



**USAID**  
DEL PUEBLO DE LOS ESTADOS  
UNIDOS DE AMÉRICA

**COLOMBIA**

# CONSOLIDATION AND ENHANCED LIVELIHOOD INITIATIVE – CENTRAL REGION (CELI-CENTRAL)

QUARTERLY REPORT

OCTOBER 2013 – DECEMBER 2013



DECEMBER 2013

This publication was produced for the review of the United States Agency for International Development. It was prepared by Tetra Tech ARD.

Prepared for the United States Agency of International Development, Contract Number: AID-514-C-11-00002, Consolidation and Enhanced Livelihood Initiative – Central Region (CELI-Central)

**Contactos Tetra Tech ARD:**

Mark Levenson, COP  
Calle 72 # 10-51 Bogotá, Colombia  
Tel:(57) 743 3000  
Email: mleverson@ard.org.co

Rhys Payne, Senior Technical Advisor  
159 Bank Street, Suite 300  
P.O. Box 1397  
Burlington, VT 05402  
Tel: (802) 658-3890 ext. 2402  
Email: rhys.payne@tetrattech.com

**COVER:** A rubber producer and child inspect a newly-transplanted rubber seedling, San Vicente del Caguan.

**CONSOLIDATION AND  
ENHANCED LIVELIHOOD  
INITIATIVE – CENTRAL  
REGION (CELI-CENTRAL)  
QUARTERLY REPORT  
OCTOBER 2013 – DECEMBER 2013**

**DECEMBER 2013**

**DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



# TABLE OF CONTENTS

ACRONYMS .....	4
1 EXECUTIVE SUMMARY .....	5
2 CONTRACT HIGHLIGHTS .....	6
2.1 PARTICIPATORY METHODOLOGY .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
2.2 RURAL DEVELOPMENT METHODOLOGY .....	6
2.3 PROGRAM MONITORING AND EVALUATION .....	7
3 ACHIEVEMENTS .....	9
3.1 CAQUETA (CAGUÁN) .....	9
3.2 CAUCA / VALLE DEL CAUCA .....	16
3.3 META (LA MACARENA) .....	22
3.4 SOUTHERN TOLIMA .....	31
4 SUCCESS STORIES .....	42
5 OPERATIONAL CONTEXT .....	44
5.1 NATIONAL .....	44
5.2 CAQUETA .....	45
5.3 CAUCA/ VALLE DEL CAUCA .....	45
5.4 META .....	46
5.5 SOUTHERN TOLIMA .....	46
6 OVERALL PROJECT STATUS .....	47
6.1 CONTRACTS AND GRANTS .....	47
6.2 TOTAL CELI SPENDING .....	49
6.3 HUMAN RESOURCES .....	49

# ACRONYMS

CCI	Colombian International Corporation ( <i>Corporacion Colombia Internacional</i> )
CELI-Central	Consolidation and Enhanced Livelihood Initiative – Central Region
CMDR	Municipal Council for Rural Development ( <i>Consejo Municipal de Desarrollo Rural</i> )
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer Representative
COMPOS	Municipal Council on Social Policy ( <i>Consejo Municipal de Politica Social</i> )
CRC	Cauca Environmental Authority ( <i>Corporación Autonoma Regional del Cauca</i> )
CSDI	Colombia Strategic Development Initiative
CTJT	Territorial Committee on Transitional Justice ( <i>Comité Territorial de Justicia Transicional</i> )
DCOP	Deputy Chief of Party
DPS	National Department of Social Prosperity
EOT	Territorial Organization Scheme ( <i>Esquema de Ordenamiento Territorial</i> )
FARC	Revolutionary Armed Forces of Colombia
GIS	Geographic Information System
GOC	Government of Colombia
GRCT	Regional Consolidation Management Unit ( <i>Gerencia Regional de Consolidación Territorial</i> )
ICBF	Colombian Institute for Family Wellbeing ( <i>Instituto Colombiano de Bienestar Familiar</i> )
IGAC	Augustin Codazzi National Geographic Institute ( <i>Instituto Geografico Augustin Codazzi</i> )
INVIAS	National Roadway Institute ( <i>Instituto Nacional de Vias</i> )
INCODER	Colombian Institute for Rural Development ( <i>Instituto Colombiano de Desarrollo Rural</i> )
IQC	Indefinite Quantity Contract
JAC	Elected community leaders ( <i>Junta de Acción Communal</i> )
MADR	Ministry for Agriculture and Rural Development
M&E	Monitoring and Evaluation
OCAD	Decision-making body for the National System of Regalias ( <i>Órgano Colegiado de Administración y Decisión</i> )
ONIC	National Organization of Indigenous Colombians ( <i>Organización Nacional Indígena de Colombia</i> )
OTI	Office of Transition Initiatives
PBOT	Basic Territorial Organization Plan ( <i>Plan Basico de Ordenamiento Territorial</i> )
PICSC	Comprehensive Plans for Coexistence and Security ( <i>Plan Integral de Convivencia y Seguridad Ciudadana</i> )
PMP	Performance Monitoring Plan
PNCRT	National Territorial Reconstruction and Consolidation Plan
POT	Territorial Organization Plan ( <i>Plan de Ordenamiento Territorial</i> )
REC	Regional Evaluation Committee
UACT	National Consolidation Unit ( <i>Unidad Administrativa de Consolidación Territorial</i> )
UR	Restitution Unit ( <i>Unidad de Restitución</i> )
USAID	United States Agency for International Development
USD	United States Dollars
USG	United States Government

# I EXECUTIVE SUMMARY

CELI-Central has always based its planning, implementation and evaluation of activities on the participation of local community members and institutions. As the program has advanced from smaller-scale, shorter-term trust-building activities towards larger, integrated activities, so has its need to develop a shared vision of rural development in concert with local communities. The participatory methodology directly engaged as many community members as possible in defining their needs and setting their priorities. This highly successful methodology initiated a dialogue between civil society and the state in areas where the Colombian government has had a weak or nonexistent presence. It established processes of accountability, in which citizens could start expecting the state to provide them with the services to which they are entitled—security and health services, roadway and sanitation infrastructure. Institutions are also more prepared to respond to these requests, as a result of the organizational and technical training and basic equipment provided by Colombia Responde in collaboration with public and private sector entities.

We started to notice a pattern—we can facilitate conditions of rural development into place, but what will sustain them is the consistent and significant economic growth of these areas. Therefore, in this second phase Colombia Responde has organized its activities in terms of an Integrated Rural Development Approach, identifying key productive activities that serve as axes of development around which to organize social, infrastructural, and institutional development activities. This approach consists of several steps—first, systematically organize *veredas* into micro-regions based on their social, economic, environmental, security, and geographic attributes. Second, review those micro-regions according to set criteria to determine the “fit” with the program’s goal’s and capacities. Third, engage a representative sample of residents from each community to identify key productive projects and formulate a development strategy based on that. This process is further detailed in the Annual Work Plan for FY2014 and Section 2.2 of this report.

# 2 CONTRACT HIGHLIGHTS

## 2.1 RURAL DEVELOPMENT METHODOLOGY

Since CELI-Central launched in April 2011, the program has succeeded in creating conditions favorable to comprehensive rural development and strengthening trust between communities and their government institutions. Building strong relationships with an understanding of the distinct cultural, ethnic and geographic diversity present in the regions increases beneficiaries' sense of democracy and the belief that they can positively impact their own futures and that of their communities.

In the course of implementation, the program identified two main challenges to its scope and impact, which it is specifically addressing in its implementation this fiscal year—starting this quarter. First, the security classification system that CELI-Central's GOC counterpart, the UACT, utilizes to define its focal areas limited the scope of productive projects and other activities. Second, while the first year of operation focused on localized, short-term activities to fulfill immediate needs raised by communities, the program has been transitioning towards medium- and long-term projects that are most effective when integrated with a range of complementary interventions, therefore requiring more robust participation from the community, GOC and private sector. Therefore, this quarter CELI-Central moved towards an integrated rural development strategy.

Maintaining its highly participatory approach by utilizing the needs identified and relationships built in the course of implementing the participatory methodology, CELI-Central developed the Regional Intervention Index (RII) to systematically formulate, assess and prioritize integrated rural development interventions according to a series of criteria to assess the feasibility, competitiveness and sustainability of integrated interventions. Unlike past interventions, which were focused at the *vereda* or municipal levels, this approach groups *veredas* nuclei that share socio-economic, population, security and political characteristics into **micro-regions**. This approach requires a regional analysis of value chains and core agribusiness activities for each micro-region to boost competitiveness and propel future growth, cutting across *veredas* and, in some cases, municipalities and/or *veredas* that were previously outside of the program focal area to determine where assistance is most needed and can be most effective and sustainable. Implementing interventions simultaneously in the same community builds positive momentum and substantially increases the level of participation and satisfaction of program beneficiaries.

Regional teams in Meta and Tolima met this quarter to hone the application of the integrated rural development methodology, examining the Work Plan for FY2014 and highlighting opportunities for ensuring sustainability and boosting effectiveness. Whereas the Work Plan was previously a roadmap to be followed step by step, it is now an organizing principle for examining the results of the participatory methodology and institutional requests at the micro-region level in order to identify synchronicities favorable to rural development within each area and continue engaging USAID and a range of government institutions to achieve a shared integrated rural development vision. Providing autonomy to regional offices empowers them to design and implement activities quickly and effectively, and increases ownership of the program up and down the development chain from municipal governments to local organizations, communities, and beneficiaries and their families.

## 2.2 PROGRAM MONITORING AND EVALUATION

As detailed in Table 2, CELI-Central continued advancing towards its objectives over the past quarter, focusing on documenting beneficiary households and organizations. Of the \$26,092,000 USD leveraged from the public sector to support activities this quarter, \$9,903,000 USD came from the National Royalties System. *Please note that the table from MONITOR was not included in the report for this quarter due to data inconsistencies and technological issues with the system.*

**TABLE 2: QUARTERLY STATUS OF PRINCIPAL INDICATORS AND GOALS**

USAID Development Objective	Ind. #	Performance Indicator Name & Definition	TARGET LOP	QRI FY14	Cumulative LOP	% LOP
DO-I: Civilian government presence in CSDI zones consolidated	DO1-006	Public funds leveraged in CSDI zones attributable to USG Interventions (USD million)	\$ 144,000,000	\$ 26,092,589.06	\$ 54,137,041.37	37.60%
	DO1-008	Number of rapid impact projects implemented by USG implementers	150	2	213	142.00%
	DO1-011	Number of people benefitted by national social programs implemented in CSDI municipalities.	40,000	120	18,033	45.08%
	DO1-012	Number of beneficiaries receiving improved infrastructure services	90,000	5,455	90,503	100.56%
	DO1-025	Number of CSO members supported by USG assistance	7,400	555	1,097	14.82%
	DO1-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	8	2	4	50.00%
	DO1-031	Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	100,000	70	147	0.15%
	DO1-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions (USD millios)	\$ 50,000,000	\$ 2,684,173	\$ 4,543,247.80	9.09%
	DO1-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	25,000	87	2,928	11.71%
	DO1-036	Total value of CSDI projects approved (USD million)	\$ 211,500,000	\$ 53,973,133.31	\$ 221,006,625.36	104.49%
	DO1-037	Total value of CSDI projects completed (USD million)	\$ 188,000,000	\$ 32,132,591.48	\$ 79,556,402.63	42.32%
	DO1-040	Number of formalized properties supported in CSDI municipalities	1,500	201	201	13.40%
DO1-041	Number of restitution cases supported in CSDI municipalities	900	71	71	7.89%	
NCI: Non Contractual Indicators	NCI-003	Number of USG funded strenghtening activities for national, regional and local level public institutions	100	5	68	68.00%
	NCI-004	CELI Central resources committed to strenghtening activities for national, regional and local level public institutions	\$ 700,000	\$ 1,406,632.32	\$ 2,597,494.91	371.07%
	NCI-005	Number of national, regional and local level private institutions (associations, NGO's, guilds, etc.) that have recieved USG resources for strenghtening	200	14	23	11.50%
	NCI-006	Resources committed as a result of strenghtening support provided to national, regional and local level private institutions	\$ 1,000,000	\$ 797,994.97	\$ 1,428,294.64	142.83%
	NCI-007	Number of pre-investment activities	100	2	3	3.00%
	NCI-008	Resources committed as a result of pre-investment activities	\$ 4,000,000	\$ 8,232,309.09	\$ 8,255,400.76	206.39%
	NCI-009	Number of additional hectares under improved techonologies or management practices as a result of USG assistance	2,000	1,687	2,143	107.15%
	NCI-010	Number of kilometers of new or improved tertiary roads assistance	600	33.39	94	15.73%
	NCI-011	Number of social infrastructure activities completed	300	2	19	6.33%

**Programming** – This quarter, the Programming and Evaluation unit focused on several initiatives designed to reinforce the tracking of activities. M&E staff continued coordinating environmental training, observed various infrastructure projects currently underway, and verified activities’ compliance with their respective Environmental Management Plans. Staff also supported and supervised operating and oversight committees’ application of financial and technical oversight mechanisms, in close collaboration with local communities. Additionally, the M&E coordinator carried out visits to all regional offices to make an assessment on indicators monitoring processes and to train staff on the requirements and changes brought up by the new PMP.

**Review and Evaluation Committees (RECs)** – In December, three Pre-RECs were held (in Cauca, Meta and Tolima), and two RECs took place (in Cauca and Tolima). A total of six *fichas* were approved, totaling \$2,418,556 USD. The presentation of *fichas* (activity proposals) was enriched by ample participation from local and municipal government representatives, as well as producers’ associations and departmental and national institutions involved in the proposed activities. The names and amounts of activities that USAID officially approved via Mission following the RECs are listed in Section 6.1: CONTRACTS AND GRANTS.

**TABLE 3: MONITORING ACTIVITIES – DECEMBER 2013**

Component	Site Visits	Operating Committees	Oversight Committees
Social Development	25	6	0
Economic Development	71	33	22
Good Governance	13	12	0
Infrastructure/ Connectivity	14	19	11
Land	6	10	1
<b>Totals</b>	<b>129</b>	<b>80</b>	<b>34</b>

**Environmental Monitoring** – This quarter, several environmental requests were submitted to USAID for approval via the MONITOR information system. Thirteen Categorical Exclusions were requested and 22 were approved (some from previous quarters); two Environmental Reviews were submitted and four were approved (some from previous quarters). Continuing with a yearlong effort, the team gave feedback to USAID in the form of suggestions, reports and other mechanisms as part of ongoing efforts to improve MONITOR.

Regarding follow up actions for activities currently under implementation, in October sixty-two quarterly environmental reports were requested, reviewed and approved in order to monitor the implementation of the Environmental Management Plans of the relevant activities implemented during the fourth quarter of FY 2013. Of these reports, 33 were from economic development activities and 26 from infrastructure activities. This same reporting procedure will be implemented for the next expected deadline (January 31, 2014) for the first quarter of FY 2014.

Taking into account that more and more environmental approvals will be needed and will require a plan for ongoing oversight as the program matures, CELI-Central issued an IQC in April. The environmental IQC began operation on April 1st with two main lines of action: first, to carry out the environmental training that derives from the environmental approvals in the case of Environmental Reviews; and second, to perform field visits to review the implementation of the environmental management plan. This quarter, 1,813 people were trained during 79 training sessions and 64 field visits were performed for a total cost of \$211,915 USD.

# 3 ACHIEVEMENTS

## 3.1 CAQUETA (CAGUÁN)

### *Social Development*

- **Promoting healthy habits in Caquetá schools**



Students have their height and weight measured as part of a nutrition workshop, Cartagena del Chaira.

This quarter, CELI-Central has been partnering with the Department of Caquetá’s Health Secretariat to implement the National Strategy for Healthy Schools and Environments in Cartagena del Chairá, promoting healthy habits among students through combination of pedagogical and infrastructural interventions in 22 schools. In December, the program sponsored a series of workshops in partnership with the municipal ombudspeople and representatives of the Victims’ Unit and the *Comisaria de Familia* (municipal entities that address cases of child abuse). In the process, 22 cases of possible abuse or mistreatment were identified and referred to these entities. To date, a total of 269 workshops have been held with the participation of 269 students across the 22 schools. Topics include mental health (77 workshops held to date), nutrition (44), sex and reproductive health (63), environmental protection and drug use prevention. These

workshops establish a dialogue among students and schoolteachers, identifying health challenges and solutions that also serve as input to the departmental health plan and for the Municipal Social Policy Committee (COMPOS). Psychologists also participated by providing specialized mental health assistance. CELI-Central took advantage of these events to assess the state of educational and community health infrastructure, aiming to improve the quality of life of children and youth in Caquetá by installing and renovating recreational spaces including playgrounds and cultural centers, as well as renovating outdated school facilities. One component of this intervention consists of the installation of “live fences”—lines of trees or shrubs that provide year-round seclusion and shade. In January, the program will initiate the construction of four sanitation facilities, four school cafeterias and one classroom in the municipality. Colombia Responde is providing \$555,542 USD to this initiative, the municipal government is providing \$387,444 USD, the departmental government \$507,510 USD in the form of departmental health and educational programs, the community \$19,025 USD, and the UACT is contributing \$32,096 USD through the construction of a school cafeteria in the *vereda* Yaicogé Bajo, Cartagena del Chairá.

- **Building skills and social capital**

In November, Colombia Responde successfully completed the project “Youth Voices,” bringing together institutions including the Ministry of Culture, the Departmental Institute of Culture and Tourism, the administrations of Cartagena del Chairá and La Montañita, and the UACT to help Caquetá’s youth to develop and strengthen their communication and social skills. “Youth Voices” created spaces for dialogue and participation among stakeholders in the educational system, bringing them together to establish four radio stations and audiovisual clubs (two in each municipality). Students received training in photography and television techniques to document experiences and interviews, recording and airing short radio pieces to facilitate the construction of cultural memory in the community. A total of 64 workshops were held, and a



Students hone their interviewing and reporting skills, Cartagena del Chaira.

total of 16 radio pieces were produced (4 per school). Some of these works were presented at cultural events including the Florencia International Movie Festival, the European Union’s Cultural Forum and Gathering, and the departmental Center on Memory. They are also available on the website supported by the project: <http://vocesjuveniles.wix.com/caqueta>. This initiative takes the participatory methodology to a new level by creating a space for public dialogue and debate, spurring democratic action and strengthening community ties and systems of accountability that Colombia Responde is strengthening. This activity complements the Departmental Committee on Social Policy’s

strategy for unifying the Ministry of Culture, Colombian Institute of Family Wellbeing (ICBF), Department of Culture and Tourism, UACT and other institutions involved in anti-recruitment efforts to ensure and sustain a comprehensive, non-duplicative approach at the municipal level. Colombia Responde contributed \$113,902 USD to provide equipment and audiovisual materials, as well as additional training aimed at increasing awareness on human rights, participatory democracy and community outreach. The public sector contributed \$299,085 USD to this initiative.

▪ **Designing and implementing municipal policies on children and youth**

For the past five months, Colombia Responde has been providing technical assistance to the municipalities of Cartagena del Chairá and La Montañita, supporting them in the formulation of Municipal Social Policies on Children and Youth. This intervention builds upon the municipal administrations’ efforts to bring together various institutions to prevent the forced recruitment of children and adolescents. Colombia Responde is helping to strengthen the Municipal Social Policy Councils by developing action plans for each of their committees, including Citizenship, Protection, and Development. This process includes social mapping



Children participate in a community event to connect the COMPOS to the community, Cartagena del Chaira.

exercises, helping public officials and citizens identify risk factors, protective environments, and institutional services for preventing forced recruitment. The coordinator of each committee received training, and committees went through the participatory process of developing action plans taking into account the results of this analysis. This month, ICBF reviewed the draft policies submitted by the municipalities in October, and noted the significant advances made by the COMPOS’ in Cartagena del Chairá and La Montañita. The coordinators have already taken on greater responsibilities, with support from the Attorney General and ICBF. Significantly, these municipalities were the only municipalities in Caquetá to meet the legally mandated deadline for drafting a Policy on Children and Youth, underscoring the significance of this assistance and the municipalities’ commitment to deepening institutional presence and territorial security. The ICBF estimates that Caquetá has some of the highest rates of forced recruitment of children and youth—255 forced recruits per 100,000 children and adolescents. Colombia Responde contributed \$46,833 USD to this effort, leveraging \$224,469 USD from the public sector.

## Economic Development

### ▪ Working towards brucellosis- and tuberculosis-free farms in Caquetá

Colombia Responde is collaborating with the Department of Caquetá to apply for funds from the National *Regalias* System in a project to enable farmers throughout Caquetá to obtain brucellosis- and tuberculosis-free farm certifications. This certification will permit livestock producers to enter the national dairy and meat supply chains, thus improving their living conditions. To this end, in October CELI-Central carried out a pre-investment study to evaluate the project's feasibility in terms of the region's technical, legal, environmental and economic characteristics. The study identified 2,779 potential livestock farms throughout the Department, 43 percent of which are located in municipalities targeted by the National Consolidation Policy. This assessment provided the main inputs for the final project proposal, which totals \$6.7 million USD, was presented to the governor of Caquetá this month and subsequently submitted to the National Royalties System's review board. The pre-investment activity was financed with USAID funds for \$67,833 USD and leveraged resources from the departmental government for \$8,888 USD.

### ▪ Supporting the cocoa industry



Local producers and government representatives attend the first steering committee meeting for a productive alliance for cocoa, Cartagena del Chaira.

In November, CELI-Central launched two productive alliances to strengthen the cocoa value chain in Cartagena del Chairá. This project leverages the expertise and resources of the mayor of Cartagena del Chairá, MADR, the departmental Secretariat of Agriculture, the Cocoa and Timber Producers' Association of Caquetá (*Asociación Departamental de Productores de Cacao y Especies Maderables de Caquetá*; ACAMAFRUT), and national chocolate manufacturer Casa Luker to intervene in a total of 176 ha. One partnership will improve the incomes of 49 families by helping them each establish 2 ha for cocoa agroforestry systems, adopting sustainable practices and new technologies to boost production and income from a secondary crop—plantain and timber trees. The second alliance will benefit 39 families who are members of the cocoa producers' association of the

*veredas* of Suncillas and Remolinos del Caguán. The initiative will help each producer improve production and post-harvest practices on 2 ha of land per beneficiary; they will also learn marketing techniques in order to better integrate into the wider cocoa market. Colombia Responde organized steering committee meetings for the two alliances in November. Participants, including local producers, reviewed the project, its goals, and work plan, and agreed upon a series of site visits to advance an analysis of environmental and socioeconomic conditions. Colombia Responde is contributing \$372,221 USD to provide technical assistance and logistical support to these two projects, leveraging \$769,116 USD from public and private stakeholders. The program is also collaborating with MADR to help participating producers create a revolving fund to serve as a source of working capital and credit. This strategy will foster a culture of fiscal responsibility and inclusivity in the formal financial system, thereby ensuring the sustainability of productive alliances by enabling producers to adapt to market demand and grow their businesses. ACAMAFRUT provided \$45,139 USD to support this initiative, which Colombia Responde complemented with \$21,501 USD.

- **Boosting the rubber sector in La Montaña**



A meeting of local rubber producers in La Montaña.

Rubber production represents one of the most important economic activities in the target area of Caquetá. Therefore, this quarter Colombia Responde has worked to advance two important productive alliances for local rubber producers. By the sixth year of this project, beneficiaries will produce an estimated 3,150 kg per ha per year. In December, the program delivered protective gear and supplies to all project beneficiaries, conducting visits and holding meetings to help them care for their newly-planted rubber crops.

On October 22, 42 local producers from the La Montaña Rubber Producers' Committee participated in a workshop organized by the producers' association, UACT and

CELI-Central, where they received comprehensive training on grafting techniques, planting, processing and the marketing of rubber in the national market. This event took place within the framework of a productive alliance that CELI-Central and the UACT have been supporting, bringing together local producers, the Ministry of Agriculture and Rural Development (MADR), and the department of Caquetá Rubber and Agroforestry Producers' Association (ASOHECA), which owns and operates the ITARKA rubber processing plant. The initiative is benefitting a total of 42 rubber producers and their families, helping them to establish 3 ha each of improved species of rubber crops for a project total of 126 ha with an expected productivity of 3,150kg/ha/year after six years. This quarter, the program supported the establishment of a total of 27 has of rubber across 9 families. CELI-Central is contributing \$160,502 to provide technical assistance to improve commercialization, cultivation, harvest and post-harvest techniques in La Montaña, and leveraged \$341,651 from its strategic partners.

In San Vicente del Caguán, the program has also continued collaborating with the mayor's office, the governor of Caquetá, MADR, the UACT and ASOHECA to help 52 local rubber producers to plant 156 ha of rubber plantations (3 ha per producer). The participants received protective gear, and worked with the program to prepare rubber plants for transport and planting across 7 farms. Colombia Responde is contributing \$181,007 USD to this initiative, and leveraging \$627,653 USD.

- **Promoting sustainable economic development**



Residents of Santa Fe del Caguán attend an information session for the projected "Forests for the Future," Cartagena del Chairá.

This quarter, Colombia Responde continued to advance the multi-faceted strategy "Forests for the Future" in Caquetá. Launched in September 2013 and led by the regional environmental organization CORPOAMAZONIA, this initiative seeks to boost economic development and environmental conservation in Cartagena del Chairá, La Montaña and San Vicente del Caguán. The approach will generate income by supporting 200 small rubber producers in adopting new technologies and best practices in rubber cultivation on 2 ha of their land (per producer), with an emphasis on sustainable agricultural practices and the protection of forest areas. The activity also engages the Inter-institutional Technical Committees for Environmental Education (*Comités Técnicos Interinstitucionales de Educación*

*Ambiental*; CIDEA), the state entities responsible for environmental education to carry out a mobile

environmental program to reach over 1,500 students in the target area. Finally, the initiative will install 150 energy-efficient, non-wood-burning stoves to reduce farmers' dependence on firewood cut from nearby forests. In this way, farmers will be able to use less firewood, and be able to access firewood from their own properties, rather than cutting it down in the forest. The mayors of the three participating municipalities, the Caquetá Rubber Association (ASOHECA), the UACT, and the National Training Institute (SENA) are contributing a total of \$2,932,118 USD to this initiative, which Colombia Responde is complementing with \$833,187 USD. In November, these institutions held a series of working groups with Community Board members, teachers and heads of local schools, civil society organizations and the mayors of the three municipalities to discuss the project and the importance of framing it in terms of environmental education. Participants also developed a work plan, which started with site visits in December to verify the socio-economic statuses of participating producers and the feasibility of achieving project outcomes.

## Good Governance

### ■ Strengthening municipal management capacities



Delivery of course materials to city councilmembers in La Montañita.

This quarter, CELI-Central collaborated with the municipalities of Cartagena del Chairá, La Montañita and San Vicente del Caguán, as well as the University of the Amazon, to launch a training program to improve the efficiency and effectiveness of municipal government. Ninety municipal officials, including city councilmembers, are participating in a 180-hour program that follows a methodology developed by the Department of Social Prosperity (DPS) to ensure that governments comply with legal standards by boosting the public officials' administrative and technical capacities. Officials are participating in four training modules: (1) public procurement; (2) annual budget and planning; (3) internal control; and (4) archive and document management. This activity is

being carried out in coordination with the University of the Amazon. In October, the university implemented the first two modules with ample participation from all participating officials. The councilmembers have been particularly enthusiastic about this training, as it will allow them to exercise improved control over municipal administrations. The University also developed a blog to encourage participants to use web platforms, providing useful information to enhance training ([www.diplomadoengestionpublica-caqueta.blogspot.com](http://www.diplomadoengestionpublica-caqueta.blogspot.com)). The DPS previously carried out a baseline assessment of the municipalities' efficiency, effectiveness, compliance with legal standards, administrative capacity, and fiscal and administrative management. San Vicente del Caguán was in the lowest range (between 40 and 60; ranked 867th nationally and 13th in the department), Cartagena was in the average range (between 60 and 70; ranked 647th nationally and 5th in the department), and La Montañita was in the satisfactory range (between 70 and 80; ranked 396th nationally and 4th in the department). Colombia Responde is contributing \$34,566 USD to this initiative, and is leveraging \$15,556 USD each from the three municipalities, as well as \$13,350 from the University of the Amazon.

### ■ Updating Land Use Plans in Caquetá

In October, CELI-Central advanced an activity to update the land use plans for Cartagena del Chairá, La Montañita, and San Vicente del Caguán so that they meet legal standards and take into account other national and departmental planning tools. The activity had been put on hold during the month of September due to *campesino* (farmer) strikes in the department. The team was able to resume its activities in October, carrying out document collection and review, as well as topographic and other field surveys. Land planning Committees were set up in each municipality, and members received training on their duties and

responsibilities regarding municipal planning and development as mandated by the national constitution and the Laws 152 of 1994 and 388 of 1997. CELI-Central is contributing \$233,583 USD (37%) to this activity and municipal governments are providing \$397,527 USD (63%).

- **Implementing the Victims and Land Restitution Law**

In November, Colombia Responde continued to build the capacities of the ombudspersons (*personerías*) in the target area of Caquetá regarding the Law on Victims and Land Restitution (Law 1448 of 2012). This month, Colombia Responde supported a series of five workshops in which the *personerías* and representatives of the health system and NGO's such as Doctors without Borders and Pastoral Social met with community members to provide psychosocial assistance and help victims make statements. Colombia Responde is providing *personerías* with training in human rights, international humanitarian law, prevention of forced recruitment, and the prevention of child labor. *Personerías* provide leadership on issues such as human rights and victims' reparations at the municipal level. They also guide citizens regarding how to access goods and services in coordination with state agencies responsible for the implementation of public policies in the municipalities; in this sense, they are instrumental to implementing Law 1448, helping people declare themselves as victims and understand and access the services to which they are entitled. The municipalities, whose residents have endured numerous attacks by armed groups over the years, estimate that 8 people seek assistance as victims on a daily basis. With the support of Colombia Responde and the GOC, *personerías* are receiving training in how to properly attend to and receive the declarations of victims, provide psychosocial support, and uphold human rights and affirmative action. They also received office equipment and computers to carry out their duties. Since the implementation of this activity, the ombudsperson's office has been recording an increased number of consultations from community members as citizens recognized as victims have sought assistance in accessing reparations programs. Attention to vulnerable populations has been particularly important, connecting community members with primary services such as health and education and enabling them to assert other important rights that they may have been denied. Colombia Responde contributed \$100,707 USD and leveraged a counterpart contribution of \$8,333 USD.

- **Legal defense of the state**



Women and men participate in a workshop to discuss gender equity, Cartagena del Chaira.

The GOC has a robust framework for the legal defense of the state; this system is essential for regulating the relationship between government and its citizens, and for ensuring accountability. This includes: Act 790 of 2002, which delegates the responsibility of legally defending institutions to the Ministry of the Interior's Directorate of Judicial Defense; Law 812 of 2003, which consolidates defense processes and ordered a series of studies to improve the state's management of legal proceedings against it; and CONPES 3250 of 2003, which establishes processes for strengthening legal defense and contingencies. However, the GOC faces many challenges regarding its legal defense—it lacks

legal staff skilled in human resources, financial management and logistics, underutilizes alternative dispute mechanisms, and struggles to manage its caseloads by tracking performance or employing criteria for how to treat various cases. Municipalities cannot obtain timely information on the status of the cases pending against them or their outcomes. As a result, municipalities have had to dedicate a significant proportion of their funds to their defense, fees, and judgments that could have been avoided or reduced through better defense and management. Some of these cases, including labor issues, would be relatively straightforward to resolve if addressed in the proper timeframe. In addition, while the GOC developed the LITIGOB application to collect and manage all information related to state litigation including process type, plaintiffs and defendants, claims, attorneys, findings and arguments, the application has not been adopted by many municipal administrations. In November, Colombia Responde collaborated with municipal administrations to review

the information in LITIGOB and organize it into a series of matrices that can be accessed and updated via the municipalities' websites. Colombia Responde is also providing direct support to Reconciliation Committees, municipal administrative bodies made up of the mayor, representatives of the departmental administration, the ministries of housing and planning, and lawyers. Specifically, the program facilitated a review of cases pending against the municipalities according to the type of action in order to help the committees conduct research, analyze and develop public policies to reduce lawsuits against the state. In the coming months, Colombia Responde will help update municipalities' physical filing systems and train the Reconciliation Committee members and municipal staff to address shortcomings that have contributed to lawsuits against the state. Colombia Responde is contributing \$73,444 USD to this activity (38% of its total cost), and leveraging \$121,667 (62%) from the public sector.

### ***Infrastructure and Connectivity***

- **Generating greater opportunities for rural development**



An operator reviews the route for the transportation of electrical infrastructure supplies to *vereda* Tigrera Alta, Cartagena del Chaira.

In November, Colombia Responde collaborated with the mayor of Cartagena del Chaira to launch an initiative to provide electricity to rural homes and schools in the area, permitting 313 new users to access the electricity network in Las Mercedes, La Guadualosa, Los Andes, and 602 indirect beneficiaries in the *veredas* whose schools will be connected to the electrical grid. This activity consists of the construction of 30 km of medium-voltage lines to provide electricity to rural schools in the *veredas* of El Diamante, La Guadualosa, Las Mercedes, Los Andes and Laguna del Chaira, and 31 km of medium-voltage lines to connect residences in Marimbas, Tigrera Alta, and Laguna del Chaira to the electrical grid. In December, Colombia Responde delivered approximately 65% of the

materials necessary for linking the *vereda* of Marimbas with the electrical grid; the program also advanced in similar plans for the *vereda* of La Guadualosa. This project came about as a response to both community and institutional demands, as a result of a similar intervention connecting residents and schools in Tigrera Alta to the electrical grid. The development and execution of this initiative are being carried out within the framework of an integrated rural development strategy that seeks to boost the quality of education and responsiveness of government institutions in the larger context of economic development. This approach not only ensures that the education that rural students receive is comparable to that which students receive in urban areas, but permitting local producers to have consistent access to electricity will enable them to save up to 80% on their current fuel costs. They will also be able to adopt a range of innovations to improve production and processing, including cold storage networks, machine milking, silage, and electric fencing. As a result, this intervention will greatly improve the quality of life and economic competitiveness of these *veredas*. The sustainability of the initiative will be ensured by the Cartagena del Chaira Public Services Company, which will be able to maintain the network through income from the 61 new users that will receive electricity as a result of this initiative. Current users will experience a significant decrease in the cost of electricity—from around \$100 USD per month for unreliable electricity from a power plant to \$20 USD per month for 24-hour electricity from the electric grid. Colombia Responde is contributing \$339,149 USD to this initiative, leveraging \$267,222 from local communities, \$296,944 from the municipal government, and \$95,726 from the UACT.

## Land

### ▪ Updating cadastral records

This quarter, Colombia Responde continued to advance an initiative to update cadastral records in the focal area of Caquetá. The results of this activity, which is led by the Agustín Codazzi Institute (IGAC), will serve as the basis of formulating Territorial Planning and Development Action Plans and determine the tax base for municipalities' tax collection purposes. The cadaster is also a fundamental source of data in disputes and lawsuits between landowners. In November, Colombia Responde moved forward with geo-economic studies to define physical boundaries and geographic characteristics that serve as important inputs for property appraisals. The activity generated an extensive photographic record of each municipality, in a format that can be utilized by a range of institutions involved in various aspects of the land restitution process. The program also supported the completion of IGAC's paperwork, to ensure that the information generated meets the initiative's standards and, therefore, can serve as a legal property record. This also involved backing up the data electronically, loading the legal and geographic information into a database for each municipality. Cartography was generated in the SHAPE mapping format, indicating physical variables to inform the appraisal process. Improving the quality of mapping of the area will be central to ensuring the sustainability of this initiative. Colombia Responde contributed \$334,286 USD (23% of the activity cost) to this activity and leveraged \$1,435,324 USD (77% of the activity cost) in counterpart funds from the public sector.

## 3.2 CAUCA / VALLE DEL CAUCA

### Social Development

#### ▪ Serving children and youth

CELI-Central is supporting the implementation of Colombia's national policies on childhood, adolescence and youth development (Laws 1098 of 2006 and 1622 of 2013) in Cauca. In collaboration with representatives of the consolidation municipalities of Cauca and the Colombian Institute for Family Wellbeing (ICBF), CELI-Central is designing a comprehensive initiative aimed at improving the health of children and youth. This multi-pronged approach will increase resources to better manage community centers, expand health and nutrition campaigns, and train mothers who work at local state-funded daycare centers in infant and child nutrition in cooperation with Colombia's national learning institute, SENA. In October, representatives from the



Children play on a newly-installed playground in Miranda, Cauca.

participating municipalities and CELI-Central met at the ICBF offices in Santander de Quilichao to review and give feedback on the current work plan. This activity will benefit 1,625 children in 125 state-funded daycare centers (*Hogares Comunitarios de Bienestar*). The activity will also set up an institutional network to promote the implementation of municipal policies on childhood and adolescence with the support of the Municipal Social Policy Committees (COMPOS); municipalities will also support the project's documentation needs. In the framework of this activity, representatives of Colombia Responde met with representatives of the COMPOS to give an overview of the program and project methodology in the municipalities of Caloto, Miranda, Corinto, Santander de Quilichao and Toribío. In Caloto and Santander de Quilichao, Colombia Responde is building on technical assistance currently being advanced by representatives of the United Nations Development Program (UNDP) and Children's Fund (UNICEF). To ensure a consistent, efficient approach to integrated rural development, the UN committed to sharing the results of their efforts with

municipal roundtables on infancy and adolescence. To further support this effort, CELI-Central collaborated with municipal administrations, the ICBF and GRCT to install playgrounds and deliver recreational equipment and educational materials to 97 community homes, reaching 57% of the projected goal for this element of the project. CELI-Central contributed \$513,208 USD in materials, technical and logistical assistance, and leveraged \$1.3 million USD in counterpart funds from the GOC.

- **Addressing potential learning issues early**



A child undergoes a visual test, Santander de Quilichao.

Colombia Responde is supporting an initiative to improve the health of students in rural schools with a joint effort between the municipality of Santander de Quilichao and the health and education secretariats of the Department of Cauca, building on a plan developed by the municipality. In November, Colombia Responde supported a series of hearing and visual tests for children in the framework of a psychosocial survey of students to improve their performance. If untreated, these types of limitations can lead students to drop out of school. Three hundred and twenty-eight students were surveyed and 31 were identified as having a visual impairment. In December, the children will have the opportunity to see an optometrist and receive glasses. Colombia Responde has also continued to

advance construction work to improve 10 school cafeterias in the area; foundations were laid in the *veredas* of San Bosco, Pedregal and La Chapa in Mondomo, Santander de Quilichao. Colombia Responde is contributing \$137,950 USD to this initiative, leveraging \$228,000 USD from the department of Cauca, \$33,440 USD from ICBF, and \$30,000 USD from the municipality of Santander de Quilichao.

- **Serving children and youth**

CELI-Central is supporting the implementation of Colombia's national policies on childhood, adolescence and youth development (Laws 1098 of 2006 and 1622 of 2013) in Cauca. This initiative, in turn, contributes to the larger goal of providing protective spaces as a strategy for mitigating the risk of recruitment by illegal armed groups and promoting citizenship from childhood through adolescence and adulthood. In collaboration with representatives of the consolidation municipalities of Cauca and the Colombian Institute for Family Wellbeing (ICBF), CELI-Central is designing a comprehensive initiative aimed at improving the health of children and youth. This multi-pronged approach will increase resources to better manage community centers, expand health and nutrition campaigns, and train mothers who work at local state-funded daycare centers in infant and child nutrition in cooperation with Colombia's national learning institute, SENA. The activity will also set up an institutional network to promote the implementation of municipal policies on childhood and adolescence with the support of the Municipal Social Policy Committees (COMPOS); municipalities will also support the project's documentation needs. In November, Colombia Responde participated in a technical committee meeting to coordinate the implementation of the policy on childhood and adolescence in the target area. Representatives of ICBF, UNICEF, the GRCT and Colombia Responde met to review advances in developing these policies at the municipal level, and identify the support that will be necessary to complete the exercise. At the meeting, participants also discussed the conditions of 14 state-run daycare centers ("Hogares Comunitarios de Bienestar," literally translated as "community homes for well-being"), to which Colombia Responde is currently organizing the donation of educational and recreational equipment. CELI-Central contributed \$513,208 USD in materials, technical and logistical assistance, and leveraged \$1.3 million USD in counterpart funds from the GOC.

## *Economic Development*

### ▪ **Strengthening the plantain industry**

Colombia Responde continues to support a productive alliance that will increase plantain production in Miranda. In November, the program collaborated with the mayor and 39 local producers in organizing a financial contribution on behalf of all participants, in order to launch the alliance. Two producers have yet to make their contribution, representing one of the delays that the project has faced in forming this producers' association and obtaining materials to advance the project since July. The process will be completed in December and the official agreement will be signed, triggering MADR's first disbursement to support the project. MADR approved the alliance in 2012, and will provide 13% of the total project value; local and regional governments have committed \$98,888 USD, and Colombia Responde will contribute \$35,104 USD.

## *Good Governance*

### ▪ **Updating Land Use Plans**



Representatives of the national Ministry of Housing and the Secretary of Planning of Miranda meet to discuss the technical analysis of soil and land use, Santander de Quilichao.

each municipality, as well as the regional environmental authorities for Cauca and Valle del Cauca, gave feedback on the diagnostic assessments, which Colombia Responde is incorporating as part of the participatory process of updating the plans. Updates to Land Use Plans are focused on expanding housing and rural settlement opportunities to accommodate significant population growth over the past ten years. This approach is based on the idea that as municipalities can utilize the Land Use Plans as a planning and spending tool, identifying populated centers and areas for expansion and prioritizing their expenditures accordingly in order to bring goods and services to tax-paying citizens in these areas. In December, Colombia Responde held a meeting with the Ministry of Housing, in order to conduct a technical analysis of the information it has gathered related to the use of soil and zoning in the framework of the municipalities' plans for territorial expansion. The technical teams of GRCT and Colombia Responde participated, as well as the Secretaries of Planning of the participating municipalities. Finally, this quarter Colombia Responde moved forward with the next phase of this process, which identifies strategic programs and projects based on the results of the diagnostic assessments and stakeholder analyses. It is important to highlight the active participation of the communities in Toribío, who have participated in the whole process, and recently requested that the final PBOT be translated into their language, Nasa Yuwe. This process will continue to be guided by regular Technical Committee meetings to guide the strategy in the context of the National Consolidation Plan. Colombia Responde is contributing \$521,584 USD to this initiative and leveraging \$772,333 USD.

This quarter, Colombia Responde continued to move forward with an initiative to revise and adjust the Basic Land Use Plans in six focal consolidation municipalities of Caloto, Florida, Miranda, Pradera, Santander de Quilichao, and Toribío. In November, Colombia Responde followed up on the results of information sessions held in October, during which municipalities reviewed the results of diagnostic studies about required adjustments to their Land Use Plans so that they comply with national laws and planning instruments. In the course of delineating populated rural centers, the program identified major challenges—documentation provided by municipalities has been incomplete or inaccurate, and Colombia's Augustin Codazzi Geographic Institute's (IGAC) maps of the area are obsolete.

The planning offices and territorial planning committees of

- **Corinto's Land Use Plan takes shape**

After undergoing a highly participatory process to update Corinto's Basic Land Use Plan (*Plan Basico de Ordenamiento Territorial*; PBOT), Colombia Responde has been collaborating with the municipal administration to obtain and integrate feedback from a number of institutional stakeholders including the Ministry of the Environment and the regional environmental authority (*Corporación Autonoma Regional del Cauca*; CRC). In October, Colombia Responde made significant process in reviewing and adjusting the Basic Land Use Scheme (*Esquema de Ordenamiento Territorial*; EOT), updating it to that it is consistent with the Municipal Development Plan, aligning it with national legal standards, and converting it to a Basic Land Use Plan (*Plan de Ordenamiento Territorial*; PBOT) in accordance with Corinto's population growth. The process included consultation with Afro Colombian, indigenous and *campesino* communities regarding the PBOT's discussion of ethnic communities' occupation and utilization of land in order to imbue the process with a sense of reconciliation and improved coexistence regarding territoriality. After receiving feedback from the CRC, Colombia Responde incorporated a series of technical recommendations regarding the environmental aspects and risk management in the PBOT. However, the CRC recently passed a new environmental resolution, whose new elements must also be incorporated into the plan. CELI-Central is currently making this round of adjustments, after which the official document will be officially submitted to the CRC and presented to the City Council of Corinto. Colombia Responde has contributed \$60,500 USD to this activity, and thus far the mayor's office has disbursed \$105,194 USD for personnel, equipment, and logistical support, equivalent to 70% of its committed contribution. This activity is expected to be completed by the end of November 2013.

- **Improving municipal management of lawsuits brought against the state**

This quarter, CELI-Central has been championing an activity to reduce the financial burden of rulings against municipal governments, which in some municipalities represent more than half their annual budget. This initiative will enable municipal administrations to consolidate legal defense actions, better manage case information, closely monitor the activities of municipal legal units, and generate greater social investment. CELI-Central has been working closely with municipal administrations of the seven participating municipalities to draft action plans and advance assessments on current lawsuits including their value and status. In November, CELI-Central helped advance an inventory of pending legal cases by identifying their financial claims and status. In this way 105 cases were prioritized; of these, CELI-Central has identified 15 critical lawsuits per municipality to provide specialized legal assistance and monitoring. On December 9, the program held a operating committee meeting in Santander de Quilichao. Participants from the municipal administrations, Colombia Responde, GRCT, and the Ministry of Justice agreed to focus on identifying legal processes currently underway, advising municipalities regarding contracting of staff, and training of staff from the national office of judicial defense in 2014. CELI-Central contributed funds for \$215,866 USD, and leveraged funds from the Ministry of Justice for \$13,333 USD and municipal and departmental administrations for \$206,117 USD.

## **Infrastructure and Connectivity**

- **Strengthening social fabric and human capital in Toribío**

CELI-Central is in the process of constructing a new cultural center and improving a multi-sports facility; to replace the Toribio Cultural Center, which was destroyed in a battle between the FARC and public forces in 2011. These two activities will improve the quality of life and strengthen the social fabric for more than 11,000 inhabitants of the urban area and surrounding *veredas*. These activities were put on hold from September 17 until October 22, 2013 as a result of budgetary issues. CELI-Central's implementing partner Proyecto Nasa, an indigenous organization representing various indigenous reserces, is currently carrying out the selection and procurement process with CELI-Central's technical assistance.

- **Improving water sanitation infrastructure**



Workers patching the street after changing water pipes in Corinto, Cauca.

Colombia Responde is carrying out major improvements to the aqueduct in Corinto to benefit over 3,000 residents of the municipality, many of whom identified this as a priority during participatory *vereda* workshops. During the month of October, CELI-Central advanced in the installation of 600 m of water pipes, delivered all of the construction materials committed, and monitored all the recommendations and requirements addressed by USAID following the environmental approval. Aligned with the municipal development plan, this initiative is the result of close collaboration between the mayor's office, the public services company EMCORINTO, the UACT and Colombia Responde, all of which have joined efforts to improve the plumbing to transport water into the water treatment plant. CELI-Central is providing \$56,405 USD in technical

assistance and materials, and has leveraged \$112,543 USD from the municipal government along with the public services company EMCORINTO.

- **Strengthening social ties in Caloto**

Colombia Responde is putting the finishing touches on a community center in the *vereda* of San Nicolas, which will benefit 560 Afro Colombian families in surrounding *veredas*. In October, the program is carrying out additional infrastructure improvements including installation of a fence, internal metalwork and low-tension electric connections. In addition, the program delivered 60 traditional costumes for men and women belonging to the senior dance troupe. In November, the program installed fencing and built a stage and meeting spaces. CELI-Central has contributed \$94,578 USD to this initiative, and has leveraged \$150,222 USD from the mayor's office of Caloto, \$5,013 USD from the UACT, and \$2,222 USD from the community. The San Nicolas Community Center will serve as a secure gathering place and will enable the State to provide goods and services to more citizens.



Members from the senior dance troupe display the costumes delivered by CELI-Central in Caloto, Cauca.

- **Improving educational conditions**

In November, Colombia Responde launched an activity to update four schools in Santander de Quilichao, to benefit 424 students. The goal of these updates is to reduce overcrowding in the *veredas* of Quinamayo and Chirribico, and it will ensure that schools in the *veredas* of La Palestina and La Arrobleda meet health and safety standards in compliance with national law. On November 21, the program carried out the first operating committee meeting in La Arrobleda. Representatives from the four schools, the city



Workers assess conditions at a local school, Santander de Quilichao.

government, and Colombia Responde met to review the plans for construction and supervision of the work. The program broke ground during the last week of November, initiating renovations of the bathroom facilities of the schools in La Palestina and Arrobleda. This month, the municipality of Santander de Quilichao moved forward with the process of obtaining the supplies necessary for the project, as well as providing skilled and unskilled labor as part of its counterpart contribution. The Municipal Health Secretariat is further supporting this project with a health program across the four schools. Colombia Responde is contributing \$39,840 USD to support this initiative, leveraging \$4,644 USD from the community and \$96,534 USD from the municipality.

## Land

### ▪ Supporting land restitution



Restitution Unit staff post notices about the restitution process, Cauca.

As a result of CELI-Central's assistance, the Restitution Unit (*Unidad de Restitución*; UR) is now fully operational and has initiated restitution processes in the target area, registering claims, carrying out case assessments, community information sessions, collecting documents, identifying properties, and issuing resolutions to formalize decisions and steps in the process. In October, the Restitution Unit (*Unidad de Restitución*; UR) in Cauca, USAID and Colombia Responde participated in the sixth operating committee meeting of the activity to support the establishment of operations of the Restitution Unit in Popayán. During the meeting, the UR introduced the seven professionals that will support restitution processes in the five municipalities in Cauca, which were hired through CELI-Central's support. These advances have contributed to a significant increase in the number of land restitution claims—11 in Caloto, 25 in Corinto, 17 in Miranda, 71 in Santander de Quilichao, and 7 in Toribío. Of the 71 applications in the micro-focalized area of Santander de Quilichao, 39 properties have been surveyed and georeferenced, 20 have been included in the UR's Registry of Dispossessed and Abandoned Lands, and 16 have filed restitution applications before a land court. The UR also currently undertaking a security analyses of other consolidation municipalities in Cauca are currently under review; in order to advance land restitution processes as defined in the project scope, and the UR has requested an analysis of the viability of *micro focalization* in rural areas of the municipalities of Caloto, Corinto and Miranda. In Toribío, restitution processes will be addressed according to the intervention protocols with indigenous communities. The UR has also been working to establish a presence in Florida and Pradera, Valle del Cauca, so that staff will be prepared to carry out fieldwork when security conditions permit. CELI-Central is providing an initial support to the Restitution Unit in Cauca for eight months with a contribution of \$161,511 USD.

### ▪ Updating cadastral records

While municipal administrations and regional IGAC offices are legally obligated to maintain a complete and updated cadastral record, the last update was carried out in 2006. As cadastral records serve as the basis for municipal tax collection, as well as infrastructural and economic development activities, outdated records have limited municipal planning and income-generating activities. Therefore, Colombia Responde is providing technical assistance to Colombia's national geography institute IGAC (*Instituto Geográfico Agustín Codazzi*) regional offices for Cauca and Valle del Cauca, helping to update the cadastral records of urban and rural properties in the seven focal municipalities to include a specific level of current details such as ownership and tenure, land title, the precise location and dimensions using GIS coordinates, relevant crops,

and the estimated value of the land. The final records will provide a fundamental source of data in landownership disputes, and when collected properly will also serve as an important input for land restitution activities. The IGAC in Cauca plans to update 24,392 properties, and in Valle del Cauca the IGAC foresees updating 29,011 properties. In December, the program delivered equipment and materials to support the property appraisal process by recording, digitizing, and filing information that has been collected to date. Appraisal committees are currently evaluating the results of this process in order to adjust property taxes and boost municipal revenues in the coming calendar year as part of the counterpart contribution for this activity. IGAC and the seven municipal administrations have committed to investing \$1.5 million USD; Colombia Responde is providing \$353,347 USD in legal and technical assistance, as well as equipment.

- **Formalizing school properties**

This quarter, Colombia Responde made significant progress in implementing an initiative to formalize the land titles of 380 schools in the seven focal municipalities. Once their property titles have been registered in their names, as publically-owned properties, schools will be able to access national funding from the Ministry of Education to make important improvements to educational infrastructure. In November, the program worked to carry out diagnostic assessments in Caloto and Miranda, identifying the legal requirements to formalize each property and working to substantiate the claims of municipalities. Staff disaggregated a list of 346 eligible schools by the current owners, including Community Boards, indigenous councils, and the department. Significantly, of these properties, 96 are in the name of the municipalities but their titles are incomplete, and 149 are To Be Determined. 197 properties remain to be surveyed as part of the formalization process. In December, Colombia Responde identified the following tasks to continue advancing this activity: 21 properties must undergo donation processes; 168 will go through processes to clarify ownership; one will go through a “false tradition” process, 57 will undergo administrative processes with indigenous governance bodies (*cabildos*); 95 require standard administrative processes (“*tramites administrativos ordinarios*”), and three properties require updating to articulate their boundaries and defining characteristics. The information in this assessment will be cross-referenced with that of the Cauca Secretariat of Education to leverage counterpart resources from the department. The Cauca Secretariat of Education is in the process of developing a project to contribute the projected counterpart support for this project, and plans to support the process of publication and notification, providing expert witnesses, and title registration of schools in the target area. Colombia Responde is contributing \$224,910 USD to this initiative, and leveraging a combined total of \$233,333 USD from the department of Cauca and seven focal municipalities.

### **3.3 META (LA MACARENA)**

#### ***Cross-Cutting***

- **Launching development gatherings in Meta**

On November 23, Colombia Responde carried out the second “Territorial Development Gathering” to pilot and refine the application of its Rural Development Methodology in the Guefar-Cafre micro-region, municipality of Puerto Rico, Meta. The program is opening dialogues with communities, working with them to identify productive projects, networks and linkages across the territory to articulate and advance a shared vision and goals for their communities’ development. This month, 16 community leaders participated in the session, providing key inputs to carry out a detailed socioeconomic cartography and SWOT analysis of the micro-region. Participants in Guefar-Cafre expressed their enthusiasm about the potential outcomes of this exercise and thanked Colombia Responde for providing the opportunity for community leaders to exchange ideas and information. In the coming months, Colombia Responde will organize similar gatherings in 29 additional micro-regions in Meta, focusing the participatory methodology on target areas’ integrated rural development. During its second phase of program implementation, the program is building upon its participatory methodology and organizing its activities in terms of an Integrated Rural Development

Approach, identifying key productive activities that can serve as axes for territorial development around which to organize social, infrastructural, land, and institutional development activities. This approach consists of several steps—first, the program systematically organized *veredas* into micro-regions based on their social, economic, environmental, security, and geographic conditions. Second, it reviewed those micro-regions according to set criteria (especially those of security and feasibility) to determine the “fit” with the program’s goals and capacities; this process has been completed in Meta and is underway in Cauca, Caquetá and Southern Tolima. Third, the Territorial Development Gatherings engage a representative sample of residents from each community to identify key productive projects and formulate a development strategy. In the course of applying and refining the methodology, the program has focused on identifying opportunities for advancing the FY 2014 Work Plan in the Integrated Rural Development Framework, and ensuring a complete and effective analysis of security and environmental conditions in the formulation and assessment of micro-regions. A third session is scheduled for January 18, 2014.

## Social Development

- **Improving educational conditions**



Children play on a new playground in Santa Teresa, La Macarena.

The nucleus of Santa Teresa is located at a strategic point between several *veredas* (El Palmar, La Fundación, Santa Teresa, Buenos Aires, La Orquídea and Los Medios) in La Macarena, Meta. Colombia Responde has been working with the UACT to provide multi-faceted development assistance in the area, boosting the agricultural sector (especially cattle ranching), transportation infrastructure, and educational conditions. The mayor of La Macarena and local communities have placed an emphasis on improving recreational and sports facilities in Santa Teresa in order to promote physical activity, emotional development and the healthy use of free time, as well as to promote school attendance and strengthen social ties in these communities. The mayor identified this as a major achievement for the municipality, as numerous entities coordinated to develop and implement the activity, helping to improve the lives of communities that have been deeply affected by Colombia’s armed conflict. Therefore, this month the mayor’s office spearheaded an effort to bring equipment including balls, athletic uniforms, bicycles, volleyball nets, soccer balls and goals, and cones to the *veredas* with the support

of Colombia Responde, the Meta Sports and Recreation Department and the UACT. The bicycles will be used by children who travel significant distances (often 1-2 hours on foot), reducing their travel time between their homes and schools. The municipality will organize additional program and support to ensure the sustainability of this initiative. Providing children with recreational equipment will protect a very vulnerable population of children and youth who face risks including forced recruitment and pressures to use or sell illegal drugs.

## Economic Development

- **Promoting Meta’s specialty coffees**

From October 16-19, fourteen small coffee producers from the municipalities of Uribe and Mesetas participated in one of the most important specialty coffee fairs in the country, held in Bogotá, Colombia. *Expospeciales* is a specialized trade show that seeks to showcase coffee chain innovations and trends. Representatives from the producers’ associations ASOPROGUESAR, ASOGUN and CAFEMASU from

Uribe and ASOCAFEURMET from Mesetas attended the event and presented Meta's new specialty coffee brand *Café Centauros*. These associations have become the leading specialty coffee producers in the region, and Colombia Responde has supported the process throughout the past two years. The organizations have received technical assistance in terms of crop renovation, post-harvesting processing equipment, water treatment systems and best production practices with a contribution of \$329,732 USD in USAID funding. Additionally, Colombia Responde is currently working with the Coffee Producers Cooperative of Meta, CAFIMETA, in a project to support commercialization and marketing of specialty coffees in Meta with resources for \$122,500 USD, and leveraged resources from public and private sources for



Coffee producers from Uribe and Mesetas, Meta participate in a coffee trade show in Bogota.

these two important initiatives for \$1.2 Million USD

- **Building the cocoa industry in Puerto Rico**



Cocoa producers in Caño Alfa receive water pumps acquired through the Agricultural Bank credit program.

Colombia Responde and various public and private sector partners are working together to provide the local producers' association AGROCASAN with the technical assistance and access to innovative technologies to take production and marketing to the next level by fostering social entrepreneurship and collaborative organizational management. In the process, the producers have identified key issues to address in order to build an independent and sustainable cocoa industry. One central issue is limited irrigation systems in the area, which makes it very difficult for farmers to cope with the dry season every year. The Provincial Agribusiness Center *Puertos del Ariari*, supported by the private sector, developed a pilot project to help 30 small

producers to irrigate 2-hectare plots of cocoa. Banco Agrario has joined the project, improving access to credit for producers to acquire equipment and materials. On October 17, 20 participating producers received water pumps and additional tools to implement the system acquired through agricultural credits. This initiative is projected to increase cocoa production by 30% and reduce production losses in the area. Colombia Responde is contributing \$130,639 USD (26% of the total cost) to this initiative, and leveraging \$200,114 USD (39%) from the private sector and \$170,589 USD (36%) from the public sector.

- **Strengthening the local economy of Vista Hermosa**

In November, Colombia Responde advanced a project to strengthen the rubber and cocoa supply chains in Vista Hermosa. Thirty producers from the Cocoa and Rubber Growers' Association of Vista Hermosa, Asoprocavis, and their families participated in a training to learn how to produce and use organic fertilizer as part of a series of modules on how to generate self-sustaining farms. This training was especially interactive, as trainers focused on building trust with participants so that they could present their knowledge of the topic, ask questions, and build on it in a practical way to improve their farming practices. In the process, participants showed how much they have advanced in the course of implementing this productive alliance—the organization is better organized, and producers engaged in lively technical discussions during the training.

Colombia Responde is contributing \$70,278 USD to this project, leveraging \$183,442 USD from local producers, \$27,778 from the Governor, \$66,667 from MADR, and \$11,111 from the municipality of Vista Hermosa.

- **Improving the beef and dairy supply chains in Puerto Rico**



Local dairy producers participate in a training on strategic management, Puerto Rico.

This quarter, Colombia Responde continued to support 25 producers with dual-purpose herds for meat and dairy. With the support of Colombia Responde, these producers, who are members of the Agrochispas producers' association, have partnered with the national dairy distributor La Alquería and national meat distributor Agropecuaria La Gabriela. In November, the producers received training on strategic planning and marketing. They identified the mission and vision of their organization and reviewed the logo and slogan, which Colombia Responde facilitated in collaboration with the leaders of Agrochispa. Colombia Responde provided \$130,611 USD to support this initiative,

representing 17% of the total project cost, the remainder of which is being contributed by MADR, the department of Meta, and the producers' associations. This project also leverages the collection center that CPGA AGROARIARI established in the populated center of the area.

- **Promoting sustainable cattle ranching practices in Puerto Rico**



A plow mixes nutrient-rich organic material with grass, creating richer grazing pastures to boost milk and meat quality, Puerto Rico.

Colombia Responde is promoting the sustainable, environmentally conscious use of land by helping 38 cattle ranchers adopt sustainable cattle ranching techniques including living fences, the efficient use of manure, and grazing rotations. The private sector intermediary and trading partner is the major dairy distributor La Alquería, which operates a “cold trail” in which milk can be consolidated, stored and transported in sanitary, cold environments that meet the national company's standards. In November, the program helped producers improve their soil quality by plowing .1 ha per producer, mixing it with nutrient-rich organic materials that will provide livestock with better grazing pastures, permitting the production of better-quality

milk and meat. Producers also received their fertilization plans for their properties and are in the process of obtaining seeds in order to implement them. Colombia Responde also carried out the second stage of the activity's environmental management plan, which includes planting 7,600 trees as part of a reforestation and environmental protection effort. The total value of this initiative is \$3.6 million USD; Colombia Responde is contributing \$666,667 USD and leveraging \$666,667 USD from the public sector and \$2.6 million USD from the private sector.

- **Strengthening the rubber sector in Mesetas**



Rubber producers from Mesetas tour the Mavalle rubber manufacturing facility, Meta.

In November, Colombia Responde and the GRCT continued collaborating with the mayor's office and private sector to support productive activities in the rubber industry of Mesetas, boosting the capacities of local and municipal institutions and local producers to strengthen the production chain and forge links to the private sector. This, in turn, will serve to generate income, create jobs, and promote environmental sustainability in rural communities. A key component of this effort is helping local producers to integrate pineapple into their farms as a secondary crop in order to provide a complementary, short-term source of sustenance and income while rubber crops reach their productive stage 6 years after planting. On November 4 and 5, Colombia Responde accompanied 42 participating producers from the Corpocame rubber

producers' association of Mesetas to Mavalle SA, a rubber processing plant, where they learned how sheet rubber is manufactured. The producers also visited Corabastos, the commercial partner for their pineapple, to see the facilities and receive training in how to sell their product. Finally, the group visited the facilities of their commercial partner INCOLATEX, where they met with the company's legal representative and toured the facilities to see how the plant transforms sheet rubber into latex gloves and other elements. Colombia Responde is contributing \$98,512 USD to this effort, leveraging \$204,336 USD from local producers and the public sector including the department of Meta, MADR, and the municipality of Mesetas.

- **Building the specialty coffee supply chain in Meta**

Colombia Responde is helping to develop the coffee industry across 1,800 ha of coffee plantations in Uribe, Mesetas and San Juan de Arama by supporting 100 producers in adopting best practices and new technologies in coffee planting, harvesting and post-harvest processing. Much of this area's production is classified as specialty coffee, which is based on beans that have been grown in a specific area and meet established roasting, processing and storage standards. Marketed by the National Coffeegrowers' Federation as Centauros, Mesetas' brand of this coffee won a prestigious national award for the best coffee produced in 2006 and 2009. As a result of Colombia Responde's assistance, members of the Meta Coffeegrowers' Cooperative Cafimeta initiated management training in November, and sold 1,200 kg of specialty coffee for an average price of \$1.44 USD (\$2,800 COP) per kg. The fourth operating committee meeting for this activity was held in December, in which members assessed advances towards opening buying points and distributing supplies to participating producers. Colombia Responde is contributing \$122,500 USD, and leveraging \$10,000 USD from Cafimeta, \$78,889 USD from the National Coffeegrowers' Association, and \$16,667 USD from participating producers.

- **Strengthening the dairy production chain in Meta**

On December 9, 2013 Colombia Responde launched an activity to boost the competitiveness and productivity of dairy producers in Meta, working with the members of five milk producers' associations in the region and commercial partner Alqueria to increase the quantity of milk produced, as well as the organizations' administrative capacities. The activity launch consisted of two events: a field trip of 12 producers to a farm in San Juan de Arama, and a meeting in Granada to present the various project components that will be carried out in 2014. Representatives of key stakeholders of the dairy industry in Meta, including the GRCT, Los Andes University, the NGO FUNDES, and the five producers' associations (Asogaurme, Agrolecheros, Agroariari, Asoproquejar, and Fenix del Ariari) shared their experiences in order



Dairy producers and representatives from national dairy company La Alquería tour a dairy farm in San Juan de Arama, Meta.

to build trust within the group and start the process of exploring and promoting economic alternatives to enable local producers to access new markets. The program also held follow-up sessions at the collection centers in San Juan de Arama and Mesetas, meeting with the Fenix del Ariari producers' association to review the data collected to inform the construction of a Logistics Center as part of the enhanced cold network, which will include a 5,000-liter tank. The productive alliance seeks to strengthen critical points of the supply chain, including milk production, its collection along a cold network, and marketing, building on seven previous productive alliances for cattle ranching in the area. Alquería has

taken on many responsibilities in the framework of this partnership—beyond the traditional guarantee of buying a set amount of milk from the producers, the national dairy company is also providing technical assistance to the producers, accompanying them through the process of adopting best practices and new technologies in milk production and organizational management. This activity also leverages resources from Colombia's National Training Institute, SENA, through an agreement that it has with Alquería to provide training in best practices in dairy farming and strategies for bovine nutrition and reproduction. Finally, municipal mayors are participating in the monitoring and accompaniment of the supplier program supporting the initiative through their Provincial Agri-business Centers. Colombia Responde is contributing \$68,889 USD to this initiative, leveraging \$4,444 from local communities through the provision of meeting spaces and logistical support, and \$162,778 from La Alquería.

### **Good Governance**

#### ▪ **Planning for improved security and coexistence**

In October, Colombia Responde and the UACT officially presented the security and citizen coexistence manuals of each of the six focal municipalities in Meta to representatives of the departmental administration and FUPAD in Villavicencio. These manuals contain the municipal plan for security and coexistence, and reflect the results of a thorough consultation exercise between the community, the national police and municipal administrations and institutions to address the issues and problems that undermine coexistence and citizen security in these areas. Colombia Responde provided logistic support and materials to carry out this initiative for \$199,611 USD and leveraged GOC funds for \$83,333 USD.

#### ▪ **Furthering access to the National Royalties System**

CELI-Central has been supporting the six focal municipalities in Meta to design, formulate and present project proposals to access funds from the National *Regalias* Fund, through technical assistance and training of government officials in the new application methodology, as well as to create a municipal 'project bank' allowing municipalities to have increased access to national funds. In October, the municipality of Puerto Rico received approval from the National Royalties System's review board for two applications. One of these projects, with a total cost of \$250,000, will improve transportation connectivity between the populated center of Puerto Rico and the nuclei Caño Colorado and Caño Alfa. The second project will support the acquisition of equipment that will allow the municipality to repair critical sections of road, increasing its capacity to respond to the needs of rural populations, especially during the rainy season. As a result of CELI-Central's assistance, 248 projects were formulated for a total value of \$8.5 million USD, and will continue to be finalized and submitted in the coming months in order to support rural development with national funds.

- **Improving Community Boards' ability to lead**



Community Board members and representatives of the community in Santa Teresa apply an organizational assessment to local leadership processes.

Community Boards (Juntas de Acción Comunal; JACs) are pivotal governance organizations that promote citizen participation in rural areas and are many rural residents' strongest link to public institutions. Therefore, this quarter Colombia Responde launched a series of "train-the-trainer" workshops for Community Board representatives to enable them to better fulfill their role as mandated by the law and improve participation mechanisms at the local level. The 820 trainees, who are the presidents, vice presidents and treasurers of the Community Boards, will learn public management, accounting, teamwork, and communication skills. Upon successful completion of the trainings, trainees will return to

their *veredas* to train other Community Board members. In December, the program focused its efforts in La Macarena on the nuclei of Santa Teresa and La Florida. In Santa Teresa, the Colombia Responde and the GRCT worked with local JAC members to strengthen the Coexistence and Reconciliation Committee by updating its member registry and functions, engaged the community to review the JACs' book-keeping, and provided logistical support to convene JAC presidents and members to review the scope of the project. In La Florida, Colombia Responde facilitated the completion of a survey assessing the state of the local Community Board's administrative systems, and focused on updating and improving book-keeping with the participation of the community at large. The program also organized a train-the-trainers workshop called "Strengthening Living and Community Leadership" for 151 Community Board members in Santa Teresa and La Florida. Participants learned fundamentals of community and social organizations, coexistence and how to strengthen social ties, communications, teamwork, standards of community leadership and management. Colombia Responde is contributing \$160,789 USD to this initiative, and has leveraged \$102,850 USD in public funds and \$27,333 USD in support from local producers.

- **Strengthening municipalities' rural development planning capacities**

Act 101 of 1993, Article 61 mandates that municipalities establish Municipal Rural Development Councils (*Consejos Municipales de Desarrollo Municipal*; CMDRs) to serve as the top forum for exchange and coordination among local authorities, rural communities and public entities involved in rural development processes. Bringing rural actors together will help identify opportunities for partnerships and projects, leveraging resources from the public and private sectors to achieve a shared vision of development. Decree 1987 of 2013 mandates the development of an Agrarian Pact which acts as a diagnostic tool for rural development in the regions and, in turn, serves as an input to develop a National Agricultural Policy and the National Development Plan. In the current political context, which has been affected by strikes and unrest in Colombia's agricultural sector, these efforts hold even more weight. In November, Colombia Responde organized meetings in La Macarena, Mesetas, Puerto Rico, San Juan de Arama, Uribe and Vista Hermosa. Participants proposed the subcommittees that should make up the CMDR, including committees on: Agricultural Technology and Technical Assistance; Marketing; Environmental Protection and Conservation of Natural Resources; Social Development; Citizen Participation; and Land and Agrarian Reform. The City Councils are currently reviewing the proposed changes to the municipalities' agreement to implement the CMDRs. The mayors have also been active supporters of this process. In December, the CMDR in Vista Hermosa convened local producers to assess the state of agribusiness in the municipality, identifying challenges and possible solutions. The program also organized a meeting between national dairy company La Alqueria, presidents and members of dairy producers' associations, and representatives of the CMDR to focus on ways to strengthen the dairy productive chain, including identifying new opportunities for

productive alliances. Over the course of the coming months, this activity will involve strengthening the leadership and technical capacities of rural development leaders, designing curricula to reactivate the CMDR's and subcommittees to foster citizen participation and enable municipalities to plan for rural development, and providing technical assistance to operate the CMDR. In December, Colombia Responde participated in the sixth and seventh Agricultural Council meetings for the department of Meta, in order to review the methodology and requirements of MADR's Decree 1989 of 2013. Colombia Responde is contributing \$99,467 USD to the initiative, leveraging \$26,667 USD from local producers and \$238,889 USD from participating municipalities.

**Infrastructure and Connectivity**

▪ **Boosting roadway inter-connectivity in Uribe**



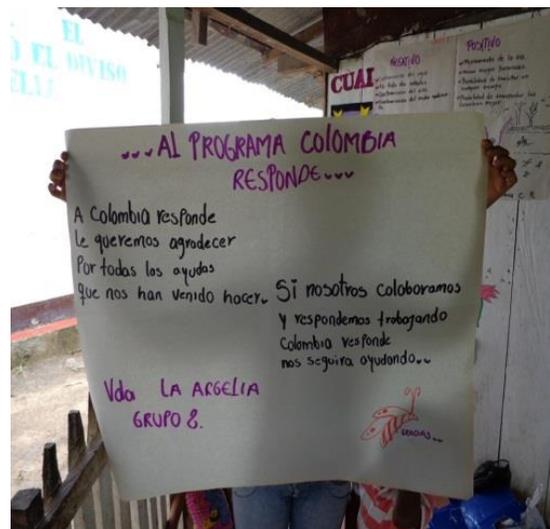
Stakeholders visit the construction site in La Argelia during an environmental training, Uribe.

In November, Colombia Responde continued to carry out improvements to the transportation infrastructure between the nucleus of El Diviso, Uribe and the *veredas* of La Argelia, La Union and El Recreo to benefit 600 citizens. The construction of gutters and culverts at key points will improve the accessibility of rural *veredas*, permitting market access, boosting school attendance, and providing greater access to public health services. Members of the community participated in selecting suppliers, and overseeing the activity. The program orchestrated general repairs and constructed four simple box culverts to improve critical points on the road to La Argelia, and initiated similar repairs to the La Union road as well. In El Recreo, construction has

proceeded at a slower pace due to heavy rains. To date, repairs have been made to two critical points in the road, and the remainder of the project is still in planning phases given the area's limited accessibility. The program is providing a total of \$300,000 (23% of the project cost) and is leveraging \$802,969 USD from the petroleum company Petronova, which has made an agreement with the municipality of Uribe. The municipality and community are contributing the remaining \$177,586 USD in unskilled labor and machinery hours to shape the roads.

This quarter, the program held information sessions to establish operating and oversight committees to facilitate and monitor the procurement and implementation processes. During the first environmental training session, provided to participating beneficiaries and stakeholders from La Argelia presented the following poem in thanks:

We would like to thank Colombia Responde  
 For all the help  
 It has brought here  
 If we collaborate with them and respond working hard,  
 Colombia Responde, will keep helping us.



A limerick composed by citizens of the vereda La Argelia, Uribe, Meta.

▪ **Supporting the Restitution Unit in Meta**

Colombia Responde continues to support the establishment of the Restitution Unit's (*Unidad de Restitución*; UR) regional office in Meta, so that the agency can ensure that the institution fulfills its mandate of properly attending citizens' restitution requests. In the framework of this activity, the UR continued to advance cases in the municipality of San Juan de Arama, collecting and organizing documentation associated with restitution cases, scanning it, and cross-referencing it with the Victims' Unit's database to ensure consistency and eliminate duplicates. The UR is also moving forward with the micro-focalization of the *veredas* of Nuevo Progreso, Miravalles, La Glorieta, Miraflores, Costa Rica and Peñas Blancas. Therefore, on November 28 and 29 the UR led a coordination meeting in the urban center of San Juan de Arama, bringing together the various public entities that make up the national system of assistance to victims in Colombia. This meeting focused on preparing for a December 10th event to attend to victims from these *veredas*, receiving applications and collecting information to initiate the restitution and assistance processes. CELI-Central is contributing resources to set up operations of the Restitution Unit in Meta for \$1.7 million USD and leveraged funds from the GOC for \$2.2 million USD.

▪ **Environmental management plans**



An information session on the EMP, San Juan de Arama.

CELI-Central has been collaborating with CORMACARENA and the SINCHI Amazon Research Institute to formulate an Environmental Management Plan (EMP) for the Northern area of Macarena National Park, which involves four of the six participating municipalities of CELI-Central in Meta. In November, the SINCHI interdisciplinary group completed a series of workshops with local communities to collect primary information on the target area's socioeconomic history, conditions and vision for development. These events provided vital information for the EMP, bringing together diverse stakeholders including community members and representatives of unions, institutions, and NGO's who are enthusiastic to advance this long-overdue activity, which

has been in the making for 20 years and limited the area's economic and social development. GIZ, the German agency for international cooperation, also participated in the process, holding "Action without Damage" trainings in environmental planning for participants. SINCHI and CORMACARENA synthesized the results of the sessions into a technical document, which was presented to the inter-institutional working group this month. As a result of SINCHI and CORMACARENA's coordination, GIZ' training will be replicated by organizers in future sessions with communities. This methodology helps communities take ownership over the EMP process and commit to support its implementation. The activity represents a total value of \$940,930 USD, of which USAID will provide 42% of the funds through Colombia Responde, CORMACARENA will contribute 15%, the Department of Meta will provide 16%, and SINCHI will provide technical management equivalent to 27% of the total project value.

## 3.4 SOUTHERN TOLIMA

### *Cross-Cutting*

#### ▪ USAID visits Planadas



Coffee producers from Gaitania, beneficiaries of technical assistance, meet with CELI-Central representatives.

Colombia Responde organized Farmer's Field Schools in the area, teaching local producers post-harvest techniques for lowering costs and boosting production through sustainable practices regarding the disposal of materials and safe, proper pest management. The community held a ceremony to recognize the efforts the GOC has made in Gaitania, significantly increasing state presence through initiatives to help the area advance its development and foster peace.

On October 31, representatives from USAID, CELI-Central, the UACT and the governor of Tolima visited Gaitania, a small urban center within the municipality of Planadas. The delegation visited various projects funded by USAID, observing paving and sewage improvements made to five streets through a joint effort between CELI-Central, the UACT and the National Army, and meeting with

coffee producers who have received technical assistance. Colombia

### *Social Development*

#### ▪ Piloting an innovative community health model



Trainees learn the symptoms and treatment of hypertension, Ataco.

In the course of implementing the participatory methodology, Colombia Responde and the UACT took repeated note of the community need to improve rural health systems to be more efficient, appropriate, and comprehensive. As a result, the municipality of Ataco, the departmental Secretary of Health and CELI-Central formulated a pilot project for improving community health services in Ataco. This process involves training community and hospital health workers in key health care practices. In October, the second community workshop took place dealing with topics such as vaccination, prenatal stimulation, breast self-exam, breastfeeding, mosquito born-diseases, tuberculosis, child accident prevention, hydration and pediatric care. In November, the third community workshop took place, in which 46 trainees studied key practices from the WHO's Integrated Management of Childhood Illness strategy for physical and mental development at the community, local and clinical levels. The trainees learned about the prevention of childhood diseases, appropriate home care, when to seek immediate medical attention, how to manage referrals. The General Coordinator and Nucleus Coordinator of Ataco accompanied the process, helping to administer pre- and post-tests to assess the practical skills that trainees gained during the training. In December, a fourth workshop was held to discuss serving patients with hypertension and diabetes, reviewing

In the course of implementing the participatory methodology, Colombia Responde and the UACT took repeated note of the community need to improve rural health systems to be more efficient, appropriate, and comprehensive. As a result, the municipality of Ataco, the departmental Secretary of Health and CELI-Central formulated a pilot project for improving community health services in Ataco. This process involves training community and hospital health workers in key health care practices. In October, the second community workshop took place dealing with topics such as vaccination, prenatal stimulation, breast self-exam, breastfeeding, mosquito born-diseases, tuberculosis, child accident prevention, hydration and pediatric care. In November, the third community workshop took place, in which 46 trainees studied key practices from the WHO's Integrated Management of Childhood Illness strategy for physical and mental development at the community, local and clinical levels. The trainees learned about the prevention of childhood diseases, appropriate home care, when to seek immediate medical attention, how to manage referrals. The General Coordinator and Nucleus Coordinator of Ataco accompanied the process, helping to administer pre- and post-tests to assess the practical skills that trainees gained during the training. In December, a fourth workshop was held to discuss serving patients with hypertension and diabetes, reviewing

signs and symptoms and how to administer tests to confirm the diagnosis. This pilot project is being carried out with the valuable participation of 46 volunteer health promoters elected by the communities, 84% of whom are women. Each workshop is held under the guidance of a professional team including a doctor, two nurses, an advisor, and three logistics staff. Colombia Responde is contributing \$151,068 USD to this activity, leveraging \$111,111 USD from the department of Tolima and \$81,111 USD from the municipality of Ataco.

- **Technical training for Youth**

This quarter, CELI-Central continued to provide technical post-secondary training in risk management to youth in Southern Tolima. In October, the first operating committee met in the municipality of Planadas. Five student leaders attended the meeting, expressing their commitment to the initiative and clarifying operational procedures and the activity's methodology. The initiative has been enthusiastically received by the communities, with registration and participation exceeding expectations. Training sessions were launched in the municipalities of Ataco, Planadas and Rioblanco in October, and in Chaparral in December. More than 750 students have enrolled in the program, with an overwhelming participation of women, who make up more than 60% of participants. CELI-Central is providing \$99,8933 USD to support this initiative, and has leveraged \$210,550 USD from the *Defensa Civil* and the municipal governments.

- **Preventing forced recruitment of children and adolescents**



Children participate in a Municipal Youth Council meeting as part of a program to prevent forced recruitment, Planadas.

Colombia Responde is supporting a recruitment prevention initiative in Southern Tolima, led by the departmental administration's Office of the Peace. The pilot project will develop extracurricular activities in rural schools, providing opportunities for recreation and cultural development and mitigating the risk of forced recruitment by illegal armed groups in the area by providing children with safe, healthy ways to spend their free time and develop hobbies. This project was rolled out in Bilbao, Planadas with the support of various stakeholders. The first stage of the project entailed strengthening school environments, community support networks and the promotion of healthy practices, supported by funds from the European Union and Mercy Corps. The government of Tolima contributed funds for classical and folkloric musical training in collaboration with the Tolima Music Conservatory. Colombia Responde has been supporting the dance and theater component of this initiative, providing artistic workshops

for 150 children, as well as special training for 13 youth mentors to sustain this activity by leading additional workshops in the future in a "train-the-trainer" approach. In December, participation decreased slightly as a result of school vacations, but over 100 children and youth continued to participate in dance and theater workshops. CELI-Central provided \$99,513 USD in logistical support to purchase and deliver costumes, supplies and props for the project. Finally, Colombia Responde will provide technical assistance to the departmental government to formulate a proposal for the National Royalties System in order to replicate this project throughout the target area, thereby converting the initiative into a fully funded, sustainable, comprehensive regional strategy.

## Economic Development

### Expanding specialty coffee production

Coffee from Southern Tolima is recognized worldwide for its unique and consistently high-quality products which are brought out of the coffee bean through the cultivation, harvesting and post-harvest processing process. Colombia Responde is supporting a productive partnership to stimulate the region's economy by helping local producers in four associations adopt sustainable production techniques, new technologies, and a concerted marketing technique to produce and sell specialty coffee, for which there is a greater profit margin in an industry with a notoriously low profit margin for primary producers. The project will also help producers supplement their income with the planting of 100.5 ha of lime trees as a source of alternative income over the long-term. Colombia Responde has organized two procurement committees to select the supplier of materials for the construction of infrastructure for processing specialty coffee, and conducted a needs assessment to determine the materials that will be distributed to participating producers. On December 11 and 12, the program held trainings in Rioblanco with the producers' associations of ASOCEAS in Herrera, and ASOMUPOR in the municipal center. Participants watched a demonstration of how to construct coffee processing stations for specialty coffee. Colombia Responde is contributing \$341,645 USD to this initiative, leveraging \$825,473 USD from the public sector and \$2,036,228 USD from the private sector.

### Improving the coffee sector's competitiveness



Producers participate in a training on boosting the profitability of coffee, *vereda* of Porvenir, Planadas.

Colombia Responde is boosting the coffee industry's competitiveness by providing practical training through the Farmers' Field School methodology, in which trainees visit farms to see and practice the application of innovations and new technologies. So far, a total of 285 Field School trainings have been held across the four *veredas* on five topics: profitability and coffee; education and environmental responsibility; soil conservation and fertilizers; safe pest management; and integrated plant health. In addition, 143 Farmers' Field trainings have been held across the four *veredas* on four topics: managing coffee enterprises; social management for workers and their families; pesticides; and industry safety and health. Through the initiative, participants are also receiving materials and equipment so that they can adapt sustainable farming practices required for boosting the quality and quantity of coffee that they produce in Southern Tolima. To date, technicians have carried out 2,769 field visits and 727 geographical survey visits, delivered 727 toolkits, and submitted 365 fertilization plans to provide specific technical recommendations regarding the use of fertilizers in order to boost bean production and quality. Seven hundred and twenty producers have picked up project materials from the Southern Tolima Coffee Growers' Cooperative, CAFISUR. The program has developed a strategy for measuring productivity by counting coffee beans produced by farmers in the project and a control group, all of whom are members of the same producers' association. Colombia Responde is contributing \$404,554 to this initiative, covering 13% of the total cost; local producers are contributing \$2,254,912 USD to cover 75 % of the cost, the municipalities are each contributing \$2,083 USD, and the UACT is contributing \$238,333 USD to cover 8% of the cost, making this a truly demand-driven effort.

## Good Governance

### Strengthening municipal councils in Southern Tolima

Elected by popular vote, the city council is a public committee whose mission is to facilitate citizen participation in government. For this reason, city councilmembers tend to be representative of the general population and while they are often adept at representing their constituents, they frequently lack background or technical training in governance, human rights and accountability processes. This has strained municipal governance systems because councilmembers aren't always aware of their legal obligations and how to fulfill them. In order to help city councilmembers to better represent their constituencies, Colombia Responde is collaborating with the GRCT, University of Tolima, Superior School of Public Administration (*Escuela Superior de Administracion Publica*; ESAP), and departmental government to implement a certification program in Public Management and Public Policy for 52 city councilmembers from the target municipalities. The last of the five-module program was taught during the month of October, improving students' skills in the use of information and communications technologies (ICTs) to help them fulfill their roles as public officials. The graduation ceremony was held in Ibagué at the

A councilmember from Ataco participates in a training on ICTs

University of Tolima, where councilmembers received their diplomas from representatives from the departmental government, the University of Tolima and the UACT. In addition to receiving positive feedback from the city councilmembers and mayors, the trainings had an average attendance rate of 95% across the municipalities. Colombia Responde contributed \$149,968 USD to support this initiative, and leveraged \$38,888 USD from the department of Tolima and \$5,555 USD from the University of Tolima.

- **Updating Municipal Land Use Plans in Southern Tolima**

Land Use Plans (*Planes de Ordenamiento Territorial* -POT) are local planning instruments for municipalities to manage the development of land within their jurisdictions. POTs incorporate environmental, economic and social considerations, engaging local communities to define a shared development vision and take into account national planning tools and legislation. All rural municipalities are legally mandated to update their Land Use Plans to reflect new legislation and priorities every 4-12 years. In November and December, CELI-Central and the department's environmental authority CORTOLIMA carried out an assessment of the current state of the POT's in Chaparral and Ataco, in order to develop a baseline and criteria to serve as a framework for updating the POT's. In December, Colombia Responde collaborated with Cortolima to assess the risk management plans in place in the four target municipalities. The team will review the POT's for the municipalities of Planadas and Rioblanco in early 2014. CELI-Central is contributing \$34,444 USD and CORTOLIMA is providing \$77,777 USD to carry out the assessment.

- **Strengthening local leadership**



Members of Community Boards in Chaparral meet to celebrate the "Day of Community Action" in El Limon, Chaparral.

On November 29, Colombia Responde launched a capacity-building activity to train 300 leaders across 100 Community Boards (*Juntas de Acción Comunal*) in the four target municipalities. The 48-hour training consists of modules including community action, political culture, development of strategies and projects, the structure of the GOC and information and communications technology. Although the Community Boards are the largest mechanism for citizen participation with the greatest geographic reach on a national level, in Southern Tolima citizen participation in planning, management and budget oversight is low as a result of violence and insecurity in the region. Therefore, the GOC has been missing out on the opportunity to incorporate citizen feedback—both supportive and dissenting—into rural

development processes, and to strengthen its ties with local communities. The goal of this training initiative is to strengthen the leadership capacity of the Community Board members to receive and respond to

community feedback through proper management. An integral aspect of this exercise is the development of social networks that will serve to restore civil society's trust in the state, helping it to withstand and overcome the effects of the armed conflict. Colombia Responde is contributing \$196,951 USD to this initiative, and is leveraging \$127,777 USD from the community and \$456,880 USD from the public sector.

### ▪ Building bridges in Tolima



Citizens of the vereda of El Canelo visit the newly-completed bridge over the Rioblanco River.

Responding to the needs expressed by communities during *vereda* workshops, Colombia Responde has championed a number of initiatives to improve roadway connectivity in rural areas. Colombia Responde and the GRCT completed the construction of a 40-meter pedestrian and cargo animal bridge over the Rioblanco River, connecting the *veredas* of El Canelo, El Triunfo, Los Alpes and Los Lirios with the urban center of the municipality of Rioblanco to benefit more than 300 inhabitants. The community actively participated in operating and oversight committees for the activity, provided labor, and facilitated the whole process with the leadership of the El Canelo Community Board (JAC). This activity has served as a model for addressing similar needs in other communities. Recently, CELI-Central supported the design of a similar bridge in the *vereda* of Nueva Jerusalem in Planadas, and four vehicular bridges in Chaparral. Thanks to these designs, the municipalities will be able to secure local, departmental and national resources to build these much-needed bridges. These structures have vital importance for the area's economic development; for example, the bridges in Chaparral will connect important coffee-producing zones, where Colombia Responde is also implementing activities to improve bean quality and post-production processing. USAID is providing funds through Colombia Responde for \$138,189 USD in infrastructure activities and the GOC is complementing these efforts with resources for \$30,000 USD. In the following link you will find an interview with one of the beneficiaries: <https://vimeo.com/77506811>.

### ▪ Developing water sanitation systems in Chaparral



The completed water sanitation facility in El Limon, Chaparral.

This quarter, Colombia Responde completed repairs to the aqueduct of the populated center of El Limon, Chaparral, installing the water filtering materials and equipment necessary to start operations of the water processing plant. CELI-Central is also working with the aqueduct users' association to help them take charge of and properly manage the new installations. By improving the quality and coverage so that the aqueduct can serve the entire population of El Limon, the users' association and municipal administration can conserve water, charge properly for its use, and maintain the system. In October, the users' association agreed upon a pricing structure and presented it to the community. In December, the program put the plant into operation to provide the community with clean drinking water, and finished training the users' association in the administration and maintenance of the facility. Colombia Responde is contributing \$39,553 USD to this initiative, leveraging \$3,059 USD from the community and \$17,204 USD from the municipality of Chaparral. The municipality has advanced in the process of reviewing and revising the metering system, whose income will provide part of their counterpart contribution for this initiative. However, the GRCT has not yet made its contribution of \$47,222 USD.

- **Linking rural communities to populated centers**

This quarter, Colombia Responde completed 3 projects to improve the mobility of residents of the *vereda* of Alto Palmichal in the municipality of Rioblanco, Casa de Zinc in Ataco and in Icarco and Santa Rita in Chaparral. These roads are a major thoroughfare for agricultural goods in the region—decreasing travel times, as well as the risk of accidents, will boost commerce and residents’ quality of life. In October, Colombia Responde constructed cement retaining walls, drains, sewers, as well as box culverts and gabions for some sections. The community contributed unskilled labor to unload materials and carry out other basic tasks, the municipality has shaped the roads with machinery, and INVIAS has initiated improvements to the intersection of the roads to Alto Palmichal and Mesa de Palmichal. Colombia Responde worked especially closely with communities in executing the improvements, in spite of the fact that the GRCT has yet to provide its counterpart contribution in the form of construction projects at other critical points of the road. These three initiatives have a total cost of \$628,134 USD; Colombia Responde is contributing \$254,934 USD (19% of the total cost), the community is providing \$82,473 USD, the municipal governments are contributing \$475,312 USD, and the UACT has committed \$393,333 USD to this effort.



Completed gabion wall in the road connecting the *vereda* Alto Palmichal with the urban center of the municipality of Rioblanco

- **Early Childhood Development Center in Chaparral**



Panoramic view of the completed early childhood development center in Rioblanco.

Contributing to a Municipal Social Policy Committee (COMPOS) initiative, CELI-Central supported the construction of an early childhood development center in Rioblanco. This public childcare center will foster early childhood development from birth until entry into the educational system, as mandated by the National Early Childhood Policy. This activity will be key to implementing the Presidency’s “Zero to Forever” program, spearheaded by the First Lady as well as the early childhood programs conducted by the ICBF. In October, CELI-Central provided the finishing works including veneer, flooring, stucco and paint for walls, and is preparing to complete the installation of sanitary facilities, windows, lamps,

decorative painting, and general cleaning in order to finalize the activity. The activity was completed in November, and presented to the community in December. Colombia Responde provided \$64,740 USD in material and equipment for this initiative, and is leveraging \$357,328 USD in counterpart funds from the municipality of Rioblanco and \$48,333 USD from the Colombian Institute for Family Wellbeing (ICBF), which will be in charge of launching the initiative and managing the facilities.

- **Improving quality of life in Ataco**

This quarter, Colombia Responde carried out comprehensive improvements to key infrastructure in Ataco. The initiatives, which are focused on *veredas* near the populated area of Santiago Perez, promise to significantly improve the quality of life of residents and complement each other and economic development efforts in the area. In November, Colombia Responde completed repairs to the Santiago Perez *vereda*’s aqueduct, which had been damaged by overflow from nearby creeks and improper operation and

maintenance, diminishing community quality of life and health. The municipality carried out its counterpart contribution, using machinery to shape the road, and the community provided unskilled labor to support the endeavor. The GRCT has not fulfilled its commitment to this project. The total cost of this activity is \$24,977; Colombia Responde is contributing \$17,299 (69% of the total cost), and is leveraging \$5,833 (23%) from the Municipality of Ataco.

▪ **Improving roadway connectivity in Rioblanco**

In November, Colombia Responde completed a project to improve the mobility of the residents of La Marmaja, Alto Palmichal, Argentina, Mesa de Palmichal, Hato Viejo and Señoritas in the municipality of Rioblanco. This road is a major thoroughfare for agricultural goods in the region—decreasing travel times, as well as the risk of accidents, will boost commerce and residents’ quality of life. This initiative has a total cost of \$628,134 USD; Colombia Responde is contributing \$99,419 USD (19% of the total cost), the community is providing \$7,853 USD (1%), the Municipality of Rioblanco is contributing \$350,000 USD, and the UACT has committed \$170,862 USD (27%) to the effort. The municipality used



Newly-paved street, Rioblanco.

construction machinery to shape the path, the community contributed unskilled labor to the effort, and Colombia’s national road institute (*Instituto Nacional de Vias*; INVIAS) has started working on a complementary section of road where Alto Palmichal and Mesa de Palmichal meet. However, the GRCT has yet to fulfill its commitments.

This quarter, the municipal administration, the GRCT and Colombia Responde took action to improve the conditions of a section of the sewage system partly due to the bad condition of the road, which accelerated the deterioration of the sewage beneath. In November, Colombia Responde completed the maintenance of a section of the sewers and improved the conditions of four streets in Herrera to facilitate pedestrian and vehicular mobility. With resources from Colombia Responde, damaged elements of the sewage system were successfully replaced, two streets were paved, and the remaining two were improved by building curbs. To complement these efforts, the municipality finished the sewage and road maintenance of two streets, and is currently completing another two. In December, the program installed a sewer in a third street, and extended filling to be able to pave it over. This initiative represents a \$99,747 USD contribution from Colombia Responde, \$2,777 USD from the community, \$92,975 USD from the municipality, and \$128,471 USD from the GRCT, which has yet to make its contribution.



Construction materials are offloaded near the excavated site of the road’s new sewers, Ataco.

The improvement of the road between the *veredas* of La Hamaca, Las Cruces, San Antonio de Pole and Andes Estrella will strengthen the agricultural sector in the area by permitting cocoa and coffee producers (among others) to transport their goods to market in the populated center of Santiago Perez, municipality of Ataco. This initiative will directly benefit 281 coffee-producers and their families, who have 550 has of plantations and produce 5,000 dry loads of coffee, as well as 70 cacao-producers and their families, who have 140 has of plantations and produce 25,000 kilograms of chocolate. While the area has the potential to produce much more, the poor roadway

interconnectivity in the area limits vehicle transportation and therefore producers' ability to transport their goods to market. This intervention will stimulate regional development as it will encourage producers to bring their goods to other areas of Ataco, rather than transport them to Neiva, in the neighboring department of Huila. The improved road will span approximately 18.5 km, with a width of 15 feet. In December, Colombia Responde completed the construction of six sewers measuring three feet in diameter. With the support of INVIAS, the municipality has already obtained the machinery and personnel to provide its counterpart contributions for this initiative. Colombia Responde contributed \$99,875 USD to this initiative, leveraging \$5,556 USD from the community and \$248,000 USD from INVIAS.



The community provided unskilled labor to lay the concrete for an athletic facility in Horizonte, Ataco.

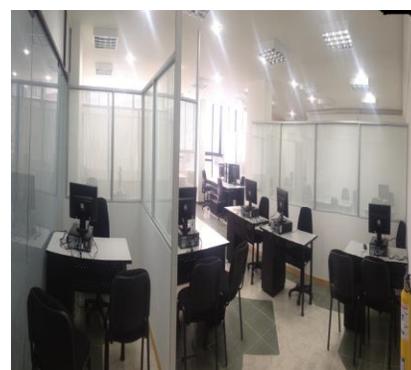
This quarter, Colombia Responde completed the construction of two athletic facilities in the *veredas* of Cupilicua and Horizonte, Ataco. Both the communities and the mayor of Ataco expressed an interest in this intervention because the mayor has long planned to organize cross-*vereda* sporting events, but has been unable to fulfill his promises due to the poor state of recreational infrastructure. Previously, students in the *veredas*' two schools had played sports and games on exposed soil, which flooded in winter and caused injuries. In this area, sports are the main recreational activity for children and youth; the girls' soccer team has won department-wide competitions. Providing children and youth safe recreational spaces

teaches them healthy habits based on healthy ways to spend their free time. Colombia Responde is contributing \$30,317 USD to this effort, leveraging \$1,667 USD from the community in unskilled labor and \$18,556 USD from the municipality of Ataco.

## Land

### ▪ Logistical support to the administrative phase of the restitution process

In October, the Monitoring Committee held its fifth meeting to assess the activity's first year of performance. As a result of this assessment, USAID decided to release the remaining funds it had committed for the first year of operations; the Restitution Unit will present an action plan for year 2 in the next committee meeting. While Colombia Responde had delivered the office equipment and materials as requested, including 20 fully equipped workspaces, the Restitution Unit's office space contract will expire in the coming weeks, and thus it might be necessary to move the facilities to another location. Colombia Responde reopened the selection process for the positions of legal and technical coordinators, since the candidates that applied in past rounds did not meet the requirements. In November, the Monitoring Committee held its sixth meeting to review, for the fourth time, the proposed work plan for the activity's second year. The committee concluded that that the work plan should clearly reflect the Restitution Unit's ownership of this activity, with the support of USAID through Colombia Responde, in order for the UR to take full responsibility for its implementation and outcomes. Therefore, the plan should be revised to each of the stakeholder's specific contribution towards furthering the Restitution Unit's mission in Southern Tolima. Taking into account the Monitoring Committee's decisions, Colombia Responde recruited two clerks and initiated interviews to select a legal coordinator continued to support this activity. Other positions, including those of topographer and cadastral engineer, are in the selection process and will be hired pending final approval of the work plan. In



The Restitution Unit office in Ibague, Tolima, fully equipped by CELI-Central.

December, the seventh monitoring committee meeting was held to adjust the work plan highlighting the UR's increasing participation and responsibilities; the updated plan was submitted to CELI-Central for approval. Colombia Responde is contributing \$840,037 USD to this initiative, and leveraging \$2,374,943 USD.

- **Formalization of vacant properties in Ataco and Chaparral**



School property is surveyed in Southern Tolima as part of the formalization process.

In October, Colombia Responde carried out 79 topographic surveys—15 in Ataco, 37 in chaparral, 17 in Planadas and 10 in Rioblanco. The lawyers supporting this initiative presented a final report detailing current state of each property, property titles analysis, as well as pending legal actions, mostly corresponding to segregating the plots. To date, in Planadas 41 schools have been formalized and 12 properties are pending; in Chaparral, one property has been formalized, and 11 properties are in the legalization process at the local notary; in Ataco, 7 properties are being transferred to the Restitution Unit, 11 properties are following the final legalization process at the notary, and three are pending authorization from INCODER; and in Rioblanco, 52 properties were formalized, 19 are pending legalization processes and two were not donated by current owners. In addition to providing legal assistance and topographic surveys, CELI-Central is supporting the formalization process through property appraisals, property taxes certifications and notary fees, which might further delay some of these processes. CELI-Central is contributing \$284,691 USD to this initiative, leveraging \$316,609 USD from municipal governments and the departmental Secretariat of Education.

- **Supporting INCODER in vacant properties adjudication**

This quarter, CELI-Central advanced in providing assistance to INCODER regarding the process of notifying citizens that applied to vacant property legalization in Southern Tolima. The objective is to motivate and reassure the applicants while minimizing the uncertainty throughout, the sometimes long, legal process. CELI-Central has carried out a total of 906 notifications in Chaparral and Rioblanco, both through community gatherings and personalized visits to the properties. The program plans to deliver 924 additional notifications within the four focal municipalities in a joint effort with municipal governments and INCODER in January, reaching the goal of a total of 3,000 notifications by early next year. The program is supporting this initiative with funds for \$49,444 USD, INCODER is committing resources for \$97,777, and municipal administrations contribute with \$68,778 USD to carry out this activity.



Notification session in the municipality of Rioblanco.

- **Formalization of private properties**

In November, Colombia Responde hired two lawyers to facilitate the final phase of the legal proceedings in order to advance the registration of private properties. This activity seeks to strengthen the abilities of municipal officials to formalize private properties given that the legal proceedings for these properties started during the last administration and are now at risk of termination due to the statute of limitations. At the Tolima Land Roundtable this month, the Secretary of Agricultural Development reported that they had not been able to coordinate with MADR's formalization program. In November, the Chaparral Civil Court had to delay seven scheduled proceedings in October because inclement weather restricted access to the areas.



Land Roundtable, Chaparral.

The Civil Court was able to start issuing certified copies of statements on the properties, thereby continuing to advance the registration process. This is a time-consuming process which continued through December, as an authorized official must go to the photocopier with the person who requests the record and only three people are permitted per visit. Since court proceedings were suspended due to vacations in December, the program intends to finish registering outstanding judgments and formally hand the process over to the Secretary of Agriculture via the Land Roundtable in January. Colombia Responde is providing \$57,066 USD for legal and technical assistance and \$32,388 USD from

the Superior Judiciary Council, \$3,333 USD from the Cooperative University of Colombia, and \$45,000 USD from the governor of Tolima.

- **Formalization of vacant and abandoned properties**

A third report with the results of 14 topographic surveys was presented to the Chaparral oversight committee in November, and a fourth report of 55 topographic surveys was presented in December. The surveyed properties completed the legalization process when their notary and registration fees were paid, and they were presented to the presidents of the *veredas* for ratification in the presence of a notary. Two properties—La Siberia and San Pablo—have been registered, and 11 are awaiting notarization: La Cortes, Lemaya, La Siberia, El Carmen, Potrerito de Lugo Bajo, Porvenir, Agua Bonita, Hermosas, El Bosque, Pando, El Líbano and Rio Negro. The municipality supported this process by providing subdivision licenses and topographical surveys for these properties. Colombia Responde also completed the necessary steps for legalizing the properties in November; the mayor has committed to attach a document that lays out, in detail, the process of legally subdividing a property and registering the subdivisions to different individual owners.

This quarter a monitoring and evaluation committee meeting was held in the municipality of Ataco, during which participants decided to waive taxes on 26 properties whose subdivision had been delayed by issues related to property appraisal, taxes, and notary records and fees. This central issue, which has bearing on municipal tax revenue, was resolved because the committee set in place a series of commitments; properties were declared to be in good standing in terms of tax payments, thereby exonerating the previous owners, who had abandoned the properties, and permitting the subdivision process to move forward. The municipality also agreed to cover the property appraisal costs. The issue of how notary fees and registrations will be covered is outstanding, as it was agreed that the mayor will meet with the community to emphasize the need for them to contribute to this effort. To date, in Ataco 10 properties have been legalized in the populated center, 7 properties are being verified with the Restitution Unit as part of the micro focalization process, 3 properties are being adjudicated as abandoned properties (*baldíos*), and 26 properties are pending appraisal in order to be subdivided. In Chaparral, 25 properties have been legalized in the populated center, 11 are undergoing the process of legalization in front of a notary, and INCODER is addressing one request for the protection of one of the claimants. CELI-Central is providing \$284,691 USD in legal and logistical support, and leveraging \$226,000 USD from the Judicial Branch (*Consejo Seccional de la Judicatura*), \$38,608 USD from the municipalities, \$38,667 from INCODER, and \$13,333 from IGAC.

# 4 SUCCESS STORIES

## 4.1 HELPING MUNICIPALITIES IN SOUTHERN TOLIMA ACCESS NATIONAL RESOURCES

During its first year of implementation, CELI-Central focused on collaborating with national and local institutions to build trust between government and civil society through small-scale, quick initiatives. The program’s implementation has coincided with several initiatives to give more autonomy and responsibility to municipal administrations; this includes the opportunity to access national resources by applying to the National Royalties System. This affords municipalities, with the support of CELI-Central and the UACT, the opportunity to leverage resources from a range of sources to implement the larger-scale projects necessary for achieving and sustaining rural development. In response to this institutional need, the program implemented a highly successful activity in Tolima, helping officials from the four municipalities formulate a total of 20 projects. Of these, nine projects were approved for a total of \$2,247,460 USD, and 11 additional projects totaling \$1,929,444 USD were developed and are currently under revision.

This quarter, CELI-Central continued to support municipal administrations in formulating high-quality proposals for strategic projects to obtain national resources. The second phase of this activity focuses on helping municipal officials gain the knowledge and capacity to continue to identify and develop competitive project proposals, in order to continue bringing national resources to the municipal level. Table 1 shows that a total of 20 projects have been formulated, valuing \$7,919,764 USD and that of these, seven projects were approved for approximately half of that amount--\$3,398,075 USD.

Municipality	# proposals submitted	Total Value submitted (USD)	# proposals approved	Total Value approved (USD)
Ataco	3	\$ 378.449	2	\$ 208.479
Chaparral	10	\$ 3.229.980	2	\$ 1.375.773
Planadas	2	\$ 1.296.265	2	\$ 1.296.265
Rioblanco	5	\$ 3.015.070	1	\$ 517.558
<b>Totals</b>	<b>20</b>	<b>\$ 7.919.764</b>	<b>7</b>	<b>\$ 3.398.075</b>

In December, the municipalities formulated an additional six proposals, including two across the four target municipalities—one to improve the quality of education in the target area, and one focused on strengthening the pisciculture production chain. For one such proposal, CELI-Central is collaborating with the four municipalities to formulate an ambitious project to boost the cocoa value chain in Southern Tolima. This project will leverage funding and assistance from FINAGRO and the Special Technical Assistance program from MADR, which have been working closely with CELI-Central’s economic development specialist to identify potential areas of intervention and beneficiaries. During the month of October, the team carried out visits to the *veredas* of Icarco in Chaparral, Marmaja in Rioblanco, Santiago Pérez in Ataco, and Coloradas in Planadas, where 300 potential beneficiaries were identified.

In order to help municipalities take advantage of the full range of national incentives programs, in November and December Colombia Responde also worked with COLCIENCIAS, the departmental administration for science, technology, and innovation, to identify areas for collaboration and formulation of projects to be submitted to the National Royalties System. The project has facilitated the development of five projects in Chaparral and four projects in Rioblanco, with total costs, respectively, of \$587,000 USD and \$2,497,512

USD, for which the municipalities will seek to obtain counterpart funds through other programs including COLCIENCIAS, Contrato Plan, and the autonomous environmental authority of Tolima, CORTOLIMA.

CELI-Central is contributing \$83,342 USD to this initiative, leveraging funds for \$149,000 USD in public counterpart funds. As illustrated in Table 1, the program has reached the activity goal of collaborating with municipal officials to develop a total of 20 project proposals across the target municipalities, which are in the process of being submitted to and reviewed by municipal and departmental review boards.

## **4.2 STRENGTHENING PRODUCER ORGANIZATIONS IN SOUTHERN TOLIMA**

Colombia Responde and the UACT continue implementing the second phase of a project to improve the performance of 30 small producers' associations, in collaboration with the Ministry of Agriculture and Rural Development's Special Technical Assistance Program (ATE), SENA, the UACT, and the Tolima Center for Productivity. As a result of this intervention, each organization will generate a business plan, which will be an important input for the rural development councils' action plans in each municipality.

During the month of October, the operating committee met for the third time in the municipality of Planadas; 16 producer organizations attended the event and presented an overview of their progress to date, highlighting the training that they have received so far. In November, the operating committee met for the fourth time in the municipality of Rioblanco; 14 producer organizations attended the event and presented an overview of their progress to date, highlighting the training that they have received so far. The fifth Operating Committee meeting was held in December, in which representatives of 14 participating producers' associations convened to review the project's status and key milestones. To complement this technical assistance, CELI-Central delivered laptops to the participating organizations. The laptops will both boost participating organizations' administration and management, and serve as a pedagogical tool since all future training will be carried out with these computers.

At the end of 2012, Colombia Responde supported an organizational assessment of 30 producers' associations in Southern Tolima, utilizing the ICO Organizational Capacity Index. This participatory approach examines various organizational levels, including participation, financial and administrative management, and human development. It also incorporated a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). All of the participating organizations scored low—ranked from 1 to 100, the highest score was 46.7 points, below average. The assessment identified a number of specific challenges, including a lack of plans for improving organizational and commercial performance, limited financial and administrative systems, little support from local governments, a lack of clarity in member roles and participation, weak bonds and organizational identity, limited infrastructure, and a dearth in strong projects that could be presented to apply for national resources. Based on these results, a second phase of this project was initiated so that stakeholders could design and implement a plan for improving the performance of 15 producers associations; the remaining 15 organizations are receiving assistance from MADR, through its Equitable Rural Development program, which focuses on those areas deemed especially vulnerable and in extreme poverty. The results of this intervention will be incorporated in the action plans of each municipality's CMDR. Colombia Responde is providing \$225,322 USD to support this initiative, leveraging \$51,667 from the producers' associations and a total of \$243,333 USD from public institutions including the municipal administrations, SENA, FINAGRO, and the Tolima Center for Productivity.

# 5 OPERATIONAL CONTEXT

## 5.1 NATIONAL

The holiday season in Colombia often brings an uptick in petty crimes, as people with scarce resources attempt to meet their obligations in December. However, it also brings a decrease in terrorist attacks as guerrilla activity. The unilateral truce called this year by the FARC was generally upheld, but the violations indicate that some FARC leaders are willing to go against top command if their orders affect the revenue streams from the trafficking of drugs and weapons.

### *Elections*

The congressional election to be held on March 9, and the presidential election to be held in May also made headlines this quarter. President Santos announced that he would seek reelection, and former president Uribe's Centro Democrático political party nominated Oscar Iván Zuluaga to run for president, who is, like Uribe, a staunch opponent of the peace talks. The other political parties will have to decide whether to support Santos or Zuluaga, or nominate their own candidates. Election violence is likely to occur in the run-up to congressional elections this year. While threats and intimidation are likely to occur to both candidates and voters, the possibility of an increase in murders also exists, mainly due to links between BACRIMs, guerrillas, and the political candidates who support them.

### *Peace Talks*

At the beginning of October, the FARC announced that it would increase attacks on public buildings and infrastructure to put pressure on the Colombian government in relation to the ongoing negotiations in Havana, Cuba. On October 15, Defense Minister Juan Carlos Pinzón claimed that the FARC is carrying out a country-wide offensive called "Black October" in a bid to terrorize civilians. Forty-five military actions were perpetrated by FARC in eleven departments, most of which were not reported as they mostly hit remote areas. Colombian authorities seized more than \$6 million USD in property from the FARC, as the conflict between the government and the organization continues concurrently with peace talks. Officials from the Asset Forfeiture Unit of the Attorney General's Office and the National Police stormed and occupied 50 properties owned by Frente 45 of the FARC in Bogotá and Fusagasugá, Cundinamarca. The GOC also announced the creation of a new command, two new task forces, and two special forces units to attack the FARC's Eastern and Southern holds.

At the end of the most recent round of peace talks with the FARC, the GOC stated its dissatisfaction with the rate of progress made so far via the peace talks with the FARC. FARC leadership in Havana blamed the GOC for the lack of progress, claiming that the government had not accepted any of the solutions presented by the FARC. The talks in Havana, Cuba have been taking place for over a year and so far the parties have only reached an agreement in the area of agricultural sector reform, the first of five points that the talks were designed to address. No agreement was reached on the second point, the FARC's inclusion into the political realm, which would ostensibly permit members of the group to pursue their political goals via the democratic process instead of guerrilla warfare. The most recent round of negotiations, launched on October 23, focused primarily on the issue of solving the fourth item on the agenda—the problem of illicit drugs and the FARC's involvement with them. No date has been announced for the next round of talks.

In November, the country's focus continued to be on the armed conflict and peace negotiations between the GOC and FARC in Havana, Cuba. The parties made the first agreement since May, setting guidelines for the

FARC's political participation—the second point on the 5-point agenda—to establish political organizations and social movements that fit into the larger framework of a pluralistic government made up of many political parties. Many details of the decision have not been released or will be agreed upon later, but the overall acceptance of the deal has strengthened Santos' political position and moved Colombia closer to a possible peace agreement. The GOC and FARC have since moved on to one of the most complex topics of the negotiation: how to handle illicit drugs and the potential extradition of members of the FARC to the U.S. to face drug trafficking charges. However, Santos has stated that he will not halt the military crackdown on the FARC and ruled out the possibility of a cease-fire, offered by the FARC, after they attacked a police station on December 7, killing at least eight people.

Colombia's second-largest illegal armed group, the ELN, carried out a string of attacks on oil infrastructure in the country in November. The groups Eastern Front Commander declared that these attacks were aimed at reducing oil companies' profits. The ELN had previously expressed an interest in holding peace talks, and released a Canadian mining official whom they had kidnapped as a gesture of good will. It is believed that the recent attacks are aimed at pressuring the GOC to negotiate.

Another current event that is likely to have some bearing on the peace processes is the deposition of the mayor of Bogota, Gustavo Petro, by the Inspector General of Colombia, Alejandro Ordonez. Petro was charged with endangering public health and violating free market principles in the process of reforming the city's waste management system, and banned from public office for 15 years. This ruling is in stark contrast to the Inspector General's treatment of Bogota's former mayor, Samuel Moreno, who faces criminal charges for corruption and received only a 12-month suspension. Petro claims that he is a victim of a right-wing "coup" orchestrated by Colombia's ruling elite, which had major stakes in the previous waste management system. A former member of the M-19 rebel group, Petro was viewed as a model for how former guerrillas can integrate into the political system, but this charge calls this into question and may undermine the potential for a peace agreement (which, some claim, is also part of a right-wing conspiracy). Petro is appealing this ruling and the Attorney General is reviewing the Inspector General's powers to determine whether they should be moderated.

## **5.2 CAQUETA**

This quarter, the FARC carried out a series of terrorist attacks on public forces and the electric infrastructure in the municipality of Paujil, near the Consolidation area. Terrorist activities such as setting off explosives, burning vehicles, and blowing up electric towers or pipelines require little logistical effort, implying that the guerrilla is not strong enough to carry out large-scale attacks. These types of attacks impact mostly the civilian population, who endure near-constant harassment and fear, as well as the consequences of the conflict. In November, citizens of Caquetá continued to contend with extortion and land mines set by small fragments of illegal armed groups. GOC armed forces are carrying out military operations against the FARC's *Teofilo Forero* group, which has a significant presence in the department. While the FARC continues to move weapons, drugs and other supplies through Caquetá, national forces have largely neutralized them over the past few months.

## **5.3 CAUCA/ VALLE DEL CAUCA**

In October, Frente 6 of the FARC set off a car bomb, injuring four children in Cauca. In the municipality of Toribío, the FARC carried out small-scale attacks with homemade explosives and random shootings in the urban center. The National Organization of Indigenous Colombians (ONIC), a movement comprised of 44 local and regional member organizations, has called for national level negotiations with the government. On October 14, about 40,000 indigenous protesters launched peaceful demonstrations in Cauca and Valle de Cauca, according to Richard Leguizamo, Director of Communications at the ONIC. Leguizamo said that the group had declared indefinite protests after President Santos failed to confirm a dialogue session that had been organized for October 12. The indigenous populations have supported and been part of the national

strikes by agricultural workers, among others, which occurred during August and September. On October 17, ONIC announced that the police had used excessive force against protesters on October 15, wounding 19 and arresting 4 during a protest on the road to the city of Buenaventura.

While the first half of November was quite calm, on November 16 illegal armed groups attacked Colombian military installations in Miranda, damaging three homes. On November 21, the FARC attacked the police station and army base in Toribío, injuring one police officer. These actions were most likely in retaliation against the armed forces' near-constant assaults on Frente 6 and the Jacobo Arenas Mobile Unit of the FARC, which operate in the area. Cauca/ Valle del Cauca remains a major source and transit area for illicit drugs, as evidenced by numerous seizures carried out by the national police.

Diego Fernando Tabares, aka "Lucho," the mastermind behind a 2012 FARC bombing in Bogota targeting former Interior Minister Fernando Londono Hoyos, as well as the kidnapping of two policemen in January 2013, was killed on December 15 by Colombian police in Santander de Quilichao.

## **5.4 META**

In October, the FARC burned several buses in San Juan de Arama and carried out military actions in Mesetas and the *vereda* of La Julia in Uribe and blocked the roads between Uribe and Vista Hermosa. Military intelligence announced that the FARC is planning a series of attacks in emblematic sites around the country, specially directed to military facilities. Following this information, the department of Meta will be at great risk especially in the municipalities of Uribe and La Macarena. The objective behind these attacks is to demonstrate the power and control over key areas in the country.

In November and December, there was an alarming increase in cases of extortion in Meta, although few victims dared to report it for fear of reprisals. On November 3, one police officer was killed in an armed attack against the police station in the urban center of Mesetas. The Easter Block of the FARC have been strengthening their undercover militias, separating the tasks of infiltration and armed activities to avoid detection and maintain influence over civil society organizations, strengthening their social and political bases in anticipation of the upcoming elections.

## **5.5 SOUTHERN TOLIMA**

The military base and police station in rural areas of Rioblanco, Planadas and Herrera were attacked repeatedly this quarter. The FARC continues to extort businesses and private citizens in urban centers with total impunity, obligating shopkeepers and agricultural producers to pay "war taxes" on a regular basis. Small fragments of the FARC's 21<sup>st</sup> Front continue to maintain a presence in Southern Tolima, taking advantage of their position in the national park, which provides a protected corridor made up of canyons and lakes. This enables them to move with ease, acquiring food and ammunition and carrying out attacks against national forces and extortion against businesses and private citizens. The FARC treats this area as a home base from which to launch operations into the nearby departments of Huila, Cauca and Valle del Cauca. The rainy season resulted in the closure of the road to Rioblanco, but thus far has had limited impact on CELI-Central programming.

# 6 OVERALL PROJECT STATUS

## 6.1 CONTRACTS AND GRANTS

During the past quarter, the Contracts and Grants office focused on the implementation, modification and closure of existing activities and the implementation of new activities. As detailed in the table below, a total of 29 activities were officially approved during the past quarter and commitments towards these activities during the reporting period reached a total of \$53,973,133 USD.

**TABLE 4: QUARTERLY COMMITMENTS BY COMPONENT BASED ON APPROVALS**

Component	# Activities	CELI funding committed	Counterpart private funding committed	Counterpart public funding committed	Totals
SOCIAL DEVELOPMENT	4	2,124,737	8,333	4,538,677	6,671,747
ECONOMIC DEVELOPMENT	18	4,233,852	14,542,064	7,137,130	25,913,047
GOOD GOVERNANCE	1	107,056	0	251,639	358,694
SOCIAL INFRASTRUCTURE & CONNECTIVITY	4	1,460,051	30,682	6,160,617	7,651,351
LAND	1	4,125,034	0	9,153,261	13,278,295
CROSS-CUTTING CONTRACTS	1	\$100,000	\$0	\$0	\$100,000
<b>TOTALS (USD)</b>	<b>29</b>	<b>\$12,150,730</b>	<b>\$14,581,080</b>	<b>\$27,241,324</b>	<b>\$53,973,133</b>

**TABLE 5: DETAILED LIST OF APPROVED ACTIVITIES IN OCTOBER**

Corridor	Component	Activity Name	CELI-Central USD	Leveraged Funds USD	Totals USD
META	SOCIAL DEVELOPMENT	GENERACIÓN DE ENTORNOS PROTECTORES	\$ 179,712	\$ 508,648	\$ 688,360
TOLIMA	ECONOMIC DEVELOPMENT	FORMACION TECNICO EDUCATIVA JOVENES CAFETEROS: ESCUELA & CAFE	\$ 859,447	\$ 2,134,878	\$ 2,994,325
META	ECONOMIC DEVELOPMENT	FORTALECIMIENTO DE CAPACIDADES PARA LAS GESTION DEL DESARROLLO ECONOMICO LOCAL	\$ 270,000	\$ 9,806,136	\$ 10,076,136
TOLIMA	ECONOMIC DEVELOPMENT	APOYO ALIANZAS PRODUCTIVAS DE CAFÉ ESPECIAL.	\$ 340,997	\$ 1,785,102	\$ 2,126,098
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013-GANADERIA LECHE-AGASANJUAN	\$ 113,139	\$ 673,149	\$ 786,288
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013-PRODUCCIÓN Y COMERCIALIZACIÓN CAUCHO-AGGAPAM	\$ 141,762	\$ 356,002	\$ 497,764
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013-GANADERIA LECHE-AGROCOS	\$ 163,789	\$ 822,213	\$ 986,002
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013-PRODUCCIÓN Y COMERCIALIZACIÓN DE CAUCHO-APLAGORI	\$ 81,076	\$ 312,833	\$ 393,909
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013- PRODUCCIÓN DE PIÑA-ASOFRICO	\$ 87,581	\$ 242,896	\$ 330,476
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013- IMPLEMENTACIÓN DE UN CENTRO DE ACOPIO-ASOPROAVIH	\$ 91,114	\$ 205,728	\$ 296,842
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013-PRODUCCIÓN Y COMERCIALIZACIÓN CAUCHO-ASOPROCAVIS	\$ 99,541	\$ 487,825	\$ 587,366
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013-SISTEMA DE PRODUCCIÓN DE CAMUROS-ASOVIME	\$ 152,389	\$ 522,091	\$ 674,480
META	ECONOMIC DEVELOPMENT	ALIANZA PRODUCTIVA 2013-GANADERIA LECHE-FAMIAGRO	\$ 142,910	\$ 760,957	\$ 903,867
NATIONAL	LAND	APOYO IMPLEMENTACIÓN SISTEMA DE GESTIÓN DE INFORMACIÓN PARA EL INCODER.	\$ 4,125,034	\$ 9,153,261	\$ 13,278,295
NATIONAL	CROSS-CUTTING CONTRACTS	AVISOS EN PRENSA PARA CONVOCATORIAS DEL ACTIVITY FUND	\$ 100,000	\$ -	\$ 100,000
			<b>\$ 6,948,491</b>	<b>\$ 27,771,717</b>	<b>\$ 34,720,208</b>

**TABLE 6: DETAILED LIST OF APPROVED ACTIVITIES IN NOVEMBER**

Region	Component	Activity Name	CELI-Central (USD)	Leveraged Funds (USD)	Totals (USD)
CAUCA	ECONOMIC DEVELOPMENT	DESARROLLO DE CAPACIDADES DE LOS CONSEJOS MUNICIPALES DE DESARROLLO RURAL	\$112,629	\$195,418	\$308,047
CAUCA	ECONOMIC DEVELOPMENT	IMPLEMENTACION ALIANZA CADENA PRODUCTIVA DE PIÑA MD-2 CAUCA	\$95,155	\$260,582	\$355,737
CAUCA	ECONOMIC DEVELOPMENT	DISTRITOS DE RIEGO FLORIDA	\$23,371	\$93,484	\$116,856
META	GOOD GOVERNANCE	FORTALECIMIENTO DE LAS CAPACIDADES DE LOS CONCEJOS MUNICIPALES	\$107,056	\$251,639	\$358,694
META	SOCIAL INFRASTRUCTURE & CONNECTIVITY	FORTALECIMIENTO DE LOS PROCESOS DE DESARROLLO RURAL EN EL NUCLEO NVO PROGRESO EN SAN JUAN DE ARAMA	\$778,170	\$1,776,820	\$2,554,990
			<b>\$1,116,380</b>	<b>\$2,577,944</b>	<b>\$3,694,324</b>

**TABLE 7: DETAILED LIST OF APPROVED ACTIVITIES IN DECEMBER**

Corridor	Component	Activity Name	CELI-Central (USD)	Leveraged Funds (USD)	Totals (USD)
CAQUETA	SOCIAL DEVELOPMENT	IMPLEMENTACION DE POLITICA PUBLICA PARA LA EQUITAD DE LA MUJER Y POLITICA PÚBLICA DE LA JUVENTUD	\$313,367	\$589,450	\$902,817
CAQUETA	SOCIAL DEVELOPMENT	ESCUELAS DEPORTIVAS COMO APORTE A LA INTEGRACIÓN SOCIAL Y LA PAZ	\$699,505	\$1,135,773	\$1,835,278
CAQUETA	ECONOMIC DEVELOPMENT	COMPETITIVIDAD CADENA PRODUCTIVA DEL CAUCHO EN CAQUETA	\$258,434	\$556,434	\$814,868
CAQUETA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	MEJORAMIENTO DE LA VÍA DE ACCESO A LA UNIÓN PENEYA, LA MONTAÑITA, CAQUETÁ	\$1,587,515	\$5,034,717	\$6,622,231
CAUCA	ECONOMIC DEVELOPMENT	APOYO AL SECTOR LECHERO PRADERA BAJO MODELO DE ALIANZA PRODUCTIVA.	\$70,991	\$411,555	\$482,546
CAUCA	ECONOMIC DEVELOPMENT	FORTALECIMIENTO DE UNIDADES ECONÓMICAS LOCALES E IDEAS DE NEGOCIO HACIA EMPRENDIMIENTOS	\$1,037,203	\$2,051,911	\$3,089,115
CAUCA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	DESCONTAMINACIÓN HÍDRICA Y AMBIENTES SALUDABLES	\$406,407	\$2,955,595	\$3,362,002
CAUCA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	PREINVERSION Y MEJORAMIENTO DE ENTORNOS PROTECTORES	\$173,498	\$1,218,206	\$1,391,703
CAUCA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	MEJORES CONDICIONES DE CONECTIVIDAD	\$101,977	\$240,678	\$342,655
TOLIMA	SOCIAL DEVELOPMENT	EDUCACION RURAL EN ACCIÓN PARA EL SUR DEL TOLIMA	\$932,153	\$2,313,139	\$3,245,293
			<b>\$4,648,895</b>	<b>\$14,194,320</b>	<b>\$18,843,214</b>

## 6.2 TOTAL CELI SPENDING

As indicated in Table 8, CELI-Central spent a total of \$5,859,385 USD this quarter, including operational costs. Table 9 shows expenditures by component from CELI-Central's Activity Fund.

**TABLE 8: QUARTERLY EXPENDITURES BY BUDGET LINE ITEM**

Item	October 2013 (USD)	November 2013 (USD)	December 2013 (USD)	Totals (USD)
Direct Labor	\$225,768	\$217,662	\$206,493	\$649,923
Fringe Benefits	94,225	81,082	350,895	\$526,202
Travel, Transportation and Per Diem	27,589	27,257	45,428	\$100,274
Allowances	20,999	20,023	31,335	\$72,357
Grants & Subcontracts	864,372	1,216,006	1,463,501	\$3,543,879
Equipment	38,953	-257	14,951	\$53,647
Other Direct Costs	74,509	70,830	84,476	\$229,815
Indirect Costs	143,496	145,046	185,680	\$474,222
Fee	55,127	65,774	88,164	\$209,066
<b>Totals (USD)</b>	<b>\$1,545,039</b>	<b>\$1,843,423</b>	<b>\$2,470,924</b>	<b>\$5,859,385</b>

**TABLE 9: QUARTERLY EXPENDITURES BY COMPONENT**

Component	CELI Executed	Counterpart private funding executed	Counterpart public funding executed	Total
SOCIAL DEVELOPMENT	537,073	3,333	805,431	1,345,838
ECONOMIC DEVELOPMENT	882,851	2,625,708	50,889	3,559,449
GOOD GOVERNANCE	501,297	6,394	10,707,428	11,215,119
SOCIAL INFRASTRUCTURE & CONNECTIVITY	601,782	48,737	1,104,208	1,754,726
LAND	654,176	0	13,424,633	14,078,809
CROSS-CUTTING CONTRACTS	\$178,651	\$0	\$0	\$178,651
<b>TOTALS (USD)</b>	<b>\$1,985,930</b>	<b>\$2,680,839</b>	<b>\$11,862,524</b>	<b>\$16,529,294</b>

## 6.3 HUMAN RESOURCES

This quarter, CELI-Central welcomed its new DCOP of Administration and Finance, Gema Aragones, and its new Regional Director for Southern Tolima, Luis Fernando Granja. Senior Thematic Advisor Danny Jaiquel took on an interim role as the Acting Regional Director for the Meta regional office. Former Field Professional for La Macarena, Gilder Murillo, took on a new role as the Social Development Specialist for in Meta, and was replaced by Luis Fernando Romero. Luz Hayda Soler, Field Professional for Uribe, Meta, transferred to become the Field Professional for Mesetas. The Uribe Field Professional position will be filled in January. Finally, Laura Isabel Torres and Luis Guillermo Cleves started working as Contract Specialists in Florencia and Ibagu, respectively.

# 7 ANNEX

## PARTICIPATORY METHDOLOGY

CELI-Central has received repeated recognition for the highly participatory way in which it plans and implements its activities, ensuring that local communities and institutions have the capacity to sustain advances. During the program's first two years of implementation, CELI-Central collaborated with the UACT and local and regional authorities in Caquetá, Cauca/Valle del Cauca, Meta and Tolima to build relationships with rural communities, first organizing a series of informational nuclei meetings in the focal consolidation area to present general consolidation objectives, and then carrying out *vereda workshops* at the community level by facilitating seminars to enable community members to articulate their needs. As shown in Table 1, to date CELI-Central has carried out 425 *vereda workshops* across the focal area, with a total of 20,378 participants and 7,151 needs identified. Integrating participatory methodologies into every aspect of the program increases buy-in from key stakeholders and enhances the sustainability of activities.

**TABLE 1: PARTICIPATORY METHODOLOGY RESULTS**

Municipality	Vereda Workshops	Participants	Needs					Totals
			Social Development	Infrastructure	Economic Development	Land	Good Governance	
CARTAGENA DEL CHAIRA	28	1,451	44	152	69	3	0	268
LA MONTAÑITA	9	817	15	56	15	0	0	86
CAGUAN	7	408	34	15	7	1	0	57
<b>Total - Caqueta</b>	<b>44</b>	<b>2,676</b>	<b>93</b>	<b>223</b>	<b>91</b>	<b>4</b>	<b>0</b>	<b>411</b>
ATACO	65	3,070	363	497	347	31	3	1,241
CHAPARRAL	64	1,961	221	347	314	22	2	906
PLANADAS	31	1,290	163	207	152	2	0	524
RIOBLANCO	45	1,643	198	321	207	5	1	732
<b>Total - Tolima</b>	<b>205</b>	<b>7,964</b>	<b>945</b>	<b>1,372</b>	<b>1,020</b>	<b>60</b>	<b>6</b>	<b>3,403</b>
LA MACARENA	22	776	101	176	105	3	3	388
MESETAS	44	1,718	170	364	176	8	5	723
PUERTO RICO	11	327	29	70	22		1	122
SAN JUAN DE ARA	14	587	97	162	116	5	1	381
URIBE	21	920	114	229	127	7	14	491
VISTA HERMOSA	21	1,146	98	177	138	14		427
<b>Total - Meta</b>	<b>133</b>	<b>5,474</b>	<b>609</b>	<b>1,178</b>	<b>684</b>	<b>37</b>	<b>24</b>	<b>2,532</b>
MIRANDA	11	695	76	86	25	5	5	197
TORIBIO	0	0	0	0	0	0	0	0
SANTANDER DE Q	16	1,574	137	118	50	14	8	327
CORINTO	2	216	23	16	6	2	3	50
CALOTO	6	870	36	25	9	1	1	72
FLORIDA	4	643	29	26	16	4	3	78
PRADERA	4	266	28	29	11	9	4	81
<b>Total - Cauca</b>	<b>43</b>	<b>4,264</b>	<b>329</b>	<b>300</b>	<b>117</b>	<b>35</b>	<b>24</b>	<b>805</b>
<b>Totals</b>	<b>425</b>	<b>20,378</b>	<b>1,976</b>	<b>3,073</b>	<b>1,912</b>	<b>136</b>	<b>54</b>	<b>7,151</b>