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Atención a las Víctimas de Minas Anti-personales Afectadas por el Conflicto en Colombia

Landmine Activities for Victims of the Conflict in Colombia

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QUARTERLY PERFORMANCE REPORT OCTOBER 1, 2009 – DECEMBER 31, 2009

Submitted by implementing agency:

MERCY CORPS

USAID/Colombia

Program Summary

Grant Amount: \$3,799,935

Program Period: Aug. 28, 2008 – Aug. 27, 2011

Geographic Coverage: 22 departments total of which six priority departments include Antioquia, Norte Santander, Nariño, Caquetá, Cauca, Meta

Number of Beneficiaries: 600 landmine survivors, 60,890 total including indirect beneficiaries and other including PWDs

Partner Organizations: Main Partner - Campaña Colombiana Contra Minas (CCCM); Other Partners and Cooperation Organizations - International Committee of the Red Cross; Corporación Paz y Democracia; Hospital Universitario de Nariño; Hospital Maria Inmaculada; Servicio Nacional de Aprendizaje (SENA); Universidad Don Bosco (El Salvador)

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Executive Summary & Key Achievements

This quarter Mercy Corps and CCCM served nearly 13,000 vulnerable Colombians through the implementation of integrated rehabilitation, socio-economic integration and public policy advocacy activities. The Program team provided orientation on rights, integrated medical assistance and psychosocial support to landmine survivor families, 31 new survivors and comprehensive follow-up assistance¹ to an additional 69 survivors from past quarters. Key progress made between October – December 2009 towards Program Objectives and Results are summarized below.

Mercy Corps and the CCCM team continued work this quarter to improve integrated rehabilitation services through community-level First Aid training on treatment of landmine/UXO injuries, and the establishment and equipping of rehabilitation centers in critical regions of Colombia with high numbers of landmine/UXO accidents. In preparation for the First Aid training, the Program team made important alliances with key community organizations in the departments of Nariño and Meta. These alliances facilitated the prioritization of landmine/UXO affected communities that will benefit from First Aid trainings during the first and second quarter of 2010. Other important progress this quarter with the Nariño Rehabilitation Center included the procurement and installation of the large wall-mounted mirror, the therapeutic steps, and final adjustments made to the hydrotherapy equipment, per USAID recommendations made August 2009.

The Rehabilitation Center construction was finally started and has progressed at a faster pace than expected in Florencia, Caquetá. As of December 23, approximately 80% of the construction was completed and the equipment procurement was initiated. All USAID recommendations regarding pool dimensions and equipment were taken into account during the design and construction phase, as well as for the physical therapy equipment selection.

Trainings with medical personnel on the special needs of landmine/UXO survivors in priority department hospitals were also a priority activity. The objective of the trainings is to guarantee specialized medical assistance to landmine and other war victims. Mercy Corps and CCCM coordinated with actors such as PAICMA and Handicap International to train six medical personnel from hospitals in Meta, Nariño and Caquetá on the basic protocols for war victim medical assistance. Additionally, four members of the social work division of the HUDN were also trained on techniques for identification of psychosocial support networks for landmines survivors. These trainings will continue with priority department hospitals in Antioquia (Vicente de Paul), Nariño (HUDN), Caquetá (María Inmaculada), Norte de Santander (Cardio-Neuromuscular), over the course of the Program.

Continuing with Program efforts to improve the coverage and quality of P&O services, MC, together with partners ICRC and SENA, continued the selection process for qualified candidates for the online P&O training. Candidates were successfully identified, evaluated and selected, and P&O workshops visited and assessed in the six priority departments. However, this activity has proven very complicated to achieve due to difficulties with the Colombian government partner SENA. The lack of political will to coordinate with the Program and concerns about the SENA's implementation capacity have been consistently addressed by the MC and CCCM team; however, the possibilities of successful coordination with SENA are not encouraging.

Socioeconomic re-integration activities were prolific this quarter highlighted by a leadership training with 15 landmine survivor participants from across Colombia. The training took place in Cartagena during the Second Review Conference of the Mine Ban Treaty, and was made possible through cooperation with USAID partner Archangel Foundation,

Also progress quarter was made with the socio-economic integration component and the SEI working groups active in Antioquia, Cauca and Nariño, which resulted in new information sharing and coordination for the efficient allocation of resources to landmine survivors and their families. In Antioquia, Cauca and Santander, beneficiary selections were made for 19 income generation initiatives. Lastly, continuing progress made during the previous quarter, The MC and CCCM team supported the Department Committees for Mine Action in Antioquia, Caquetá, Cauca, Meta, Nariño and Norte de Santander. Committee meetings were held this quarter in each of the six priority departments, with special emphasis on Meta, Caquetá and Cauca Committee planning and member decision-making for improved integrated assistance to survivors and their families.

¹ Follow – up support was provided for legal processes and document filing to facilitate survivor access to humanitarian aid and reparations from Fosyga, arrangement of medical appointments and orientation regarding how to access non-rehabilitation humanitarian and medical services.

Acronyms

Acción Social	Social Action Program of the Presidency of the Republic of Colombia
ACIN	Asociación de Cabildos Indígenas del Norte del Cauca
CCCM	Colombian Campaign Against Mines (Campaña Colombiana Contra Minas)
CIREC	Centro Integral de Rehabilitación de Colombia
COP	Colombian Pesos
EPAO	Escuela Popular de Artes y Oficios
ERW	Explosive Remnants of War
FARC	Revolutionary Armed Forces of Colombia
FOSYGA	Social Solidarity Guarantee Fund
GOC	Government of Colombia
HUDN	University Hospital of Nariño
IASC	Inter-Agency Standing Committee
ICBF	Colombian Family Welfare Institute
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person
INGO	International Non-Governmental Organization
IMMAP	Information Management for Mine Action Programs
IMSMA	Information Management System for Mine Action
ISPO	International Society for Prosthetics and Orthotics
MC	Mercy Corps
MRE	Mine Risk Education
NIMWG	National Information Management Working Group
OAS	Organization of American States
NGO	Non-Governmental Organization
OAS	Organization for American States
PAICMA	Presidential Program for Integrated Action Against Antipersonnel Mines
P&O	Prosthetic and Orthotic
PWD	Persons With Disabilities
SENA	National Learning Service
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
UXO	Unexploded Ordinance

1. Indicators

Leahy Fund Indicators for this quarter

Leahy Fund Indicators
1 October - 31 December 2009

	Women	Men	Total	Total including survivor family members (x5)
# of people trained	121	74	195	
# of people served	573	1991	2564	12820
# of organizations strengthened			50	

US Mission Indicators for this Quarter

	INDICATOR	DESCRIPTION	1 OCT - 31 DEC 2009		
			IDP	OV	TOT
1	Vulnerable persons benefitted	Number of direct beneficiaries of Program activities who are living under the poverty line, LM survivors, PWDs and IDPs. This figure is the universe of Program beneficiaries.	466	2.293	2.759
1.1	IDPs benefitted	Number of displaced persons directly benefited from Program activities. This figure DOES include PWDs and LM survivors but only if they are also IDP's. If this case arises, note will be made of the number of PWD and LM who are included.	466	0	466
1.2	Landmine survivors benefitted	Number of landmine survivors directly benefited from Program activities.	41	95	136
1.3	Other persons with disabilities	Number of persons with disabilities who are directly benefited from the Program activities, who ARE NOT landmine survivors.	356	1.688	2.044
	Other Vulnerable persons	Vulnerable persons that are not disabled nor are a landmine survivor but who benefit from the Program.	69	510	579
1.4	Afro-Colombians benefitted	Number of Afro-Colombians who are directly benefited from the Program. This number might include LM survivors, IDP's and other PWD's.	78	81	159
1.5	Indigenous benefitted	Number of indigenous persons who directly benefit from the Program. This number might include LM survivors, IDP's and other PWD's.	134	373	507
	Other ethnic groups	This includes <i>campesinos</i> , <i>colonos</i> and others.	254	1.839	2.093
2	SOCIO-ECONOMIC RE-INTEGRATION	Number of jobs created, strengthened, vocational training and persons integrated to formal education.	17	59	76
2.1	Jobs created	Number of NEW jobs that have been created with direct Program beneficiaries.	1	6	7
2.2	Jobs strengthened	Number of EXISTING jobs that have been strengthened with direct Program beneficiaries.	3	11	14
2.3	Beneficiaries graduated from vocational training	Number of direct beneficiaries who participate AND graduate from vocational training activities.	0	0	0
2.4	Beneficiaries with access to education	Number of direct beneficiaries who are integrated to formal education programs.	13	42	55
3	HEALTH	Number of persons who access health and rehabilitation services through Program activities	1.146	9.541	10.687

3.1	Beneficiaries with access to health care	Number of persons who access health services other than rehabilitation through Program activities.	21	36	57
3.2	Beneficiaries with access to rehabilitation services (survivors + family members+ other persons with disabilities)	Number of persons who access rehabilitation services through Program activities.	1.125	9.505	10.630
4	PUBLIC POLICY	Number of persons who participate and/or directly benefit from institutional strengthening Program activities.	46	140	186
4.1	Persons benefited from institutional strengthening	Number of persons who participate and/or directly benefit from institutional strengthening Program activities.	46	140	186
5	OTHER INDICATORS				
5.1	Private sector funds leveraged (US \$)		\$	-	
5.2	Public Sector funds leveraged (US \$)		\$	-	
5.3	Women beneficiaries	All women, adults and under 18 years-old, who have directly benefited from Program activities.	341	1.818	2.159
5.4	Men beneficiaries	All men, adults and under 18 years-old, who have directly benefited from Program activities.	965	7.842	8.807
5.5	Children beneficiaries	All beneficiaries under 18 years-old, who have directly benefited from Program activities.	74	233	308
5.6	People trained	All beneficiaries, who have directly benefited from Program training activities.	46	149	195

2. Progress Towards Objectives

Program Objectives are outlined below with progress made between October 1st and December 31st, 2009 by Result and Activity.

Objective 1: Landmine survivors, victims of armed conflict and other persons with disabilities in the departments of Antioquia, Caquetá, Cauca, Meta, Nariño and Norte de Santander have better quality and access to rehabilitation services by the end of the Program (Sept. 2011)

Result 1.1 220 leaders from landmine and conflict-affected communities in Nariño (110 beneficiaries) and Norte de Santander (110 beneficiaries) have increased capacity as emergency first responders.

Activity 1.1.1. *Improve capacity to respond to emergencies caused by landmines, IE's, UXO's and other explosive remnants of war, through participatory First Aid workshops with mine/armed conflict affected communities in the Nariño and Norte de Santander departments.*

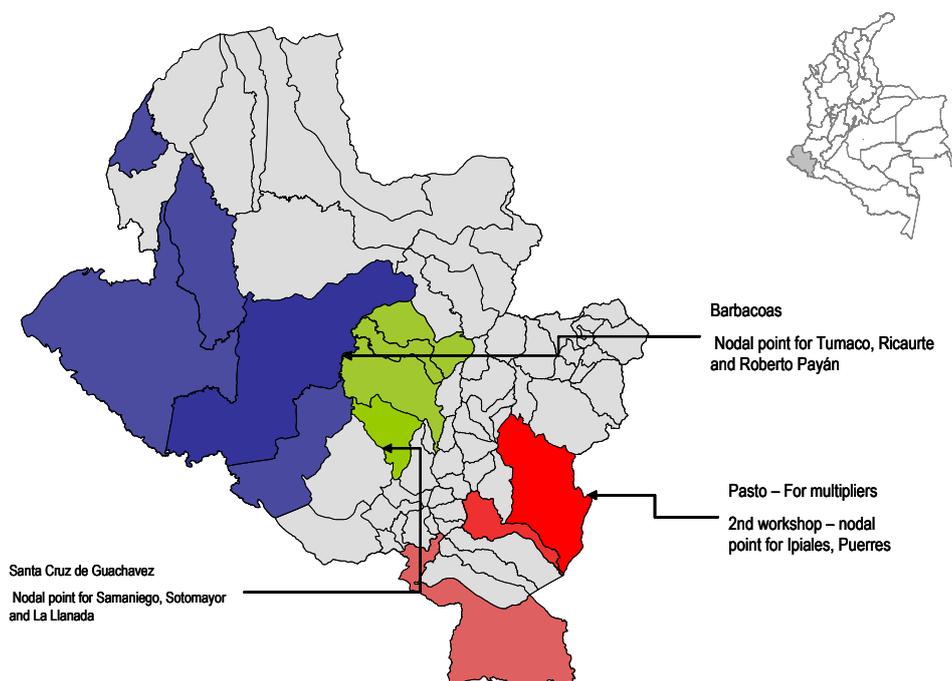
Mercy Corps and the Colombian Campaign Against Landmines, together with the Nariño Mine Action Committee and the Nariño Peace Council, started the prioritization of municipalities that will receive community First Aid workshops. Mercy Corps facilitated a planning session taking into account the following criteria in order to structure the process:

- Prevalence of landmine/armed conflict-related accidents in the past three years in the zone.
- Health infrastructure and human capacity available/not available in the area.
- Security issues for participants/facilitators and accessibility in terms of transport.
- The follow-up capacity from different organization in the field for the replication process.

Because of the current security situation in Nariño (at least four threats against lives and security have been issued by illegal non-state armed groups this quarter), workshops must be held in the urban centers as a security measure. The selected municipalities include the following:

1. **Pasto:** The Nariño department capital, where a first group of “replicators” will be trained in First Aid by experts from the partner Corporación Paz y Democracia. The ToT workshop will be limited to 10 participants to better guarantee full knowledge and skill retention.
2. **Ipiales:** The Pasto workshop will include participants from Ipiales, Puerres and Cumbal.
3. **Santa Cruz - Guachavés:** One workshop has been programmed for participants from rural areas of Guachavés, Samaniego, Sotomayor and La Llanada, all of which have high numbers of landmine accidents.
4. **Sotomayor:** One workshop has been programmed with participants from Cumbitara, Policarpa and Sotomayor.
5. **Tumaco:** One workshop has been programmed with participants from the municipality of Barbacoas, Ricaurte, Tumaco and Roberto Payán.

The map below shows the geographic concentration of workshops as well as coverage for the department of Nariño:



Due to the difficult humanitarian situation that the Awá indigenous group continues to face in Nariño, Mercy Corps and CCCM has also offered to give one workshop in Tortugaña, of the Telembí reservation. However, this possibility is currently being negotiated as the Awá leaders are afraid that USAID resources may make them more susceptible to trouble with illegal non-state armed actors in the area. It is also important to highlight that MC and CCCM have created an agreement with the Geneva Call to develop a joint follow-up strategy considering the organization’s presence in risk areas.

A timeline for the development of the workshops was also defined with the Mine Action Committee:

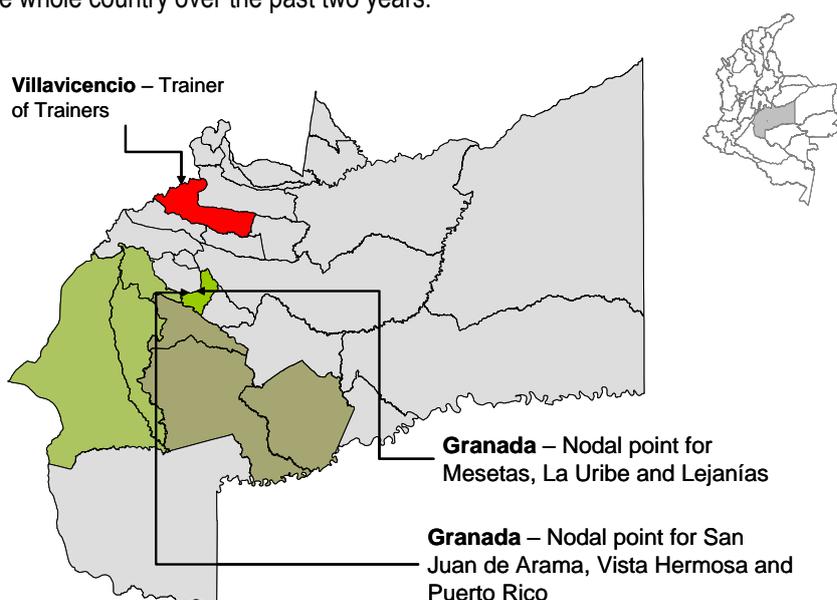
ACTIVITY	DURATION	INITIATION	FINALIZATION
Establish written communication with mayors of selected municipalities to verify their levels of interest and support	10 days	18/01/2010	29/01/2010
Identify logistical needs in each selected municipality	10 days	01/02/2010	12/02/2010
Hold ToT workshop in Pasto	3 days	15/02/2010	17/02/2010
Hold ToT workshop in Ipiales	2 days	18/02/2010	19/02/2010
Hold ToT workshop in Santa Cruz Guachavés	2 days	22/02/2010	23/02/2010
Hold ToT workshop in Tumaco	2 days	24/02/2010	25/02/2010
Hold ToT workshop in Sotomayor	2 days	27/02/2010	01/02/2010
Carry out evaluation session	1 day	02/03/2010	02/03/2010

Due to the Department Coordinator changeover in Norte de Santander, Mercy Corps and the CCCM team decided instead to continue the First Aid workshops in Meta, where both organizations have already briefed and received commitments of support from the Mine Action Committee. An initial meeting was held on December 2, 2009, during which an explanation of the methodology, contents and projected impact of the activity were provided. Insecurity in Meta continues to be caused by constant armed combat that sometimes reaches municipal urban centers and threats to humanitarian actors in October and December by armed actors, has also inhibited implementation of the First Aid workshops in some of the most landmine-affected municipalities in Meta. However, participants from these key areas will be guaranteed to the extent possible.

Following the same criteria used to select workshops sites and dates for Nariño, municipalities were selected by MC and CCCM together with members of the Meta Governor's Office, Pastoral Social, ICRC, UNHCHR and UNDP:

1. **Villavicencio:** A first ToT workshop was programmed in the city of Villavicencio.
2. **Granada:** A ToT workshop was programmed with participants from San Juan de Arama, Puerto Rico and Vista Hermosa.
3. **Granada II:** A ToT workshop was programmed for participants from the municipalities of La Uribe, Mesetas and Lejanías.

The map below shows the expected geographic coverage, having in mind that the selected municipalities are among the most affected in the whole country over the past two years:



Main tasks & results this quarter:

DEPT	TASK	RESULT
Nariño	a. Identification of potential partners in the field for the implementation of First Aid workshops	<p>The Hospital Universitario Departamental de Nariño has a trained group of paramedics with relevant skills for landmine survivor assistance. Members of this team will be trained as trainers.</p> <p>The Nariño Mine Action Committee has become a partner to select municipalities. The Peace Counsel disseminated information about the initiative with mayors in the selected municipalities.</p> <p>The Geneva Call will support the identification of relevant participants, specifically for difficult-to-reach indigenous communities in Samaniego and Barbacoas. The Geneva Call has agreed to provide follow-up on the impact of this activity and the replication process.</p>
	b. Identification of priority areas to develop First Aid workshops	<p>One meeting held with the Nariño Mine Action Committee members to brief them on the purpose, methodology and projected impact of the activity to secure their commitments of support.</p> <p>Selection criteria for potential beneficiary municipalities in the First Aid workshops defined.</p> <p>Selection of 13 landmine-affected municipalities to participate in the workshops, and one to serve as the site.</p> <p>First Aid workshops timeline defined.</p>
Norte de Santander	a. Identification of potential partners in the field for the implementation of First Aid workshops	A preliminary meeting was held on December 2, 2009, to orient partners on the activity, its methodology and projected impact on at-risk communities.
	b. Identification of priority areas for First Aid workshop implementation.	<p>A second meeting held on January 12 with the Governor of Meta's Office, Pastoral Social, ICRC, UNHCHR and UNDP.</p> <p>Selection of eight (8) municipalities to participate in the First Aid workshops.</p>

Result 1.2 Departments of Nariño and Caquetá have Rehabilitation centers that provide integral, efficient and high quality services to landmine Survivors, victims of armed conflict and other persons with disabilities.

This quarter there were 31 new accidents reported in the six priority departments, resulting in 20 civilians injured and 11 casualties between October 1st and December 31st, 2009. Civilian survivors and their families, as well as families of civilian victims who did not survive were assisted by the CCCM Program team in the six priority departments with the following integrated assistance:

Location and orientation of landmine victims and their family members:

1. Initial orientation with survivors and their families post-accident to ensure that they receive emergency assistance and basic information about benefits that they are eligible for, and referral to local support networks for shelter and emergency humanitarian aid.

2. Assistance to survivors and their families for explanation of their legal rights and preparation and filing of required information/documentation to apply for government humanitarian assistance and reparations available to landmine survivors, and other victims of armed conflict from Acción Social and FOSYGA.

The Mercy Corps and CCCM team of department Coordinators continue to strengthen networking and coordination with the Pastoral Social, the ICRC, Corporation Paz y Democracia, and Foundation Mi Sangre, among others. This allows MC, CCCM and partner agencies to complement resources and technical expertise to provide initial humanitarian aid and start the process with survivors and their families to access assistance.

**Integrated Assistance to New Civilian Landmine Victims
1 October to 31 December 2009**

Departments	Girls under 18	Boys under 18	Adult Women	Adult Men	TOTAL	Indigenous	Afrocolombians	Farmers	Other	Injured	Death
Antioquia		1			1			1		1	
Cauca			3	4	7	1		6		6	1
Caquetá			2	11	13	2		2	9*	9	4
Nariño		4		2	6		4	1	1**	4	2
N. Santander				4	4			4		4	
Meta					0						
TOTAL	0	7	3	21	31	3	0	13	10	20	7

* Manual erradicators of coca crops in the municipality of La Montañita

** Manual erradicators of coca crops in the municipality of Barbacoas

In addition, second phase follow-up assistance was provided by Program staff in the six priority departments to 78 landmine survivors this quarter that consisted of with the following:

1. Individualized support related to emergency and stabilization medical assistance including psychosocial support.
2. Assistance for transport, lodging, scheduling of appointments, access to humanitarian aid during the rehabilitation process, including prosthetic/orthotic fitting and adaptation.
3. Follow-up assistance with survivors who have applications in process for government benefits and reparations from Acción Social/ FOSGYA.
4. Assistance for survivor community integration and to strengthen links to socio-economic integration opportunities if they return to their communities of origin.

**Follow-Up with Landmine Survivors
1 October to 31 December 2009**

Departments	Girls under 18	Boys under 18	Adult Women	Adult Men	TOTAL	Indigenous	Afrocolombians	Farmers	Other
Antioquia		1	1	1	12			13	2*
Cauca				3	4		2	5	
Caquetá			4		7		3	4	4*
Nariño		2	3	1	6			7	5*
N. Santander			1	1	2			3	1*
Meta				1	19		6	14	
TOTAL	3	9	7	50	69	11	0	46	12

* Students



Activity 1.2.1. Finalize the adaptation and equipment process at the Hospital Universitario Departamental de Nariño – HUDN, with safety and quality criteria, with emphasis on the hydrotherapy and proprioception areas.

Per recommendations made by USAID, Mercy Corps purchased a double-purpose stair set for the Physiotherapy area of the HUDN Rehabilitation Center. The installation of the ramp included staff training provided by the Program Rehabilitation Coordinator on its functions and proper use.

The Mercy Corps team led a technical study on the adaptation of the Hubbard Tank located in the hydrotherapy area of the HUDN Rehabilitation Center. The study concluded that the refurbishing of the Tank will not be viable due to the high costs and difficulties to find and adapt the missing parts. Moreover, the continued use of the tank as it is now would use up to 400 liters of water. Taking these considerations into account, the HUDN together with MC have decided to reconvert the tank into a Hydro jet tank. This simple solution has been successfully used by various other rehabilitation centers in Colombia without difficulty. A careful process for the adaptation process has been defined, and a provider will be selected to start the procedure during the next quarter.

Another critical activity for the full operation of the hydrotherapy area is the installation of a heating system. Mercy Corps and the HUDN staff have agreed to contract the study out to ensure the design of an optimal solution that will be cost-effective and environmentally friendly. MC organized a tender process and selected a provider that will implement the study and design during the next quarter.

Main tasks & results this quarter:

DEPT	TASK	RESULT
Nariño	a. Installation of double-purpose stair for physiotherapy area of the HUDN Rehabilitation Center.	11 to 15 September 2009 - Potential providers indentified.
		24 September to 5 October 2009 – Tender process for the procurement of the stair implemented.
		17 October 2009 - Stair purchased from Bogotá and shipped to Pasto.
		4 November 2009 - Stair installed at the HUDN Rehabilitation Center in Pasto.
		12 November 2009 - 5 physiotherapists trained on the proper use of the equipment.
	b. Heating System for the hydrotherapy area of the HUDN Rehabilitation Center.	24 October 2009 – Terms of Reference defined for the study and design of heating system.
		30 October 2009 - Tender Process initiated (no proposals received).
		11 December 2009 – Tender process re-opened.
		21 December 2009 – Provider for the study and design of heating system selected (Lloreda Pineda & Co).
	c. Development of study for the adaptation of Hubbard Tank	6 November 2009 – Needs evaluated for the HUDN Rehabilitation Center regarding the use of the Hubbard Tank.
		11 November 2009 – Study elaborated for the refurbishment/conversion of the Hubbard Tank.
		9 December 2009 – Tender process initiated for the conversion of Hubbard Tank.

Activity 1.2.2. *Building and equipment of the Rehabilitation Center at Hospital María Inmaculada - HMI of Florencia, Caquetá.*

After the definition of remodeling and construction plans, the contractors started the construction of the Rehabilitation Center at the Hospital María Inmaculada on October 4, 2009. The process evolved well, at a higher speed than expected. By November 12, 2009 the Physiotherapy area was completed, and by December 12 the whole internal construction was finished. The contractors anticipate completion of the hydrotherapy area by January 15, 2010.



Regarding the selection of necessary equipment for the Rehabilitation Center, the Hospital staff reviewed the current inventory and analyzed the most common pathologies for rehabilitation. On October 24, the MC Rehabilitation Coordinator and the HMI physiotherapy team identified the needed equipment. The final list was approved by the Hospital staff and MC on November 4, 2009. On the same date, a list of criteria for the selection of equipment providers was elaborated and approved and the tender process for the equipment procurement was started with the publication of the Terms of Reference and the complete list of required equipment in the primary newspaper with national circulation (El Tiempo) for 20 – 22

December 2009 (For the list equipment please refer to annex 1).

Main tasks & results this quarter:

DEPT	TASK	RESULT
Caquetá	a. Remodeling and construction of Rehabilitation Center at Hospital María Inmaculada – Florencia, Caquetá	4 October 2009 - Remodeling of internal area initiated.
		12 November 2009 – Remodeling of physiotherapy area finalized.
		12 December – Construction of internal area, including occupational therapy and speech therapy areas finalized.
	b. Purchase of equipment for Rehabilitation Center	24 October – Equipment defined and completed by MC and HMI PT teams.
		4 November – List of equipment approved and criteria for providers' selection defined.

Activity 1.2.3. *Medical updates in knowledge for handling trauma generated by explosives and integrated rehabilitation of victims of mines and other armed conflict-related causes. Training of orthopedic surgeons and physiotherapists of HMI and HUDN.*

Between 9 and 12 November 2009, the Presidential Program for Integral Mine Action – PAICMA hosted a training for Rehabilitation and Emergency services for landmine-affected departments. The purpose of the training was to disseminate the Victims' Assistance protocols developed by PAICMA, Handicap International and the Hospital San Vicente de Paul in Antioquia. Thanks to Program team efforts, members of Hospital Universitario de Nariño, Hospital María Inmaculada – Caquetá and Hospital Departamental del Meta attended the training.

Following is a list of participants from Program's priority departments:

Department	Specialty
Meta	Orthopedic Surgeon
	Head of Emergency Unit
Nariño	Head of Emergency Unit
	Physiotherapist
Caquetá	Head of Emergency Unit
	Orthopedic Surgeon

Activity 1.2.4. *Strengthen the social work area capacity at HMI and HUDN, in order to improve support to landmine survivors.*

On October 28 four social workers from the HUDN met with the MC – CCCM team to analyze their knowledge base and needs to best provide assistance to landmine victims that arrive to the Hospital. As a result, of the knowledge and needs analysis, a first series of four trainings were identified covering the following :

1. Identification of existing support networks and mechanisms in Nariño: The purpose of this training is to identify relevant actors that are in a position to support landmine survivors in terms of lodging, emergency humanitarian aid, psychosocial support and legal assistance, among others.
2. Psychological First Aid: The main objective of this training is to acquire tools and techniques to support landmine survivors and their families immediately after their arrival to the HUDN.
3. Rights of landmine survivors: The aim of this training is to transfer all relevant information about landmine survivor legal and medical rights so that they can effectively inform survivors and their families.
4. Internship at Hospital San Vicente de Paul – Medellín: this Hospital is known to provide the best assistance to landmine and other armed conflict survivors and their families in the country. With a group of 24 social workers, the Hospital San Vicente has developed very efficient mechanisms to support survivors not only while they are patients, but after they have left the hospital. The purpose of this internship is not only to encourage HUDN's

social workers to perform their duty at the maximum of their capacity, but also to allow them to understand and use methods applied in critical situations while assisting survivors and their families.

On November 24, 2009, the first training was implemented at the HUDN. All four social workers met with Nariño CCCM and Mercy Corps' team and began the identification of basic needs and potential support actors in the department. After the four-hour session, the group agreed to reconvene on December 9 to follow-up and finish. The main result of the activity was the clear identification of patient needs and departmental actors that are in a position to support their fulfillment of those needs.

Main tasks & results this quarter:

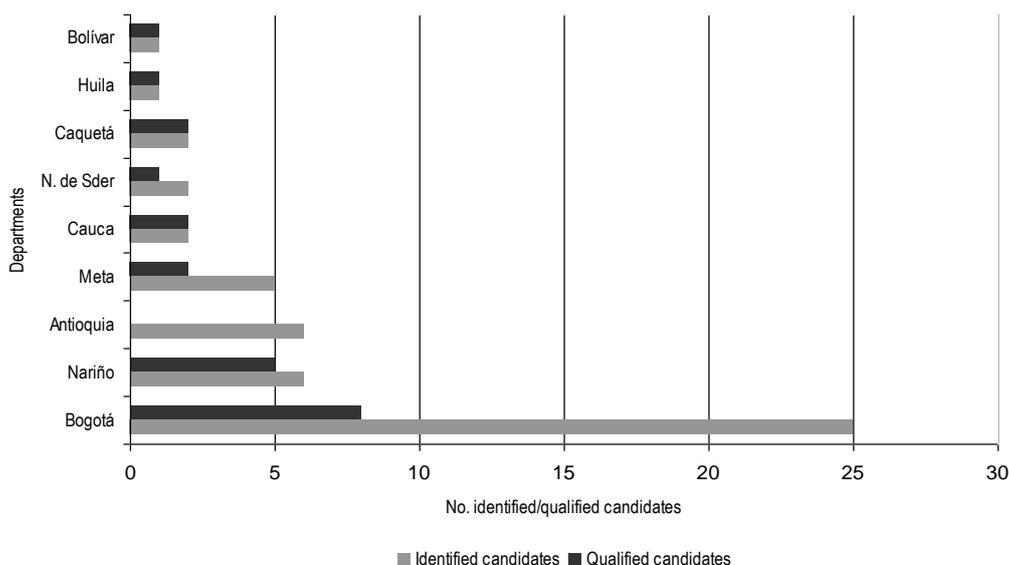
DEPT	TASK	RESULT
Nariño	a. Definition of training needs for social workers team at HUDN	Four trainings identified as essential for landmine and war victim assistance for those who come to the HUDN: <ol style="list-style-type: none"> 1. Identification of Nariño's support network and mechanisms. 2. Basics of Psychological First Aid.. 3. Landmine survivor rights. 4. Internship at the Hospital San Vicente de Paul – Medellín.
	b. Fist training on identification of Nariño's support network and mechanisms.	During two sessions of four hours each, the social workers were able to accomplish: <ol style="list-style-type: none"> 1. Identification of landmine and war victims basic needs through patient analysis. 2. Actors in Nariño able to support landmine survivors identified.

Result 1.3. Increased national capacity to provide quality prosthetic and orthotic services, according to international standards.

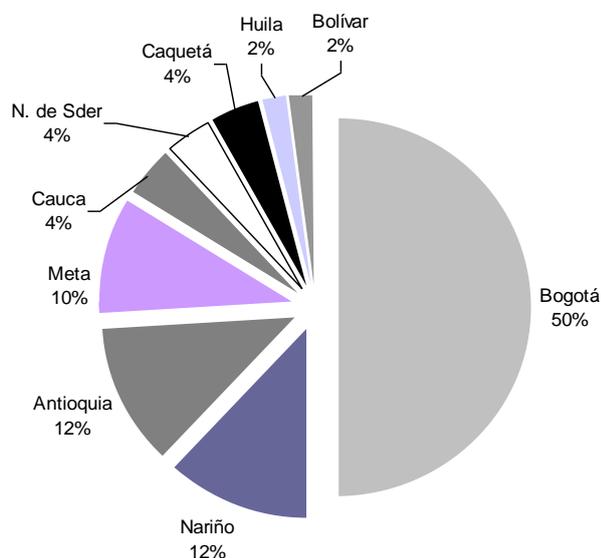
Activity 1.3.1. *Training of 30 P&O technicians from the departments of Antioquia, Caquetá, Cauca, Meta, Nariño and Norte de Santander through on-line distance courses.*

Once the implementation of the P&O provider identification survey was completed in the six priority departments and the required documentation from P&O practitioners received,, Mercy Corps, SENA, ICRC teams met to select the final list of selected P&O technicians to take the online distance course. The transparent selection process included careful revision each candidate's supporting documentation. A final list included P&O technicians from the departments of Bolívar, Caquetá, Cauca, Huila, Meta, Nariño, Norte de Santander and Cundinamarca (Bogotá).

Graphic 1. Pre candidates vs .selected P&O technicians for on-line distance courses



Graphic 2 Geographic concentration of pre – candidates



It is important to highlight that, despite the CCCM and Mercy Corps` team efforts to identify P&O technicians who would meet *all of the minimum requirements* established to participate in the training, it was clear that there is still a greater concentration of P&O practitioners in Bogotá and the primary cities (Medellin, Cali, Pasto, etc.). While in other municipalities, P&O providers performing in these secondary cities are under-trained, do not meet minimum requirements and have little, if any contact with the patients` primary doctors.

Consequently, only 44% of the 50 P&O technicians identified² where considered to be “qualified as candidates” based on the minimum requirements set by the selection committee with Mercy Corps, SENA and ICRC more than 50% of the eligible candidates are located in Bogotá., This created the need for extra effort for the identification process and some flexibility for the documentation

gathering process and accreditation. A similar challenge was identified in terms of gender, ethnicity and representation of people with disabilities.

- Only four (4) of the 50 pre-candidates where women, and only one of them met the full requirements.
- Two (2) of the identified P&O technicians expressed that they were of indigenous origin, while neither of the two perceived themselves as being a member of an indigenous group.
- None of the pre-candidates were Afro-Colombian.
- Only two of the pre-candidates are persons with disabilities.

Two critical challenges worth mentioning for the successful implementation of this activity are: 1) difficulties for the identification of qualified candidates in areas outside of the major cities, and 2) the difficult situation regarding the lack of commitment from the SENA to the activity. Regarding the first challenge, the lack of an efficient network of P&O practitioners, combined with the concentration of technicians in major cities, makes the identification process not only

² Given the low number of qualified candidates for the Online trainings, five more pre-candidates where admitted alter the official closure of the identification process.

difficult, but also very expensive and time consuming for the MC and CCCM team. Second, although the director of the SENA metrology center was initially enthusiastic and committed to the Program, the administrative delays to the construction of the P&O program, as well as the legal limitations regarding restrictions to contracts and resources allocations have put this activity in danger. The current state of relations with SENA and possible scenarios for solutions to ensure that the online courses take place have been described in detail in a memorandum sent to USAID in December 2009 (See Annex 2). It is important to implement viable solutions to the impasse in order to proceed with the online course as soon as possible. The final list of selected candidates is included in Annex 3.

A second important step, per USAID recommendations, was the implementation of an evaluation visit to each P&O workshop where the final selected candidates work. Considering the convenience of a long vacation period for the P&O Category I students who received scholarships funded by USAID for the UDB program, Mercy Corps contracted a man to do the evaluation visits. He is a certified Category II technologist who is now studying to obtain his Category I ISPO certification. Prior to starting the P&O workshop evaluations, he was fully trained in current legislation regarding good practices for prosthetic and orthotic device manufacture. He also designed a simple format to capture data on P&O workshop compliance with these regulations. He also visited each of the selected candidates personally at their workshop, implemented the survey wrote up simple recommendations to improve the quality of their work and their workshops. This evaluation information will be systematized and feedback to the technicians and workshops will be provided during the next quarter.

Activity 1.3.2. *Support the SENA program “P&O Technology” through the training of three (3) ISPO certified technicians (one Cat II and two Cat I).*

The three Category I and II students at the Universidad Don Bosco – UDB successfully completed the second training module in the first week of October 2009. All three students improved their academic performance and returned to Colombia for their vacation. The academic period was prolonged by two additional weeks as the University was forced to close during the first weeks in August due to a public health emergency caused by two cases of AH1N1 (Swine Flu) found on the campus.

Program	Curriculum	Average Score
ISPO Category I (B.S.)	<ul style="list-style-type: none"> • P&O Practice II • Functional Anatomy • Introduction to P&O Software • Biomechanics I • Biomechanics II 	8.1/10
	<ul style="list-style-type: none"> • Clinical Practice I • Mathematics II • Integrated Rehabilitation 	8.1/10
ISPO Category II (Technologist)	<ul style="list-style-type: none"> • Clinical Practice I • Mathematics II • Integrated Rehabilitation 	7.7/10

On December 2, 2009, Mercy Corps’ Chief of Party and the Rehabilitation Coordinator met personally with the students. The students expressed their satisfaction with the academic content of the modules, but highlighted the difficulties that they have faced regarding security and living conditions at the student housing that are provided by the UDB. According to the students, the long distance between their home and the University campus has become a security issue given the constant robberies on public transportation. The house where they are staying was also burglarized on two occasions during this academic module, and all three students where robbed near their home and the UDB university. This issue of concern will be raised with the UDB during the next quarter in order to find a suitable solution.

Objective 2 Landmine survivors and their families in the departments of Antioquia, Caquetá, Cauca, Meta, Nariño and Norte de Santander have socio-economic integration alternatives according to their community context and capacities by the end of the Program (September 2011).

Between November 29 and December 4, 2009, the city of Cartagena hosted the Second Review Conference of the Mine Ban Treaty. Given the importance of this event, and taking into consideration the key role of landmine survivors as the main beneficiaries of this Treaty, Mercy Corps and the CCCM as members of the GTO - 14³ led a week long workshop with fifteen (15) Colombian landmine survivors on community leadership development.. The leadership workshop was made possible thanks to a strategic alliance with the Archangel Foundation (also a USAID partner), whom, together with Mercy Corps and the CCCM team facilitated the conceptual and training components of the workshop.

The workshop content creation and activities was made possible with the participation of several organizations that opened their doors and received all participants. However, the most important activity was the Convention in which survivors were able to share with delegates from different countries their needs and questions on sensitive matters related to victims' assistance. Their interactions with Convention delegates allowed the survivors to acquire new high-level lobbying and advocacy skills.

It is worth mentioning that survivors also participated in a meeting with the U.S Government delegation. The 1.5 hour meeting allowed survivors to share their experience with members of the State Department, USAID, CDC, and the Southern Command, among other institutions. The meeting was attended by representatives of the Archangel Foundation and several GTO – 14 member organizations, including Fundación Mi Sangre, CIREC and United for Colombia.



Landmine survivors participating at the Leadership Workshop and actively speaking with the US delegation members who attended the Cartagena Summit. Colombia, December 2, 2009.



Enjoying their first time at the beach!
Cartagena, Colombia, November 30, 2009

One of the most important outcomes of the MC and CCCM-led workshop was that all of the participants were able to discover new skills and aptitudes regarding leadership, creativity, sports and self-esteem. By actively participating in the 5k race, swimming in the ocean (it was the first time for the survivors!), playing quad-rugby with the US team, among many other activities. Survivors learned about their capabilities and acquired skills to improve their quality of life over the long-term.

On the last day of the Cartagena Convention, a select group of participants including survivors, met with the US Ambassador and his

³ GTO-14 is a group comprised of 14 civil-society and non-governmental organizations who work with landmine issues. These organizations have joined efforts in order to create concrete results for assistance and life improvement for victims of the global landmine problem.

delegation to share their impressions, lessons learned and future commitments towards the causes of disabilities, landmine survivors and leadership.



Landmine survivors, Archangels, CCCM and MC team after running the 5k race. Cartagena, Colombia, November 30, 2009

Result 2.1. Departmental Committees for Integral Mine Action in Antioquia, Caquetá, Cauca, Meta, Nariño and Norte de Santander have increased capacity to coordinate and manage socio-economic integration initiatives for landmine survivors.

Activity 2.1.1 *Establish and/or strength socioeconomic integration working groups at departmental level, in the Framework of the six (6) departmental committees for mine action.*

After important successes in terms of planning and information sharing on socio-economic integration in the department of Antioquia in past quarters, emphasis this quarter was placed on two main activities:

1. To create and/or activate Socio-Economic Integration working groups in other priority departments and,
2. Share information with key actors at the departmental levels, as a preliminary activity to beneficiary selection.

Mercy Corps Socioeconomic-Integration (SEI) Coordinator and CCCM Project Coordinator attended two Socio-Economic Integration working group meetings in Antioquia, two meetings in Nariño and two in Cauca.

Mercy Corps and CCCM presented the importance of the SEI working group coordination strategy with all key actors that implement SEI activities in Nariño and Cauca where working groups have been established. The following table outlines the tasks and results achieved in the three departments.

Main tasks & results this quarter:

DEPT	TASK	RESULT
Nariño	November 4 , 2009 – Meeting with the Nariño Mine Action Committee to propose the creation of the SEI working group	Mercy Corps and CCCM met with the Department Mine Action Committee and defined the structure and membership of the group.
	December 28, 2009 – First meeting of the Nariño SEI working group	Members of the Agriculture and Government Secretariat of Nariño met with Mercy Corps, CCCM, Pastoral Social, CIREC, <i>Moviment per la Pau</i> and Colombian Red Cross. The participants shared information about their past, present and future plans in terms of SEI with landmine survivors in Nariño.

Cauca	October 5– Establishment of the SEI working group in Cauca, with the participation of SENA, Pastoral Social, Fundación Tierra de Paz, Cruz Roja Colombiana, MC and Fundación Valle de Pubenza.	The members of the working group shared their expectations and points of view regarding the challenges of SEI activities in Cauca, considering the presence of indigenous communities and marked cultural differences from other regions with landmine survivors.
	December 14 – Second meeting of the SEI working group	Mercy Corps presented the preliminary evaluation results of the 20 SEI projects spearheaded by the CCCM in Cauca.
Antioquia	October 12, 2009 – Meeting with the Antioquia SEI working group to share and analyze the information regarding characteristics of current SEI activities in the department	<p>The working group identified the prevalence of SEI activities and projects in the department. It was clear that 94% of all SEI initiatives are concentrated in only 6 of 125 municipalities of Antioquia.</p> <p>The working group members analyzed the causes of this phenomenon, and concluded that the main reasons for this particularity are:</p> <ol style="list-style-type: none"> 1. The ease on transportation and survivor identification in Eastern Antioquia, compared with other areas of the department. 2. The myth that the highest concentration of survivors is in only four municipalities in Antioquia – it was clear that this is no longer the case, since the most recent analysis was done three years ago and the prevalence of accidents in other areas of the department have grown since then. 3. The fact that accessing other regions of Antioquia is far more expensive and time consuming, making follow-up with SEI initiatives more difficult.
	December 11, 2009 – Meeting with the SEI working group to share information on SEI projects, new initiatives and perspectives	Mercy Corps and CCCM, Handicap International and representatives of the Secretariat of Productivity of Antioquia shared their methodologies and defined an initial common geographic focus for SEI initiatives.

Result 2.2. 130 landmine survivors and their families access income generation initiatives that improve their quality of life.

Activity 2.2.1. *To promote the access of 130 landmine survivors and their families to income generation initiatives.*

After reviewing the SEI evaluation results of the CCCM SEI initiatives implemented with 50 survivors in 2007, the Mercy Corps, CCCM team and SEI beneficiaries took stock of the technical support received, successes and lessons learned.. Results are presented in the following table:

DEPARTMENT	INITIAL INCOME GENERATION INITIATIVE	EVALUATIONS	PROPOSED INVESTMENT IN US\$
Antioquia	Small sundries shop	The shop is a profitable business that does not need more capital provision at this time. Ms. García will receive follow-up support with literacy and basic math training.	\$ -

Antioquia	Small fruit & vegetable shop	The shop is a profitable business that does not need more capital provision at this time.	\$	-
Antioquia	Chicken production	This family was displaced to the city of Medellin. The hope of the family is to return to San Luis, where the new business will be established.	\$	1.250,00
Antioquia	Carbon vending	Business strengthening - infrastructure improvement to the sales premises. Construction and improvement of walls, doors and bathroom.	\$	950,00
Antioquia	Egg production	Mr. Rodriguez will reformulate his initial business idea and will establish a sundries shop instead of egg production.	\$	1.425,00
Antioquia	Fashion boutique and clothing distribution	Irma Restrepo has reached 18 years of age and is now capable of managing her own business. Since she is the direct landmine victim Irma will benefit from basic accounting training and other support.	\$	1.245,00
Antioquia	Project not implemented	Sandra Mabel still wants to start a sundries shop in the municipality of Marinilla, Antioquia.	\$	1.245,00
Antioquia	Small fruit shop	The project needs seed capital for the acquisition of products to sell and improvements to the business.	\$	950,00
Antioquia	Pig production	The business was reformulated by the beneficiary from pig to cow-raising. The initiative needs to be strengthened with the acquisition of two new cows so that Ms. Gómez can compete in the market.	\$	950,00
Antioquia	Egg production	Mr. Pedroza will start a fast food restaurant.	\$	950,00
Antioquia	Cattle-raising	Reformulation of business. Establishment of a sundries shop instead of cattle-raising	\$	1.200,00
Antioquia	Chicken production	Ms. Soto reformulated her business and will start a fast food restaurant instead.	\$	950,00
Antioquia	Bakery	Given the success of the business, this initiative will not be financially supported with new capital now. However, Mr. Quintero will participate in literacy and basic math and accounting training.	\$	-
Antioquia	Fruit shop	Don Delio's wife received technical support and will reformulate the project during the next quarter.	\$	1.000,00

Antioquia		Given the success of the business, this initiative will not need to be financially supported at this time. However, Mr. Agudelo will participate in literacy and basic maths and accounting training.	\$	-
	Small sundries shop			
Antioquia		CCCM has lost contact with Mr. Giraldo, and therefore cannot report on his location and situation at this time.	\$	-
	Project to be determined			
Antioquia		New capital needed for recuperation of the first investment. Money will be investment in grains, canned food, sanitary items and other products to sell in the shop.	\$	1.425,00
	Small sundries shop			
Antioquia		Given the success of the business, this initiative does not require financial support at this time. However, Ms. Ocampo will participate in literacy and basic math and accounting training.	\$	-
	Pig production			
Antioquia		Given the success of the business, this initiative does not require financial support at this time. However, Ms. Gallego will participate in literacy and basic math and accounting training.	\$	-
	Small family shop			
Antioquia		Given the success of the business, this initiative does not require financial support at this time. However, Mr Ruiz will participate in literacy and basic math and accounting training.	\$	-
	Production & sales of sandals			
Cauca		This case can be considered the most successful in Cauca. No capital is needed at this time. Follow-up monitoring support will be provided.	\$	-
	Small grocery store			
Cauca		The business needs capital to buy supplies while the store is reestablished in a new location.	\$	950,00
	Stationary and office supply store			
Cauca		Given the success of the business additional financial support is not necessary at this time.	\$	-
	Sugar Cane Processing			
Cauca		Given the success of the business additional financial support is not necessary at this time.	\$	-
	Agriculture goods shop			
Cauca		Although the business is economically successful, Christian Camilo needs to improve the conditions of his home in order to transfer the shop from his sister's house to his own.	\$	1.300,00
	Miscellaneous shop			

Cauca	Milking and cattle raising	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Clothing shop	Given the success of the business financial support is not needed at this time. However, the security situation in his community has worsened, making the commercialization of clothing impossible for the time being.	\$	-
Cauca	Sugar cane farm	After the first evaluation process, Mr. Pino's farm was flooded and the machinery was completely lost. Capital disbursement is needed to replace the sugar mill engine.	\$	950,00
Cauca	Clothing shop	Arles is still unreachable.	\$	-
Cauca	Agriculture goods shop	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Milk and cattle raising	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Milk and cattle raising	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Milk and cattle raising	Lisandro wants to study and had received additional funding from Pastoral Social less than 6 months ago to pursue his studies.	\$	-
Cauca	Cattle raising	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Milk and cattle raising	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Cattle raising	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Bakery and Coffee Shop	Given the success of the business additional financial support is not necessary at this time.	\$	-
Cauca	Small Sundries Shop	Given the success of the business additional financial support is not necessary at this time.	\$	-
Santander	Organic citrus cultivation	Although this business has proven successful, the health conditions of Mr. Gutiérrez will be improved though equipment purchases that will reduce the physical effort necessary and improve productivity.	\$	1.000,00

Santander	Small grocery store	After the first evaluation of this project, the MC - CCCM team found out that Diomedes sold his shop and abandoned his family.	\$	-
Santander	Cattle raising	In order to strengthen Mr. Luna's business, he will be supported with seed capital to buy a new cow, providing him an asset to negotiate and generate income.	\$	950,00
Santander	Bakery	Still to be determined due to psychological conditions. Alejandro needs to overcome a deep depression, as stated by the psychologist of Hospital Erasmo Meos, in Cúcuta. He still hasn't got the emotional stability to run a business at this time.	\$	-
Santander		Ismael recovered part of his investment and needs to be supported through the strengthening of a cattle raising business.	\$	1.200,00
Santander	Electronics shop	It has been decided not to support this business due to the legal status of the beneficiary.	\$	-
Santander		Don Eriberto needs to be relocated to his municipality of origin. He is now searching for a house subsidy from the Mayor's office of San Vicente, and will need support to improve his business and housing conditions.	\$	1.300,00
Santander	Cattle raising	Doña Ofelia will not be supported by this project, given that she has a satisfactory economic situation.	\$	-
Santander		Mr. Murillo is in good economic condition and consequently declined more economic support	\$	-
	Sausages, hams		\$	-

Objective 3: Department Committees for Integrated Mine Action Antioquia, Caquetá, Cauca, Meta, Nariño and Norte de Santander have mechanisms to promote and facilitate landmine survivor access to integrated assistance by the end of the Program.

Result 3.1. Department Committees for Integrated Mine Action information management mechanisms are strengthened and support decision-making and planning processes for integrated assistance to landmine survivors.

Activity 3.1.1 Support the formulation of Department Mine Action Committee work plans and information management flowcharts.

Following-up with progress made during previous quarters, Mercy Corps and the CCCM supported the following activities in order to improve landmine information management mechanisms:

1. Identification of strategies for the improvement of information use (rehabilitation assistance, ISE, advocacy).
2. Creation of landmine victim assistance databases.
3. Geographic referencing of landmine survivor information.
4. Information consolidation and verification of institutional assistance available to landmine survivors.

The most important achievement this quarter in relation to Department Committee strengthening was the continuation of activities in Caquetá, where efforts for effective coordination between the MC and CCCM team and key landmine actors are gaining momentum. Coordination mechanisms have also improved in Meta, where meetings are becoming more consistent and efficient in terms of decision-making.

In this sense, specific tasks and results are described below by department:

DEPT	TASK	RESULT
Caquetá	4 and 5 November 2009 – Members of the Caquetá Department Committee for Mine Action took place in Florencia, Caquetá. The purpose of the meeting was to start the process for the elaboration of the Committee's action plan for 2010 - 2011	The Committee organized its work in working groups, including: <ol style="list-style-type: none"> 1. Victim's Assistance 2. Mine Risk Education 3. Humanitarian Demining 4. Information Management
		The working groups established primary activities and inputs for the elaboration of the action plan. A second meeting was scheduled for December 2009, however, due to the security situation in Caquetá and the concurrent development of the planning for the Cartagena Summit, the meeting was postponed until February 2010.
Meta	17 November – eleven (11) institutions and organizations with active presence and/or activities in the department of Meta gathered to start the Committee's planning process for 2010.	Participants at the meeting (Meta's government and health secretariat, UNDP, UNHCR, Forensic Department, National Army, Police Department, Pastoral Social, DAS, Mercy Corps and the CCCM) established three working groups to start coordination. The groups are: Mine Risk Education, Victim's Assistance and Information Management.
		The participants also defined the need to oversee the Mine Action Committee so a designated advisory group was formed.
Nariño	Information sharing strategies and data analysis	On November 17, CCCM and Mercy Corps met with Pastoral Social, Movimiento per la Pau, the Peace Councilor of Nariño and the HUDN to share and review victim's assistance information. This exercise allowed a better understanding of the situation that survivors are facing, and the state in terms of assistance and organizational opportunities.

3. Monitoring & Evaluation Activities

This quarter key Monitoring and Evaluation activities included the re-formulation and simplification of the Program Monitoring and Evaluation Plan. Based on USAID recommendations and Program team analysis the MC and CCCM team re-structured the Program under three primary objectives (rehabilitation, socio-economic integration, information management and advocacy). Subsequently, the team, with technical support from the MC HQ M&E team, reformulated the Program indicators and indicator plan taking into account the new three objectives and the Year 2 Work Plan. New Monitoring instruments were designed and refined to be utilized by the CCCM Coordinators at the field level in the six priority departments. In February 2010, the MC Program and M&E team will lead a capacity-building workshop to train the CCCM Coordinators on the use of the new Monitoring instruments, M&E plan and database.

A second important M&E activity this quarter was the comprehensive field assessment and analysis with the M&E, MC and CCCM team of the information system, protocols and instruments for patient rehabilitation and specialized medical assistance at the Maria Inmaculada Hospital in Florencia, Caquetá. Conclusions and recommendations included: 1) the need to capture landmine survivor information upon admission to the emergency room, 2) the need to create a simple form and database for the Center to systematize data on: a) rehabilitation assistance provided at the Center (taking into account USAID, Leahy and Program desegregations defined in indicator plan), and b) assistance provided by specialists trained by the Program on the specific needs of landmine survivors. The M&E MC and CCCM team has acquired full support from the statistics office and Hospital administration to create, train staff and institute the new system during the first quarter of 2010.

4. Annexes

Annex 1. List of required equipment for the Florencia's Rehabilitation Center at Hospital María Inmaculada.

COD	ITEM	CANT	ORIGIN
1	Intellect Legend XT Combo- 4channel with Cart	1	US
2	Therapeutic Laser Intellect Mobile PN2779	1	US
3	Four Section Hi-Lo Electric Traction Table	1	US
4	Traction Accessory Package	1	US
5	Hydrocollator Heating Unit for 8 standard size hot packs (Mobile)	1	US
6	ColPac® Chilling Unit	1	US
7	Rehabilitation Treadmill	1	US
8	Four Station Multi-gym	1	US
9	Stall bar for back strengthening exercise	1	US
10	Intellect TENS- Digital	1	US
11	Intellect TranSport Ultrasound (with carrying bag, extra battery, therapy cart, and 5 cm2 sound head)	1	US
12	Electro Muscle Stimulator 4 channels (with cart)	1	US
14	Goniometer kit	2	US
15	Measuring tape	2	US
16	Posture Evaluation Kit	1	US
17	Neurological Hammers	1	US
18	Sensory Evaluators	1	US
19	Paraffin Tank	1	US
20	High power massager	1	US
21	Low power massager	5	US
22	Infrared lamp		US
23	Tilt table (orthostatic pressure)		US
24	Pressotherapy equipment		US
25	Mirror (1.5 * 2 mts)		US
26	Exercise mats	3	US
27	Exercise balls (45 cms)	3	US
28	Stationary bike	1	US
29	Weights / Dumbbell Mobile Rack "Combo"		US
30	Convertible Exercise Ramp/Staircase		US
31	Therapy putty kit	2	US
32	Digi-Flex® Hand/Finger Exerciser kit	2	US
33	Theraband kit	2	US
34	Resistance Tubing Loops	2	US
35	Lower Extremity Whirlpools- E series	1	US
36	Foot massager	1	US
37	Volley ball	2	US
38	Circle medium size carbon electrodes	20	US
39	Circle small size carbon electrodes	10	US
40	Neck Contour HotPac	2	US
41	Oversize HotPac	2	US
42	Classic Clinician Stationary Massage Table /Treatment Table	6	US
43	Textures - desensitization kit	1	US
44	Proprioception kit	1	US
45	Hydrolift whirlpool	1	US

46	Vestibular stimulation swing for adults	1	US
47	Vestibular stimulation swing for children	1	US
48	UPS	1	US
49	Electromiograph	1	US
50	Air conditioner	2	US
51	2 steps stools	6	US
52	Small benches	5	US
53	FM system with microphone	1	US
54	Thick mat	1	US
55	Mirror (1.8 * 1 mts)	1	US
56	Audiometry cabin	1	US
57	Recorder	1	US
58	Compressor nebulizer	2	US
59	Phlegm extractor	1	US
60	Pulse oximeter	1	US
61	Stethoscope	1	US
62	Therapeutic working table for adults	1	US
63	Therapeutic working table for children	1	US
64	Neurologic stimulation material	1	US
65	Fine motor skills material	1	US
66	Foldable mat	1	US
67	Acrylic board	1	US
68	Pulley weights System	1	US
69	Hand exerciser	1	US
70	Pool treatment plant	1	US
71	Magnesizer	1	US
72	Fitter combobble board	1	US
73	Neurologic mat table	1	US

Annex 2. Memorandum for the documentation of situation with SENA



MEMORANDUM

TO: CTO
FROM: Chief of Party
DATE: December 24, 2009

SUBJECT: To inform on the current situation regarding the Online distance courses for 30 Colombian P&O technicians.

Cooperating Country: Colombia
Project Title: Land Mine Activities for Victims of the Conflict in Colombia
Implementing Instrument: RFA 515-08-006

I. Background

On August 28, 2008, USAID/Colombia awarded Cooperative Agreement No. 514-A-00-08-00311-00 to Mercy Corps for a program to provide assistance to persons affected by landmines and other persons with disabilities. One of the primary Program activities is the training of 30 Colombian Prosthetic and Orthotic technicians through Online distance courses. It was also agreed upon that the courses should be provided by a reputable Colombian education institution that would eventually result in P&O technician international certification by the International Society of Prosthetics and Orthotics (ISPO).

As suggested by USAID, and in the interest of supporting the development of national P&O capacities, Mercy Corps established a relationship with the National Learning Service (SENA) immediately after being notified of the Award of Cooperative Agreement No. 514-A-00-08-00311-00. An initial meeting between Mercy Corps and the SENA to explore options for cooperation for the development of national P&O capacities, took place on October 7, 2008. The meeting was attended by Dr. Germán Mendieta, director of the Metrology and Design Center of SENA, María Cecilia Pérez, in charge of the P&O School project; Michael Rechsteinter from the ICRC Health Department, Gary Burniske, Mercy Corps' Country Director and Diana Roa, selected (not yet acting) Mercy Corps' Chief of Party for the USAID Program. Main topics discussed at the meetings where:

1. Establishment of a P&O School at SENA, which would enable the development of national P&O capacity, according to international standards.
2. The immediate needs for P&O at regional level.

ICRC, SENA and Mercy Corps agreed to continue a dialogue to begin collaboration activities.

On October 28, 2008, a second meeting between SENA, ICRC and Mercy Corps took place at the SENA Metrology Center. At that meeting, the Mercy Corps' representatives agreed on the following activities to implement together:

1. Training of three Colombian P&O technicians to become teachers at the new P&O School at SENA. As discussed during the meeting, in order for the new School to be ISPO certified, the teacher must also be ISPO certified. Mercy Corps agreed to offer three complete scholarships for three Colombian P&O technicians to

become Cat 1 (2 scholarships) and Cat 2 (1 Scholarship) through training at the University of Don Bosco en El Salvador.

2. Training of 30 P&O technicians through Online distance courses, to become Cat 2 ISPO certified.

On November 4, 2008, a third meeting between SENA, ICRC and Mercy Corps took place at the SENA department of International Cooperation. At the meeting, all participants agreed on developing Memorandums of Understanding in order to begin activities with a common vision. All of the needed documentation was provided by the first week of December 2008, and it was agreed that all activities should start no later than February 1 2009. At the same time, Mercy Corps developed a cooperative agreement with Universidad Don Bosco, in San Salvador, Salvador, given that this is one of the only institutions certified by ISPO in Latin America.

II. Development of activities

- Training of future teachers as Cat 1 and Cat 2 P&O Professionals.

As agreed with SENA, an academic committee was formed with participation of members of SENA, ICRC and Mercy Corps. The committee selected three students (that are currently in their third academic period) to study at the Universidad Don Bosco (UDB), in El Salvador. Mercy Corps created a a sub-agreement with UDB to formalize the arrangement..

- Online distance courses for 30 P&O technicians.

As outlined above, the preparations for this activity started in October 2008, immediately after the announcement that Mercy Corps and CCCM won the award. The following sub-activities are key to be able to move forward:

1. Definition of criteria for the selection of Online P&O training candidates.
2. Identification of potential candidates in the six Program priority departments.
3. Application evaluation of the identified candidates.
4. Evaluation of P&O workshops in the six Program priority departments.
5. Final selection of candidates.
6. Initiation of training activities.

In order for these activities to take place, a tripartite agreement between SENA, UDB and Mercy Corps must be signed; however, due to reoccurring administrative problems with SENA, there is still no signed cooperative agreement with Mercy Corps, SENA and Universidad Don Bosco that enables the implementation of joint activities with budgetary commitments. In order to permit full participation of the three institutions in the interim, Mercy Corps, in consultation with USAID, has agreed to start sub-activities (#'s 1 to 5) as well as to change the start date for the trainings. The five sub-activities implemented by Mercy Corps have been done in close coordination with the SENA and ICRC. The following table illustrates the proposed start and end dates for the online courses and justification for delays:

PROPOSED START DATE	PROPOSED END DATE	JUSTIFICATION FOR DELAY
January 2009	June 2011	Neither MOU nor agreements between SENA, MC and UDB where signed.
March 2009	August 2011	SENA's International Cooperation Department was processing MOU with MC and UDB.
June 2009	December 2011	SENA's International cooperation Department was processing MOU with MC and UDB.
October 2009	April 2012	SENA's International cooperation Department was processing MOU with UDB.
December 2009	June 2012	SENA's International cooperation Department was processing MOU with UDB.

III. Current Situation

Mercy Corps has identified forty-five (45) P&O technicians in seven (7) departments, including all of the six priority Program departments. Together with SENA and the ICRC, a list of 15 candidates was finalized for the first group, including 13 technicians from Antioquia, Caquetá, Cauca, Meta, Nariño and Norte de Santander. One technician from Neiva, in the department of Huila was selected due to his continued work over the past 13 years in Florencia, capital of the department of Caquetá. Another six (6) technicians living in Bogotá were selected due to their work with communities and their relationship to rehabilitation centers and P&O laboratories that have a high level of demand. One of them will start with the first group. The second group will include candidates from Bogotá, Bolívar and Córdoba.

Additionally, in order to provide better technical assistance to P&O technicians, an assessment of actual capacities was conducted by a Cat 2 Ortho-Prosthetist ⁴, at each of the labs where the 15 candidates are working. The purpose of the assessment is to provide recommendations to each laboratory to comply with minimum standards and national legal requirements.

Regarding the initiation of training, there has been no progress at all due to the following reasons:

1. To date, there is no signed tripartite agreement between SENA, UDB and Mercy Corps. Therefore, no budgetary commitment can be signed between these organizations, according to legal requirements regulating SENA.
2. The Online courses require one in-person session at the beginning of each module, as well as an in-person exam at the end each module. Since an adequate facility is required for this purpose, USAID, Mercy Corps, ICRC and SENA agreed to wait until the construction of the P&O School construction projected at the SENA is completed. However, the construction has not yet started and it will take at least six to eight months, meaning that in-person training will not be possible until July or September of 2010.
3. Given the proximity of presidential elections in 2010, the “Law of warranties”, a legal instrument that inhibits any kind of budgetary movement or contract signature between January 30 and June 2010, there are few possibilities of having a signed tripartite agreement before July 2010. Moreover, a changeover of all high-level State funcionarios is foreseen between July and December 2010, making the process even slower.

IV. Current Possible Scenarios

The facts presented in this memo illustrate the developments and difficulties for the initiation of the activity “Online training of 30 Colombian P&O technicians”, as well as the Mercy Corps and CCCM team efforts to comply. Taking into account the high-level of interest in implementing this activity, Mercy Corps has identified three possible alternative scenarios to allow the implementation of the activity.

- **First Scenario: Direct agreement between Mercy Corps and UDB**

Mercy Corps has explored the possibility of making a direct agreement with UDB. Both organizations signed a cooperative agreement on December 2008 that has worked well thus far. The agreement could be amended to include the training of 30 Colombian P&O technicians on through online distance courses.

Facilities: ICRC recommends the implementation of in-person trainings at the Colegio Don Bosco in Bogotá a training intended facility that could receive a donation of P&O equipment. A second possibility is for participants to take their introduction and examinations at UDB in San Salvador.

Costs: Following is a cost estimate for each of the proposed possibilities:

⁴ The P&O technician who implemented this activity is currently studying to become a Cat 1 Professional at UDB, in San Salvador.

Orientation and training in Bogotá facilities:

ITEM	UNIT/ DAY	COST US\$	No. STUDENTS	TOTAL	Notes
Tuition and educational material	5	\$ 600,00	30	\$ 90.000,00	To be paid to UDB
Practice and examinations materials	5	\$ 1.800,00	30	\$ 270.000,00	to be transferred to UDB
Air fare for students from outside Bogotá	6	\$ 400,00	26	\$ 62.400,00	To attend introductory sessions and examinations in Bogotá
Perdiem for students from outside Bogotá	70	\$ 97,30	26	\$ 177.081,08	To attend introductory sessions and examinations in Bogotá
Degree rights	1	\$ 530,00	30	\$ 15.900,00	to be transferred to UDB
ISPO certification exam students airfare	1	\$ 1.300,00	30	\$ 39.000,00	Takes place in San Salvador, according to ISPO recommendations
ISPO certification exam students perdiem	10	\$ 50,00	26	\$ 13.000,00	Takes place in San Salvador, according to ISPO recommendations
UDB teachers airfares for introduction and exams	6	\$ 1.300,00	2	\$ 15.600,00	Traveling from San Salvador to Bogotá
UDB teachers Perdiems for introduction and exams	70	\$ 97,30	2	\$ 13.622,00	Traveling from San Salvador to Bogotá
ISPO certification examiners airfares	1	\$ 1.300,00	3	\$ 3.900,00	
ISPO certification examiners perdiems	12	\$ 97,30	3	\$ 3.502,80	
Laboratory usage rights	6	\$ 200,00	1	\$ 1.200,00	At Don Bosco School in Bogotá
Total				\$ 705.205,88	

Orientation and training sessions at UDB San Salvador

ITEM	UNIT/ DAY	COST US\$	No. STUDENTS	TOTAL	Notes
Tuition and educational material	5	\$ 600,00	30	\$ 90.000,00	To be paid to UDB
Practice and examinations materials	5	\$ 1.800,00	30	\$ 270.000,00	to be transferred to UDB
Air fare for students from outside Bogotá	6	\$ 1.300,00	30	\$ 234.000,00	To attend introductory sessions and examinations in San Salvador
Perdiem for students from outside Bogotá	70	\$ 50,00	30	\$ 105.000,00	To attend introductory sessions and examinations in San Salvador
Degree rights	1	\$ 530,00	30	\$ 15.900,00	to be transferred to UDB
ISPO certification exam students airfare	1	\$ 1.300,00	30	\$ 39.000,00	Takes place in San Salvador, according to ISPO recommendations
ISPO certification exam students perdiem	10	\$ 50,00	30	\$ 15.000,00	Takes place in San Salvador, according to ISPO recommendations
UDB teachers airfares for introduction and exams	6	\$ -	0	\$ -	
UDB teachers Perdiems for introduction and exams	70	\$ -	0	\$ -	
ISPO certification examiners airfares	1	\$ 1.300,00	2	\$ 2.600,00	
ISPO certification examiners perdiems	12	\$ 108,00	2	\$ 2.592,00	
Laboratory usage rights	6	\$ -	0	\$ -	At Don Bosco School in Bogotá
Total				\$ 774.092,00	

Timeline: The first group of 15 students could start Online training by February 15, allowing enough time for preparation of agreements, tickets purchase and individual preparations. The projected ending date is 2 March 2012, seven (7) months after the end of the award.

MODULE 1			
INTRODUCTION WEEK	1 weeks	15/02/2010	19/02/2010
MODULE 1	15 weeks	22/02/2010	04/06/2010
EXAMINATION MODULE 1	1 weeks	07/06/2010	11/06/2010
RECESS	4 weeks	14/06/2010	09/07/2010
MODULE 2			
INTRODUCTION WEEK	1 weeks	12/07/2010	16/07/2010
MODULE 2	15 weeks	19/07/2010	29/10/2010
EXAMINATION MODULE 2	1 weeks	01/11/2010	05/11/2010
RECESS	4 weeks	08/11/2010	03/12/2010
MODULE 3			
INTRODUCTION WEEK	1 weeks	06/12/2010	10/12/2010
MODULE 3	15 weeks	13/12/2010	25/03/2011
EXAMINATION MODULE 3	1 weeks	28/03/2011	01/04/2011
RECESS	4 weeks	04/04/2011	29/04/2011
MODULE 4			
INTRODUCTION WEEK	1 weeks	02/05/2011	06/05/2011
MODULE 4	15 weeks	09/05/2011	19/08/2011
EXAMINATION MODULE 4	1 weeks	22/08/2011	26/08/2011
RECESS	4 weeks	29/08/2011	23/09/2011
INTRODUCTION WEEK	1 weeks	26/09/2011	30/09/2011
MODULE 5			
EXAMINATION MODULE 5	1 weeks	16/01/2012	20/01/2012
RECESS	4 weeks	23/01/2012	17/02/2012
CERTIFICATION EXAM	2 weeks	20/02/2012	02/03/2012

Risks: The most evident risk of these alternative options for this activity is the impact on the relationship with SENA.. Although SENA functionaries are aware of the consequences of the delays that their administrative problems have caused and understand the situation, it is clear that by not having them as part of the activity, the national capacity for P&O will still be handled outside of the country and will have limited sustainable impact.

Another risk is the increase in cost for this activity and impacts on the budget from US\$ 190,000 to over US\$ 700,000.

- **Second Scenario: Initiation of activities directly with UDB. SENA will come onboard by July 2010.**

Keeping in mind the importance of generating national P&O capacity, not only at regional levels in Colombia, but also regarding establishment of the SENA school, it is worth considering the possibility of having the SENA School host the trainings as soon as their administrative burdens are surpassed. With this option it is still possible to start the first training on February 15.

Facilities: given the fact that the SENA School will not be open before July 2010, the first module orientation and examination will have to take place at a different facility. As established in the first scenario, the ICRC recommends Don Bosco School in Bogotá. A second option is to have students travel to San Salvador.

Costs: Following is a cost estimate for each of the proposed possibilities:

Orientation and training in Bogotá facilities:

This looks like a repeat of the previous table

ITEM	UNIT/ DAY	COST US\$	No. STUDENTS	TOTAL	Notes
Tuition and educational material	1	\$ 600,00	30	\$ 18.000,00	To be paid to UDB
Practice and examinations materials	1	\$ 1.800,00	30	\$ 54.000,00	to be transferred to UDB
Air fare for students from outside Bogotá	6	\$ 400,00	26	\$ 62.400,00	To attend introductory sessions and examinations in Bogotá
Perdiem for students from outside Bogotá	70	\$ 97,30	26	\$ 177.081,08	To attend introductory sessions and examinations in Bogotá
Degree rights	1	\$ 30,00	30	\$ 900,00	to be transferred to UDB
ISPO certification exam students airfare	1	\$ 1.300,00	30	\$ 39.000,00	Takes place in San Salvador, according to ISPO recommendations
ISPO certification exam students perdiem	10	\$ 50,00	26	\$ 13.000,00	Takes place in San Salvador, according to ISPO recommendations
UDB teachers airfares for introduction and exams	6	\$ 1.300,00	2	\$ 15.600,00	Traveling from San Salvador to Bogotá
UDB teachers Perdiems for introduction and exams	70	\$ 97,30	2	\$ 13.622,00	Traveling from San Salvador to Bogotá
ISPO certification examiners airfares	1	\$ 1.300,00	3	\$ 3.900,00	
ISPO certification examiners perdiems	12	\$ 108,00	3	\$ 3.888,00	
Laboratory usage rights	1	\$ 200,00	1	\$ 200,00	At Don Bosco School in Bogotá
Total				\$ 401.591,08	

Orientation and training sessions at UDB San Salvador:

ITEM	UNIT/ DAY	COST US\$	No. STUDENTS	TOTAL	Notes
Tuition and educational material	1	\$ 600,00	30	\$ 18.000,00	To be paid to UDB
Practice and examinations materials	1	\$ 1.800,00	30	\$ 54.000,00	to be transferred to UDB
Air fare for students from outside Bogotá first module introduction and exam	2	\$ 1.300,00	30	\$ 78.000,00	To attend introductory sessions and examinations in San Salvador
Air fare for students from outside Bogotá second to fifth module introduction and exams	5	\$ 400,00	26	\$ 52.000,00	To attend introductory sessions and examinations in Bogotá - SENA School
Perdiem for students from outside Bogotá	14	\$ 50,00	30	\$ 21.000,00	To attend introductory sessions and examinations in San Salvador
Perdiem for students from outside Bogotá	56	\$ 97,30	26	\$ 141.668,80	To attend introductory sessions and examinations in Bogotá - SENA School
Degree rights	1	\$ 30,00	30	\$ 900,00	to be transferred to UDB
ISPO certification exam students airfare	1	\$ 1.300,00	30	\$ 39.000,00	Takes place in San Salvador, according to ISPO recommendations
ISPO certification exam students perdiem	10	\$ 50,00	30	\$ 15.000,00	Takes place in San Salvador, according to ISPO recommendations
UDB teachers airfares for introduction and exams	5	\$ 1.300,00	3	\$ 19.500,00	
UDB teachers Perdiems for introduction and exams	56	\$ 97,30	3	\$ 16.346,40	
ISPO certification examiners airfares	1	\$ 1.300,00	2	\$ 2.600,00	
ISPO certification examiners perdiems	12	\$ 108,00	2	\$ 2.592,00	
Laboratory usage rights	0	\$ 200,00	0	\$ -	
Total				\$ 460.607,20	

Time line: Same as first scenario

Risks: One major risk of this scenario is that by July 2010 the SENA will still have problems coming on board. This is a very high possibility, given the presidential elections in June 2010, and the fact that all public servants will be forced to resign.

In budgetary terms, the increase will be of more than two times the initially proposed budget.

- **Third Scenario: Continue with the agreed plan and wait for SENA to solve the administrative situations.**

A third possibility is to wait until SENA solves its administrative problems. This is the best scenario in budgetary terms, but poses enormous risks given the already surpassed timeline and the chance for SENA to, again, move dates and not honor the established timelines and agreements. Moreover, given the latest recommendations made by ISPO to UDB, it is possible that students will have to travel to San Salvador for their certification. This situation, which has not been initially planned, increases the proposed budget.

Costs: Following cost estimation for each of the proposed possibilities:

ISPO Certification exam in San Salvador:

ITEM	UNIT/ DAY	COST US\$	No. STUDENTS	TOTAL	Notes
Tuition and educational material	0	\$ 600,00	30	\$ -	To be paid to UDB
Practice and examinations materials	0	\$ 1.800,00	30	\$ -	to be transferred to UDB
Air fare for students from outside Bogotá	6	\$ 400,00	26	\$ 62.400,00	To attend introductory sessions and examinations in Bogotá
Perdiem for students from outside Bogotá	70	\$ 97,30	26	\$ 177.081,08	To attend introductory sessions and examinations in Bogotá
Degree rights	1	\$ 30,00	30	\$ 900,00	to be transferred to UDB
ISPO certification exam students airfare	1	\$ 1.300,00	30	\$ 39.000,00	Takes place in San Salvador, according to ISPO recommendations
ISPO certification exam students perdiem	10	\$ 50,00	30	\$ 15.000,00	Takes place in San Salvador, according to ISPO recommendations
UDB teachers airfares for introduction and exams	6	\$ 1.300,00	2	\$ 15.600,00	Traveling from San Salvador to Bogotá
UDB teachers Perdiems for introduction and exams	70	\$ 97,30	2	\$ 13.622,00	Traveling from San Salvador to Bogotá
ISPO certification examiners airfares	1	\$ 1.300,00	3	\$ 3.900,00	
ISPO certification examiners perdiems	12	\$ 108,00	2	\$ 2.592,00	
Laboratory usage rights	0	\$ 200,00	1	\$ -	At Don Bosco School in Bogotá
Total				\$ 330.095,08	

ISPO Certification exam in Bogotá:

ITEM	UNIT/ DAY	COST US\$	No. STUDENTS	TOTAL	Notes
Tuition and educational material	0	\$ 600,00	30	\$ -	To be paid to UDB
Practice and examinations materials	0	\$ 1.800,00	30	\$ -	to be transferred to UDB
Air fare for students from outside Bogotá	6	\$ 400,00	26	\$ 62.400,00	To attend introductory sessions and examinations in Bogotá
Perdiem for students from outside Bogotá	70	\$ 97,30	26	\$ 177.081,08	To attend introductory sessions and examinations in Bogotá
Degree rights	1	\$ -	30	\$ -	to be transferred to UDB
ISPO certification exam students airfare	1	\$ 400,00	26	\$ 10.400,00	Takes place in Bogotá
ISPO certification exam students perdiem	10	\$ 97,30	26	\$ 25.298,00	Takes place in Bogotá
UDB teachers airfares for introduction and exams	6	\$ 1.300,00	2	\$ 15.600,00	Traveling from San Salvador to Bogotá
UDB teachers Perdiems for introduction and exams	70	\$ 97,30	2	\$ 13.622,00	Traveling from San Salvador to Bogotá
ISPO certification examiners airfares	1	\$ 1.300,00	3	\$ 3.900,00	
ISPO certification examiners perdiems	12	\$ 108,00	2	\$ 2.592,00	
Laboratory usage rights	0	\$ 200,00	1	\$ -	At SENA School in Bogotá
Total				\$ 310.893,08	

Timeline: The first Group of 15 students will start by 15 July 2010 and will finish by 1 August 2012, eleven (11) after the termination of the award.

MODULE 1				
INTRODUCTION WEEK	1 week	15/07/2010	21/07/2010	
MODULE 1	15 week	22/07/2010	03/11/2010	
EXAMINATION MODULE 1	1 week	04/11/2010	10/11/2010	
RECESS	4 week	11/11/2010	08/12/2010	
MODULE 2				
INTRODUCTION WEEK	1 week	09/12/2010	15/12/2010	
MODULE 2	15 week	16/12/2010	30/03/2011	
EXAMINATION MODULE 2	1 week	31/03/2011	06/04/2011	
RECESS	4 week	07/04/2011	04/05/2011	
MODULE 3				
INTRODUCTION WEEK	1 week	05/05/2011	11/05/2011	
MODULE 3	15 week	12/05/2011	24/08/2011	
EXAMINATION MODULE 3	1 week	25/08/2011	31/08/2011	
RECESS	4 week	01/09/2011	28/09/2011	
MODULE 4				
INTRODUCTION WEEK	1 week	29/09/2011	05/10/2011	
MODULE 4	15 week	06/10/2011	18/01/2012	
EXAMINATION MODULE 4	1 week	19/01/2012	25/01/2012	
RECESS	4 week	26/01/2012	22/02/2012	
MODULE 5				
INTRODUCTION WEEK	1 week	23/02/2012	29/02/2012	
MODULE 5	15 week	01/03/2012	13/06/2012	
EXAMINATION MODULE 5	1 week	14/06/2012	20/06/2012	
RECESS	4 week	21/06/2012	18/07/2012	
CERTIFICATION EXAM	2 week	19/07/2012	01/08/2012	

Risks: As stated with the second scenario, the biggest risk is that by July 2010 SENA will still have problems getting on board. This is a very high possibility, given the presidential elections in June 2010, and the fact that all public servants will be forced to resign.

In budgetary terms, the final recommendations by ISPO to hold certification exams in San Salvador increase the projected budget in nearly US\$ 50,000.