing and Management of Subproducts (*Becolsub*) program has been developed. This technology was first presented to coffee growers eight years ago, and it has reduced the contamination produced during coffee washing by more than 90%. It is currently estimated that a third of national production is processed using this system⁴⁰, which implies a considerable reduction in the contamination of water sources in the coffee growing ecosystems. It is hoped that this type of contamination continues to show decreases in the near future, as this technology is adopted on a wider scale.

³⁹ 2007

⁴⁰ Cenicafé, 2009



Another important aspect is the development of research and knowledge related to the species that live within this landscape and the effect that the diverse forms of ecological protection, such as biological corridors, have. Cenicafé's research area on conservation has advanced a variety of studies that have permitted new practices to be designed. These practices optimize the conservation of biodiversity and stimulates within the region's inhabitants a care of and attachment to the natural environment that surrounds them.

2.3.3 Natural disasters

Natural disasters affect the environmental, productive, and cultural wealth of the PCC region. Corpocaldas⁴¹ has identified these threats to include:

- landslides
- flooding
- over-flowing rivers and avalanches
- volcanic eruptions

Landslides are the biggest natural threat to this area, as they continually affect the transportation infrastructure, the small towns, and the crop areas. In terms of the region's architectural heritage, seismic movements such as the 1999 earthquake are a major threat to the area's buildings.

⁴¹ 2007



2.3.4 Tourism related pressures

The scenic beauty of the PCC, its charming culture and people, the facilities that the different coffee growing institutions and coffee growers offer, are the elements which attract an increasing number of national and international tourists. The offices of tourism in the different departments of the *Eje Cafetero* unofficially estimate that approximately half a million tourists visit the region every year. Given the difficulty in obtaining precise figures, the elements that support this number are based on statistics from the principal tourist attractions in the region, the National Coffee Park in Quindío being one of the most influential of these attractions. This park reported a total of 420,000 visitors in 2008⁴². Another theme park known as Panaca, located in the municipality of Quimbaya (Quindío) received 215,919 visitors this same year⁴³. *Los Nevados* National Natural Park was visited by 47,239 people⁴⁴, while the *Yarumos* Eco-park received 98,868 people⁴⁵, and the *Matecaña* Zoo in Risaralda received a little more than 200,000 people in the same year⁴⁶.

The growing tourist sector in the PCC has been concentrated primarily in the 91 kilometer corridor that separates Manizales from Armenia, and in particular in certain

⁴² Secretary of Tourism, Government of Quindío

⁴³ Commercial Department PANACA

⁴⁴ Ministry of the Environment, Housing, and Territorial Development – National Natural Parks of Colombia

⁴⁵ Yarumos Ecopark of the Humid Tropical Jungle

⁴⁶ Matecaña Zoo



towns, as has been analyzed in Chapter 5 of the dossier. The *Eje Cafetero* is now the third touristic destination in the country, and its visitors mainly go to 16 towns located throughout the area of the PCC. In these zones with a high concentration of visitors, the capacity for the current tourist load is adequate, due to touristic developments that are a result of regional and other business planning. Although the 31 other municipalities that are part of the PCC do not evidence the same tourist pressures, in the near future it will become important to develop a subregional planning exercise aimed at these towns' sustainable development.

It is important to highlight that the declaration of the PCC and the consolidation of its visual identity as a brand associated with standards of quality and sustainability will permit the large scale implementation of sustainable tourism practices in lodgings, tourist products, and commercial establishments. These will be without doubt a significant step in the consolidation of the zone as a place that lives in harmony with its visitors.



3 PCC MANAGEMENT TOOLS

The management of the PCC has its foundation within the legal framework related with the protection of this asset and within an institutional organization based upon an alliance between the national government, the private sector, and the academy.

2.4 REGULATIONS

The legal framework of the PCC is comprised of current, national legal instruments and the guidelines that are articulated by these legal instruments at the regional level, through development plans and plans for regional land use. These plans are known in Colombia as ***Planes de Ordenamiento Territorial*** or POTs.

3.1.1 General guidelines

Through the ratification of Law 45 (1983), the Colombian state entered into the United Nations Educational, Scientific, and Cultural Organization (UNESCO) convention concerning the World Protection of Cultural and Natural Heritage. This convention was first approved by the UNESCO General Conference in Paris, in its 17th meeting, November 16th, 1972.

As a participating state, Colombia is currently responsible for safekeeping five heritage sites , as registered on the World Heritage List. Four sites are included on the list of



cultural heritage: 1). Cartagena (Puerto, Fortalezas, and the Conjunto Monumental), 2). the historical center of Mompox, 3.) the San Agustín Archeological Park, 4). and the Tierradentro Archeological Park. On the list of natural heritage is Los Katios National Natural Park.

The conservation of these assets is protected by the current legal framework for the management of assets of cultural interest and other natural assets; this legal framework is protected by the national constitution. These constitutional regulations cannot be contradicted or modified by any ruling from a lower judicial order.

Cultural assets

Since the publication of the 1991 political constitution, the Colombian state has committed itself to the management and conservation of its cultural heritage through the following regulations:

- The ethnic and cultural diversity of the Colombian nation is to be recognized and protected (Article 7).
- It is an obligation of the State and its people to protect the Nation's cultural and natural wealth (Article 8).



- Assets of public use—natural parks, shared common lands of ethnic groups, protected lands, the archeological heritage of the Nation, and other areas determined by law—are unalienable and are exempt from prescription and from seizure (Article 63).
- The State has the duty to promote and encourage equal opportunity access to the culture of all Colombians. This is to be done by means of continuous education, scientific, technical, artistic and professional instruction throughout all stages of the process of the creation of the national identity. Culture—in its diverse manifestations—is the groundwork of the nationality. The State will promote research, science, development, and the dissemination of the Nation’s cultural values (Article 70).
- Plans for economic and social development shall include the promotion of the sciences and culture. The State shall create incentives for people and institutions that develop and encourage scientific, technological, and other cultural manifestations and shall offer special incentives to persons and institutions that develop these activities (Article 71).
- The cultural heritage of the Nation is under the protection of the State. The archeological heritage and other cultural assets that create the national identity belong to the State and are unalienable and are exempt from prescription and from seizure. The law will establish mechanisms to reacquire assets when they



are found in the hands of private individuals and will regulate the special rights that indigenous groups have when these groups live in territories of archeological wealth (Article 72).

The General Law concerning Culture—Law 397 (1997)—further supports Articles 70, 71, and 72 from the 1991 Constitution. This law develops the culturally oriented policies of the Nation, created the Ministry of Culture, and among other things delegates to this ministry the management of the Nation's assets of cultural interest. A second support of this law, concerning the cultural heritage of the Nation, was enacted in Law 1185 (2008).

It is within this context that the PCC shall become part of the cultural heritage of the Nation, in accordance with Article 4, Law 1185 (2008), which defines the category of **Cultural Landscape** as one of the constituent elements of heritage. Additionally, in the context of the PCC, there are 60 properties which meet with the special declaration of **assets of cultural interest of national scope**. Some of these assets include train stations and institutional buildings, three historical town centers (of the towns El Cairo, Salamina, and Aguadas), the *Salado* archeological zone, and the Riosucio carnival.



These assets are subject to a *regimen of special protection*, according to the provisions found within Law 1185 (2008); these provisions highlight the following elements:

By *intervention*, it is understood all acts that cause changes to or affect the state of the asset of cultural interest. This includes ... acts of conservation, restoration, recuperation, removal, demolition, dismemberment, displacement, or subdivision. These shall be realized in conformity with the Special Plan for Management and Protection, should this become necessary.

An intervention concerning an asset of cultural interest of the national level shall include an authorization from the Ministry of Culture or the General Archive of the Nation, according to the case. For archeological heritage, this authorization will be completed by the Colombian Institute for Anthropology and History, conforming to the Archeological Management Plan.

Similarly, an intervention concerning an asset of cultural interest in the territorial scope shall include the authorization of the territorial entity that has implemented this declaration.



An intervention shall only be realized under the supervision of professionals in the area who are properly registered or accredited before the respective authority.

The authorization of an intervention that the proper authority should expedite shall not be substituted, in the case of a property asset, for any other class of authorization or license that requires the expedition by other public authorities in the urban area.

Whoever intends to complete a project on property located in the area of influence or next to an asset of declared cultural importance shall communicate these plans to the authority who has written the respective declaration. According to the nature of these works and the impact which they might have on the asset of cultural importance, the corresponding authority will approve the project; should it be the case, one may solicit these authorities to adjust the special management and protection plan that has been approved for the property in question.



The granting of any class of license by the environmental or state authority, by the *Curaduría*⁴⁷, or by any other entity that implies the realization of material actions on properties that have been declared culturally important, shall guarantee their compliance with a special management and protection plan, should this plan be approved.

In addition to controlling interventions, Law 1185 demands compliance with the special management and protection plan approved for the property in question, compliance with the plan's application and the territorial regulations, and compliance with the processes to obtain the licenses for intervention. In accordance with Article 14 of Decree 763 (2009),

"The special management and protection plans are a tool for the management of the cultural heritage of the Nation. These plans establish necessary actions with the objective of guaranteeing the protection, conservation, and sustainability of the assets of cultural interest or the assets for which there is an intention that they be declared as such, should the plan's relevant authority determine that this action is required."

Furthermore, this decree describes the purposes and conditions that the special management and protection plans should meet, qualifies the minimum contents of an

⁴⁷ The *curaduría* is a governmental entity, whose duties include urban planning and development tasks.



agreement depending upon the nature of the assets (urban sectors, buildings, property assets, etc.), and establishes the obligatory nature to elaborate plans of archeological management for different types of intervention (infrastructure, urbanization, etc.) in areas greater than one hectare.

**Box 1. Duties of the special management and
protection plans of assets of cultural importance**

Article 14, Decree 763 (2009)

- i. To define the conditions for the integration of
the assets in their physical, architectural,
urban, or rural context, the preexisting plans
and their socio-cultural environment, all of
this based on the preservation of the asset's
value, the mitigation of risks, and the
utilization of its potentials.**
- ii. To define protective actions of a preventative
and/ or corrective nature that will be
necessary for the preservation of the assets.**



iii. To establish the physical conditions for the maintenance and the conservation of the assets

iv. To establish mechanisms or determinants that permit the recuperation and the sustainability of the assets.

v. To generate conditions and strategies for the communities' better understanding of and relationship to the assets, with the end of guaranteeing the asset's conservation and its transmission to future generations.

In terms of archeological heritage, Decree 833 (2002) further establishes that infrastructure projects require the implementation of a **preventative archeological program**. This includes studies prior to the initiation of these infrastructure projects, to determine the existence of archeological findings in the project area. Should it be necessary, the preventative archeological program, as part of the Archeological Management Plan, formulates measures to prevent, avoid, or mitigate the impact on the archeological heritage.



Natural assets

The 1991 Constitution also establishes the following guidelines for the treatment of natural assets:

- It is the duty of the State to protect the diversity and integrity of the environment, conserve the areas of special ecological importance, and to support the education for the achievement of these ends (Article 79).
- The State shall plan the management and the use of natural resources to guarantee their sustainable development, their conservation, restoration, or substitution. Furthermore, the State shall prevent and control factors related to environmental degradation, impose legal sanctions, and demand the reparation of damages caused. The State shall also cooperate with other nations in the protection of the ecosystems situated within the border zones (Article 80).
- It is a duty of the State to ensure the protection of the integrity of public spaces and of their designation for common use, superseding any individual interest. Public entities will enjoy the profits generated by their urban actions and shall regulate the use of these grounds and of the urban air space in defense of the common interest (Article 82).



- Citizens have the duty to protect the cultural and natural resources of the country and to ensure the conservation of a healthy environment (Article 95).

The regulation, protection, and conservation of the natural assets are under the charge of the Ministry of the Environment, Housing, and Territorial Development. This ministry was created, as part of Law 99 (1993),

“... as a monitoring body in the management of the environment and of the renewable natural resources, charged with promoting a relationship of respect and harmony between humankind and nature, and will define ... the policies and the regulations which the recuperation, conservation, protection, regulation, management, use, and development of the renewable natural resources and the environment of the Nation shall be subjected, with the end of assuring its sustainable development.”

Specifically in terms of protecting the natural heritage, Law 99 (1993) establishes this ministry's principal functions as the administration of the areas which comprise the National Natural Park system, the protection of the natural heritage and the diverse ecosystems of the Nation, in addition to the conservation of critically important ecosystems. To this end, this ministry has the support of the Special Administrative Unit of the National Natural Park System, who has under its charge the administration and the management of national natural reserves. These reserves have been



distributed into five categories: 35 National Natural Parks, 10 Sanctuaries of Flora and Fauna, 2 National Natural Reserves, 1 Parkway, and 1 Unique Natural Area, for a total of 49 natural areas that are representative of Colombian biodiversity. Los Nevados National Natural Park, Tatamá National Natural Park, and the Otún Quimbaya Sanctuary of Flora and Fauna are among these areas of special protection to be found within the PCC's boundaries.

Coffee Production

Coffee growing, as one of the principal activities of the rural Colombian agricultural and livestock sector, has special treatment under the 1991 Constitution. The constitution includes the following stipulations:

- It is the duty of the State to promote the agricultural workers' continuous access to land ownership, whether in an individual or associative form. In addition, the State shall continuously support educational services, health, housing, social security, leisure, credit, communication, product commercialization, technical and business assistance, with the end of improving the income and the quality of life of the farmers (Article 64).



- The production of food shall enjoy special protection by the State. To this end, a priority will be given to the integral development of agricultural, livestock, fishing, forestry, and agro-industrial activities, in addition to the construction of physical infrastructure projects, and the providing of basic services to the land. In the same way, the State shall promote research and the transference of technology for the production of food and raw goods from a farming and livestock origin, with the proposition of increasing productivity (Article 65).
- The provisions to be developed by credit entities shall consider the special conditions of farming and livestock credit, taking note of crop and price cycles, in addition to the inherent risks of the activity and of natural catastrophes (Article 66).

The General Law of Agricultural, Livestock, and Fishing Development—Law 101 (1993) complements these regulations. It seeks to protect the development of farming, livestock, and fishing activities and to promote the improvement of the rural producers' income and quality of life. As part of its multiple provisions, this law establishes the legal necessity for the national government to prioritize the integrated development of agricultural, livestock, fishing, forestry, and agro-industrial activities, in addition to their commercialization. Similarly, this law promotes farming and



livestock producer access to finance and labor capital sources, such as with subsidized credits (with special conditions such as interest rates, times of amortization, and grace periods), and the incentive for rural capitalization. In the framework of this law, guidelines are established for the management of the resources coming from farming and livestock tax contributions, among which is found a contribution from a coffee grower tax.

In July 2006, in its capacity as a nationally representative entity for Colombia's coffee growers, the FNC and the national government entered into the 10th Administrative Contract of the National Coffee Fund. This contract, which has been in existence virtually since the creation of this fund, establishes the stabilization of coffee grower incomes as a priority objective. Among other ways, this is accomplished through guaranteeing the sale of the growers' coffee crops at any moment at the best possible price, given the conditions of the international market. This contract also establishes the general parameters that the FNC should follow for the use of the National Coffee Fund's resources, which include among other things the development of activities and programs for protecting and encouraging Colombian coffee growing. This is done especially through



- buying, storing, threshing, transforming, transporting, selling, and other activities related to the commercialization of coffee both inside and outside of the country;
- programs directed at encouraging and providing incentives for efficient, sustainable, and globally competitive coffee growing;
- research programs, scientific experimentation, transference of technology, technical training, crop diversification, and technical assistance;
- promotional and publicity activities for Colombian coffee;
- programs oriented towards promoting new markets, new products, and new forms of commercializing coffee, in addition to financing existing markets;
- promoting and financing the development of cooperative actions between coffee growers, as a tool for efficient commercialization and a means for the social improvement of the coffee growing communities;
- supporting programs which contribute to the social and economic development and balance of the population located in coffee growing regions;
- the construction of economic and social infrastructure programs in coffee growing regions.

Finally, it is important to highlight that coffee production is equally protected by policies that support the development of the Colombian farming and livestock sector, implemented by the Ministry of Agriculture and Rural Development. This ministry,



created in Decree 2478 (1999), has as its principal mission the formulation, coordination, and evaluation of the policies that promote the competitive, egalitarian, and sustainable development of the farming and livestock sectors. This is based on criteria of decentralization, agreement, and participation, which will in turn contribute to improve the level and quality of life of the Colombian population.⁴⁸

3.1.2 Protecting the origin *Café de Colombia*

The social capital that the Colombian coffee growing institutions have developed not only has positive consequences for the interaction between the rural producers and their land, but also has generated a global reputation associated with a culture of quality and of commitment to their product. These elements were crucial to obtain the 2007 recognition of *Café de Colombia* as a Protected Geographic Indication (PGI) in the 27 countries of the European Union, according to Commission Regulation EC No. 510/2006. This indication gives Colombian coffee growers the legal tools to promote and defend their origin in the biggest consumer markets.

This recognition was the result of more than two years of analysis by the European authorities of the natural and human factors that contribute to produce and maintain a product of excellent quality, particularly relevant in consumer markets. As such, *Café de Colombia* is the first food product from outside of Europe that has been

⁴⁸ www.minagricultura.gov.co



granted this distinction, after meeting all the requirements of the community regulations. Moreover, *Café de Colombia* is the only coffee in the world that has been granted this distinction.

Café de Colombia's legal recognition as a PGI can be added to similar legal instruments in other countries, such as the Colombian coffee Certification Marks in the United States and Canada, and the Denomination of the Origin *Café de Colombia* in different South American countries. *Café de Colombia* is the only coffee in the world that has received this type of legal recognition not only in Colombia (see Resolution 4819 (2005), **Superintendence of Industry and Commerce**), but also outside of the country of origin.

It is evident that this reputation is not accidental. Since 1927, the FNC—through its research center Cenicafé, its departmental and municipal coffee grower committees, its Extension Service, and its quality guidelines, and other regulations adopted by the National Coffee Grower Committee—has developed a system of support for the product *Café de Colombia*. This support is comparable to and is more sophisticated than those that support other renowned and reputable denominations of origin. When analyzing the dossier of *Café de Colombia*, the European Commission took into account the product's renowned quality and reputation. In addition, the commission



analyzed and evaluated the quality control system and the capacity of the institutions that support this product. In the case of *Café de Colombia*, the European Community demonstrated that the FNC's application had become one of the most important, not only because of its serious nature, consistency, and high quality of the product, but also because the application came from a non-profit organization that represents more than 500,000 coffee growers.

The recognition of *Café de Colombia* as a protected denomination of origin, PGI, and certification mark constitute a complementary legal strategy that illustrates the positioning and reputation of the Colombian coffee from the PCC and also permits Colombian coffee growers to generate and capture a larger income, while avoiding that third parties unjustly profit from this reputation in different world markets. Similarly, these legal tools support the sustainability of the PCC in that they imply the preservation of the natural and human factors that are part of the unique characteristics of *Café de Colombia*. In this way, these legal protective tools constitute in themselves strategic initiatives for the conservation and sustainability of the landscape.



3.1.3 Regulations for regional land use at the municipal level

The Law for Territorial Development—Law 388 (1997)—obligates municipalities to formulate plans for regional planning, with the end of promoting a rational and egalitarian control of the territory. This includes the preservation and defense of ecological and cultural patrimonies. In other words, territorial development should be completed in harmony with the environment and historical and cultural traditions. Furthermore, Law 388 (1997) establishes that in the elaboration and the adoption of such plans, that the municipalities keep in mind

“... the policies, guidelines, and regulations concerning conservation, preservation, and the use of areas and of properties considered to be cultural heritage of the Nation and of the departments, including the historical, artistic, and architectural patrimonies, in accordance with the corresponding legislation.”⁴⁹

⁴⁹ Article 10 of Law 388 (1997) establishes many determining factors for a plan for regional land use (POT):

- factors related to the conservation and protection of the environment, the natural resources, and the prevention of natural threats and risks;
- policies, guidelines, and regulations concerning the conservation, preservation, and the use of the areas and properties considered to be cultural heritage of the Nation and the departments, including the historic, artistic, and architectural patrimonies according to corresponding legislation;
- signing and location of the basic infrastructure related to the national and regional roadways, ports and airports, systems of water storage, treatment, and the administration of energy, as with the guidelines of regulations for their respective areas of influence;
- components of regional land use in the integrated plans for metropolitan development, as this refers to metropolitan specifics, as with the general norms that establish the defined objectives and criteria for the metropolitan areas in the matters of municipal land use regulations, in agreement with what has been accorded by Law 128 (1994) and the current law.



The norms for territorial regulation adopted by the municipalities of the PCC through the passing of their *plans for regional land use* (POT, after this plan's initials in Spanish),⁵⁰ *basic plans for regional land use* (PBOT, after this plan's initials in Spanish),⁵¹ and *strategies for regional land use* (EOT, after this plan's initials in Spanish),⁵² are an integral part of the regulations that protect this landscape. It is especially important to highlight that these instruments include the identification of properties and sectors of cultural interest in the principal areas and buffer zones, according to the corresponding protective local regulations. The identification of these assets of cultural interest was completed by way of listing relevant properties and spaces located in the blueprints of the respective plans.

The POT, PBOT, and EOT also contain objectives, strategies, mid-term and long-term policies for the inhabitation and the use of the land; the division of the territory into rural and urban zones; the general structure of the urban zone; the road plan and the plan for public domestic services; the determination of zones of natural threats and

⁵⁰ The POT are elaborated and adopted by the authorities in the districts and municipal areas with a population above 100,000 inhabitants.

⁵¹ The PBOT are elaborated and adopted by the authorities in the municipalities of between 30,000 and 100,000 inhabitants.

⁵² The EOT are elaborated and adopted by the authorities in the municipalities with a population of fewer than 30,000 inhabitants.



risks and their corresponding means of protection; the zones of conservation and protection of natural resources, the environment, and urban regulations required for the completion of subdivision, urbanization, and construction. The process of reviewing the plans for regulation in these municipal areas shall include the postulation of criteria for the assessment, and the identification of the heritage, according to the PCC Management Plan.

2.5 SUPPORTING INSTITUTIONS

The PCC's supporting institutions are grounded within a network of entities on both the national and regional levels; its coordination is based on the objectives of conservation proposed within the PCC Management Plan. As a consequence, the actors with the greatest responsibility within this system are the Ministry of Culture, the departmental governments, and the FNC. These entities, in conjunction with the municipal governments, the departmental Secretaries of Culture, and the different universities around the region, shall support the communities in the development and conservation of the unique characteristics of this landscape.

3.1.4 Available institutional network

The PCC is supported by an alliance between the public sector (the national government, as represented by the Ministry of Culture, the departmental and local governments, and the autonomous regional corporations), the private sector (the



FNC), and the academy (the Eje Cafetero University Network and several private universities from the region).

The Ministry of Culture regulates the legal provisions that allow for the conservation, protection, preservation, presentation, management, and dissemination of the cultural patrimonies, whether tangible or intangible. This is done through its Patrimony Directorship, which exercises authority over the assets of cultural importance in the national level, in addition to the assets which have been included on the List of World Heritage sites. The departmental and local governments—through the Secretaries of Planning and the Secretaries of Culture—adopt the regulation, the management, and the dissemination of cultural heritage, and safeguard the cultural heritage in the local and regional spheres.

The FNC has a wide organizational structure that facilitates the planning, formulation, and implementation of policies and programs which benefit Colombian coffee growers. On the national level, important institutions to be highlighted include the National Coffee Grower Congress—the highest authority in the coffee sector, the National Coffee Grower Committee—the principal entity for the negotiation of coffee related policies between the coffee trade and the government, and the National Directors Committee—the body which analyses and adopts the necessary measures to ensure



the development and the protection of the coffee sector. On a regional level, the FNC has 15 departmental committees and 356 municipal coffee grower committees, of which four departmental and 38 municipal committees are found in the principal PCC area. In other words, all of the departments and municipalities that form the PCC have representation within this coffee growing institution. Similarly, the FNC also works with other important institutions for the conservation of the PCC. Important organizations that should be noted include the Manuel Mejía Foundation—charged with coffee grower training, the members of the Extension Service, and the National Center for Coffee Research (Cenicafé)—dedicated to research and technological development supporting the sustainability of the crop.

The *autonomous regional corporations* are corporate bodies of a public nature, created by law, which are integrated by regional governments for areas that as a result of their characteristics geographically constitute one ecosystem or conform one geopolitical, bio-geographical, or hydro-geographical unit. These corporations have administrative and financial autonomy, their own patrimony, and legal autonomy. These corporations' principal function is to care for the environment and the renewable natural resources within their area of jurisdiction, and to support their sustainable development, conforming to legal provisions and the policies of the



Ministry of the Environment. These institutions are also charged with coordinating the Regional System of Protected Areas in their respective jurisdictions.

The Special Administrative Unit for the National Natural Park System, an institution appointed to the Ministry of Environment, Housing, and Territorial Development, has under its charge the administration and management of the national natural reserves, as noted above.

Finally, the management of the PCC depends upon the support of the academy and the region's universities. In particular, the work of the following universities should be noted: Universidad Nacional de Colombia–Manizales, Universidad del Quindío, Universidad La Gran Colombia-Armenia, the Universidad Tecnológica-Pereira, Universidad Católica Popular-Risaralda and the Universidad del Valle, in addition to other educational centers inscribed within the Eje Cafetero University Network with branches in the region.

3.1.5 Operating plan for the PCC's institutional structure

With the end of supporting the development of the PCC Management Plan, an institutional structure has been designed, based on five fundamental criteria:

- to be oriented towards the objectives of the Management Plan;



- to guarantee coordination between institutions and the public and private sectors;
- to support the importance of the PCC as a regional project;
- to strengthen decentralization, technical capacities, and regional development;
- to maintain and foster channels of dialogue on the local, departmental, and regional levels regarding problems or common challenges of sustainability.

To develop these objectives, the PCC's institutional structure consists of a managerial committee, an executive secretary, a regional technical committee, and departmental technical committees (see Figure 1). These bodies depend upon the participation of national government representatives, regional authorities, the coffee grower institutions, environmental authorities, and the regional university network (see Table 4).

As a reflection of these diverse agents' commitment to the objectives of the conservation of the PCC, this institutional structure shall be ratified through the Inter-institutional Cooperation Agreement, an arrangement between the Ministry of Culture, the FNC, and the governments of the departments of Caldas, Quindío, Risaralda and



Valle del Cauca. This agreement seeks to join these forces for the development, implementation, and follow-up to the PCC Management Plan and its institutional structure.

Figure 1. Institutional structure of the PCC

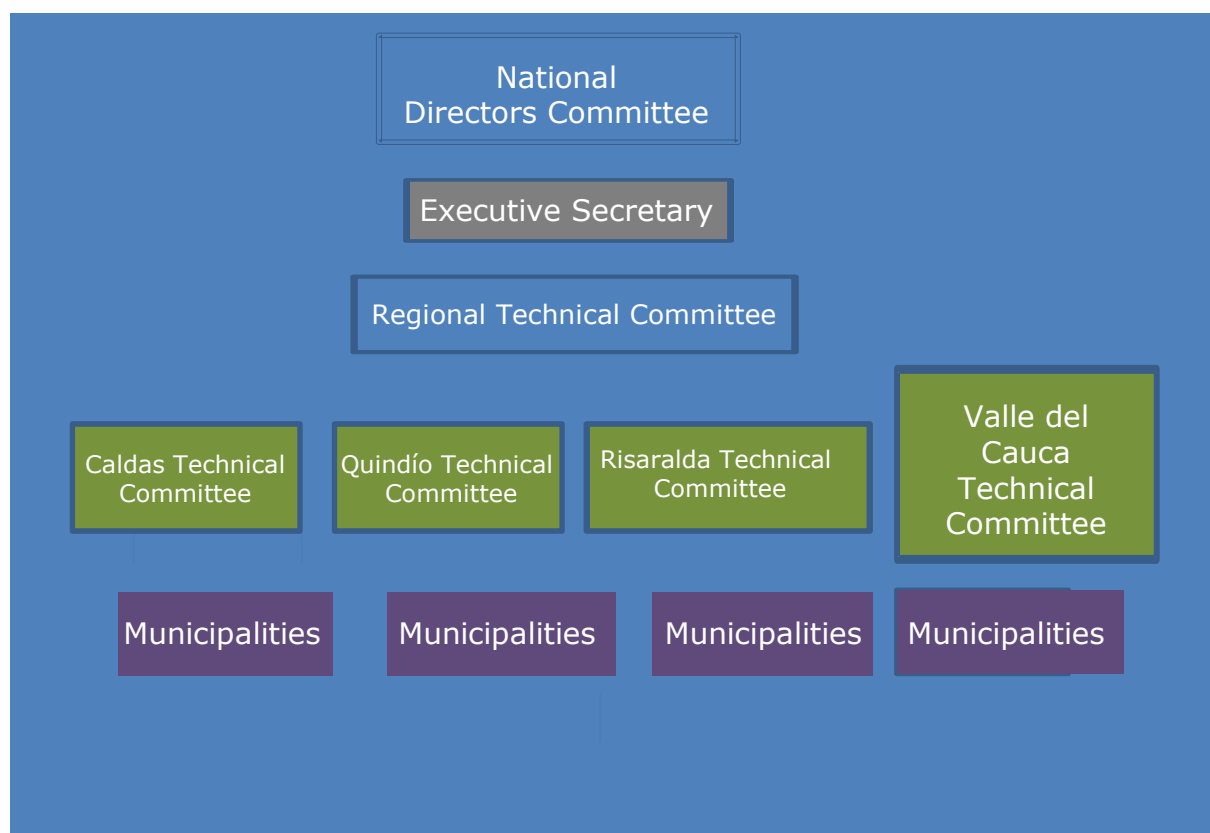




Table 4. Composition of the PCC's institutional structure

Branch	Members
National Directors Committee	<ul style="list-style-type: none"> Ministry of Culture Colombian Coffee Growers' Federation (the FNC) Governors of Caldas, Quindío, Risaralda, and Valle del Cauca (or their delegates)
Executive Secretary	<ul style="list-style-type: none"> Organized according to the objectives of the PCC Members of the Colombian Coffee Growers' Federation (FNC)
Regional Technical Committee	<ul style="list-style-type: none"> The Secretary of Culture, or similar person from each department who completes these duties A delegate from each department's coffee grower committee A representative from each autonomous regional corporation A representative from the Eje Cafetero University Network



Departmental Technical Committee	<p>For each department:</p> <ul style="list-style-type: none">• Secretary of Culture, Development, Planning, and Tourism• A delegate from the departmental coffee grower committee• A delegate from the autonomous regional corporations (CARDER, CRQ, CVC, CORPOCALDAS)• A delegate from the universities: Universidad Tecnológica-Pereira, Universidad Católica Popular-Risaralda, Universidad Nacional de Colombia-Manizales, Universidad del Valle, Universidad del Quindío, Universidad La Gran Colombia-Quindío.
Municipalities	<ul style="list-style-type: none">• Each Secretary of Municipal Planning or the person that completes these duties• A delegate from the municipal coffee grower committees



The **National Directors Committee** is the highest hierarchical level for the formulation of policies for the PCC's development and conservation. It consists of the national government, as represented by the Minister of Culture and delegates from the Colombian Coffee Grower Federation and the four departments located in the PCC. Besides designing the policies related to the PCC, this body shall be charged with the coordination of the entities and organizations that operate within the zone and whose objective is related to the asset. This body shall meet at least twice a year, when called upon by the Executive Secretary, who will record the minutes for each meeting. This committee's functions include:

- formulating, developing, and promoting policies of conservation and development within the PCC;
- serving as institutional branch charged with the analysis and clarification of the situations related to the enactment of the Inter-institutional Cooperation Agreement, and as the initial institutional branch for resolving conflicts that present themselves in the implementation of this agreement.

It is important to indicate that the decisions within the National Directors Committee shall be made by consensus among its members. In the event that agreement cannot be reached, the committee will depend upon a system of voting.



The **Regional Technical Committee** is the space for the presentation and coordination of ideas between the different regional institutional branches. Its members include the Secretary of Culture of each department, a delegate from the departmental coffee grower committees, a representative from each autonomous regional corporation, and a representative from the universities, who may be from the Eje Cafetero University Network. This body will be coordinated by the departmental coffee grower committees on a rotation basis; this institution will fulfill the duties of the secretary of the committee. The functions of the committee and its members include:

- participating in the PCC project as a project of national level that requires the unified management of information, processes, the PCC Management Plan, and as a result, the coordination of the efforts of all departments and the State;
- establishing the list of delegates with the National Managerial Committee for the corresponding institutional branches;
- formulating its own functional rules;
- supporting regional development, progress, and benefits for the entire community, and not only for individual departments;



- coordinating on a regional basis the actions of the PCC Management Plan within the four departments of the PCC;
- completing follow up observations of the formulated policies, with each of the department members;
- participating in the formulation of each department's regional land use plans, such that the protection and development of the PCC is included in these plans;
- complying with the other functions that may be necessary for the achievement of the established objectives for the PCC's development and conservation.

The Executive Secretary is the body charged with establishing the coordination between the different committees and with implementing the action plans; the Executive Secretary is the chief body to be responsible for and to manage the PCC. The Executive Secretary is a member of the FNC, the entity which appoints this body, after consulting with the National Managerial Committee. This body's functions include:

- coordinating the actions of implementation, follow up, and the management of the PCC Management Plan. This includes coordinating processes of community participation and the PCC Management Plan's



communication strategies. Action plans will require the approval of the Ministry of Culture and the FNC.

- coordinating the actions and the implementation of the policies of the different hierarchical branches of the government and the management of the PCC;
- coordinating and centralizing the basis of information that is produced for the PCC Management Plan;
- preparing semi-annual reports for the National Managerial Committee and for UNESCO. These reports shall first be reviewed by the FNC and the Ministry of Culture who will in turn send these reports to UNESCO.
- calling for the PCC National Managerial Committee meetings and completing the minutes for these meetings;
- drawing up contracts for the necessary legal arrangements for the acquisition of required assets and services, according to an approved budget. These negotiations shall be charged to the resources of the Inter-institutional Cooperation and the cooperative framework established between the Ministry of Culture, the FNC, and the different local governments.
- allocating financial resources for the development of the Inter-institutional Cooperation Agreement, using an independent account named *PROYECTO*



PAISAJE CULTURAL CAFETERO. This account shall receive all financial support of the parties and of the natural and legal persons that have decided to co-finance the development of the Inter-institutional Cooperation Agreement's objectives.

- informing the parties subscribed in the Inter-institutional Cooperation Agreement about the follow-up concerning the convention's implementation;
- defining the needs and the specific conditions of the contracts that should be realized for the development of the Inter-institutional Cooperation Agreement's objectives;
- ensuring that the actions that are developed are credited to the participating entities within the present Inter-institutional Cooperation Agreement and that these meet with all the regulations concerning copyright;
- making decisions and writing corresponding reports. These reports shall form an integral part of this Inter-institutional Cooperation Agreement.
- completing other arrangements related to the nature of the Inter-institutional Cooperation Agreement established between the Ministry of Culture, the FNC, and the different local governments. Other duties may also include those assigned by the National Managerial Committee.



The **Technical Departmental Committees** constitute the spaces where actions and projects from the departmental scope can be coordinated. In each department, these committees are conformed by: a). the department Secretary of Culture; b). a delegate from the departmental Secretaries of Development, Planning, and Tourism, or the analogous bodies that complete these duties; c). a delegate of the autonomous regional corporations that have an area of influence in each department; d). a delegate from the universities of each department that has worked in the process of the PCC or a delegate who can support the actions of or contribute specific knowledge to the project; e). a delegate from each department's coffee grower committee. The coordination of this committee shall be rotated between its members for periods of one year. Principal duties of this committee include:

- coordinating the actions of the PCC Management Plan within the scope of the committee's department;
- coordinating the communication and sharing of knowledge about the PCC and its Management Plan, according to the PCC Communication Plan;
- analyzing, proposing actions, and sharing knowledge with the corresponding entities about the impacts of and the needs that arise by the implementation of the PCC Management Plan for each department.



The *Inter-institutional Cooperation Agreement* will also consider the obligations of its institutional members, among which are to be included:

- complying in an upright manner with the objectives of the Inter-institutional Cooperation Agreement;
- appointing the persons that are to participate within the National Managerial Committee, one per entity as a responsible delegate for the development of the PCC policies. Members shall also be responsible for these policies' implementation in the governmental sphere.
- supporting the development, implementation, and follow up of the PCC Management Plan, in addition to the processes of coordination with public and private divisions, as well as generally with the community;
- supporting the management team before different environmental entities, municipal governments, decentralized institutes, and academic circles. This is to be done in order to support in whichever way the development of the PCC Management Plan.
- supporting the coordination and implementation of the management plan of the plan's Executive Secretary;
- providing the relevant information for the development of the Inter-institutional Cooperation Agreement's objectives, without restrictions,



confidentiality, or without including statutory limitations, according to the protocols defined by the National Managerial Committee;

- providing the required technical, financial, and human resources for the development of the Inter-institutional Cooperation Agreement, so as to meet with the budget allocations that have been established for the implementation of the agreement's objectives. These resources may be personal, from donations or cooperative agreements developed with international organizations, or resources that come from the addition of the IVA tax on mobile telephones, as permitted by law.

Furthermore, certain specific obligations are to be established for each of the participating institutions. In this context, the **Ministry of Culture** shall:

- coordinate and lead the implementation of the convention; furthermore, the Ministry of Culture shall control the implementation and supervision of the convention, through its Director of Patrimony or through the person charged with these responsibilities, or other person that has been delegated to that end;
- technically assess the departments for the development of the actions directed towards the preservation and safekeeping of the PCC's cultural heritage, according to what has been defined in the management plan;



- develop the required coordinating activities between UNESCO and other international organizations;
- maintain the flow of information concerning the Inter-institutional Cooperation Agreement's progress within the different territorial entities, so as to achieve the coordination and the consistency of actions and policies;
- complete other duties related to the same goal of the agreement.

In the framework of the Inter-institutional Cooperation Agreement, the obligations of the ***Colombian Coffee Growers' Federation*** are to:

- support general knowledge about the different coffee growing institutions and the aspects related to the management of the PCC landscape. This will be done with the end of developing, implementing, and completing follow up investigations about the management plan, as related to the coffee growers' different interests.
- organize and shape internal work groups that will analyze the management tools and the development of the PCC according to its management plan;
- work collaboratively with entities interested in the implementation of the development tools of the PCC's management plan;



- describe the human, technical, and financial resources that correspond to the implementation of the strategies of the objectives of the PCC management plan and of the finance sources;
- complete other duties that are to be developed with the same objective of the Inter-institutional Cooperation Agreement.

Finally, the **four departments of the PCC** shall complete the following obligations:

- structure the development of the Management Plan with the municipal areas within the PCC;
- organize and shape internal work groups that analyze the PCC management tools that are relevant to the department;
- work collaboratively with the entities interested in the implementation of the management tools of the project;
- participate in the PCC project as a project of national importance that requires a united management of the information related to its processes and its management plan. As such, the four departments shall participate in the coordination of the efforts of all of the departments and those of the nation.
- organize the activities to be implemented with the Departmental Heritage Board, in coordination with the Ministry of Culture;



- organize and submit the conformation of each departmental work group and the mechanisms that institutionalize them, for example the regional agreements, so as to guarantee these work groups' proper functioning within each department;
- designate a representative to serve in the PCC Regional Technical Committee;
- coordinate and implement through the Inter-institutional Cooperation Agreement the PCC's activities of social participation, to be implemented with the general population and with the heritage volunteer networks, according to the PCC communication strategy;
- compile and send to the PCC Executive Secretary the plans and projects within the PCC area of each local government, autonomous regional corporation, and municipal government. In addition, they shall coordinate the themes of these plans with the PCC management plan.
- follow the guidelines of the PCC management plan, and contribute to the development of the strategies for meeting with the plan's objectives in the territories corresponding to their governmental control;
- follow the guidelines of the management plan in terms of the communication plan;
- coordinate the implementation of the actions that correspond to the management plan for each department in coordination with the National Managerial Committee and the Executive Secretary of the PCC;



- coordinate with the municipal areas within the PCC's area the presentation of projects and agreements related to the allocation of resources from the IVA tax, in support of the objectives of the Inter-institutional Cooperation Agreement, according to current regulations;
- appoint a delegate for the supervision of the Inter-institutional Cooperation Agreement;
- complete other duties towards the fulfillment of the Inter-institutional Cooperation Agreement.

The proposed institutional network intends to respond to the challenge of giving space and participatory rights to the territory's people, in all of their diverse interests and activities. This is to be done without losing the capacity for the coordination of and decision making in the effective management of the PCC area by the actors who are directly related to this area.

4 STRATEGIC GUIDELINES

The strategic guidelines contain the general principles that shall guide PCC decision making and management practices, in addition to the objectives, strategies, and proposed actions related to certain identified assets. Furthermore, the strategic



component contemplates the development of a group of strategic projects within the region, the realization of inventories related to cultural and natural assets, the implementation of a research program, and several mechanisms of citizen communication and participation. Financial resources come from official sources and from the participation of the private sector. A system of follow up and assessment will serve the objective of evaluating the management and conservation of the PCC.

2.6 MANAGEMENT PRINCIPLES

The PCC Management Plan seeks to achieve that the general population feel ownership of the PCC, and that the PCC may be sustainably conserved, in harmony with the economic activities that different agents develop within the region. In this context, management practices of this region focus on the economic and social well being of all of the inhabitants, a sense of ownership by the region's inhabitants of their cultural heritage, and environmental sustainability. Each of these practices is explained below.

- Economic and social well-being
 - The search for satisfactory standards of living for the region's population will promote a sense of being deeply rooted to the region; this will also promote the recognition of the cultural values of the zone.



- The decisions of the rural producers are framed in the economic and efficient use of their lands, based on environmental sustainability.
- The merging of tradition with new productive technologies will also foster economic and social well-being.
- “Owning” their cultural heritage
 - The protection of coffee culture as an element of identity, deep-rootedness, and of conservation will come from the inhabitants having the sense of “owning” the PCC.
- Environmental sustainability
 - Consciousness of the area’s importance and the design of initiatives and policies that promote environmental sustainability will achieve the preservation of the PCC.

2.7 OBJECTIVES, STRATEGIES, AND ACTIONS

The PCC Management Plan is closely related to these previously described principles, the landscape’s exceptional value, and the main threats to this area’s sustainability.



According to these elements, strategic objectives have been established, which are to guide the management of the PCC. These are presented below in Table 5.

For the completion of these objectives, a series of strategies and actions were developed, in a process that could be measured and verified. To do this, synergies were identified between the PCC management plan and the strategic plan of the coffee growing institutions. This is to say that when possible, the objectives, actions, and strategies of the PCC management corresponded to elements of the FNC Strategic Plan 2008-2012, a plan that was approved by coffee grower leaders from around the country at the 69th Coffee Grower Congress in Manizales that took place in February 2008. This plan—the result of an extensive process of participatory construction between different regional and national entities of the FNC—reaffirmed the mission, the vision, and the values of the FNC; this plan constitutes the map that will show the path of the coffee growers in the mid-term.

Table 5. PCC Management Plan Objectives



Asset	Principal Threats	Objectives
Human, family-centered, generational, and historical efforts in the production of an excellent quality coffee	<ul style="list-style-type: none"> Diminishing of coffee growing's profitability Little generational relevance <ul style="list-style-type: none"> Changes in land use 	Spur the competitiveness of coffee growing.
		Promote the development of the coffee growing community and its surroundings.
Coffee culture for the world	<ul style="list-style-type: none"> Low inter-generational continuance Loss of traditional knowledge and construction techniques Profitability from other uses of the buildings and farms <ul style="list-style-type: none"> Seismic movements 	Conserve, revitalize, and promote cultural heritage, and articulate this within regional development.
Social strategic capital build around its coffee growing institutions	<ul style="list-style-type: none"> Possible diminishing of regional participation and the weakening of social capital 	Strengthen the coffee growers' social capital.
		Spur regional integration and development.
Relation between tradition and technology to guarantee the quality and sustainability of the coffee product	<ul style="list-style-type: none"> Contamination of natural resources Loss of streams and headwaters <ul style="list-style-type: none"> Landslides 	Support the productive and environmental sustainability of the PCC.



This approach generates important advantages for the PCC Management Plan. First, by being consistent with FNC's strategic plan—the result of a consensus among coffee growers and their representative leaders—the PCC Management Plan has obtained an important legitimacy among the coffee growing population. . Secondly, it also permits the use of the different coffee grower institutions, including the nearly 400 members of the FNC Extension Service located in the PCC region, the Coffee Grower Informational System (SICA, after the system's initials in Spanish), and the diverse specialists within the departmental and municipal coffee grower committees, Cenicafé, and the coffee grower cooperatives for the PCC's benefit. In addition, this approach provides access to financial support from the National Coffee Fund and the resources coming from the co-financers of the different coffee trade institutions. These institutions shall allocate an important component of the approximately 170 million dollars that the coffee institutions annually invests directly in programs of productive, social, and environmental development.

Even more importantly, this approach permits leveraging the development of the PCC Management Plan within a planning and monitoring management system, implemented by the FNC within its own strategic plan. This is based on the application of the tool known as the **Balanced Scorecard**, which permits the assessment of the achievement of each objective through time. The accomplishment



of established goals in the short, mid, and long term may be assessed, with the objective of perceiving the implementation and the effectiveness of the management strategy in question. Besides reinforcing the institutional culture, this tool facilitates the identification and the prioritization of initiatives, programs, and strategic projects, permitting the realization of goals and in this manner, the achievement of strategic objectives. The achievements attained by the FNC in the application of this tool have merited the recognition of being included in the Balanced Scorecard Hall of Fame, along with other important world organizations that have used the Balance Scorecard in an exemplary fashion, to successfully implement strategies and achieve revolutionary developmental results (see the document "Balanced Scorecard Report Hall of Fame 2007").

Finally, and as was previously described in terms of the end of guaranteeing the operability and the implementation of the strategies and actions contemplated within the current PCC Management Plan, this approach will be reflected in policy development, developmental plans, and plans of regional land use, as well as in sector policies and in institutions of different hierarchical levels, whether at a national or regional level. Next, the strategies and corresponding actions of each of the posted objectives will be described.



4.1.1 Objective 1: Encouraging coffee growing's competitiveness

One of the necessary conditions to guarantee the permanence of coffee growers in their trade—bringing continuity to this important tradition from the rural sector—is the competitiveness of coffee growing within the PCC. This alone can maintain a young, productive, and profitable coffee culture. To achieve this objective, it is important that coffee plantations be planted with young plants to increase the lands' productivity; moreover, it is fundamental that the best crop management practices are employed. These factors shall permit the maximum profitability from coffee growing. In a similar way, changes should go beyond tree renewal and should include actions that promote the entrance of young people into the coffee trade, with the end of bringing continuity to this productive tradition and of facilitating this trade's adaptation to changing conditions. What follows is a synthesis of actions that support this objective.

Strategy 1: Obtaining a young, productive, and profitable coffee culture

- Encourage the generational relevance of the coffee growers.
- Renew aging coffee plants.
- Promote the adoption of better practices, increasing profitability.
- Manage financial mechanisms that support coffee growing.



This strategy shall be led by the Colombian Coffee Growers' Federation.

4.1.2 Objective

2: Promoting development within the coffee grower community and its surroundings

As was previously evidenced in the section describing the exceptional values related to Colombian coffee growing, coffee growing within the PCC is an activity that is based upon the efforts of a group of people who have worked for more than 100 years in the production of a coffee of excellent quality. The improvement of the living conditions of these coffee growers is accomplished both through the profitability of this crop and through the necessity to implement concrete actions such that their social development may be complemented. To this end, three spheres of rural life shall be developed: educational and training processes, projects that improve the community infrastructure, and the development of productive and touristic projects that generate value within the PCC's communities.

Strategy 2: Improving the educational and training process

- Support the State in the implementation of formal, holistic educational options for the coffee growing regions.



- Encourage productive, relevant, academic projects.
- Develop and implement work related training programs.

This strategy is to be led by the Colombian Coffee Growers' Federation, with the support of the governments of Caldas, Quindío, Risaralda and Valle del Cauca.

Strategy 3: Implementing projects that improve community infrastructure

- Support the State in the widening and maintenance of access routes and in the provision of services to the coffee growing farms.
- Provide incentives for improvements in the living conditions of coffee grower households.
- Implement community development projects.
- Provide incentives for the interconnectivity of the coffee growing regions.

This strategy is to be led by the Colombian Coffee Growers' Federation, with the support of the governments of Caldas, Quindío, Risaralda, and Valle del Cauca.

Strategy 4: Providing incentives for productive and touristic projects that generate value for the rural population

- Promote cultural, natural, and productive assets through touristic and productive projects that actively integrate coffee growers, communities, and



sites of interest under a framework of sustainability, integrated development, and participatory planning.

- Integrate the projects in the tourism policies of the Vice-Ministry of Tourism.
- Define the actions to be included in the regional tourism plans of the governments within the PCC.

This strategy is to be led by the Ministry of Industrial Commerce and Tourism, with the support of the governments of the departments within the PCC, and the Colombian Coffee Growers' Federation.

4.2.3 Objective 3: Conserving, revitalizing, and promoting cultural heritage; integrating cultural heritage with regional development

The deep rootedness of the coffee culture is one of the characteristic traits of the PCC. This has transcended the productive sphere and has permeated the diverse traditions and cultural and social manifestations of the region's inhabitants. In this way, a rich cultural heritage of national importance has been created. The management of these tangible and intangible values is based on research, assessment, conservation, and the dissemination of this heritage. In these processes, the participation of civil society shall be a strategic element.



Strategy 5: Advocating research, assessment, and the conservation of cultural heritage

- Strengthen the regional research processes related to cultural and archeological heritage and its widespread dissemination.
- Promote the inventory, registration, assessment, conservation, dissemination, and sustainability of the cultural and archeological heritage.

This strategy shall be led by the Ministry of Culture, with the support of the local and departmental governments, and the universities located in the PCC's area of influence.

Strategy 6: Promoting social participation in the processes of assessing, communicating, and dissemination of the cultural heritage and the PCC's social values

- Promote an appropriate mediation concerning the urban and rural architectural heritage and the integration of this heritage within developmental and regional land use planning.
- Promote projects for the sharing, communication, and dissemination of cultural heritage and of the PCC's social importance.
- Promote actions to be developed with heritage watchdog groups in addition to the creation of new groups.

This strategy is to be led by the Ministry of Culture, with the support of the local and departmental governments, and universities from within the PCC.



4.2.4 Objective 4: Strengthening the coffee growers' social capital

One of the factors that has brought life and an exceptional nature to the PCC is the social capital that the coffee growers have built around their trade. This capital, conformed of the diverse institutions and divisions of the coffee growing trade, has permitted the consolidation of coffee culture as the region's principal source of income and sustainable human development. For this reason, the strengthening of the coffee culture is one of the central elements for the conservation of the PCC region.

Strategy 7: Strengthening the leadership and the participation of the coffee growing population

- Strengthen the sense of belonging of the coffee growers and of actors from the different coffee growing institutions.
- Increase the dynamism and the participation in the different democratic coffee growing institutions.
- Support projects that privilege economic, political, and social participation of female coffee growers.

This strategy is to be led by the Colombian Coffee Growers' Federation.



4.2.5 Objective 5: Encouraging regional integration and development

The ability to manage the different coffee growing institutions and the commitment of the different agents for the PCC's sustainable development shall support the construction of alliances on the local, regional, and national levels, permitting the coordination of actions on behalf of the conservation of the PCC's landscape.

Strategy 8: Integrating the PCC's conservation objectives on regional, national, and international levels

- Leverage the capacity for institutional management to develop State and international commitment to the conservation of the PCC.
- Encourage alliances between regional authorities and the private sector for the PCC's economic, social, and cultural development.

This strategy is to be led by the Colombian Coffee Growers' Federation and the Ministry of Culture.

4.2.6 Objective 6: Supporting the PCC's productive and environmental sustainability

The balance between a productive landscape and environmental conservation is a fundamental condition for the preservation of the PCC's unique characteristics. Thus, it is vital that the management of this landscape include strategies that support the



conservation of natural resources through projects that support biodiversity and the environmental, productive, and economic sustainability of coffee growing.

Strategy 9: Developing initiatives that generate a positive environmental impact.

- Develop scientific knowledge that permits a deeper understanding of the interaction between biodiversity and a productive landscape.
- Protect and promote the productive value of the biodiversity within the coffee growing regions.
- Encourage the protection and sustainability of water and forest resources.

This strategy is to be led by the Colombian Coffee Growers' Federation, in coordination with the National Center for Coffee Research—Cenicafé—and the autonomous regional corporations.

Strategy 10: Providing for scientific and technologically timely developments that encourage the sustainable use of the PCC

- Develop the coffee growing research agenda with the end of continuously offering solutions in the short, mid, and long term to the changing challenges of coffee growing.



- Strengthen the strategies for the validation, interaction, and adoption of technology amongst coffee growers, the Extension Service, and scientific research teams.

This strategy is to be led by the Colombian Coffee Growers' Federation, in coordination with the National Center for Coffee Research–Cenicafé.

2.8 CONSERVATION PLAN

The current Management Plan's institutional structure and strategies constitute the basis upon which the conservation of the PCC's unique characteristics can be managed. With this structure and strategies as a basis, strategic projects permitting social, economic and cultural development of the communities that inhabit this landscape can be developed. Towards the end of guaranteeing the continuity of its coffee culture, this structure and strategies will be further supported by the compliance with sustainable production practices that allow the economic development of the coffee growers in harmony with the environment.

The conservation of the PCC shall stem from a complete inventory and documentation of the different cultural and natural assets found in the region. This task shall be complemented with the promotion of research in areas related to the unique



attributes of the landscape. Finally, to promote the sense of belonging and of deep rootedness to the PCC, the encouragement of citizen participation mechanisms will be fundamentally important, as will be the implementation of the communication strategy promoting the commitment of the inhabitants to the development and conservation of their heritage, as was described in Chapter 5 of the dossier.

4.3.1 Strategic projects

To comply with strategic objectives, the management of the PCC shall provide for the implementation of sustainable development projects that consider the PCC's social, productive, cultural, and touristic aspects. These projects shall be established, prioritized, and implemented with the support of the Executive Secretary and the Regional Technical Committee, following guidelines established by the National Management Committee. The projects to be implemented shall focus upon the following elements, among other things:

- Transportation, communication, and public services infrastructure
- Sustainable tourism
- Productive projects related to coffee
- Pedagogical projects, training, and transference of best practices that support the preservation of the PCC's assets.



4.3.2 Production practices

The sustainability of coffee production depends upon a certain balance between the social well being of the producers and their families, economic profitability of the trade, and environmental conservation. The FNC, through Cenicafé, has investigated and promoted the adoption of sustainable cultivation practices by coffee producers⁵³. To bring continuity to this practice, the FNC shall specifically promote with the PCC coffee growers the implementation of the following practices to support environmental conservation:

- Adopting means for the protection and conservation of the farms' water sources.
- Using water saving technologies in the process of coffee washing.
- Maintaining appropriate basic treatment infrastructure on the farms.
- Practicing the technical recommendations for the prevention and management of soil erosion.
- Using recommended practices for the integrated management of plagues.
- Providing appropriate sanitary and housing conditions for the workers on the farms.

⁵³ Baker and Duque, 2007



4.3.3 Inventory and documentation

The institutional structure of the PCC shall conserve and share with the population the inventories of the different assets of cultural and natural interest found within the region. It shall support the performance of additional inventories that may be necessary so as to have complete, current inventories that provide for the following elements:

- Ethnographies
- Flora and fauna
- Assets of cultural interest
- Archeological sites and collections
- Property of architectural interest
- Other elements of interest for the conservation of the PCC.

The establishment of a center for the documentation concerning the landscape, and an archive for conserving the minutes, documents, books, and audiovisual material about related themes has been considered. The entity responsible for compiling and maintaining this information is to be the Executive Secretary, who can delegate regional research centers or educational centers to provide consultations for interested parties.



4.3.4 Investigation

A research program about the PCC shall be designed and implemented concerning the following themes:

- Coffee growing studies
- Archeological studies
- Architectural and urban studies
- Studies about cultural heritage
- Studies about biodiversity and the environment

The National Center for Coffee Research—Cenicafé—shall head research projects related to the coffee cultivation and the environment; the region's universities shall be charged with leading research about cultural, archeological, and architectural themes.

Taking advantage of the processes of studying, assessing, characterizing, and delimiting the PCC within each department, the region's universities have created a network called the Strategic University Alliance, whose work complements work done by the *Eje Cafetero* University Network. These institutions have made available specialized research groups that shall support the actions of the Management Plan, in addition to the actions that may be added in the future. These schools and their respective research groups include:



Universidad Tecnológica-Pereira UTP:

- Doctoral programs in the science of education; Faculties of Administration and Environmental Studies
- Category B Colciencias⁵⁴ research group: Management of Culture and Environmental Education
- Category A Colciencias research group: Policy, Sociability, and Historical-Educational Representations

Universidad Católica Popular-Risaralda UCPR

- Category B Colciencias research group: UCPR Architecture Group-Habitat, Culture, and Regionality.
- Category B Colciencias research group: Design and Environment Group.
- Category A Colciencias research group: Growth and Economic Development
- Colciencias registered research group: Cognition and Education
- Colciencias registered research group: Communication, Language, and Public Policy

Universidad Gran Colombia-Armenia UGCA:

⁵⁴ *Colciencias* is a national Colombian organization similar to a ministry, charged with heading the National System of Science, Technology, and Innovation. Among other duties, Colciencias rates university research groups based on factors such as number of publications, conference presentations, etc.



- GIT: Integrated Territorial Management
- EAS: School for Sustainable Architecture (a group studying heritage from the Faculty of Architecture)

Universidad del Valle

- Category B Colciencias research group: CITCE-Center for Territory, Construction, and Space Research
- Archeodiversity-Carlos Armando Rodríguez (not inscribed in Colciencias)

Universidad del Quindío

- Center for Regional Studies
- Program for Social Work: research agendas in heritage and cultural identity

Universidad Nacional de Colombia-Manizales

- Category A Colciencias research group: Academic Urbanistic and Architectural Heritage Work Group
- UNESCO class of integrated heritage management
- Regional Society and Culture study group
- IDEA: Institute for Regional Studies



4.3.5 Citizen participation

The following list includes the principal participatory divisions that have been foreseen with the purpose of including PCC inhabitants within the implementation of the PCC Management Plan and the conservation of the PCC:

- the PCC Regional Technical Committee, which represents the alliance between the government, the private sector, and the academy;
- departmental and municipal Boards of Culture, conformed by universities, research centers, minority ethnic representatives, Faculties of Architecture, non-governmental organizations concerning heritage, local governments, and the academy;
- national and departmental heritage boards;
- heritage volunteer networks

This last program—**the heritage volunteer networks**—shall be the main tool to achieve active community participation in the PCC's conservation. This Ministry of Culture program seeks to offer a compass that can orient citizens towards an active participation in the conservation and protection of their cultural heritage. These groups were grounded within the guidelines established in the National Plan for Culture 2001-2010 and are related to citizen participation, cultural dialogue, and the preservation of cultural memory. The program contains strategies directed towards



the participating citizenry and the volunteer groups, strengthening the following aspects:

- awareness of the heritage assets;
- implementation of educational campaigns promoting the consciousness of the importance of the heritage defense and safekeeping ;
- actions of preventative maintenance for the assets of cultural interest;
- awareness of the law and the current regulations concerning heritage;
- awareness of the participatory channels and spaces provided by the constitution and regulations;
- use of protective mechanisms to solicit authority compliance with regulations concerning the protection of assets;
- dissemination of PCC volunteer network experiences and activities;
- advocacy for the creation of heritage volunteer networks in the PCC municipalities, when these groups are not in existence.

2.9 FOLLOW UP AND EVALUATION

Chapter 6 of the dossier for the PCC nomination provides a group of variables and indicators that shall be used to monitor both the state of preservation of the PCC in addition to the management of the different components of the Management Plan, particularly focusing on the established objectives. Based on these elements, a



follow up system has been designed using the Balanced Scorecard tool, which permits the evaluation of the general development of the Management Plan and the contribution of each of the areas involved in the achievement of the strategic objectives. This approach permits the assessment of the development in addition to the realization of necessary adjustments in an expedient manner.

The following list presents the principal elements that constitute the follow up and evaluation system:

- policies of information management (collection, maintenance, storage, and identified responsible parties for the management of PCC data and information);
- monitoring indicators concerning management;
- indicators of the asset's conservation status.

The monitoring of the indicators concerning development and preservation shall be a priority in the current PCC Management Plan. This shall be initially implemented in the period between 2010-2014. At this point in time, the entire PCC Management Plan shall be reviewed with the view of adapting it to new conditions, should this be necessary.



5. REFERENCES

Arango, Silvia. (1989). *Historia de la arquitectura en Colombia*. Universidad Nacional de Colombia: Bogotá.

Baker, Peter and Duque, Hernando. (2007). *Guía para la caficultura sostenible en Colombia*. FNC–Cenicafé: Bogotá.

Botero, Jorge E. (1997). "El crítico estado de nuestras valiosas ecorregiones." *Estudios Regionales*, Nº 7, CRECE. Manizales.

Botero, Laura V. (2007). "Café, cultura en movimiento." Special supplement for *Futuro, a raíz de los 80 años de la Federación Nacional de Cafeteros de Colombia*. La República. Bogotá.

Briceño, Pedro Pablo. (2008). *La ocupación humana en el área del Paisaje Cultural Cafetero del Departamento del Quindío: Huellas de una presencia milenaria*. Armenia.



CARDER, et al. (2004). *Ecorregión Eje Cafetero: Un Territorio de Oportunidades*. Pereira.

Centro de Museos de la Universidad de Caldas. (2007). *Proyecto para el registro de las colecciones arqueológicas ante el Instituto Colombiano de Antropología e Historia en cumplimiento de la Ley de Cultura*. Manizales.

Comité Departamental de Cafeteros de Caldas, Gobernación de Caldas, Corpocaldas y CRECE (2008). *Estrategias para valorar e institucionalizar el Paisaje Cultural Cafetero del Eje Cafetero de Colombia*. Ejecución Departamento de Caldas, final report. Manizales.

Comité Departamental de Cafeteros de Quindío. (2008). *Institucionalidad cafetera*. Armenia.

Comisión de Ajuste de la Institucionalidad Cafetera. (2002). *El café, capital social y estratégico*. Bogotá.



Conservation International. (2009). *Biodiversity hotspots. Tropical Andes*. Washington. www.biodiversityhotspots.org/xp/hotspots/andes/Pages/default.asp

x

Corpocaldas. (2007). *Plan de Acción Trienal, PAT, 2007-2009*. Manizales.

http://www.corpocaldas.gov.co/adminsite/archivos/PAT_2007-2009.pdf

Chalarca, José. (1998). *Vida y hechos del café en Colombia*. Editorial Común Presencia: Bogotá. Publication synthesis downloaded from the internet August 8th, 2008. <<<http://josechalarca.blogspot.com/2008/03/el-caf-relato-ilustrado-de-una-pasin.html>>>

Duis, Urte. (2007). *Plan de Manejo del Paisaje Cultural Cafetero (PCC) 1ª Fase: Lineamientos y Metodologías*. Armenia.

Federación Nacional de Cafeteros de Colombia. (2008). *Sistema Nacional de Información Cafetera*. SICA: Bogotá.



Gobernación del Valle, Comité de Cafeteros del Valle del Cauca y Universidad del Valle. (2008). *Definición de la muestra excepcional del Paisaje Cultural Cafetero en el Departamento del Valle del Cauca*. Final report. Cali

Guhl, Andrés. (2004). *Café y cambio de paisaje en la zona cafetera colombiana, 1970-1997*. CIAT: Bogotá.

http://www.ciat.cgiar.org/training/pdf/060118_cafe_y_cambio_de_paisaje.pdf

Leibovich, José. (2007). *Competitividad de la Caficultura Mexicana*. Technical document prepared for the FAO. Bogotá.

López, Carlos Eduardo, et al. (2008). *Patrimonio arqueológico y paisajes culturales: la presencia humana milenaria en el departamento de Risaralda* Pereira.

Macía, Rosa Helena. (2004). *Somos café somos dos-tintos: Memorias de la Cátedra Unesco Gestión Integral del Patrimonio*. Universidad Nacional: Manizales.



Machado, Jorge. (1977). *El café: de la aparcería al capitalismo*. Distribuidora Colombiana: Bogotá..

Mejía, Juan Luis. (2007). *El café y la cultura*. Presentation realized in the 67th Extraordinary Conference of Coffee Growers, in celebration of 80 years of the FNC. Medellín.

Ministry of Culture-Defensoría del Pueblo. (2004). Programa de participación Vigías del Patrimonio. Bogotá.

PNUD. (2004). *Informe Regional de Desarrollo Humano, Eje Cafetero: Un pacto por la región*. Bogotá.

Reina, M. Silva, G. Samper, L.F. y Fernandez M.P. (2007). *Juan Valdez, la estrategia detrás de la marca*. Ediciones B: Bogotá.

Rincón, Alexander, et al. (2004). "Indicadores de seguimiento y evaluación de la Política Nacional de Biodiversidad en la zona cafetera occidental: avances metodológicos y resultados." In *Indicadores de Seguimiento y Evaluación de la*



Política de Biodiversidad. Instituto de Investigación de Recursos Biológicos Alexander von Humboldt: Bogotá.

http://www.humboldt.org.co/chmcolombia/indicadores/Capitulo2/SerieIndicadoresNumero3_Impresa.pdf

Rodríguez, D.M. Duque, A.A y Carranza J.A. (2008). "El patrimonio natural del Paisaje Cultural Cafetero en Risaralda." In J.E. Osorio and A. Acevedo (Eds.), *Paisaje Cultural Cafetero–Risaralda Colombia*, 2008. Pereira.

Rodríguez, Diana y Jorge Enrique Osorio. (2008). Sistema patrimonial Paisaje Cultural Cafetero. Modelo cartográfico para la delimitación de la zona principal y buffer. In J.E Osorio. and A. Acevedo (Eds.), *Paisaje Cultural Cafetero –Risaralda Colombia*, 2008. Pereira

Sarmiento, Juan Manuel. (1995). De tapias, chambranas, aleros y balcones. Patrimonio arquitectónico. *Patrimonio y memoria cultural de Caldas*. Gobernación de Caldas: Manizales.



SIRAP-EC. (2005). *Planificando el edén. El Sistema Regional de Áreas Protegidas del Eje Cafetero SIRAP – EC. Por la preservación de la diversidad biológica y cultural de la región*. El Bando Creativo: Cali.

Téllez, Germán. (1980). *La arquitectura y el urbanismo en la época republicana 1830-40/ 1930-35. Manual de Historia de Colombia*. Colcultura: Bogotá.

Universidad Católica Popular de Risaralda, Corporación Autónoma Regional de Risaralda, Universidad Tecnológica de Pereira & Comité Departamental de Cafeteros de Risaralda. (2006). *Informe Final Primera Etapa de Investigación Proyecto Paisaje Cultural Cafetero: Delimitación Departamento de Risaralda*. Final Report, Pereira.

Universidad Nacional de Colombia, Gobernación de Caldas y Corpocaldas. (2006). *Investigación Paisaje Cultural Cafetero en Caldas: delimitación, caracterización y lineamientos para un Plan de Manejo*. Final report. Manizales.