

GLOBAL COMMUNITIES PARTNERS FOR GOOD

Eighth Quarterly Report

Colombia Responde – Montes de Maria

October - December 2012

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COLOMBIA RESPONDE QUARTERLY REPORT

EXECUTIVE SUMMARY

The purpose of Colombia Responde Montes de María (CR MdM) is to support the Government of Colombia (GOC) Consolidation Plan in Montes de María, 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: Oct 1, 2012 – Dec 31, 2012

From October to December 2012, CR MdM continued operating with an integrated approach and made great achievements in several areas, most of them with important implications in building capacity in local governments and communities.

During the quarter the first decisions benefiting municipalities in accordance with Law 1551 were made, including judges' suspensions of legal actions against municipalities in the anticipation of new conciliation hearings being scheduled and the annulment of several legal proceedings with irregularities. This was possible not only because of the approval of the law, but also because of CR MdM's activities along with the leadership of the two departmental governments. The legal support given to municipal governments also resulted in the releasing of important resources that now can be used by mayors in benefit of their communities.

By the end of December 2012, CR MdM had approved 185 projects and continued to receive strong commitment from local and national government agencies as well as communities. A good example of this is the reactivation of the process to implement the Territorial Approach Rural Development Program (DRET for its initials in Spanish); the governors of Sucre and Bolívar have committed their participation and funding to this initiative and now have the complete leadership in this important strategy.

Other areas have shown important advances such as those involving community participation and strengthening. The elaboration of the Territorial Action Plans for victims has been carried out with active participation of victim organizations in each municipality. Communities that have taken over the implementation of their own projects have shown greater advances in comparison to those implemented by contractors, and their new role has served as a strengthening process for the Community Action Boards and the entire community. Throughout the process they have learned how to implement a project from its startup; the implications of structuring a project including decision making for project prioritization, technical analysis, and environmental impacts; and administrative management and project oversight. Community members have also learned how to coordinate with local government entities and other potential allies and partners.

Snapshot of Overall Program Activity:

- *More than US\$1 million from municipal budgets under embargo were released.*
- *First decisions taken by judges under Law 1551 have protected municipalities from additional embargoes.*
- *Territorial Action Plans for victims were elaborated with high levels of participation of victims.*
- *Community Action Boards initiated the implementation of Rapid Impact Projects with great advances.*
- *First activities of the second phase of the land strategy took place.*
- *Significant increase in the amount of resources delivered in micro-credit in the region.*

1. KEY CR-MDM ACTIVITIES AND ACCOMPLISHMENTS

All CR MdM core activities 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 1.2.1** 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

This quarterly report describes the advances of each activity under its respective IR and Sub-IR.

IR 1.1 INSTITUTIONAL DEVELOPMENT STRENGTHENED

CR MdM continues its efforts to build lasting capacity in the communities, municipal and departmental governments and to increase the investment of national government entities in the region. Having reached the end of the first half of the program's implementation period, the program's actions are increasingly focused on facilitating rather than implementing.

Even in the projects where CR MdM provides most of the resources (Rapid Impact Projects), the target impact extends beyond the project itself by increasing the communities' capacities to implement activities and by gaining experience in coordinating with the government in a transparent and efficient process.

Support to USAID's Public Policy Program

With Bolívar and Sucre Governors' leadership and the support of Fundación Montes de María, the European Union, the Department for Social Prosperity and the USAID Public Policy Program, the Montes de María Contrato Plan process was revived at an event held in December. The governors of Sucre and Bolívar attended the event, as well as representatives from the National Planning Department, INCODER, the former Attorney General, various mayors, and Fundación de Montes de María Director. During the event, the governors presented the prospective strategic territorial vision for Montes de María emphasizing the objective of the Contrato Plan to decrease poverty and inequality. Additionally, the Director of Rural Development at the National Planning Department explained the Territorial Approach Rural Development Program within the framework of the Contrato Plan. The governors committed \$28,000 from each department for the Contrato Plan and asked the national government to make a contribution equal to the sum of theirs. They are still waiting for the response from the national government.

Finally, the governors and mayors in attendance signed a Cooperation Agreement to participate in and promote the Montes de María Contrato Plan, which will be drawn up during the first quarter of Calendar Year 2013 in order to obtain financing from royalty funds. During this time, CR MdM and the Public Policy Program will also discuss and define the support that CR MdM will provide throughout this process.

SUB-IR 1.1.1 LOCAL GOVERNMENT RESPONSE IMPROVED

CR MdM has focused on encouraging greater leverage of funds and efforts by government entities. The program's actions are increasingly becoming a support mechanism for greater investments by government entities, as evidenced by the housing activities. In this area, CR MdM's work has been limited to small investments in community strengthening, identification of potential beneficiaries and logistical support for government activities through which municipalities and departments are able to present large-scale housing projects.

Additionally, CR MdM continues supporting the Ministry of Agriculture (MoARD) and the Ministry of Commerce programs, contributing a small percentage of the value of the projects while achieving important and long-lasting results. Regarding the Territorial Approach Rural

Development Program (DRET) and the Contrato Plan (explained below), technical support is planned that will facilitate the structuring of the Contrato Plan and the implementation of the DRET, bringing large investments to the region from the municipal, departmental and national governments. The following table shows the financial effort that the program reached as a result of the increase in the government's response.

CHART 1: COUNTERPART DISAGGREGATED BY SECTOR¹

PUBLIC SECTOR	BUDGET COMMITTED ²		BUDGET EXECUTED ³	
	PESOS \$	US \$	PESOS \$	US \$
ACCIÓN SOCIAL	1,931,550,622	1,016,606	1,711,245,422	918,586
SENA (National Apprenticeship Service)	154024000	81,065	125,066,146	69,979
DEPARTMENT GOVERNMENT	1,965,498,194	1,034,473	0	0
MUNICIPALITY (LOCAL GOVERNMENT, UMATAs - municipality offices for agricultural technical assistance, INVIAS - National Institute of Roads)	2,650,560,667	1,395,032	3,175,151,375	1,732,188
MINISTRY OF HOUSING	7,400,000,000	3,894,737	0	0
MINISTRY OF JUSTICE	380,000,000	200,000	0	0
MINISTRY OF COMMERCE	180,000,000	94,737	89,329,791	49,741
MINISTRY OF AGRICULTURE	4,471,125,000	2,353,224	768,887,000	410,767
MINISTRY OF CULTURE	16,000,000	8,421	0	0
MINISTRY OF FINANCES	768,031,371	404,227	0	0
PPTP (Protection of Land and Patrimony Project)	225,000,000	118,421	0	0
INCODER (Colombian Institute of Rural Development)	570,000,000	300,000	0	0
IGAC (Instituto Geográfico Agustín Codazzi)	66,190,400	34,837	0	0
SNR (Superintendency of Notaries and Registry) - Registry Office	121,447,620	63,920	0	0
IETAS (Technical Agricultural Educational Institutions)			259,800,000	145,501
CARSUCRE (Regional Autonomous Corporation of SUCRE)			800,000	419
STATE GOVERNMENT OF SUCRE	6,417,000,000	3,377,368	990,740,459	516,492
PRIVATE SECTOR				
IMPLEMENTING AGENCY	1,262,587,306	664,520	889,602,749	495,172
PRODUCERS/FARMERS	3,836,555,318	2,019,240	1,550,036,032	859,657
UNIVERSITIES	13,000,000	6,842	58,416,514	31,353
PRIVATE SECTOR	192,040,000	101,074	582,074,141	329,366
DISNEY	40,599,200	21,368	38,132,487	20,070
TOTAL	32,661,209,698	17,190,112	10,239,282,116	5,579,291

¹ All figures in the report are in US\$ unless otherwise noted.

² Amounts were calculated at an exchange rate of COP\$1,900 to US\$1.

³ Amounts were calculated based on the real Exchange rate of the month when the counterpart was registered.

SUB-IR 1.1.2 EFFECTIVENESS OF LOCAL PUBLIC ADMINISTRATION IMPROVED

During the reporting period, CR MdM focused on building the response capacity of local governments to improve their work performance. At the same time, activities have enabled local community committees to implement their own projects and strengthen their capacity to better manage and address their own needs.

CR MdM continued facilitating the legal defense processes through an effective and knowledgeable application of Law 1551 by providing the mayors with sufficient tools to continue the defense of their cases, project their debt better and seek the annulment of cases in which fraud or violation of the legal requirements are detected. With the assistance of Instituto Geográfico Agustín Codazzi (IGAC), the program presented maps to the municipalities, further facilitating their ability to design community action plans. CR MdM supported accountability events, in line with what is required of the municipalities by law, to continue building confidence between citizens and their mayors and to increase the governments' levels of transparency. Finally, the program worked with municipal governments so they could better address the multiple needs of their citizens through effectively presenting projects to be financed by the royalties program.

Legal Defense

During the quarter, the CR MdM actions focused on building capacity in the municipal governments so they could take advantage of the newly enacted Law 1551 by continuing to carry out cases using their own legal advisors. The accountants and lawyers hired by CR MdM finished their work in December and are expected to provide their final reports to the mayors by the end of January 2013, which will provide the municipalities with the tools to better legally defend themselves. In each municipality the assistance focused on the following activities:

- Develop an inventory of the judicial proceedings that each municipality has, including the collection, organization and filtering of accounting information derived from each mayor's office as well as other entities such as courts and banks.
- Support in the creation of case suspension requests (in accordance with Law 1551) and carrying out reconciliation of the debts.
- Support in the identification of legal cases which may have some irregularity.

These activities have resulted in the following:

- An inventory of judicial proceedings with the following information: type of proceeding, whether they have a ruling, sanctions, court orders, sequestered accounts, and the amount contested. It should be noted that the exact amount of proceedings has been difficult to determine because many cases do not have proper documentation. Mayors' offices are not administratively organized well, and many did not receive a proper handover of documents from their previous administration.
- Archives of the reconstructed processes through documented records in the courts.
- The municipalities were able to release more than US\$1,000,000 in funds that had previously been frozen in their accounts. As the lawyer and accountant continue to provide technical guidance during the upcoming quarter, this amount is expected to increase. It is worth noting that in Colombia an ordinary labor, administrative or civil judicial proceeding can take between four and eight years to obtain a ruling. Therefore, the achievements made by the municipalities with the support of CR MdM in this period of support of the legal defense proceedings are significant and leave a positive precedent of action that allows the territorial entities to work more efficiently.
- Judicial procedures in San Onofre, San Jacinto and El Carmen have been suspended in accordance with the law while conciliation agreements are being formulated.
- Hearings for the reconciliation of the debts were held, resulting in payment agreements, and other cases were suspended in anticipation of new hearings being scheduled (in San Onofre and Ovejas). While these activities alone do not decrease the municipality's debts, they allow for better financial planning.
- Some proceedings were annulled due to irregularities (Ovejas, San Jacinto and El Carmen). In San Jacinto, the municipality is currently awaiting a response to the court's request for the decision of the Inspector General's Office about irregularities in 500 proceedings against the municipality.
- The funds the municipalities are able to retain will be used for addressing public needs better.

Territorial Planning:

CR MdM presented the results of the Use and Coverage Study to each municipality, which will serve as a basis for updating the Territorial Management Plans (EOT in its Spanish acronym). This study was supported by the Instituto Geográfico Agustín Codazzi (IGAC) and will allow the municipalities to save time, effort and money in the process of community mapping. The Consolidation Unit (UACT) and CR MdM collaborated to submit a proposal to IGAC on behalf of the municipalities so they can obtain the maps as a basis for updating the EOT.

As a complementary action, CR MdM will provide each municipality with information on urban and rural properties (obtained from the Historical Analysis of Land Rights), which can also be used by the municipalities to update the database for collecting property tax. In the future, this could result in an increase in the municipality's available funds through property tax.

Finally, CR MdM and UACT provided technical support in updating the EOTs and are waiting for each municipality to present a support proposal. The process has been delayed in San Onofre due to the difficult situation caused by the suspension of the mayor, preventing the municipality from scheduling a meeting with CR MdM to receive the information.

Accountability:

Ovejas: The program provided support in completion of the matrices outlining the collection of information for the municipal development plans. The municipality decided to hold the accountability event in January, with the support of CR MdM.

El Carmen de Bolívar: The program provided support in the completion of the matrices outlining the collection of information for the development plans. The municipality decided to hold the accountability event in January, with the support of CR MdM.

San Onofre: The municipality decided that it would not hold an accountability event but instead would publish a newsletter on the progress made in its management with the support of CR MdM. However, the process is currently at a standstill due to the temporary suspension of the mayor and other problems facing the municipality, indicating that priority has not been given to this issue. CR MdM will continue to facilitate these processes to the best of its abilities.

San Jacinto: Meetings were held with the municipal government, but the mayor did not request any support in spite of what was offered. Instead, the mayor held an accountability event in December without support from CR MdM.

Royalties

With the support of the National Planning Department, the USAID Public Policy Program and CR MdM, a new workshop was held in Sincelejo on the operation of the New National Royalties System (SGR in its Spanish acronym), which was established in 2012. The workshop focused on supporting the Montes de María municipalities in the design and organization of projects that they will present to the Government Management and Decision-Making Bodies (OCAD in its Spanish acronym) for approval. Participants identified problems that the municipal governments have in presenting the projects and obtained a first assessment of the state of the investment projects, following the guidelines of Agreement 013 of October 2012 that regulate the presentation of projects. Approximately 50 officials from the municipal mayors' offices of San Jacinto, Ovejas, the departmental governments of Sucre and Bolívar and members of the CR MdM and UACT teams participated in the workshop. Representatives from San Onofre and El Carmen de Bolívar were not in attendance. From the inventory made in the workshop, the municipalities have presented the following projects and received approval from the OCAD:

- San Onofre: presented four projects - two road improvement projects, a school bathroom construction project, and a project addressing infant mortality – for a cost of approximately US\$1,967,433.
- Ovejas: presented three projects – a sewer system project, construction of a sidewalk, and road improvement project – for a cost of approximately US\$1,258,333.
- San Jacinto: The municipality had already elaborated projects after a previously held workshop earlier in the year. The October workshop helped the municipality redefine their projects. The OCAD had not been formed by the municipality by the day of the workshop; however, the committee finally met in December, and the municipality presented three projects with the assistance of CR MdM.
- El Carmen de Bolívar: The municipal OCAD has not been convened to present the projects.

Having completed the training workshop, the pending results of the review of the entire process in the CELI (Consolidation and Enhanced Livelihood Initiative) regions are anticipated to give continuity to institutional assistance for designing projects.

Victims Law

CR MdM continued supporting the municipalities and departments in the application of the Victims Law through technical assistance in formulating the Territorial Action Plans (PAT in its Spanish acronym). Described below are the activities and results of the quarter:

- San Jacinto: While San Jacinto was the last municipality to receive technical assistance last quarter, CR MdM and the municipality have since made progress. CR MdM supported victim organization meetings to define their PAT proposals and held work sessions with the secretaries of the mayor’s office to determine the resources for each strategic focus (Assistance and Care; Comprehensive Reparations; Prevention and Protection; Truth, Justice and Reparation; Institutional Strengthening). With the support of CR MdM, the municipality created the first version of the PAT, which the mayor approved by decree. Per protocol, the municipality’s Territorial Transitional Justice Committee (CTJT in its Spanish acronym) will meet in January to review the plan again and make any necessary adjustments.
- El Carmen de Bolívar: The PAT, which was drawn up last quarter, was presented to the CTJT and victim organizations at different events and approved with some recommendations. However, the mayor has still not formally approved the plan by decree.
- San Onofre: Despite efforts by CR MdM, the municipality’s CTJT has not held a meeting to approve the PAT that was formulated in the previous quarter. The document was submitted to the current mayor in the anticipation that a meeting will be convened in January 2013.
- Ovejas: The UNDP is supporting Ovejas in the process of drawing up the PAT in accordance with its agreement in the region.
- Department of Bolívar: As mentioned in the previous report, the Victim’s Unit (national level) held strategic planning workshops which elaborated tools for the review and adjustment of the departmental and municipal PAT. Along with the assistance of CR MdM and the workshop, the Department was able to draw up of the first version of the PAT in mid December. The CTJT was not able to hold a meeting for its approval before the end of the year.
- Department of Sucre: Despite support not starting until December, the first draft of the PAT was submitted in mid December and is pending approval by the CTJT. Additionally in December, two CR MdM professionals began supporting the departmental Victim’s Unit in the victim participation, prevention and protection components.

Support to victim’s organizations

The supporting activities to Victims Organizations have been demonstrated through active participation in the elaboration of the PATs.

Rapid Impact Projects (PIR)

CR MdM is finalizing almost all PIRs in the region, especially those initially identified by the Regional Coordination Center and those identified by the communities in the planning process. The following chart explains in detail all the projects that were under implementation last quarter:



Salado-Santa Clara Road-Carmen de Bolívar

CHART 2: INFRASTRUCTURE PROJECTS PROGRESS

Identified by Regional Coordination Center (now Consolidation Unit, Regional Office)

Project	Progress to Date	Comments
Salado-Santa Clara Road-Carmen de Bolívar	61%	After having requested approval from the regional environmental corporation to carry out the necessary work to improve the road, the corporation requested an environmental impact study, which was implemented by CR MdM. Based on the submitted results, the corporation deemed an environmental license unnecessary, and work was resumed in December.
Mamon de María - El Carmen de Bolívar	5%	Using the FIS construction model, the community selected the Community Action Board (JAC in its Spanish acronym) as the implementing agency, and

Project	Progress to Date	Comments
		CR MdM started the socio-business training process to train Mamon de María as a project implementing agency. CR MdM completed the design for the structure and anticipates signing a contract with the JAC at the beginning of January. Efforts also focused on community training in preparation for the implementation.
Salado-Bálsamo Road – El Carmen de Bolívar	5%	The Bálsamo JAC was not formally recognized until the municipality held elections in December. However, since the JAC was formed, efforts have focused on socio-business training in preparation for the implementation. CR MdM anticipates the contract will be signed by the end of January or beginning of February.
Electrical system La Pelona - San Onofre	100%	While CR MdM's portion of the project was completed, the mayor's office did not implement the final connection for households' internal installations. The families bought materials and carried out work with their own resources so that their houses met the Technical Regulations of Electrical Installations. The visit by ElectroCaribe to make the connections is pending.

CHART 3: INFRASTRUCTURE PROJECTS PROGRESS

Identified through PACE, Phase I

Project	Progress to Date	Comments
Community meeting room in Paraiso - San Jacinto	100%	Despite being completed months ago, the mayors' offices have not been able to set opening dates. Therefore, the UACT recommended to CR MdM that it set the dates and invite the mayors. CR MdM is scheduling these dates as well as the handover to the communities for the next quarter.
Classroom reparations in Canutalito, - Ovejas		
Construction of 37 outdoor bathrooms in Cacique - San Onofre		
Pilot project- homes made out of bahareque (mud) - San Jacinto		
Construction of bathroom facilities for the schools in Caracolí - El Carmen		
School restaurant in Pijiguay - Ovejas		
Community meeting room and bathroom facilities in San Cristobal - San Jacinto		

Rapid Impact Projects Implemented by the Communities

CR MdM is continuing the implementation of the Rapid Impact Projects with the communities as the implementers, using the Methodology of Fundación para la Inversión Social (FIS). As demonstrated during the quarter, the work by JAC far exceeds that of the contractors' efficiency - local laborers work at a faster pace and are more dedicated to the project. Additionally, the FIS methodology has had greater impact, empowering community members as they gain management skills while implementing the projects.

The implementation of this strategy includes the formation of Operational Committees for each project, comprised of the Community Action Boards (implementers) and the Community Watchdog and the Community Development Committee (formed during the participatory planning process - PACE). Several of the Project Operational Committees (Community Action Boards + Community Watchdogs + Community Development Committee) have become empowered and have developed a strong sense of belonging. This can be seen in the communities' capacities to analyze their projects in technical and administrative aspects and their ability to make decisions to identify any necessary changes. Additionally, communities' suggestions for improving the process demonstrate their increased knowledge and understanding of management skills. The following chart lists the construction progress of each project:

CHART 4: INFRASTRUCTURE PROJECTS PROGRESS

Rapid Impact Projects Implemented by the communities

Project	Progress to date	Comments
<p>Improvement of Sabanetica school - San Onofre.</p>  <p><i>Current construction status</i></p>	95%	The project is being implemented in half the time as originally projected. This has been possible because the community has actively participated in the process, and both skilled and unskilled labor have met the requirements of the work supervisor. More importantly, the JAC feels empowered through the assistance of the Colombia Responde strategy. In terms of environmental impact and industrial safety, the average score of the building work inspection visit assessments is 90.9%.
<p>Improvement of San José de Almagra school - Ovejas</p>  <p><i>Current construction status</i></p>	33%	The project was delayed due to the local labor low production levels and material (clay) found when digging. Recognizing the inexperience among a majority of the laborers who are rural farmers unaccustomed to construction work, the community requested additional training. Since the training, the quality of the work has been optimal, and the pace has quickened. Community members have expressed their gratitude in developing their ability to manage projects.
The first stage of the health post in Caracolí - Carmen de Bolívar.	0%	Pre-contractual activities were completed, including community training and the selection of an implementer. The construction phase of the project will start in January 2013.
Bathroom facilities at the Paraiso Educational Institution - San Jacinto	0%	Pre-contractual activities were completed, including community training and the selection of an implementer. The construction phase of the project will start in January 2013.

Installed capacity and lessons learned in the implementation of the FIS methodology.

As mentioned in previous reports, the construction model by the same communities includes generating capacity for community organizations to become the implementers of their own projects. This included training in the following areas: administration (filing); accounting practice using Kardex; environmental factors and waste management, water awareness and industrial safety; and training of watchdogs on community oversight committees.



Administrative Training (filing)



Accounting Training (Using Kardex)

During the trainings, the implementing organizations learned about the following topics:

- Creating accounting documents (checks and petty cash receipts).
- Resource administration.
- Procedures in banking entities.
- Participation in buying processes (quotes and allocation).
- Theoretical and practical administrative training regarding filing.

- Practical accounting training, using Kardex.
- Environmental training: Waste management, water awareness, industrial safety.
- Training of watchdogs in technical control issues.

Flood Response

CHART 5: FLOOD RESPONSE PROJECTS

Project	Progress to date	Comments
Improvement the ICBF Center for children	80%	The municipal administration provided the center to the Colombian Family Welfare Institute where child care has already begun CR MdM's responsibility in the project is complete since the municipal government is already taking responsibility for its municipality
Improvement of 200 meters of main street-200 meters Arenas-San Jacinto 	100%	This project was constructed with volunteer labor from the community using materials provided by CR MdM. The community fully completed the work and received water storage tanks from CR MdM for the work contributed.

CHART 6: OTHER INFRASTRUCTURE PROJECTS

As part of the strategy to support activities that improve the quality of municipal services, CR MdM has contributed to some projects which are being implemented by other actors in the region (including the municipality).

Projects	Progress to date	Comments
Schools for returnees  Las Brisas School	Guamanga School 100% Floral School and children's playground 100% Las Brisas School and children's playground 100% Arroyito School 30% Totumo School 30% Average progress: 72%  El Floral School, El Carmen de Bolivar	The project is led by the Colombian marines and supported by CR MdM with materials. The progress rate in the previous column shows the overall progress of the projects independent of whether CR MdM has supplied all the materials. The differences of progress among the schools are due to different start dates.

Vice-Ministry of Water and Sanitation Investment in the Region

The Vice-Ministry of Water and Sanitation has indicated an availability of funds totaling US\$4,571,000 for a sewer system and drinking water supply system in two communities in San Onofre. CR MdM collaborated with the municipalities and communities to complete designs for the systems and will finalize the forms required by the Vice-Ministry for the submission of the proposal during the next quarter. Once they are completed, the mayors will be responsible for presenting the project to the Vice Ministry. The active participation of the community leaders and the officials of the mayor's office in the system design served as a mechanism for achieving a sustainable commitment to the project in addition to serving as an agreement with the community. During the next quarter, CR MdM will help the mayors' offices to find plots of land to be purchased by the municipalities for the construction of the system structures. This process is making very slow progress due to the institutional difficulties presented by the mayors' offices.

Ministry of Education Investment in the Region

During the reported period the final activities in the remaining schools were finished. To date all the projects have been completed. The Ministry of Education will officially hand over the schools to the community.

Rural Housing Projects

The activities in this component focused on coordinating the national government programs and municipal government initiatives in collaboration with the needs of the communities, which have been organized by the CR MdM supported Popular Housing Organizations.

Rural Housing Projects, Banco Agrario

CR MdM continued supporting the four projects presented by the municipalities of El Carmen de Bolívar and San Jacinto to the Banco Agrario to benefit 197 families. The Banco Agrario approved four projects in this period, allocating a budget of around US\$1,855,000, which represented 95% of the entire budget that the bank allocated for the Department of Bolívar and set a deadline for the municipal mayors' offices to deposit the money that they had committed to provide as a balancing entry. Unfortunately, neither of the two municipalities deposited the funds, and, therefore, the projects were later rejected by the bank.

This situation has not affected CR MdM's relationship with the communities – it was clear that the program made every effort possible – but this has worsened the communities' perceptions of the municipal governments. This exercise shows that the success of CR MdM's activities and of the Consolidation Policy depends largely on the commitment and capacity of the local governments. In the future, CR MdM will work more closely with the municipalities and the departmental governments to facilitate stronger investments by all entities. The program anticipates presenting a new project for the Ovejas municipality with the support of the Departmental Government of Sucre, enabling a more diverse funding base.



Presentation of the final design to the community and municipality.

Housing project, Departmental Government of Sucre (Royalties)

With the support of CR MdM, the Departmental Government of Sucre carried out sessions to present the housing project that was approved by the OCAD and is to be funded by the communities of Libertad and Sabanetica (San Onofre) and Flor del Monte (Ovejas). The officials in the departmental government shared with the communities the family assessment parameters and the procedure that the departmental government will develop for checking plots of land and the formation of family groups.

Additionally, in coordination with the Popular Housing Organizations (created with CR MdM's support), the departmental government planned and carried out sessions on the recognition and assessment of possible beneficiaries in the two communities. Due to the diligent work of the Popular Housing Organizations of Libertad, successful results were obtained in the assessment.



Dissemination of the project in the Libertad and Flor del Monte communities



Session to assess potential beneficiaries, Libertad, San Onofre



SUB-IR 1.1.2 PROPERTY RIGHTS FORMALIZED
SUB-IR 1.1.3 VICTIMS' PROPERTY RIGHTS CASES PROCESSED

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

Historical Analysis of Land Rights

Although the land rights analysis is almost complete, the last sessions to collect community information were carried out in the Ovejas and San Jacinto municipalities. In San Jacinto, the Restitution Unit director attended and explained the Victims and Land Restitution Law in more detail to the following communities. The following chart summarizes the sessions:

CHART 7: INFORMATION COLLECTION SESSIONS

Municipality	Community	Properties Assisted	No. of Attendees	No. of Forms Collected	Activity
San Jacinto	Las Palmas	El Predal, Cantaleta, Morrocoa	104	46	<ul style="list-style-type: none"> Awareness Raising Session Collection of Community Information
	Bajo Grande	Loma de Vásquez			
El Carmen de Bolívar	El Balsamo	Cascajo, El Ojito, Lorena, El Paraiso, La Gloria, El Balsamo, Padula, Rodricano, El Naranjo.	64	34	<ul style="list-style-type: none"> Awareness Raising Session Collection of Community Information
San Onofre	El Cacique	Mi Refugio	20	0	<ul style="list-style-type: none"> Assistance meeting Economic Development Program
Ovejas	Chengue	Berlín, Costa Rica, El Tesoro, Desengaño, Chaparral, El Carare, Macayepito, El Naranjo, Chile, Alemania	415	320	<ul style="list-style-type: none"> Documenting Formalization Cases Awareness Raising Session Collection of Community Information
	Don Gabriel	Limos y Numeros, Los Cangrejos, Vida Tranquila, El Tesoro, La Victoria, Cerro Pelado, Santa Isabel, Villa Luisa, La Palmira, Villa Piedad.			
	Salitral	La Florida, La Esmeralda, Ojo de Agua, Villa Celina, El Amparo, Mancomojan			
	El Gran San Martín	El Gran San Martín			
	Pijiguay	Capiro			
	La Peña	El Zapato			
	San Rafael	Berruecos			
4	11	44	603	400	

One of the analysis results has been identifying properties that are suitable for formalization but need to be legally transferred from the former Colombian Institute for Agrarian Reform (INCORA) to the Colombian Institute for Rural Development (INCODER). CR MdM will

continue working in coordination with this entity to achieve the property transfers. The properties in this situation are listed under the title *Formalization of Land Rights*.

Methodological Approaches to Other Implementers Presentation

The land support strategies that CR MdM designed and implemented in Montes de María have served as an example for the other CELI regions. USAID requested that CR MdM guide the Central and North CELI teams on how the different lines of work are being carried out, especially with respect to the Historical Rights Analysis.



Session in Ovejas assisted by employees of the CELI operators.

Officials that work in Montería, Cauca and Caguán attended the field visit when the project was explained in detail and included a session on the methodological and operational processes and participation in one of the information sessions mentioned in the table above. The officials highly valued the results of this exercise.

Assistance for the Legalization of Social Infrastructure Properties

Public structures such as schools, health care centers, and libraries built on non-legalized properties constitute one of the greatest social infrastructure problems in the rural areas and on the outskirts of urban centers.

Since November, CR MdM has been meeting with municipal governments to present a property formalization and legalization proposal in order to enable access to opportunities for improvements in infrastructure and provision of equipment that they currently do not have. The schools listed in the chart below were prioritized at these meetings. As a result of the legal study of the cases, it was found that they are much more complex than initially thought and so the most important cases were prioritized in accordance with the municipal development plans. Due to the difficulties faced by the municipality of San Onofre, it has not been possible to present this strategy or prioritize the schools. The following chart presents the prioritization carried out collectively with the municipalities:

CHART 8: SOCIAL INFRASTRUCTURE FOR THE LEGALIZATION OF PROPERTIES

Municipality	Community	School
Ovejas	Flor del Monte	Flor del Monte Agricultural School
Ovejas	Almagra	Almagra Educational Institution
Ovejas	Canutal	Canutal School
Ovejas	Canutal	Health Center
Ovejas	Urban area	Public Library
San Jacinto	Arenas	Paraíso Education Center
San Jacinto	Morena	Morena Rural School
San Jacinto	Las Palmas	Las Palmas Educational Institution
El Carmen de Bolívar	Mamón De María	Mamón de María Educational Institution
El Carmen de Bolívar	San Isidro	San Isidrio Rural School

Guidance and Follow-up of the Declarations of Protection

With the information collected in the Historical Rights Analysis, there was a follow-up of the protection measures of areas of land that are still open and should be protected by the CTJTs. To achieve this, the reports and a proposed endorsement document were submitted to the San Onofre, San Jacinto and El Carmen de Bolívar committees and to the Department of Sucre. To date, no committee has signed the endorsement in spite of the assistance. In addition, the agrarian affairs attorneys' support and legal proceedings has been sought to encourage the signing of the endorsement and the rights reports.

Presentation of the Land Use and Coverage Study to the Local Governments

In a coordinated effort with the Municipal Strengthening department, the Multi-Temporal Land Use and Coverage Study was presented to the municipal governments of El Carmen de Bolívar, San Jacinto and Ovejas during which the all cabinet members from each entity were in

attendance. A meeting has not been held in San Onofre due to the administration's internal problems. The objective of these events is to share the study's results which will act as a basis for updating the Territorial Management Plans mentioned in Sub-IR 1.1.2

Support for the Land Restitution Units (UARGRTD in its Spanish acronym) of Sucre and Bolívar

Sucre

Since September, the UAEGRTD of Sucre has had the support of a team of professional staff, currently 15 people, which comprehensively supports the administrative route for the restitution process. The support professionals are listed below:

- Cadastral Area: One engineer; two topographers.
- Legal Area: One judicial consultant; five lawyers.
- Social Area: One social worker; one journalist; three outreach officers.
- Administrative Area: One administrative assistant; one filing assistant.

The support team monitored the number of requests in order to measure the work they carried out. The CR MdM team supported a total of 95 requests, but only 23 of them belong to municipalities in the Consolidation Area. The other 72 are located in the municipality of Morroa. The 95 requests came from a total area of 1,465.4 hectares

Bolívar

The support provided to this office is at the El Carmen de Bolívar Center and is comprised of five professionals, who like in Sucre, fully support the administrative restitution process:

- Cadastral Area: One engineer; two topographers
- Legal Area: Two lawyers.

The team hired by CR MdM supported 150 requests in the lower area of El Carmen de Bolívar (first micro-focus area) located in the districts of Salado, Hato Nuevo, Caño Negro, Tierra Santa and Verdúm, and in the Cataluña property of the municipality of San Jacinto. The UAEGRTD is also supporting a second micro-focus in the municipality of San Jacinto, Cataluña property.

Formalization of Land Rights

Based on the information collected in the Historical Analysis of Rights, CR MdM has been identifying buildings and areas that can undergo formalization. One of the results indicates that in several properties where there are few restitution requests, a resolution would enable the formalization of a large number of smaller properties. For that reason, CR MdM has been talking to the UAEGRTD director and intends to formally present the results of the analysis with the aim to micro-focus on the identified properties. The following chart describes those that CR MdM has identified as possible properties to be divided:

CHART 9: LAND HOLDINGS WHOSE LEGALIZATION WOULD ENABLE A LARGE NUMBER OF PROPERTIES

Entity	Description	No. of Land Holdings	Name of the Land Holding	Beneficiaries	Municipality	Area
UAEGRTD Sucre	A prior legal study of the buildings was carried out. This information was submitted to the UAEGRTD.	8	Berruecos	50	Ovejas	508 Ha.
			Mulas (5 groups)	100	Ovejas	1530 Ha.
			Cantaleta	122	Ovejas	1009 Ha.
			Bajo Leticia	16	Ovejas	134 Ha.
			El Recreo	*	Ovejas	120 Ha.
			El Zapato	8	Ovejas	131 Ha.
			El Campin	8	Ovejas	141 Ha.
La Chavela	19	Ovejas	282 Ha.			
UAEGRTD Bolivar	A prior legal study of the buildings was	3	Carvajal	47	El Carmen de Bolívar	982 Ha.

	carried out. This information was submitted to the UAEGRTD.		Mansingú	29	El Carmen de Bolívar	560 Ha.
			El Bonito	57	El Carmen de Bolívar	1,284 Ha.
INCODER Sucre	Properties in INCORA's name which have not been transferred to INCODER	6	La Cantaleta	*	Ovejas	INCODER has not confirmed the area of these properties.
			Chavela	2	Ovejas	
			Mula - Flor del Monte Group	*	Ovejas	
			San Francisco	*	San Onofre	
			Mirabal - La Rabieta	*	San Onofre	
Limos y Números	*	Ovejas				
INCODER Bolívar	Properties in INCORA's name which have not been transferred to INCODER	1	Borrachera	11	El Carmen de Bolívar	187 Ha.
TOTAL				469		6,868 Ha.

* Undetermined number of beneficiaries

Support for INCODER of Sucre and Bolívar

CR MdM has been strategically coordinating with INCODER to support the formalization processes. As has been done with the UAEGRTD, the territorial departments of INCODER have been given technical and logistical support. To date, two lawyers have been hired for each of the offices. In addition to this, support has been provided in equipment and logistics. Pending UAEGRTD Sucre's approval of the properties micro-focus mentioned above, it is hoped that progress in the properties' formalization will be made once the restitution decisions are resolved.

SUB-IR 1.1.4 RURAL DEVELOPMENT STRATEGY IMPLEMENTED

As mentioned at the beginning of section IR 1.1, the structuring process of the Contrato Plan for the implementation of the Rural Development Program for Montes de María was revived under the leadership of the two departmental governments (Bolívar and Sucre). It is hoped that with CR MdM's support, actions in this area will start in the next quarter in coordination with the USAID Public Policy Program.

IR 1.2 SOCIAL DEVELOPMENT STRENGTHENED

As mentioned in previous reports, CR MdM has made great achievements using the PACE methodology to strengthen the capacity of communities in order for them to lead their own development and to reinforce leadership. To further strengthen the sustainability of these achievements, the program decided to increase efforts in improving communities' capacities to guarantee more sustainability in organizational processes. Through an open solicitation process, CR MdM selected a local organization, Pastoral de Sincelajo, to implement a strengthening organization project in the region. The program anticipates signing the agreement in mid-January.

CR MdM also continues its capacity building work in the 21 communities where it currently works. During the reporting period, the communities identified PIRs. During the next quarter CR MdM and the communities anticipate designing work plans for project implementation. The idea is that all of these projects will be implemented by the communities using the same methodology explained on pages 9 and 10. While the methodology requires greater effort from CR MdM, it achieves results far beyond building trust and providing a project beneficial to the community. The CR MdM team is currently analyzing whether it will be able to build all of the projects during this

fiscal year or whether it will have to scatter them out over the course of 18 months. The projects prioritized by the communities are listed in the following chart:

CHART 10: RAPID IMPACT PROJECTS IDENTIFIED BY COMMUNITIES

Municipality	Community	Rapid Impact Project
San Jacinto	Las Palmas - Bajo Grande	Road improvement and recovery of two water reservoirs
	Patio Grande - La Puente	Improvement of agricultural infrastructure
	Las Lajas – Morena	Improvement of Paraíso-las Lajas-Morenos road
	Bongal - Arroyo María	Improvement of 1 km of road and construction of community bathroom facilities
El Carmen de Bolívar	Caño negro, Hato Nuevo, Jesús del Monte, Mandatú	Acquisition of plastic tanks for collecting rain water
	Mamón de María, Loma Central, Don, Colinas de Venado.	Improvement of Loma Central Road
	El Espiritano, La Emperatriz, El Danubio	Construction of classroom or community meeting room
	Raizal, Bajo Grande, Caracolito, Santa Lucía	Acquisition of plastic tanks for collecting rain water
Ovejas	Don Gabriel, Buenos Aires, El Páramo	Not defined yet (projects so far identified are above the available budget)
	Damasco, Las Babillas, El Charcón, El Campin, Oso	Construction of water reservoirs and acquisition of tanks for collecting rain water
	El Floral, El Moral, La Meza	Construction of water reservoirs
	Chengue, El Tesoro	Productive project (yam – plantain)
San Onofre	Berlín: Doña Ana, Palito Monte, El Chorro. Aguas Negras: Las Huertas / Entra si Quieres, La Zona, Comandancia	Productive project (pigs) – in evaluation process
	Higuerón: Chichimán, Las Brisas: Vista Hermosa, Alto de Julio, Campo Bello.	Recovery of two small lakes and establishment of 1 hectare of crops.
	Palo Alto	Road reparation and installation of a fence around the Institución Educativa Palo Alto
	Sabanas de Mucacal	Construction of the Culture House
	Cerro de las Casas: Buena Ventura. Barranca: Pisisí. Palacio: Alza el pie/Me cambié. Plan Parejo: El Bajito, Las Palmitas	Cerro de las Casas: Installation of a fence around the cemetery. Buenaventura: Improvement of a classroom. Plan Parejo: Installation of a fence around the cemetery. Bajito: Construction of kiosk for children. Barrancas: Channeling a stream. Pisisí: Installation of a fence around the school. Palacio / Me Cambie: Retaining Wall for the Health post.
	Palmira: Boca de los Díaz, Polo Norte, Compañía, El Quero, Balaustre, La Lucha, La Loma, Pava arriba, Guama hacha, Los Negros, Algarobal, Pijinio, Arroyo arena.	Productive Project – in elaboration process
	Buenos Aires: Caña Fría, Capote I y II, Costa Rica, Cayeco, Boca de María I y II, Pita Capacho, Boca de la Cruz.	Improvement of a road. Second option: improvement of school.
	Rincón del Mar: Sabanas del Rincón.	Recovery of the seafront
	Aguacate: Don Juan	Construction of a school cafeteria.

Furthermore, it is important to point out that PACE is not limited to identifying a PIR and drawing up community development plans. The continued assistance for the communities is necessary so the community is supported in solving problems that arise even though the long-term future is planned. Some of the actions that have been supported in the communities are described below, and some important aspects in the processes of defining the PIR are highlighted.

El Carmen de Bolívar:

CR MdM supported the mayor's office (Citizen Participation Office) in the formation or restarting of the Community Action Boards, which are community organizations with legal recognition. The JACs were formed in Camarón, Arenas del Sur, Jesús del Monte, Espiritano, Danubio, and Emperatriz. This is an example of the communities' loss of fear, regained confidence and motivation to work in an organized way for their own development.

The formation of the JACs is also very advantageous for the implementation of the PIRs by the communities, as the JAC is usually chosen as the implementing agency of these projects.



The mayor of the municipality of El Carmen de Bolívar signed the certificate of delivery for the Community Participation Office.

In another activity, CR MdM assisted the mayor in giving out uniforms, balls and other sports equipment to the community of Hobo, with the aim of encouraging sports among the town's children. Members of the Community Development Committee (CDC) and the JAC participated in this activity.

As a reward for the mayor's office's excellent response through the Citizen Participation Office in the formation of the JACs, CR MdM provided office materials so that the office can continue carrying out its community outreach work.

Ovejas:

A notable part of the PIR selection process in Chengue is that the community defined a production project as a PIR and not a community infrastructure project like in other communities. In this case, work was coordinated with the Economic Development department to obtain technical advice on the design and prioritization of the project. The community was also given advice about how to autonomously determine the criteria for selecting the beneficiaries. One of the important elements of this discussion is that even though the project will only benefit some people, it will be implemented in such a way that it will be rewarding for the entire community. These processes are of vital importance to show the communities that decisions are made with impartial criteria and not by influence.

Moreover, CR MdM assisted the community of Buenos Aires with sessions on beautifying and improving the children's previously built playground. In Pijiguay and Flor del Monte, CR MdM delivered the projects that had been created as a result of the planning exercise, designed using the MGA (adjusted general methodology of the royalties system), so that they can negotiate them with different authorities.

San Onofre:

CR MdM visited the following communities to check the technical viability of the PIRs: Sabanas de Mucacal, Palo Alto, Bolito, Buenos Aires, Higuierón (Alto de Julio, Brisas, Las Palmitas, Vista Hermosa) and Rincón del Mar, Cerro de las Casas (Palacio, Barrancas, Pisisi, Plan Parejo, Bajito and Buena Ventura). This was at the request of the community that resources are equally distributed in an attempt to benefit the largest amount of the population and at the same time establish communication between CR MdM, the local government and the affected communities.

Similarly, CR MdM assisted the Territorial Consolidation Administrative Unit in electing the members of the operational and watchdog committees for the implementation of the Rapid Response Projects (PRR in its Spanish acronym). This exercise was democratically carried out in a participatory manner in the communities of Berlín, Aguas Negras and Higuierón. The Community Action Boards implemented these projects.

Another fact to highlight is that the communities are very happy with the presence of the local, departmental and national governments in their region, through the Territorial Consolidation



Election of operational and watchdog committees, PRR in Higuierón

Policy. They stated that "It is the first time in many years that the government has allowed us to make decisions for ourselves."

Another one of CR MdM's achievements with the national government programs was work with the Libertad community so that together with the Administrative Department of Social Prosperity (DPS in its Spanish acronym) they negotiated the construction of a Children's Care Center with the ICBF (Colombian Family Welfare Institute). As a result, the ICBF has \$880,000 assigned for this project in 2013. To guarantee the availability of these funds, the municipality had to provide the land. In response to the difficulties faced by the mayor's office, CR MdM, the community and the UACT managed to identify a plot of land contributed by the Libertad School's principal. The ICBF sent a team of architects and engineers to the community to check the legal and technical statuses of the land plots. Soil samples were taken and the designs are currently being drawn. The mayor's office will participate by buying a land plot for the center to be built on. The center will also have a soccer field. The community also donated a plot of land next to the community center for the construction of the cultural center.

SUB-IR 1.2.1 CIVIL SOCIETY ORGANIZATIONS STRENGTHENED

Producer Associations

During the reporting period, CR MdM and Prodesarrollo carried out work sessions to discuss the follow-up report carried out by CR MdM to verify the causes of not meeting goals. The conclusion of these sessions, from CR MdM, was that the causes of not meeting the goal (mentioned in the past quarterly report) to strengthen all the associations were justified; however, CR MdM will continue to strengthen the remaining associations, without needing additional funds.

During the next quarter, CR MdM will design a plan for this strengthening and hopes to start its implementation.

SUB-IR 1.2.2 ALLIANCE BETWEEN COMMUNITY AND THE STATE PROMOTED

Communities Taking Charge of Their Own Development

One of the best ways of reporting the progress in community strengthening is to show specific actions taken by communities, in terms of taking control of their own development. The chart below shows the community initiatives that have been created as a result of the assistance process through the PACE (Participatory Action for Community Enhancement) methodology.

CHART 11: COMMUNITY INITIATIVES

Municipality	Community	Initiative	Supported by CR?	Was it successful?
Ovejas	Almagra	Members of the CDC and the Radio Communication Centers organized sessions to collect gifts and sweets to give the children from different sectors of this community a better Christmas.	Yes	Yes
	Don Gabriel, Buenos Aires, El Páramo	In the community of Buenos Aires, the members of the CDC carried out a session to beautify and improve the previously built children's playground, which had deteriorated over time from use and weather.	Yes	Yes
	Damasco, Las Babillas, El Charcón, El Campín, El Oso	The Babillas community created a producers' association to improve the merchandising of its products so that it can participate in MoARD calls for proposals to improve its crop production in the future. The El Oso community organized and started the operation of its JAC.	Yes Yes	In progress Yes
El Carmen	Camarón	8 JACs and 12 Alta Montaña districts participated in a soccer championship. The organizers of this tournament were the CDC, the production center and the psychosocial workers. The CDC and radio production centers also organized a Christmas Novenas.	Yes	Yes

Municipality	Community	Initiative	Supported by CR?	Was it successful?
	Arenas del Sur	A JAC was formed. The CDC and radio production centers also organized a Christmas Novenas..	Yes	Yes
	Caracolí	The CDC organized a Christmas Novenas..	Yes	Yes
	Hobo	Uniforms and sports equipment were given to Hobo community's children's soccer school. The CDC and radio production centers also organized a Christmas Novenas..	Yes	Yes
San Onofre	Palito	Public utilities networks were extended. The community negotiated the improvement of public utilities with state-owned companies. A census was carried out by the community as part of the project for surfacing the Palito neighborhood's main street. In 2012, the natural gas home service was established and was added to the garbage collection service.	Yes	Yes
	Pelona, Sincelejito	The community designed and implemented a proposal called " <i>Sabanas de los Sueños</i> " (Quilts of Dreams), a way of building a collective memory, working through grief, forgiveness and healing of wounds caused by the conflict. It is a type of community therapy to support each other and to support other communities that are displaced or returning, threatened or in any other vulnerable situation. A training process for reconstructing memory and land was coordinated for the traveling memory museum proposal in Montes de María.	No No	Yes Yes
	Libertad, Sabanetica and Arroyo Seco.	Due to the crisis at the San Onofre mayor's office, ICBF's commitment to provide land for the construction of the Children's Care Center was not met. Consequently, the community took on the commitment and is in the process of registration, a ground analysis and is raising awareness about the activity. Additionally, the community was awarded another project - building a soccer field.	Yes	Yes
San Jacinto	Las Lajas	Organizations in the UMATA's (municipal office for agricultural technical assistance) producers' records were registered. Community watchdogs organizations were formed and registered	Yes No	Yes Yes
	Bongal	Children were given gifts during Christmas celebrations.	No	Yes
	Morenas	Elementary school land is in the process of being legalized.	Yes	In progress
	Las Palmas	A memorial garden is being created Preparation sessions for collective reparation are being held Awareness is being raised to remodel the Las Palmas Culture and Memory Center	No Yes Yes	Yes Yes Yes
	Arenas	The road surfacing project is being extended.	Yes	Yes
	San Cristóbal	Small production initiatives to establish a fund for strengthening the women's organization of San Cristóbal is starting up. Patron saint festivals are being celebrated and traditional activities are being recovered.	Yes Yes	Yes No

IR 1.3 ECONOMIC DEVELOPMENT CATALYZED

CR MdM continued supporting producers and producers' associations through joint efforts with the Ministry of Agriculture and Rural Development (MoARD) and the Ministry of Commerce (through Bancoldex). Similarly, it continued providing microfinance services in the region, extending its geographical reach as well as its range of products.

SUB-IR 1.3.1 RURAL DEVELOPMENT PROGRAMS IN CSDI ZONES IMPLEMENTED

Mujeres Rurales (Rural Women) – Ministry of Agriculture

This quarter, progress continued to be made in the women's associations' production activities, with all the projects achieving the sale of their first crops. The crops were staggered, meaning that small plots were planted on different dates. This guarantees a steady flow of resources during different parts of the year, while crops such as cassava and yam are harvested.

CHART 12: PROGRESS FOR WOMEN'S ASSOCIATION SUPPORT

Women's associations	Number of women	Geographic coverage	Quarterly advances
Asociación de Mujeres de la Vereda El Oso:	16	Community of Oso – Ovejas, Sucre	Two hectares of squash were already harvested, and 885 kilos were sold for a total of US\$147 by the association in El Carmen de Bolívar. The beneficiaries have already started to receive income from the project, and maintenance of the cassava crop is being carried out.
Asociación de Mujeres Cabeza de Hogar:	20	Communities of Don Gabriel, Almagra y Chengue - Ovejas, Sucre	The cassava and yam crops have developed well and maintenance continues. 1,277 kilos for a value of US\$213 of the squash have been sold in El Carmen de Bolívar and Ovejas and to the trade partners identified in the project.
Asociación Mujeres en Progreso de Nueva Florida	16	Community Nueva Florida - María La Baja, Bolívar	Chili production started and 1,455 kilos have already been sold for a value of US\$1,526 on the local market and to the trade partners identified in the project. The crop continues as the planting was staggered and harvesting is expected to continue.
Asociación de Artesanos Luz y Vida	18	Urban Center of San Jacinto, Bolívar	The association participated in the Expoartesanas fair and by December 12, it had sold US\$3,916 worth of different products. Furthermore, important trade contacts were made which will be assessed next period.
Asociación Campesina Nacional de Mujeres Trabajadoras del Cerrito	15	Urban Center of San Juan Nepomuceno, Bolívar	The first harvest of the 9 hectares of corn was in November. To date, 7,455 kilos of corn have been sold for a value of US\$273 on the local market and to the trade partners identified in the project. The price of this harvest was low because the summer affected the product's quality. The price of the next crop is expected to be better next harvest.
Cabildo Menor Indígena de San Onofre	15	Community El Refugio – San Onofre, Sucre	The group continued with the weeding and maintenance of the crop, and, by the end of the quarter, the 4 hectares of yam were in full growth. The estimated harvest time is April 2013.
De Asociación de Productores de la Vereda Bonito:	16	Community of Bonito – El Carmen de Bolívar, Bolívar	The five hectares of yam are in good condition. To date, 5,455 kilos of the hectare of squash crop have been sold for a value of US\$909.22 on the local market and to the trade partners identified in the project. The 5 hectares of plantain are in good condition, and weeding and maintenance is being carried out.
TOTAL	116		

Alianzas Productivas – Ministry of Agriculture, Call for Proposals 2012

The seven alliances approved by the Inter-sectoral Commission are still being processed by the Ministry. This is a clear example of how CR MdM's implementation and actions are tied to the federal government's pace. However, CR MdM has made progress in other aspects prior to the signing of the agreements such as holding pre-award visits to the Project Supporting Organizations (OGA in its Spanish acronym), which were selected by MoARD to ensure that they have the capacity and that they commit to fulfilling the requirements of submitting financial and M&E reports.

In December, CR MdM held a meeting with the OGAs to better understand the process of presenting proposals and to incorporate the program's environmental, financial, communications and M&E requirements from the start in future alliances.

CHART 13: PROGRESS FOR PRODUCTIVE PARTNERSHIPS

Project	CR-MdM Contribution	Counterpart	Total Value	Quarterly progress
Establishment of 90 hectares of cacao with 36 producers from Camarón, Carmen de Bolívar.	30,556	361,165	391,721	The agreement has already been signed by CR MdM and is currently awaiting MoARD's signature.
Establishment, improvement and commercialization of 154 hectares of lorena avocado in Mamón de María, Carmen de Bolívar.	30,556	312,358	342,914	There has been no progress in signing the agreement with MoARD.
Establishment and commercialization of 100 hectares of cacao in Paraíso, San Jacinto.	29,444	311,206	340,650	The agreement has already been signed by CR MdM and is currently awaiting MoARD's signature.
Improvement of livestock farming and milk production with 111 producers from Palo Alto, San Onofre.	30,556	2,076,217	2,106,773	The agreement has already been signed by CR MdM and is currently awaiting MoARD's signature. The project has already been presented to the producers, and it has been introduced to the Alliance Management Committee (CDA in its Spanish acronym).
Production and commercialization of yam with 68 producers in the Buenaventura district, San Onofre.	30,556	638,020	668,576	There has been no progress in signing the agreement with MoARD.
Crop improvement and establishment of lorena avocado with 81 producers from the Chengue district, Ovejas.	17,738	126,620	144,358	In December, the CDA was held to start the implementation of the alliance.
Cultivation of hilaza mango using modern technology with the Asociación Agropecuaria de San Jacinto for its commercialization through Postobón.	30,556	361,165	391,721	The agreement has already been signed by CR MdM and is currently awaiting MoARD's signature.
TOTAL	199,962	4,186,751	4,386,713	

Alianzas Productivas – Ministry of Agriculture, Call for Proposals 2010 – 2011

The following are the advances made by the approved alliances:

CHART 14: ECONOMIC PROPOSALS SUBMITTED IN 2010 TO MoARD'S ALIANZAS PRODUCTIVAS PROGRAM

Alianzas Productivas Program	CR-MdM Contribution	Counterpart contribution	Total value	Quarterly progress
Establishment and commercialization of 45 hectares of lorena avocado with 30 producers from Camarón and Santo Domingo de Mesa, Carmen de Bolívar.	44,655	95,615	140,270	The project is being implemented. Seeds were collected, areas to establish nurseries were determined, and technical assistance has been hired. CR MdM purchased the supplies and hired the technical assistance directly.
Establishment and commercialization of 135 hectares of Hilaza mango with 45 producers in Libertad and Cacique, San Onofre.	26,312	175,098	201,410	The project's scope decreased due to the withdrawal of some of the beneficiaries because they did not agree with the project. Some of the producers that withdrew were replaced.
Establishment of 168 hectares of mango with 56 Afro-Colombian producers of Libertad and Sabanas de Mucacal, San Onofre.	33,708	237,386	271,094	In Sabanas de Mucacal, the 63 hectares planned in the alliance were planted. In Libertad, only 0.72 hectares were planted due to the lack of rain. To avoid losing the plants in the nursery, the producers are transferring them into bigger bags, while they wait for the rainy season to start.
Establishment, improvement and commercialization of 58 hectares of lorena avocados with 29 producers in El Tesoro, Ovejas.	29,126	192,793	221,919	CR MdM disbursed the funds, technical visits were made to the fields, the location of the nurseries and seed availability were identified and selected, and the process of purchasing the other supplies was organized.
TOTAL	133.801	700.892	834,693	

Bancoldex – Ministry of Commerce

The following chart shows the progress made in the implementation of these projects.

CHART 15: BANCOLEX PROGRAM – MINISTRY OF COMMERCE – CALL FOR PROPOSALS 2011 - 2012

Projects	CR-MdM Contribution	Counterpart contribution	Total value	Quarterly progress
Establishment of a honey extraction and processing plant with 70 producers from Carmen de Bolívar and San Jacinto.	39,326	98,757	138,083	The third and final disbursement was made. The project time was extended to receive the matching contributions and to achieve the defined project goals and products.
Establishment of a sesame processing plant with 70 producers from Carmen de Bolívar.	39,326	89,528	128,854	As part of the prerequisites to sign the contract, CR MdM carried out a pre-award analysis of Campo Verde and determined that the potential beneficiaries do not live in any of the four municipalities. Therefore, the program has decided not to fund the project.
Strengthening of a milk production plant with 35	21,335	54,730	76,065	The construction of the plant was completed, and progress is being made in the purchase and installation of equipment to manufacture

Projects	CR-MdM Contribution	Counterpart contribution	Total value	Quarterly progress
Afro-Colombian producers from Palo Alto, San Onofre.				dairy products. The producers are receiving training on business development, good manufacturing practices administration, accounting and finance.
Business and production strengthening of displaced people organizations in San Jacinto and Carmen de Bolívar. Bancoldex-Ministry of Commerce.	37,079	360,506	397,585	The agreement between Bancoldex and Prodesarrollo was signed, and the agreement between CR MdM and Prodesarrollo will be signed to formalize the matching contributions and start its implementation. To achieve this, CR MdM requested that Prodesarrollo present a more detailed project proposal to support the project's products and goals.
Public-private association with 33 beekeepers of the Asociación Rural de Apicultores (ARPA) in the municipality of Ovejas.	26,570	316,197	342,767	The producers continued to receive technical training, support for the environmental management plan, and socio-business assistance. Materials were delivered (boxes, frames, wax sheets and bee colonies). With the establishment of the new apiaries, the production of honey in the December 2013 harvest is expected to improve.
Public-private association with 39 beekeepers in the surrounding areas of Carmen de Bolívar and San Jacinto.	26,570	319,917	346,487	The producers received training on associative practices, marketing, and merchandising. With the establishment of the new apiaries, the production of honey in the December 2013 harvest is expected to improve.
TOTAL	172,038	713,425	885,463	

FOMIPYME – BANCOLDEX projects

The following chart shows the progress made in the implementation of these projects.

CHART 16: FOMIPYME/BANCOLDEX

Projects Presented	CR-MdM Contribution	Counterpart contribution	Total Value	Quarterly progress
Public-private association for the creation and commercialization of 100 hectares of cacao to benefit 50 small-scale producers in Santo Domingo de Mesa and Camarón of Carmen de Bolívar.	15,942	273,941	289,883	Due to the lack of rain in the region, the Project Management Committee decided to postpone the grafting until the rain season starts. Therefore, no more progress has been made in the project.
Public-private association for the establishment of 112 hectares of cacao to benefit 71 small-scale producers from Paraíso and San Cristóbal, San Jacinto municipality.	21,256	339,982	361,238	Having signed the contract to graft the plants, the producers already started the planting process to carry out the grafting in the most humid areas later. In the drier areas, work will be continued during the next rainy season (March and April).
Support and assistance proposal for a cacao producers association of Montes de María for business strengthening	34,972	109,904	144,876	The agreement between Bancoldex and Prodesarrollo was signed, and the agreement between CR MdM and Prodesarrollo will be signed to formalize the matching contributions and start its implementation. To achieve this, CR MdM requested that Prodesarrollo present a more

Projects Presented	CR-MdM Contribution	Counterpart contribution	Total Value	Quarterly progress
and the development of production. Bancoldex-Ministry of Commerce.				detailed project to support the project's products and goals.
TOTAL	72,170	723,827	795,997	

Oportunidades Rurales - Ministry of Agriculture

Since CR MdM's contribution is minimal compared to the total cost of the projects, CR MdM made the decision to contribute by purchasing materials and supplies instead of signing agreements with the implementers. The following chart shows the progress made in the implementation of these projects.

CHART 17: OPORTUNIDADES RURALES APPROVED PROJECTS

Project	CR-MdM Contribution	Counterpart contribution	Total value	Quarterly progress
Strengthening of the Asociación de Artesanos de Higuerón in San Onofre.	7,022	24,719	31,741	The equipment and tools were purchased for the handicrafts workshop and were given to the beneficiaries. The Asociación de Artesanos continued to receive business development, organizational strengthening, administration, finance, merchandising and marketing training.
Strengthening the Asociación de Desplazados de Montes de María ASODESAN del Municipio de San Onofre, with harvesting and marketing assistance	6,678	19,188	25,866	The supplies and tools to be purchased will be established in the next period. This process will be carried out by CR MdM.
Strengthening of the Community Development Corporation with a recycling activity, Rincón del Mar, San Onofre	8,144	24,719	32,863	CR MdM completed the consultancy to adjust the design of the storeroom. Also, it already has the list and amount of materials that need to be bought ready. This is a task that CR MdM will carry out.
TOTAL	21,844	68,626	90,470	

Initiatives for vulnerable and landless people

This proposal arises from the need to support the most vulnerable families in the region who work in manual labor or in small independent economic activities because they do not have land.

The Cartagena Chamber of Commerce was selected to implement this project and made the following progress:

CHART 18: INITIATIVES FOR THE VULNERABLE AND LANDLESS POPULATION PROJECT 2012

Project	CR-MdM Contribution	Counterpart contribution	Total value	Quarterly progress
Production initiatives for the vulnerable population of the municipalities of San Jacinto and Carmen de Bolívar.	298,296	91,845	390,141	The process of buying the necessary equipment, tools and supplies to implement each one of the production initiatives was carried out. CR MdM started to hand over these to the participants in order to implement the 167 approved business plans. The agreement will end on

				January 19, 2013. An additional 4 months will be requested to track the establishment of the agribusinesses supported and budget transfers will be made that guarantee the corresponding assistance and monitoring without implying additional costs for the project.
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CHART 19: CALL FOR PROPOSALS FOR RURAL TECHNICAL ASSISTANCE - MINISTRY OF AGRICULTURE.

MoARD opened two calls for proposals to offer and supply funds for special and direct rural technical assistance. The special assistance is directed at the producers located in the consolidation municipalities of Montes de María, and the direct assistance is directed at the 400 municipalities across the country,] of which San Onofre and Ovejas were selected. The following chart shows the progress of the projects.

Project	CR-MdM Contribution	Counterpart contribution	Total value	Quarterly progress
Call for proposals for the direct allocation of the Rural Technical Assistance Initiative to 400 municipalities of the country selected by MADR-DRE, including two consolidation municipalities of Sucre.	26,180	431,966	458,146	The two proposals presented by the city halls, UMATAs of San Onofre and Ovejas, are still being assessed by MoARD. This entity extended the term for the study and definitive response until the end of October 2012 due to the high number of proposals presented nationally. The mayor's offices of San Onofre and Ovejas carried out the selection process for the Agricultural Services Providers (EPSAGROS in its Spanish acronym) that will provide the technical assistance service in each municipality – APROINCA in San Onofre and ASOAPICOL in Ovejas. Progress is being made in the disbursement of MoARD funds to then provide the CR MdM funds.
Call for proposals to assign the Special Incentive for Rural Technical Assistance for the 14 municipalities of Montes de María, which includes the 4 consolidation municipalities, selected by the MADR-DRE.	To be defined	To be defined	To be defined	CR MdM assisted three bidders to present proposals for consideration by the MoARD for this call for proposals for Special Technical Assistance and designed for the Consolidation Areas. The proposals presented for Montes de María are still awaiting results from MoARD. Asoproagros will be the agency implementing the project for Montes de María's 14 municipalities. They will cover 193 producers for each municipality. Progress is being made in the selection of beneficiaries and in defining the productive lines to assist in each municipality.
TOTAL	26,180	431,966	458,146	

Convocatoria Fundación Mujeres de Éxito – Ministerio de Agricultura

CR MdM supported the presentation of four proposals that were approved for finance by the Fundación Mujeres de Éxito and MoARD. Below is the progress that has been made:

Project	CR-MdM Contribution	Counterpart contribution	Total value	Quarterly progress
Strengthening of productivity and community development for the Women's Association, (MUGESCO, Spanish acronym), in Berlín, San Onofre.	5,556	28,267	33,778	K-pacitar was chosen as the implementing NGO. During the next quarter, CR MdM will define the support of the agreement mechanism

SUB-IR 1.3.2 COMPETITIVENESS INCREASED

Increasing competitiveness and integrating small producers into the economy are the main challenges to improving the socio-economic conditions of Montes de María inhabitants. Strengthening the competitiveness of the value chains is therefore a main strategy for integrating the activities and actors involved in the production, transformation and distribution of agricultural products.

Strengthening the Honey Value Chain:

Insufficient honey production, low quality levels, and weak linkages between producers and buyers were the most important weaknesses in this value chain. CR MdM strived to strengthen 200 producers through access to productive infrastructure to improve the production capacity and honey quality levels of 10 organizations. Through this project, producers obtained a certification approved by the Colombian Agricultural Institute which accredits that producers are fulfilling the technical requirements determined for honey production.

Additionally, to improve the commercialization of the product, the project developed a marketing strategy that included a campaign to increase local honey consumption, improve the product presentation through new logo and label designs, and create a web page and an information system about honey producers, the location of beehives, production levels and honey quality.

These three projects benefited 378 families in El Carmen de Bolívar, San Jacinto, Ovejas and San Onofre. The total investment was US\$966,569, of which CR MdM contributed US\$749,813 and the producers contributed US\$199,279.

Strengthening the Cacao Value Chain:

The study acknowledged cocoa as a new product in the region that offers ample economic opportunities for farmers. Organizational weaknesses, low productivity, and weak linkages between producers and farmers were identified as the main constraints to this value chain. To strengthen the value chain, CR MdM implemented a project that included 78 producers, grouped in four organizations, to plant 78 hectares of cocoa. This project finalized in early October with the following main accomplishments. The producers focused on establishing a profitable agro-business and signing a trade agreement with the Compañía Nacional de Chocolates to ensure the commercialization of their product. They also created a revolving fund of US \$13,355 to sustain the crops. Additionally, three of these associations became part of the National Network for Small Cocoa Producers to influence the national market. Producers are currently implementing strategies to expand their productive areas through access to micro-financing services. The municipal and departmental governments provided support to this value chain through local and regional development plans. Finally, the municipal governments will assign the value chain economic resources from the royalties system.

Strengthening the Yucca Value Chain:

Small yucca producers had limited access to market and low technical capacity. CR MdM supported 200 producers that formed five organizations to support the commercialization and planting of 200 hectares of this crop. The first tactic was to use a better seed not previously found in the region. CR MdM then elaborated upon business plans to identify markets, intermediaries, profitability levels and marketing strategies. Finally, the producers received an ABC book with technical information on yucca crops and created a web page to support the commercialization of their product. During October 2012, CR MdM continued its support with technical assistance to beneficiaries after having finalized all the other activities. The project finished in October, and the agreement has been closed.

Access to financial services

CR MdM is working with three strategies on microfinance services, with the aim to improve the conditions of the offer and demand, adapted to the regional reality. The following charts show the progress made in each one of the projects and the achievements in terms of the number of beneficiaries.

CHART 23: MICROFINANCE SERVICES, PROGRESS OF PROJECTS.

Project	CR-MdM Contribution	Counterpart Contribution	Total Value	Quarterly Progress
Increasing microfinance services in MdM (Crecamos project)	\$ 276,838	\$ 682,555 (From administrative and operational expenses) \$ 2,776,971 (From Portfolio) Total: \$ 3,459,526	\$ 3,736,364	<p>One of the main problems in the Montes de María communities is the difficulty of access to housing. This has been identified by the communities through the participatory planning process carried out using the PACE methodology.</p> <p>Also, the value chains study by CR MdM on different production projects showed the need for initiatives with the value chains approach to be supported in the region rather than isolated production initiatives.</p> <p>For this reason, CR MdM is designing microfinance products to fund the acquisition of rural housing and to fund value chains in order to make these strategies sustainable once CR MdM has left the region.</p> <p>During the last quarter Crecamos opened the second office in San Onofre in order to increase its geographical coverage and provide financial services to more farmers and vulnerable populations.</p> <p>At the same time, CR MdM began to identify the potential groups of people to be benefited with the savings and loans component of this project. In next period CR MdM expects to elaborate the criteria and make advances in group identification.</p>
Integration of the farmers with the Banco Agrario (APROCASUR project)				<p>Access to Banco Agrario loans: CR MdM continued the communication process for negotiating loans with the Banco Agrario. To date, the individual loans methodology has been presented to 708 people, out of which 700 expressed an interest. One hundred eighty-five technical and financial feasibility studies have been carried out on agricultural activities such as avocado, plantain, corn, cassava, yam, cattle grazing, cacao and production infrastructure.</p> <p>Because, the funds for the Rural Capitalization Incentive and the loans with subsidized rates for 2012 have been used up, there are now 80 folders organized to present to the Banco Agrario in January 2013.</p> <p>Credit funds: CR MdM supported the formation of the 5 rural microcredit funds in the municipalities of El Carmen de Bolívar (Asprocamm), Ovejas (Asojuventud), San Jacinto (Asomudepaz) and San Onofre (Asoafrolib), with the participation of 147 small-</p>

				<p>scale producers.</p> <p>This included training on the structure of the funds and on running a microcredit fund. Additionally, the democratic election of each fund's Fund Administrative Board (5 members), Credit Committee (3 members) and Portfolio Committee (3 members) was assisted. Also, the saving capacity of the organizations' members has already been identified in these funds.</p> <p>Part of the support that CR MdM will provide to these credit funds is providing funds to start the savings and loan activities. The provided amount will depend on the size of the fund, giving priority to those that have started savings activities.</p> <p>To date, CR MdM has leveraged 5 Banco Agrario loans (1 woman and 5 men) for a total amount of \$10,000 and 5 savings accounts, benefiting 24 people.</p>
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CHART 24: DEMOGRAPHICS OF MICROFINANCE SERVICES

Sector	Financial service	Afros		Indigenous		Others		TOTAL	
		W	M	W	M	W	M	W	M
Private sector	Micro-credit	73	56	5	1	596	594	674	651
	Micro – life insurance	69	49	5	1	504	474	578	524
	Micro – household insurance	67	53	5	1	566	564	638	618
Govt. sector (Banco Agrario)	Agricultural credit	0	0	0	0	1	4	1	4
	Savings account					1	4	1	4

CROSS CUTTING THEMES

COMMUNICATION

During the previous quarter the communications team focused on completing the initiatives of the storyteller bus, whose final presentations were scheduled for the Christmas period, and the radio magazine programs. Due to changes in the communications strategy by the UACT, CR MdM has not continued to produce press releases in the communication exchanges with the Municipal Mayors' Offices, nor has it tracked media on consolidation issues, since this became the responsibility of the UACT. The activities carried out in the reported period are described below. These are included in the bi-weekly and monthly reports required by USAID.

CR MdM supported the Christmas activities organized by the community radio center. Funded by private donations, CR MdM bought gifts for 1,200 children. Many of these communities never had community Christmas celebrations.

CR MdM also supported these festive activities with the strategy, "A jeep full of good news in Montes de María". Children, women and men participated in performances of storytellers that sought to strengthen the local values, culture and identity.

To promote integration, increase visibility, strengthen state presence, and improve inter-institutional relations, the communities started broadcasting a live radio program called Voices and Sounds. After producing 21 radio programs, this initiative won the National Award for Agricultural Journalism, awarded by the Colombia Agricultural Society on December 18, 2012. Other winners were the Antioquia Public University and RCN, the national television channel.

Currently, 20 new communities are broadcasting this radio program every Sunday from 9 to 11 A.M. with the support of two community and three public radio stations. These communities are planning and producing the radio programs which included themes of reconstructing their

history, identifying their main problems, and highlighting their regional identity and values. Problems identified are discussed with local authorities to support solutions.

ENVIRONMENT OVERSIGHT

During the reported quarter CR MdM submitted four more projects to the Monitor system for environmental approval from USAID; three of them are Productive Alliances projects, and the other is a project funded by BANCOLDEX. In the infrastructure component, CR MdM submitted the environmental management plans requested by the Regional Environmental Corporation for the reparation of the El Salado-Santa Clara and El Salado-El Bálsamo roads.

One of the priorities included in the Community Development Plans, was the lack of environmental education and the need to protect certain areas, especially the preservation of flora, fauna and natural water reservoirs. CR MdM's response was to support two rural schools in updating their Environmental School Plans (PRAES for its acronym in Spanish) and strengthen them in the solid waste management and protection of natural resources issues. This strategy will include educational activities to students, teachers and their families as a way to guarantee sustainability and replication in the community.

As a result of three training session, Libertad, San Onofre, with the support of an agreement signed between CR MdM and the National Park Unit, the community organized a clean-up day that also included cultural activities in December.

CHART 28: ENVIRONMENTAL REVIEW STATUS

Environmental review	Number
Completed	137
Total general	137⁴

2. COLOMBIA RESPONDE IMPACT

M&E Information Systems

During the reported period CR MdM was able to update a majority of the information in Monitor, especially the information related to indicator progress. To date, only the information related to land issues is missing due to pending adjustments by USAID.

The program finished designing the software for El Mochuelo, the internal information system the program created to collect and organize information from all of the projects. In November and December, CR MdM began testing the system as well as collecting previous information (basic data of implementers) needed to create each project in the system.

During the reporting period, CR MdM and the other CELI implementers worked with the USAID M&E Program to update the land and victims indicators. CR MdM has specifically been working with the respective coordinators to verify the accuracy of information. To date there is not a final version of these indicators, therefore the progress remains the same as in the last quarterly report.

For the first time in the program, the quarter reflects progress in the indicator **DO1-019** (Number and percentage of resolutions issued by INCODER, delivered and registered). During the quarter INCODER issued 72 resolutions for formalization corresponding to one land plot in San Jacinto, covering 32 families, and three plots in El Carmen de Bolívar, covering 40 families.

The indicator **DO1-007** (Number of Rapid Impact Projects implemented by the GOC) reflects an increase in the municipality of San Jacinto due to the infrastructure project for the improvement of principal road access to Patio Grande, in the municipality of San Jacinto, which was finalized by the UACT as part of their Rapid Response Projects strategy. **DO1-008** (Number of Rapid Impact Projects implemented by USG implementers) reflects an increase due to the finalization of the project to improve the road in Arenas and the mud houses in San Cristobal, implemented by CR MdM.

⁴ These figures are taken directly from the Monitor report, however CR-MdM's records indicate that 144 environmental reviews have been completed.

The change in the indicators **DO1-010** (Numbers of strategic national social programs implemented in CSDI zones) and **DO1-011** (Number and percentage of people benefitted by national social programs implemented in CSDI municipalities) is a result of CR MdM's collaboration with the Ministry of Health in a vaccination program in the rural areas of San Onofre.

As expected, an increased number in the achievements of the indicator **DO1-012** (Number of beneficiaries receiving improved infrastructure services) was possible due to the finalization of the project to improve schools affected by the floods, implemented by the Ministry of Education and supported by CR MdM. Additionally, the schools built or improved by the Navy (Schools for Return) and the initiation of two Rapid Impact Projects – amplification of the educational institutes in Sabanetica, San Onofre and Corral del Medio, Almagra, Ovejas – contributed to this progress.

Finally, two more indicators show important results. First, 468 Civil Society Organization members who were involved in activities in economic development, communications, infrastructure and community organizations through PACE were added to the indicator **DO1-025** (Number of CSO members supported by USG assistance). Indicator **DO1-035** (Number of people with a financial product from a local financial institution) significantly increased due to the approval of new micro-credits and micro-insurances.

CHART 29: STATUS OF ALL PROJECTS

State	Number of Projects
Designing	1
Implementing	38
Project Completed	85
Tendering	8
Unapproved	2
Works Completed	51
Total general	185

3. CHALLENGES & LESSONS LEARNED

The effectiveness of CR MdM is highly dependent on the commitment and the capacity of response from the municipal and departmental governments. Improving the impact of an articulated work depends on several factors, the majority of them, out of the reach and capacity of CR MdM. Despite the activities implemented that have had significant impact in some areas, they also have limited the effect to impact problems. For this reason, a big effort from the national government is needed to improve the management capacity of municipal governments in a continued and sustained accompaniment process that has not taken place in the region.

The difficult situation in San Onofre represents a big challenge for CR MdM activities, especially those that need to be closely coordinated with the municipal government. The mayor was suspended by the Attorney General's Office. During this period some meetings were cancelled, decisions were postponed, and progress in some activities was slower than expected.

Despite being a challenge, the decision of giving the communities the opportunity to implement their own projects has had great impact. First, their works are further along than the projects implemented by contractors; additionally the community now not only has the capacity to implement other projects in the future, but also feels more confident, trustful, and united. This is very important in order to rebuild the social fabric in the region affected by conflict.

CR MdM is now facing a challenge in terms of distributing its efforts between all the possible alternatives for land titling, but thanks to the information gathered in the Historical Analysis of Land Rights, the program has enough information to distribute it in the most efficient way to achieve the most families with a land title, regardless the programmatic way to do so.

4. MANAGEMENT

During the last quarter, CR MdM hired all the staff that is supporting the Land Restitution Units in El Carmen and Sincelejo and the INCODER regional offices of Sucre and Bolívar. A total of 28 staff was hired, including lawyers, social workers, cadastral engineers, and administrative and finance staff. Additionally, CR MdM hired an administrative assistant and a receptionist for the Cartagena office. A new driver and an M&E officer in Sincelejo were also hired in order to complete the M&E team.

CHART 31: THE CR MDM FIELD OFFICES

CARTAGENA

EMPLOYEE	POSITION
Alejandro Tellez	Chief of Party
Ricardo Ramirez	Deputy Chief of Party
Vanessa Perea Puentes	Office Manager and HR
Pilar Macia Sanchez	Director of Finance
Angelica Vergara	Executive Assistant
Wendy Sanchez	Administrative Assistant - HR
Hugo Saladen Sanchez	Contracts Officer
Alci Mendoza Valeta	Procurement Officer
Ronal Osorio Valdes	Procurement Assistant
Carolina del Cairo	Senior M&E Officer
Janeth Calderon Herrera	Internal Auditor
Barbara Garces Londoño	Counter
Jair Gomez Galvan	Security Advisor
Paola Vega	Financial Analyst
Enith Ordoñez Cardales	Financial Analyst
Edwin Pitalua	Accounting Assistant
Henry Avila	Accounting Assistant
Katherine Lopez Navarro	Accounting Assistant
Leyri Sayas	Accounting Assistant
Marco Soto	IT Specialist
Ruben Perifan Quintana	Stock Coordinator
Erica Carrascal Garzon	General Services
Zulmary Diaz	Receptionist
TOTAL PROPOSED EMPLOYEES	0
CURRENT EMPLOYEES	85
POSITIONS THAT NEED TO BE FILLED	0

SINCELEJO

EMPLOYEE	POSITION
1 Eduardo Mestre Vives	Infrastructure Officer
2 Jhon Jairo Rios Toro	IDP Returnee Officer
3 Clara Romero Vergara	Municipal Strengthening Officer
4 Maria Mercedes Garcia	Information Officer
5 Hernan Bernate	Private Sector Development Officer
6 Carlos Martinez Magallanes	Microfinances Services Coordinator
7 Luis Carlos Proaños	M & E Officer
8 Luz Marina Bedoya	M & E Officer
9 Tania Stella Sierra Gonzalez	Environmental Officer
10 Juan David Zuñiga	Resident Engineer Inspector
11 Gabriel Garcia	Resident Engineer Inspector
12 Carlos Goetz Tarra	Infrastructure Supervisor
13 Daytania Henriquez Ortega	Monitoring Technical Assistant to Project
14 Norelvis Guete Herrera	Community Mobilization Officer
15 Amparo Rosa Salas	Community Mobilization Officer
16 Tilsia Tapia Castelli	Community Mobilization Officer
17 Nadeida Rivas Olivera	Community Mobilization Officer
18 Arleth Baena	Community Mobilization Officer
19 Paola Grau Revollo	Community Mobilization Officer
20 Evelyn del Toro	Administrative Assistant
21 Eduard Florez	Support Engineer
22 Alina Arteaga	Infrastructure Management Supervisor
23 Maria C. Villamizar	Accounting assistant
24 Angelica Pizarro	Receptionist
25 Miladis Martinez	Receptionist
26 Yised Escobar	General Services
27 Everlides Rivera	General Services
28 Alcira Rivera Rodriguez	General Services
29 Juan de Dios Rocha	Driver
30 Eduard Gonzalez	Driver
31 Elkin Tamara	Driver
COLOMBIA RESPONDE	
32 Elvira Utria Camacho	Land Coordinator
33 Juan David Cardona	Legal Professional - Land Area
34 Andrea Aguilar	Legal Professional - Land Area
35 Lizneth Caraballo	Legal Professional - Land Area
36 Diany Teheran	Professional Social Worker
37 Paola Torres	Professional Social
38 Karina Martelo	Social Communicator
39 Diego Rodriguez	Cadastral Engineer
40 Sirlena Mendez	Program Assistant
UNIDAD RESTITUCION BOLIVAR	
41 Camilo Rojas	Cadastral Engineer
42 Jaime Espinosa	Jr. Lawyer
43 Vladimir Caballero	Jr. Lawyer
44 Ernesto Menddoza	Topographer
45 Freddy Beltran	Topographer
UNIDAD RESTITUCION SUCRE	
46 Sandra Niño	Legal Professional - Land Area
47 Ketty Montes	Legal Professional - Land Area
48 Olga Castro	Jr. Lawyer
49 Astrith Jimenez	Jr. Lawyer

50	Rina Alvarez	Jr. Lawyer
51	Maria Alexandra Morales	Professional Social Worker
52	Lesvia Buelvas	Social Developer
53	Dorca Sierra	Social Developer
54	Yoly Medrano	Social Developer
55	Luis Narvez	Office Assistant
56	Elkin Hernandez	Technical Documentary
57	Carlos rojas	Cadastral Engineer
58	Leandro Sandoval	Topographer
59	Javier Rojas	Topographer
	INCODER	
60	Yisell Altamar	Jr. Lawyer
61	Grey Month	Jr. Lawyer
62	Ingrith Vega	Jr. Lawyer

4.1 OFFICES AND FIELD PROGRAM MANAGEMENT

7 new employees were hired. 5 of them will be supporting the Land Restitution Units.

4.2 CAPACITY-BUILDING

STTA and Temporary Assistance

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

Consultants to Prepare *Alianzas Productivas* Proposal- CR MdM continued working with the two consultants (one for Sucre and one for Bolivar) that prepared 25 proposals which were submitted to the MADR for approval.

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 12/31/2012 % Spent (USAID Share)	57 %
OBLIGATED AMOUNT	\$23,531,060

CHART 32: FINANCIAL POSITION OF GLOBAL COMMUNITIES COLOMBIA RESPONDE BUDGET VS. EXPENSES

Quarterly Report – Financial Chart	Program Budget		Actual Expenses 4/5/2010 –12/31/2012	Burn Rate 12/31/2012
	%	USD		
Direct Costs	89%	28,384,961	16,175,049	57%
Indirect Costs	11%	3,608,491	2,249,633	62%
Total USAID Contribution	100%	31,993,452	18,424,682	58%
Total Global Communities Matching Contribution	19%	7,695,700	6,425,017	83%
Total Colombia Responde Program Costs	100%	39,689,152	23,919,052	60%

3. PERFORMANCE INDICATORS

Indicator	Colombia Responde / Montes de Maria - Performance Indicators	LOP Target	Y1 Progress	Y2 Progress	Y3 Target	Y3 Progress	Y3 Progress%	LOP Progress
DO1-006	Public funds leveraged in CSDI zones attributable to USG Interventions	25.000.000	2.387.237	1.489.985	8.000.000	0	0,0	3.877.222
DO1-007	Number of rapid impact projects implemented by the GOC	24	0	4	8	1	12,5	5
DO1-008	Number of rapid impact projects implemented by USG implementers	298	36	24	40	2	5,0	62
DO1-010	Number of strategic national social programs implemented in CSDI zones.	16	2	0	14	1	7,1	3
DO1-011	Number and percentage of people benefitted by national social programs implemented in CSDI municipalities.	6.000	325	0	2.000	221	11,1	546
DO1-012	Number of beneficiaries receiving improved infrastructure services (F indicator 4.4-8)	19.500	6.214	1.183	5.000	385	7,7	7.782
DO1-015	Number and percentage of cases initiated in ZFM "zonas de formalizacion masiva"	700	0	154	220	390	177,3	544
DO1-016	Number and percentage of formalization titles issued.	520	0	89	170	0	0,0	89
DO1-017	Number and percentage of registered formalization titles	520	0	88	170	0	0,0	88
DO1-018	Number of pending applications in INCODER's portfolio, presented for formalization	0	164	300	160	239	149,4	703
DO1-019	Number and percentage of resolutions issued by INCODER, delivered and registered	279	0	0	160	72	45,0	72
DO1-020	Number and percentage of restitution cases received for substantiation.	300	0	142	80	156	195,0	298
DO1-021	Number and percentage of restitution cases presented to the judges	300	0	40	80	133	166,3	173
DO1-022	Number and percentage of restitution cases processed.	300	0	0	80	0	0,0	0
DO1-025	Number of CSO members supported by USG assistance	3.300	503	1.750	1.155	468	40,5	2.721
DO1-026	Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	70	0	54	55	45	81,8	99
DO1-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	9	2	2	7	0	0,0	4
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	1.549	5.000	177	3,5	2.623
DO1-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions	5.000.000	384.000	1.329.562	1.500.000	834.231	55,6	2.547.793
DO1-033	Number of private public alliances formed	27	3	7	8	0	0,0	10
DO1-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	8.175	2.175	1.653	2.000	857	42,9	4685,00
DO1-035	Number of people with a financial product from a local financial institution	5.088	0	522	1.176	587	49,9	1.109

LIST OF ANNEXES

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