



School from El Carmen de Bolivar

Seventh Quarterly Report

Colombia Responde Montes de Maria

**Consolidation for Prosperity in Montes de Maria
January-March 2012**

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COLOMBIA RESPONDE QUARTERLY REPORT

Executive Summary

The purpose of Colombia Responde (CR) is to support the Government of Colombia (GOC) Consolidation Plan in Montes de Maria, working collectively with multiple GOC entities and community and private sector stakeholders to establish a sustainable state of peace and security. Under this vision, civilian state entities will provide basic services, citizens will earn their livelihoods through licit activities, the private sector will invest in the economy, and local government will be transparent and accountable to its citizens.

Reporting Period: January 1, 2012-March 31, 2012

CR operated on multiple fronts from January to March 2012, completing various community Rapid Impact Projects, and wrapping up many of the cross-cutting projects that have been operating since the first year including the work of *Profamilia, Pastoral Social and the Fundacion Montes de Maria*. This paves the way to the new focus in which CR will work less with local NGOs and contractors to implement projects and more directly with communities and municipalities. By the end of March 2012, CR completed 129 projects, is designing, tendering and implementing an additional 70 projects and continues to receive GoC and private sector commitments demonstrating a solid State presence in the Montes de Maria region. This quarter both the Ministry of Agriculture and the Ministry of Commerce initially approved projects presented by local associations that will bring in close to \$4 million in government funding. Additionally a Colombian Micro Finance Institution, *Crezcamos*, committed to providing \$2.5 million worth of loan capital for the four municipalities. Building on these advancements, communities have reacted positively to change and have commented that they no longer feel the isolation that persisted during the conflict. An important result of this quarter has also been CR's involvement in the preparation of Municipal and Departmental Plans. For the first time communities are participating in the planning process and feel they have a voice in the future development of the region. Through CR's training and project practice, community leaders are thinking and acting in-terms-of strategic community development and not just in project solicitation. They are also grasping the concept that they can take control of their own development and not necessarily wait for outside help.

Correspondingly, with the Municipal and Departmental development plans, CR is in a position to support the National Government in implementing pilot projects in the MdM region. CR has provided assistance in including the MADRs Rural Development, the Victims Law and Land Restitution and Formalization Strategies into the plans, opening the doors for national funding. Parallel to this, CR has now entered into an additional 20 communities that have started the process of preparing community development plans and will be participating in municipal roundtables early next quarter.

Snapshot of Overall Program Activity:

- *Substantial advancement on the 4 Municipal Plans*
- *Presented first projects for royalties financing*
- *Advances in the implementation of the Rural Development Strategy in the 15 Montes de Maria Municipalities*
- *Presented 25 proposals to the MADR's Alianzas Productivas Program and 6 for its Oportunidades Rurales Program*
- *Presented 2 proposals to the Ministry of Commerce to finance income generation projects for IDPs*
- *Started the Mujeres Rurales project that was approved last quarter by the MADR*
- *Started all important Rural Savings and Loan program*
- *Started assisting the new Victims Unit by updating PIUs and forming new Territorial Committees for Transitional Justice (CTJT)*
- *Welcomed the new Consolidation Team*
- *New Decree proposed by the Interior Minister based on our work with the Judicial Defense of the municipalities*

This quarter the grants committee approved project that aim at assisting the new Victim`s Law, provide financial counterpart for the MADR`s *Alianzas Productivas and Oportunidades Rurales* Programs, as well as counterpart funding for projects being funded from the Ministry of Commerce and the Ministry of Education.

A description of the 1) Key CR activities and accomplishments and 2) Program Impacts 3) Lessons Learned 4) Management 5) Financial review during the reporting period follows.

1. Key CR activities and accomplishments

All of CR core activities will respond to the three main pillars that USAID has developed for this specific Development Objective (DO):

1. Assistance to subnational government entities that build their capacities to effectively respond to the needs of constituents by delivering essential social services and guaranteeing formal land tenure and return of property rights to those affected by conflict.
2. Support to increase community cohesion and re-establish the social fabric in conflict-affected regions, resulting in greater support for the state, increased political accountability, and participation in licit economic activities
3. Support for the implementation of tailored, demand-driven rural development strategies and public-private partnerships that will generate licit economic opportunities aimed at fostering sustainable economic growth.

The pillars above correspond with the following three Intermediate Results (IRs):

IR 1.1. Institutional development strengthened

- **Sub-IR 1.1.1** Local government response improved.
- **Sub-IR 1.1.2** Property rights formalized.
- **Sub-IR 1.1.3** Victims' property rights cases processed.
- **Sub-IR 1.1.4** Rural development strategy implemented.

IR 1.2. Social development strengthened

- **Sub-IR 1.2.** Civil society organizations strengthened
- **Sub-IR 1.2.2** Alliance between community and the State promoted

IR 1.3. Economic development catalyzed

- **Sub-IR 1.3.1** Rural development programs in CSDI zones implemented.
- **Sub-IR 1.3.2** Competitiveness increased

Additionally CR, will allow that the new Consolidation team in the region to take on a leading role in the planning and prioritizing of activities through the Action Plan. All financing provided through CR will first have the approval of the UACT to ensure that it aligns with the GoC priorities.

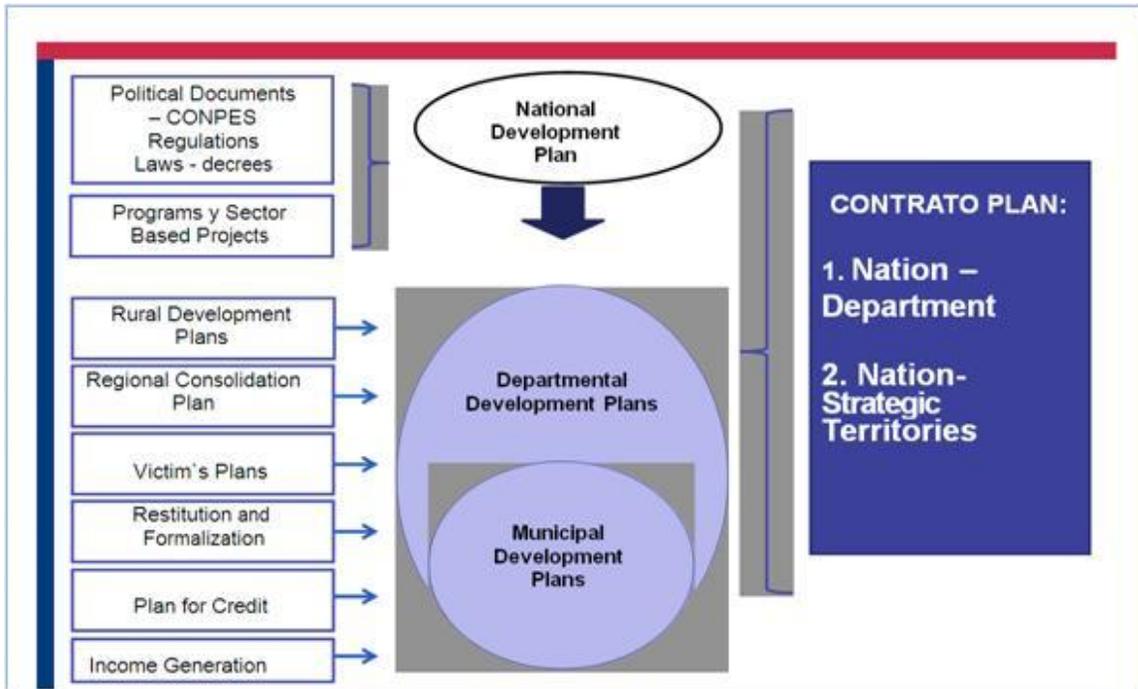
This quarterly report will describe the advances of each activity which falls under its respective IR and Sub IR.

IR 1.1. Institutional development strengthened

Support to AECOMs Public Policy Program

The Government of Colombia plans on pilot various new public policy programs in the Montes de Maria region. The national government is currently receiving support from the USAID financed AECOM project to assist in guiding the design of these policies. However in order to roll these policies out in the field additional

assistance will be needed from CR and the Consolidation Team. This quarter, the coordination between the USAID financed Public Policy Program and CR MdM improved dramatically. AECOM's support to DNP at the national level has been the basis for the development of the Municipal and Departmental Plans that we support at the regional level. The linkage between the two programs is best presented in the following diagram. Whereas AECOM supports policy changes in the MARDs Rural Development, the Consolidation Plan, Victims Plan, Land Restitution and Formalization, INCODER's new Income Generation Strategy, and Improved Access to Credit, CR is ensuring that these policies are reflected in the Municipal and Departmental Plans and that the policy takes into account regional priorities and needs. This will all eventually lead to the National, Departmental and Municipal Governments joining together to sign a *Contrato Plan*, where all levels of government come together and decide on an agreed upon development plan for the region of Montes de Maria.



Sub-IR 1.1.1 Local government response improved.

New Consolidation Team

One of the main focuses of the National Consolidation Policy is to improve the response of local government. This has been a role that CR has filled while the restructuring of the GoC's Consolidation Unit took place. However, after almost two years of very little physical presence from the Consolidation Unit in Montes de Maria, a robust team has finally been hired. There has been a management change during this process. The Consolidation did have an assigned manager in place since last October. He has since left the team and has temporarily been replaced by Maribel Tobias. By the writing of this report it was still unclear if she would eventually assume the role or be replaced. With this new physical presence, it is expected that the Colombian Government will have a much more active role in improving the response. They have also agreed to move their offices from Cartagena to Sincelejo, a move that makes logistical sense due to distances and the regional and cultural link that the four Consolidation Municipalities have to Sincelejo. They have moved into the same building where CR has its programmatic operations, so field coordination should be enhanced. Dual planning workshops are scheduled for early next quarter so that the

CR work plan and the Consolidation Action Plan can be synchronized. The following is a list of the new Consolidation Team.

Chart 1: Consolidation team

NAME	POSITION	PROFESSION
TEODULO ZARZA ACOSTA	Economic Development	Agro-engineer
FABIAN HERRERA MERCADO	Institutional Development and Justice	Lawyer
LESLEY MALO DIAZ	Infrastructure	Architect
CIRA DEL CARMEN ARROYO VANEGAS	San Onofre- Community outreach	Psychologist
CLAUDIA GONZALEZ HERNANDEZ	El Carmen- Community outreach	Social Worker
HERNANDO RAFAEL YEPEZ ARRIETA	San Jacinto- Community outreach	Social Sciences
IGNACIO RAFAEL MENDOZA MERCADO	Ovejas- Community outreach	Psychologist
URIEL HERNANDO FUENTES MORALES	Planning and management of information	Economist
MARIBEL ROMERO TOBIAS	Manager	Lawyer

New Royalties Projects identified

One of the first responsibilities of the new Consolidation team was to work with the Municipal Governments to identify projects that could be presented for financing from Royalties. The regional manager for Consolidation presented these projects in various forums both regionally and nationally and as of the end of the quarter, looked to have all the projects approved except the road rehabilitation project that would cut through the mountains connecting the two departments. It was agreed that this road would be financed through the Colombian Army Corps of Engineers. All of the projects identified for royalty financing would have an enormously positive effect on the perception of the improved presence of the Government in region, especially the financing of the water systems in Carmen de Bolivar and San Jacinto, two projects that have gone through various financing mechanisms and are still not complete. The following is a list of the projects present for financing:

Chart 2: Projects presented to Royalties

PROJECTS	Estimated amount in Pesos (000.000)	Estimated amount in US dollars
III FASE TRANSVERSAL MONTES DE MARÍA. MUNICIPIOS CARMEN DEL BOLIVAR Y SAN ONOFRE (Road that President Santos promised during his last trip to Montes de María)	17.000	\$955,000
ESTABLECIMIENTO DE 15.000 HECTÁREAS DE CACAO CLONADO ENTRE 2012 Y 2016 EN EL CARIBE COLOMBIANO (15000 HA of cacao)	80.000	\$4,495,000
FORTALECIMIENTO DE LOS PLANES DEPARTAMENTALES DE AGUA (Potable Water Systems for Carmen de Bolivar and San Jacinto Municipal Centers)	2.347.000	\$1,300,000,000
ENERGÍAS LIMPIAS PARA MEJORAR EL ACCESO A EDUCACIÓN RURAL CON CALIDAD (Solar Panels for all Rural Schools in the four Municipalities)	-	
ATENCIÓN INTEGRAL A LA PRIMERA INFANCIA (Comprehensive Care for Early Childhood Development)	-	
NATIVOS DIGITALES (Solar Panels for Rural Schools)	400.000	\$22,500,000

Government Financed Rapid Impact Projects

Additionally the Regional Manager was tasked with identifying Rapid Impact Projects that could be financed by the GoC's Consolidation Unit directly. This was one of the sour points between the Consolidation team and CR as we have spent the last two years preparing communities in a planning process in which they have developed their own development plans which have identified their prioritized needs with the end goal of having the GoC finance certain projects. We openly expected that the Consolidation team would take these into consideration. Instead they worked parallel to our interventions in identifying projects, undermining our previous work. We hope before these are approved at the National level to once again present projects within the current 36 communities that can be added to the list for financing. By adding projects from these communities onto the list will greatly increase the perception of the presence of the State in these isolated communities.

With the possibility of these new funds being leveraged for the Montes de Maria region, the GoC has demonstrated its desire to "consolidate" the region with high impact projects. These investments will greatly increase what CR has already secured with GoC and private sector funding. As to date, CR has received commitments of over \$11 million by the government. Although the commitments were made, not all these funds have yet to be executed which explains the discrepancy in the numbers below. The new funds flowing into the region this quarter comes from the MADRs 2010 Alianzas Productivas projects which are just now being financed (*In bold below*). The following chart breaks down the contributions from each entity:

Chart 3: Counterpart Disaggregated by Sector (See Annex 1: Counterpart Report)

PUBLIC SECTOR	BUDGET COMMITED		BUDGET EXECUTED	
	PESOS \$	US \$	US\$	PESOS \$
ACCION SOCIAL	1.931.550.622	1.016.606	918.586	1.745.313.400
SENA	154.024.000	81.065	63.519	113.416.146
GOBERNACION	1.965.498.194	1.034.473	516.492	990.740.459
MUNICIPIO (ALCALDIA, UMATAS, INVIAS)	2.650.560.667	1.395.032	1.162.369	2.219.193.385
MINISTERIO DE VIVIENDA	7.400.000.000	3.894.737		
MINISTERIO DE JUSTICIA	380.000.000	200.000	228.902	434.913.167
MINISTERIO DE COMERCIO	180.000.000	94.737		
MINISTERIO DE AGRICULTURA	4.471.125.000	2.353.224	333.101	629.635.000
MINISTERIO DE CULTURA	16.000.000	8.421		
MINISTERIO DE HACIENDA Y CREDITO PUBLICO	768.031.371	404.227	404.227	768.031.371
PPTP	225.000.000	118.421	0	
INCODER	570.000.000	300.000	0	
IGAC	66.190.400	34.837		
SNR-OFICINA DE REGISTRO	121.447.620	63.920		
IETAS			145.500	259.800.000
CARSUCRE			419	800.000
PRIVATE SECTOR				
ENTIDAD OPERADORA	1.262.587.306	664.520	294.881	480.134.046
PARTICIPANTES/PRODUCTORES	3.836.555.318	2.019.240	269.795	506.334.000
UNIVERSIDADES	13.000.000	6.842		
EMPRESA PRIVADA	192.040.000	101.074	65.917	121.261.554
DISNEY	40.599.200	21.368	20.070	38.133.000

TOTALES	26.244.209.698	13.812.742	4.423.778	8.307.705.528
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Preparation of Municipal and Departmental Development Plans

With the new administrations taking control post-election, the first activity that they must complete is a Municipal and Departmental Development Plan. These are plans based on their campaign promises (a Government Program must be presented by each candidate at the moment of his/her formal inscription) and map out their interventions for the next four years. For Montes de Maria, this round of planning links into a pilot activity of the central government, called the *Contrato Plan*. This is an agreement between the municipalities and departments of Montes de Maria with the national government in which the 16 municipalities (Corozal was recently added to MdM) and the 2 governor’s offices present their plans and the national government will assist in implementing them through programs such as their royalties’ initiatives or national programs such as the Rural Development program. At the request of the municipalities, CR hired a team of consultants to lead the planning process, one for each municipality and the department of Bolivar’s governor’s office (Sucre mentioned no assistance was needed).

CR has worked with the DNP (National Planning Department) of the central government and with the local governments taking into account communities’ needs to formulate these plans. CR has also worked with the municipalities to ensure these documents are consistent with national government policies such as victim’s law, access to justice and rural development. By the end of the quarter, the first drafts were ready to submit to the Municipal Councils for approval. This process has allowed the municipal officials to increase and deepen their knowledge of the issues in the rural areas; a process that in the past did not take place.

In order to evaluate the entire process of the municipal plan preparation and to improve the alliances between the National Government and region, CR held two regional meetings with DNP, the Governor’s office of Bolivar and Sucre, *Fundacion Montes de Maria*, ESAP, and the regional Consolidation Unit. The delegates evaluated the current experience in the elaboration of development plans and looked at strategies to strengthen and assist this process. In conclusion, all invited expressed their conformity to model and methodology implemented by CR by providing a consultant per municipality. The constant presence of an expert provides a teaching forum for each of the new municipal officials, so that they could learn while doing and empowered them in front of their citizens. It was decided that this same group will meet occasionally in the future to discuss other opportunities and provide feedback for additional institutional strengthening activities.

Since the Royalties laws have changed this year and the four municipalities will have increased access to funds (except San Onofre who will have less), CR is supporting the municipalities of San Onofre, Ovejas and El Carmen de Bolivar with an external consultant who is assisting them in the formulation of projects that will be submitted to the SGR (National System of Royalties).

Effectiveness of local public administration improved

Although this has been a transition for the local municipalities with the main focus on preparing the municipal plans, CR has continued its work with the Chamber of Commerce who is implementing a municipal strengthening program in Bolivar. The project promotes more efficient public management and coordination among different levels of government supports the streamlining of administrative procedures. The current plan is that the Chamber of Commerce hand over to the new administration their work accomplished with the previous governments. Early next quarter, once the plans are complete, CR will sit down with all mayors and staff and map out a plan of support. This was an exercise we conducted last year with great success as distinct local governance strengthening interventions were identified by the mayors

and supported by CR. The following chart is a list of interventions that we are currently supporting and that we expect to continue with the new administrations as well.

Chart 4: Actions for improving effectiveness of local governments

Local governance strengthening interventions	Quarterly Achievements
Transparency and accountability (<i>rendición de cuentas</i>)	No activities this quarter as Chamber of Commerce is phasing out
Performance Evaluations of municipal employees with career in public administration	<ul style="list-style-type: none"> Supported the participation of El Carmen de Bolivar in the workshop "Evaluation of human talent and performance evaluation, with emphasis on territorial and institutional changes."
Financial controls	No activities this quarter as Chamber of Commerce is phasing out
Implementing internal controls systems	No activities this quarter as Chamber of Commerce is phasing out
Effective record-keeping and improved filing systems	<ul style="list-style-type: none"> Chamber of Commerce finished the intervention on improving the filing system in the municipality of San Jacinto and their officials were trained in document management. In El Carmen de Bolivar, this process is in about 90% completed. <p><u>For the first time the government meets this requirement so it is expected that their performance index will improve (Carmen had the second worst rating in the country two years ago)</u></p>
Tax collection	No activities this quarter as Chamber of Commerce is phasing out
Local Service Delivery	No activities this quarter as Chamber of Commerce is phasing out
Legal Defense	<p>This quarter, the CR made historical progress on improving the precarious situation that the municipalities are in with their legal defense against their seized funds. CR's high profile consultant presented to the director of DPS (Department for Social Prosperity) the possibility of introducing a new law on restructuring municipal liabilities (seized funds) He agreed to support the initiative under the direct guidance and support from the Ministry of Finance and respecting the autonomy of the municipalities.</p> <p>The CR consultant also met with the Interior Ministry and the Labor Ministry with the following results:</p> <ul style="list-style-type: none"> <u>Interior Ministry</u> is currently discussing a bill to amend the municipal system, proposing alternatives to the ways in which the legal defense is managed within the municipalities. In its current form the municipal system is vulnerable and the authorities are taking advantages of the loopholes. The consultant will submit a draft bill to the Ministry that will be discussed in Congress <u>Labor Ministry</u> is proposing to put forward a "limited" moratorium on compensation to municipal employees that generate a non-payment of salaries. Currently these employees let their severance pay add up and then sue the municipality years later. Since these are large sums of money they negatively affect the budgets and the institutional responsiveness since they have to make the payments having resources to implement programs and projects that benefit the community. The proposal the consultant is elaborating is focused on preventing the ex-employees from suing the municipality and instead forces the municipality to pay the employees once their term is over.

PIUs/Victims Law

Now that the Victims Law has now gained steam with the hiring of the director of the Restitution Unit, CR now feels that this is the time to start working closely with them in reaching the victims in the region. After various meetings with the Director of the Victims Unit, it was decided that CR will work closely with the local victims office in formulating the Departmental Plan for Victims (The departmental plan represents a major contribution). This will also include a massive Victim Registration process in the four municipalities. It should be noted that El Carmen de Bolivar, San Onofre and Ovejas all included the topic of victims as a main issue in the Municipal Development Plans.

During this quarter the four Consolidation municipalities officially created their Territorial Committees for Transitional Justice (CTJT) as indicated by the new Victim's Law (CTJT, Article 253 of the D. 4800/2011). In March the Ministry of Interior and the Victims Unit, provided training to all municipalities in the departments of Bolivar and Sucre in relation to the emerging challenges of the law. CR then supported the Bolivar Victim's Unit to train the entities that make up the ZODES (*Zona de Desarrollo Económico y Social*) Montes de Maria. Based on these initial interventions, CR together with the Consolidation team prepared a proposal that was eventually approved by the grants committee that will assist the governor's office and the four municipalities in preparing territorial action plans to attend to victims in the region. The plans are expected to integrate the following:

1. Municipal PIUs, that will be the basis for the construction of the new plans (CR assisted the municipalities in updating these last year)
2. Assessment of the victims in the region (CR through the University of Sucre, completed this assessment for the IDPs in the four municipalities so this assessment is practically completed as the municipalities only have to include the other victims in the region in the assessment)
3. Budget Allocation for the Territorial Action Plan based on budgetary constraints of the municipality.
4. Describe the focus of responding to victims taking into account guarantees and measures of protection, assistance and compensation to members of groups at increased risk of violations. This includes women, children, elderly, the disabled community leaders, members of labor unions, human rights defenders and victims of forced displacement (Art. 13 Law 1448 / 11 and Arts. 2, 3, 4, 5, 6 D. 4800/11)
5. Provide a mechanism of monitoring and evaluation with their respective targets and indicators

Rapid Impact Projects

CR still has various Rapid Impact infrastructure projects in the implementation phase from different components. Some projects were identified early on by the Regional Consolidation Center, others through the floods response initiative, others by the municipalities and the others through the PACE methodology. Although the majority of these projects have been completed, many have gone through a series of delays in the design, delays due to rain and issues with government counterpart. All but two of these projects are moving forward at this point.

Chart 5: Identified by Regional Coordination Center

Project	Progress to Date	Comments
Salado-Santa Clara Road-Carmen de Bolivar	15%	This Project had various delays as we waited for the municipality to submit the designs. But now that it has been awarded, the project is moving forward and should be close to completion during the upcoming quarter

		
<p>Mamon de Maria Road-Carmen de Bolivar</p>	<p>0%</p>	<p>Suspended as the contractor refused to provide the needed manpower and machinery to complete the project. We are now executing policies to recuperate the advance payment on the project. This project will be retendered once the funds are recuperated.</p>
<p>Salado-Balsamo Road –Carmen de Bolivar</p>	<p>0%</p>	<p>Suspended due to land ownership issues on the road. Mayor has offered to purchase land in order for works to commence but no progress made this quarter. If the mayor does not come through Fundacion Semana will purchase the land and we will be able to finish the project as originally planned.</p>
<p>Santa Clara School-Carmen de Bolivar</p> 	<p>90%</p>	<p>There were issues with this project as the contractor provided concrete blocks that were not of acceptable quality. CR was able to catch this deficiency before they were installed. This project will be completed in April 2012</p>
<p>Camaron School-Carmen de Bolivar</p> 	<p>Completed</p>	<p>This Project was completed and inaugurated this quarter</p>
<p>San Antonio Classroom-San Onofre</p>	<p>50%</p>	<p>This school will be partially completed by the Ministry of Education (through IOM) and partially completed by CR. The school is scheduled for completion in May.</p>

		
<p>Materials to finish the electrical system La Pelona - San Onofre</p>	<p>5%</p>	<p>The tender for this project has gone through a series of delays. Initially it was the Municipality who fell behind on the design and the last was that no firms replied to the recent open tender. CR has just opened this once again and this quarter received various bids which are currently being analyzed</p>

Chart 6: Projects Identified by PACE

Project	Progress to Date	Comments
<p>Various Rapid Impact Projects in the municipalities of San Jacinto and Carmen de Bolivar</p> 	<p>0%</p>	<p>Since many of the projects were left incomplete, CR presented to the grants committee a project that will be implemented by other contractors to finish these projects and in many cases expand the scope of the project. This is at the request of the community as many of these projects had a limited budget so they could not complete an entire infrastructure project.</p>
<p>Library of Libertad-San Onofre</p> 	<p>90%</p>	<p>The project is delayed as the contractor did not purchase the proposed amount of construction materials. Additionally, CR found that workers were not wearing safety elements which caused a temporary suspension of the project. The contractor resolved these issues and the construction will be completed mid-April.</p>
<p>Construction of 36 outdoor bathrooms in Cacique-San Onofre</p>	<p>60%</p>	<p>This project is also delayed as the contractor continues to use low levels of construction workers to complete the project. CR had constantly recommended the contractor increase the number of workers and they have finally come through. Continuing at the pace that they are currently working, they should finish early next quarter.</p>

			
<p>Pilot project- homes made out of bahareque (mud)</p> 		<p>60%.</p>	<p>The construction has so far produced a positive impact by changing the previous appearance of the houses using traditional construction techniques. The community has responded well in the self-construction process. This pilot will later be presented as an alternative to the more expensive construction with cement blocks.</p>

Change of Focus for Rapid Impact Projects

After almost two years of implementing over 70 Rapid Impact Projects, CR has many **lessons learned** that can now be applied as we move forward into the upcoming three remaining years. The first and foremost in importance is that of community involvement from the start of the planning process. The initial projects that CR financed were identified by the RCC and did not necessarily go through a comprehensive planning process. Many of these projects continue to be delayed due to issues that the communities could have identified if they were involved from the onset (i.e. the Road Rehabilitation project in Balsamo is still delayed due to land tenure issues). Another lesson learned is that the quality of contractors available on the North Coast to implement larger construction projects is limited, both in their financial situation and their ability to execute the contracts. Many of these contractors needed a cash advance to start the works, where a normal solvent construction company could have used its own resources to start the project and we would have paid on the work completed. As a result many of the contractors, with cash advance in hand, started slow and in some cases never started at all. In those cases we had to exercise the insurance bond in order to get reimbursed. The other lesson learned is with the involvement of the municipalities in the project. In many cases the municipalities did not come through with their commitment. The agreed arrangement was for CR to supply the materials and the municipalities to provide the labor. In the case of three rapid impact projects in San Jacinto, the materials were delivered as planned yet the promised labor did not. The communities in San Jacinto went as far to inform the press, and place the responsibility on CR. CR staff have since met with the new municipal administration and the community and decided on a plan to jumpstart implementation. Finally, it is critical to have absolutely clear communication with the community, in terms of times of implementation, responsibilities of each partner, and especially, scope of the works to be done.

Based on these lessons learned, CR will now start a new methodology with all Rapid Impact projects. It is based on a successful methodology in Colombia that was implemented through the USAID financed ADAM program, called FIS (Social Investment Fund). Through this methodology the community is the led implementer of the project, not a contractor, and they manage the funds, hire engineer for technical

oversight and an experienced accountant for the fiscal responsibilities. The first four were approved in the last grants committee.

Flood Response

This quarter CR, the road rehabilitation project in collaboration with INVIAS and *Colombia Humanitaria*, continued. For these projects, CR and *Colombia Humanitaria* (CH) sat down and discussed with the mayors on the response. The mayors decided that they preferred that instead of co-financing the same road that the municipality would be better served if CR invested in certain roads and CH invested in others. For the case of the road selected for the CR intervention, two are now completed (San Jacinto and San Onofre), only the intervention in Carmen and Ovejas still remain. CH and INVIAS continue to move forward in their interventions having many of the same difficulties as we did with the rain and change of administration. But the important aspect here is that the Government of Colombia did respond to the most urgent needs of the communities at the time which was road repair. The charts below demonstrate the progress to date on the interventions of both CR and CH.

Chart 7: Flood Response Progress

Project	Progress	Comments
<p>Improving Ovejas-Pijiguay road</p> 	45%	After a slow start, the contractor finally picked-up the pace. Like other contractors, the number of workers they were using was minimal causing delays in the programming. Once completed this project will have an enormous effect on the community in the rainy season.
<p>Improve the ICBF Center where children from affected neighborhoods will attend</p>		This project has had a series of delays to the constant changes in administration in the municipality of Carmen de Bolivar. The current delay is due to the current budget availability, which should soon be resolved. For this project, CR provided materials for the construction of the access road, electricity and the school equipment.

		
<p style="text-align: center;">Improving 200 meters of road in Arenas-San Jacinto</p> 		<p>This project is the result of savings from the previous road project that improved the road from San Jacinto to Arenas. With the savings the community wants to improve the road within the community. This community led-construction project is delayed as the community is currently in harvest season.</p>

Chart 8: Colombia Humanitaria Project

Colombia Humanitaria Projects in the four Municipalities	Amount	Status
Acquisition of bulldozer for the rehabilitation of the roads affected by the floods in Carmen de Bolivar	142.207	80%
Construction of flood control channels between 23rd street and 62a highway	142.071	80%
El Hobo- construction of bridge located at Punta de Plancha road	141.537	70%
Flood control in the intersection of the street 27th and race 40 in mangos neighborhood, urban center	141.175,	70%
Road rehabilitation between San Jacinto –Gavilán	141.877	100%
Road rehabilitation between San Jacinto –Tumbaburro	141.852	100%
Road rehabilitation from Ovejas to Salitral	141.861	50%
Road rehabilitation for the communities of Loma del Banco and San Francisco	141.846	100%
Road Rehabilitation of Ovejas to Canutal	405.788	90%
Road Rehabilitation of Chicho-Palmira-Buenos Aires, San Onofre municipality	671.565	100%
Road rehabilitation of Pisisi- Barrancas	198.327	100%
Road rehabilitation of Berlín-San Onofre	533.484	100%
Road rehabilitation of San Parejo-Las Brisas	624.290	100%
Road rehabilitation between Pajonal and Plan Parejo Villages	141.877	100%
TOTAL	\$3.709.764	

Vice-Ministry of Water and Sanitation Investment in the Region

The Vice-Ministry of Water and Sanitation has funds to install a sewer system for the PACE communities of Libertad and Sabanetica in San Onofre. CR is currently providing the design. For a \$70,000 investment we will leverage over \$1 million. Last quarter we received the bids on this project and the design should be completed in the next few months

Ministry of Education Investment in the Region

CR is also capitalizing on an extensive school infrastructure program that CHF/Colombia is implementing with funding from the Ministry of National Education (MEN) whereby CR contributes 30% of the funding for schools rehabilitated in the four municipalities of the MdM region. The rehabilitation should be finished by the end of the year. Currently all of these school repairs have been designed and budgets have been sent to the MEN for approval. This project was presented during the grants committee last quarter and comments were made concerning the Ministry's designs and if they met the American Disability Acts requirements. After further review of the designs, these were the changes that needed to be made:

1. For gender issues, MNS must provide a separate bathrooms for girls
2. In regard to the classroom with bathrooms;
 - a. The toilet doors should have a minimum dimension of 0.90 m free (NTC 5017)
 - b. Each toilet must be provided a horizontal and vertical support bar horizontal (NTC 5017)

The following table contains information on the schools that Colombia Responde will help finance.

Chart 9: School Improvements

MUNICIPALITY	NAME OF SCHOOL	COMMUNITY	COST OF IMPROVEMENT
EL CARMEN DE BOLIVAR	I.E. SAN ISIDRO	SAN ISIDRO	\$267.087
EL CARMEN DE BOLIVAR	I.E. ALTA MONTAÑA	DON CLETO 1	\$12.140
EL CARMEN DE BOLIVAR	I.E. MAMON DE MARIA	MAMON DE MARÍA	\$75.730
EL CARMEN DE BOLIVAR	I.E. CARACOLI	LA ZARZA	\$75.730
EL CARMEN DE BOLIVAR	I.E. MARIA INMACULADA	ARROYO ARENA	\$42.309
EL CARMEN DE BOLIVAR	I.E. GABRIEL GARCIA TABOADA		\$146.786
SAN ONOFRE	CENTRO EDUCATIVO BOCACERRADA	BOCACERRADA	\$1.656
SAN ONOFRE	INST EDUC SAN ANTONIO	SAN ANTONIO	\$73.771
SAN ONOFRE	CENTRO EDUCATIVO BERLIN	BERLIN	\$46.618
SAN ONOFRE	INST EDUC SABAS EDMUNDO BALSEIRO BLANCO		\$73.771
SAN ONOFRE	CENTRO EDUCATIVO EL CERRO	EL CERRO	\$47.335
SAN ONOFRE	INST EDUC EL RINCON	RINCÓN DEL MAR	\$4.970
SAN ONOFRE	CENTRO EDUCATIVO LABARCES	LABARCES	\$47.335
SAN ONOFRE	CENTRO EDUCATIVO PAJONALITO	PAJONALITO	\$19.465
SAN ONOFRE	CENTRO EDUCATIVO AGUACATE- SEDE CACIQUE	AGUACATE	\$92.217
		30% from CR \$ 308.078	\$1.026.927

Rural Housing Projects

CR received great news that the housing project that we supported for the community of Maceyepo in which will provide 102 solutions was approved by Banco Agrario. CR will provide 5% of the financing for this project, which will bring an additional \$467,550 of State funds to the region. As of last quarter this project was still not financed.

Legalization of quarries

Since the start of the program, CR has been working closely with the local municipalities in legalizing the extraction of construction material from the local quarries. Currently all is done illegally and is prone to environmental degradation. This is just one intervention that focuses on improving the rule of law within the region that has been susceptible to operating outside the regulations of the Government. The legalization of the quarries is of the utmost importance to CR, as until they are certified we cannot extract construction material from these quarries, we are currently purchasing materials as far away as Barranquilla which increases the cost substantially. The following is an update on the current situation of the legalization process

Chart 10: Legalization process

Municipality	Advances	Pending Steps
San Onofre	<ul style="list-style-type: none"> Mining permit approved by INGEOMINAS CARSUCRE approved the Environmental Impact Study 	<ul style="list-style-type: none"> Municipality still needs to notify the quarry Municipality needs to pay CARSUCRE for site inspection and approval
Ovejas	<ul style="list-style-type: none"> CARSUCRE approved the Environmental Impact Study, 	<ul style="list-style-type: none"> Municipality needs to pay CARSUCRE for site inspection and approval INGOMINAS waiting for corrections before approving permit
San Jacinto	Environmental impact assessment ready to be delivered to CARDIQUE	Still pending the mining permit approval by INGEOMINAS

Sub-IR 1.1.2 Property rights formalized.

Sub-IR 1.1.3 Victims' property rights cases processed

CR is managing these two intermediate results in tandem under the same team and we will report on them together.

At the request of the Ministry of Agriculture's Land Restitution Unit, CR developed a new strategy to improve land tenure in the four target municipalities. Basically the focus is based on work already accomplished through the GoC's Land Protection Program that was managed under Accion Social and consists of:

Chart 11: Land Tenure

Activity	Quarterly Accomplishments
Reviewing and documenting the historical rights of the land owners of all rural properties within the 4 municipalities to determine who has the just right to each plot and then recommend which route the owner should take in requesting title to their land (formalization or restitution)	<ul style="list-style-type: none"> Controversial Land Tenure Issue in the land plot of Europa- The Land Team's social area conducted a mapping exercise to identify the cartographic location of the farmers who are working that land piece in order to have a clearer picture of the rights and legal situations that occur on the farm. Trained community leaders and IDP organizations from the cities of Sincelejo and Cartagena on the legal protection processes land restitution and formalization. Identified properties subject to the formalization process and the restitution process This information was submitted to the MADRs Restitution Unit Legal Department of the Land team is providing advice to the

	<p>Committees of Integral Attention to Displaced Population (now CTJT, under the new victim's Law) on their land tenure requests.</p> <ul style="list-style-type: none"> The cadastral department of the CR land team is comparing the institutional and community information to start preparing a report on land rights for future interventions of the MADRs Restitution Unit Assessed land documents within the registry to determine the change in ownership of each plot of land within Mdm
Obtaining satellite imagery of all land plots with the region over a 20 year period in order to analyze soil use and to compare those results to the historical data received in the field and the data from the archives from different institutions such as INCODER and the Registry Office.	Last quarter, CR contracted the services of Geolica to conduct this assessment. To date, the company completed the first deliverable pertaining to the municipality of El Carmen de Bolivar. It is expected by June they will have the complete study of the four municipalities.
Improving the filing systems of INCODER in both the departments of Sucre and Bolivar (including digitalizing all files). This component will be done for all 15 municipalities in the Montes de Maria region	After many months of exchanging information with the Restitution Unit in the MADR on the Terms of reference for this component, we were finally able to contract the company that will be improving the filing system
Strengthen local institutions	<ul style="list-style-type: none"> This quarter, CR worked jointly with INCODER - Sucre in determining land plots ready for the formalization process and with the Land Restitution Unit to target areas subject to Restitution, in specific the communities of Canutalito and Canutal Disseminated project advances to local governments and institutions working in land tenure Trained military forces Sucre and Bolivar about the processes of protection, land restitution and formalization
Protecting land rights from larger land owners who are a cattle and teak production.	<ul style="list-style-type: none"> CR started visiting the larger urban centers that have traditionally been receptors of IDPs to collect data from those who previously abandoned their land during the conflict. This quarter CR interviewed the displaced from the municipalities of El Carmen de Bolivar, Ovejas, San Jacinto and San Onofre. During the month of May we will do a similar exercise in the cities of Sincelejo and Barranquilla. Within the protection process, to date the project has completed 40 days of community data collection with 56 community visits in the 4 municipalities leading to the protection of over 1000 families plots

Below is a chart summarizing the visits that CR has completed to determine the land tenure situation in the four municipalities. This information has been reviewed and analyzed by the CR's legal team and submitted to the MADR's Land Restitution Unit for action.



Chart 12: Land Tenure situation progress

Municipality	Community Visits	Participants	# of Surveys	Propietarios	Poseedores	Tenedores	Ocupantes	Hectares Protected
Carmen de Bolivar	19	929	823	85	339	75	315	10,884
Ovejas	11	1243	809	234	241	34	296	9056

San Onofre	13	1031	492	54	247	116	68	4697
San Jacinto	11	143	55	1	14	3	37	650
TOTAL	54	3.346	2.179	374	841	228	716	25.287

Sub-IR 1.1.4 Rural development strategy implemented.

The Program for Rural Development with Territorial Approach (PDRET, for its initials in Spanish) is a strategy from the national government to promote integrated and comprehensive rural development. Since its inception, CR has supported its implementation in the region. The Program is implemented by INCODER (Colombian Institute for Rural Development) and supported by the USAID's Public Policy Program through AECOM. This program intends to coordinate all the government agencies at different levels (national, departmental and municipal) promoting interventions in areas such as land tenure, victims, and economic development in 16 municipalities in Montes de Maria.

CR has assisted INCODER in adjusting its methodology to take into account to local conditions and to facilitate the coordination between the National Policy of Consolidation. This was extremely important because the PNC mission is basically the same except in four MdM municipalities and not 16. CR, together with the Consolidation Team participates in the roundtable discussions. Our role in these discussions is to lay out all previous programs and initiatives that have been implemented in the region and can be used as a starting point of the PDRET process, instead of starting from zero. The most advanced roundtable is that of Economic Development. These discussions have been fruitful and PDRET has taken our recommendations and lessons learned over the last two years and will use those as they move forward.

Finally, and as a way to coordinate complementary strategies, CR has been working on the linkage between PDRET implementation and preparation process of governmental and municipal development plans. The purpose is to facilitate the inclusion of regional perspective within the plans, which will be the basis to structure a more comprehensive territorial plan under the PDRET.

IR 1.2. Social development strengthened

In order to ensure community needs are prioritized and initiatives are developed from the participants themselves, CR is using its Participatory Action for Community Enhancement (PACE) Methodology. PACE is a process of building the capacity of local communities to mobilize resources to address self-determined priority needs through participatory democratic practices. Results are community driven which lead to tangible improvements in the standard of living of beneficiaries and builds the capacity for community self-reliance.

Through this process CR seeks to use project implementation as a capacity-building process, educating the community on program options, technical ideas, planning methodology and cooperation. PACE also focuses on teaching communities the techniques of planning and accessing internal and external resources to support community needs. Cooperation with local government, neighboring communities, and business communities are all potential areas where improved community capacity can lead to greater potential resources.

It is essential that the PACE process engage all citizens in participation in the decision making process, regardless of traditional political or social barriers. Thus the methodology focuses explicitly on the inclusion of traditionally marginalized community members, including youth and women. In addition to ensuring broad participation, this approach also allows new community leadership, which is often more broadly representative of the community than traditional leadership structures. Because of this CR has promoted the practice of forming a Community Development Council (CDC) which is newly elected and must contain members of the entire community, including displaced, the elderly, women and youth so that all have a voice in the development decisions of the community. The CDC is not intended to replace the *Junta Accion Comunal* but to work in conjunction with them. It is expected that eventually many of the leaders who were elected into the CDC will become the new leaders of the community. Currently CR is implementing PACE in 36 communities.

Sub-IR 1.2.1 Civil society organizations strengthened

Producer Associations

This project is of the utmost importance for the consolidation and overall sustainability of the region. It has been evident from the outset of CR the precarious situation and weakness of the producer associations. Many of them that do not even have the capacity to apply for government programs. It is for that reason, CR contracted the services of Pro-Desarollo to help prepare 20 organizations for upcoming government support and assist them in taking a mostly social oriented organization to a business focused entity.

This quarter, Pro-Desarollo continues to advance with 6 of the 20 proposed associations with basic business management practices, psychosocial interventions, the development of action plans, active participation of members and the development of organizational bylaws. These training have helped significantly to educate both managers and members in the importance of promoting the development of their organizations. From the technical component, progress continues on two major fronts: the implementation of best practices to improve performance of agribusinesses and organizations ability to participate in the States Requests for Proposals. There was a vast improvement in the associations' involvement this year over last year in the preparation of proposals to the MADR. Whereas last year, CR had to do almost the entire process, this year associations were prepared to assist in the proposal process.

This quarter, Pro-Desarollo together with the CR community outreach staff started selecting the final 14 associations that will be included in the program. These 14 associations will be selected from the new 20 communities that CR has recently entered. The result of the selection process will be submitted in the next quarterly report.

Prevention against Armed Group recruitment

This quarter, CR started its first pilot project focused on preventing the recruitment of youth to illegal organizations. The methodology was to use music as a means to promote values and leadership. The project aims to support youth within the communities to create alternative livelihood options and address the situation of poverty and violence. CR teamed up with Fairtones, a British NGO that seeks to improve living conditions of deprived communities through music and the Ayara Family, an Afro-Colombian organization that gives psychosocial support to youth through music and art. The results of this project will be reported on next quarter.

This quarter, CR participated in a prevention of recruitment of minors' event sponsored by USAID, the ICBF, IOM and Consolidation Unit with the focus of developing public policy guidelines for prevention in the 51 Consolidation municipalities. As with the issue of Victims, the Consolidation Unit would like the topic of the prevention of the recruitment of children addressed in Municipal Development Plans. There is another

national event planned which will bring up protocols for prevention as well as mention specific experiences that have taken place in some parts of the country.

Additionally, this quarter the mayor of San Jacinto met with the Manager of the Consolidation Unit and the CR Executive Staff to express his concern over certain neighborhoods within the urban center which he fears is susceptible to recruitment of the local armed groups. He suggested a solution through increased sports activities through periodic sports tournaments and improved sports fields. We immediately responded by supporting their request of providing sports uniforms, equipment and improving the local sports field for the Neighborhood of La Paz (a vulnerable neighborhood susceptible to recruitment). We also helped in providing uniforms for an upcoming rural sports festival for all of the municipality of San Jacinto which will be held in May.



Communities taking charge of their own Development

The PACE methodology which CR is implementing in the rural communities of Montes de Maria is a process of building the capacity of local communities to mobilize resources and address self-determined priority needs through participatory democratic practices. The participation that the community members have experienced has been emboldening. By exposure to new processes and project outcomes, communities have begun to think anew about how their lives can change. CR has entrusted local residents with the responsibilities of project and process management, thereby coaching them through various capacity-building opportunities. By encouraging local residents to direct the processes that govern project development, implementation and review, CR has ensured that community members have the requisite skills and experience base to assume responsibility for their own development. Last quarter, CR started tracking initiatives that the communities have taken through the PACE methodology that demonstrate that they have taken the development of their community into their own hands and are not waiting for CR, outside organizations or their government to resolve all their issues. These are projects that CR did not finance and at times just provided information where the community needs to go. Other initiatives the community took on by themselves without any support from CR.

Chart 13: Community Initiatives this quarter

Municipality	Community	Initiative	Supported by CR	Success
Ovejas	Almagra	Repair the access road to Santa Fe (Almagra) to ensure children get to school during the rainy season	No	yes
	Almagra	The community got support to repair the road Almagra-Santa Fe route	In process	In process
	Flor del Monte	The community organized environmental campaigns	No	yes
	Canutalito	The community requested support to address the issue of environmental pollution	yes	In process
El Carmen	Arenas del sur	The community requested a kindergarten to ICBF. This petition was accepted.	no	yes

	Arenas del sur	The community requested health brigades to the Municipal Health Secretary of the Navy	no	yes
	Camarón	The radio production center managed to get primary and secondary education for 147adultos.	no	yes
	Camarón	The community requested the state government to verify the education status of the community	no	yes
	Camarón	The community got support to repair the road to El Carmen municipality Camaron	no	yes
	Camarón	The community is requesting health campaigns from the municipality and the Navy.	no	yes
	Caracolí	The community is requesting the presence of a doctor in the Community.	no	yes
	Hobo	Hobo has integrated other villages in its activities such as the radio production center	no	yes
	Hobo	The community got support from Ecopetrol to repair two classrooms.	no	yes
	Hobo	The radio production center promoted cultural activities	yes	yes
San Jacinto	San Cristóbal	The community participated in sports competitions between different villages	no	yes
	San Cristóbal	The community requested support to repair the road	yes	No
	San Cristóbal	The community got training about afro-Colombian issues	no	yes
	San Cristóbal	Process of strengthening women's groups	yes	yes
	San Cristóbal	The community is negotiating compensation payments due to oil exploration activities	no	yes
	San Cristóbal	Workshop on museum management	yes	yes
	El Paraíso	The community is negotiating compensation payments due to oil exploration activities	no	yes
	El Paraíso	Management to get micro- loans	no	yes
	El Paraíso	Participation in community museum management workshop	yes	yes
	Arenas	Organization and implementation of an inter-community soccer championship	no	yes
Arenas	The community is managing to get support for victims getting included in the IDP's system	No	No	
San Onofre	Palito	The University of the Caribbean supported the victims in a process that defined their current situation and the services they have access to.	Yes	Yes
	Palito	Management activities for building a local radio production center and a kiosk for community meetings	Yes	Yes
	Libertad	The creation of a housing association. This organization is conducting various activities to pay the costs of the partnership that has been legally constituted and advised by CR.	Yes	Yes
	Pelona	The community organized activities to support two leaders who were threatened	Yes	Yes

Sub-IR 1.2.2 Alliance between community and the State promoted

In order for communities to enhance their participation in government activities is to reduce their isolation from their local officials. Consolidation and CR have already engaged in improved connectivity through road improvements but another more practical means is through improved communication channels. Over the past two year CR has developed a robust communication strategy for the communities so that they can improve their participation in local governance. One of the areas that has received increased acceptance within both the communities and with local officials is the development of community radio centers in which communities can openly communicate with their local officials and vice versa. These radio centers have also improved social cohesion as the communities now feel more integrated and informed of development activities.

During this quarter, CR strengthened radio production centers in the communities of El Hobo, Camaron, San Cristobal, Paraiso, Arenas, Las Charquitas, Palito, Flor del Monte and Canutalito. Communities have reflected on the fundamental role that communication has had on strengthening participation and community integration. In places like El Hobo, Paraiso and San Cristobal, communities have developed a daily schedule through the loudspeakers with contents that promote taking care of the environment, respect for the family and school dropout prevention. The campaigns also encouraged solidarity and recognition of community members through birthday greetings, or fundraising in emergency situations. On a daily basis, communities also listen to the national anthem, a strategy that is strengthening patriotism and reinforcing the culture of legality.

Once these systems were installed, the communities involved identified the need of training in electrical systems and technology in order to properly maintain them. CR linked these communities to SENA who agreed to provide the trainings. Last quarter, SENA began the training in Sucre (30 hours in systems and 60 in electricity). The training in Bolivar starts in April. About 25 people per community will benefit from these trainings (400 total).

In urban areas, CR held public events to hand over communication equipment to the municipalities. These were events that had the participation of the mayors and they expressed their commitment to using community media as means to improve local governance.

CR also accompanied the Network *Voces y Sonidos de Montes de Maria* to formulate a project to produce a community radio magazine to be broadcast on five public stations (stations from the Army, Police and the University) and two community radio stations. In this program, the 16 rural PACE communities, the urban centers in each municipality and local governments will discuss the most relevant issues to enhance development. As part of this process rural communities attended a workshop on the production process of a radio magazine. The following image is the invitation to the event:

La Estrategia de Consolidación del Gobierno Nacional Colombia Responde lo invita a la presentación de la Radio Revista «Voces y Sonidos de los Montes de María, Un Camino para la Consolidación de la Paz»

Lugar: Hotel Ginebra Cll 20 # 24-31 (al lado del DAS), Sincelejo Sucre

Fecha: miércoles 7 de marzo de 2012

Hora: 6:00-8:00 pm

Una iniciativa de la Red Voces y Sonidos de los Montes de María, con el apoyo de las gobernaciones de Sucre y Bolívar, los gobiernos locales de El Carmen de Bolívar, San Jacinto, Ovejas y San Onofre, y las emisoras Radio Piragua, Marina Stereo, Radio Majagual, Radio Sabana, Unisucre, Playa Mar Stereo y El Carmen Stereo



With the support of CR, the network has managed the participation and funding of the municipal, National governments, the Joint Fund of Culture of Sucre, UNDP, and other advocacy organizations in the region. The first of 21 radio programs will take place on 14 April. The programs are broadcast live from the rural communities every Saturday from 2 to 4 pm. The following is the schedule of programs and content:

Chart 14: Community Radio Programing

Date	Municipality	Host-community	Main Topic
April 14	Ovejas	Flor del Monte	Voces y Sonidos Network- communications rights
April 21	Ovejas	Almagra	Earth Day-environment
April 28	Ovejas	Canutalito	Children's rights
May 5	San Onofre	Casco urbano	Victims Law and Land restitution
May 12	San Onofre	Palito Casco urbano	Millennium Development Goals
May 19	San Onofre	Pelona	Agro and economy: problems
May 26	San Onofre	Libertad	Health and food security
June 2	San Onofre	Cacique	Farmer's day
June 9	El Carmen de Bolívar	El Carmen de Bolívar	Environment Day
June 16	El Carmen de Bolívar	Camarón	Leadership and empowerment- Elder rights
June 23	El Carmen de Bolívar	Arena del Sur	Isolation-infrastructure and roads
June 30	El Carmen de Bolívar	El Hobo	Education rights
July 7	El Carmen de Bolívar	Caracolí	Domestic Violence
July 14	San Jacinto	San Jacinto	Governance

July 20	San Jacinto	Las Charquitas	Independence Day
July 28	San Jacinto	Arenas	Victims Law
Aug 4	San Jacinto	Paraiso	Agro and economy: microfinances
Aug 7	San Jacinto	San Cristóbal	Boyaca Battle
Aug 18	San Jacinto	Ovejas	Victims Law
Aug 25	Ovejas	Pijiguay	Health rights

To help strengthen the municipalities, CR has been helping them to formulate strategies in the field of communications to encourage transparency and accountability. The governments demonstrated their interest in improving their communication ability by hiring communications officers (in the past only one municipality had someone in charge of communications). CR worked with the governments to introduce the subject of communications in their development plans. Governments also pledged to work in the radio program and support it financially, as a way of being present in the most isolated communities, strengthening their image, and keeping the public informed.

Activities linking State to communities

Last year CR contracted the service of the local organization FUNCICAR to assist in improving the alliance between the State and the communities. Although the agreement is scheduled for completion early next quarter and the majority of their activities took place with the previous administration, various events were held this quarter with a similar focus.

This quarter CR conducted the event call The Agenda for Citizen Dialogue for Good Governance in San Jacinto which was a dialogue intended to strengthen the relationship between the State and Civil Society and to improve the social wellbeing of the Municipality. It was attended by public officials of local government, educational institutions, social organizations, and communities in rural and urban areas of the municipality. Within the agenda communities represented their difficulties through a problem tree. Simultaneously communities were presented proposed solutions to major problems of the region and how they could be included into the Municipal Development Plan. Previously rural communities did not participate nor directly influence the process of preparing the Municipal Plans.

Additionally, CR, FUNCICAR and the USAID funded National Democratic Institute (NDI) facilitated a meeting with members (Diputados) of the Assembly of Bolivar in order to reinforce the process of participation and the political control that *Diputados* should have. The Regional Consolidation team was also invited and presented the new national policy of consolidation and their recently prepared Action Plan to be implemented, for that matter, in the two Consolidation municipalities in Bolivar. This was the first presentation of this sort in which the *diputados* were made aware of the National Consolidation Plan and it was well accepted.

1.3. Economic development catalyzed

This year CR is transitioning from subsidy provision in productive activities to increased involvement of credit agencies as we continue to expand coverage into additional communities. We are improving ways in which local associations can improve their economic empowerment by applying to government grants that link to private sector actors. Over the next six months, CR will wrap up its direct financing of value chain programs while we continue linking producers to Rural Development programs such as *Alianzas Productivas, Mujeres Rurales and Oportunidades Rurales*. Additionally we will continue to enhance the relationship of the Ministry of Commerce in the region through their financing of Value Added Processing Projects and their support for Local Economic Development. In the near future we plan to assist INCODER in the implementation of their new Income Generation Program through their Economic Service Centers.

Sub-IR 1.3.1 Rural development programs in CSDI zones implemented.

Chart 15: Illustrative Chart of Possible Rural Development Programs*

Program	Institution	CR Involvement
Desarrollo Rural con Equidad DRE	Ministry of Agriculture	No projects identified yet
Rural Opportunities	Ministry of Agriculture	CY11- Assisted Associations in submitting proposal that was eventually rejected. CY12 we are also supporting the UMATAs in proposal preparation and we can provide coun
Productive Alliances	Ministry of Agriculture	CY 11- 9 projects were approved, of which 4 are currently financed CY 12- Currently contracted the services of two consultants that are helping prepare proposals, due March 15 th . We hope to present 16 proposals
Rural Women	Ministry of Agriculture	CY 12- Assisted Prodesarollo in the presentation of a proposal which was awarded this month
Land Access/Incoder	Ministry of Agriculture	No projects identified yet
Irrigation/Incoder	Ministry of Agriculture	No projects identified yet
Credits/Incoder	Ministry of Agriculture	No projects identified yet
Tax/Incoder	Ministry of Agriculture	No projects identified yet
Food security (ReSA)	DAPS	No projects identified yet
Capital for entrepreneurs	DAPS	No projects identified yet
Income and entrepreneur network	DAPS	No projects identified yet
Agrarian Bank	Minister of Agriculture	CY11- Assisting communities in preparing loan applications CY12- Will contract services of local organization to prepare loan applications, provide agr TA and administer the funds
Opportunities Bank Program	Bancoldex	No projects identified yet
Young Entrepreneurs	SENA	CY11- Worked with SENA in Sucre to train 250 youth CY12- Working with SENA to train 150 youth in Bolivar

*Chart from USAID Performance Monitoring Plan

MADR

Mujeres Rurales- CR supported the local organization Pro-desarollo in their preparation of a proposal for this bid which focuses on strengthening seven local organizations led by women in six different municipalities of Montes de Maria with 120 members. The two municipalities that were included in this proposal that are not consolidation municipalities are Maria La Baja and San Juan. The justification for including these municipalities was to ensure that the proposal was competitive and limiting the focus to just the four consolidation municipalities would have lowered the proposal's competitiveness. The CR contribution to this project was 20% of the total cost of \$303,000. The project will be partially funded by the MADR and partially funded by IOM/USAID.

Early this quarter this project was approved. CR will be part of the implementing committee and will accompany Pro-desarollo in the implementation of the project. This quarter both IOM, the MADR, Pro-Desarollo and CR visited all the proposed associations to discuss the proposal and the assistance these women`s organizations will receive. The CR portion of the funding will be directed toward the seed fund which will help the associations to expand their businesses.

Chart 16: Women`s Associations involved in Mujeres Rurales

WOMEN`S ASSOCIATIONS	NUMBER OF WOMEN	PRODUCTIVE ACTIVITY	GEOGRAPHIC COVERAGE
Asociación de Mujeres de la Vereda El Oso:	16	Agriculture	Community of Oso – Ovejas, Sucre
Asociación de Mujeres Cabeza de Hogar:	20	Agriculture	Communities of Don Gabriel, Almagra y Chengue - Ovejas, Sucre
Asociación Mujeres en Progreso de Nueva Florida:	16	Agriculture	County Nueva Florida - María La Baja, Bolívar
Asociación de Artesanos Luz y Vida:	18	Handicrafts	Urban Center of San Jacinto, Bolívar
Asociación Campesina Nacional de Mujeres Trabajadoras del Cerrito:	15	Agriculture Processing	Urban Center of San Juan Nepomuceno, Bolívar
Cabildo Menor Indígena de San Onofre:	15	Agriculture	Community El Refugio – San Onofre, Sucre
Asociación de Productores de la Vereda Bonito:	16	Agriculture	Community of Bonito – El Carmen de Bolívar, Bolívar

Alianzas Productivas 2011-2012

This quarter, CR financed consultants that provided technical assistance to 25 producers' associations in the 4 Consolidation municipalities to help prepare proposals for the MADR`s Request for Proposals for the *Alianzas Productivas* program.

Through the first filter of analysis the Ministry approved 20 of the 25 presented proposals. The 20 profiles offer support for productive activities of Cocoa, Mango, Avocado, Beekeeping, Dairy and Yam. If the 20 are finally approved, the financing will assist 1,358 farmers. The productive projects have a total value of \$13 million, of which the Ministry of Agriculture will provide about \$ 2.7 million and CR \$605,189 dollars. The other entities which will also contribute to the overall funding such as Governor`s Office, Municipalities, private sector partners, producer associations, Chambers of Commerce, and SENA have an estimated contribution of \$10 million. It is unlikely that all of the 20 projects will be approved by the MADR as the entire limit for the North Coast Region (Departments of Cesar, Magdalena, La Guijara, Atlantico, Cordoba, Bolivar and Sucre) is only 27. We expect between 8-10 proposals to pass the final approval process or 30-35% of the possible winning proposals.

If/when these projects are finally approved the governor`s office of Bolivar will also contribute an additional 20% of the total cost of the program to all those projects in their department. Additionally Ecopetrol will also contribute an additional 14% to all approved projects in the region.

Alianzas Productivas 2010-2011

This last quarter all of the remaining *Alianzas Productivas* Projects were approved by the Ministry of Agriculture. This brings the total for this round to eight total projects approved. Three of the projects were initially delayed due to the governor`s office of Bolivar refusal to assume the commitment from the previous

administration. CR, the consolidation team and very strong letter`s from the MADR could not convince the governor that without their contribution the producer associations would lose their projects. In the end the agreement that was reached was that CR would assume that payment this year but for all future projects the Governor`s office would provide 20% of the overall cost of the project, once it was approved. The following chart explains the advances on each project now in implementation phase

Chart 17: Economic Proposals Submitted in 2010 to MADR`s Alianzas Productivas Program

Projects Presented	CR Contribution US\$	Counterpart US\$	Total Value	Status
Alliance for the establishment of 168 hectares of <u>mango</u> to benefit s 56 afro-Colombians in the districts of Libertad and Sabanas de Mucacal of the municipality of San Onofre - Sucre.	31,884	218,920	250,804	This project is currently establishing nurseries in each of the farmers land and has initiated the grafting stage of the planting material. Sowing will commence once the rainy season starts. This Alliance is waiting on the Municipal contribution of the amount of \$ 106 million pesos. There is a sense of urgency for this contribution as if it is not received soon the nurseries will not be ready for planting. The implementing organization is also moving forward on its proposed plans for strengthening producer associations in social and administrative activities, technical assistance to each producer, and in their management of environmental impacts
Productive partnership for the establishment and marketing of 100 acres of <u>cocoa</u> to benefit 50 small producers Santo Domingo de Mesa and Camarón of El Carmen de Bolívar.	15,942	273,941	289,883	Currently the implementing agency is finalizing the establishment of nurseries for the production of the planting material in each individual farm. They have just started the seedling grafting stage and once the rainy season starts planting will begin The implementing organization is also moving forward on its proposed plans for strengthening producer associations in social and administrative activities, technical assistance to each producer, and in their management of environmental impacts
Productive partnership for the establishment of 112 hectares of <u>cocoa</u> to benefit 71 small producers of Paraiso and San Cristobal, from San Jacinto Municipality.	21,256	339,982	361,238	Currently the implementing agency is finalizing the establishment of nurseries for the production of the planting material in each individual farm. They have just started the seedling grafting stage and once the rainy season starts planting will begin The implementing organization is also moving forward on its proposed plans for strengthening producer associations in social and administrative activities, technical assistance to each producer, and in their management of environmental impacts

Projects Presented	CR Contribution US\$	Counterpart US\$	Total Value	Status
Productive partnership for the establishment and support of Lorena avocado with trails regional patterns from Camarón and Santo Domingo de Mesa in the municipality of Carmen de Bolívar.	31,884	250,368	282,252	The Grants Committee approved an additional contribution of \$20 million, for a total of \$ 80 million from Consolidation-CR, as the Governor's Office refused to provide the resources that were committed during the proposal process of the Project. Next quarter the Fiduciary will be formed and the funds disbursed
Productive partnership for strengthening the production and marketing of mango of 80 small producers in Libertad and Cacique from San Onofre municipality on 240 hectares.	25,046	320,457	345,503	CR and Consolidation are in the process of ratifying the commitment of the Governor's Office of Sucre for \$10 million pesos. The Municipality of San Onofre has already submitted its certificate of availability of \$67 million pesos. Once this is achieved, the MADR will start the process of signing of agreement between partners and the opening of the Fiduciary.
Productive partnerships with 40 beekeepers of the association of rural beekeeper – ARPA from Ovejas municipality.	26,570	316,197	342,767	This project has advanced in the acquisition of equipment and inputs that are required for productive activity (bee hives, biological nuclei, extractors, and protective equipment). The implementing organization is also moving forward on its proposed plans for strengthening producer associations in social and administrative activities, technical assistance to each producer, and in their management of environmental impact
Bee products alliance with 40 beekeepers s of integral beekeepers Cooperative from Carmen de Bolívar.	26,570	319,917	346,487	The Grants Committee approved an additional contribution of \$20 million, for a total of \$ 80 million from Consolidation-CR, as the Governor's Office refused to provide the resources that were committed during the proposal process of the Project. Next quarter the Fiduciary will be formed and the funds disbursed
Strengthening competitiveness trough supply chain avocado production and marketing of quality with avocado growers association El Tesoro in municipality of Ovejas, Sucre	26,821	177,533	204,354	Last quarter, the agreement with all partners was signed. The upcoming quarter the fiduciary will be opened and funds disbursed.

Oportunidades Rurales

Additionally, Consolidation-Colombia Responde provided technical assistance to association to present proposals to the MADR for their *Oportunidades Rurales* Program. Six proposals were presented two for the Municipality of San Jacinto and 4 for the Municipality of San Onofre. The proposals focused on strengthening producers working in the areas of crafts, Fruit Processing, Recycling, Fishing and Beekeeping. The total value of the proposals submitted by the producers is U.S. \$ 166,297, the requested

resources from MADR are \$ 93,627, the contribution of Producers is \$12,887, and the commitment from Consolidation-Colombia Responds is \$59,784.

Ministry of Commerce and Trade

FOMIPYME Program

Through the Ministry of Commerce's FOMIPYME project, three projects were also approved last year and still have not been rolled out. Part of the issue has been the turnover within the Ministry but the other issue was that the employees within the Ministry were unaware of the National Consolidation Plan which dramatically delayed any advancement on these projects. There was a misunderstanding of who/what Colombia Responde represented, how it was linked to Colombia's public policy. Together with the Consolidation team we have made considerable progress in explaining Consolidation and have now made it to the point of a possible disbursement to the proposed implementing agencies for these projects. We now fully expect that these projects will be financed next quarter.

Chart 18: FOMIPYME program

Projects Presented	CR Contribution US\$	Counterpart US\$	Total Value	Status
Adaptation and improvement of an extraction plant and transformer of innovation with <u>honey</u> products to increase the income of 70 Carmen de Bolívar and San Jacinto micro entrepreneurs.	26,570	103,724	130,294	This Project has been approved and will be ready for disbursement next quarter. The implementing agency for this project is Cooperative Cooapomiel del Carmen de Bolívar.
Strengthening the value added chain of <u>sesame</u> for <u>73 producers</u> in, Carmen de Bolívar	31,884	89,998	121,882	We are currently in the process of drafting the Agreement and projected expenditures. This project will start next quarter. The implementer of this project is the Cooperative Campo Verde.
Strengthening of agricultural cooperative of Palo Alto, San Onofre with 35 members with reactivation of a business unit of <u>cheese processing</u> .	19,185	53,051	72,236	This Project was approved and ready for disbursement 4 months ago. The current issue is related to land ownership of the processing plant in Palo Alto. The implementing entity for this project, the Chamber of Commerce claims they will have this issue resolved next quarter

BANCOLDEX

This quarter, CR also contracted the services of a consultant that provided technical assistance to Pastoral Social de Sucre and Prodesarrollo, to submit proposals to the Ministry of Commerce and Trade through their Bancoldex program. The proposals focus on business development and strengthening displaced families that belong to producer associations. Families must be registered in the Government's system that tracks displacement. One of the difficulties we faced during this process, which demonstrates that not all government entities are aligned in the support of Consolidation regions, is that in order to present the proposal, the potential operating entities (Pro-Desarrollo and Pastoral Social) had to submit a certification for all the displaced individuals that would be supported. This certification had to come from DPS (previously Accion Social). DPS was very slow in reacting to the request which dramatically slowed down the proposal process. However it should be noted that the persistence of the Regional Consolidation team was to be desired as they were constantly on top of DPS to provide the certification.

The two proposals will address the needs of 255 displaced families and their respective businesses, to link them to buyers, provide psychosocial support, a life plan, and provide administrative, financial, business training and access to financial services. The total value of the two proposals submitted is \$ 673,830, the contribution requested from the MinComercio-Bancoldex is U.S. \$588,745, the requested resources and support from Colombia Responde will be \$73,432 and the contribution of Pro-Desarollo and Pastoral Social is \$11,654. We expect to know the outcome of the proposal early next quarter

Agency for Local Economic Development (ADEL)

The DNP (The National Planning Department) is currently in the process of converting ADEL into public policy. This policy looks to strengthen local entities to become service providers and creation change agents for their own development processes. The Ministry of Commerce has identified specific regions where this policy will be implemented and Montes de María is one of those regions. They have set aside funds to support the creation of local economic development agencies and finance added-value projects that will assist communities in processing and marketing.



Within this policy is the Territorial Marketing Project for Montes de María. This quarter, the Ministry facilitated an event that was attended by 40 leaders and delegates to present the Marketing Plan for the Cacao Sector. This sector was selected by producers, government officials and the private sector as having the most promise within the region and could potentially become the economic engine for income generation for smallholders. The Marketing Plan covered aspects of Cacao regional context, the sales potential for national and international markets for cacao cultivation, crop forecasts, and the actions that should be taken to improve productivity.

Youth Entrepreneurs SENA

Last quarter the very successful youth entrepreneur program, implemented by Pastoral Social came to a close. Due to the community acceptance of this project, CR bid out a similar project for communities in the Department of Bolívar, this will be managed by the Chamber of Commerce. This project is starting at an ideal time, as we can now adjust the focus to not only working with youth but also the landless in the communities and SENA can tailor their course for victims as stated in *Article 96* of the regulatory decree of the Victims Law. This project will target 160 families in the PACE communities in San Jacinto and Carmen de Bolívar.

This quarter, the CDCs (Community Development Committees) started selecting the participants that will benefit from the project, applying criteria of vulnerability and lack of access or land ownership. On average 20 families will be selected in each of the eight communities. They advanced in the preparation of materials for the psychosocial issues, values, self-esteem, life plan and began work to identify families and reaffirm the aspects of skills and occupations. This quarter the Chamber of Commerce has also commenced with the initial baseline in which they developed a socioeconomic and psychosocial assessment that collects information on the situation of families and will serve to review progress in entrepreneurship, the living conditions of the participants

Housing through MADR, Banco Agrario and Vice Ministry of Housing

This quarter, CR hired a consultant that is assisting the communities in their access to government sponsored housing programs. Projects will eventually be submitted to the Ministry of Agriculture, Banco Agrario, and the Vice Ministry of housing. In order to proceed, communities need to be registered. This month the consultant helped 1,277 members from the communities of El Hobo, San Cristobal, Paraiso and Canutalito, Libertad, Palito, Flor del Monte and Caracol in the registration process. Part of the registration process is the formation of Community Housing Organizations that will be the entity that presents the proposal. These committees have been formed in four communities.

The next step is to pull in the support of the municipalities as they in theory should be leading the process. This has been difficult over the last three months as they have just taken office and are fully concentrating on the development of their Municipal plans. Next quarter, action plans will be established with the Consolidation team and the mayors to map out how we should proceed with this initiative.

Sub-IR 1.3.2 Competitiveness increased

Value Chain Development

Earlier in the program CR selected seven value chains to strengthen over the life of project, which included honey, sesame, cassava, cocoa and avocado. CR began implementing projects for honey, cacao and cassava this last year. Quarterly accomplishments include the following:

1. Honey

The activities in the project were designed to meet the identified constraints of the Value Chain Analysis for honey. The project is facilitated by the local apiculture association ARPA and works in 35 *veredas* (communities) serving 250 beekeepers. This project continues to move forward as proposed which demonstrated that working directly with/through the local associations can bring positive results, whereas working through local NGOs that are not necessarily part of the value chain can bring more problems than results (See lessons learned). ARPA, which is a second-tier association, has proven to be a champion in the honey sector of the region. They understand the win-win scenario with smaller associations and producers, as honey production and quality increases, the better off ARPA and its connection to the market will be.

Chart 19: Value Chain constrains, responses and advances

Constraint	Response	Quarterly Advances
<u>Unmet local market demand</u> Demand from local exporter <i>Miel y Abejas</i> is at 160-200 tons of honey	<ul style="list-style-type: none"> Increased production ICA certification 	ARPA advanced on the development their Integrated Information System for the honey value chain by continuing to collect production and geographic information from the producers
<u>Lack of strong linkages between MdM producers and traders</u>	<ul style="list-style-type: none"> Improve transparency of <u>buying systems</u> by making buying requirements and pricing systems clear and improve transparency in the process – weight, purity, and health. Facilitate the creation of <u>business roundtables</u> to stimulate dialog between traders and producers. <u>Strengthen Producer Groups</u> by strengthening linkages with other organizations, capacity building 	ARPA also continued in the development of their webpage which is designed to help improve the linkages between the producers and seller. The webpage will include information on each association and the qualities that they can produce.

	around common issues, co-financing for investing in them. <ul style="list-style-type: none"> • Develop a culture of business in the apiculture community 	
<u>Lack of access to equipment to improve quality</u>	<ul style="list-style-type: none"> • Define equipment needs based on level of producer (rustic, traditional, and technical) including markets able to access, economics of segment, and rough return on investment calculations. • Provide farmers with the beehives and related equipment. 	<ul style="list-style-type: none"> • This quarter all but 7 of the remaining extraction equipment to the associations projected for this program were handed over. • They also continued the training on raising the queen bees.

2. Cacao

The activities for cacao are all designed to improve the constraints identified in the value chain analysis prepared by CR last year. This project will be managed by the local Association APROCASUR and will last three years as that is when the first cacao harvest is expected. This is a very strong second-tier local organization that has existing links to the buyers, has managed USAID funds previously and has received various courses on improving their association from the USAID project ADAM. The approved project consists of linking 200 farmers in 20 communities to Casa Luker and Nacional de Chocolates through local associations. This quarter the third phase of the project was approved in the grants committee which is to add the planting of an additional 49 hectares of cocoa to the 31 which are already planted.



Chart 20: Cacao constraint

Constraint	Response	Quarterly Advances
<u>Unmet market demand</u>	Increased Production Link Producer groups to end markets	<ul style="list-style-type: none"> • Started supplying the planting material to the producers for 49 additional hectares • Worked with farmers to provide the needed inputs for the cocoa so that it could overcome a prolonged summer without rain.
<u>Weak Associations within the region overseeing the sector</u>	<u>Strengthen Producer Groups</u> by strengthening linkages with other organizations, capacity building around common issues,	This quarter APROCASUR, opened rotating funds in each of the associations which will be used by the farmers for micro-loans so that the farmers have access to capital at key moments of the production cycle. They also continued training the associations in best practices of cacao production.

3. Cassava

Cassava is one of the most important crops in the region due to its importance in food security and the possibility it provides for farmers that can only lease land for income possibilities. With this importance and the ability to positively affect a high number of victims and IDPs, CR believes it is imperative to support the cassava sector. However, there are numerous constraints to improving the profitability for the farmers in the region, making it one of the more difficult crops we support. This project is managed by *Caja de Herramientas* and will benefit 175 producers in seven communities.

We have had continuous problems with *Caja de Herramientas* with administration of funds. We have threatened them at various times to replace them with another organization or have CR implement this directly. We have sent our financial analyst and internal auditor to their offices on numerous occasions to set up an accounting system, but on numerous occasions they have not been able to produce a financial report of the program. We have since placed a trusted accountant in their office that will start managing the funds and report directly to CR. It should be noted that our audit visits have indicated that the issue is not mismanagement of funds but an inability to produce the need financial reports. However technically the projects has met all of its proposed deliverables. The agronomists that they have hired in the field are top-notch and the communities have expressed content for the increased production. We have given them one last chance to demonstrate they are capable of managing this project, if not we will implement this program directly until it finishes in September.

Chart 21: Cassava advances

Constraints	Response	Quarterly Advances
<p><u>Low productivity due to:</u> Low mechanization during cultivation, the use of poor quality seeds, lack of seed management, inadequate soil preparation and little or no technical assistance</p>	<p>Improve the productivity and value added of the crops in order to meet market demand</p>	<p>They continue to distribute the needed inputs for the 200 hectares that are planted and the respective equipment for applying it. These inputs were timely as the lack of rain have hindered the growth of the cassava:</p>
<p><u>Access to market</u> There is a consistent, accessible and reliable market for both sectors. The potential buyers include local markets, agro-industry processing plants and supermarkets, however farmers have trouble accessing these markets</p>	<p><i>Caja de Herramientas</i> has identified an additional buyer and will be responsible for supporting the farmers in the sale of the 200ha</p>	<p>This quarter they started training the associations in better business practices.</p>

Financial Instruments

To improve the Competitiveness in the region, financial instruments need to be enhanced especially in rural areas. CR is taking a three-pronged approach to this improvement: 1) The commitment of supporting one Micro Finance Institution (MFI) in establishing a presence in the region 2) The support of community managed savings and loans 3) Facilitating loans from Banco Agrario to farmers in the CR communities.

Last quarter, *Crezcamos* a very competent and growing MFI was awarded a program for establishing Savings and Loans programs in the rural villages of the four Consolidation municipalities. It should be noted that *Crezcamos* partnered with *Contactar*, a very prominent NGO with a long history of implementing savings and loan programs in rural Colombia. They are currently contracting and training regional personnel and procuring office equipment and supplies for their new office in *Carmen de Bolívar*. They expect to have their offices open early next quarter. *Crezcamos* has committed over \$2.5 million in loan capital over the next three years. This individual credit operation will be managed out of the same office space that they will be using for the Savings and Loan programs. *Crezcamos* plans to establish a long-term presence in the region as they project *Montes de María* to continue to have enhanced economic development and see this as an opportunity to get in on the ground floor.

In order to assist Crezcamos in identifying clients in the rural areas and follow-up on our commitments to the communities in defining actions to address the needs related to access to credit, CR collected information from individuals interested in loans. The communities identified the need for funding for activities such as agriculture (corn, cassava, ñame), animal husbandry and shops. This information will be handed over to Crezcamos once their office are established and could represent the first loan applications for the region.

Linking to Banco Agrario

Lessons learned from CR's process of assisting communities to possible loans within Banco Agrario has demonstrated that communities need constant support in identifying loan products and applying for financial services. In order to support them with those needs, CR has recently contracted out the services of APROCASUR to help farmers in preparing loan applications for Banco Agrario, provide technical assistance for the crops that loans are provided and help farmers market their products at the opportune time. This project will start early next quarter and we expect that a minimum of 500 applications will be presented to Banco Agrario of which 300 should be approved. We will seek the support of AECOM to help push these applications through the bureaucracy of Banco Agraria.

Linkages with AECOM's improved financial instruments

In accordance with AECOM and USAID, CR presented a new project to the Grants committee for the Comprehensive Promotion of Access to Financial Services in the Region. The project looks to expand, deepen and diversify the financial products in 16 municipalities in the Montes de Maria region, primarily for rural and low income, through the implementation of microfinance programs. The project will begin with a credit assessment of the region and it will be identify current or possible credit providers and depending on the results of the assessment CR will provide technical assistance in the implementation of microfinance products. The ultimate goal will be to expand the presence and coverage of MFIs and banks in the area .It is estimated more than five thousand (5000) families served throughout the region of Mdm.

The reason we expanded from 4 to 16 municipalities for this project is that banking sector should not be restrictive to certain territories. Additionally it is expected that most MFIs would not find only four small municipalities as an attractive market. This also links nicely to other public policy initiatives such as the MADR's rural development policy and the Ministry of Commerce's Local Economic Development strategy. Having access to credit is part of the formula for success for both Ministries

Cross Cutting Themes

Communication

With the new changes with the National Consolidation Plan also came changes within their communication strategy. This quarter, CR reviewed and adapted the communication protocol, according to the changes arising at the national government level. This protocol has been approved at the national level and we have been given the green light to disseminate it. (See Annex



2: Communications Protocol) The programmatic, administrative and financial teams for CR were all trained on the changes to make sure everybody is delivering the same message. One of the more evident changes with the optics of the message is the change from focusing on Colombia Responde, to a focus on the Consolidation Policy and the involvement of the local governments. The protocol, which defines the Mayors, Governors and the Manager for the Regional Consolidation Unit as the voice for the National Consolidation

Policy Additionally, CR organized training with all operators of CR projects to update them on communications issues. The mayors and other public officials have also received information on this protocol.

This quarter, CR held 7 media events (See Table Below). CR media events and activities were covered 54 times in different media such as newspapers, radio, community radio and newspapers. A National newspaper released an article on the Sunday edition. This article was front page in the online version of the newspaper for a week.

The seven events submitted this quarter were carefully coordinated with local governments and communities to deliver and reinforce a message on consolidation and institutional presence in the region. The message by the Colombia Responde- Consolidation focused on increasing institutional presence in rural areas.

Chart 22: Media Coverage Jan-mar-2012

News	Municipalities	Type of project	date	media- coverage					Date released newspaper
				Radio	Com. Radio	Online	News	TV	
Territorial Marketing	4	Economic development	01.26.12	4	4	2	2		01.27.12
Min Agriculture supports project in Ovejas	2	Economic development	01.27.2012	1	1	1	1		01.28.12
Drums of Peace	1	Communications	2.19.12			1	1		2.19.12
Launch Community Radio Magazine	4	Communications	6.3.12	4	4	4	2	2	6.3.12
Agenda for governance	4	municipal strengthening	03.14.12	2	2	3	2		4.14.12
Kindergarten donation	1	municipal strengthening	03.20.12	2	2	1	1		03.20.12
Governance in San Jacinto	1	municipal strengthening	03.30.12	1	1	1	2		03.30.12
News releases	7			14	14	13	11	2	
Times in media	54								

Environment Oversight

The CR Environmental Coordinator continues reviewing and monitoring proposed projects for implementation. Within this process changes have also occurred, as the environmental review now takes place in the Monitor system. This system automatically generates the Environmental Management Plan, according to the classification of the project. We have noticed the need to hire an additional Environmental Specialist as with the number of projects that we are currently managing the environmental oversight is almost impossible with just one person.

Chart 23 : Environmental Review Status

Environmental review	Number
Completed and On File	140
Completed and send to donor for approval	2
Not apply	70

Not Started	16
Total general	228

2. Colombia Responde Impact

This quarter was characterized as a transitional quarter for the M&E reporting. USAID's strategic results framework that was in place during the first year of CR - Montes de Maria, has now been updated is on the verge of approval. This meant that the new PMP and consequently a new set of performance indicators. The M&E report annexed in this Qtly report shows that transition, and consequently, demonstrates the progress of the indicators that come from the previous group. Some of the new indicators also showed some advances and are reported on here. (See annex 3: M&E full report)

Another process that started and continues to be implemented is the use of the Monitor System to report progress indicators to USAID. To date, information has been reported for the quarter and cumulative Q7 and Q8. However, Monitor still does not generate the necessary reports to account for the overall progress of Colombia Responde. Monitor is still not set up for the DO1 which is the Objective this project reports on so we still cannot enter information into the system

This quarter, CR's M&E is developing its own Internet based information system where indicator information for reporting will be captured directly in the field and directly linked into the USAID Monitor system. This should be completed during the next quarter.

The following is an update on the progress of the new indicators.

Chart 24: Progress against Performance Indicators

Indicator	Colombia Responde / Montes de Maria - Performance Indicators	LOP Target	Y1 Progress	Y2 Target	Y2 Progress	Year 2 Progress %	LOP Progress
DO1-006	Public funds leveraged in CSDI zones attributable to USG Interventions	25.000.000	2.387.237	5.000.000	1.385.878	27,7	3.773.115
DO1-008	Number of rapid impact projects implemented by USG implementers	298	36	40	11	27,5	47
DO1-010	Number of strategic national social programs implemented in CSDI zones.	7	2	10	3	0,0	5
DO1-011	Number and percentage of people benefitted by national social programs implemented in CSDI municipalities.	6.000	325	1.000	0	0,0	325
DO1-012	Number of beneficiaries receiving improved infrastructure services (F indicator 4.4-8)	19.500	6.214	5.000	382	7,6	6.596
DO1-015	Number and percentage of cases initiated in ZFM "zonas de formalizacion masiva"	700	0	180	99	55,0	99
DO1-016	Number and percentage of formalization titles issued.	520	0	150	47	31,3	47
DO1-017	Number and percentage of registered formalization titles	520	0	150	0	0,0	0
DO1-020	Number and percentage of restitution cases received for substantiation.	300	0	150	31	20,7	31

DO1-021	Number and percentage of restitution cases presented to the judges	300	0	150	0	0,0	0
DO1-022	Number and percentage of restitution cases processed.	300	0	150	0	0,0	0
DO1-025	Number of CSO members supported by USG assistance	3.300	503	660	464	70,3	967
DO1-026	Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	70	0	40	56	140,8	56
DO1-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	9	2	5	0	0,0	2
DO1-031	Number and percentage of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities	15.898	897	5.000	567	11,3	1.464
DO1-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions	5.000.000	384.000	1.000.000	266.663	26,7	650.663
DO1-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	8.175	2.175	2.000	567	28,4	2742

*CR uses the first 18 months as Yr1 as to match the Work Plan Schedule which means the year ends on Sept 30, 2011

Chart 25: Status of Current Projects

State	Number of projects
Designing	14
Implementing	52
Administrative Close-Out	68
On Hold	5
Tendering	4
Works Completed	61
Total general	204

As the chart below indicates, CR continues to advance with project implementation with a solid number of projects still at the implementation phase and a good number being designed. During the grants committee this quarter eight projects were approved that will be starting next quarter. Additionally many of the longer-term projects that started during the first fiscal year are now coming to an end as we adjust our focus of working through NGOs to working directly with the community and local governments.

3. Challenges & Lessons Learned

Municipal Planning

We have had some remarkable successes over the last three months linking communities to the planning process of each municipality. This possible due to the work established prior in each community as they prepared their development plans and were trained in how to present that plan. The municipalities also involved their entire teams of Secretaries (Planning, Education, Health, etc) in the process which enabled them to have a more effective outreach. And this was all facilitated by a consultant that CR contracted to help in the process. However even with all this coming together and plans that are well constructed, they can be rejected partially or completely by the mayor who still has absolute control within his jurisdiction. This has been a tough card to play all quarter as they are too busy to participate in the planning activities yet need to be there as no one else has the decision making power that they have. This is very common in the region and as aspect of the planning process that needs improving

Increased Energy in the Producer Associations and UMATAs

CR has been providing technical assistance and specialized support to producer associations and public entities such as UMATAS o submit proposals to the National Government to access resources. The participation of the local has energized the work of the UMATAs in reaching out to producers, associations have increased their participation and interest in learning to do economic proposals, identify the weaknesses that they have their own associations and identify and propose ways to strengthen their productive partners. This is an encouraging change from last year where CR had to do everything in order to get the proposals submitted on time. This could be due to the association strengthening work that Pro-Desarrollo is conducting in the region. Additionally associations have now seen the results of last year's proposals and now believe it is possible to leverage State funds.

Transitioning PACE I communities to the State

As CR enters into 20 new communities, it is necessary to continue linking the previous 16 communities to the respective Municipal authorities to ensure coverage. Although the first 16 communities have advanced substantially in taking development into their own hands, they will continue to need to the support of the municipality to continue their growth. CR will change its strategy for these communities and start to strengthen the municipality so that they can assume the role that we played last year with the communities.

4. Management

This quarter CR continued to add staff to its land team on an as needed basis. This quarter additional land lawyers were hired to assist in the analysis of the individual land plots. These hires are temporary until the MADR's Restitution Unit can start picking up some of the work. MADR did hire one of our staff this quarter for their Cordoba Office. Due to increased staff we found the need to increase our administrative staff size as well. By March 2012, CR had:

- Employed 58 people, of which 37 are stationed in Sincelejo
- Although the two vehicles arrived in Colombia, they continue to go through the nationalization process

4.1 Offices and Field Program Management

The following table contains a breakdown of each of the CR field offices, and number of new employees hired this quarter which are highlighted in yellow.

Chart 26: The CR Field Offices

CARTAGENA		SINCELEJO	
POSITION	EMPLOYEE	POSITION	EMPLOYEE
Brian Husler	Chief of Party	1 Luis Alberto Gomez Torres	Economic Development Officer
Alejandro Tellez	Deputy Chief of Party	2 Eduardo Mestre Vives	Infrastructure Officer
Vanessa Perea Puentes	Office Manager and HR	3 Jhon Jairo Rios Toro	Victims Officer
Pilar Macia Sancez	Director of Finance	4 Clara Romero Vergara	Municipal Strengthening Officer
Angelica Vergara	Administrative Assistant - RH	5 Maria Mercedes Garcia	Communication Officer
Hugo saladen Sanchez	Contracts Officer	6 Hernan Bernate	Private Sector Development Officer
Alci Mendoza Valeta	Procurement Officer	7 Elvira Utria Camacho	Land Coordinator
Ronal Osorio Valdes	Procurement Assistant	8 Carlos Martinez Magallanes	Microfinances Services Coordinator
Ricardo Ramirez Medina	Senior M&E Officer	9 Carolina del Cairo Silva	M & E Officer
Rocio Cardenas Florez	Executive Assistant	10 Luis Carlos Proaños	M & E Officer
Janeth Calderon Herrera	Internal Auditor	11 Tania Stella Sierra Gonzalez	Environmental Officer
Barbara Garces Londoño	Accountant	12 Cesar Caro Barraza	Resident Engineer
Jair Gomez Galvan	Security Advisor	13 Carlos Goez Tarra	Resident Engineer
Enith Ordoñez Cardales	Assistant Accountant	14 Daytania Henriquez Ortega	Resident Engineer
Edwin Pitalua	Accounting assistant	15 Laura Silgado	Projects Professional Income Housing
Henry Avila	Accounting assistant	16 Norelvis Guete Herrera	Community Mobilization Officer
Katherine Lopez Navarro	Accounting assistant	17 Amparo Rosa Salas	Community Mobilization Officer
Leyri Sayas	Receptionist	18 Tilsia Tapia Castelli	Community Mobilization Officer
Hernan Novoa	Quality Professional	19 Nadeida Rivas Olivera	Community Mobilization Officer
Ruben Periñan Quintana	Filing Coordinator	20 Arleth Baena	Community Mobilization Officer
Erica Carrascal Garzon	General Services	21 Paola Grau Revollo	Community Mobilization Officer
		22 Andrea Aguilar	Legal Professional - Land Area
		23 Lizneth Caraballo	Legal Professional - Land Area
		24 Juan David Cardona	Legal Professional - Land Area
		25 Edith Karina Julio	Legal Professional - Land Area
		26 Paola Torres	Social Professional - Land Area
		27 Dinay Teheran	Social Professional - Land Area
		28 Karina Martelo	Social Communicator - Land Area
		29 Angelica Guevara	Administrative Assistant
		30 Eduard Florez	Support Engineer
		31 Alina Arteaga	Program Administrative Assistant
		32 Oscar Herrera	Administrative Assistant
		33 Everlides Rivera	General Services
		34 Alcira Rivera Rodriguez	General Services
		35 Juan de Dios Rocha	Driver
		36 Elkin Tamara	Driver
		37 Isela Arias	SENA Intern
CURRENT EMPLOYEES	58		

This quarter staff trainings have included:

- **USAID Environmental Training in Cuzco Peru** – This quarter, CR sent Tania Sierra to Peru to receive a training on the USAID’s Environmental Regulations in order to update her knowledge on the 216 Regulation. USAID hosted the workshop in Cuzco the last month of March.

4.2.1 STTA and Temporary Assistance

This quarter various consultants were hired to perform Short Term Technical Assistance.

1. Consultants to Prepare *Alianzas Productivas* Proposal- CR hired two consultants (one for Sucre and one for Bolivar) that prepared 25 proposals that were submitted to the MADR for approval.
2. Consultants to help Prepare Municipal and Departmental Development Plans- CR hired four consultants (one for each municipality) to help prepare the Municipal Development Plans and one consultant to help prepare the plan for the Department of Bolivar (Sucre did not need additional help)

3. Judicial Defense- CR continues with the support of a high profile consultant who is assisting the municipalities in preparing for the bankruptcy law and meeting with different Ministries to help change and adjust laws that are affecting the municipalities ability to govern
4. Land lawyers- CR contracted the services of three lawyers who specialize in land issue to assist with the analysis of cases pertaining to Restitution. Once they fill out the process they send the case onto the restitution unit for processing

5. Financial Review

International Award Number	AID 514-A10-00002
Cooperative Agreement Period	April 5, 2010 – April 4, 2015
Colombia Responde Approved Budget (USAID Share)	\$31,993,452
As of 03/31/2012 % Spent (USAID Share)	36 %
 OBLIGATED AMOUNT	 \$18,531,060

Chart 27: Financial Position of CHF Colombia Responde Budget vs. Expenses

Budget Categories	Program Budget		*Actual Expenses 4/5/10 –3/31/2012	Burn Rate 12/31/2011
Direct Costs	88%	28,384,961	\$10,577,544	37%
Indirect Costs	12%	3,608,491	\$ 1,108,015	31%
Total USAID Contribution	100%	31,993,452	\$11,685,559	37%
Total CHF Matching Contribution	20%	7,695,700	\$ 4,090,663	53%
Total Colombia Responde Program Costs	100%	39,689,152	\$15,776,222	40%

6. List of Annexes

- Annex 1: Counterpart Report
- Annex 2: Communications Protocol
- Annex 3: M&E Report
- Annex 4: Success Story