EXECUTIVE SUMMARY

Massachusetts Institute of Technology
Department of Urban Studies and Planning
Universidad Tecnológica de Bolívar
April 2010
The summary presented here provides a description of the nature of the representative supply chains of the Bazurto market studied. This summary’s primary intention is to present discoveries and recommendations for the Bazurto market. The understanding of the nature of each supply chain is key to developing a sustainable intervention in the market. If local authorities were to disregard these innate relationships in the food supply system the medium-run results of any intervention in the market will be traffic congestion, overcrowding of public spaces, and other negative consequences on the access to and prices of food in the city. In the short-run, the recommendations here presented seek to minimize the negative impact in the supply of products to the city. In the long-run, they seek to guarantee the sustainability and efficiency of the future market system and mobility in Cartagena.

The work developed here was possible thanks to a technical group made up of twenty two students from MIT and UTB accompanied and led by eight professors from both universities – Edgar Blanco, Martha Bonilla, Ralph Gakenheimer and Alejandro Guarin from MIT, and Jorge Alvis, Luis Ignacio Morales, Rodolfo Matos, and Mauricio Rodriguez from UTB-, and the support of Alexa Mills in audiovisual media.

This project would not have been possible without the support of President Patricia Martinez and Professor Jorge Alvis from UTB, Department of Urban Studies Director Amy Glasmaier, CoLab Director Dayana Cunningham, Green Hub Director Rebecca Buell, and Martha Bonilla from MIT, Dr. Edgar Blanco and Isabel Agudelo from the Latin American Center for Logistics and Innovation (CLI), and the economic support of MIT, UTB, the MIT-Harvard Alumni Association of Colombia, and Muelles del Bosque.

The content of this report reflects the results of the interview and observation process carried out by the project team, and, thus, any inaccuracies in the descriptions of the supply chains are attributed to the project team.

Images: Christophe Chung, Alexa Mills and Shoko Takemoto

© April 2010
INTRODUCTION

Cartagena, like many cities of the Southern hemisphere, is facing the challenge of an unprecedented growth in the number of motorcycles and small vehicles that run on biodiesel in its streets. Hundreds of motorcycles are sold daily having only to present a valid identification card and with small weekly payments. Hundreds of new taxis enter the streets every day, adding to an increasing traffic problem. At the same time, small farmers and refugees enter the city and occupy public spaces.

The city of Cartagena is developing a new rapid bus transportation system (BRT, for its initials in Spanish) to offer a more efficient option to urban mobility. This new transportation system passes through the Bazurto food market, where more than eighty per cent of the population in Cartagena, restaurants and hotels get their food from. Cartagena, like other cities in the global south, does not have a city food supply plan. Currently, the city is facing the immense challenge of constructing an efficient massive transport system while relocating informal vendors from streets and reconstructing the food plaza where food provisioning is concentrated. The City Mayor’s Office is facing two complex challenges which interact in the same space and with crucial roles in the city.

The purpose of the Cartagena Practicum 2009-2010 was to provide a context to understand the challenges in food supply in cities of the global south, and to present a series of tools for solving this challenge. The Practicum was specifically designed to prepare students to participate in a food policy project in Cartagena, Colombia. The project’s general objective was to collaborate with Cartagena officials, academics, and students from the Universidad Tecnologica de Bolivar (UTB) to study the current food supply system, identify stakeholders, relationships, challenges, and opportunities, and develop recommendations for the city of Cartagena.

HISTORY

Around twenty years ago, the city of Cartagena de Indias lost control over its biggest food plaza, Bazurto, during the privatization process of the local electricity company. The city wasn’t able to maintain control over the market in spite of its efforts, and the plaza saw itself in the middle of an unresolved legal dispute with no entity overseeing its operation. Finally, in December 2008, the city Mayor’s office regained legal and managerial control over the market, which now had eighteen years of deterioration and lack of management as described below.

1. Public Utilities: During the period in which it had no management, Bazurto did not pay utilities, which resulted in the suspension of the services. For this reason, Bazurto still does not have access to electricity, water, sewage system, appropriate waste collection, security, parking zones, or loading and unloading zones.
2. **Security:** The market does not have a formal security plan because the city did not have the legal authority to manage the security of the market for eighteen years. Therefore, during this time, security was in the hands of illegitimate groups. In some cases, one single person has taken control over the few parking spaces for product loading and unloading. This way, this person has control over the access to one section of the market.

3. **Informal Vendors and Public Space:** Lack of access to basic utilities such as waste collection and electricity caused informal vendors located inside the Bazurto market building to leave the market. Buyers did not want to go inside the building to purchase goods. This way, informal vendors established themselves in the public space surrounding the market, which in turn attracted more vendors in a vicious cycle of continuous informal vendor growth. Ultimately, vendors have taken over most, if not all, of the public space causing much of the traffic congestion surrounding the market.

4. **Traffic:** The great number of retail vendors located in pedestrian zones and streets attracts a great number of clients, which creates a bigger congestion problem. Similarly, trucks and cars stop in unauthorized locations on the street to unload products for or buy products from these vendors.

5. **Governability and Institutional Capacity:** Only until recently does the Bazurto market have a formal management, which has weak and unclear control over the market. Thus, it is necessary to create management capabilities for the market rather than continue with the current illegitimate management. Market community members (retailers, wholesalers, clients and government officials) have great distrust amongst themselves. On the other hand, current vendor associations have not been able to consolidate all market vendors generating great atomization. This, in turn, makes it harder to take decisions and reach consensus.

Currently, the city of Cartagena is in the process of reconstructing the city’s food supply system by reorganizing the market system. Today, the system is centralized at the Bazurto market, where more than 80 per cent of the city’s population gets its food from. This reform is taking place for two main reasons. First, the city is constructing the integrated massive transport system (TRANSCARIBE) to improve mobility. This new system requires the construction of fast transit lanes for buses through various major streets, including the Avenida Pedro de Heredia, which is located besides Bazurto. Also, more than a thousand informal vendors are located on this street, a phenomenon that illustrates the need for the reform.

---

2 Se definen como vendedores informales los individuos que emprenden actividades comerciales no monitoreadas por el gobierno.
In the short run, the reform of the food supply system requires that vendors on the Avenida Pedro de Heredia relocate somewhere else. In the long run, the city major’s office is planning the construction of a network of sectorial markets where most of these vendors will eventually relocate to, and a principal plaza, Plaza Mayor, where wholesalers will be located.

It is important to recognize the direct relationship between poverty and lack of Access to food. In 2009, twenty five per cent of the city’s population considered itself poor, and almost a third did not consume one of the three meals per day for lack of resources. Hence, the recommendations here proposed take in to consideration the need to maintain low prices in the market and the population’s access to basic groceries.

Taking this context into consideration, the Massachusetts Institute of Technology (MIT) and the Bolivar Technological University (UTB, for its initials in Spanish) lead a study on the supply chain of edible and non-edible products sold in Bazurto during the second half of 2009 and the month of January. Through the study of these supply chains, product flow through the city, stakeholders and their functions, perceptions, interests, controversial topics, and worries were examined. Additionally, this study highlights the challenges and opportunities present in the food supply system.

**METHODOLOGY**

The study was developed in four phases: 1. A complete class on food distribution in cities of the global south, 2. Three case studies of high-informality food market interventions in the global south. Studied cases were Bangkok, Lima and Accra, 3. Fieldwork in Cartagena including the food distribution ecosystem in marginalized neighborhoods, and 4. Analysis. Here we summarize the main findings during the fieldwork and analysis phases.

The fieldwork and analysis were developed through the study of the supply chains of four staple goods in the market, representative of Cartagena's consumption trends. The products chosen were plantain as a representative of perishable goods; fish of animal protein; rice of non-perishable goods; and flip flops of non-edible goods.

Supply chains were studied over a period of two weeks through observation, daily interviews inside the market, meetings with mom and pop owners, retailers, and wholesalers, and interviews with stakeholders from each supply chain. Additionally, the group met with public officials and representatives of organizations involved in the implementation of the market.

---

3 Cartagena Cómo Vamos:
http://www.cartagenacomovamos.org/temp_downloads/Resumen%20Ejecutivo%20EPC%202009%5B1%5D.pdf
system reform, including representatives from TRANSCARIBE, the city major’s office, and the Bazurto administration.

**GENERAL CHARACERISTICS OF THE SUPPLY CHAINS**

The four supply chains studied (plantains, fish, rice and flip flops) show characteristics common across them all:

In all the studied supply chains, except for that of plantains, wholesalers also sell in small scale. In the fish market, this activity is only allowed between 4:15 and 9:00 in the morning while in the rice and flip flop markets it is not regulated. This way, wholesalers compete against retailers for clients.

Furthermore, in the market of perishable good –fish and plantains-, retailers examine the quality of the product before purchasing it. If there are any defects, they are allowed to change the product at that moment. These two factors are key in determining the amount purchase and the wholesaler from which it is purchased.

Finally, each chain has an urgent infrastructure and organization need that have not been solved by the system. Therefore, each chain has developed solutions according to its resources. An example of this is the informal credit system developed by the plantain, fish and flip flop markets, which are based on trust. In most cases, retailers receive merchandise that has to be paid to the wholesaler within the next 24 to 72 hours at low interest rates.

**SUSTAINABILITY**

The sustainability of the intervention in Bazurto must give priority to the financial and physical aspects. Any proposal must address the stakeholders’ needs as well as ensure their support. To avoid the emergence of new informal clusters around the new Plaza Mayor and sectorial markets is essential to prevent a resurgence of the problems observed in Bazurto. This can be achieved through permanent governmental companionship to vendor associations.

**STRATEGIC COMMUNICATION**

In general, one can observe a lack of communication about the changes the city seeks. The general ideas of the construction of Plaza Mayor and vendor relocation are evident. Nonetheless, the details on how and when this will be done are lacking, which causes great anxiety in the lives of vendors operating in and around Bazurto. It is imperative that the public have a clear understanding and vision of how the new market system will work along with its challenges and opportunities.
Based on other market intervention experiences, specifically on the case of Lima, launching a media campaign can be an effective way of informing people of the changes the city will face. Moreover, it will serve as a strategy to increase public support, which is key for the long-run success and sustainability of the project. It is recommended, then, that the city major’s office consider the option of increasing the existing information available about the project to the population to minimize the anxiety of stakeholders in Bazurto, which could turn into resistance and opposition to the successful development of the intervention.
PLANTAIN SUPPLY CHAIN ANALYSIS

More than 80% of Cartagena’s households purchase their fruits and vegetables directly from Bazurto, where more than 600,000 plantains are sold each day. Diagramming the supply chain for plantains creates an hour glass shape in which the production of many agents passes through the hands of a small number –around 14- wholesalers, and finally to the hands of many consumers. The key link in the plantain supply chain is the relationship between wholesalers and retailers. The exchange of plantains between these two actors occurs in the same physical space for four reasons:

1. Lack of grading requires the physical inspection of the product before purchase;
2. Face-to-face negotiation is central to the level of bargaining power of retailers (in other words, more appropriate pricing results when retailers are able to observe actual quantities of plantains held in wholesaler trucks;
3. Informal credit system requires the physical interaction between the actors; and
4. Retailers exchange up to 10% of the entire purchase that they consider subpar. This method of exchange requires physical interaction between the actors.

Whatever intervention that is planned for the market must take into account the predisposition of these two actors to execute a purchase in physical immediacy. Therefore, whether or not the wholesale market is moved, it is crucial that:

1. The new location has the necessary infrastructure for the plantain exchange between wholesalers and retailers to happen in one central location; and
2. If there is any chance that the wholesale market is in a densely populated area, there is a retail market close by.

This will improve the logistics of the market as well as avoid a high influx of informal vendors around the wholesale market. Other recommendations for the improvement of the logistics of the commerce of plantain include:

- Proper storage space for short and long-term storage of plantains owned by wholesalers,
- Proper storage space for short-term storage of plantains owned by retailers inside the market,
- Properly enforced operating schedule for the plantain plaza, and
- Proper parking space for plantain trucks.
FISH SUPPLY CHAIN ANALYSIS

The main stakeholders in the fish supply chain are the suppliers who supply fish from various parts of Colombia on a daily basis. These depend on the wholesalers located in the fish section of the markets, who provide connections with retailers, to sell. Retailers can be classified by type as follows: street traveling vendors, and sedentary vendors who sell in the Avenida del Lago. The main wholesalers are also commissioners. These have invested in infrastructure for loading, unloading and distribution of the product, and charge for the service. This way, wholesalers provide the link between suppliers and retailers as well as a complex credit system, most of which does not charge interest, from which around eighty per cent of retailers benefit each day. Wholesalers are considered the leaders of the fish market by the rest of the actors and oppose closing of their business until the relocated to Plaza Mayor.

The short-term reorganization plans for Bazurto include taking over public space in the fish sector area, currently used as truck parking space and product unloading zone. Taking over these areas, wholesalers will lose their space and source of income, which in turn maintains credit circulation for most retailers. Currently, there is no alternative credit system appropriate for retailers in the market to keep their economic activity. Hence, understanding the relevance of wholesalers and the social and economic role of the credit system is crucial. It is important to note that, in the event that these areas are closed, trucks would have to park in the street Avenida del Lago causing traffic congestion. Moreover, without these areas, fish wholesaling activity will be more disorganized and less efficient. Therefore, maintaining the current organization of the fish sector, including its unloading zones, is recommended at least until reaching a consensus with the stakeholders, preferably after the construction of Plaza Mayor.

In the long run, the reorganization plans for Bazurto include the separation of wholesale and retail activities, which presents opportunities to improve the efficiency and organization of the system. This way, we recommend supporting the creation of a retail vendor association in Bazurto, which will be in charge of operating fish unloading zones and procedures, thus, ensuring its efficiency. Moreover, this association can sponsor the creation of an alternative credit system, possibly with the support and help of the government and other organizations. The association could finance itself by fees paid by unloading trucks.
RICE SUPPLY CHAIN ANALYSIS

In the future reform in Bazurto, it’s important to consider the geographic proximity between rice wholesalers and sellers of other products. According to our study, we found that:

- **Rice is an essential part of the Colombian diet and neighborhood Mom ‘n’ Pop stores play a central role in its supply.** 44% of consumers in Cartagena buy rice in minimarkets or neighborhood Mom ‘n’ Pop stores, and 60% of Mom ‘n’ Pop stores purchase grains in the Bazurto area.

- **The most important relationship in the rice supply chain is the relationship between Mom ‘n’ Pop stores and wholesalers.** In Bazurto, the majority of rice vendors are wholesalers located outside of the official Bazurto building. There are a handful of mini-wholesalers in the area, and they are located inside of the Bazurto building.

- **Rice has a particular cost structure:** Profit margins of rice are low. Since the rice has a highly vertically integrated supply chain, the industry has a great influence over setting its price. Transporting rice is difficult because of its heavy weight, and as such transportation represents a huge cost for Mom ‘n’ Pop storeowners. Therefore, store owners tend to buy rice along with other products in the market, such as vegetables, fruits and other grains. This way, store owners can capitalize on the geographic proximity of these goods and reduce transportation costs.

- **Therefore, the upcoming reform in Bazurto should take into account the importance of geographic proximity between rice wholesalers and vendors of other products.** If it does not, this could lead to an increase in the price of rice, as Mom ‘n’ Pop storeowners are forced to travel longer distances and face higher costs in transport and restocking time.

Additionally, we identified key recommendations and opportunities to reduce traffic congestion, an issue that stakeholders in the chain identified as a critical problem. On a daily basis, approximately 10 to 15 trucks (carrying between 700 and 2000 sacks of rice) arrive at the market at any given hour of the day.

**Recommendations**

1. Create a loading zone
2. Regulate delivery hours
3. Designate parking zones for clients

**Opportunity:** Creating loading zones might generate additional administrative costs as well as a greater unloading time and payment to delivery employees (coteros). To offset these costs, the mayor’s office could partner with wholesalers to supply rice to public institutions, and thus compensating wholesalers for their additional costs.
FLIP FLOP SUPPLY CHAIN ANALYSIS

Given that construction of the new bus rapid transit system, TRANSCARIBE, will soon begin, it is necessary to relocate the 600 informal vendors who are currently located on the street outside the Bazurto Market. The majority of these vendors sell non-edible products, which means that they buy from a variety of suppliers that are able to deliver products to multiple locations, they sell non-perishable goods, and they only require basic infrastructure in order to operate. As a result of these characteristics, the supply chain of non-edible goods is flexible, and its supply does not require that the vendors be located close to Bazurto. This situation represents an important opportunity for the city in terms of potential interventions.

The current plan to relocate informal vendors to an area within the Bazurto Market itself could easily intensify the sanitation, security, and overcrowding problems that the Market currently faces. These precarious conditions could also lead to social conflicts and encourage public opposition, thereby complicating Market governance. Consequently, we suggest that the city find another adequate site to relocate the vendors. Leasing a site, using public land, or locating the future site of the sectorial markets are all options, provided that the new location has sufficient space, basic services, and a high demand for this type of product. Relocating the vendors to an appropriate site will guarantee that the vendors can maintain their source of income, which is central for the economic well being of the city.

Outside Bazurto, there are around 600 informal businesses of non-edible products. Considering that informal economic activities are one of the principal sources of employment for low-income communities, it is important to reflect on how to preserve the economic well being of this population. It is also essential to avoid that the vendors initially disperse but later form additional centers of informal activity in other streets and public spaces that then require another government intervention.

Based on various experiences in other countries, it is clear that providing technical and financial support for the unification and strengthening of vendors’ associations can be a central component of a successful municipal strategy. Instead of offering compensation to the vendors in exchange for their moving outside of the area in question, we suggest that seed funding be provided to the existing three associations to initiate the process of institutional strengthening. Along with the technical accompaniment of the city government, various incentives can be created to encourage the vendors to join the association, which can function as a buying group, offer credit to the member vendors, as well as training members in strategic themes. When combined with the selection of a new site for the vendors, this strengthening process will help ensure that these informal businesses, which are essential to the economic well being of the city, are able to survive, and also assure that other centers of informal vending do not arise in public areas and around the Bazurto Market.
CONCLUSIONS

The challenge of reforming Cartagena’s main food plaza, Bazurto, is of such magnitude and impact that we cannot completely address it in this study. However, the analysis of the four supply chains presented here is an important contribution to understand the nature of the market’s supply chains, their ability to adapt or collapse before the intervention process. The recommendations presented below summarize several of the concerns discussed in the analysis of each individual chain, as well as interests common to all of them.

1. The Short Run

The immediate challenge for the city’s administration in the short run is to minimize the vendor relocation’s impact in the market and the city’s food supply. As already stated, Bazurto is the central piece in the city’s food market. Therefore, any physical or institutional intervention must preserve the integrity of the food supply into and out of Cartagena. Furthermore, the vulnerability of low income communities to price fluctuations and food availability must be given first priority in the intervention plans. In particular, the city’s administration could:

   a. **Look for alternative locations, outside of Bazurto, where to relocate vendors before the construction of Plaza Mayor**

      The construction of Plaza Mayor is a great opportunity to decongest and reorganize much of the commercial activities that take place in Bazurto. However, the need to displace vendors who are currently occupying public space where TRANSCARIBE is to be built is urgent and cannot wait for Plaza Mayor. To avoid worsening the already deteriorated conditions in Bazurto, it is crucial that these vendors relocate outside of the market. For this, it is suggested that the city administration consider the use of temporary public terrains destined for other functions, or rent terrains with the adequate conditions to sustain this type of commerce during the construction of TRANSCARIBE.

   b. **Ensure the appropriate connections between wholesalers and retailers in the perishables market**

      As it has been observed, the physical proximity and direct interaction between wholesale and retail vendors create credit and negotiation systems that serve as a backbone for the supply chain. The upcoming constructions must consider adapting spaces that will allow commerce between wholesalers and retailers to flow efficiently. This is especially important for the plantain and fish markets, in particular if the reform involves intervening the public zones where these products are currently sold.
c. Design temporal modules with the capacity to accommodate different types of retailer vendors

One of the most important findings of this project was the documentation of the vast diversity of agents in the supply chains, especially in terms of size. The eventual physical remodeling of the market must take this into special consideration. The design of temporal or permanent storage modules should keep in mind retailers sell anywhere from a few hundred to thousands of a given product. To ensure vendors’ collaboration in the project, an adequate response to their needs is key. Otherwise, the design and resources of the new facilities won’t be respected leading to public space invasion rather than the desired organization and decongestion we are after.

2. The medium and long run

In the medium and long term, the city must work to ensure the market’s transformation is sustainable in time, both physically and institutionally. Additionally, food markets must be part of one single public policy that includes other topics such as mobility, fight against poverty, diet and access to homes. The next recommendations consider three fundamental areas: infrastructure, institutionality, and planning.

a. Basic utilities’ infrastructure

Improving basic infrastructure in Bazurto is one of the minimum requirements so that the market function a dignified and organized manner. The administration needs to make the required investments in basic utilities such as water, public restrooms, electricity, waste management, roofs and shadowed areas for storage, security and hygiene. Also, the current market does not have appropriate spaces for loading and unloading products. Therefore, vendors have improvised these zones in public spaces. It is essential that the state investment in the physical design and land acquisition to address these logistic needs of each supply chain.

b. Institutionality

This intervention is one of the key reforms in the food supply system in Cartagena as well as one of the most complex ones. For years, the organization market has been the interest of a few rather than a public concern. In the long run, it is necessary that the government assume its responsibility in guaranteeing the appropriate food supply for its population and retake control over the market. Even though the actual trade of goods will remain in the hands of the population, the state can and should regulate the use of the space in benefit of the public good. This way, it will be understood that trading in public spaces is a privilege instead of an
acquired right. For this, the state could use land contracting models, which have been previously successful in cases like Transmilenio in Bogota and other cities in Colombia and other developing countries. The land use in the Bazurto area could be contracted to vendor associations or coops for the medium-run (e.g., ten years). This could be used in all of the system components and will allow for greater law enforcement over hygiene and commercial practices.

c. **Planning**

Cartagena is a rapidly growing city, and, unfortunately, poverty levels have grown in the past years. Currently, there are no projects to change this trend in the foreseeable future. The city administration must plan a food market reform that looks toward the future. The price of land in Cartagena is already one of the highest in Colombia, and probably will continue to be so in the future. The consolidation of a terrain bank should be a priority to guarantee the construction of necessary infrastructure for food trade and other fundamental functions of society. It is also imperative that the administration see the transportation and food systems as complimentary to each other and mutually dependent. Development plans of massive systems like TRANSCARIBE should be implemented organically with other systems like the food system to guarantee appropriate access to food.

The food market plaza intervention in Cartagena is an enormous challenge for the state to confront a predominantly informal system. Informality is feared by governments because it escapes any census, control, following and, overall, authority. Even though informal markets appear to be chaotic and disorganized, they actually have their own order. As we have seen, food trade is a complex system in which complicated systems of credit, power and negotiation intertwine. Without denying its multiple problems and the many opportunities for improvement, it is necessary that the state recognize the important and need of these informal sectors to provide food at low costs.

Today, informality in Cartagena’s food market has two implications. On one hand, it is a highly diverse and flexible system with many types of vendors, products and buyers. The most luxurious hotels in the city as well as the poorest people in the city get their food from Bazurto. Bazurto can rapidly adjust to any consumer needs through its direct contact with the population and its extensive network of mom and pop stores. This flexibility is very important to maintain the city’s food security. On the other hand, this same informality causes a lack of appropriate planning of commercial activities (agents work with no coordination), a lack of reliable information about the market, and a constant risk to public health.
In consequence, the great public policy challenge is to heft the benefits of informality such as flexibility, and its disadvantages such as sanitary problems. The world is moving towards a change in the state’s attitude towards informality recognizing it as a key ally in the fight against hunger. Repressive measures designed without consideration in the particular socioeconomic context of developing nations lead to the exacerbation of black markets and accentuation of the most negative characteristics of informality.

The complicated task of reforming Cartagena’s food market might represent the definite successful moment in the city’s administration. The right revitalization of Bazurto will serve as a great detonator of change in the behavior of Cartagena’s citizens. It will also help recover public trust. An adequate intervention will help guarantee the fundamental right of access to food and could even become a world example of how to work with the informal sector in an inclusive urban intervention.
TEAM

UTB Students:
Vanessa Arrieta Hurtado
Cileny Contreras Pérez
Vanessa Gómez Cadavid
Raymundo Marrugo Alcázar
Andrés Felipe Reyes Hernández
Susana Díaz Mercado
Santiago Estrada Otálvaro
Angélica Guzmán
Roberto Mangonez
Arcelio Pérez
Jessica Villero Garcés

MIT Students:
Anyka Brickman Raredon
Alyssa Bryson
Cassandria Campbell
Christophe Chung
Lina García
Elisha Goodman
Ben Hyman
Natalia Maya
Stefanie Ritoper
Héctor Salazar Salame
Shoko Takemoto

Instructors:
Jorge Alvis
Luis Ignacio Morales
Mauricio Rodríguez
Edgar Blanco
Martha Isabel Bonilla
Ralph Gakenheimer
Alejandro Guarín

Audiovisual Media
Director:
Alexa Mills

ALLIES

The team has had the support from various allies, which deserve great recognition for their valuable contributions:

- Cartagena’s City Mayor’s Office
- The Bazurto Market Administration
- TRANSCARIBE
- The MIT-Harvard Colombian Association
- UTB’s Agenda Against Poverty
- Community Innovators Lab @ MIT
- Department of Urban Studies and Planning @ MIT
- Latin American Center for Innovation and Logistics
- MIT Center for Transportation and Logistics

More information at cartagena.mit.edu