



**USAID**  
FROM THE AMERICAN PEOPLE

## Consolidation and Enhanced Livelihoods Initiative for the Northern and Southern Regions (CELI N/S)



**2014**

**QUARTERLY REPORT  
(JULY - SEPTEMBER)  
ANNUAL SUMMARY**



CHEMONICS

#### CONTACTS IN CHEMONICS

Marcos Moreno: Chief of Party

Jose Felix Montoya: Deputy Chief of Party

Maria Paula Vargas González: Finance and Operations Director

Calle 90 No. 13A – 20, 5<sup>th</sup> Floor, Office 503, Bogotá D.C., Colombia

Tel: 57-1 - 5302805

#### SUBMITTED TO:

David Alejandro Huertas

Contracting Officer's Representative (COR)

**Contract No. AID – 514 – C – 12 - 00001**

#### **Cover Photograph**

The Foundation for Alternative and Sustainable Development of Alto Sinú (Córdoba) Provides Technical Assistance to Small Cocoa Producers in Tierralta (Córdoba).

#### *Note*

The opinions of the authors of this report do not necessarily represent the points of view of the United States Agency for International Development (USAID) or the United States Government.

# TABLE OF CONTENTS

- Acronyms.....4**
  
- Section I Executive Summary.....5**
  
- Section II Regional and National Context.....6**
  
- Section III Investment and Leveraged Funds Report.....8**
  
- Section IV Components and Crosscutting Initiatives .....15**
  
- Section V Monitoring and Evaluation (M & E).....29**
  
- Section VI Transforming Lives.....33**
  
- Section VII Financial Performance.....34**
  
- Section VIII Annual Summary Report FY 2014.....37**
  - Annual Regional and National Context.....38**
  - Program Progress during FY 2014.....41**
  - Components and Crosscutting Initiatives.....45**
  - Monitoring and Evaluation (M & E) .....53**
  - Financial Performance.....55**
  
- Appendix A Project Overview.....57**
  
- Appendix B Quarterly Security Report .....58**

# ACRONYMS

ACATA	Cocoa Producers Association of Tarazá (Antioquia)
ACTIVA G-10	Farming Cooperative of Tierralta and Valencia (Córdoba)
AF	Activity Fund
ANDI	National Association of Businessmen and Women of Colombia
APC	Colombian Presidential Agency of International Cooperation
APROACA	Cocoa Producers Association of Cáceres (Antioquia)
ASCABIA	Latex Producers Association of Cargueros and Bijagual-Nechí (Antioquia)
ASOBOSQUES	Family Producers Association of Guardabosques-Nechí (Antioquia)
ASOCAVAL	Cocoa Producers Association of Valdivia (Antioquia)
ASOCOMUNAL	Association of <i>Juntas de Acción Comunal</i> (JACs)
ASOGAUCA	Livestock Producers Association of Bajo Cauca and Alto San Jorge (Antioquia/Córdoba)
ASOGRANOPAZ	Grain Producers Association of the Pacific (Tumaco-Nariño)
ASOMUBRI	Women's Association of Briceño (Antioquia)
ASOMUCA	Women's Association of Caucaasia (Antioquia)
BANCOLDEX	Colombian Foreign Trade Bank
CLIN	Cost Line Item Number
COAGROPACIFICO	Agriculture Cooperative of the Pacific (Tumaco-Nariño)
CODESARROLLO	Foundation Based in Medellín
COGANORI	Livestock Cooperative of Anorí (Antioquia)
COMCACAOT S.A.S	Cocoa Marketing Organization in Tumaco (Nariño)
COOLEBRI	Milk Producers Cooperative of Briceño (Antioquia)
CORANTIOQUIA	Corporation for the Development of Antioquia
CORPOICA	Colombia's Agricultural Research and Investigation Organization
DPS	Department for Social Prosperity
EPSAGRO	Technical Assistance Certification (MADR)
ESAP	Superior School of Public Administration
FEDECACAO	National Federation of Cocoa Producers
FIS	Foundation for Social Investment
FY	Fiscal Year
GOC	Government of Colombia
INCODER	Colombia's Rural Development Institute
INDEPORTES	Department-level Institute of Sports (Antioquia)
INTEGRASINU	Foundation for Alternative and Sustainable Development of Alto Sinú (Córdoba)
IGAC	Agustin Codazzi Geographic Institute (Government Mapping Agency)
JAC	Junta(s) de Acción Comunal (legally recognized neighborhood associations)
LOC	Letter of Credit
LOP	Life of Project
MADR	Ministry of Agriculture and Rural Development
MinCultura	Ministry of Culture
MinDefensa	Ministry of Defense
MinHacienda	Ministry of Finance
MinInterior	Ministry of Interior
MinTransporte	Ministry of Transportation
M&E	Monitoring and Evaluation
PCI	Program Against Illicit Crops
RECOMPAS	Network of Afro-descendent Collective Landholdings in Tumaco (Nariño)
SENA	National Learning Service
TEC	Total Estimated Cost
UACT	Administrative Unit for Territorial Consolidation
URT	Land Restitution Unit
VEO	Evaluation of Organizational Capacity

# SECTION I

## EXECUTIVE SUMMARY

During FY 2014 – Q4, the Consolidation and Enhanced Livelihoods Initiative – North/South (CELI N/S)<sup>1</sup> continued to support the Government of Colombia’s (GOC) efforts to improve governance, stimulate sustainable economic development, and encourage licit lifestyles free from conflict and violence against the backdrop of an extremely active and fluid political and security environment and the progressing Havana peace talks between the Government of Colombia (GOC) and the Revolutionary Armed Forces of Colombia (FARC).

During FY 2014 – Q4, CELI N/S advanced in implementing project activities. For instance in Antioquia and Córdoba, CELI N/S closed out a project activity with the University of Antioquia that held training and capacity building workshops for more than 400 community leaders, 700 public servants, and 111 elected council members in 15 target municipalities. The purpose of these workshops was twofold. First, they aimed help civil society actors exercise their legally sanctioned oversight functions of elected and other municipal officials; and second, they assisted public servants and elected officials in public planning and accessing and administering public resources. Section IV details project advances by programmatic component and crosscutting initiative during the quarter.

CELI N/S also continued its focus to help the rural sectors of the 16 prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño) advance toward sound economic growth and restructure public and private investment towards their historically neglected rural communities. To this end, CELI N/S increased committed investment in six distinct agricultural value chains by nearly US\$1.9 million, bringing total committed investment to US\$15.5 million in 19 distinct value chains. Additionally, CELI N/S’s project activities have contributed to leveraging a total of US\$107 million in public and private investment for the 16 prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño). Specifically during the quarter, CELI N/S helped to leverage US\$7.8 in public funds and US\$5 million in private funds. Section III details specific information on project investment and leveraged funds.

Finally during FY 2014 – Q3, CELI N/S invoiced US\$3.1 million in CLIN 2 and CLIN 3, bringing total invoicing during the life of the contract to US\$28.6 million. CELI N/S also submitted 46 activities for review and approval, including 42 grants and four non-grants, for implementation in the 16 target municipalities of Antioquia, South of Córdoba, and Tumaco (Nariño). This brings the total approved activities since project start-up to 511, representing approximately US\$43.6 million in approved USAID funds.<sup>2</sup>

---

<sup>1</sup> For more information on the Consolidation and Enhanced Livelihoods Initiative – North/South (CELI N/S), please refer to “Project Purpose” in Appendix A.

<sup>2</sup> CELI N/S has obtained USAID/Colombia approval for a total of 511 activities representing US\$43.6 million in approved USAID funds. However, 18 activities have been cancelled since project start-up, leaving 493 activities in either the on-going or completed phases as shown in Table 9. As reported in Table 11, USAID committed funds related to these 493 activities total US\$41.9 million.

# SECTION II

## REGIONAL AND NATIONAL CONTEXT

During the fourth quarter of FY 2014, peace negotiations in Havana between the rebel group FARC and the GOC failed to reach an agreement on the fourth point (victims' rights and reconciliation) of a five-point agenda, but talks appeared to progress on the topic during the quarter, especially after the visit of three delegations of victims to Havana. While a final agreement has yet to materialize, several events took place during the quarter that point to a drawdown of Colombia's fifty-year armed conflict, including the creation of three commissions to study the conflict's origins, to incorporate a gender perspective into the final agreement, and to negotiate disarmament and a bilateral ceasefire. Additionally, the public and the private sector turned its attention to building national consensus for the peace process with Colombia's largest business association ANDI introducing the "*Soy Capaz*" campaign and with the GOC releasing details on the full agreements reached to date between the negotiating parties in Havana. Finally, security continued to remain a top concern for project staff during the quarter, especially given that media and regional news reported on an agreement between the rebel group FARC and the criminal band *Clan Úsuga* in CELI N/S territories.

Having survived an intense presidential campaign for reelection and been sworn in for a second term as president on August 7, 2014, President Santos used his inaugural address to defend the peace process and set an agenda over the next four years that supports social investments in education, poverty alleviation, and inequality reduction, which he argued are critical policies for transitioning the country from conflict to peace. Amid mounting political and public pressure to speed up the negotiating process, both parties in Havana announced, shortly after the president's inauguration, an agreement to launch three commissions to address the end of conflict, particularly disarmament and a bilateral ceasefire, the incorporation of gender in the final agreement, and the origins of Colombia's five-decade armed conflict. The first commission focuses on the end of conflict and is composed of high-level military officials in the process. The second commission resembles a truth commission and is composed of experts who will document the origins of Colombia's armed conflict and its impact on the population. Finally, the third commission serves to incorporate a gender perspective, particularly the equal participation of men and women, in post-conflict construction.

While public opinion remains split on the peace process, a recent Gallup poll released in September 2014 pointed toward greater public trust in negotiations. For instance, 60% of respondents believe that President Santos made the right decision to initiate dialogue with the country's oldest and largest rebel group while 40% disagree. However, the central message put forward by the opposition about the peace process led by former president and current senator Alvaro Uribe overwhelmingly polls well with the Colombian public. For example, 80% of those polled oppose demobilized FARC members avoiding jail and participating in the political process. Additionally, public confidence and trust in the FARC is low with 80% doubting the FARC will make an effort to provide reparations to its victims.

Part of an effort to counter the opposition's messaging against the peace process and encourage greater public accord on negotiations, Santos announced the full release of the agreements reached to date on: (a) agrarian reform, (b) political participation, and (c) illicit drugs. Given that Santos must convince the public to support the final agreement in a national referendum, the release of this information and other public relations maneuvers, like the "*Soy Capaz*" movement, indicate that the process in Havana is advancing and that several parties, including the GOC, FARC, and the private sector, are interested in ending Colombia's fifty-year armed conflict. By launching the "*Soy Capaz*" movement, Colombia's largest

business association ANDI is committing a large majority of Colombia's private sector to supporting the peace process. Incorporating some 180 recognized brands, the "Soy Capaz" campaign and its private partners will be identified in supermarkets and other public places with slogans as to why they are capable (or "Soy Capaz" in Spanish) of supporting the peace process and by using the same white labels for branding.

As for the public disclosure of the three agreements, the details of each accord largely support the information previously provided by the government but present more specific examples of investments to be made in the transition to a post-conflict country. Briefly, for example, rural agrarian reform places an emphasis on economic development led by community-based organizations. It also calls for investments in land restoration and rights and large-scale public works projects, like improving irrigation, electricity, health services, and education. Also, the agreement includes support for producers associations that band together small producers and help them sell their products at a fair price to local and regional markets. On the issue of illicit drugs, the agreement calls for a two-year voluntary crop substitution plan and preference for a manual eradication program in place of a forced one. This agreement also treats drug addiction as a public health issue and looks to provide addicts with rehab options. Finally, the agreement on political participation reserves congressional representation for zones most affected by Colombia's armed conflict, allows equal access for political actors to government-backed media, and promotes greater inclusion of local populations in political decision-making and affairs.

While the first three agreements have been negotiated, each accord is dependent on the negotiation of a comprehensive agreement. To this point, progress between the two parties on reaching an accord on victims' rights has been slow during the quarter. In July 2014, the FARC and GOC agreed on the participation of victims in negotiations. It is expected that some five delegations of 12 victims will visit Havana to meet with their victimizers and represent the more than six million victims impacted by Colombia's armed conflict. Since July 2014, three delegations of victims have travelled to Havana to meet with their victimizers.

The security context, while complex and fluid, has not impeded significant progress in the implementation of CELI N/S activities during the quarter. The major security-related development during the quarter points to an alliance between the country's largest rebel group FARC and the neo-paramilitary armed group *Clan Úsuga* in Córdoba and Antioquia. Following the death of police officers and news about others being targeted in the region, media and the GOC have suggested that *Clan Úsuga* is paying a bounty to kill police. These developments will continue to be monitored by CELI N/S staff and discussed in monthly security meetings with regional staff and project beneficiaries.

For a concise breakdown of security-related events that occurred in CELI N/S prioritized municipalities during the quarter, please refer to Appendix B.

# SECTION III

## CELI N/S COMMITTED INVESTMENT AND LEVERAGED FUNDS REPORT

The following section provides details about CELI N/S's committed investments and leveraged funds. The investment section will provide information about the amount and type of committed project investment, including public and private counterpart funding, by region, component, and municipality. The investment section will also illustrate the geographic distribution of CELI N/S committed investment by region and municipality. Subsection (a) details CELI N/S committed investment in distinct agricultural value chains broken down by fiscal year and quarter.

The leveraged funds section will highlight funding leveraged from public and private sources during the quarter and cumulatively from the start of the project.

### CELI N/S Cumulative and Quarterly Investment Report<sup>3</sup>

#### Cumulative Project Investment Committed by Region, Component, and Municipality

Table I - Cumulative Project Investment Committed by Region

Cumulative Project Investment as of September 30, 2014				
Region	CELI N/S	Public Counterparts	Private Counterparts	TOTAL
Antioquia	\$ 20,022,952	\$ 25,765,701	\$ 18,973,086	\$ 64,761,739
Córdoba	\$ 10,568,821	\$ 7,398,571	\$ 13,247,272	\$ 31,214,663
Tumaco	\$ 10,618,875	\$ 9,981,680	\$ 9,930,948	\$ 30,531,503
Other	\$ 776,775	\$ 472,021	\$ 56,862	\$ 1,305,658
<b>TOTAL</b>	<b>\$ 41,987,422</b>	<b>\$ 43,617,973</b>	<b>\$ 42,208,167</b>	<b>\$ 127,813,563</b>



<sup>3</sup> The "other" category referred to in the tables of Section III reflect investment that cannot be classified as part of a particular region or municipality. These "other" investments include activities that (a) assisted in the elaboration of development plans for CELI N/S potential areas of expansion (Catatumbo and Putumayo), (b) activities that supported Colombia's Administrative Unit for Territorial Consolidation in Catatumbo and Putumayo, and/or (c) other activities that benefit various municipalities like supporting Colombia's Land Restitution Unit and sponsoring a workshop in coordination with the Government of Colombia (GOC) to share lessons learned from USAID programs.

**Table 2 – Cumulative Project Investment Committed by Component and Region**

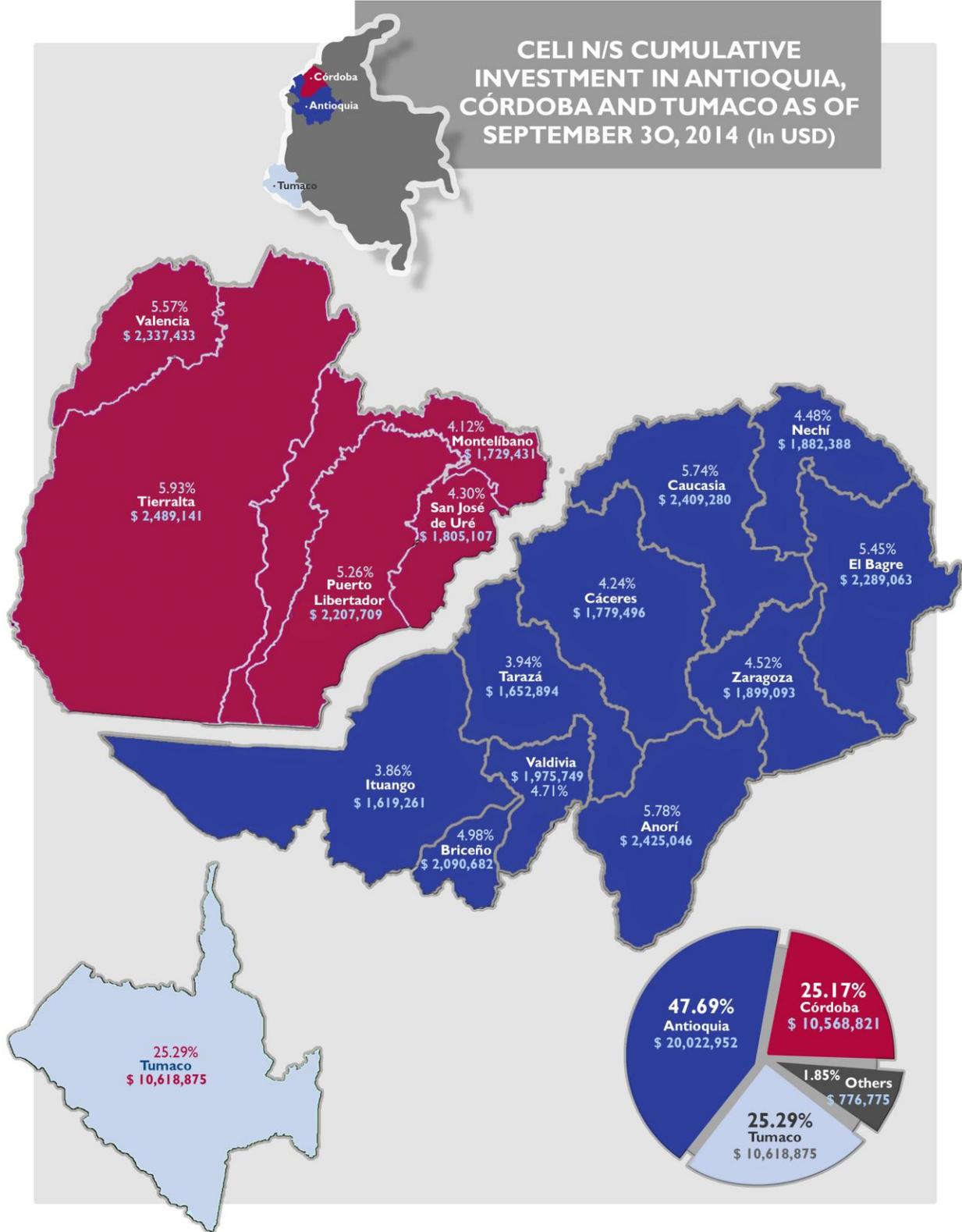
Cumulative Project Investment by Component as of September 30, 2014				
Component/Region	CELI N/S	Public	Private	TOTAL
		Counterparts	Counterparts	
<b>Foster Economic Development</b>	\$ 20,016,162	\$ 18,005,767	\$ 40,005,496	\$ 78,027,425
Antioquia	\$ 9,312,012	\$ 8,065,140	\$ 17,829,967	\$ 35,207,119
Córdoba	\$ 5,662,378	\$ 3,458,288	\$ 12,861,005	\$ 21,981,671
Tumaco	\$ 5,041,772	\$ 6,482,340	\$ 9,314,524	\$ 20,838,635
<b>Improved Governance</b>	\$ 7,156,027	\$ 15,122,142	\$ 434,255	\$ 22,712,424
Antioquia	\$ 3,090,401	\$ 13,864,050	\$ 145,157	\$ 17,099,608
Córdoba	\$ 1,577,751	\$ 466,680	\$ 180,520	\$ 2,224,950
Tumaco	\$ 2,070,615	\$ 724,613	\$ 76,378	\$ 2,871,605
Other	\$ 417,261	\$ 66,800	\$ 32,200	\$ 516,261
<b>Social Infrastructure</b>	\$ 9,261,365	\$ 7,636,808	\$ 814,848	\$ 17,713,022
Antioquia	\$ 4,393,624	\$ 2,352,750	\$ 462,398	\$ 7,208,772
Córdoba	\$ 2,539,356	\$ 3,085,953	\$ 130,140	\$ 5,755,449
Tumaco	\$ 2,328,385	\$ 2,198,106	\$ 222,310	\$ 4,748,801
<b>Increased Social Capital</b>	\$ 4,463,107	\$ 1,763,614	\$ 855,395	\$ 7,082,117
Antioquia	\$ 2,852,099	\$ 1,301,434	\$ 479,552	\$ 4,633,085
Córdoba	\$ 700,955	\$ 317,897	\$ 75,607	\$ 1,094,459
Tumaco	\$ 910,053	\$ 144,283	\$ 300,236	\$ 1,354,573
<b>Land</b>	\$ 1,090,760	\$ 1,089,641	\$ 98,173	\$ 2,278,574
Antioquia	\$ 374,817	\$ 182,327	\$ 56,012	\$ 613,156
Córdoba	\$ 88,380	\$ 69,754	\$ 0	\$ 158,134
Tumaco	\$ 268,050	\$ 432,338	\$ 17,500	\$ 717,888
Other	\$ 359,514	\$ 405,221	\$ 24,662	\$ 789,397
<b>TOTAL</b>	<b>\$ 41,987,422</b>	<b>\$ 43,617,973</b>	<b>\$ 42,208,167</b>	<b>\$ 127,813,563</b>

**Table 3 – Cumulative Project Investment Committed by Municipality<sup>4</sup>**

Cumulative Project Investment by Municipality as of September 30, 2014					
Municipality	CELI N/S	Public	Private	TOTAL	%
		Counterparts	Counterparts		
TUMACO	\$ 10,618,875	\$ 9,981,680	\$ 9,930,948	\$ 30,531,503	23.89%
TIERRALTA	\$ 2,489,141	\$ 2,255,476	\$ 4,012,968	\$ 8,757,585	6.85%
BRICEÑO	\$ 2,090,682	\$ 2,955,540	\$ 2,378,619	\$ 7,424,841	5.81%
VALENCIA	\$ 2,337,433	\$ 1,396,328	\$ 3,444,593	\$ 7,178,354	5.62%
ANORI	\$ 2,425,046	\$ 2,376,384	\$ 2,190,103	\$ 6,991,533	5.47%
VALDIVIA	\$ 1,975,749	\$ 2,858,968	\$ 1,969,460	\$ 6,804,177	5.32%
CACERES	\$ 1,779,496	\$ 2,718,783	\$ 2,282,796	\$ 6,781,075	5.31%
EL BAGRE	\$ 2,289,063	\$ 2,602,174	\$ 1,874,052	\$ 6,765,289	5.29%
ZARAGOZA	\$ 1,899,093	\$ 2,608,411	\$ 1,850,190	\$ 6,357,694	4.97%
CAUCASIA	\$ 2,409,280	\$ 2,159,504	\$ 1,740,846	\$ 6,309,630	4.94%
MONTELIBANO	\$ 1,729,431	\$ 2,127,454	\$ 2,400,898	\$ 6,257,783	4.90%
NECHI	\$ 1,882,388	\$ 2,487,034	\$ 1,658,666	\$ 6,028,088	4.72%
TARAZA	\$ 1,652,894	\$ 2,559,050	\$ 1,598,945	\$ 5,810,889	4.55%
ITUANGO	\$ 1,619,261	\$ 2,439,852	\$ 1,429,410	\$ 5,488,523	4.29%
PUERTO LIBERTADOR	\$ 2,207,709	\$ 1,110,754	\$ 2,043,728	\$ 5,362,191	4.20%
SAN JOSE DE URÉ	\$ 1,805,107	\$ 508,559	\$ 1,345,085	\$ 3,658,751	2.86%
OTHER	\$ 776,775	\$ 472,021	\$ 56,862	\$ 1,305,658	1.02%
<b>TOTAL</b>	<b>\$ 41,987,422</b>	<b>\$ 43,617,973</b>	<b>\$ 42,208,167</b>	<b>\$ 127,813,563</b>	<b>100%</b>

<sup>4</sup> For project purposes, the Municipality of Tumaco (Nariño) is the only municipality in the Southern Region and therefore is characterized as both a region and municipality for reporting purposes.

## Geographic Distribution of CELI N/S Cumulative Committed Investment by Region and Municipality<sup>5</sup>

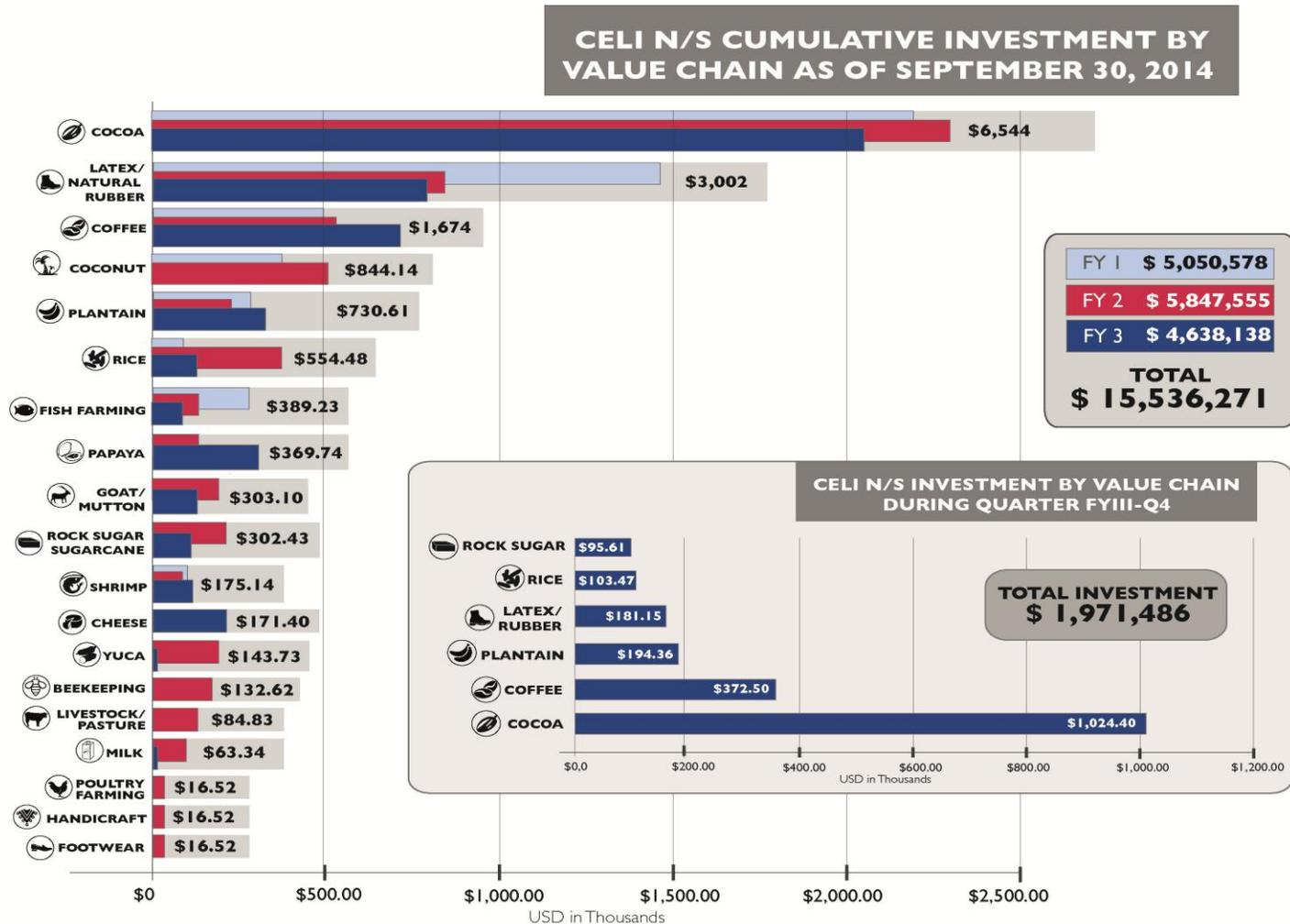


<sup>5</sup> This map only reflects CELI N/S committed investment in prioritized municipalities and regions. The corresponding percentage therefore only refers to CELI N/S committed investment.

**(a.) CELI N/S Value Chain Investment (Economic Development Component)**

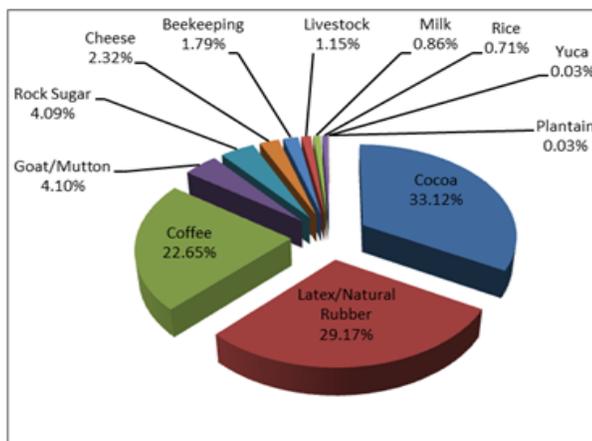
Subsection (a) details CELI N/S investment in agricultural value chains during the quarter, over the life of the project, and in each fiscal year. Subsection (a) also details CELI N/S cumulative investment committed in value chains by region. The cumulative funding committed in all 19 target value chains for the 16 prioritized municipalities presented below (US\$15.5 million) differs from value reported for the “foster economic development” component (US\$20 million). This is because the funds in the “foster economic development” component also include investment in financial services and other productive activities not directly associated with value chains.

**Graph I – CELI N/S Cumulative and Quarterly Investment in Value Chains**

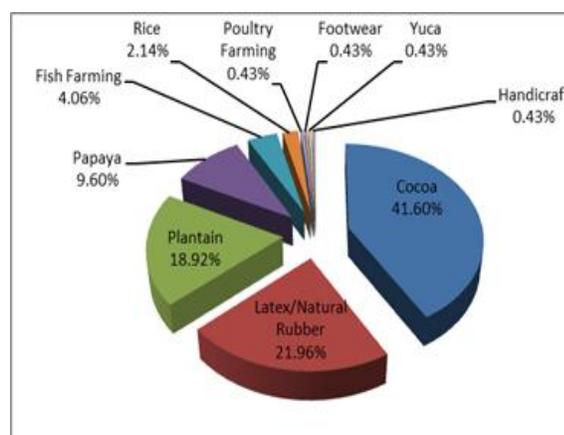


**Graph 2 – CELI N/S Cumulative Investment Committed in Value Chains by Region as of September 30, 2014**

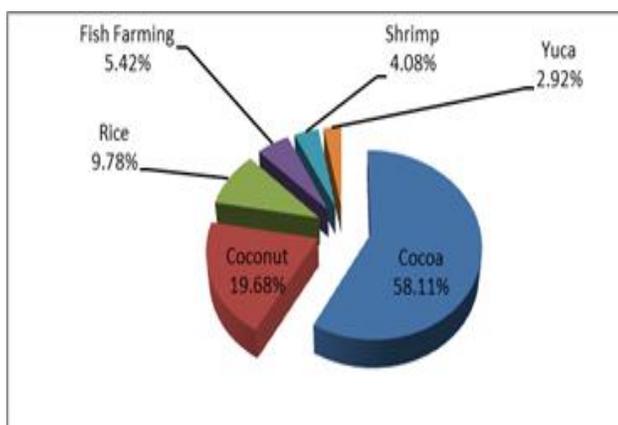
ANTIOQUIA		
Value Chain	Investment (USD)	%
Cocoa	\$ 2,449,306	33.12%
Latex/Natural Rubber	\$ 2,157,031	29.17%
Coffee	\$ 1,674,791	22.65%
Goat/Mutton	\$ 303,107	4.10%
Rock Sugar	\$ 302,434	4.09%
Cheese	\$ 171,410	2.32%
Beekeeping	\$ 132,629	1.79%
Livestock	\$ 84,830	1.15%
Milk	\$ 63,348	0.86%
Rice	\$ 52,549	0.71%
Yuca	\$ 1,894	0.03%
Plantain	\$ 1,894	0.03%
<b>TOTAL</b>	<b>\$ 7,395,223</b>	<b>100%</b>



CÓRDOBA		
Value Chain	Investment (USD)	%
Cocoa	\$ 1,602,186	41.60%
Latex/Natural Rubber	\$ 845,825	21.96%
Plantain	\$ 728,716	18.92%
Papaya	\$ 369,750	9.60%
Fish Farming	\$ 156,561	4.06%
Rice	\$ 82,403	2.14%
Poultry Farming	\$ 16,520	0.43%
Footwear	\$ 16,520	0.43%
Yuca	\$ 16,520	0.43%
Handicraft	\$ 16,520	0.43%
<b>TOTAL</b>	<b>\$ 3,851,521</b>	<b>100%</b>



TUMACO		
Value Chain	Investment (USD)	%
Cocoa	\$ 2,492,702	58.11%
Coconut	\$ 844,147	19.68%
Rice	\$ 419,531	9.78%
Fish Farming	\$ 232,678	5.42%
Shrimp	\$ 175,146	4.08%
Yuca	\$ 125,323	2.92%
<b>TOTAL</b>	<b>\$ 4,289,526</b>	<b>100%</b>



## CELI N/S Public and Private Leveraged Funds<sup>6</sup>

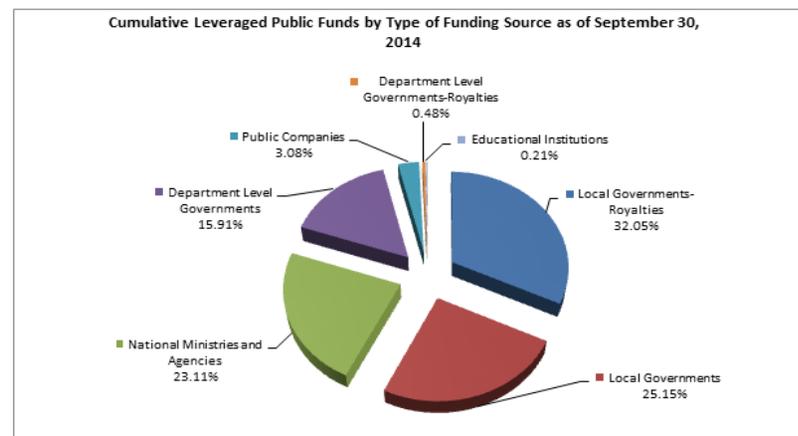
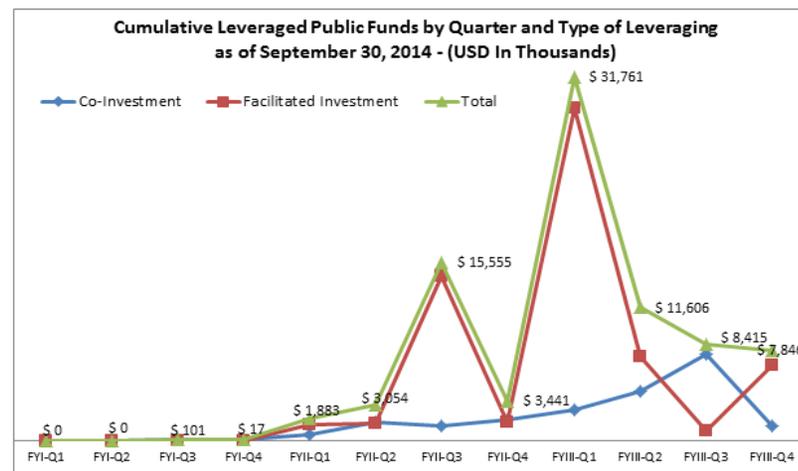
### (a.) CELI N/S Cumulative and Quarterly Public Leveraged Funds

Graph 3 – Cumulative Leveraged Public Funds by Funding Source and by Quarter<sup>7</sup>

Cumulative Leveraged Public Funds by Funding Source	Value (COP)	Value (USD)	%
Local Governments-Royalties	\$ 48,278,248,851	\$ 26,821,249	32.1%
Local Governments	\$ 37,881,742,496	\$ 21,045,412	25.2%
National Ministries and Agencies	\$ 34,802,550,555	\$ 19,334,750	23.1%
Department Level Governments	\$ 23,961,672,789	\$ 13,312,040	15.9%
Public Companies	\$ 4,645,539,313	\$ 2,580,855	3.1%
Department Level Governments-Royalties	\$ 728,652,136	\$ 404,807	0.5%
Educational Institutions	\$ 322,449,505	\$ 179,139	0.2%
<b>TOTAL</b>	<b>\$ 150,620,855,644</b>	<b>\$ 83,678,253</b>	<b>100%</b>

Leveraged Public Funds by Funding Source (Co-Investment)	Value (COP)	Value (USD)	%
Local Governments	\$ 20,786,024,247	\$ 11,547,791	55.0%
National Ministries and Agencies	\$ 13,610,527,129	\$ 7,561,404	36.0%
Department Level Governments	\$ 1,868,635,009	\$ 1,038,131	4.9%
Public Companies	\$ 479,884,055	\$ 266,602	1.3%
Department Level Governments-Royalties	\$ 728,652,136	\$ 404,807	1.9%
Educational Institutions	\$ 317,169,505	\$ 176,205	0.8%
<b>TOTAL</b>	<b>\$ 37,790,892,081</b>	<b>\$ 20,994,940</b>	<b>100%</b>

Leveraged Public Funds by Funding Source (Facilitated Investment)	Value (COP)	Value (USD)	%
Local Governments-Royalties	\$ 48,278,248,851	\$ 26,821,249	42.8%
Department Level Governments	\$ 22,093,037,780	\$ 12,273,910	19.6%
National Ministries and Agencies	\$ 21,192,023,426	\$ 11,773,346	18.8%
Local Governments	\$ 17,095,718,249	\$ 9,497,621	15.2%
Public Companies	\$ 4,165,655,258	\$ 2,314,253	3.7%
Educational Institutions	\$ 5,280,000	\$ 2,933	0.005%
<b>TOTAL</b>	<b>\$ 112,829,963,564</b>	<b>\$ 62,683,313</b>	<b>100%</b>

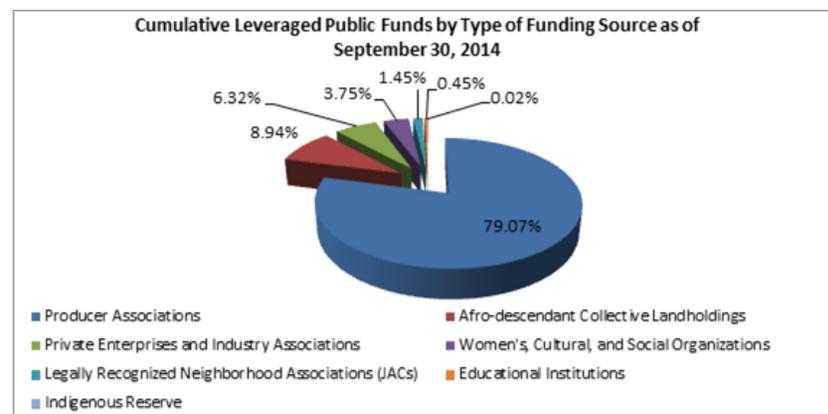
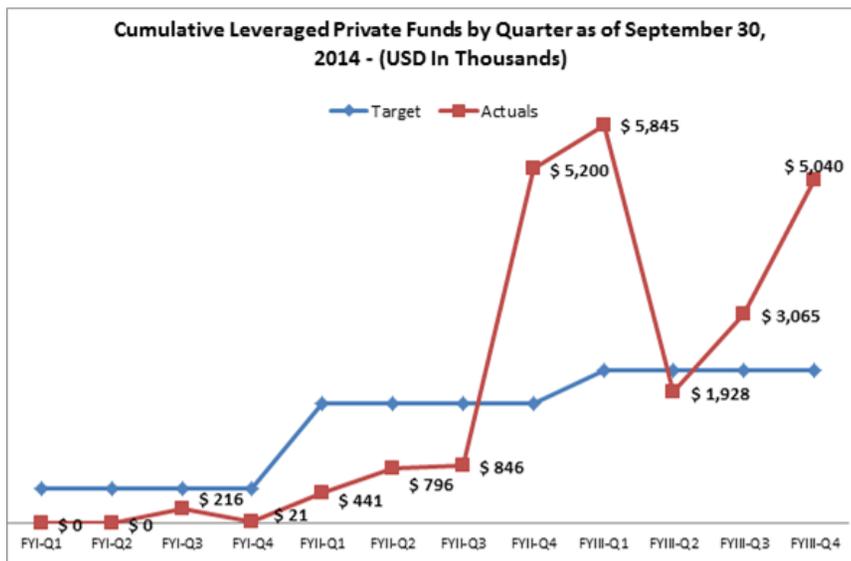


<sup>6</sup> Graphs 3 & 4 detail leveraged public and private funds by quarter and cumulative leveraged funds since project start-up. Sharp quarterly fluctuations correlate with inscription periods to access government resources and reporting periods.

<sup>7</sup> Graph 3 categories include a variety of public funding sources that have been truncated for graphing purposes. Specific funding sources are broken down in the following manner: a. Local governments - royalties include government revenue directed from oil, gas, coal, and gold concessions to municipalities; b. Local governments include the 16 municipal level governments where CELI N/S operates and local hospitals; c. Department level governments – royalties include government revenue directed from oil, gas, coal, and gold concessions to departments; d. Department level governments include the department governments of Antioquia and Nariño; e. Public companies include municipal, departmental, and national public companies, like ECOPETROL, CORANTIOQUIA, Empresa de Vivienda de Antioquia VIVA, INDEPORTES Antioquia, and Aguas de Tumaco (Nariño); f. National ministries and agencies include the Ministry of Agriculture and Rural Development (MADR), Colombia's Administrative Unit for Territorial Consolidation (UACT), Colombian Foreign Trade Bank - Banca de Oportunidades (BANCOLDEX), Colombia's Rural Development Institute (INCODER), Agustín Codazzi Geographic Institute (IGAC), Colombia's Program Against Illicit Crops (PCI), MinCultura, MinDefensa, Colombia's Presidential Agency of International Cooperation (APC), Colombia's Department for Social Prosperity (DPS), MinTransporte, MinHacienda, MinInterior, and Colombia's Land Restitution Unit (URT); g. Educational institutions include local, departmental, and national institutions like the Universidad de Antioquia, Universidad de Nariño, SENA, ESAP, and local schools.

(b.) CELI N/S Cumulative and Quarterly Private Leveraged Funds

Graph 4 – Cumulative Leveraged Private Funds by Funding Source and by Quarter<sup>8</sup>



Cumulative Leveraged Private Funds by Funding Source	Value (COP)	Value (USD)	%
<b>Producer Associations</b>	\$ 33,299,556,520	\$ 18,499,754	79.1%
<b>Afro-descendant Collective Landholdings</b>	\$ 3,762,868,500	\$ 2,090,483	8.9%
<b>Private Enterprises and Industry Associations</b>	\$ 2,661,242,192	\$ 1,478,468	6.3%
<b>Women's, Cultural, and Social Organizations</b>	\$ 1,580,883,553	\$ 878,269	3.8%
<b>Legally Recognized Neighborhood Associations (JACs)</b>	\$ 611,464,140	\$ 339,702	1.5%
<b>Educational Institutions</b>	\$ 187,765,632	\$ 104,314	0.4%
<b>Indigenous Reserve</b>	\$ 8,077,300	\$ 4,487	0.02%
<b>TOTAL</b>	<b>\$ 42,111,857,837</b>	<b>\$ 23,395,477</b>	<b>100%</b>

<sup>8</sup> It is important to note that the "education institutions" category is double listed in both private and public leveraged funds due to the nature of their funding and composition. Specifically for Graph 4, the "education institutions" category includes Fundación Universitaria Católica del Norte, Universidad Católica de Oriente, ICESI Universidad, and Universidad Pontificia, which are all privately funded.

# SECTION IV

## COMPONENTS AND CROSSCUTTING INITIATIVES

### Overall Summary of Significant Events during this Quarter:

- Afro-Colombian Producers in Tumaco (Nariño) Export their First Container of 25 Tons of Cocoa Worth US\$82,000 to Europe. In September 2014, two local cocoa marketing businesses and one producers association— Chocolate Tumaco, its partner organization Palma Sur, and COMCACAOT S.A.S. – from the conflict-affected Municipality of Tumaco (Nariño) exported their first container of 25 tons of high-quality aromatic cocoa valued at approximately US\$82,000 to Valencia, Spain. To make this first export possible, CELI N/S helped to partner small Afro-Colombian producers with the Colombian-based cocoa marketer Mariana Cocoa Export to boost quality control and production standards required for export. In addition to improving quality control, CELI N/S helped to strengthen the capacity of producer-led cocoa marketing businesses, like Chocolate Tumaco and COMCACAOT S.A.S., to meet the local demands of cocoa production and improve linkages with national cocoa buyers. To this end, Chocolate Tumaco and COMCACAOT S.A.S. have successfully marketed more than 1,000 tons of cocoa valued at approximately US\$3.1 million to national buyers since the end of 2013.
- CELI N/S Partners with the University of Antioquia to Provide Capacity Building Workshops in Prioritized Municipalities. For a little over a year, the University of Antioquia and CELI N/S have held a series of training and capacity building workshops for more than 400 community leaders, 700 public servants, and 111 elected council members in 15 target municipalities of Antioquia and Córdoba. Community leaders came together in the workshops to better understand their role to advocate for citizens' rights and needs, participate in municipal planning and budgeting, and exercise their legally sanctioned oversight functions of elected and other municipal officials. Similarly, public servants and elected officials participated in capacity building exercises on public planning, accessing and administering public resources, legal hiring and contracting procedures, and identifying and designing inclusive public policy initiatives that effectively respond to community needs, especially those of often neglected populations like indigenous groups, victims, women, and Afro-Colombians.
- Two CELI N/S Supported Producers Associations Earn National Award for their High-Quality Cocoa. Since July 2014, the Switzerland-based and business-oriented NGO Swisscontact has been sampling some of Colombia's high-quality cocoa beans to be selected for the "Gold Cocoa" distinction. Having been supported by CELI N/S to improve production and quality control, four CELI N/S supported producers associations (three from Tumaco and one from Córdoba) were selected from nearly 70 producers associations to be among the ten finalists.<sup>9</sup> At an event hosted in Bogotá in September 2014 and attended by some of the world's largest cocoa buyers, like Dandelion, Walter Matter, Bonnat Chocolatier, and Guittard, Swisscontact announced that two CELI N/S supported producers associations - INTEGRASINU of Córdoba and COMCACAOT S.A.S of Tumaco - successfully earned the silver and bronze distinctions. To date, CELI N/S has helped more than 30 cocoa producers associations in Antioquia, Córdoba, and Tumaco (Nariño) work to improve each stage of the production and commercialization process and take an active role in boosting their productivity and revenue.

---

<sup>9</sup> The four CELI N/S producers associations selected to be among the ten finalists were: INTEGRASINU (Tierralta), two partners of the marketing consortium Chocolate Tumaco (CORPOTEVA and ACAPA), and COMCACAOT (Tumaco).

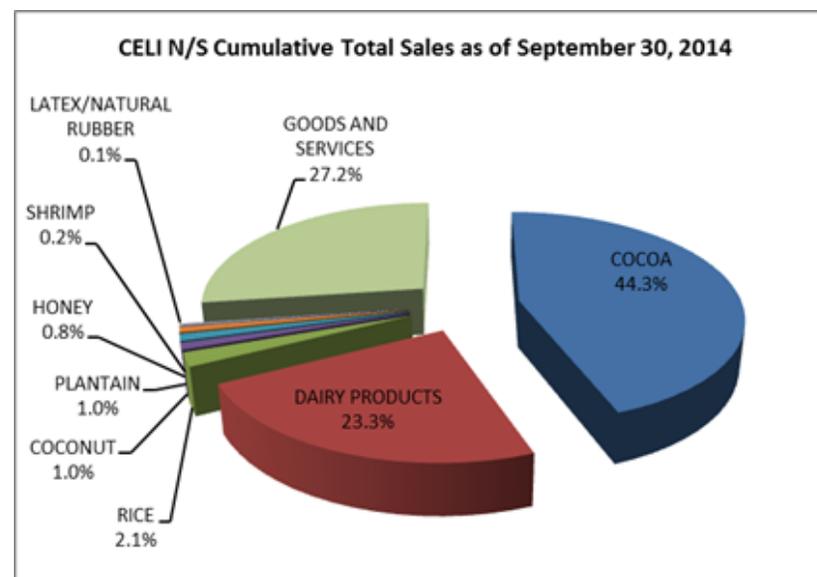
## Summary of Significant Events by Component during this Quarter:

### Foster Economic Development

- i. Table 4 shows incremental and cumulative total sales of CELI N/S supported value chains. CELI N/S has helped local organizations record US\$9.5 million in cumulative total sales and US\$7 million in cumulative incremental sales of key products and services across nine distinct value chains.<sup>10</sup> Graph 5 complements Table 4 but offers a detailed analysis of cumulative total sales of key products by organization as of September 30, 2014. For more information on sales by organization, please refer to Table 15 for key products and Table 16 for services in the Annual Report section.

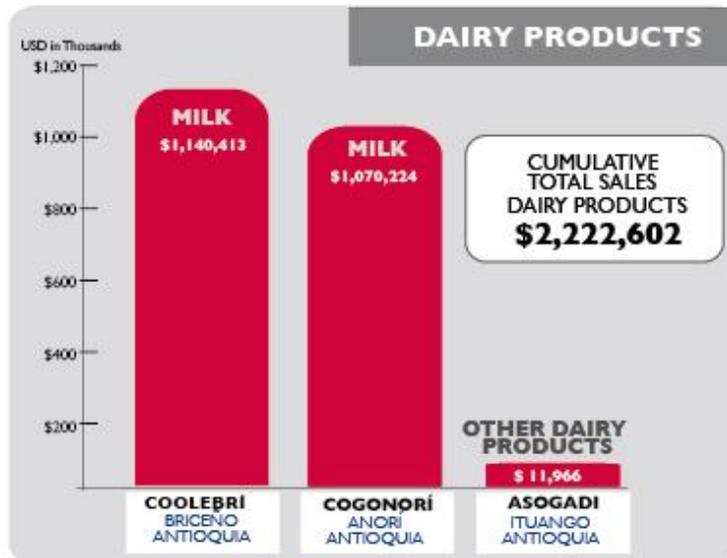
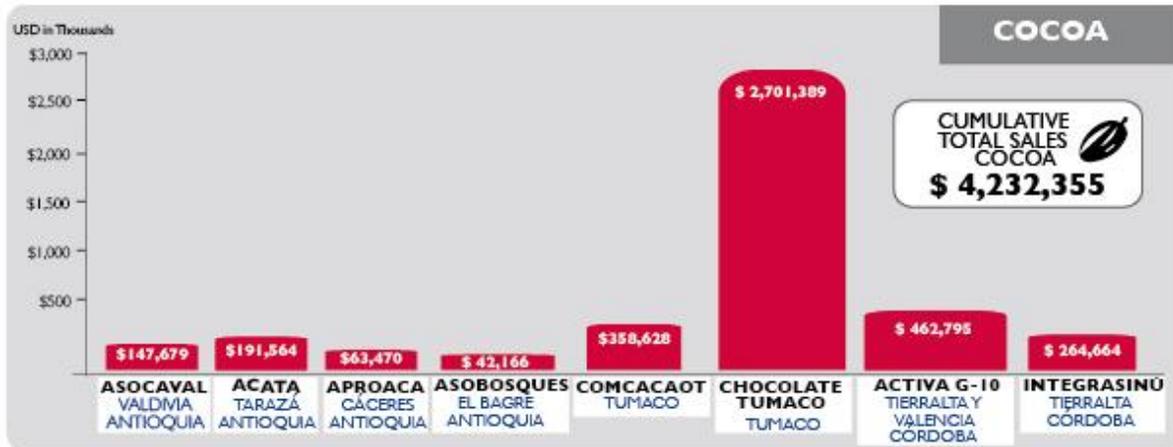
**Table 4 – Total and Incremental Sales by Product**

Product	Quarterly Incremental Sales (USD)	Cumulative Incremental Sales (USD)	Cumulative Total Sales (USD)
COCOA	\$ 971,957	\$ 3,975,918	\$ 4,232,355
DAIRY PRODUCTS	\$ 11,966	\$ 197,896	\$ 2,222,602
RICE	\$ 77,000	\$ 196,000	\$ 196,000
COCONUT	\$ 0	\$ 0	\$ 96,998
PLANTAIN	\$ 0	\$ 0	\$ 95,888
HONEY	\$ 0	\$ 39,378	\$ 78,976
SHRIMP	\$ 0	\$ 6,906	\$ 22,004
LATEX/NATURAL RUBBER	\$ 5,570	\$ 5,570	\$ 5,570
<b>Subtotal Key Products</b>	<b>\$ 1,066,493</b>	<b>\$ 4,421,668</b>	<b>\$ 6,950,395</b>
GOODS AND SERVICES	\$ 447,056	\$ 2,595,674	\$ 2,595,674
<b>Subtotal Goods and Services</b>	<b>\$ 447,056</b>	<b>\$ 2,595,674</b>	<b>\$ 2,595,674</b>
<b>TOTAL</b>	<b>\$ 1,513,549</b>	<b>\$ 7,017,342</b>	<b>\$ 9,546,069</b>



<sup>10</sup> For the purposes of this report, dairy products include both milk and cheese. This report considers milk and cheese as distinct value chains.

**Graph 5 – Cumulative Total Sales of Key Products by Producers Association as of September 30, 2014<sup>11</sup>**



<sup>11</sup> Other dairy products include only cheese for this report.

- ii. In September 2014, 27 Afro-Colombian cocoa producers visited the research farm of one of Colombia's two largest cocoa buyers Casa Luker. Coming together in Chinchiná, Caldas, participants explored various topics related to the production of well-processed aromatic cocoa, including a presentation on sanitary controls to prevent crop disease and a hands-on demonstration about how to best ferment and dry cocoa. To date, Casa Luker has hosted more than 180 small and medium producers from the prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño) at its research farm in the Department of Caldas.



Casa Luker Holds Workshops for Afro-Colombian Producers

- iii. On September 18 and 19 2014, CELI N/S hosted the Regional Cocoa Forum in Montería (Córdoba). The event brought together more than 70 leaders representing 23 small producers associations from Antioquia and Córdoba and representatives from several public and private entities including: large national cocoa buyers, like Casa Luker and Compañía Nacional de Chocolates; cocoa marketers, such as Mariana Cocoa; local and department governments, like the governments of Antioquia and Córdoba; and other national and regional institutions and organizations, including the National Federation of Cocoa Producers (FEDECACAO), Colombia's agricultural research and investigation organization (CORPOICA), the national technical trade school and education training service (SENA), and the University of Córdoba. Participants and local producers associations shared experiences about various topics, including improved quality control and production techniques to meet export requirements, marketing to national buyers, organizational strengthening, etc.
- iv. The livestock producers association ASOGAUCA achieved two important milestones in August 2014. First, after having executed a CELI N/S project that helped distribute 1050 ewes and 70 rams to more than 70 families in Cauca (Antioquia) and having provided technical training and assistance to small producers in the municipality on production, commercialization, and quality control, the livestock association ASOGAUCA was awarded a US\$200,000 services contract by the Government of Antioquia to continue supporting the mutton value chain in the department. Additionally, after having been certified as a technical service provider (EPSAGRO certification) by the Ministry of Agriculture and Rural Development (MADR), ASOGAUCA is now able to directly contract with the municipality and provide direct technical assistance to small producers. To this end, ASOGAUCA reached an agreement in August 2014 with the Municipality of Cauca worth US\$80,000 to implement its municipal-level technical assistance plan and provide assistance to 361 small producers in the form of ECAS (hands-on training workshops and field schools), regular field visits to help producers with crop management, and other important assistance.<sup>12</sup> To date, CELI N/S has worked with over 50 small producers associations to better market their technical expertise and services to the broader rural community and lead local economic development initiatives in their communities.
- v. The cocoa association of neighboring municipalities of Tierralta (Córdoba) and Valencia (Córdoba), ACTIVA G-10, earned the EPSAGRO certification and will now be able to directly contract with the local government, and other entities, to provide technical assistance to producers and access special funding reserved for organizations with this certification. To date, CELI N/S has helped two associations in Córdoba<sup>13</sup>, seven associations in Antioquia<sup>14</sup>, and six

<sup>12</sup> The two services contracts earned by ASOGAUCA are in the process of being reported and will be included in the next quarterly report.

<sup>13</sup> The associations in Córdoba are: ACTIVA G-10 and ASCAP.

<sup>14</sup> The associations in Antioquia are: ASOCAVAL, COOLEBRI, ACATA, APROACA, ASOBOSQUES, ASOGAUCA, and HEVEANCOR.

*Consejos Comunitarios* (Afro-descendent collective landholdings) in Tumaco (Nariño)<sup>15</sup> achieve EPSAGRO certification from the Ministry of Agriculture and Rural Development (MADR).

- vi. Two producers associations from Córdoba – ACTIVA G-10 and INTEGRASINU – and five associations from Antioquia (ASOCAVAL, ACATA, APROACA, ASAPA, ASOBOSQUES) came together to form the marketing consortium Chocolate Colombia. While the effort remains in the very early stages, Chocolate Colombia aims to purchase the cocoa of producers from Bajo Cauca (Antioquia) and Córdoba and market it to cocoa buyers in Colombia and elsewhere.
- vii. CELI N/S sponsors study tours, exchanges, and other learning opportunities at the national and international level as a way to strengthen the capacity of local and regional organizations to better represent their sectors, access markets, and increase revenue. For instance, CELI N/S sponsored the participation of ten people (six beneficiaries and four CELI N/S staff) for a cocoa study tour in Ecuador. Over the six-day period (August 25-30, 2014), the group participated in the II World Cocoa Convention in Guayaquil (Ecuador), a day trip to nearby cocoa plantations, and in over 20 cocoa workshops related to international market prices and the exportation of high-quality aromatic cocoa. Additionally, CELI N/S coordinated the logistics and submitted the approval request to sponsor the participation of four people (three beneficiaries and CELI N/S's DCOP) to attend the 20th *Salon du Chocolat* in Paris (France) and visit chocolatiers in Brussels (Belgium). This activity will take place during the last week of October 2014.



Cocoa Producers Reach Out to Lucrative Markets

- viii. In Tumaco (Nariño), CELI N/S continued to help small producers strengthen producer-buyer linkages and take an active role in boosting their productivity and revenue. To this end, CELI N/S held a workshop in Tumaco (Nariño) with a well known cocoa “Catador”, or taster in English, from Ecuador to help train and develop a group of 40 local “catadores” on how to best identify various types of cocoa and in turn provide technical assistance to other local producers on quality control. Additionally, the Technical Assistance Unit of *Consejo Comunitario Río Gualajo* (Afro-descendent collective landholding) and 22 producers attended a workshop in Puerto Tejada (Cauca) led by Colombia’s National Federation of Cocoa Producers (FEDECACAO). The purpose of the event was to share experiences and allow small farmers to attend a hands-on demonstration related to improving quality control. Finally, 65 small cocoa producers and crop specialists from *Consejo Comunitario La Nupa* (Afro-descendent collective landholding) attended an on-site workshop organized by Mariana Cocoa Export to improve crop management and learn improved techniques for quality control and increased marketability.

## Improve Governance and Civic Capacity

- i. In Córdoba, 141 people, including 52 women, representing oversight committees from 30 CELI N/S supported *Juntas de Acción Comunal* (local neighborhood associations) came together with national and regional representatives tasked with the oversight of public resources and officials, including those from the comptroller’s office (in Spanish *Contraloría General*), ombudsman’s office (in Spanish *Defensoría del Pueblo*), and the inspector general’s office (in Spanish *Procuraduría General*) to learn about the role of the citizenry in providing effective oversight and to formalize their role of providing oversight on public projects. Additionally in Córdoba, CELI N/S sponsored 25 young people and students from Tierralta (Córdoba) to attend the 15<sup>th</sup> annual

<sup>15</sup> The *Consejos Comunitarios* in Tumaco (Nariño) are: CC Río Rosario, CC Tablón Dulce, CC Tablón Salado, CC Río Gualajo, CC Rescate Las Varas, and CC La Nupa.

youth leadership forum of Córdoba held in Montelíbano (Córdoba). This event brought youth together from the Department of Córdoba to share leadership experiences, strengthen their participation in local and community activities, and better understand their rights in Colombia.

- ii. In Tumaco (Nariño), CELI N/S helped to leverage US\$6.2 million in public funds from the National Planning Department (in Spanish *Departamento Nacional de Planeación – DNP*) for the implementation of the Contract Plan – Nariño (in Spanish *Contrato Plan – Nariño*) and specifically to support several value chains, including cocoa, shrimp, and coconut, in Tumaco and along the Pacific coast of Nariño.

- iii. Additionally in Tumaco (Nariño), the Municipal Unit for Integral Development of Tumaco (UGDIM) successfully transitioned into ADEL - Tumaco, or the Local Development Agency of Tumaco. ADEL - Tumaco's founding members include 13 public and private partners, such as COMCACAOT, Chocolate Tumaco, Foundation BanColombia, Tumaco Fish, the municipal government, among others. These founding members will be expected to contribute one minimum monthly salary (approximately US\$342) to cover costs required for ADEL to make the transition and



remain operational. To make the transition possible, CELI N/S first partnered with Tumaco's municipal authorities in 2012 to help launch the UGDIM. After two years of support from CELI N/S, UGDIM has successfully worked with local authorities and leaders from *Consejos Comunitarios* (Afro-descendent collective landholdings), small producers associations, and other grassroots organizations, to present project proposals for available public funds, successfully accessing more than US\$14.7 million in royalty funding, US\$8.5 million in local municipal funding, and nearly US\$400,000 in funding from the Administrative Unit for Territorial Consolidation (UACT). UGDIM's transition into ADEL - Tumaco ensures future sustainability and continued funding to maintain its strong focus on generating alliances between the public and private sector and serving as a catalyst for public investment, especially for the rural sector of Tumaco (Nariño).

## Strengthen and Build Social Capital

- i. Since March 2014, CELI N/S and the Universidad ICESI and its Center for Cultural Industry have been selecting talent and cultural associations/groups in Tumaco (Nariño), many of which are composed of young people, to take part in a series of activities dedicated to transforming these groups into small, cultural businesses able to market a portfolio of services to a national and regional audience. During the month of September 2014, an estimated 40 young people forming part of 21 groups were identified from the initial 220 young men and women to participate in the second phase of the project. The second phase of the project aims to help these groups develop and organize their own business model based on their talents. This phase will begin during the next quarter.
- ii. In August 2014, the Afro-Colombian folklore and cultural preservation association of San José de Uré (Córdoba), AMASE, performed in the Santa Marta-based festival "Fiestas del Mar". Attendees watched the Afro-Colombian cultural heritage group present an engaging dance and music routine rooted in local Afro-Colombian tradition that dates back to the late nineteenth century. In an effort to preserve a rich cultural legacy and build upon a more than one hundred year old tradition in the Municipality of San José de Uré (Córdoba), AMASE and its 18 members,

a majority of whom are elderly women, plan to use events, like this festival, to increase their visibility and transform the cultural heritage association into a local business able to market a diverse portfolio of cultural goods and services.

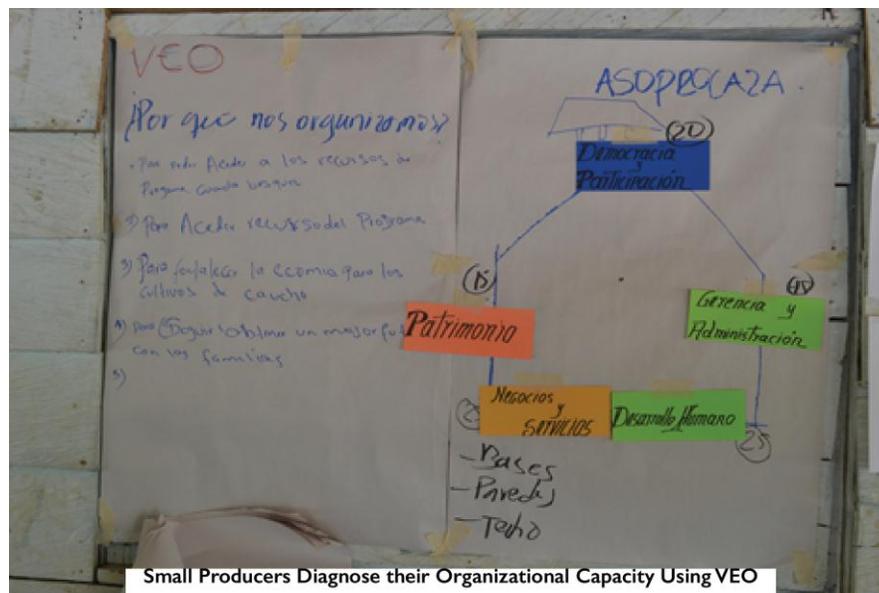
iii. **ICO/VEO**

CELI N/S uses a diagnostic monitoring tool referred to as VEO (*Valoración del Estado Organizacional*), or Evaluation of Organizational Capacity in English, to summarize the capacity of an organization to carry out its functions and achieve its goals. The VEO tool developed from the Index of Organizational Capacity (ICO), which has been applied to several USAID projects, and assesses organizations' capacity across five components: (a) democratic and participatory management (20%); (b) economic and financial situation (15%); (c) management and administrative capacity (15%); (d) business development and services (25%); and (e) human development capacity (25%).

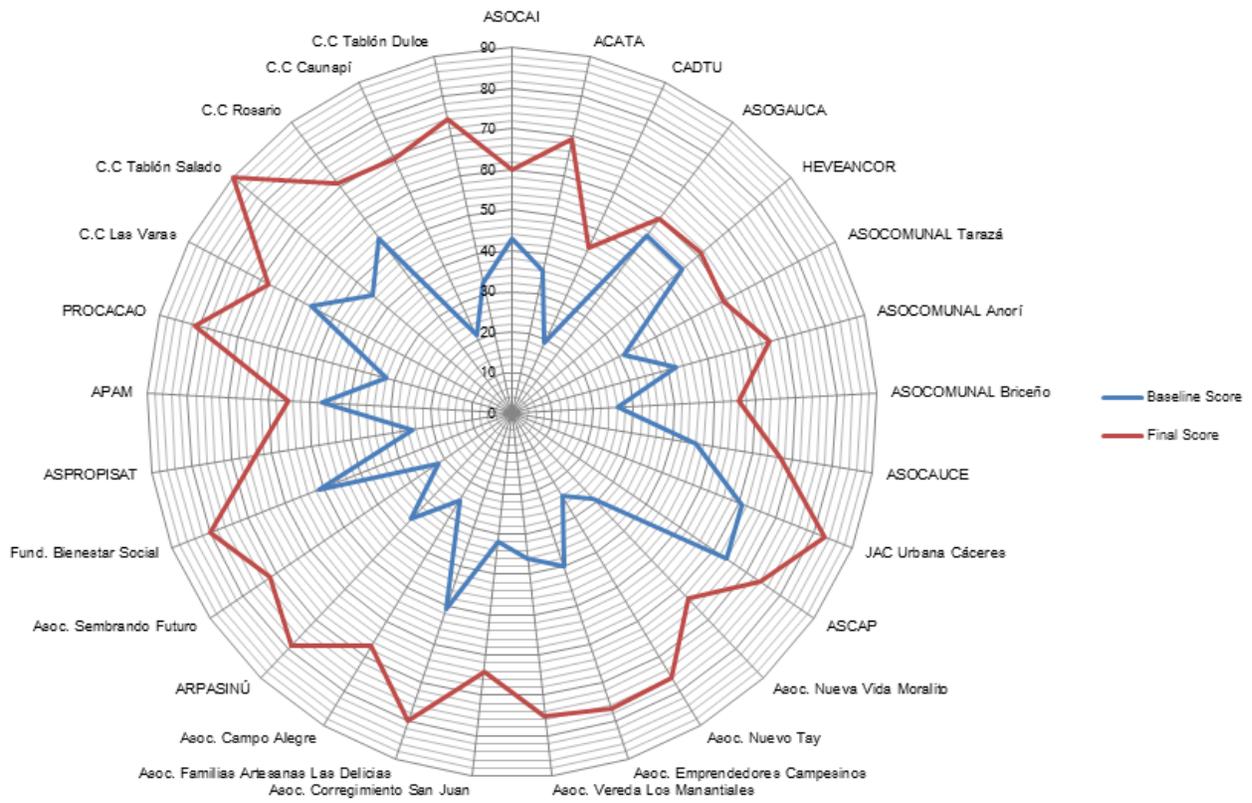
VEO, a participatory diagnostic tool, is accompanied by a software that: (1) allows organizations to evaluate their own status in a quick and efficient manner, (2) places emphasis on both the social and economic capacity of an organization, and (3) delivers results in a graphic, easy-to-understand manner that helps organizations identify areas of improvement. The evaluation numerically grades the capacity of an organization on a scale from 0 – 100 and produces a graphic that resembles the construction of a house. The three categories of organizational capacity are: precarious (0-47), developing (48-78), and consolidated (79-100).

The VEO indicator is reported at the end of each fiscal year. Having measured 29 distinct organizations, Table 5 shows the VEO results for FY 2014 and Graph 6 illustrates the change in the organizational capacity of community-based organizations measured by the VEO during the year.

To date, CELI N/S and local implementing partners have applied the VEO to 59 distinct organizations including the 29 distinct organizations during this fiscal year and another 30 organizations during FY 2013.



**Graph 6 - Change in Organizational Capacity of Community-Based Organizations Measured by the VEO Tool during FY 2014**



**Table 5 - List of Community-Based Organizations Measured by the VEO Tool during FY 201**

N°	Región	Organization	Baseline Score	Final Score	Absolute Value Change	% Change
1	Antioquia	Asociación de Cacaocultores de Ituango (ASOCAI)	43	60	17	39.5%
2	Antioquia	Asociación de Cacaoteros de Tarazá. (ACATA)	36	69	33	91.7%
3	Antioquia	Asociación de Caucheros Tarazá y Uré (CADTU)	19	45	26	136.8%
4	Antioquia	Asociación de Ganaderos y Agricultores del Bajo Cauca y Alto San Jorge. (ASOGAUCA)	55	60	5	9.1%
5	Antioquia	Asociación de Hevicultores de Antioquia y Córdoba - HEVEANCOR	55	61	6	10.9%
6	Antioquia	Asociación de Juntas de Acción Comunal de Tarazá - ASOCOMUNAL	31	59	28	90.3%
7	Antioquia	Asociación de Juntas de Acción Comunal del municipio de Anorí. (ASOCOMUNAL Anorí)	42	66	24	57.1%
8	Antioquia	Asociación de Juntas de Acción Comunal del municipio de Briceño. (ASOCOMUNAL Briceño)	26	56	30	115.4%
9	Antioquia	Asociación de Caucheros de los municipios de Cáceres y Caucaasia - ASOCAUCE	46	67	21	45.7%
10	Antioquia	Junta de Acción Comunal Central Urbana de Cáceres	61	83	22	36.1%
11	Cordoba	Asociación de Caucheros Agropecuarios de Puerto Libertador (ASCAP)	64	74	10	15.6%
12	Córdoba	Asociación de campesinos desplazados nueva vida Moralito	29	63	34	117.2%
13	Córdoba	Asociación de Desplazados de Nuevo Tay	24	76	52	216.7%
14	Córdoba	Asociación de pequeños productores emprendedores campesinos	40	77	37	92.5%
15	Córdoba	Asociación de Productores Campesinos Agroecológicos para la vida de la vereda Los Manantiales	36	75	39	108.3%
16	Córdoba	Asociación de víctimas desplazadas por la violencia del corregimiento de SanJuan	32	64	32	100.0%
17	Córdoba	Asociación Multipropósito de Familias Artesanas del reasentamiento Las Delicias	51	80	29	56.9%
18	Córdoba	Asociación para la vida digna y solidaria de Nueva Esperanza Campo Alegre	25	67	42	168.0%
19	Córdoba	Asociación Regional de Platanicultores del Alto Sinú	36	79	43	119.4%
20	Córdoba	Asociación Sembrando Futuro	22	72	50	227.3%
21	Córdoba	Fundación para el Bienestar Social	51	80	29	56.9%
22	Córdoba	Asociación de productores Piscícolas y Agropecuarios de Tierradentro (ASPROPISAT)	25	64	39	156.0%
23	Córdoba	Asociación de Productores Agropecuarios de Montelibano APAM	47	55	8	17.0%
24	Tumaco	Asociación de Cultivadores, comercializadores y Procesadores de Cacao PROCACAO	32	81	49	153.1%
25	Tumaco	Consejo Comunitario Rescate las Varas	56	68	12	21.4%
26	Tumaco	Consejo Comunitario Río Tablón Salado	45	90	45	100.0%
27	Tumaco	Consejo Comunitario Unión Río Rosario	54	71	17	31.5%
28	Tumaco	Consejo Comunitario La Nupa del río Caunapí	21	69	48	228.6%
29	Tumaco	Consejo Comunitario Tablón Dulce	33	74	41	124.2%
<b>Average scores</b>			<b>39.2</b>	<b>69.1</b>	<b>29.9</b>	<b>94.6%</b>

## Support Social and Economic Infrastructure

- i. CELI N/S, in conjunction with municipal governments, provides partial funding to repair river docks, maintain pedestrian bridges, and improve tertiary access roads, market centers, and others. To date, CELI N/S has received approval from USAID/Colombia for 158 social and economic infrastructure projects in the prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño). It is important to note that the first two years (2011 and 2012) of the CELI N/S project, through a rapid response model, prioritized communal infrastructure, like improving sanitation and sewer systems, electricity, and community wash stations, and repairing schools and sports facilities as an effort to build trust with local populations in target intervention areas. As the CELI N/S project advanced, less emphasis was placed on rapid response and more on tertiary roads, economic connectivity, and productive infrastructure. The total approved infrastructure projects to date are highlighted in Table 6 by type, number, and year of approval.

**Table 6 – Type and Number of Infrastructure Projects Approved by Year as of September 30, 2014<sup>16</sup>**

Type of Infrastructure by Year	# of Projects
<b>2012</b>	<b>86</b>
Communal Infrastructure	10
FIS	1
Health Clinic	3
Roads/Connectivity	10
School Repairs and Sports Facilities	62
<b>2013</b>	<b>45</b>
Communal Infrastructure	3
FIS	5
Health Clinic	1
Roads/Connectivity	9
School Repairs and Sports Facilities	27
<b>2014</b>	<b>27</b>
Communal Infrastructure	13
FIS	1
Health Clinic	1
Roads/Connectivity	8
School Repairs and Sports Facilities	4
<b>Total</b>	<b>158</b>

- ii. Tables 7 presents the progress toward completion of infrastructure projects to date. During the quarter, CELI N/S received approval for 15 infrastructure projects and successfully completed 13 projects. Table 8 details committed and executed funding by type of infrastructure as of September 30, 2014.

<sup>16</sup> To clarify, CELI N/S engages the services of the Foundation for Social Investment (or *Fundación para la Inversión Social* - FIS) to support, guide, and supervise the implementation of CELI N/S's infrastructure projects. FIS a well-known Colombian NGO that specializes in participatory, self-help community infrastructure.

**Table 7<sup>17</sup>**

**Cumulative Progress toward Completion of Infrastructure Projects as  
of September 30<sup>th</sup>, 2014.**

Completion Percentage	Activity Status				Total
	Completed	On Going	Stand by	Cancelled	
100%	111	5			116
0-25%		23	1	4	28
26-50%		4		1	5
51-99%		9			9
<b>TOTAL</b>	<b>111</b>	<b>41</b>	<b>1</b>	<b>5</b>	<b>158</b>

**Table 8 – CELI N/S Committed and Executed Funding as of September 30, 2014<sup>18</sup>**

Type of Infrastructure by Category	# Actividades	Committed Funds (USD)	Executed Funds (USD)
School Repairs and Sports Facilities	93	\$ 4,369,685	\$ 4,116,632
Roads/Connectivity	27	\$ 1,858,185	\$ 1,144,046
Communal Infrastructure	26	\$ 1,881,647	\$ 844,354
FIS	7	\$ 945,718	\$ 785,420
Health Clinic	5	\$ 206,130	\$ 186,255
<b>TOTAL</b>	<b>158</b>	<b>\$ 9,261,365</b>	<b>\$ 7,076,706</b>

- iii. CELI N/S supports helping local residents to plan much-needed social and economic infrastructure in rural communities. To this end, local organizations and residents form operating committees to oversee project activities, watchdog committees to ensure transparency and probity, and purchasing committees to buy building materials. Some examples of the 13 infrastructure projects repaired during the quarter include river docks, school improvements, and pedestrian bridges, among others.
- a. For example in Tumaco (Nariño), local economic development continues to be limited by poor roads, bridges, and river docks, which leave residents isolated and local products without access to lucrative and dependable markets. After seven months of working together to improve local infrastructure, nearly 780 men, women, and adolescents, many of whom victims of Colombia's devastating and prolonged internal conflict, are set to benefit from a newly repaired river dock located in the rural *Consejo Comunitario Tablón Dulce* (Afro-descendent collective landholding) of Tumaco (Nariño). Having successfully completed the repair of the river dock in July 2014, the Afro-Colombian community of Tablón Dulce will soon realize the fruits of their labor - the benefits of greater economic connectivity and the empowerment to more fully participate in local planning and decision-making. Additionally in Tumaco (Nariño), the *Consejo Comunitario Tablón Salado* (Afro-descendent collective landholding) successfully repaired a pedestrian bridge connecting two rural *veredas* estimated to benefit more than 1,300 residents.
  - b. In Antioquia, infrastructure projects completed during the quarter included

<sup>17</sup> The single activity placed on standby is a pedestrian walkway being implemented by the Indigenous Reserve Zenú de Pablos Muera in Zaragoza (Antioquia). The municipal government has yet to implement its committed funding for this activity. CELI N/S is currently working on a solution with the municipal counterpart to resolve the issue and complete the activity.

<sup>18</sup> The Foundation for Social Investment, or Fundación para la Inversión Social (FIS), is a Colombian NGO that specializes in the design and implementation of self-help infrastructure projects. Having developed an inclusive methodology to repair and improve local community infrastructure, FIS assists local organizations in CELI N/S prioritized municipalities to successfully implement infrastructure projects.

multipurpose sports fields, potable water aqueducts, school cafeterias and other types of repairs and improvements. For example, the local *Junta de Acción Comunal – El Tigre* (legally recognized neighborhood association) in the Municipality of Cáceres successfully repaired a local school and a multipurpose sport field that will benefit approximately 170 residents. In Valdivia (Antioquia), the *Junta de Acción Comunal – El Nevado* successfully repaired a potable water aqueduct expected to benefit around 420 residents. In Anorí (Antioquia), the *Junta de Acción Comunal Vereda Pajonal* (Antioquia) successfully repaired a sports field in the *vereda*, which is expected to benefit approximately 120 residents. Additionally in Antioquia, the local parents association of *Divino Niño* (Caucasia) successfully planned and executed the improvement of a school cafeteria expected to benefit more than 600 residents.

- c. Finally in Córdoba, the local *Junta de Acción Corregimiento Manta Gordal* (legally recognized neighborhood association) in the Municipality of Tierralta successfully repaired a local school cafeteria expected to benefit 500 residents. In September 2014, students, teachers, and local families joined with representatives from the municipal government, the *Junta de Acción Comunal Corregimiento Manta Gordal* (legally recognized neighborhood association), and the GOC's Administrative Unit for Territorial Consolidation (UACT) to inaugurate this newly repaired school cafeteria in Tierralta (Córdoba).

## CROSSCUTTING INITIATIVES

### Integrating Gender

- i. In July 2014, 15 leaders, including 11 women, from two women's organizations and two small coffee and cocoa producers associations of Northern Antioquia came together in Medellín (Antioquia) to sell various products and goods at the annual fair and exhibition held by one of Colombia's largest public services companies *Empresas Públicas de Medellín – EPM*.<sup>19</sup> Having received assistance to improve their organizational capacity, increase visibility in their communities, and promote business development, the



Women's Association in Valdivia Brings Community Together

four associations were invited by EPM to represent rural producers and women leaders from the municipalities of Ituango and Valdivia (Antioquia). Over the course of the day, residents of Medellín visited the fair to buy ground coffee, fruits, vegetables, and handicrafts from the four associations of Northern Antioquia. The annual event provided an important platform to rural producers from more than 30 municipalities of Antioquia to explore potential economic opportunities together and increase the marketability of their goods in one of Colombia's most important urban centers.

- ii. During the quarter, the Association of Women of Valdivia (Antioquia) organized a community art and culture fair and a two-day event for the rural communities in the city center of Valdivia

<sup>19</sup> The two women's associations are: the women's association of Valdivia (Antioquia) and the women's association of Ituango AMII (Antioquia). The two producers associations are: the cocoa growers association of Valdivia (Antioquia) ASOCAVAL and the agriculture and livestock association of Santa Rita, Ituango (Antioquia) ASOPROASIR.

(Antioquia). The first event was a community art and culture fair that provided a platform for local artists to share their work and for families in the community to enjoy typical food dishes and a variety of cultural activities. The second event brought men and women together for a workshop on gender equity and reproductive rights while youth enjoyed sporting events and other activities that included races, soccer tournaments, movie showings, among others. Supported by CELI N/S to improve organizational capacity and develop a plan of action, the women's association of Valdivia is helping to bring neighbors together, promote greater cooperation, and contribute to improved governance in the territory.

- iii. In September 2014, the Foundation of Professional Women for Better Living brought together 12 producers associations and cultural organizations from Córdoba to share their results in organizational strengthening and development, and in the production and sale of key agricultural products and artisan goods. Having been supported by CELI N/S and the Ministry of Agriculture and Rural Development's Rural Opportunities (*Oportunidades Rurales* in Spanish) and Rural Woman (*Mujer Rural* in Spanish) programs, these 12 associations representing more than 300 families, many of which victims of Colombia's fifty-year armed conflict, discussed improving the production techniques of cocoa, yuca, plantains as well as the making and marketing of quality artisan products, like shoes, handbags, and indigenous handicrafts.

## **Assist in Land Legalization and Restitution**

- i. During the quarter, CELI N/S continued to assist in the process of legal land ownership and legalization efforts.
  - a. In Tumaco (Nariño), for example, CELI N/S staff continued to work on the formation of a municipal land unit that will assist officials with land legalization and titling efforts and provide for greater cooperation between functionaries responsible for land-related issues. During the quarter, CELI N/S facilitated office space for the proposed municipal land unit and at least one functionary assigned by the municipal government to operate the unit. Additionally, CELI N/S is in the process of forming the office's action plan for 2015 that aims to prioritize an evaluation of the land context in Tumaco (Nariño), which includes identifying disputed land and local cases where individuals have lost land due to Colombia's armed conflict. This analysis will serve to then develop a response plan depending on the land context in Tumaco (Nariño) and help the office prioritize its coordination efforts.
  - b. CELI N/S also assisted the subcommittee on land for the Municipality of Tumaco (Nariño), which is part of the municipal committee on transitional justice, to develop its plan of action to coordinate land-related activities with local stakeholders responsible for land legalization.
- ii. During the quarter, CELI N/S and its land consultant worked on developing new project activities focused on land legalization and restitution.
  - a. For example, land formalization institutions, like the rural economic development institute INCODER and the Superintendence of Notaries and Registry Offices (or *Superintendencia de Notariado y Registro* in Spanish), suffer from several institutional weaknesses, particularly the capacity to fulfill the early requirements of properly documenting land legalization cases, which include collecting information on the history of a specific piece of property and its supposed owner(s). To this end, CELI N/S is in the process of developing a grant activity with the university *Católica del Norte* in Antioquia to provide an intensive course on land-related issues to more than 70 young people representing producers associations of Bajo Cauca (Antioquia) and Northern Antioquia. The intensive course will last an estimated 14 days and aims to provide participants with the background and knowledge to help their producers associations

take an active role in leading the process on legal land ownership. To this end, these 70 young men and women will take the course, learn about the land legalization process, and then help local producers prove land ownership by compiling information about specific properties and their owners and present it to the institutions in charge of the legalization process. This grant activity is expected to be signed early next quarter.

### **Summary of Other Important Events during this Quarter:**

- i. High-Level Visit to Antioquia led by U.S. Ambassador to Colombia Kevin Whitaker and Deputy Mission Director Lawrence Rubey on July 21, 2014. The U.S. Ambassador and Deputy Mission Director of USAID/Colombia met with the Governor of Antioquia and other key members of the departmental government to discuss USAID/Colombia interventions in the department and the importance of continued collaboration.
- ii. CELI N/S Met with Staff and Regional and Local Officials to Discuss Security Developments. Project directors and CELI N/S's security contractor Garda World held two workshops on security protocols and discussed recent security developments in CELI N/S municipalities with regional and local staff and implementing organizations. Participants of these workshops, which took place in Bogotá and Montería (Córdoba), identified specific areas where security conditions have worsened, like in Puerto Anchica and Batatas of Tierralta (Córdoba) and on transport routes, such as the road between Tierralta and San Clemente (Córdoba), and Mata de Maíz and the ferry river crossing in Valencia (Córdoba). Additionally, the municipalities of Cáceres and Tarazá in Antioquia require continued monitoring. CELI N/S also met with representatives from Colombia's Administrative Unit for Territorial Consolidation (UACT) of the Nudo de Paramillo and National Police in Córdoba to discuss the deteriorating security situation in the five prioritized municipalities and participated in a security forum with the Governor of Antioquia, National Police, and other justice officials to discuss security developments in the prioritized municipalities of Antioquia, particularly Ituango.
- iii. CELI N/S Met with Several Public and Private Entities, like ProExport, ProPaís, Artesanías de Colombia, and Compañía Nacional de Chocolates to Explore Potential Opportunities. CELI N/S met with representatives from Colombia's trade promotion unit ProExport to explore potential export opportunities for key products and to inquire about the process for obtaining particular marketing certifications, like fair trade, organic, etc. Additionally, CELI N/S met with *Compañía Nacional de Chocolates* to explore potential opportunities for producers to visit their research labs and farms. Also, CELI N/S continued meeting with the publicly financed Colombian artisan organization (or *Artesanías de Colombia* in Spanish) to discuss marketing opportunities for handmade products from prioritized municipalities. Finally, CELI N/S met with representatives from ProPaís, a public-private entity dedicated to leveraging private sector resources to promote small and medium business ventures in Colombia.

# SECTION V

## Monitoring and Evaluation (M&E)

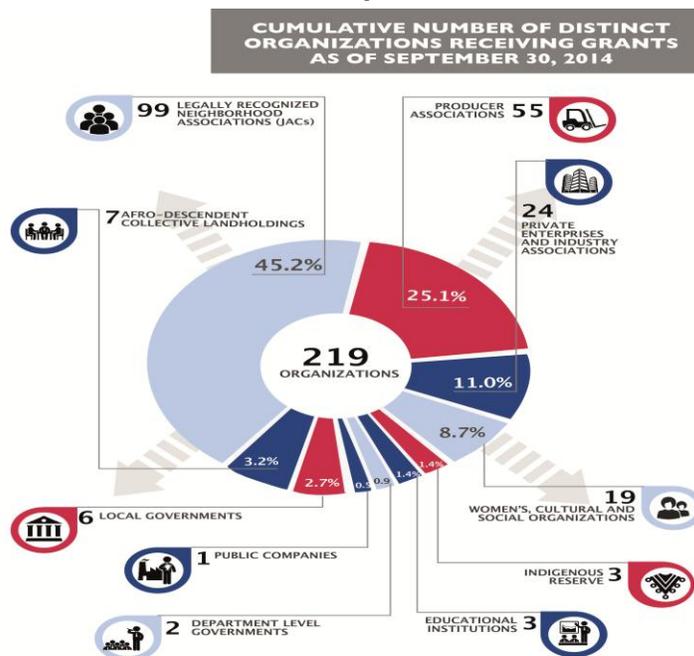
During this quarter, CELI N/S submitted 46 activities for review and approval, of which 42 are grants and four non-grants, for implementation in the 16 target municipalities of Antioquia, South of Córdoba, and Tumaco (Nariño). This brings the total since project start-up to 511 project activities, representing US\$43.6 million in approved USAID funds.<sup>20</sup> The status of all approved activities since project start-up is:

**Table 9 - Status of all CELI N/S Activities as of September 30, 2014**

Programmatic Component	Activities Approved Status			Total
	On Going	Completed	Cancelled	
Support Social and Economic Infrastructure	41	113	4	158
Foster Economic Development	85	62	6	153
Improve Governance and Civic Capacity	38	83	3	124
Strengthen and Build Social Capital	20	39	3	62
Land	4	8	2	14
<b>TOTAL</b>	<b>188</b>	<b>305</b>	<b>18</b>	<b>511</b>

Graph 7 illustrates that 219 distinct organizations/types of organizations have received CELI N/S grants since project start-up. The CELI N/S project methodology prioritizes the empowerment of local organizations and thus most grants are awarded to community organizations and producers associations for the implementation of activities, such as repairs to basic infrastructure, food security, agricultural production and marketing, and organizational development and strengthening.

**Graph 7**



<sup>20</sup> CELI N/S has obtained USAID/Colombia approval for a total of 511 activities representing US\$43.6 million in approved USAID funds. However, 18 activities have been cancelled since project start-up, leaving 493 activities in either the on-going or completed phases as shown in Table 9. As reported in Table 11, USAID committed funds related to these 493 activities total US\$41.9 million.

Tables 10 and 11 display quarterly and cumulative committed funds and disbursements by component and funding source. These two tables illustrate the total value of CELI N/S funding committed, including counterpart, as compared to the total value of CELI N/S funding disbursed, including counterpart.

**Table 10**

**Total Value of Committed Funds and Disbursements by Component and Funding Source; July 2014 - September 2014**

QUARTERLY FY2014-Q4		Committed July 2014-September 2014				Executed July 2014-September 2014			
Component	# Activities	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total
Improve Governance and Civic Capacity	9	\$ 1,016,508	\$ 147,197	\$ 15,028	\$ 1,178,733	\$ 649,702	\$ 6,654,777	\$ 42,336	\$ 7,346,815
Strengthen and Build Social Capital	4	\$ 596,202	\$ -	\$ -	\$ 596,202	\$ 226,942	\$ 162,064	\$ 87,032	\$ 476,038
Foster Economic Development	17	\$ 2,256,725	\$ 430,882	\$ 5,310,589	\$ 7,998,196	\$ 1,675,314	\$ 823,906	\$ 4,854,729	\$ 7,353,949
Support Social and Economic Infrastructure	15	\$ 1,168,806	\$ 472,222	\$ 11,339	\$ 1,652,367	\$ 520,189	\$ 79,335	\$ 30,268	\$ 629,792
Land	1	\$ 119,444	\$ -	\$ -	\$ 119,444	\$ 72,097	\$ 125,663	\$ 25,612	\$ 223,372
<b>Total USD</b>	<b>46</b>	<b>\$ 5,157,686</b>	<b>\$ 1,050,301</b>	<b>\$ 5,336,956</b>	<b>\$ 11,544,943</b>	<b>\$ 3,144,245</b>	<b>\$ 7,845,745</b>	<b>\$ 5,039,977</b>	<b>\$ 16,029,967</b>

**Table 11<sup>21</sup>**

**Total Value of Committed Funds and Disbursements by Component and Funding Source; October 12<sup>th</sup>, 2011 - September 30<sup>th</sup>, 2014**

Cumulative Life of Project		Committed October 2011-September 30, 2014				Executed October 2011-September 30, 2014			
Component	# Activities	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total
Improve Governance and Civic Capacity	121	\$ 7,156,027	\$ 15,122,142	\$ 434,255	\$ 22,712,424	\$ 4,396,736	\$ 68,152,077	\$ 454,193	\$ 73,003,006
Strengthen and Build Social Capital	59	\$ 4,463,108	\$ 1,763,614	\$ 855,395	\$ 7,082,117	\$ 3,333,593	\$ 2,294,406	\$ 731,859	\$ 6,359,858
Foster Economic Development	147	\$ 20,016,162	\$ 18,005,767	\$ 40,005,496	\$ 78,027,425	\$ 13,231,409	\$ 7,989,376	\$ 21,632,324	\$ 42,853,109
Support Social and Economic Infrastructure	154	\$ 9,261,365	\$ 7,636,808	\$ 814,848	\$ 17,713,021	\$ 7,076,706	\$ 3,941,206	\$ 500,999	\$ 11,518,911
Land	12	\$ 1,090,760	\$ 1,089,641	\$ 98,173	\$ 2,278,574	\$ 851,905	\$ 1,301,188	\$ 76,101	\$ 2,229,194
<b>Total USD</b>	<b>493</b>	<b>\$ 41,987,422</b>	<b>\$ 43,617,972</b>	<b>\$ 42,208,167</b>	<b>\$ 127,813,561</b>	<b>\$ 28,890,349</b>	<b>\$ 83,678,253</b>	<b>\$ 23,395,476</b>	<b>\$ 135,964,078</b>

<sup>21</sup> Committed public counterpart (US\$43,617,972) and executed public funding (US\$83,678,253) in Table 11 differ substantially given that executed funds include those that are ultimately leveraged but not considered in the original budget of activity grants.

## Indicator Progress this Quarter

### Table 12 – CELI N/S Indicator Progress Report\*

#	Indicator	Type of Indicator	Data Source	FY2012	FY2013	FY2014		Cumulative Progress To Date Target (LOP)	Cumulative Progress To Date (%)
				Total Fiscal Year I Target	Total Fiscal Year II Target	Q4	Total Fiscal Year III To Date Target		
1	DOI-003 Number of coca hectares in CELI municipalities.	Contractual	USAID	9,442	8495	In Process	In Process	8,495	87.63%
				12,402	9,200		9,200	7,560	
2	DOI-004 Public social services municipal index	Contractual	USAID	52.4	Pending	In Process	In Process	52.4	69.87%
				62	64		67	75	
3	DOI-005 Average household income in CELI municipalities.	Contractual	USAID	\$ 447,200	In Process	In Process	In Process	\$ 447,200	98.77%
				\$ 418,300	\$ 426,660		\$ 435,200	\$ 452,780	
4	DOI-006 Public funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI N/S	USD 118,156	USD 23,933,200	USD 7,845,745	USD 59,626,898	USD 83,678,253	72.14%
				USD 11,600,000	USD 17,400,000		USD 23,200,000	USD 116,000,000	
5	DOI-008 Number of rapid impact projects implemented by USG implementers	Contractual	CELI N/S	96	19	7	38	153	382.50%
				40	0		0	40	
6	DOI-009 Municipal own-source income (Million COP)	Contractual	USAID	\$ 58,922.00	\$ 58,855.00	In Process	In Process	\$ 58,855.00	110.20%
				\$ 49,525	\$ 50,510.00		\$ 51,525.00	\$ 53,409.00	
7	DOI-010 Number of strategic national social programs implemented in CELI zones	Contractual	CELI N/S	4	6	2	5	15	136.36%
				7	1		1	11	
8	DOI-011 Number and percentage of people benefitted by national social programs implemented in CELI municipalities.	Contractual	CELI N/S	3,505	52,956	14,142	34,106	90,567	201.26%
				11,250	16,875		16,875	45,000	
9	DOI-012 Number of beneficiaries receiving improved infrastructure services	Contractual	CELI N/S	0	152,252	4,559	19,765	172,017	163.83%
				30,000	50,000		15,000	105,000	
10	DOI-013 Governance capacity index	Contractual	USAID	41.39	In Process	In Process	In Process	41.4	206.95%
				37.8	42.8		47.8	20	
11	DOI-024 Social Capital Index	Contractual	USAID	23.08	In Process	In Process	In Process	23.08	115.40%
				21.4	26.4		31.4	20	
12	DOI-025 Number of CSO members supported by USG assistance	Contractual	CELI N/S	0	0	640	5165	5165	172.17%
				300	450		600	3000	
13	DOI-026a Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	Contractual	CELI N/S	0	50.00%	0.00%	0.00%	50.00%	166.67%
				30%	30%		0%	30%	
	DOI-026b Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	Contractual	CELI N/S	0	0	69.1	69.1	69.1	115.17%
				0	0		55	60	
14	DOI-028 Level of accountability in CELI municipalities	Contractual	USAID	23.5	In Process	In Process	In Process	23.5	117.50%
				24.4	29.4		34.4	20	
15	DOI-029 Value of incremental sales of key supported products and Services in CELI zones	Contractual	CELI N/S	0	USD 126,578	USD 1,513,550	USD 6,890,764	USD 7,017,342	149.94%
				0	0		USD 2,380,000	USD 4,680,000	
16	DOI-030 Number of strategic rural and economic development programs with territorial approach implemented in CELI municipalities	Contractual	CELI N/S	0	4	0	10	14	100.00%
				0	7		3	14	
17	DOI-031 Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CELI municipalities.	Contractual	CELI N/S	0	9,592	15,518	21,155	30,747	148.54%
				6,900	10,350		2,000	20,700	
18	DOI-032a Private sector funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI N/S	USD 236,826	USD 7,281,545	USD 5,039,976	USD 15,877,106	USD 23,395,477	129.97%
				USD 2,000,000	USD 7,000,000		USD 9,000,000	USD 18,000,000	
	DOI-032b Private sector funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI N/S	USD 0	USD 0	0	USD 0	USD 0	0.00%
				USD 0	USD 0		USD 0	USD 4,900,000	
19	DOI-033a Number of private-public alliances formed	Contractual	CELI N/S	9	4	0	46	59	655.56%
				4	5		0	9	
	DOI-033b Number of private-public partnerships formed	Contractual	CELI N/S	0	0	0	0	0	0.00%
				0	0		4	11	
20	DOI-034 Number of rural households benefiting directly from USG interventions	Contractual	CELI N/S	142	6408	1368	9611	16161	89.78%
				2,000	4,000		5,000	18,000	
21	DOI-035 Number of people with a new financial product from a local financial institution.	Contractual	CELI N/S	0	0	550	13755	13755	52.96%
				1,066	6,473		9,217	25,974	
22	DOI-036 Total value of CELI projects approved (USD million)	Contractual	CELI N/S	0	USD 86,610,239	USD 12,763,099	USD 41,203,322	USD 127,813,561	66.19%
				USD 49,400,000	USD 35,700,000		USD 38,000,000	USD 193,100,000	

#	Indicator	Type of Indicator	Data Source	FY2012	FY2013	FY2014		Cumulative Progress To Date Target (LOP)	Cumulative Progress To Date (%)
				Total Fiscal Year I Target	Total Fiscal Year II Target	Q4	Total Fiscal Year III To Date Target		
23	DOI-037 Total value of CELI projects completed (USD million)	Contractual	CELI N/S	0	USD 47,634,900	USD 16,023,207	USD 88,329,178	USD 135,964,078	78.73%
				USD 2,700,000	USD 44,000,000		USD 38,000,000	USD 172,700,000	
24	DOI-038 Total public investment in consolidation zones (USD million)	Contractual	USAID	Pending	Pending	Pending	Pending	Pending	0.00%
				USD 968,000,000	USD 366,000,000		USD 291,000,000	USD 2,050,000,000	
25	DOI-039 Number of properties in cadaster formation or cadaster update processes supported in CELI municipalities.	Contractual	CELI N/S	0	0	0	40140	40140	401.40%
				0	0		0	10,000	
26	DOI-040 Number of formalization cases supported in CELI municipalities	Contractual	CELI N/S	0	0	0	474	474	18.23%
				0	400		1,700	2,600	
27	DOI-041 Number of restitution cases supported in CELI municipalities	Contractual	CELI N/S	0	0	27	1074	1074	358.00%
				0	100		100	300	
28	DOI-042 Community funds leveraged in CELI zones attributable to USG interventions (USD Million)	Contractual	CELI N/S	USD 0	USD 0	0	USD 0	USD 0	0.00%
				USD 0	USD 0		USD 0	USD 2,000,000	

#	Indicator	Type of Indicator	Data Source	FY2012	FY2013	FY2014		Cumulative Progress To Date Target (LOP)	Cumulative Progress To Date (%)
				Total Fiscal Year I Target	Total Fiscal Year II Target	Q4	Total Fiscal Year III To Date Target		
1	P-01 Number of hectares of licit crops supported by the project	Non Contractual	CELI N/S	0	2457.91	1065.91	3648	6106	103.49%
				300	1,800		1,700	5,900	
2	P-02 Amount of funds provided to the Unidad Administrativa para la Consolidación Territorial (UAECT) to facilitate the achievement of the objectives of	Non Contractual	CELI N/S	USD 85,048	USD 49,734	USD 0	USD 0	USD 134,782	97.04%
				77,777	61,111		0	138,888	
3	P-03 Number of institutional strengthening activities supported in CSDI zones.	Non Contractual	CELI N/S	17	33	2	6	56	80.00%
				26	30		14	70	
4	P-04 Number of social organizations participating in citizen and community participation spaces supported by the USG.	Non Contractual	CELI N/S	13	212	10	367	592	320.00%
				40	80		30	185	
5	P-05 Number of permanent jobs created.	Non Contractual	CELI N/S	0	1940	1221.1231	3440	5380	163.03%
				80	820		1,050	3,300	
6	P-06 Number of people assisted and / or linked to activities project	Non Contractual	CELI N/S	20,606	286,879	44,954	171,020	478,505	195.31%
				20,500	145,000		45,000	245,000	
7	DOI-007 Number of rapid impact projects implemented by the GoC	Non Contractual	CELI N/S	0	56	0	100	156	97.50%
				10	40		0	160	

\*Table 12 illustrates CELI N/S indicator progress, but it is important to make a few clarifications regarding the measurement of the following indicators:

**DOI – (003, 009):** The *in process* status in column FY 2014-Q4 refers to the indicators' annual measurement, which is expected to be reported during FY 2014.

**DOI-004:** The *in process* status in column FY 2014-Q4 refers to the indicator's annual measurement, which is expected to be reported during FY 2014. Additionally, the *pending* status in column FY 2013 refers to data awaiting to be updated in the Monitor system.

**DOI – (005,013,024,028):** The *in process* status in column FY 2013 and FY 2014 refers to the indicators' biennial measurement, which is expected to be reported during FY 2014.

**DOI-038:** The *pending* status in each column refers to data pending update in the Monitor system. Additionally, the target reflected in Table 12 refers to a combined target for all the CELIs.

# SECTION VI

## TRANSFORMING LIVES

### In Just Under a Year, Consortium Chocolate Tumaco Expands Market Access for Small Afro-Colombian Cocoa Producers



*Since opening its doors in November 2013, Chocolate Tumaco has helped more than 3,200 small cocoa farmers sell nearly 950 tons of locally raised cocoa valued at approximately US\$2.7 million.*



Annual Report FY 2014

In Colombia, Afro-Colombian small farmers, especially those in conflict-affected municipalities like Tumaco (Nariño), often lack the market power needed to influence policies that affect them and frequently experience significant difficulties in linking with domestic and global supply chains. To this end, USAID/Colombia facilitated an alliance between seven Consejos Comunitarios (Afro-descendent collective landholdings), two producer associations, and one of Colombia's two largest cocoa buyers Casa Luker to form a new marketing consortium that aggregates and purchases cocoa from small farmers and sells it to domestic and international buyers. Since it opened its doors in November 2013, Chocolate Tumaco, as the new consortium is called, has helped more than 3,200 small cocoa farmers sell nearly 950 tons of locally raised cocoa valued at approximately US\$2.7 million to both domestic and international buyers.

Situated along Colombia's Pacific coast, Tumaco (Nariño) offers an array of potentially profitable products that include aromatic cocoa, coconut, palm oil, shrimp, fish, bananas and rice. However, access to domestic buyers and international export markets remains challenging and costly, particularly for the region's mostly Afro-Colombian cocoa farming families that annually produce approximately 12% of Colombia's cocoa. In 2013, Tumaco's high-quality cocoa market suffered a major setback when Casa Luker announced that it was pulling out of the municipality under the threat of extortion.

To address this dire situation, USAID/Colombia helped to facilitate a complex business agreement between Casa Luker and seven Consejos Comunitarios and two producer associations. The agreement included the leasing of Casa Luker's warehouse and processing equipment to Chocolate Tumaco and monthly sales advances from Casa Luker totaling approximately US\$3 million since November 2013. To support the agreement, USAID/Colombia provided a nearly US\$200,000 grant to build organizational capacity, provide technical assistance for quality production, and develop concrete business proposals aimed at improving market linkages.

In just under a year, Chocolate Tumaco has helped small Afro-Colombian farmers access greater market opportunities and the investments and services they need to increase productivity and revenues. In addition to helping 3,200 small producers market their cocoa, Chocolate Tumaco has assisted nearly 550 qualifying small producers in accessing approximately US\$85,000 in government-sponsored cocoa subsidies since opening its doors. Additionally, Chocolate Tumaco joined with the Colombian-based cocoa marketer Mariana Cocoa Export and another local cocoa marketing businesses COMCACAOT S.A.S to export their first container of 25 tons of high-quality aromatic cocoa valued at approximately US\$82,000 to Spain.

By bringing small producers together in Tumaco to launch the cocoa marketing consortium Chocolate Tumaco, USAID/Colombia is helping rural farmers open lucrative and dependable domestic and international markets, define better transaction terms with buyers, and ultimately shape their collective pathways out of poverty.

# SECTION VII

## Financial Performance

Per Modification No. 6 to the contract, the current obligated amount for CELI N/S is US\$70,989,534. US\$36,500,000 is obligated to provide funding for grants managed through the Letter of Credit (LOC) and the remaining US\$34,489,534 is for operational costs and direct implementation activities. Total obligated funds represent 79.2% of the total contract ceiling.

Cumulative expenditures through the end of this quarter (September 2014) are US\$50,086,550, representing 56% of the total contract ceiling (US\$89,570,250). Out of total cumulative expenditures, US\$21.48 million correspond to expenses under CLIN 1 (operational cost plus general and administrative expenses and fee on grants), US\$4.29 million under CLIN 2 (disbursements for direct implementation activities plus associated general and administrative expenses and fee) and US\$24.31 million under CLIN 3 (disbursements to grantees).

Grant disbursements for this quarter (US\$2.43 million) correspond to 16 grant agreements signed in 2012 and extended through 2014, 52 grant agreements approved in 2013 for implementation in 2014 and 17 FY 2014 grants recently approved. Additionally, CELI N/S disbursed funds associated with 40 direct implementation activities approved between 2012 and June 2014 that are currently being implemented.

For next quarter, CELI N/S projects an additional US\$7 million in project expenditures, including US\$4.1 million in grant disbursements (CLIN 3). Table 13 shows the monthly burn rates (actuals or projected) by CLIN for this quarter and the following one.

Per current projections, CELI N/S expects reaching 75% of the Letter of Credit (LOC) obligation by December 2014 with funds lasting through August/September, 2015. The corresponding notification of limitation of funds will be submitted in October 2014. Regarding the non-LOC obligation, CELI N/S submitted the notification of limitation of funds on August 29, 2014.



**Table 13 – CELI N/S Financial Information – Cumulative Expenditures and Projections for Next Quarter (in USD)**

<b>USAID/CELI-North/South</b>											
<b>Contract No. AID-514-C-12-00001</b>											
<b>Financial Information Summary</b>											
<b>Contract ceiling: \$89,570,250</b>											
<b>Obligated amount: \$70,989,534</b>											
<b>Non-LOC obligated amount: \$34,489,534 (through September 2015)</b>											
<b>LOC obligated amount: \$36,500,000</b>											
Budget item	Invoiced through June 2014	FY 2014 - Q4				Total (invoiced plus projected through September 2014)	FY 2015 – Q1				Total (invoiced plus projected through December 2014)
		July-14	August-14	September-14	Subtotal Q4		October-14	November-14	December-14	Subtotal Q1	
		Actuals	Actuals	Actuals			Projected	Projected	Projected		
<b>CLIN 1 – Operational</b>	19,682,548	692,005	603,952	\$501,607	\$1,797,564	21,480,112	\$656,605	\$772,040	\$770,686	\$2,199,331	\$23,679,443
<b>CLIN 2 – Activity Fund no LOC</b>	3,568,996	242,445	229,296	\$254,942	\$726,683	4,295,679	\$226,151	\$219,954	\$208,956	\$655,061	\$4,950,740
<b>CLIN 3 – Activity Fund LOC (grants)</b>	21,871,623	579,155	1,015,439	\$844,543	\$2,439,136	24,310,759	\$1,433,766	\$1,255,336	\$1,495,303	\$4,184,405	\$28,495,164
<b>Total</b>	\$45,123,167	\$1,513,604	\$1,848,687	\$1,601,092	\$4,963,383	\$50,086,550	\$2,316,521	\$2,247,331	\$2,474,946	\$7,038,798	\$57,125,347

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

# SECTION VIII

## ANNUAL SUMMARY REPORT FY 2014

### Executive Summary

During FY 2014, the Consolidation and Enhanced Livelihoods Initiative – North/South (CELI N/S)<sup>22</sup> continued to support the Government of Colombia’s (GOC) efforts to improve governance, stimulate sustainable economic development, build social capital, and improve social and economic infrastructure. To this end, CELI N/S’s committed portfolio of activities, including counterpart, increased from US\$87 million at the end of the Second Contract Year to nearly US\$130 million for this reporting period. The number of grants and direct implementation activities increased from 399 to 493 in the same timeframe. Additionally, CELI N/S mobilized US\$59.6 million in public investment and US\$24.8 million in private funds to support activities in the 16 prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño).

In FY 2014, CELI N/S’s largest programmatic commitment for a total of US\$7.6 million went to support 46 economic development activities in the 16 municipalities. Of the total committed investment for the economic development component, US\$4.6 million went to support activities in 13 distinct value chains during the fiscal year. Since project start-up, CELI N/S has supported 19 distinct value chains and helped 18 small producers associations record US\$6.9 million in cumulative total sales of key products.<sup>23</sup> Additionally, CELI N/S has helped 15 grassroots organizations, including women’s associations, *Juntas de Acción Comunal* (legally recognized neighborhood associations), and producers associations, record US\$ 2.5 million in cumulative sales of goods and services.

Many of the successes reached to date and overall project implementation depend on the broad-based relationships forged with department, municipal, ministries and decentralized government agencies that have enabled continual progress in reaching contract goals. During FY 2014, CELI N/S received approval from USAID/Colombia for 24 funding actions (grants and direct implementation activities) representing a CELI N/S commitment of US\$2.5 to strengthen municipal and department governance and provide institutional support to Colombia’s Administrative Unit for Territorial Consolidation (UACT). The governance component represents the second largest funding commitment for FY 2014.

During FY 2014, CELI N/S also committed US\$2 million to support 27 small social and economic infrastructure projects and another US\$1.1 million to support 10 activities to build social capital through institutional strengthening. These two components are critically important to building trust, helping to reinforce the foundation of the Colombian state, and ensuring municipal accountability, citizen participation, and attention to priority community needs.

Finally in FY 2014, CELI N/S spent a total of US\$20,655,011, including US\$10,448,760 in disbursements to grantees. The following information reports on key advances during the fiscal year against the backdrop of an extremely fluid and shifting security dynamic in prioritized municipalities.

---

<sup>22</sup> For more information on the Consolidation and Enhanced Livelihoods Initiative – North/South (CELI N/S), please refer to “Project Purpose” in Appendix A.

<sup>23</sup> While CELI N/S has supported 19 distinct value chains since project startup in 2011, the sales information of 18 small producers associations dates from 2012.

## ANNUAL REGIONAL AND NATIONAL CONTEXT

CELI N/S made major progress implementing project activities during FY 2014 against the backdrop of an extremely active and fluid political and security environment, dominated in large measure by the Havana peace talks between the Government of Colombia (GOC) and the Revolutionary Armed Forces of Colombia (FARC) and complicated by social upheaval and a volatile and unpredictable 2014 congressional and presidential election cycle. As FY 2014 came to a close, CELI N/S witnessed the reelection of President Santos, major progress on peace negotiations in Havana, a constantly evolving political and security dynamic in the territory, and public and private sector efforts to encourage broad-based support for the peace process.

During the first three quarters of the FY 2014, media and public attention remained focused on the increasingly strong opposition to the Santos government and the peace process led by former president Alvaro Uribe, his newly established Democratic Center party, and its presidential candidate Oscar Iván Zuluaga. During FY 2014 – Q2, Colombia held its congressional elections in March 2014, which resulted in a symbolic and substantive victory for Santos’s chief rival and critic Alvaro Uribe, who secured 20 senate seats and a little over 14% of the total electoral vote for his new Democratic Center party. Even while Santos’s chief rival made important congressional gains, President Santos’s governing coalition comprised of the Conservative, Liberal, Radical Change, and National Unity parties earned 65 of 102 senate seats and 119 out of 166 lower chamber seats.

The tense and unpredictable congressional elections held in March 2014 catapulted the Democratic Center party and its candidate Oscar Iván Zuluaga to the top of the five candidate race for president. During FY 2014–Q3, Colombia’s congressional and presidential election cycle came to a close. After having come in second place in the first round of voting to Oscar Iván Zuluaga, President Santos ultimately prevailed with 50.9% (or 7.8 million votes) in June 2014, while Zuluaga garnered an important 45% (or 6.9 million votes). In terms of election results in CELI N/S municipalities, President Santos carried 13 out of 16 prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño). While President Santos lost the Department of Antioquia by almost 20% points, he won with more than 52% of the vote in the prioritized municipalities of Ituango, Tarazá, Cáceres, Cauca, Zaragoza, Anorí, and Valdivia. Zuluaga picked up support from the voters of Nechí, El Bagre, and Briceño. In an area long considered a stronghold for former president Alvaro Uribe, Córdoba overwhelmingly voted (by nearly 30% points) for Santos. The incumbent also prevailed in Tierralta, Valencia, Montelíbano, Puerto Libertador, and San José de Uré, representing victory in all five prioritized municipalities of Córdoba. Finally, Santos prevailed by more than 30 percentage points (64% to 33%) in the Municipality of Tumaco (Nariño).

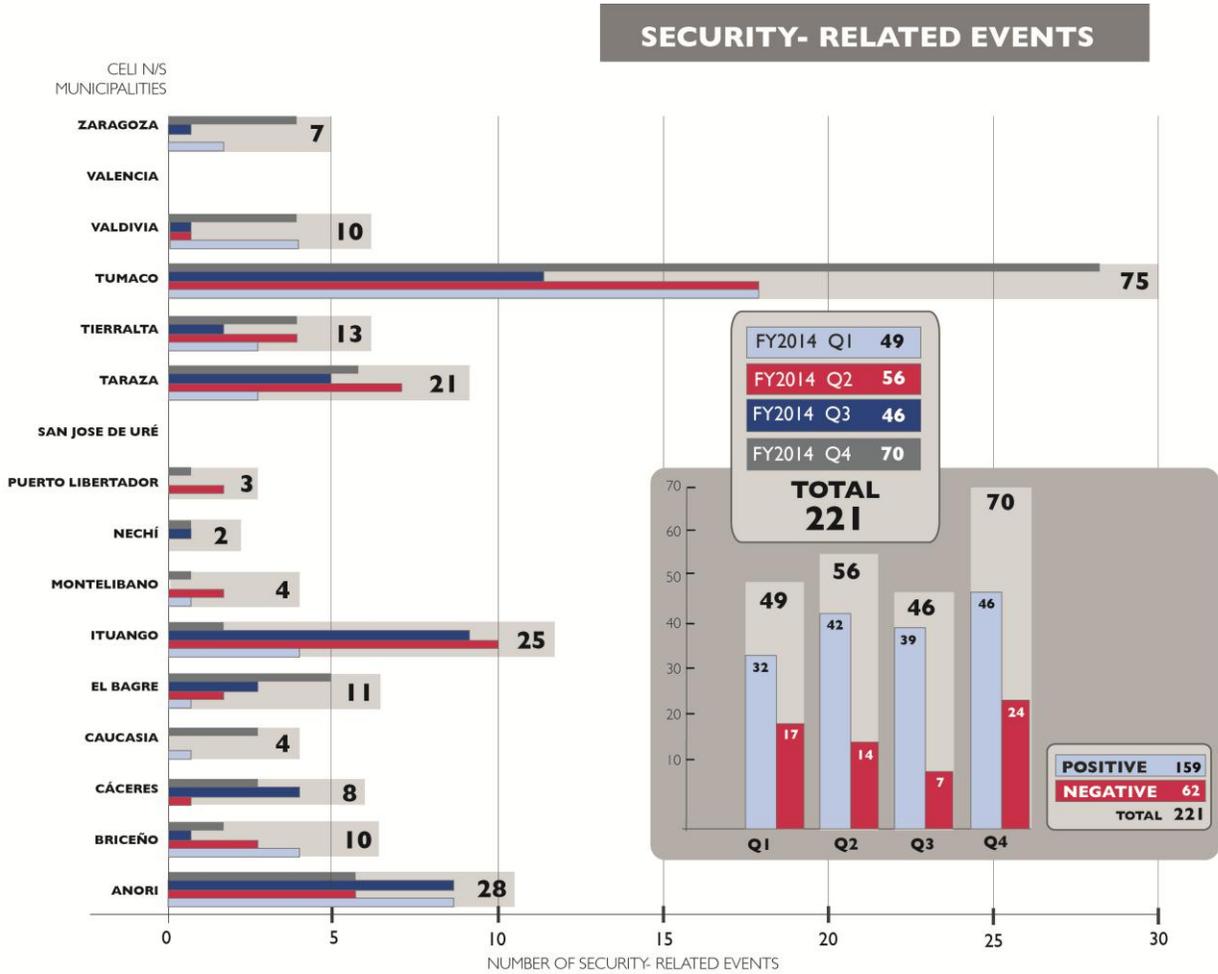
Amid tense and unpredictable congressional and presidential elections, peace negotiations continued to advance in Havana. Appearing to overcome almost intractable positions and differences largely complicated by decades of prolonged violence and political exclusion, the second accord on political participation was announced during FY 2014 – Q1. Then during FY 2014 – Q3, the FARC and the GOC announced another groundbreaking accord on the topic of illicit drugs. These two major agreements underscored the difficulty of the process but proved that real peace is at hand after more than fifty years of conflict. While the fourth quarter of FY 2014 did not witness the agreement of a major accord in Havana, three important developments occurred in the drawdown of Colombia’s fifty-year armed conflict. First, given the focus on victims’ rights and reconciliation – the fourth point of a five-point agenda – three delegations of victims travelled to Havana and met with their victimizers. Second, the GOC and FARC announced the creation of three commissions to study the conflict’s origins, incorporate a gender perspective into the final agreement, and negotiate disarmament and a bilateral ceasefire. Finally, the public and private sector announced the following two important measure to help

build a national consensus for the peace process: (a) Colombia's largest business association ANDI introduced the "Soy Capaz" campaign; and (b) the GOC released details on the full agreements reached to date between the negotiating parties in Havana.

[REDACTED]

[REDACTED]

**Graph 8 – Security-related events in CELI N/S Municipalities during the FY 2014**



## PROGRAM PROGRESS DURING FY 2014

The following summary of annual progress will highlight the results achieved and the resources committed, disbursed, and mobilized during FY 2014. The total value of CELI N/S's committed portfolio of activities, including counterpart, increased from US\$87 million at the end of the Second Contract Year to nearly US\$130 million for this reporting period. The number of grants and direct implementation activities increased from 399 to 493 in the same timeframe.

### Summary of CELI N/S Committed Investment and Leveraged Funds

The following section provides a summary of CELI N/S's committed investments and leveraged funds for FY 2014. The investment section will provide a summary of cumulative project investment committed by region, quarter, and funding source. Subsection (a) provides a summary of CELI N/S's committed investments in distinct agricultural value chains by quarter throughout the fiscal year.

The leveraged funds section will highlight funding leveraged from public and private sources by quarter during the fiscal year.

### Summary of Cumulative Project Investment Committed by Region, Quarter, and Funding Source during FY 2014

Table I4

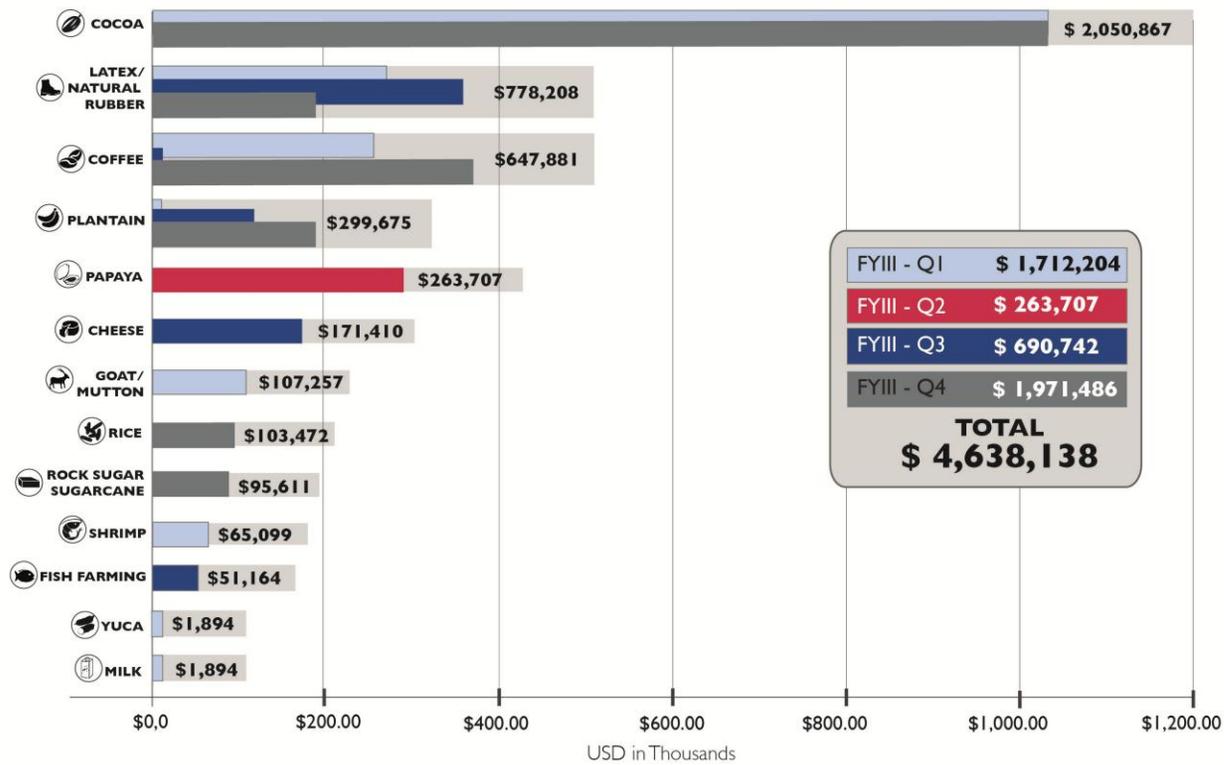
Cumulative Project Investment by Quarter during Fiscal Year 2014				
Quarter/Region	CELI N/S	Public	Private	TOTAL
		Counterparts	Counterparts	
<b>FYIII-Q1 (October-December 2013)</b>	\$ 3,120,354	\$ 3,645,685	\$ 2,876,923	\$ 9,642,962
Antioquia	\$ 1,254,456	\$ 682,901	\$ 1,639,378	\$ 3,627,474
Córdoba	\$ 1,022,979	\$ 2,233,595	\$ 455,703	\$ 3,661,539
Tumaco	\$ 842,919	\$ 729,189	\$ 781,842	\$ 2,353,950
<b>FYIII-Q2 (January-March 2014)</b>	\$ 1,034,961	\$ 13,440,222	\$ 2,404,878	\$ 16,880,062
Antioquia	\$ 355,607	\$ 13,338,333	\$ 0	\$ 13,693,940
Córdoba	\$ 411,016	\$ 0	\$ 2,380,217	\$ 2,791,232
Tumaco	\$ 134,310	\$ 0	\$ 0	\$ 134,310
Other	\$ 134,029	\$ 101,889	\$ 24,662	\$ 260,580
<b>FYIII-Q3 (April-June 2014)</b>	\$ 4,174,334	\$ 1,081,395	\$ 5,305,863	\$ 10,561,592
Antioquia	\$ 2,431,730	\$ 745,112	\$ 2,692,111	\$ 5,868,953
Córdoba	\$ 1,568,401	\$ 181,282	\$ 2,450,141	\$ 4,199,824
Tumaco	\$ 136,033	\$ 155,000	\$ 151,250	\$ 442,284
Other	\$ 38,169	\$ 0	\$ 12,361	\$ 50,531
<b>FYIII-Q4 (July-September 2014)</b>	\$ 5,260,162	\$ 4,411,380	\$ 3,918,200	\$ 13,589,742
Antioquia	\$ 2,937,352	\$ 1,962,958	\$ 1,797,641	\$ 6,697,951
Córdoba	\$ 1,306,034	\$ 1,374,507	\$ 1,180,737	\$ 3,861,278
Tumaco	\$ 1,016,776	\$ 1,073,916	\$ 939,821	\$ 3,030,513
<b>TOTAL</b>	<b>\$ 13,589,811</b>	<b>\$ 22,578,683</b>	<b>\$ 14,505,863</b>	<b>\$ 50,674,357</b>

**(a.) Summary of Value Chain Investment (Economic Development Component)**

Subsection (a) details CELI N/S’s committed investments in distinct agricultural value chains by quarter during the fiscal year.

**Graph 9**

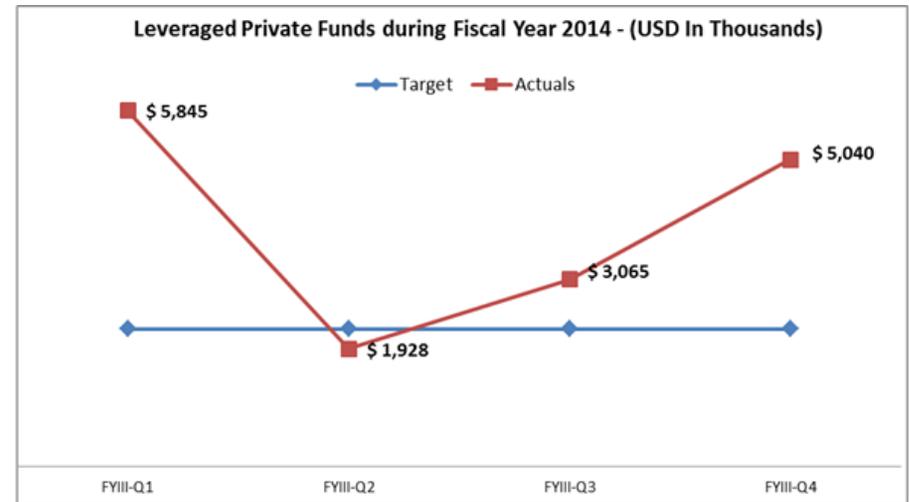
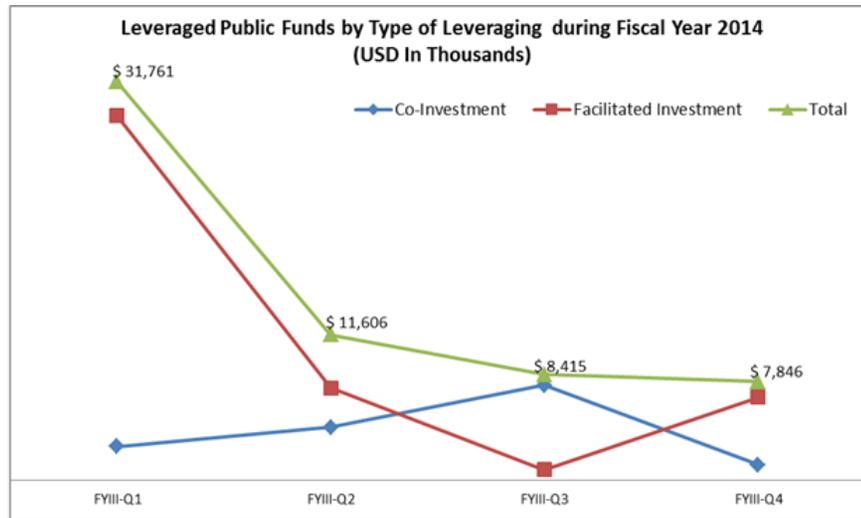
**CELI N/S INVESTMENT BY VALUE CHAIN DURING FISCAL YEAR 2014**



## Summary of CELI N/S Public and Private Leveraged Funds<sup>24</sup>

### (a.) CELI N/S Leveraged Public and Private Funds during FY 2014

**Graph 10 – Leveraged Public and Private Funds during FY 2014**

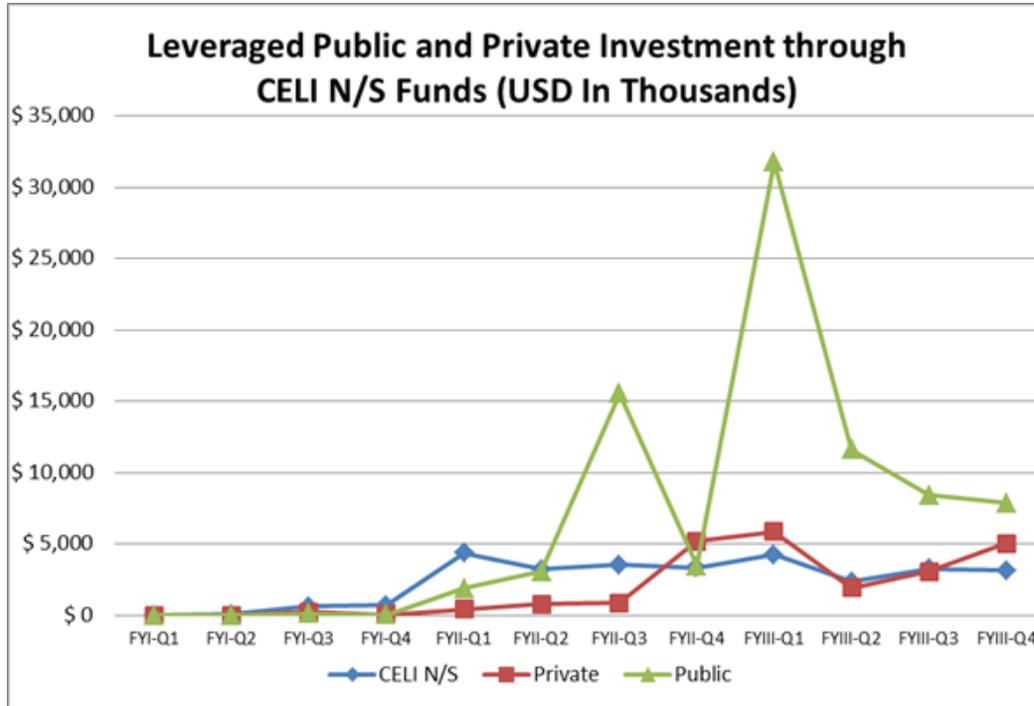


Type of Leveraged Public Funds	FYIII-Q1	FYIII-Q2	FYIII-Q3	FYIII-Q4	Total
Co-Investment	\$ 2,710,637	\$ 4,240,961	\$ 7,586,237	\$ 1,248,044	\$ 15,785,879
Facilitated Investment	\$ 29,050,026	\$ 7,364,937	\$ 828,355	\$ 6,597,701	\$ 43,841,019
<b>Total</b>	<b>\$ 31,760,663</b>	<b>\$ 11,605,898</b>	<b>\$ 8,414,591</b>	<b>\$ 7,845,745</b>	<b>\$ 59,626,898</b>

Leveraged Private Funds	FYIII-Q1	FYIII-Q2	FYIII-Q3	FYIII-Q4	Total
Target	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 9,000,000
Actuals	\$ 5,844,572	\$ 1,927,954	\$ 3,064,605	\$ 5,039,976	\$ 15,877,106
<b>Total</b>	<b>\$ 8,094,572</b>	<b>\$ 4,177,954</b>	<b>\$ 5,314,605</b>	<b>\$ 7,289,976</b>	<b>\$ 24,877,106</b>

<sup>24</sup> Graphs 10 and 11 detail leveraged public and private funds by quarter during FY 2014. Sharp quarterly fluctuations correlate with inscription periods to access government resources and reporting periods.

**Graph II – Summary of Public and Private Leveraged Funds Mobilized with CELI N/S Disbursements by Quarter**



Quarter	CELI N/S Disbursements	Private Leveraged Funds	Public Leveraged Funds
FYI-Q1	\$ 0	\$ 0	\$ 0
FYI-Q2	\$ 74,035	\$ 0	\$ 0
FYI-Q3	\$ 636,098	\$ 215,788	\$ 101,275
FYI-Q4	\$ 693,062	\$ 21,038	\$ 16,881
FYII-Q1	\$ 4,377,261	\$ 440,711	\$ 1,882,708
FYII-Q2	\$ 3,227,298	\$ 795,528	\$ 3,054,188
FYII-Q3	\$ 3,549,308	\$ 845,689	\$ 15,555,486
FYII-Q4	\$ 3,329,717	\$ 5,199,616	\$ 3,440,818
FYIII-Q1	\$ 4,249,020	\$ 5,844,572	\$ 31,760,663
FYIII-Q2	\$ 2,345,870	\$ 1,927,954	\$ 11,605,898
FYIII-Q3	\$ 3,267,941	\$ 3,064,605	\$ 8,414,591
FYIII-Q4	\$ 3,140,737	\$ 5,039,976	\$ 7,845,745
<b>TOTAL</b>	<b>\$ 28,890,349</b>	<b>\$ 23,395,477</b>	<b>\$ 83,678,253</b>

<b>Total Leveraged Ratio</b>	<b>3.71</b>
Public Leveraged Ratio	2.90
Private Leveraged Ratio	0.81

## COMPONENTS AND CROSSCUTTING INITIATIVES

### Summary of Significant Events by Component during FY 2014

#### Foster Economic Development

CELI N/S's largest programmatic commitment for a total of US\$7.6 million went to support 46 economic development activities in the 16 municipalities in FY 2014. The economic development strategy is focused on strengthening producers associations, *Consejos Comunitarios* (Afro-descendent collective landholdings), and other grassroots enterprises, to increase the quantity and quality of their production, strengthen their organizations, and establish links with other businesses to access high value markets or value added.

Table 15 shows incremental and cumulative total sales of CELI N/S supported value chains.<sup>25</sup> Table 16 illustrates quarterly and cumulative sales of goods and services by organization.

**Table 15 - Sales of Key Products by Organization<sup>26</sup>**

Key Product/Organization	Volume	Unit	Cumulative Incremental Sales (USD)	Cumulative Total Sales (USD)
<b>COCOA</b>	1,492	Tons	\$ 3,975,918	\$ 4,232,355
Asociación de Cacaoteros de Tarazá - ACATA	71.2		\$ 129,040	\$ 191,564
Asociación de Cacaoteros de valdivia - ASOCAVAL	55.6		\$ 112,179	\$ 147,679
Asociación de Cooperativas y Organizaciones de Tierralta y Valencia - ACTIVA G-10	164.9		\$ 370,211	\$ 462,795
Asociación de Productores Agropecuarios y Cacaocultores de Cáceres - APROACA	25.4		\$ 38,730	\$ 63,470
Asociación de productores de familias guardabosques de la cuenca del Rio Nechi - ASOBOSQUES	17.5		\$ 9,315	\$ 42,166
Comercializadora Campesina de Cacao Tumaco - COMCACAO T.S.A.S.	121.5		\$ 358,628	\$ 358,628
Consortio Chocolate Tumaco	940.0		\$ 2,701,389	\$ 2,701,389
Fundación para el Desarrollo Alternativo y Sostenible del Alto Sinú - INTEGRASINU	95.9		\$ 256,425	\$ 264,664
<b>DAIRY PRODUCTS</b>			<b>\$ 197,896</b>	<b>\$ 2,222,602</b>
<b>MILK</b>	<b>4,674,530.0</b>	<b>Lts</b>		
Cooperativa de Ganaderos de Anorí - COGANORÍ	2,054,877.0		\$ 125,157	\$ 1,070,224
Cooperativa de Lecheros de Briceño - COOLEBRI	2,619,653.0		\$ 60,774	\$ 1,140,413
<b>OTHER DAIRY PRODUCTS</b>	<b>7,075.0</b>	<b>Units</b>		
Asociación de Ganaderos de Ituango - ASOGADI	7,075.0		\$ 11,966	\$ 11,966
<b>RICE</b>	<b>168</b>	<b>Tons</b>	<b>\$ 196,000</b>	<b>\$ 196,000</b>
Asociación de Productores de Granos del Pacifico - ASOGRANOPAZ	168.0		\$ 196,000	\$ 196,000
<b>COCONUT</b>	<b>20,531</b>	<b>Dozens</b>	<b>\$ 0</b>	<b>\$ 96,998</b>
Cooperativa Multiactiva Agropecuaria del Pacifico - COAGROPACÍFICO	20,531.0		\$ 0	\$ 96,998
<b>PLANTAIN</b>	<b>705,759</b>	<b>Units</b>	<b>\$ 0</b>	<b>\$ 95,888</b>
Asociación Regional de Platanicultores del Alto Sinú - ARPASINÚ	705,759.0		\$ 0	\$ 95,888
<b>HONEY</b>	<b>26.5</b>	<b>Tons</b>	<b>\$ 39,378</b>	<b>\$ 78,976</b>
Asociación de Cooperativas y Organizaciones de Tierralta y Valencia - ACTIVA G-10	26.5		\$ 39,378	\$ 78,976
<b>SHRIMP</b>	<b>4.8</b>	<b>Tons</b>	<b>\$ 6,906</b>	<b>\$ 22,004</b>
Asociación de Mujeres en Acción	4.8		\$ 6,906	\$ 22,004
<b>LATEX/NATURAL RUBBER</b>	<b>9.2</b>	<b>Tons</b>	<b>\$ 5,570</b>	<b>\$ 5,570</b>
Asociación de productores de familias guardabosques de la cuenca del Rio Nechi - ASOBOSQUES	9.2		\$ 5,570	\$ 5,570
<b>TOTAL</b>			<b>\$ 4,421,668</b>	<b>\$ 6,950,395</b>

<sup>25</sup> The cumulative incremental sales and the cumulative total sales of key products date back to 2012.

<sup>26</sup> Other dairy products include cheese for this report.

**Table 16 - Sales of Goods and Services by Organization**

<b>Total Sales of Goods and Services In USD</b>					
<b>Region</b>	<b>Organization</b>	<b>Product</b>	<b>Total Sales</b>		
			<b>Quarterly Sales (April-June 2014)</b>	<b>Quarterly Sales (July-September 2014)</b>	<b>Cumulative Sales</b>
Antioquia	Asociación de Ganaderos y Agricultores del Bajo Cauca y Alto San Jorge - ASOGAUCA	Goods and Services	\$ 122,957		\$ 122,957
Antioquia	Asociación de Mujeres Municipales de Caucaasia - ASOMUCA	Goods and Services	\$ 133,756		\$ 133,756
Antioquia	Asociación de Cacaoteros de valdivia - ASOCAVAL	Goods and Services	\$ 61,375	\$ 3,922	\$ 65,296
Antioquia	Asociación de Juntas de Acción Comunal del municipio de Anorí - ASOCOMUNAL Anorí	Goods and Services	\$ 302,222		\$ 302,222
Antioquia	Junta de Acción Comunal de la vereda El Limón, Anorí	Goods and Services	\$ 322,222		\$ 322,222
Antioquia	Asociación de Juntas de Acción Comunal del municipio de Valdivia - ASOCOMUNAL Valdivia	Goods and Services	\$ 136,098		\$ 136,098
Antioquia	Junta de Acción Comunal de la vereda El Retiro, Anorí	Goods and Services	\$ 259,444		\$ 259,444
Antioquia	Asociación de Productores de Caucho de Cargueros y Bijagual, Nechí - ASCABIA	Goods and Services	\$ 17,172		\$ 17,172
Antioquia	Asociación de Cacaoteros de Tarazá - ACATA	Goods and Services	\$ 98,572		\$ 98,572
Antioquia	Asociación de Mujeres Bricefitas - ASOMUBRI	Goods and Services	\$ 71,738	\$ 9,268	\$ 81,006
Antioquia	Junta de Acción Comunal Monte Blanco, Valdivia	Goods and Services	\$ 31,250		\$ 31,250
Antioquia	Asociación de Mujeres Ideales del Municipio de Ituango - AMII	Goods and Services	\$ 0	\$ 137,467	\$ 137,467
Antioquia	Asociación de Productores Agropecuarios y Cacaocultores de Cáceres - APROACA	Goods and Services	\$ 0	\$ 296,400	\$ 296,400
<b>Subtotal Antioquia</b>		<b>Goods and Services</b>	<b>\$ 1,556,806</b>	<b>\$ 447,056</b>	<b>\$ 2,003,863</b>
Córdoba	Asociación de Cooperativas y Organizaciones de Tierraalta y Valencia -	Goods and Services	\$ 360,000		\$ 360,000
Córdoba	Fundación de Mujeres Profesionales Vivir Mejor	Goods and Services	\$ 231,811		\$ 231,811
<b>Subtotal Córdoba</b>		<b>Goods and Services</b>	<b>\$ 591,811</b>	<b>\$ 0</b>	<b>\$ 591,811</b>
<b>TOTAL</b>			<b>\$ 2,148,618</b>	<b>\$ 447,056</b>	<b>\$ 2,595,674</b>

The following short success stories capture a variety but not exhaustive number of achievements that occurred during the FY 2014 and attempt to place in context the economic development component. Achievements during FY 2014 – Q4 have been reported in the Quarterly Report section of this report.

- i. Coming together to protect the interests of cocoa producers in the Municipality of Tumaco (Nariño), 16 small producers associations decided to form COMCACAOT S.A.S, a for-profit cocoa marketing business owned by small producers that aims to help control prices in the local market. In October 2013, COMCACAOT S.A.S. began selling stocks to small cocoa producers valued at around US\$5 dollars per share and successfully raised approximately US\$14,000 in start-up capital to launch the business venture in the following year. Having been supported by CELI N/S, since March 2014, to improve its organizational capacity, increase its marketing visibility to rural areas, and foster greater collaboration between small farmers and the private sector, COMCACAOT S.A.S. successfully marketed 120 tons of cocoa valued at approximately US\$360,000 in just six months. COMCACAOT S.A.S. joins another CELI N/S supported cocoa marketer in Tumaco (Nariño) Chocolate Tumaco that is providing market access to small producers and promoting licit economic development in the conflict-affected municipality. Chocolate Tumaco is highlighted in the Transforming Lives Section of the Quarterly Report. By encouraging community-led development and assisting small businesses and organizations, like COMCACAOT S.A.S. and Chocolate Tumaco, to promote equitable and sustainable economic

- growth, CELI N/S is helping to create the pre-conditions for a robust and inclusive rural economy and lay the groundwork for continued investment.
- ii. In Antioquia, CELI N/S partnered with the Government of Antioquia and the National Federation of Cocoa Producers (FEDECACAO) to help launch four technical assistance units dedicated to providing extension services in seven prioritized municipalities of Antioquia. The four technical assistance units in Antioquia will provide farmers various extension services, including help to improve quality control, information to access credit and loan programs, and techniques to best commercialize cocoa in domestic and international markets. Having signed agreements with five distinct small producers associations to house the newly created units in their local offices and deliver services to farmers, FEDECACAO will help the small producers associations integrate the rural community with the country's largest cocoa producer federation. Supported by CELI N/S, the newly created technical assistance units form part of a larger project being implemented by FEDECACAO to maintain the cocoa production in the region and help local producers associations lead the way for local economic development.
  - iii. In Antioquia and Córdoba, CELI N/S has invested US\$1,369,737 in nine activities to help facilitate a marketing relationship between five distinct producer organizations<sup>27</sup> and the *Compañía Nacional de Chocolates*. Since 2012, the *Compañía Nacional de Chocolates* has risked nearly US\$320,000 of working capital and sale advances and has purchased approximately 275 tons of cocoa worth more than US\$750,000 from approximately 738 small and medium producers. By helping five distinct producers associations and their members connect with Colombia's largest cocoa buyer, CELI N/S is fostering greater collaboration among farmers and the private sector and encouraging farmers to take the lead in finding stable domestic and international markets.
  - iv. Throughout FY 2014, CELI N/S has held a series of events that present successes of the local savings and loan group program (or GLAC for its Spanish acronym) and bring together its participants from Antioquia, Córdoba, and Tumaco (Nariño). These groups are helping to restore trust and repair a torn social fabric after decades of war, forced displacement, and violence. They are also spurring local economic development initiatives and the creation of small businesses like bakeries, restaurants, community convenient stores, and many others. Some major achievements of the GLAC program during FY 2014 are:
    - a. During the year, CELI N/S presented its GLAC results at the Latin American Forum of Local Savings and Loan Groups promoted by Colombia's public policy promoting inclusive access to formal and informal financial services (or *Banca de Oportunidades* in Spanish). At this event, CELI N/S staff presented the results of the GLAC program in the 16 municipalities of Antioquia, Córdoba, and Tumaco (Nariño). To date, more than 9,600 women and 3,600 men have joined the GLAC program in all 16 prioritized municipalities. Coming together as a community to save money, these nearly 13,500 participants representing more than 850 groups have saved in excess of US\$1.2 million and provided approximately US\$500,000 in loans to participants since April 2013.
    - b. During FY 2014, CELI N/S also held four regional assemblies of the GLAC program in Caucasia (Antioquia), Valencia (Córdoba), and Tumaco (Nariño). The purpose of these assemblies was to share experiences and results among the participants that have come together to save money, provide loans to members, launch new small business initiatives, and connect as neighbors.
    - c. The GLACs have transcended the initial project purpose to stimulate savings and small loans in areas devoid of financial services, becoming a fast growing movement of citizens reaching out to each other, rebuilding bonds of friendship and trust in areas long torn

---

<sup>27</sup> The five producers associations are: APAM (Asociación de Productores Agropecuarios de Montelibano - Córdoba), ACTIVA G-10 (Asociación de Cooperativas y Organizaciones de Tierralta y Valencia - Córdoba), ACATA (Asociación de Coccoateros de Tarazá - Antioquia), ASOCAI (Asociación de Coccoacultores de Ituango - Antioquia), and ASOCAVAL (Asociación de Coccoateros de Valdivia - Antioquia).

apart by war and violence. Set to be implemented during FY 2015, the next phase of the project will aim to promote local entrepreneurship and income generation, particularly for women, Afro-Colombians, and other ethnic minorities that represent the GLAC population.

## Improve Governance and Civic Capacity

Fortunately for project implementation, CELI N/S has forged broad-based relationships with department, municipal, ministries and decentralized government agencies that have enabled continual progress in reaching contract goals. During FY 2014, CELI N/S received approval from USAID/Colombia for 24 funding actions representing a CELI N/S commitment of US\$2.5 to strengthen municipal and department governance and provide institutional support to the Colombia's Administrative Unit for Territorial Consolidation (UACT). The governance component represents the second largest funding commitment for FY 2014.

The following short success stories capture a variety but not exhaustive number of achievements that occurred during the FY 2014 and attempt to place in context the governance component. Achievements during FY 2014 – Q4 have been reported in the Quarterly Report section of this report.

- i. During FY 2014 – Q1, the Friendly Information Service for Adolescents and Youth (SIAPA) program in Tumaco (Nariño) that aims to reduce teen pregnancies and sexually transmitted diseases and foster drug prevention education received financial resources from the municipal government and *Centro Hospital Divino Niño* to continue its operations after initial support from CELI N/S. Launched as part of a national education policy to promote a culture of legality and advocate greater economic security for vulnerable young people, the SIAPA program in Tumaco (Nariño) attended to more than 5,500 adolescents in the high vulnerability communities *Comuna 4 & 5* of Tumaco (Nariño).
- ii. Supporting the rollout of the national Agrarian Pact (*Pacto Agrario*), the Ministry of Agriculture and Rural Development (MADR) requested that local municipalities determine and prioritize five agrarian projects and interventions per municipality by June 2014. Working in collaboration with municipal rural development committees - CMDRs in each of the 16 prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño), CELI N/S helped prioritize projects promoting the agricultural sectors of cocoa, natural rubber, rice, and coffee. Since project startup, CELI N/S has been working with local CMDRs to more effectively fulfill their roles, while at the same time building the capacity of local producers associations and small farmers to interact with municipal authorities and represent their interests on the CMDRs.
- iii. CELI N/S participated in the workshop organized by Colombia's Victims' Unit held on June 27, 2014. CELI N/S staff reported on key project advances related to the inclusion of victims in local development efforts and discussed potential opportunities for coordination with the Victims' Unit in Antioquia, Córdoba, and Tumaco (Nariño).
- iv. CELI N/S assisted USAID/Colombia in organizing a workshop on post-conflict preparedness held in coordination with the Colombia High Commissioner for Peace. Held on January 30 and 31, 2014, CELI N/S's DCOP along with the regional directors of Antioquia, Córdoba, and Tumaco (Nariño) participated in a workshop detailing intervention strategies for a potential 2014 post-conflict scenario.

## Strengthen and Build Social Capital

CELI N/S committed funds amounting to US\$1.1 million went to support 10 activities in communications and building social capital through institutional strengthening. While this activity absorbed comparatively fewer USAID/Colombia resources, it nevertheless is creating major impact for change at the municipal level. An important focus is on women and youth. Activities include sports, culture, institutional strengthening, communications and ethnic identity. Social capital strengthening is a crosscutting component that touches upon all aspects of project implementation, including governance.

The following short success stories capture a variety of achievements that occurred during the FY 2014 and attempt to place in context the social capital component. Achievements during FY 2014 – Q4 have been reported in the Quarterly Report section of this report.

- i. Organizational strengthening activities often help grassroots organizations take the lead in local economic development initiatives and provide a means for income generation. For instance, during 14 months, CELI N/S provided technical assistance and other support to an umbrella organization (ASOCOMUNAL Valdivia) and helped 20 associated *Juntas de Acción Comunal* (legally recognized neighborhood associations) create a sustainable operational plan, develop effective and transparent accounting, and improve their organizational capacity. To this end, the *Association of Juntas de Acción Comunal – Valdivia* (ASOCOMUNAL Valdivia) successfully competed for and won a US\$136,000 services contract from *Empresas Públicas de Medellín*, one of Colombia’s largest public services companies. For three months, approximately 40 full-time employees will clear brush, lay down rock, and help excavate and improve 19 tertiary access roads, which today are largely inaccessible.
- ii. Of particular impact are the communications collectives that disseminate the values of legality and share success stories related to CELI N/S’s intervention. The communications collectives, composed of high school, university, and trade school students, are becoming the training ground for new community advocates promoting a message of peace, good citizenship, and lending greater visibility to the positive changes taking place in their communities. Since project start-up in 2011, CELI N/S has supported seventeen communications collectives comprised of over 180 youth from seven prioritized municipalities of Antioquia<sup>28</sup> and five Afro-descendent collective landholdings (*Consejos Comunitarios*) of Tumaco<sup>29</sup>. In many cases, it is the voices of young people who constitute communications collectives that are informing citizens of the actions of dozens of small development projects, managed by the communities themselves, that are bringing new hope and quality of life to many. Some examples of their activities during FY 2014 include:
  - a. 11 communications collectives working in both the rural and urban zones of Tumaco (Nariño) carried out seven workshops aimed to encourage the use of community radios to speak up for social change, peace, and a better future. Also in Tumaco (Nariño), Notiparche, a communications collective located in the conflict-affected coastal town, used its weekly television program to inform residents, especially small cocoa producers, about the new economic opportunities available as a result of the opening of the CELI N/S supported Chocolate Tumaco, a highly successful cocoa marketing consortium already playing an important economic role in the region. Notiparche also used its radio program to report on a CELI N/S supported cocoa regional assembly that took place between May 15-16, 2014, interviewing Casa Luker, one of Colombia’s largest cocoa buyers, and informing residents about the importance of cocoa for the region and country.

<sup>28</sup> The municipalities in Antioquia include: Caucaia, Tarazá, Zaragoza, El Bague, Briceño, Cáceres, and Valdivia.

<sup>29</sup> The Afro-descendent collective landholdings in Tumaco include: Tablón Dulce, Tablón Salado, La Nupa, Rescate Las Varas, and Rio Gualajo.



## CROSCUTTING INITIATIVES

### Integrating Gender

CELI N/S has implemented a comprehensive gender equality strategy that aims to reduce economic, social, political, and cultural gender disparities in access to and benefit from resources, economic opportunities, and services. Additionally, CELI N/S's gender equality and social inclusion strategy promotes the capacity of women, Afro-Colombians, indigenous groups, and other marginalized populations to realize their rights, determine their life outcomes, and acquire the power to act freely and influence decision-making in the households and communities of the 16 prioritized municipalities.

The following short success stories capture a variety of achievements that occurred during the FY 2014 and attempt to place in context the gender crosscutting initiative. Achievements during FY 2014 – Q4 have been reported in the Quarterly Report section of this report.

- i. Since January 2014, CELI N/S and the Network of Afro-descendent Collective Landholdings in Tumaco (RECOMPAS) have held 25 workshops in 15 rural *Consejos Comunitarios* (Afro-descendent collective landholdings), which represent 100% of Tumaco's rural territory, to help develop, train, and prepare women leaders of the governing bodies. To date, 60 Afro-Colombian women have been identified as future leaders of their respective *Consejos Comunitarios*. The next phase of the project will be to create a new women's network to promote greater inclusion in local economic development initiatives. The mission of this new network, which will represent more than 1,050 Afro-Colombian women, is to foster economic development, promote citizen participation, and give greater voice and leadership to women in community, municipal, and regional matters.
- ii. In May 2014, the Foundation of Professional Women for Better Living of Valencia (*Fundación de Mujeres Profesionales para Vivir Mejor de Valencia*) hosted more than 109 leaders of 50 small-scale producers associations from Córdoba, Antioquia, and Chocó in Valencia (Córdoba) to share successful production and marketing experiences and discuss potential businesses that could link producers together in the three departments. Participants discussed topics from the production and marketing of well-processed aromatic cocoa to improving fish farming and promoting ecotourism. Representatives from Colombia's trade promotion unit ProExport shared with producers its focus to help farmers build commercial value chains and access lucrative international markets for their products. Enthusiasm prevails as producers realize the importance of joining together to form well-defined business strategies and transforming their products into ones with greater value and increased marketability. By helping local organizations, like the Foundation of Professional Women for Better Living, take the lead in providing a platform for producers from around the country to share experiences, exchange entrepreneurial ideas, and explore potential economic opportunities together, CELI N/S is fostering greater collaboration among small farmers, an important pre-condition for a vibrant rural economy.
- iii. In a little more than a year of support from CELI N/S, the Association of Women in Action of Tumaco (Nariño), representing more than 21 small-scale producer families, 14 of which are women head of household, successfully restored and improved five shrimp nurseries that had suffered from unreliable and sporadic production for almost ten years. Now with five shrimp nurseries fully operational, the small-scale producers association has sold 4.8 tons of shrimp valued at more than US\$20,000 during the year. With three local, medium-scale fish and shrimp marketers<sup>30</sup> actively seeking to purchase the increased production from the women's

---

<sup>30</sup> Mar & Sol S.A.T., Ancla y Viento, and EcoMar

association, the Afro-Colombian led group is on its way to providing its member families with a more economically secure future.

## **Assist in Land Legalization and Restitution**

During the fiscal year, CELI N/S continued working with a variety of local, departmental, and national institutions that deal with land tenure issues, such as the Land Restitution Unit (URT), and municipal governments. Legal land ownership, especially in rural areas, is a vital first step in expanding municipal assets and providing for greater investment, more access to credit, and sustained economic development.

The following short success stories capture a variety of achievements that occurred during the FY 2014 and attempt to place in context the land crosscutting initiative. Achievements during FY 2014 – Q4 have been reported in the Quarterly Report section of this report.

- i. With the close of the land formalization and restitution project “Right to Land and Territorial Consolidation in Bajo Cauca – EL Bagre (Antioquia)”, 260 identified families will become legal landholders at last, exceeding the original project’s goal of reaching 214 families. Project activities also successfully launched the Municipal Land Unit in El Bagre (Unidad Municipal de Tierras – EL Bagre). Working in collaboration with Colombia’s Administrative Unit for Territorial Consolidation, department functionaries, and municipal authorities, CELI N/S helped launch the Municipal Land Unit in El Bagre (Unidad Municipal de Tierras – EL Bagre), providing a critically important link between national and local institutions that deal with land tenure issues. The newly created Municipal Land Unit in El Bagre will coordinate with national and department functionaries to assist with land titling, legalization of public municipal property, supporting municipal land-use planning, and helping to restore land to their rightful owners. Legal land ownership, especially in rural areas, is a vital first step in expanding municipal assets and providing for greater investment, more access to credit, and sustained economic development.
- ii. For approximately six months, the well-known and prominent Colombian human rights and justice think tank DeJusticia has been implementing a CELI N/S activity grant to assist Colombia’s Land Restitution Unit (URT) better deliver restitution services to the populations of Córdoba and Tumaco (Nariño). To this end, DeJusticia trained more than 140 of the URT’s staff and local functionaries in administrative processes required to properly document and respond to restitution cases. The next phase of the project to be implemented in the next quarter aims to produce a guide on the formation process for replication purposes in other parts of Colombia. This activity will officially come to an end in November 2014.
- iii. Following a CELI N/S supported land initiative that came to a close in November 2013, the publication titled “Relations between Illegal Economies, Processes of Violence, and Land Restitution in the Neighborhoods of Llorente and La Guayacana, Tumaco” was released in April 2014, detailing the delicate and precarious land context in the two neighborhoods of Tumaco (Nariño).

## Monitoring and Evaluation (M & E)

An analysis of project indicators contained in the Quarterly Report section of this report illustrates the across-the-board increases in project activities. In this section, CELI N/S presents indicator progress by quarter during FY 2014.

**Table 18 – CELI N/S Indicator Progress Report by Quarter during FY 2014**

#	Indicator	Type of Indicator	Data Source	FY2014				Total Fiscal Year III To Date Target
				Q1	Q2	Q3	Q4	
1	DO1-003 Number of coca hectares in CELI municipalities.	Contractual	USAID	In Process	In Process	In Process	In Process	In Process 9,200
2	DO1-004 Public social services municipal index	Contractual	USAID	In Process	In Process	In Process	In Process	In Process 67
3	DO1-005 Average household income in CELI municipalities.	Contractual	USAID	In Process	In Process	In Process	In Process	In Process \$ 435,200
4	DO1-006 Public funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI N/S	USD 31,760,663	USD 11,605,898	USD 8,414,591	USD 7,845,745	USD 59,626,898 USD 23,200,000
5	DO1-008 Number of rapid impact projects implemented by USG implementers	Contractual	CELI N/S	18	8	5	7	38 0
6	DO1-009 Municipal own-source income (Million COP)	Contractual	USAID	In Process	In Process	In Process	In Process	In Process \$ 51,525.00
7	DO1-010 Number of strategic national social programs implemented in CELI zones	Contractual	CELI N/S	2	0	1	2	5 1
8	DO1-011 Number and percentage of people benefitted by national social programs implemented in CELI municipalities.	Contractual	CELI N/S	8,134	4,228	7,602	14,142	34,106 16,875
9	DO1-012 Number of beneficiaries receiving improved infrastructure services	Contractual	CELI N/S	7,181	0	8,025	4,559	19,765 15,000
10	DO1-013 Governance capacity index	Contractual	USAID	In Process	In Process	In Process	In Process	In Process 47.8
11	DO1-024 Social Capital Index	Contractual	USAID	In Process	In Process	In Process	In Process	In Process 31.4
12	DO1-025 Number of CSO members supported by USG assistance	Contractual	CELI N/S	248	1351	2926	640	5165 600
13	DO1-026a Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	Contractual	CELI N/S	0.00%	0.00%	0.00%	0.00%	0.00% 0%
	DO1-026b Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	Contractual	CELI N/S	0	0	0	69.1	69.1 55
14	DO1-028 Level of accountability in CELI municipalities	Contractual	USAID	In Process	In Process	In Process	In Process	In Process 34.4
15	DO1-029 Value of incremental sales of key supported products and Services in CELI zones	Contractual	CELI N/S	USD 0	USD 1,860,140	USD 3,517,074	USD 1,513,550	USD 6,890,764 USD 2,380,000
16	DO1-030 Number of strategic rural and economic development programs with territorial approach implemented in CELI municipalities	Contractual	CELI N/S	0	6	4	0	10 3
17	DO1-031 Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CELI municipalities.	Contractual	CELI N/S	1,032	358	4,247	15,518	21,155 2,000
18	DO1-032a Private sector funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI N/S	USD 5,844,572	USD 1,927,954	USD 3,064,605	USD 5,039,976	USD 15,877,106 USD 9,000,000
	DO1-032b Private sector funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI N/S	0	0	0	0	USD 0 USD 0
19	DO1-033a Number of private-public alliances formed	Contractual	CELI N/S	4	24	18	0	46 0
	DO1-033b Number of private-public partnerships formed	Contractual	CELI N/S	0	0	0	0	0 4
20	DO1-034 Number of rural households benefiting directly from USG interventions	Contractual	CELI N/S	995	4070	3178	1368	9611 5,000
21	DO1-035 Number of people with a new financial product from a local financial institution.	Contractual	CELI N/S	4262	4110	4833	550	13755 9,217
22	DO1-036 Total value of CELI projects approved (USD million)	Contractual	CELI N/S	USD 9,867,258	USD 17,229,837	USD 1,343,128	USD 12,763,099	USD 41,203,322 USD 38,000,000

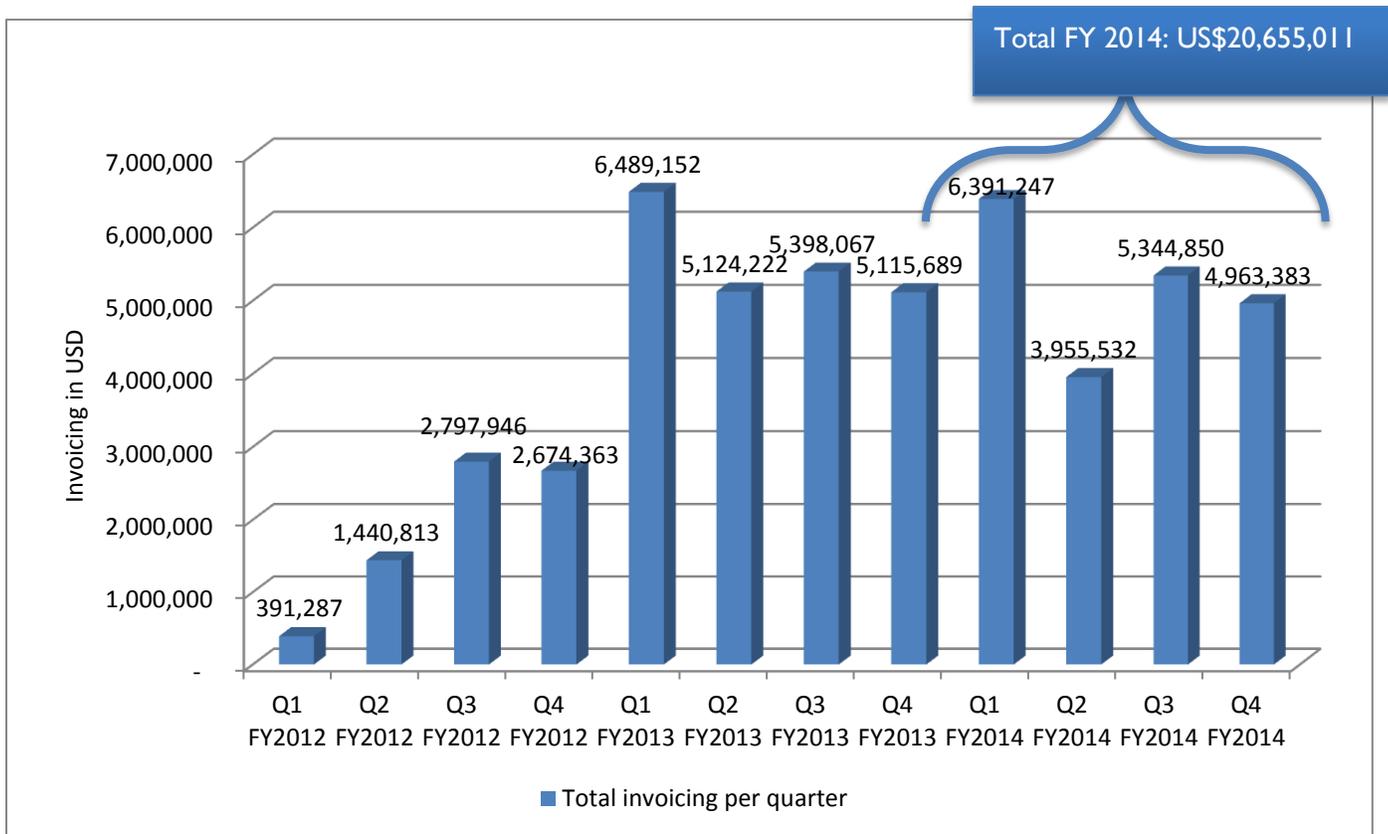
#	Indicator	Type of Indicator	Data Source	FY2014				Total Fiscal Year III To Date Target
				Q1	Q2	Q3	Q4	
23	DOI-037 Total value of CELI projects completed (USD million)	Contractual	CELI N/S	USD 41,831,106	USD 15,852,382	USD 14,622,483	USD 16,023,207	USD 88,329,178 USD 38,000,000
24	DOI-038 Total public investment in consolidation zones (USD million)	Contractual	USAID	Pending	Pending	Pending	Pending	Pending USD 291,000,000
25	DOI-039 Number of properties in cadaster formation or cadaster update processes supported in CELI municipalities.	Contractual	CELI N/S	0	40140	0	0	40140 0
26	DOI-040 Number of formalization cases supported in CELI municipalities	Contractual	CELI N/S	474	0	0	0	474 1,700
27	DOI-041 Number of restitution cases supported in CELI municipalities	Contractual	CELI N/S	1047	0	0	27	1074 100
28	DOI-042 Community funds leveraged in CELI zones attributable to USG interventions (USD Million)	Contractual	CELI N/S	0	0	0	0	USD 0 USD 0

#	Indicator	Type of Indicator	Data Source	FY2014				Total Fiscal Year III To Date Target
				Q1	Q2	Q3	Q4	
1	P-01 Number of hectares of licit crops supported by the project.	Non Contractual	CELI N/S	1294	592	696	1065.91	3648 1,700
2	P-02 Amount of funds provided to the Unidad Administrativa para la Consolidación Territorial (UAECT) to facilitate the achievement of the objectives of	Non Contractual	CELI N/S	USD 0	USD 0	USD 0	USD 0	USD 0 0
3	P-03 Number of institutional strengthening activities supported in CSDI zones.	Non Contractual	CELI N/S	2	2	0	2	6 14
4	P-04 Number of social organizations participating in citizen and community participation spaces supported by the USG.	Non Contractual	CELI N/S	138	148	71	10	367 30
5	P-05 Number of permanent jobs created.	Non Contractual	CELI N/S	1031	644	543	1221.1231	3440 1,050
6	P-06 Number of people assisted and / or linked to activities project	Non Contractual	CELI N/S	30,415	70,133	25,518	44,954	171,020 45,000
7	DOI-007 Number of rapid impact projects implemented by the GoC	Non Contractual	CELI N/S	100	0	0	0	100 0

## Financial Performance

During FY 2014, CELI N/S spent a total of US\$20,655,011, including US\$10,448,760 in disbursements to grantees. As shown in Graph 12, the first quarter of FY 2014 (October – November, 2013) represented the highest invoicing level with a total of US\$6.39 million (all CLINs), which corresponds to a similar pattern during FY 2013. When compared to FY 2013, invoicing in FY 2014 was lower by about US\$1.5 million mainly due to the lower than average invoicing in Q2. The lower invoicing during Q2 is due to 2014 grant funds being committed after May 2014, which resulted in a delay of expected grant funds disbursements.

**Graph 12 – CELI-N/S Total Invoicing Per Quarter since Project Start-Up**



It is important to note that FY 2014 expenditures were in line with the total budget allocated in Modification 4. Specifically, a total of US\$21.5 million was allocated to fiscal year three; actual expenses (US\$20.65 million) were under by about US\$900,000 (4.3% under the budget amount).

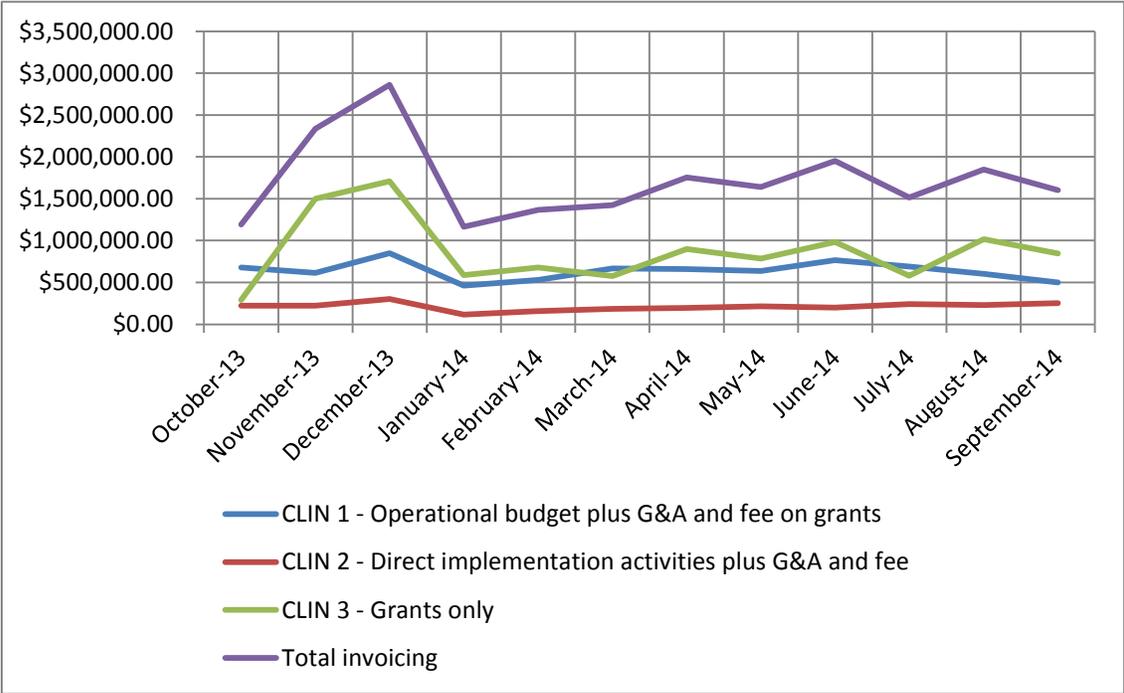
Graph 13 shows the disbursements by CLIN during FY 2014. As shown and as expected, grant disbursements under CLIN 3 continue to be the driver of project invoicing with monthly disbursements ranging from US\$292,000 (October 2013) and US\$1.7 million (December 2013), averaging US\$870,730.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

CLIN 2 invoicing remained at its historical average of US\$212,000 per month including costs incurred for 61 direct implementation activities implemented in 2014 (includes activities approved in 2012, 2013 and 2014) and associated G&A and fee.

**Graph 13- CELI-N/S Monthly Invoicing by CLIN during FY 2014**



# Appendix A

## Project Purpose

Through the Consolidation and Enhanced Livelihoods Initiative – North/South (CELI N/S), USAID provides support to the Government of Colombia’s (GOC) effort to improve governance, stimulate sustainable economic development, and encourage licit lifestyles free from conflict and violence. CELI N/S supports ten municipalities<sup>31</sup> in Northern Antioquia, five municipalities<sup>32</sup> in Southern Córdoba, and the Municipality of Tumaco in the Department of Nariño. These municipalities’ high poverty levels are attributed to the decades of violence associated with prevailing guerrilla, criminal, and narco-trafficking activities as well as the regions’ physical isolation.

CELI N/S works closely with the GOC’s Administrative Unit for Territorial Consolidation (UACT), which is responsible for orchestrating the effort to regain state presence in the designated “Consolidation” municipalities. The Program also works collectively with multiple GOC agencies and community and private sector stakeholders to create the conditions necessary to promote a sustainable state of peace and security. CELI N/S is implemented through the following programmatic components and crosscutting initiatives: 1) improved governance and civic capacity; 2) strengthen and build social capital; 3) foster economic development; and 4) support economic infrastructure. CELI N/S also carries out activities in the following crosscutting areas: a) environmental awareness and sensitivity, b) gender equity and, c) legal land ownership.

Projects supported in the above programmatic components are the outcome of a broad-based consultative process involving all relevant local municipal and community stakeholders, and reflect the interests and priorities of the local population. Most grants are awarded to local community organizations and producers associations for the implementation of activities, such as basic infrastructure, food security, agricultural production and marketing, and organizational development and strengthening. All grants are implemented on a co-funding basis with counterpart resources provided by local and department governments, national government agencies and programs, the private sector, and the beneficiary communities.

---

<sup>31</sup> The Department (province) of Antioquia is divided into two distinct regions: Bajo Cauca and Northern Antioquia. In Northern Antioquia, the four target municipalities are Anorí, Ituango, Briceño and Valdivia. In Bajo Cauca, the six prioritized municipalities are El Bague, Tarazá, Cáceres, Caucasia, Nechí, and Zaragoza. The two regions of Antioquia combine for a total of 10 prioritized municipalities from Antioquia.

<sup>32</sup> Similarly, the Department (province) of Córdoba is broken down into two regions: Alto San Jorge and Alto Sinú. The three target municipalities of Alto San Jorge are: Montelibano, San José de Uré, and Puerto Libertador. The two prioritized municipalities of Alto Sinú are Tierralta and Valencia. These two regions combine for a total of 5 prioritized municipalities.



[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]