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UNIDOS DE AMÉRICA

**COLOMBIA**

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

ANNUAL REPORT

JULY 2012 – SEPTEMBER 2013



SEPTEMBER 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)

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**COVER: Children from La Union Peneya visiting a cocoa/plantain productive alliance project besides their school**

CONSOLIDATION AND  
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**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	ANNUAL ACHIEVEMENTS.....	6
2.1	STATUS OF WORK PLAN FOR FISCAL YEAR 2013.....	6
2.2	ECONOMIC DEVELOPMENT.....	7
2.3	SOCIAL DEVELOPMENT.....	7
2.4	GOOD GOVERNANCE.....	8
2.5	INFRASTRUCTURE.....	9
2.6	LAND.....	10
2.7	PROGRAM METHODOLOGY.....	11
2.8	PROGRAM MONITORING AND EVALUATION.....	12
3	QUARTERLY ACHIEVEMENTS.....	15
3.1	NATIONAL AND REGION-WIDE INITIATIVES.....	15
3.2	CAQUETA (CAGUÁN).....	<a href="#">16</a>
3.3	CAUCA / VALLE DEL CAUCA.....	22
3.4	META (LA MACARENA).....	28
3.5	SOUTHERN TOLIMA.....	35
4	SUCCESS STORY.....	44
5	OPERATIONAL CONTEXT.....	45
5.1	NATIONAL.....	45
5.2	CAQUETA.....	46
5.3	CAUCA/ VALLE DEL CAUCA.....	46
5.4	META.....	47
5.5	SOUTHERN TOLIMA.....	47
6	QUARTERLY PROJECT STATUS.....	48
6.1	PROGRAM MONITORING AND EVALUATION.....	48
6.2	CONTRACTS AND GRANTS.....	49
6.3	TOTAL CELI SPENDING.....	52
6.4	HUMAN RESOURCES.....	52
7	ANNEXES	

QUARTERLY REPORT (JULY-SEPTEMBER 2012)

# 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> )
CMJT	Transitional Justice Committee ( <i>Comité de Justicia Transicional</i> )
CO	Contracting Officer
COLDEPORTES	National Department of Sports, Recreation and Physical Activity ( <i>Departamento Administrativo del Deporte la Recreación, la Actividad Física y el Aprovechamiento del Tiempo Libre</i> )
COP	Chief of Party
COR	Contracting Officer Representative
COMPOS	Municipal Council on Social Policy ( <i>Consejo Municipal de Política Social</i> )
CORPOICA	Colombian Corporation for Agricultural Research ( <i>Corporación Colombiana de Investigación Agropecuaria</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
FEDECACAO	National Federation of Cocoa Producers
FY2013	Fiscal Year 2013
FY2014	Fiscal Year 2014
GIS	Geographic Information System
GOC	Government of Colombia
GRCT	Regional Consolidation Management Unit ( <i>Gerencia Regional de Consolidación Territorial</i> )
ICA	Colombian Agriculture Institute ( <i>Instituto Colombiano Agropecuario</i> )
ICBF	Colombian Institute for Family Wellbeing ( <i>Instituto Colombiano de Bienestar Familiar</i> )
INCODER	Colombian Institute for Rural Development ( <i>Instituto Colombiano de Desarrollo Rural</i> )
INDEPORTES	Department-level Institute for Sports ( <i>Instituto Departamental de Deportes</i> )
INVIAS	National Institute for Road Infrastructure ( <i>Instituto Nacional de Vías</i> )
IQC	Indefinite Quantity Contract
JAC	Elected community leaders ( <i>Junta de Acción Comunal</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> )
PBOT	Basic Territorial Organization Plan ( <i>Plan Básico de Ordenamiento Territorial</i> )
PDO	Protected Denomination of Origin
PICSC	Comprehensive Plans for Coexistence and Security ( <i>Plan Integral de Convivencia y Seguridad Ciudadana</i> ; PICSC)
PMP	Performance Monitoring Plan
PNCRT	National Territorial Reconstruction and Consolidation Plan
POAI	Annual Operational Investment Plans ( <i>Plan Operativo Anual de Inversión</i> )
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> )
USAID	United States Agency for International Development
USD	United States Dollars

# I EXECUTIVE SUMMARY

This document details the third annual report, which covers the period from July 2012 through September 2013. We have reached CELI-Central's halfway point—a key moment for assessing accomplishments and lessons learned with program stakeholders. In FY2013, CELI-Central interventions built trust between communities and the GOC, strengthening local institutions' capacities to meet the needs of their citizenry, and helping local, municipal and departmental institutions access national resources in order to promote integrated, sustainable rural development.

While the first 18 months of the program focused on short-term rapid response activities to build trust with local communities, over the course of FY2013 CELI-Central has been increasingly transitioning towards integrating medium- and long- term projects with greater scope and depth that require a more robust financial and institutional participation from the community, GOC and private sector. The integrated nature of this approach focuses on creating conditions that will foster and sustain comprehensive rural development, helping local institutions and community members gain the capacity to take ownership over the project management process.

During the last quarter of FY2013, CELI-Central held a series of workshops in the focal area to identify opportunities for ongoing advancement and improvement. Representatives met with community leaders, municipal administrations and other beneficiaries to identify geographic and thematic areas for growth during the second half of the program, identifying actual and potential barriers to meeting rural development goals in CELI-Central's areas of operation. In addition to helping to create an action plan for the final quarter and assemble this report, these results served as central inputs for the FY2014 work plan.

# 2 ANNUAL ACHIEVEMENTS

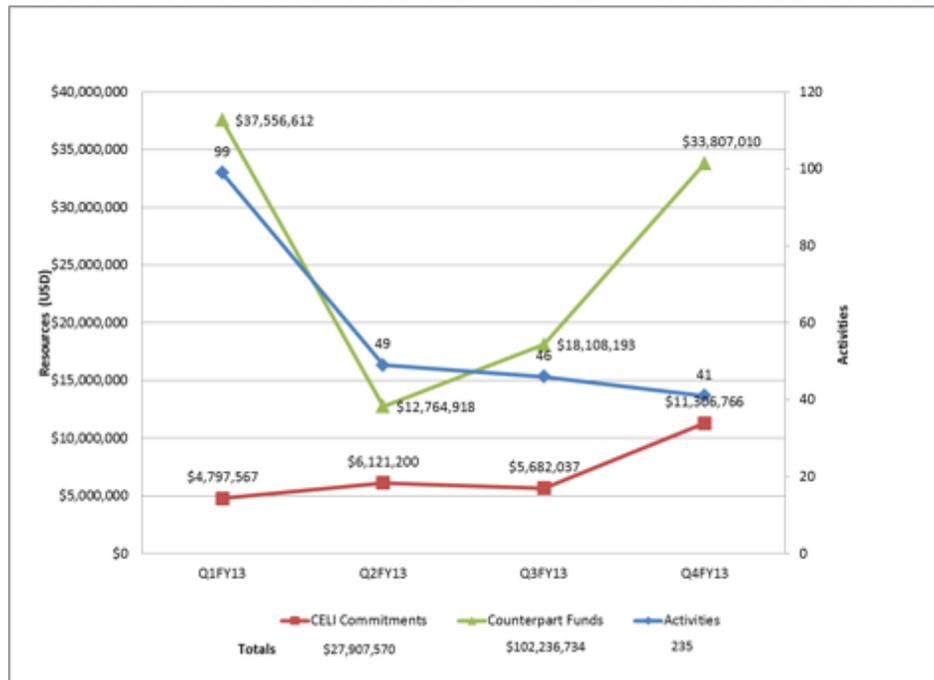
In FY 2013, CELI-Central interventions built trust between communities and the GOC, strengthening local institutions' capacities to meet the needs of their citizenry, and helping local, municipal and departmental institutions access national resources in order to promote integrated, sustainable rural development. The following analysis examines program performance against the FY 2013 work plan, and describes key program achievements.

## 2.1 STATUS OF WORK PLAN FOR FISCAL YEAR 2013

The CELI-Central program has a five-year timeframe, spanning April 2011 through April 2016. The first 18 months of the program focused on short-term rapid response activities to build trust with local communities by addressing immediate needs and laying the foundations for greater collaboration in rural development initiatives. Through the course of FY 2013, CELI-Central has been transitioning towards integrating medium- and long- term projects with greater scope and depth, which require more robust financial and institutional participation from the community, GOC and private sector. These larger interventions foster and sustain comprehensive rural development, helping local institutions and community members gain the capacity to take ownership over project identification, formulation, implementation and monitoring cycle.

Graph 5 shows the decrease in the number of activities committed over the course of FY 2013 correlating with increased financial commitments. This ensures that these larger, more comprehensive activities have maximum impact as they build upon and complement each other. In this way, a territory's economic competitiveness becomes an organizing principle for related activities that support and guarantee sustainability by boosting the social fabric and connections among communities in focal areas.

**GRAPH 5: ACTIVITIES AND RESOURCES COMMITTED IN FY 2013**



## **2.2 ECONOMIC DEVELOPMENT**

Integrating local production chains with broader markets and strengthening local producer associations improves the income and quality of life of small farmers and their families. To date, CELI-Central has advanced the implementation of 36 productive alliances, 18 of which were approved for pre-investment through the Ministry of Agriculture and Rural Development's most recent Call for Proposals. Through Colombia Responde, USAID has contributed an average of 20% of the total value of the approved projects. As the program has moved towards implementing larger-scale projects, economic development projects have become a cornerstone to ensuring a comprehensive approach to regional development because these projects will improve communities' quality of life and sustain gains in rural development.

This year, CELI-Central made great strides in strengthening key production chains in its area of operations through a combination of technical and organizational assistance to producers' associations. In Meta, the program has connected 300 small producers to dairy distributor La Alquería's supply chain, providing them with training in best technical and organizational practices to boost the quality and quantity of milk produced. The region went from producing 3,000 liters of fresh milk per day to producing approximately 25,000 liters daily in the framework of a cold storage network of seven distribution facilities contributed by La Alquería; the price paid per liter increased by 20%. These efforts also seek to promote the sustainable, environmentally conscious use of land by adopting transformative techniques including living fences, efficient use of manure, and grazing rotations.

CELI-Central launched an initiative to strengthen the dairy sector of Caquetá by collaborating with the Caquetá Cattle Ranchers' Committee and Chamber of Commerce to implement the EU designation of Protected Denomination of Origin (PDO) for Caquetá cheese. The designation, which was applied for in 2007 and granted in late 2011, is one of 15 Colombian PDO's—and the only Colombian PDO for cheese. Caquetá cheese is one of 15 Colombian products, including Café de Colombia, to be granted PDO status. Colombia Responde is collaborating with the UACT and the Caquetá Chamber of Commerce and Cattle Ranchers' Association to put the brand into action by forming a PDO Regulatory Committee. Colombia Responde will provide technical assistance to the Committee and local producers regarding protocols and publicity materials including logos. This protective strategy is an important step in positioning Caquetá cheese for greater national and international trade, protecting its reputation, and helping producers obtain a premium price for their authentic products. The initiative will benefit 90 dairy producers and five small cheese-processing companies, and new activities are expected to result from greater collaboration with the private sector at the national level.

## **2.3 SOCIAL DEVELOPMENT**

Enhancing social capital by strengthening social capital and creating a sense of community ownership of local decision-making processes ensures the effectiveness and sustainability of CELI-Central activities. The program has galvanized Municipal Councils on Social Policy (COMPOS) in all 20 target municipalities to coordinate and oversee the provision of social services, and 20 Municipal Youth Councils to engage young people and represent their interests.

CELI-Central has been collaborating with national and local government authorities to design and implement an inter-institutional anti-recruitment strategy that brings together various stakeholders in focal areas of the departments of Meta and Tolima. This multi-faceted approach includes installing enclosed playgrounds and recreational facilities in rural communities, supporting sports and cultural events targeted for children and youth including recreational vacation camps, and participating in inter-institutional roundtables to develop department-level plans for combating the recruitment of children and adolescents. In Meta and Tolima, over 3,000 children and youth categorized by the GOC as in imminent risk of recruitment attended vacation camps to occupy their free time during the winter holiday recess this year.

CELI-Central has carried out 211 rapid response activities for approximately \$5.6 million USD across the four focal regions, building infrastructure and donating equipment for education, health and transportation facilities in order to meet needs prioritized by communities during participatory workshops as part of a regional development strategy. Several field officers have received feedback from teachers that students not only attend school for more days per week as a result of new playgrounds and improved educational infrastructure, but spend more time at school. Maria

Yineth Gonzalez, the director of Palma Arriba School in La Montañita, Caquetá notes that “before the only thing we had to play with was a soccer ball...not everything is about the classes. Play is an important aspect of children’s development.” One of her students chimed in, “I’m happy because now we have somewhere to play.” The program has also been assisting the department of Meta in developing and adopting a Policy on Infancy, Childhood and Adolescence to articulate and protect the rights of children and youth and coordinate institutional roles in doing so. CELI-Central is applying lessons learned in this process to support the formulation of these policies in Caquetá and Cauca.

In Caquetá, CELI-Central conducted capacity- and awareness-building activities in order to promote the representation of women in collective decision-making processes, the prevention of gender-based violence through education, and the protection of women’s rights as landowners and victims of violence. The program is supporting the design and implementation of a department-wide Policy for Gender Equality through a series of participatory workshops for women leaders at the municipal level, in Cartagena del Chairá. This intervention will serve as a model for the implementation of departmental Gender Equality Policies as required by national policy (CONPES SOCIAL 161). These workshops serve as a forum for consultation with women, awareness-raising about forms of gender-based discrimination and violence, and training in practical tools such as communications and advocacy to ensure that institutions take into account women’s needs and interests as required by national and international law. A video journal about a workshop held in November 26-28 2012, attended by over 70 women leaders, can be viewed here: <https://vimeo.com/58733148>.

## **2.4 GOOD GOVERNANCE**

CELI-Central is collaborating with municipal and local institutions to establish citizen participation mechanisms, improve local governance capacities, and access national resources. By deepening state presence and empowering citizens,, CELI-Central is preparing target regions to adapt to sociopolitical shifts that may result from the present peace negotiations. Ensuring that municipalities have the capacity to plan and manage development projects and continue activities will be critical to the sustainability of CELI-Central’s advances in rural development. In total, the program has improved the technical and managerial capacities of 54 government entities including mayors’ and governors’ offices, city councils and courts, ombudspople, Victims' Units, national ministries and police. Nineteen Municipal and three Departmental Development Plans were updated to be consistent with other regional and national plans and strategies including the PNCRT, and disseminated to rural communities.

A key element of strengthening the link between civil society and government is improving the abilities of local governments to respond to the needs of their citizens and advocate on their behalf. CELI-Central and the UACT rolled out a series of capacity-building exercises to enable municipal governments to access the system on behalf of local communities by submitting proposals for viable development projects in the regions. Mayors and their staff in the focal areas of Tolima, Meta, and Caqueta learned to identify, formulate, and submit competitive project proposals to national programs. This includes building networks of public and private sector allies. As a result of these efforts, municipal officials developed 286 proposals totaling \$107,196,355 USD to access national incentives programs including the National Regalías Fund. The project was so successful that a second phase was recently launched to help authorities deepen their knowledge, skills and experience in this area. Pre-investment budgets were updated to incorporate major infrastructure activities, and analyses of potential challenges to be addressed were elaborated in collaboration with project stakeholders.

In FY 2013, CELI-Central focused on building relationships with and strengthening the capacities of Community Boards (Juntas de Acción Comunal; JACs), local governance organizations that act as rural residents’ strongest link to public institutions. In addition to directly engaging the Community Boards in the design, implementation and oversight of projects, the program identified a need to ensure that these community leaders have the knowledge and skills to fulfill their mandate. CELI-Central and the UACT are rolling out a range of capacity-building exercises to help board members gain a practical understanding of public administration, human rights, record-keeping and financial management. These activities will also ensure that board members meet their legal obligations. In Meta, the program also carried out training in basic computing for 19 community members who are also heads of household in Uribe.

In FY 2013, CELI-Central promoted the implementation of the Victims and Land Restitution Law (Law 1448 of 2011), enabling municipalities to comply with mandates regarding coverage, protection, and reparation of victims. The Meta focal area has served as a pilot for supporting municipalities in the effective implementation of the Victims' Law. In the region, CELI-Central supported a series of workshops with various victims' organizations and municipal administrations in order to develop a common agenda for advancing municipal programs of prevention, protection and comprehensive assistance to victims.

In April, the mayor of La Macarena signed a decree ordering the implementation of an integrated prevention, protection, care, assistance and reparation program for victims and vulnerable populations in the municipality. This reflects the positive reception that this project has met, in spite of a lack of clarity and support from national institutions. In September, Colombia Responde participated in the victims' roundtable in Vista Hermosa, along with the Regional Director of the UACT, the Regional Director of the Department of Social Prosperity, city councilmembers, and representatives of victims' organizations. Another example is the advancement of the Territorial Committee on Transitional Justice (Comités Territoriales de Justicia Transicional; CTJT) and the roundtables for victims' participation, which were formed and held meetings successfully with CELI-Central's organizational and technical support. These committees were not active in most of the consolidation municipalities before this project was launched. Colombia Responde's team of psychologists has been instrumental to implementing the law across the Meta municipalities in a limited period of time. Psychosocial care is a critical aspect of victims' reparations; to this end national policy provides for an emotional recuperation strategy aimed at mitigating the emotional damage left by the conflict, both in its individual and collective dimensions. The team started working with 60 victims, 10 in each focalized municipality. As a result of this customized approach, each municipality has been building on these advances, gaining a better understanding of victims' needs and strengthening municipal support to them.

In June, Colombia Responde launched an initiative to facilitate the implementation of the Victims' Law in the municipalities of Santander de Quilichao, Miranda and Corinto, in coordination with the Victims Unit. Colombia Responde is providing technical assistance to strengthen participatory spaces, including the CTJT's and the roundtables for victims' participation and its subcommittees of prevention, protection, attention and assistance. Another key part of this effort is the revision, adjustment and implementation of the Regional Action Plans to guide the implementation of the Victims' Law.

## **2.5 INFRASTRUCTURE**

Rural communities frequently cite infrastructural development as a central need—one that not only improves roadway connectivity in the focal consolidation areas, but complements activities in other components. Indeed, basic sanitation and transportation infrastructure are critical to implementing interventions in other components—producers need to transport their goods to market, families need to live in sanitary conditions with drinking water in order to enable children to go to school, and parents to care for their families and work.

Over 58,550 people have benefitted from CELI-Central's infrastructure activities, including improved tertiary roads, bridges and sewage systems. The program is currently executing 64 infrastructure activities, most of them related to tertiary road and school infrastructure improvement including construction of school cafeterias, classrooms and sanitary facilities.

A case in point is the construction of 8.5 km of medium voltage electric line that was extended to provide electric power to two rural schools in the *veredas* of Tigrera Alta and Marimbas. This initiative benefits 40 students, 2 teachers, and 270 community members who can connect to the network via minor adjustments to their homes. Similarly, CELI-Central supported a major electrical network improvement to connect the departments of Caqueta and Meta through an electrical substation called Las Delicias, located midway between San Vicente de Caguan and La Macarena, benefitting 5,960 users. The program provided pre-investment studies, designs and a preliminary budget. The consultant contracted by Colombia Responde and local counterparts presented the complete project, which will be submitted to the FAZNI Fund to leverage additional resources for this ambitious project. This project entails a contribution of \$194,000 on behalf of CELI-Central and GOC leveraged funds of \$12.7 Million.

CELI-Central has focused on designing integrated infrastructure interventions that assure high scale impact on the population. For example, in the municipality of Ataco, the program has implemented holistic activities that have improved the quality of life of its inhabitants and have increased connectivity benefitting an area famous for its world-class coffee production. CELI-Central carried out improvements to 5 Km of the roads connecting the *vereda* of Santiago Perez with the municipal urban center, and the tertiary road connecting the *veredas* Hamaca- San Antonio de Pole and Andes Estrella, as well as the construction of a animal cargo bridge in the *vereda* Nueva Jerusalem allowing students to better access school and producers to market their products. Additionally, the program supported the improvement of the aqueducts of Santiago Perez in Ataco, which responds to one of the most pressing needs of the community identified during *vereda* workshops since current structures are at high risk. Additionally the program has assisted the construction of 3 classrooms in the *vereda* Casa de Zinc and sports facilities in the *veredas* Cupilicua and Horizonte, besides the installation of numerous playgrounds and renovation of rural libraries. As for productive development, the program has provided ameliorated infrastructure for coffee production, collection and processing.

## 2.6 LAND

Forced displacement and informal land tenancy are central causes of conflict and barriers to development in rural areas of Colombia; formalizing public property is a prerequisite to improving public infrastructure. By facilitating land restitution and rural property formalization in CELI-Central regions, as well as land acquisition processes in Cauca, CELI-Central is helping to bring transparency and resolution to the land restitution process. The program is implementing 18 land activities, committing \$5.7 million USD and leveraging \$45 million USD in GOC funds. Colombia Responde is supporting the establishment of regional Restitution Unit offices in Cauca, Meta and Tolima, providing equipment and personnel to expedite processing land restitution demands within the time frame provided by the law. In Tolima, Colombia Responde provided technical support to the Restitution Unit to carry out a land restitution pilot project (“microfocalización”) in six *veredas* in the municipality of Ataco. As a result, 272 requests were reviewed, of which 132 were included in the official land registry and 124 cases have been presented in land restitution court, leading to 32 restitution verdicts so far. Colombia Responde is replicating this approach to support the land restitution processes in Cauca and Meta, which have equally complex histories of land conflict and informal tenancy. Thus far, a total of 1,439 land restitution claims have been received in the eleven municipalities covered by CELI-Central in these two departments, and microfocalization projects are in preparation in the municipalities of Vista Hermosa, Meta and Santander de Quilichao (Cauca).

On September 20, the municipality of Ataco hosted an event to officially deliver land titles to 31 displaced families. The event was hosted by the mayor of Ataco with the participation of the Minister of Agriculture, the Director of the Land Restitution Unit (UR), and the USAID Mission Director in Colombia, as well as representatives from the UACT, Colombia Responde and the community. In total, 323 hectares in the *veredas* of Balsillas, Canoas, Santa Rita and Potreritos were returned to families, who will also receive funding for housing improvements and productive projects. Colombia Responde played a key role in this process, supporting a micro-focalization pilot project in Ataco that advanced eight of these land titles. Currently, Colombia Responde is providing \$1.5 million USD in logistical and technical support to the UR in Tolima.

CELI-Central is also collaborating with CORMACARENA and the SINCHI Amazon Research Institute to formulate an Environmental Management Plan for Northern Macarena, which will define the types of development that can occur and in which areas based on environmental and socioeconomic dynamics, zoning and land use conditions, as well as land use regulations.

USAID selected CELI-Central to lead an initiative supporting INCODER in the process of acquiring land in Cauca. This \$33.3 million project seeks to facilitate the identification, analysis, and purchase of land—a strategic step to support the GOC’s peace talks with the FARC and dialogue with indigenous communities. CELI-Central committed funds for \$1.1 million USD in technical, administrative and supervisory support to accompany INCODER’s land purchases. All of the target properties were surveyed and received supervisory and technical visits. CELI-Central carried out a total of 155 appraisals on 9,350 Ha. And provided additional legal support in the preliminary buying process.

## 2.7 PROGRAM METHODOLOGY

For the past year, CELI-Central has implemented its participatory methodology in close collaboration with the UACT and local and regional authorities in Caquetá, Cauca/Valle del Cauca, Meta and Tolima. A cornerstone of Colombia Responde's efforts, this process has not only helped to redefine the civil society-government relationship in areas with previously limited government presence, but also ensured that all Colombia Responde activities, carried out in collaboration with the UACT, are linked to and have their origins in needs articulated by the communities themselves.

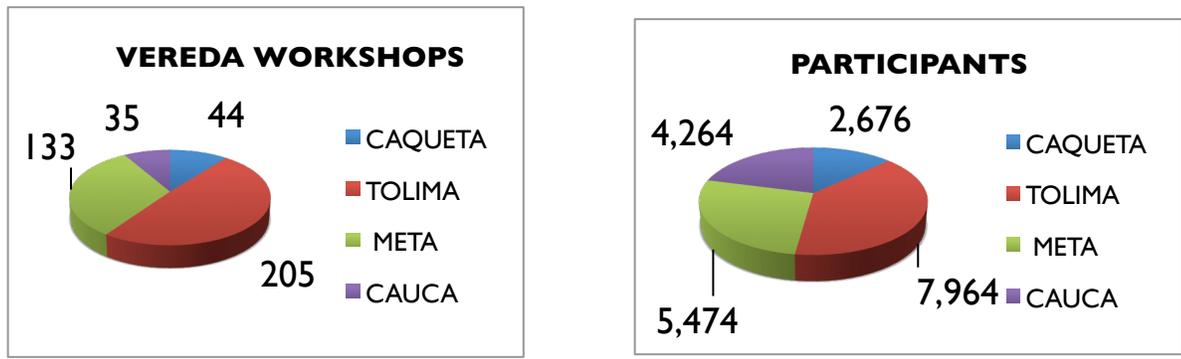
**Vereda Workshops** - This intervention has targeted communities at the *vereda* level, first organizing a series of informational nuclei meetings for multiple remote communities in the focal consolidation area to present general consolidation objectives, and then carrying out *vereda* workshops at 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.

**TABLE 1: PARTICIPATORY METHODOLOGY NEEDS AND PARTICIPANTS**

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>

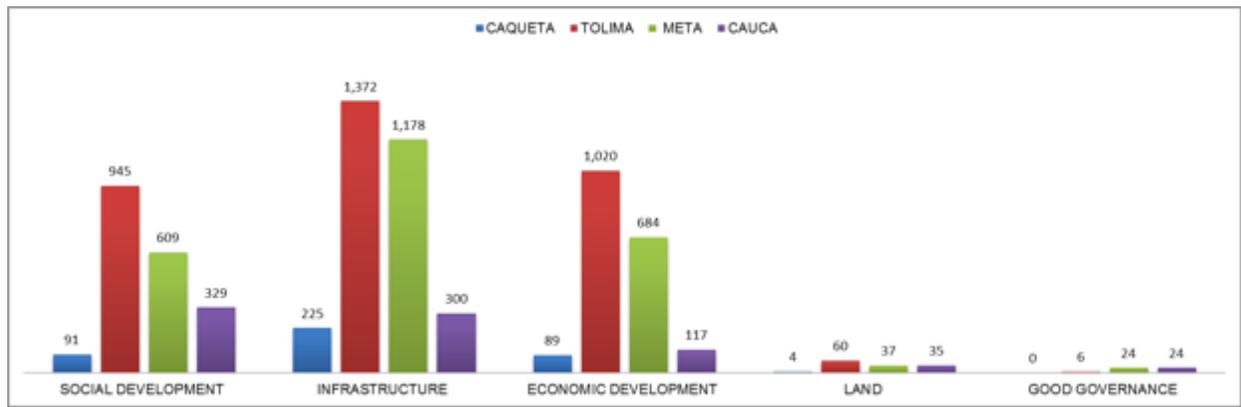
Graphs 1 and 2 show the number of *vereda* workshops in the regions, as well as the participants from each region. It is important to note that the number of yellow *veredas*—and therefore the number of *veredas* that need to be attended—was in constant flux as a result of the GOC’s security classification system, *semaforización*.

**GRAPHS 1 & 2 - VEREDA WORKSHOPS & NUMBER OF PARTICIPANTS BY REGION**



Graph 3 details the number and category of needs identified in the *veredas* that have been held so far, which are the primary input for the development of medium and longer-term integrated activities.

**GRAPH 3 – NEEDS IDENTIFIED BY COMPONENT - TOTAL**



**Indefinite Quantity Contract** – Following the successful implementation of trust-building rapid response activities, the CELI-Central model evolved towards designing and implementing integrated medium and long-term activities of greater technical complexity. In order to effectively adapt to this significant shift, this year the program developed a roster of consulting firms that it can efficiently commission through an Indefinite Quantity Contract (IQC). This is giving CELI-Central the technical and regional flexibility to rapidly contract experts to conduct pre-investment studies and formulate and execute proposals for diverse, complex projects throughout the focal area.

**Leveraging National and Private Sector Resources** – This year, CELI-Central made major strides in helping civil society organizations and municipal and departmental administrations participate in national incentive programs and planning instruments, bringing more resources to the focal area. As a result of executing medium- and longer-term projects, over the course of FY 2014 CELI-Central verified and documented an increased leveraging of public funds. These results become especially striking in the context of CELI-Central’s progress against the goals laid out in its current work plan. The program worked to connect producers’ associations to strategic allies in the private sector including dairy distributor La Alquería, the Casa Luker chocolate company, and Goodyear tires, setting the stage for more partnerships with expanded scopes in the program’s second half.

**2.8 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. During the reporting period, 1,942 households were verified and documented as program beneficiaries, and CELI-Central achieved its LOP goal for a key indicator for the

program—the number of public-private alliances created. This achievement reflects a concentrated effort to identify and nurture opportunities for economic growth in rural areas, bringing small producers together to take advantage of credits and incentives programs including MADR's Productive Alliances program. In addition to supporting the formation of new public-private alliances, the program is strengthening alliances that were already in place, enabling producers' associations to better adapt to and meet market demands with innovations and new technologies to boost.

**TABLE 2: PRINCIPAL INDICATORS AND GOALS – Q4 FY 2013 AND LOP**

USAID Development Objective	Ind. #	Performance Indicator Name & Definition	TARGET LOP	TARGET 2013	ACUMULATIVE FY 2013	ACUMULATIVE LOP	% LOP
Management Indicators	MI-001	Nucleus Assemblies Held	77	26	21	45	58.44%
	MI-002	Vereda Workshops developed with the community to determine and prioritize activity portfolio	619	219	174	424	68.50%
DO-1: Civilian government presence in CSDI zones consolidated	DOI-006	Public funds leveraged in CSDI zones attributable to USG Interventions	\$ 144,000,000	\$ 21,600,000	\$ 23,197,410	\$ 28,044,452	19.48%
	DOI-008	Number of rapid impact projects implemented by USG implementers	150	75	62	211	140.67%
	DOI-011	Number and percentage of people benefitted by national social programs implemented in CSDI municipalities.	40,000	15,000	10,151	17,913	44.78%
	DOI-012	Number of beneficiaries receiving infrastructure improved services	90,000	55,000	69,818	85,048	94.50%
	DOI-025	Number of CSO members supported by USG assistance	7,400	1110	232	542	7.32%
	DOI-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	8	3	2	2	25.00%
	DOI-031	Number and percentage of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	100,000	15,000	77	77	0.08%
	DOI-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions	\$ 50,000,000	\$ 10,000,000	\$ 1,741,497	\$ 1,859,075	3.72%
	DOI-033	Number of private-public alliances formed	15	5	16	16	106.67%
	DOI-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	25,000	5,000	2,841	2,841	11.36%
	DOI-036	Total value of CSDI projects approved (USD million)	\$ 211,500,000	\$ 46,000,000	\$ 167,033,492	\$ 167,033,492	78.98%
DOI-037	Total value of CSDI projects completed (USD million)	\$ 188,000,000	\$ 44,000,000	\$ 47,735,768	\$ 47,735,768	25.39%	
NCI: Non Contractual Indicators	NCI-001	Number of logistical support activities for the GOC/JAECT	200	60	6	6	3.00%
	NCI-003	Number of USG funded strengthening activities for national, regional and local level public institutions	100	30	21	63	63.00%
	NCI-004	CELI Central resources committed to strengthening activities for national, regional and local level public institutions	\$ 700,000	\$ 200,000	\$ 638,216.5	\$ 1,190,863	170.12%
	NCI-005	Number of national, regional and local level private institutions (associations, NGO's, guilds, etc.) that have received USG resources for strengthening	200	100	9	9	4.50%
	NCI-006	Resources committed as a result of strengthening support provided to national, regional and local level private institutions	\$ 1,000,000	\$ 500,000	\$ 630,300	\$ 630,300	63.03%
	NCI-007	Number of pre-investment activities	100	50	1	1	1.00%
	NCI-008	Resources committed as a result of pre-investment activities	\$ 4,000,000	\$ 2,000,000	\$ 23,092	\$ 23,092	0.58%
	NCI-009	Number of additional hectares under improved technologies or management practices as a result of USG assistance	2,000	1000	456	456	22.80%
	NCI-010	Number of kilometers of new or improved tertiary roads	600	300	43	61	10.17%
	NCI-011	Number of social infrastructure activities completed	300	100	7	17	5.67%

**Performance Monitoring Plan** - The Performance Monitoring Plan (PMP) is based on the program contract, input from USAID, and lessons learned in the field after two years of operations. A new version was approved in August 2013, incorporating six new indicators for a total of 27 contractual indicators, of which eight are under the purview of USAID's M&E Program.

The M&E team carried out a range of oversight activities during the fourth quarter of FY 2013, conducting visits to project sites and verifying that operating committee and oversight committee meetings were held as planned in order to ensure proper community participation, ownership and supervision of activities. These committees make up an important aspect of CELI-Central's exit strategy, as they are also essential to ensuring that community members have the capacity to independently oversee future activities. Table 3 lists the oversight activities that took place across components in the fourth quarter

**TABLE 3: MONITORING ACTIVITIES – FY2013**

<b>Component</b>	<b>Site Visits</b>	<b>Operating Committees</b>	<b>Oversight Committees</b>
Social Development	63	15	0
Economic Development	90	122	42
Good Governance	34	10	4
Infrastructure/ Connectivity	54	75	28
Land	11	14	5
Cross-cutting	1	0	0
<b>Totals</b>	<b>253</b>	<b>236</b>	<b>79</b>

**Review and Evaluation Committees (RECs)** – Over the course of FY 2013, CELI-Central exhibited a shift away from RECs with multiple activities, and towards a focus on the formulation of fewer, larger activities as well as implementation. While 10 RECs were held during the first quarter of FY 2013 and 13 RECs were held in the second quarter, 8 RECs were held during the third quarter and only one REC was held in Cauca during the final quarter of the year. The names and amounts of activities that USAID officially approved in Q4 via Mission following the RECs are listed in Section 6.1: CONTRACTS AND GRANTS.

**Environmental Monitoring** – This Fiscal Year, multiple environmental requests were submitted to USAID through the Monitor information system for approval. Significant results for the environmental area can be summarized as follows:

- 250 environmental approvals were requested of which 182 were categorical exclusions and 68 corresponded to environmental reviews
- During FY 2013 USAID approved 272 environmental requests of which 196 were categorical exclusions and 76 passed for environmental review. Some of these approvals came from 2012.

**Environmental IQC** - The environmental IQC began operation on April 1<sup>st</sup>, 2013, with two main lines of action: first, in the case of Environmental Reviews, it serves to carry out the environmental training that derives from the environmental approvals; second, it serves to perform field visits to review the implementation of the environmental management plan. Results during the quarter of these efforts can be summarized as follows:

- One thousand and eight people trained during the period.
- Thirty-five field visits performed.
- Thirty-two training sessions carried out.
- Sum invested in these actions: USD \$93,795.

Taking into account that, as the program matures, more and more environmental approvals are going to be needed and following plans are going to be required, efforts in the next quarters will be concentrated on activity implementation and follow-up. To this end, the environmental IQC will be used to continue to train beneficiaries and to carry out field visits. This way, all activities that go into implementation with an approved Environmental Review will be visited to ensure that projects include and apply all the necessary provisions to protect the environment and the neighboring community.

# 3 QUARTERLY ACHIEVEMENTS

## 3.1 NATIONAL AND REGION-WIDE INITIATIVES

### *Program Administration*

- **Implementing a comprehensive rural development strategy**

On August 30, Colombia Responde carried out its sixth Quarterly Strategic Review in Bogota. Regional Directors presented a balance of achievements from the FY 2013 Work Plan. So far, the program has committed more than \$28 million USD to support 229 activities. Representatives from the UACT, FINAGRO, and MADR presented their objectives for 2014 in order to identify synergies with CELI-Central's focus on strategic rural development based on integrated interventions that ensure maximum impact across components. An important tool to achieve this will continue to be productive projects that promote regional integration.

- **Developing a security classification system for a mature program**

Since CELI-Central launched in April 2011, the program has succeeded in creating conditions that are favorable to comprehensive rural development, strengthening trust between communities and their government institutions. However, its scope and impact have been restricted by the GOC's security classification system, semaforización, which CELI-Central's counterpart, the UACT, utilizes to define its focal areas. Mid-program shifts in semaforización limited the scope of productive projects and other activities, presenting an ongoing implementation challenge to CELI-Central and its allies. During the final quarter of FY 2013, CELI-Central developed the Regional Intervention Index (RII) to systematically assess and prioritize integrated rural development interventions across micro-regions—groups of *veredas* and nuclei that share socio-economic, population, security and political characteristics. This methodology considers the feasibility, competitiveness and sustainability of integrated interventions in micro-regions. The regional teams then examined the results of the participatory methodology and institutional requests at the micro-region level in order to identify synchronicities within each area. How would the possible combinations of activities foster the conditions for propelling not just economic development, but holistic, sustainable rural development by improving the quality of life of rural families? Would these families have access to the transportation, education, job training, and political mechanisms necessary to create the conditions for sustaining a complex agribusiness initiative? This model requires a regional analysis of value chains that, by necessity, cut across *veredas* that would fall into different security classification categories under the GOC's system.

- **Supporting land restitution processes**

Colombia Responde is helping the Restitution Unit establish regional offices in Cauca, Meta and Tolima, by providing equipment and personnel to expedite the processing of land restitution claims within the timeframe provided by the Victim's Law. So far, In Tolima, 272 requests have been reviewed and 124 cases were presented in land restitution courts, leading to 31 restitution verdicts to date. The program is replicating this approach to support land restitution processes in Cauca and Meta. Thus far, a total of 1,439 land restitution claims have been received in the eleven municipalities covered by CELI-Central in these two departments, and *microfocalization* projects are in preparation in the municipalities of Vista Hermosa, Meta and Santander de Quilichao.

## 3.2 CAQUETA (CAGUÁN)

### *Social Development*

#### ▪ **Building skills and social capital**

The project “Youth Voices” is bringing together a range of institutions to help Caquetá’s youth find and articulate their voices. In the municipalities of Cartagena del Chairá and La Montañita, adolescents are receiving training in radio and audiovisual production, including the use of audiovisual equipment, radio production techniques and management. Students will have the opportunity to record and air short radio pieces. The second phase of this activity will promote the construction of cultural memory in the community. Participating youth will receive training in photography and television techniques to document experiences and interviews. Students will be able to utilize their new skills in four studios—two in Cartagena del Chairá and two in La Montañita. 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



Students practice conducting interviews the Youth Voices program, Cartagena del Chairá, Caquetá.

accountability. Colombia Responde is providing equipment and audiovisual materials, and will provide additional training aimed at increasing awareness on human rights, participatory democracy and community outreach. 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 a comprehensive, non-duplicative approach at the municipal level. In September, CELI-Central installed five school radio stations in Santa Fe del Caguan, Villa Luz, Simón Bolívar and Palma Arriba. Radio production workshops started this month, where 20 selected students from each school learned how to use the equipment and started basic radio training. Additionally, CELI-Central initiated the first module of the workshops on audiovisual production and photography provided for 15 students per institution where students learned how to use production and post-production equipment. Students received additional training on human and children’s rights; the workshop was coordinated by the Mobile Unit of the ICBF and the municipal ombudsman. It is important to highlight that this space allowed these institutions to identify possible cases of rights violations in the student population. The activity is supported by CELI-Central with input of U.S. \$ 114,757 to leverage public sector funds of U.S. \$ 299,085.

#### ▪ **Promoting artistic and cultural expressions**

Colombia Responde is supporting a series of cultural training schools to strengthen community ties and the expression of cultural heritage by encouraging arts, culture, and healthy recreational activities in the municipalities of Cartagena del Chairá and La Montañita. So far, 170 youth and 15 teachers from four local schools attended workshops in dance, theater, and visual arts. In August, art groups made up of students, teachers and parents were set up in each of the participating schools in order to ensure that the school’s artistic and cultural talents are represented in upcoming regional celebrations, and guarantee the sustainability of this intervention’s positive impacts. Each of the schools will have a cultural celebration to showcase what its students have learned for other community members. This initiative, promoted by the Community Boards’ Cultural Committees, seeks to strengthen regional identity by providing opportunities for creativity and cultural exchange in the department. The cultural training schools build on the Departmental Committee on Social Policy’s plan for unifying the various institutions involved in anti-recruitment efforts to ensure a comprehensive, non-duplicative approach at the municipal level.



Children from the school Palma Arriba, in the municipality of La Montañita during a theatre workshop

In August, Colombia Responde also supported the departmental education secretariat in advancing the process of updating of the institutional education plan to incorporate artistic training into school curricula. This activity is an initiative of the Municipal Council for Social Policy (COMPOS), a democratic coordination body made of representatives from civil society, NGOs, private organizations and the public sector to devise and monitor social policies, programs and projects with a local impact.

In September, students, teachers and parents formed cultural committees in each school, which aim to generate ongoing commitment to promote arts and culture as an integral part of the children's education.

As a result, each institution is in the process of updating their action plans (*Proyecto Educativo Institucional –PEI*) with support from the Ministry of Education, the departmental culture and sports institute (IDRT) and the municipal governments of La Montañita and Cartagena del Chairá.

So far, CELI-Central has carried out art workshops in 12 of the 27 participating schools; students have shown great enthusiasm and have actively participated in these activities. In La Montañita, students are preparing a cultural fair in the urban center of La Union Peneya to showcase the work they have been developing.

Colombia Responde is contributing \$176,683 USD to this initiative (32% of the total cost) and leveraging counterpart support of \$383,367 USD from public institutions including the UACT (\$152,717 USD), governor of Caquetá (\$25,833 USD), and focal municipalities (\$204,818 USD).

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

Colombia Responde is providing technical assistance to the three focal municipalities of Caquetá, supporting them in the formulation of Municipal Social Policies on Children and Youth. This process includes social mapping exercises, helping public officials and citizens identify risk factors, protective environments, and institutional services for preventing forced recruitment. To support this effort, Colombia Responde has been collaborating with municipal and national institutions to conduct awareness campaigns in rural areas, recognizing children and young people as subjects of rights within their communities. The program is also strengthening participatory and organizational mechanisms for youth including the Youth Municipal Councils, encouraging their participation in the development of this policy, which will directly affect them. The municipalities of Cartagena del Chairá and La Montañita have already submitted draft policies to the ICBF for its review. This month, officials from these municipalities participated in workshops on the prevention of forced recruitment, which were held by the Vice Presidency's Commission for Recruitment Prevention. Cartagena del Chairá and La Montañita were highlighted as successful pilot projects for mitigation of this phenomenon. Colombia Responde is providing \$46,833 USD to support this initiative with technical and logistical support, leveraging \$224,469 USD from the public sector.

### *Economic Development*

#### ▪ **Supporting the cocoa industry**

In July, CELI-Central continued to promote cocoa production by assisting the local cocoa and timber producers' association ACAMAFRUT, in conducting an audit of its Quality Management System to successfully renew its CO-SC-CER-162925 certification granted by ICONTEC. ACAMAFRUT addressed all audit findings, taking the opportunity to update and improve the technical assistance provided to its members, as well as its financial management processes and process of selecting and evaluating providers. ICONTEC issued the renewal as a result



Members of ACAMAFRUT participate in a training on the new Quality Management System.

of these reforms. This activity aims to optimize and improve the association's processes and operations, thus improving the quality and consistency of the services provided to its members and customers and thereby enabling it to access a wider international market. As a result of the certification and continually improving its processes ACAMAFRUT has expanded its contracting capacity to qualify for more local and national contracts. They have also signed partnership agreements with the UNODC, MADR, municipal mayors and the Department of Social Prosperity. The producers have also experienced benefits at the local level—highly professionalized technical assistance has enabled them to improve the quality of cocoa produced, and

enabled them to better meet customer requirements in terms of delivery deadlines, monitoring and quality. ACAMAFRUT has also been able to add more producers as it has grown and become stronger, so more farmers and their families are benefiting. ACAMAFRUT provided \$45,139 USD to support this initiative, which Colombia Responde complemented with \$21,501 USD.

- **Boosting cocoa, rubber and cattle production through the General Assistance Plans**



Local producers attend a Farmers Field School in La Montaña, Caquetá.

The General Assistance Plans (Planes Generales de Asistencia Técnica; PGAT) are an important municipal-level planning mechanism, in which the Provincial Centers for Agricultural Management (Centros Provinciales de Gestión Agroempresarial; CPGA) act as MADR's technical arm to assess municipalities' needs and lay out a plan for addressing them through various national programs and support mechanisms. In La Montaña, cocoa and rubber farmers and cattle ranchers from the focal area of La Montaña are participating in a series of Farmers Field Schools, which are supplemented by technical assistance visits and field trips to farms utilizing new and innovative agricultural practices to boost the quality and quantity of goods produced. This practical, hands-on assistance enables participating producers and therefore their associations to make gradual, significant changes in their farming practices with a focus on

showing results through their final products. In July, Colombia Responde facilitated 1,123 technical assistance visits, seven Farmers Field Schools, and four tours for local producers. A total of 516 producers are participating in the program; 67 are from the focal consolidation area of La Montaña. Colombia Responde is contributing \$9,313 USD and leveraging \$9,316 USD from the municipality of La Montaña and \$74,531 USD in public and private sector contributions.

- **Working towards brucellosis- and tuberculosis-free farms**

In August, CELI-Central continued implementing a pre-investment study to assist cattle ranchers in obtaining certifications for having brucellosis- and tuberculosis-free farms in Caquetá. So far, CELI-Central has carried out a series of nine workshops in *veredas* and urban centers. Remaining sessions in Florencia, the capital of the department, will be held during the first week of September 2013. Communities have shown great interest in this activity; so far, more than 2,500 cattle ranchers, dairy producers and their families have attended the meetings,

illustrating widespread interest in this activity. These information sessions are serving to gather primary and secondary information necessary to formulate a project to access funds from the National Royalties System. The final project will be presented to the governor's office by the second week of October 2013, and subsequently submitted to the Royalties review board for approval. CELI-Central is contributing \$67,833 USD to support this activity, and the departmental government is providing \$8,888 at this stage, the project expects to access \$3 Million USD in national resources as a result of this intervention.

- **Supporting the rubber industry**



A rubber producer examines a rubber seedling during a technical visit in Paratebueno, Meta.

Colombia Responde has been supporting a productive alliance to improve the production and marketing of natural rubber in the municipality of La Montañita since April 2013. The goal is to sow 126 ha of rubber trees of improved varieties. This initiative will help 42 producers to sow 126 ha of rubber trees, providing each producer with 3 new cultivated ha, with an expected productivity of 3,150kg/ha/year after six years. So far, the project has planted 108 ha of trees planted on 36 farms, corresponding to an estimated advance of 85.7%. This significant advance is the result of a joint effort between municipal and departmental governments, Ministry of Agriculture and Rural Development (MADR), UACT, Colombia Responde, the Caquetá Timber and Rubber Producers' Association, and the La Montañita Rubber Producers' Association; CELI-Central is contributing \$160,502 USD to this initiative, leveraging \$341,652 from these strategic partners.

- **Promoting environmentally sustainable agriculture**

Colombia Responde began the implementation of an innovative agroforestry initiative in the three focalized municipalities of Caqueta to promote the protection of forests and agro-environment schemes in the context of the region's development. The department's environmental authority CORPOAMAZONIA is leading this project, with support from the Mayor's offices, Caquetá Rubber and Agroforestry Producers' Association –ASOHECA- and the UACT. On a technical level, Colombia Responde will support the creation of 200 sustainable farms, of which 100 will be dedicated to sustainable cattle-ranching and 100 to rubber agroforests benefiting 200 producers. The program will also collaborate with Caquetá's technical environmental committees to carry out environmental training and disseminate information on good environmental practices. On September 25, the first operating committee took place to present the agreement between CORPOAMAZONIA and municipal administration of La Montañita, San Vicente del Caguan and Cartagena del Chaira, which launches implementation of this important initiative. The community and local producers are contributing \$661,111 USD in labor and land, CORPOAMAZONIA is investing \$1.1 million USD, and municipal governments and other public institutions are providing \$119,166 USD to support this activity; CELI-Central is contributing \$292,995 in technical and logistic assistance.

## Good Governance

- **Developing a Land Use Plan for the department of Caquetá**

During this quarter Colombia Responde continued implementing an initiative to update the department of Caquetá's Land Use Plan (*Plan de Ordenamiento Territorial*; POT) so that it meets legal standards and takes into account other planning tools that are currently in place. The final plan will serve as a roadmap, ensuring that the POT identifies the environmental, social and cultural conditions that distinguish the area to set standards for sustainable development municipalities. The initiative to update cadastral records in the municipalities of Cartagena del Chairá and La Montañita keep on progressing in August. Currently, the totality of urban areas have been reviewed and updated, including those properties modified in the last update. In rural areas, advancement has been slow due to security conditions; so far, 15 % of rural properties have been surveyed and updated in each municipality. The operational

committees for this activity met during this month to discuss solutions to security issues that have hindered the advancement of field visits. In parallel, graphics, blueprints and geographical coordinates were digitized and updated in the records system.



Representatives from the department of Putumayo providing feedback following presentation of Caqueta's land planning regulations

In September, the operational committees held meetings with representatives from neighboring departments (Meta, Putumayo and Huila), presenting them with the land management guidelines of the department of Caquetá, common ecosystems and regional integration areas, an article about it was published in the local newspaper *El Líder*, <http://www.ellider.com.co/2013/09/29/caqueta-y-meta-adelantaran-conversaciones-sobre-ecosistemas-estrategicos/>

CELI-Central carried out extensive work in cartography updates; the team drafted soil maps, departmental zoning maps, strategic ecosystems maps in border areas and made corrections on the official Caqueta maps. The activity has a cost of USD 104,667 , of which Central Celi contributed 53% corresponding to USD 58,000 and a contribution of the public sector of USD 39,444, with a private sector contribution of USD 11,111. The total cost of this activity is \$634,110 USD;

CELI-Central is covering 37% of the cost, leveraging the remainder from the three focal municipalities.

#### ▪ **Implementing the National Plan on Coexistence and Citizen Security**

In August, Colombia Responde and the GRCT continued to advance the development and implementation of the National Plan for Coexistence and Citizen Security (PICSC; *Plan Integral de Convivencia y Seguridad Ciudadana*) to improve the public safety through community integration and outreach initiatives. By promoting citizenship, mechanisms for reporting crime, and the peaceful resolution of conflicts in the focal municipalities, this activity also serves to strengthen the relationship between local communities and the state.

The focal municipalities of Caquetá are contending with growing levels of drug addiction among their citizens. Therefore, this month the initiative to implement citizenship and security plans included providing drug awareness and prevention trainings to children and youth in schools in urban centers of the three focal municipalities following the parameters of the Drug Abuse Resistance Education Program (DARE), adopted by the national police. This activity includes drafting a municipal citizenship and security plan as a joint effort among local authorities, the community, and police. CELI-Central provided \$110,382 USD in funding for promotional materials and audiovisual equipment and leveraged \$160,277 USD in counterpart funding from public institutions; municipal mayors also provided logistical support including food and transportation.

#### ▪ **Municipal records update**



Current state of municipal archive in San Vicente del Caguán

CELI-Central is supporting municipal administrations of Caqueta, to update their records and recordkeeping systems and infrastructure. In September, CELI-Central carried out an assessment of municipal records in the municipalities of San Vicente de Caguan and La Montanita and Cartagena Chairá, so far the team has identified critical flaws in the archive classification and management system. In Addition, CELI-Central delivered filing equipment and office materials, however installation is pending as the municipalities agreed to carry out renovations, ensuring optimal conditions for storage. CELI-Central is coordinating a visit from a representative of the National General Archive in mid-October to provide training to key staff in national record keeping regulations and validate the process so far. The SENA regional office in



CELI-Central team classifying records in Cartagena del Chairá

Caqueta is contributing to this initiative, providing training to certificate public official in file management. Central CELI contributes material, equipment and technical support for \$114,716, and the public sector provides resources for \$131,675.

- **Improving case management in lawsuits brought against the state**

CELI-Central is championing an activity to help reduce the financial burden of rulings against municipal governments, which in some municipalities represents more than half their budget. This initiative will enable municipal administrations to consolidate its legal defense actions, better manage case information, closely

monitor the activities of legal units, and improve the fiscal cost by generating greater social investment. So far, CELI-Central has been advancing an assessment on current lawsuits, and generated legal concepts for each process. The program is building a monitoring matrix to interact with the LITIGOB system and closely track all cases. The newly created National Agency for State Legal Defense conducted a training session with the regional attorney of Caquetá who will be working closely in this process. Additionally, CELI-Central provided training to three local conciliation committees in order to increase the percentage of cases resolved through alternative dispute mechanisms and conduct faster and less costly trials. CELI-Central contributed funds of \$233,583 and leveraged funds from municipal and departmental administrations of \$397,527.

- **Implementing the National Plan on Coexistence and Citizen Security**

During the month of August, Colombia Responde rolled out an integrated infrastructure and social development intervention to complement the Ministry of Health's Healthy Schools Strategy, which coordinates governmental resources and efforts to promote healthy lifestyles, quality of life, and opportunities for human and social development. Colombia Responde is making infrastructural improvements to schools in five *veredas* in Cartagena del Chairá, updating sports facilities, bathrooms, cafeterias and classrooms to encourage school attendance and physical activity in a safe, welcoming academic environment. This activity is the result of collaboration between all levels of government, and represents a total contribution of \$1.5 million in a concerted fight against forced recruitment. This effort builds on infrastructural improvements that Colombia Responde has carried out in 10 other *veredas* this year; when this activity is completed, the program will have improved educational conditions in 60% of schools in the focal area of Cartagena del Chairá—responding to a community priority and strengthening institutional presence in the area. This activity also complements community workshops that Colombia Responde has been supporting in 22 *veredas*, addressing issues including sex education, psychology, environment and food safety.

## **Land**

- **Updating cadastral records**

This quarter, Colombia Responde launched an initiative to update cadastral records in the focal area of Caqueta. 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. By providing staff and equipment to IGAC, Colombia Responde enabled 13 staff to survey 50 blocks in the urban center of San Vicente del Caguan, 7 staff to register 193 urban properties in Cartagena del Chairá, most of which are inhabited by displacement victims, 7 staff to carry out preliminary surveys of 130 rural properties in La Montañita. As a result, they updated the registrations of 300 properties and registered 147 additional properties for the first time. To date, all urban areas in the activity scope have been reviewed and updated, including those properties modified in the last update. Advancement has been slower in rural areas due to volatile security conditions; so far, 15% of rural properties have been surveyed and updated in each municipality. The operating committees for this activity met during this month to discuss solutions to security issues that have hindered field visits. Colombia Responde also facilitated the digitizing and updating of graphics, blueprints and geographical coordinates in the records system.

This activity, led by IGAC, has a total cost of \$1,435,324 USD of which CELI-Central contributes 23 percent and GOC institutions invest \$1.1 million USD. IGAC will survey 24,394 properties, reviewing legal characteristics such as ownership and tenure, as well as physical characteristics including the precise location (many include GPS coordinates), dimensions, crops, and the value of the property in order to produce accurate cadastral maps as stipulated by national law (Law 14 of 1983). 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.

### 3.3 CAUCA / VALLE DEL CAUCA

#### *Social Development*

- **Improving educational conditions**

Colombia Responde is supporting an initiative to improve the conditions of 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. Santander de Quilichao and Colombia Responde are collaborating to improve the infrastructure of schools in 10 *veredas*, renovating school cafeterias and donating pedagogical and recreational materials while leveraging resources from the departmental level. Additionally, CELI-Central will provide logistical support to carry out hearing and visual tests for children, addressing a major factor in school dropouts and ensuring that students receive the additional assistance and support that they may need to succeed in these conditions. In August, Colombia Responde carried out visits to identify possible infrastructural improvements in six schools; the remaining visits were carried out during the month of September, as infrastructural works began. 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.

- **Implementing public policy on children**



CELI-Central delivers materials in a rural community center in Cauca community centers (*bogares comunitarios de bienestar*).

CELI-Central is Contributing to the implementation of childhood, adolescence and youth public policy in the consolidation regions of the Department of Cauca. To this end, the program designed a comprehensive activity aiming at improving the quality of care offered to children and youth covered by ICBF programs in the 5 focal municipalities in Cauca; strengthening the development of skills and abilities of “community mothers” through training provided by SENA and contributing resources to better run community centers; health and nutritional promotion campaigns; and structuring an institutional network to favor the implementation of municipal policies on childhood and adolescence, within the framework of the municipal

social policy committees (COMPOS). This activity will benefit 1,625 children associated with 125 rural

In September, CELI-Central delivered supplies and equipment in the municipalities of Miranda, Corinto, Santander de Quilichao, Toribio and Caloto, including kitchenware, educational and recreational materials and audiovisual equipment to boost learning processes of children aged 0-5. This important initiative represents a CELI-Central contribution in materials, technical and logistic assistance of \$513,208 and leveraged funds from municipal and departmental administration as well as the ICBF and other national institutions of \$1.3 Million.

- **Building peace and citizenship**



Children in Santander de Quilichao in a school project

CELI-Central is implementing a pedagogical project in 29 educational institutions (IE) and rural educational centers (CER) in the 7 consolidation municipalities in Cauca and Valle del Cauca. This activity contributes to the development of positive skills and values in children and young people through the creation and/or strengthening of protective environments and educational activities, providing them with tools to transform their realities in light of forced recruitment, use of psychoactive substances, and other forms of rights violations. The schools benefitted will integrate a series of activities within their curriculum to reinforce citizenship and democratic participation towards a post-conflict scenario, strengthening coexistence and reconciliation not only in the student population but also in the community in general. CELI-Central launched the activity with the delivery and installation of 39 playgrounds and delivered

materials and audiovisual equipment. A team of consultants will provide ongoing technical assistance to the 29 schools through the design, implementation and monitoring of all activities. CELI-Central provides funds to this important initiative of 1.2 Million, and the seven focal municipalities and the department of Cauca are contributing \$2.5 Million in resources.

## *Economic Development*

- **Strengthening the plantain industry**



A completed plantain collection center, Miranda.

Colombia Responde continues to support a productive alliance that will increase plantain production. Colombia Responde, the GRCT, the Mayor of Miranda and the Colombian International Corporation (*Corporación Colombia Internacional*; CCI) are collaborating to support 39 local producers in successfully implementing the productive alliance. The supermarket chains COMFANDI and La 14 are the commercial partners for this project, assuring purchase of all production throughout the year. In July, 10 collection centers were built; by the end of August, the producers had constructed 27 of the 39 collection centers projected in this activity scope. The mayor participated in the effort, providing tiles, a master craftsman, and logistical support. On July 25, an operating committee meeting was held in the *vereda* of

Santa Ana, bringing together different stakeholders to discuss the next step in implementing the alliance in this *vereda*, which will consist of updating processing facilities and ensure that producers have time to prepare for and execute the project as planned.

In September, COMFANDI signed the purchasing agreement with representatives from this alliance, and is now completing the registration process within MADR; as soon as this stage is completed, the Ministry will disburse the resources committed in this partnership. Additionally, CELI-Central finished the construction of the 39 projected collection centers and delivered packaging materials to ensure quality and conservation of the products. 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.

- **Exploring opportunities for productive alliances**

In mid-July, delegates from the UACT, Colombia Responde, and Casa Luker visited sugarcane, pineapple and passionfruit farms in the municipalities of Santander de Quilichao and Caloto, Cauca. The objective of the visit was

to explore technical, financial and commercial opportunities for developing productive projects in the pineapple/sugarcane and passion fruit sectors. The commercial partner for these projects, Casa Luker, is seeking to transform the production in its plant to export dried pineapple to the USA, and passion fruit pulp to Brazil. The company has committed to setting fixed prices and quantities for purchase, as well as to providing technical assistance in order to ensure that local producers can generate consistent and sustainable revenue from improved farming practices and stable prices and purchase volumes. The predominately Afro Colombian producers will learn to modernize and diversify their crops in order to ensure stable income from a variety of sources. The project will also promote access to and the proper use of credit, for which the municipality of Santander de Quilichao is finalizing an agreement with the Agricultural Bank to help the producers to meet the bank's loan conditions. These initiatives could potentially be structured within irrigation districts to ensure greater and sustainable regional development, an activity that Colombia Responde is currently supporting with a feasibility study for \$99,638 USD.

- **Developing an action plan for promoting rural development**

In August, Colombia Responde advanced the development of an action plan in the area of economic development, which will serve as a roadmap for ensuring the engagement of the public and private sectors in the process of fulfilling the needs identified by communities during participatory *vereda* workshops. Taking into account the economic dynamics of the area and local and national markets, this type of strategic analysis is even more important, as it will identify opportunities for micro-, small and medium enterprises, defining capital requirements, business types, and skill requirements to help Cauca/Valle del Cauca take advantage of opportunities for economic growth and entrepreneurship. The foundation for this analysis was laid this month, with an in-depth analysis of the states of rural economies and agricultural production, including characterization of the socioeconomic dynamics of the area. The final product will identify areas for collaboration with entities including SENA, the national government via *contrato plan*, and the Mayaguez and INCAUCA sugar companies. Colombia Responde is providing \$36,389 USD to support this initiative, which will lead to increased leveraging of resources for economic development activities.

## ***Good Governance***

- **Piloting a participatory process for updating municipal Land Use Plans**

In July, the Regional Consolidation Unit (GRCT) and Colombia Responde held a Technical Committee meeting to review feedback from local communities regarding the development of Land Use Plans (*Planes de Ordenamiento Territorial*; PBOT) in the six focal municipalities. The committee meeting was attended by representatives of the Ministry of Housing and the directors of the Cauca and Valle del Cauca environmental oversight units (*Corporaciones Autonomas*), which will ultimately review and approve the final PBOTs. In August, Colombia Responde carried out an evaluation of the archive systems in the municipalities of Santander de Quilichao, Florida, Caloto and Miranda. The results were presented to municipal officials, who approved them in the framework of updating their Land Use Plans to take into account to meet legal standards. Colombia Responde committed \$517,753 for this initiative which will improve municipalities' planning and tax collection capabilities. The activity will be extended until October 30 to provide assistance throughout the inter-institutional approval process. The municipality of Corinto initiated this process earlier, and CELI-Central is providing assistance in the final stages. Final review and approval of the plan will be completed in the coming weeks by the regional environmental oversight institutions of Cauca and Valle del Cauca and the municipal land planning councils, after which it will be officially approved by the municipality. This process will continue to be guided by regular Technical Committee meetings to guide this activity, which will serve as a model for updating PBOTs in the focal municipalities of Caquetá, Meta and Tolima. Colombia Responde is contributing \$521,584 USD to this initiative and leveraging \$772,333 USD.

## ***Infrastructure and Connectivity***

- **Strengthening social ties in Caloto**

In July, Colombia Responde supported a health fair as part of the inauguration of a community center in the *vereda* of San Nicolas. The event was attended by 120 people, who received complimentary medical, dental and women's



At a community health fair in San Nicolas, Caloto, residents meet with departmental representatives to treat their pets.

health services. Representatives from the department-level Secretariat of Agriculture and the Environment also participated in the event, offering de-worming and vitamin treatments for pets in the community. The San Nicolas Community Center will benefit 560 Afro Colombian families in surrounding *veredas*, serving as a secure gathering place and enabling the state to provide goods and services to more citizens. CELI-Central is contributing \$94,578 USD to this initiative, and has leveraged \$150,222 USD from the Mayor of Caloto, \$2,222 from the community, and \$5,013 from the GRCT.

- **Improving water sanitation infrastructure**



Members of the operating committee visit the sites in Corinto.

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. 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. During the month of July, the operating committee held its first session, with the support of community members, the mayor, departmental Secretary of Planning, manager of EMCORINTO, community members, and the UACT. The CONVIDA Foundation carried out environmental training for residents of Santa Helena and nearby

neighborhoods, as well to as for workers involved in infrastructure improvements. It is important to highlight the active participation from the community, especially tenth-grade students from the Agricultural Technical School (Institución Educativa Técnico Agropecuario), who are also enrolled in SENA's solid waste management program. In September the operating committee carried out its third meeting where the activity's schedule was ratified and member of the committee visited the sites to verify advancements so far. CELI-Central provides technical assistance and materials for \$56,405 and the municipal government along with the public services company EMCORINTO is providing resources worth \$112,543.

- **Creating safe recreational spaces**

In July, Colombia Responde organized an oversight committee meeting to review the status of an activity to set up a multi-sports facility in the populated center of Barranco, municipality of Corinto. The community's social fabric will be strengthened because 250 children, youth and adults will have a safe way to spend their free time, and adults will also participate in three technical committees to oversee the construction process. Committee members including the municipal secretary of planning, residents, the GRCT and Colombia Responde met to discuss the activity's financial performance and gathered initial feedback from the community, which has been happy with the new facility and surrounding space, in which palms have been planted to provide shade and protection from weather patterns.



The oversight committee reviews plans for a multi-sports facility in Barranco, Corinto.

The committee also discussed how they were addressing the recommendations given in the environmental training that they received last month. Colombia Responde has contributed \$30,375 USD to this rapid response effort.

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

In 2011, the Toribío Cultural Center was destroyed during a battle between the FARC and the army in the populated center. Since then, the town has not had a safe community space to carry out recreational activities. Responding to the demands of this community, the UACT and Colombia Responde are supporting the construction of a new municipal cultural center. Additionally, the program will support the renovation of a deteriorated multi-sports facility in the area. 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*. Both projects will be executed by the Asociación Proyecto Nasa, an indigenous



Workers from Asociación Proyecto Nasa participate in an environmental training, Toribío.

organization representing various indigenous reserves. Environmental trainings for the more than 100 community members involved in these activities were held on August 14 and 16.

▪ **Building social capital in Miranda and Corinto**



Children in San Andres pose on their new field, with their new uniforms, Miranda.

In July, Colombia Responde completed the delivery and installation of sports equipment and landscaping tools to the *veredas* of La Lindosa, La Munda, and San Andres, municipality of Miranda, as part of a series of trust-building activities to address needs that community members identified in participatory workshops. Representatives of the municipal administrations and the activities' oversight committees participated in the deliveries, and Colombia Responde reported to the committees. In order to review the status of each of the deliveries, committee members reviewed supporting, worked with Colombia Responde to gain an understanding of each transaction.

To celebrate the official handover to the community in August, the municipal administration prepared a series of inaugural events including a soccer match in which women from the community played against representatives of the mayor's office. The inauguration in La Lindosa provided a series of recreational activities for children, setting the stage for further healthy recreational activities for youth in the *vereda*, and in San Andres, children played in a soccer tournament, and the winners were awarded medals and prizes. This initiative is the result of a joint effort between local Community Boards, municipal and national institutions promoting sports, and Colombia Responde, which provided materials, worked with the communities to design the facilities, and made the physical improvements for \$160,332 USD. These initiatives attend to specific needs prioritized by the communities in the *vereda* workshops, strengthening the social fabric and providing the community—especially its children and youth—with safe, healthy ways to spend their free time.

On August 30, the operating committee in charge of the construction of a sports facility in *vereda* El Barranco, Corinto officially closed the activity. Members of the committee reviewed disbursements, verified that all commitments were met, and finally, officially delivered the facility to the municipal administration. Two hundred and fifty children, youth and adults will have a safe way to spend their free time, and adults will also participate in three technical committees to oversee the construction process. Colombia Responde has contributed \$30,375 USD to this rapid response effort.

- **Improved rural housing**

CELI-Central supports an initiative to increase access to adequate housing by building new and/or improving existing housing and basic sanitation facilities in vulnerable and/or displaced rural communities of the municipalities of Santander de Quilichao, Caloto and Miranda, in the department of Cauca, and Pradera and Florida in the department of Valle del Cauca. The program provides technical support required for the implementation of five initiatives in the municipalities of Caloto, Miranda, Santander de Quilichao in Cauca and Pradera and Florida in Valle del Cauca. CELI-Central assists the formulation of proposals eligible to apply to the Housing Program of the Agrarian Bank (Banco Agrario) and the MADR, providing pre-investment studies and supporting site visits to identify the needs of the community. In September, the National University, the entity in charge of evaluating the projects, released a list of approved initiatives as follows: 61 subsidies in Caloto, 9 in Miranda, 27 in Santander de Quilichao, 36 in Pradera for a total of 133 approved subsidies. CELI-Central will coordinate with municipal administrations, in charge of providing 20% of the total costs, collaborating with works related to basic sanitation.

## Land

- **Facilitating the formalization of school properties**

Colombia Responde launched 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 July, a series of meetings were held in coordination with the municipal Secretariats of Education, with wide participation from school directors and the community. Representatives from Colombia Responde presented the project's objectives and encouraged the active participation of stakeholders in supporting local schools. 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.

- **Supporting land restitution**



The monitoring committee meets to discuss the status of land restitution in Cauca.

In July, representatives of Santander de Quilichao's planning department and the Restitution Unit's national office held a monitoring committee meeting in Popayan. Participants reviewed the status of the land restitution process in the focal municipalities; a total of 78 claims have been received, representing 1,091 ha. The Restitution Unit has also been coordinating with MADR's Rural Property Formalization program, carrying out information-sharing workshops in Santander de Quilichao. The results of these workshops are serving as important inputs for the "micro focalization phase" of this initiative. As stipulated by the Victims' and Land Restitution Law, this is a necessary step to ensure that restitution processes are directed towards those areas with significant numbers of restitution claims and where the security

conditions also permit effective intervention. In August, the Restitution Unit issued a resolution to initiate the micro focalization phase in the *vereda* of Lomitas, verifying that the security situation is stable and safe enough to permit fieldwork.

The Restitution Unit has also requested security analyses of other consolidation municipalities in Cauca in order to advance land restitution processes as defined in the project scope, and is currently analyzing 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. CELI-Central is providing an initial support to the Restitution Unit in Cauca for eight months with a contribution of \$161,511 USD.

- **Facilitating the formalization of school properties**

Colombia Responde continues championing the formalization of the land titles of 380 schools in the seven focal municipalities, initiating a legal review of the properties in question. In Santander de Quilichao, 22 topographic surveys have been completed; the topography team is designing an action plan to carry out the topographical surveys according to the parameters established by the municipal administrations in the other six focal municipalities. The objective is to carry out four topographic surveys per day. Once the property titles have been registered in the schools' names, as publicly-owned properties, they will be able to access national funding from the Ministry of Education to make important improvements to educational infrastructure. By September, the team carried out a total of 286 legal reviews and 55 topographic surveys in properties located in the municipalities of Santander de Quilichao, Miranda and Corinto. It is important to highlight the active participation of the schools' principals and teachers who have greatly facilitated field operations. Colombia Responde is contributing \$224,910 USD to this initiative, and leveraging a combined total of \$233,333 USD from the departments of Cauca and Valle del Cauca and seven focal municipalities.

- **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 Geografico Agustin 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. On August 21, IGAC Cauca presented preliminary results to the operating committee. So far, they have visited 8,390 rural properties in the municipalities of Caloto and Corinto, in which they collected cadastral information, physical descriptions and other information necessary to carry out the update. IGAC Cauca is planning to cover 18,000 properties during the months of September and October; the IGAC regional office of Valle del Cauca has yet to report advances. IGAC and the seven municipal administrations are investing \$1.5 million USD; Colombia Responde is providing \$353,347 USD in legal and technical assistance, as well as equipment.

### **3.4 META (LA MACARENA)**

#### *Social Development*

- **Promoting accountability and transparency**

On July 30, Colombia Responde supported an accountability session in the populated center of Santo Domingo, municipality of Vista Hermosa. Representatives of the GRCT and Colombia Responde supported the mayor as he presented advances in the policies and activities that he has been promoting over the past year. Fifty-four residents attended the event to learn about the mayor's agenda and ask questions about various initiatives. Representatives of the GRCT also presented advances against the action plan, and representatives of the Departmental Secretariat also participated, voicing their support for further involving local Community Boards (JACs) in implementing activities directly.

### ▪ Strengthening the beef cattle sector in La Macarena



ASOPRICABRA board meeting in La Macarena, Meta

In July, Colombia Responde collaborated with the local producers' association ASOPRICABRA to implement a productive alliance to strengthen the beef cattle industry in La Macarena. This project is training 31 small producers in the practical application of best practices and new technologies. During the Board of Directors' meeting this month, representatives of Colombia Responde, the GRCT and ASOPRICABRA reviewed the feasibility and logistics of providing training through the Farmers' Field School methodology. Members agreed upon a curriculum and schedule for the technical tour that will take place next month. The ASOPRICABRA General Assembly meeting also took place this month, and served as a forum for accountability sessions (*rendición de cuentas*) and, in that context, a training on accounting and financial management skills. Members will visit

two farms near Villavicencio to observe dual-purpose cattle ranching systems in practice. Colombia Responde has contributed \$110,494 USD (24% of the total cost) to the initiative, leveraging \$224,383 (50%) from the private sector and a combined total of \$118,766 (26%) from various public sector entities. This project is also linked to SENA's capacity-building efforts in La Macarena.

### ▪ Boosting beef and dairy production in San Juan de Arama

In July, Colombia Responde coordinated a veterinary workshop to teach best practices in milking and livestock management to 30 small producers who are members of the ASOPROLECHE producers association. This training is part of a dual-purpose productive project in San Juan de Arama to improve productive practices in the beef and dairy cattle sectors. Members can participate in a nearby milk collection center operated by AGROARIARI, which in turn sells the milk to La Alquería; meat is sold to La Gabriela Livestock Company. CELI-Central is contributing \$135,726 USD to this initiative, leveraging \$391,186 USD from the private sector and \$105,556 USD from MADR and the municipal government of San Juan de Arama.

### ▪ Improving the beef and dairy supply chains in Puerto Rico



Cattle ranchers prepare to participate in practical group trainings on best sustainable ranching practices in Puerto Rico, Meta.

This quarter, Colombia Responde continued supporting 25 producers with dual-purpose herds—fat cattle for meat, as well as cattle that produce milk which is mainly used to produce cheese. 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 September, participating producers received training in best environmental practices including sanitary milking practices, pasture management, and the proper use of medication. This training is based on a group practice method, in which participants attend meetings on farms to apply or observe the application of the

techniques as they learn them. This approach ensures that producers understand how to manage and mitigate the risk of environmental damage as a result of cattle ranching. Producers also received preliminary training in how to use and manage a rotatory fund that AGROCHISPAS is setting up and managing in order to enable producers to continue to improve their farming facilities and practices. 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.

- **Supporting agricultural technical assistance**

On July 18, Colombia Responde launched a series of agricultural marketing and technical management workshops for three provincial Agribusiness Management Centers (CPGA) and two agricultural service providers in the 6 focal municipalities of Meta. The workshops aimed to strengthen these entities' technical knowledge and methodology of intervention. CPGAs are organizations that bring together municipalities with similar characteristics, providing comprehensive technical assistance to small producers in order to boost the region's market competitiveness based on its General Technical Assistance Plan (PGAT). Workshop participants formulated and will implement a pilot project with six producers' associations, conducting a technical assessment using ICO and IDEO organizational capacity diagnostic instruments to determine the most appropriate approach for developing commercial committees, setting up a marketing fund, and providing direct training on management and negotiation. Ministry of Agriculture's (MADR's) Direct Technical Assistance for Rural Areas incentive program has provided \$446,911 USD to support this activity, which furthers MADR's goal of implementing the PGATs. Colombia Responde is complementing this effort by providing over \$230,000 USD in technical and material assistance, and the municipalities have committed a combined total of \$58,000 USD. Colombia Responde's contribution will be reduced annually, encouraging the public institutions to play an increasingly bigger role in sustaining technical assistance for local producers.

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

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 foster social entrepreneurship and collaborative organizational management. In July, 25 small producers participated in a Farmers' Field School training with Colombia Responde's support. Students learned and tested out best practices in cultivating and harvesting cocoa; when they complete the training, they will act as trainers to other members of AGROCASAN so that more producers can improve their yields by adopting new and innovative practices. 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.

- **Supporting improved cocoa farming practices**

While Puerto Rico's cocoa industry is growing, it faces challenges for boosting the quantity and quality of its production. Specifically, cocoa farms in the area do not have an irrigation system and have been relying on rainfall. While rain is plentiful in the winter months, crops suffer in the summer months. Therefore, Colombia Responde is partnering with MADR's Ariari Provincial Agricultural Center (*Centro Provincial de Gestión Agroempresarial*; CPGA) and the municipal and departmental governments to implement a pilot drip irrigation system on 2 ha of cacao in Puerto Rico. The private sector will support this initiative by providing credits to participating producers. In August, Colombia Responde supported a credit brigade led by *Banco Agrario*, a state-owned bank that was created to provide assistance to the agricultural sector. Representatives of *Banco Agrario*, FINAGRO, the UACT and Colombia Responde spent the day with 40 producers, who were able to access 17 credits for irrigation development in their cacao plantations, as well as 12 credits for livestock breeding and the improvement of facilities. Colombia Responde is providing \$88,889 USD to cover 13% of the activity cost; the remainder, \$611,209 USD, is the result of a combined effort by CPGA Ariari, the municipality of Puerto Rico, the producers' association, and *Banco Agrario*.

- **Strengthening the rubber sector**

Since local communities have prioritized the rubber industry as an important economic alternative in Mesetas, Colombia Responde and the GRCT are collaborating with the mayor's office and private sector to support productive activities in this sector, 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



Beneficiaries sowing rubber plants in Mesetas

complementary, short-term source of sustenance and income while rubber crops reach their productive stage (6 years after planting). Therefore, in August, CORPOCAME planted 50,000 pineapple seeds over 1 ha with the support of Colombia Responde. Colombia Responde also conducted a technical assessment visit to verify the health of rubber plants in the farms that will provide plant material to the 42 participating producers. 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.

- **Supporting pisciculture in San Juan de Arama**

In San Juan de Arama, fish farming holds a great deal of potential for diversifying producers' income and supplying both the local market and wider markets including Granada, San Martín, Acacias, Villavicencio and Bogotá. Therefore, CELI-Central is supporting a productive alliance between MADR, the San Juan de Arama Agricultural and Environmental Producers' Association (*Asociación Diversificada Agropecuaria y Ambiental de San Juan de Arama*; ASDASAN) and the Garcipez national fish company. In the framework of this partnership, producer and distributor share the benefits and risks of the endeavor—Garcipez has committed to purchase fresh, gutted fish from the producers' association, which will improve its production, organizational and marketing practices with the help of technical assistance. Producers have 35 hectares of groundwater to facilitate the implementation of this project, to help them produce an estimated 10 tons of fresh fish on a monthly basis. In September, Colombia Responde organized a workshop on best practices in filtering biological waste. Participating producers visited a farm to observe an operational biofiltration system, which consists of a series of six pools, and management of wetlands, which are created by excavating and waterproofing with thick black plastic sheeting. With the support of this alliance, ASDASAN will adopt this decontamination technique, and participating producers now understand how to put the system into practice and maintain it. Colombia Responde is contributing \$109,187 USD to this initiative, and leveraging \$238,852 USD from MADR, ASDASAN and Garcipez.

Association (*Asociación Diversificada Agropecuaria y Ambiental de San Juan de Arama*; ASDASAN) and the Garcipez national fish company. In the framework of this partnership, producer and distributor share the benefits and risks of the endeavor—Garcipez has committed to purchase fresh, gutted fish from the producers' association, which will improve its production, organizational and marketing practices with the help of technical assistance. Producers have 35 hectares of groundwater to facilitate the implementation of this project, to help them produce an estimated 10 tons of fresh fish on a monthly basis. In September, Colombia Responde organized a workshop on best practices in filtering biological waste. Participating producers visited a farm to observe an operational biofiltration system, which consists of a series of six pools, and management of wetlands, which are created by excavating and waterproofing with thick black plastic sheeting. With the support of this alliance, ASDASAN will adopt this decontamination technique, and participating producers now understand how to put the system into practice and maintain it. Colombia Responde is contributing \$109,187 USD to this initiative, and leveraging \$238,852 USD from MADR, ASDASAN and Garcipez.

- **Strengthening the dairy and meat industry in Vista Hermosa**

This quarter, Colombia Responde and USAID have been working to strengthen the dairy and meat supply chains in the municipality of Vista Hermosa by working closely with the small producers' association ASOLEVIS in the nucleus of Maracaibo. This productive alliance brings together 35 small producers, which—through the adoption of sustainable ranching practices and improved commercial and organizational systems—will produce a total of 57,000 heads of cattle for meat consumption through an alliance with the meat distributor Agropecuaria La Gabriela, and 18,000 liters of milk per day. The national dairy company La Alquería has committed to purchase approximately 6,000 liters of this milk. In the framework of this activity, in September Colombia Responde helped install kits in 15 of the participating farms, and prepared 53 hectares for planting grass. Electric fences were installed in the 35 farms, permitting the division of properties to ensure accountability and responsibility regarding the implementation of sustainable farming practices. Colombia Responde provided \$114,829 to purchase electrical fencing and provide technical assistance to support this initiative, covering 17% of the project cost.

## Good Governance

- **Planning for improved security and coexistence**

This quarter, Colombia Responde continued to facilitate the development of a comprehensive regional security and coexistence strategy in Meta. In July, Colombia Responde held a PICSC information session with 25 schoolteachers in San Juan de Arama. Organized by the school rector with the support of Colombia Responde, the municipality has decided to start rolling out the PICSC through its education system in order to address some of the security issues that have been reported among children and youth, including forced recruitment by illegal armed groups, bullying,

and drug abuse. CELI-Central has been spearheading the adoption of the PICSC at the municipal level through a series of information meetings with stakeholders in the six focal municipalities. Representatives of municipal administrations including family welfare units and schools, as well as the armed forces and the police, are participating in this activity. The process of reviewing the scope of the PICSC with local stakeholders will ultimately permit municipalities' Public Policy Committees to vote for its adoption as required by law.

In August, Colombia Responde met with a representative of the department of Meta to provide an overview of the activity, including the methodology and the status of the PICSC's adoption in each of the six focal municipalities. This meeting served as training so that the department can replicate the intervention in other municipalities. To date, the municipalities of Mesetas, Puerto Rico and La Macarena have approved the PICSC; this month, the municipal administration and city council of San Juan de Arama have approved the PICSC and budgeted for its implementation in 2014, and the municipalities of Vista Hermosa and Uribe are in the process of doing the same. CELI-Central has been spearheading the adoption of the PICSC at the municipal level through Colombia Responde, and is providing \$218,889 USD to support this effort, and has leveraged \$83,333 in public resources.

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



JAC representatives from the 6 focal municipalities meet in Villavicencio, Meta

In July, Colombia Responde continued strengthening the capacities of Community Boards (*Juntas de Acción Comunal*; JACs), local governance organizations that act as many rural residents' strongest link to public institutions. In order to better prepare JAC members to fulfill their legally-mandated role, this month Colombia Responde and the GRCT held a training session in the Alto Diamante *vereda*, municipality of Uribe. While future trainings will cover topics including human rights, record-keeping and management, this training focused on providing 19 JAC representatives who are also heads-of-household with basic computing skills. Two sessions were held—the first to review how to use a computer, and the second to teach the students basic computing including Microsoft Office, and introduce them to organizational management concepts. In August, Colombia Responde continued these efforts. Board members in Vista

Hermosa, San Juan de Arama and Puerto Rico received training on their tax obligations as legal representatives and on citizen assistance, and direct assistance in updating their tax identification numbers with the GOC. Proper registration is a requirement for public office. CELI-Central provided \$160,788 USD in support for consultants and workshop facilitators, while local governments contributed \$180,183 USD to the initiative.

- **Planning across the focal municipalities**

On July 23, Colombia Responde and the GRCT held a planning workshop for the mayors and their secretaries of planning from the focal municipalities. Participants carried out a series of strategic exercises in order to identify priorities and corresponding lines of action for the coming year. An integral part of this exercise was analyzing successes and areas for improvement from implementing projected activities during FY 2013, in the framework of an agreed-upon regional development vision. The mayors, planning secretaries and representatives of Colombia Responde and the GRCT agreed to focus on improving tertiary roads, updating cadaster records, pre-investment and the formulation of project proposals, project management and citizen education. Specific themes and activities will serve as important inputs for CELI-Central's FY 2014 Work Plan.

- **Giving victims a voice**

Colombia Responde continues to support municipal authorities in implementing the Victims' Law in Meta, promoting reparation initiatives in communities that have been affected by violence and displacement over the past 20 years. On September 12, Colombia Responde participated in the Victims' roundtable in Vista Hermosa, along with the Regional Director of the UACT, the Regional Director of the Department of Social Prosperity, city councilmembers, and representatives of victims' organizations. During the roundtable, the victims' groups highlighted the importance of the psychosocial and legal assistance that they have received so far, as well as organizational support and training, which has had a major impact in terms of organizing the community. This process began with the creation of six victims' associations in 2012, and continues to grow; to date, 19 organizations have been established—6 on human rights and 13 on victims. Participants agreed on the importance of supporting productive projects, promoting income generation and integration with local markets. Some of the projects identified include productive infrastructure, sustainable livestock projects and entrepreneurship. Colombia Responde will continue to support this process, contributing \$137,822 USD and leveraging \$321,666 USD across the six focal municipalities of Meta.

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

- **Improving educational conditions in La Macarena**

This quarter, Colombia Responde completed the construction of new bathroom facilities for the Nuevo Horizonte Boarding School in the nucleus of Cristalina Losada, municipality of La Macarena. Two hundred and twenty-six students from La Cristalina and surrounding *veredas* will benefit from this initiative, which responded to a need prioritized by local communities during *vereda* workshops. Cristalina Losada is located at a strategic point for illegal armed groups, and improving educational conditions including sanitation helps keep children in school, occupying their time and ensuring their protection at the educational facility. The community has been actively involved in the process through an operating committee and an oversight committee ensuring transparency and citizen participation in the wellbeing of their children, as well as providing labor to complete the construction. The new bathroom provides five toilets for boys, five for girls, one handicapped-adapted stall, and one stall for teachers. Colombia Responde provided materials and construction supervisors totaling a contribution of \$88,532 USD, and the GOC contributed \$18,305 USD in materials.

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



Colombia Responde leads an operating committee meeting in El Turpial, Meta.

This month, Colombia Responde started improvements to three road improvement activities to ameliorate connectivity of the *veredas* of La Argelia, La Unión and El Turpial with the urban center of the municipality of Uribe. The program is providing a total of \$300,000 to improve box culverts, sewage systems and road paving across three activities. Members of the community have been actively involved through operating committees. In this way, citizens have been able to participate in the selection of suppliers and have received training on the program's rules and regulations. This activity will have a positive impact on agricultural activities allowing producers to transport their products, and will improve the quality of life of its inhabitants, as they will be able to access goods and services available in urban centers.

## Land

### ▪ Supporting land restitution in Meta

On July 24, representatives from the regional and national Restitution Unit, Colombia Responde, and the GRCT met to evaluate advances towards setting up Restitution Unit operations in the municipality of Vista Hermosa. Following an optimistic review of the area's security context, the Unit indicated that it is ready to start a "microfocalizacion process" in the municipality. The Restitution Unit also updated committee members regarding the status of restitution requests in Meta, highlighting the importance of Colombia Responde's assistance to the Restitution Unit. Of the total of 3,145 claims submitted in the department, 1,359—43% of the total—are located in Consolidation areas.

### ▪ Creating a framework for sustainable development

This quarter, CELI-Central advanced the formulation of an Environmental Management Plan (EMP) for the Northern Macarena "Integrated Natural Resource Management District," which incorporates the four focal consolidation municipalities of CELI-Central. The UACT and CELI-Central are collaborating with CORMACARENA and the SINCHI Amazonian Research Institute, which will take the lead in the plan's technical development and submit it for approval and adoption. As mandated by Law 1989 of 1989, this initiative will articulate the types of development that can occur and in which areas, taking into account the environmental dynamics of the area, socioeconomic and environmental conditions, zoning and land use conditions, as well as restrictions for the use and exploitation of natural resource. The EMP provides a foundation for strategic tools including the Territorial Organization Plans, and is a prerequisite for implementing rural development projects in the area. On August 8, 66 representatives of the community, UACT, Colombia Responde, CORMACARENA, SINCHI, and the German development agency GTZ met to review progress. Colombia Responde is in the process of recruiting experts in planning and zoning, social development, and eight technicians who will implement the work plan. Other project stakeholders, GTZ, are exploring the possibility of providing support for strategic communications and dissemination, in order to ensure a high level of transparency and support for implementing the Environmental Management Plan. Of the total of 3,145 claims submitted in the department, 1,359—43% of the total—are located in Consolidation areas.



The delegation meets in Granada to discuss the economic impact of the EMP, Meta.

During the month of September, CELI-Central, CORMACARENA and SINCHI coordinated meetings in the municipalities of Mesetas, San Juan de Arama, Vista Hermosa, Puerto Rico, Puerto Concordia and San José del Guaviare to launch this activity. Representatives of municipal administrations, community leaders and producers' associations attended the event and were informed of the initiative's scope and implementation actions. A series of meetings were set up in the strategic municipality of Granada, where there is ample institutional presence. The delegation met with representatives from the National Rice Producers Federation -FEDEARROZ, The National Grain Fund -FENALCE, the National Cocoa Producers Association -FEDECACAO, the National Cattle-ranchers Association -FEDEGAN and the National Natural Parks Unit (Unidad De Parques Naturales Nacionales). These meetings have been instrumental to gather key information that will be included in the Environmental Plan; municipal administrations have shown their willingness to collaborate by appointing a liaison person that will facilitate the process in each municipality. The activity represents a total value of \$940,930 USD, of which USAID will provide 42% of the funds through its program 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.

## 3.5 SOUTHERN TOLIMA

### *Social Development*

#### ▪ **Piloting an innovative community health model**



Hospital and community health workers participate in an orientation meeting, Mesa de Pole nucleus, Ataco, Tolima.

In the course of implementing the participatory methodology, Colombia Responde and the GRCT 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, departmental Secretary of Health and Colombia Responde set up a series of meetings with health providers in the municipality to formulate a pilot project for improving community health capacities in Ataco. This activity involves supporting local hospital and municipal health authorities in the development, coordination and implementation of a work plan. This process will involve training community and hospital health workers in key health care practices; communities will select community health managers, who will be trained to promote healthy living environment and provide basic guidance to the community

regarding the promotion and protection of health. Hospital and community health workers will utilize a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) in order to: conduct a stakeholder analysis; identify best practices and lessons learned in knowledge management; and develop an outreach strategy for preventive health care. In July, Colombia Responde donated medical equipment, uniforms including hats, vests and backpacks, and computers and software to the mayor of Ataco, who will deliver it to the municipal health system. In September, CELI-Central presented the activity to the communities of the nucleus Mesa de Pole, Santiago Pérez and Casa de Zinc. During the event, 46 health promoters were chosen among community members. These volunteers received training on first aid, emergency response, using a sphygmomanometer and a thermometer, patient immobilization, and risk management. Colombia Responde is contributing \$151,068 to this activity, leveraging \$111,111 USD from the department of Tolima and \$81,111 USD from the municipality of Ataco.

#### ▪ **Providing access to post-secondary education**



High school students in Bilbao register for the post-secondary education program, Ataco, Tolima.

This quarter, CELI-Central launched a post-secondary education program in the municipality of Ataco, with overwhelming participation from community residents and the GOC. On August 20, Colombia Responde led an inter-institutional meeting that brought together the departmental Ministry of Education, the municipal administration of Ataco, and Colombia's national emergency management association *Defensa Civil* to agree upon a timeline. Afterwards the program opened pre-registration for post-secondary training and received an extremely positive response when registrants exceeded 500—well over the activity's capacity of 400 youth. Colombia Responde also presented the activity to Ataco's Municipal Youth Council, where elected representatives expressed their unconditional support for this initiative and interest in promoting it. This activity responds to a

critical need identified by the mayor, communities in the 21 *veredas*, and the governor of Tolima. It makes up part of an integrated approach to bringing stability and development to this area, which has historically struggled with

violence and limited state presence, complementing efforts to establish and sustain a Municipal Youth Council and protect young Ataqueños from forced recruitment by illegal armed groups. The activity also enables the municipality to comply with Law 115 of 1994, which mandates education in areas including justice, democracy, the environment, and reproductive health. The course includes an in-person component during the first month, which is conducted by the *Defensa Civil*, and a virtual component. Colombia Responde is contributing \$98,833 USD to this activity, leveraging \$33,333 USD from the department of Tolima and \$177,222 USD from *Defensa Civil*.

The activity has originally projected participation of 400 students in the four municipalities, but so far more than 500 have registered in only two municipalities which demonstrates not only the success of this activity, but the necessity of setting up technical and semi-professional training for youth in rural areas.

- **Implementing Rioblanco’s Public Policy for Children and Adolescents**



Finished ceiling in childhood development center in Rioblanco

In July, the Rioblanco Municipal Council on Social Policy (COMPOS) held its second meeting on June 27. Representatives of the Municipal Youth Council (CMJ) participated as active members of the COMPOS—this procedural amendment was adopted in the previous meeting as a result of Colombia Responde’s support in setting up CMJ’s in Rioblanco and the other focal municipalities. Attendees discussed the planned methodology for drafting Rioblanco’s Public Policy for Children and Adolescents, which will integrate the perspectives of participating institutions and the area’s children and youth through a series of focus groups with the support of ICBF. The Municipal Planning Secretary also presented plans for an early childhood development center, a public childcare center that will foster early childhood development from birth until entry into

the educational system, as mandated by the National Early Childhood Policy. The COMPOS agreed upon next steps for advancing the project, including making the necessary infrastructure improvements and obtaining supplies for the facility in the urban center and in the *vereda* of Herrera. In September, Colombia Responde significantly advanced the construction of the center; the basic structure is now ready and material for final touches were acquired to complete the construction. This activity will be key to implementing the Presidency’s “Zero to Forever” program, spearheaded by the First Lady.

## *Economic Development*

- **Combining efforts to boost the capacities of producers’ association**

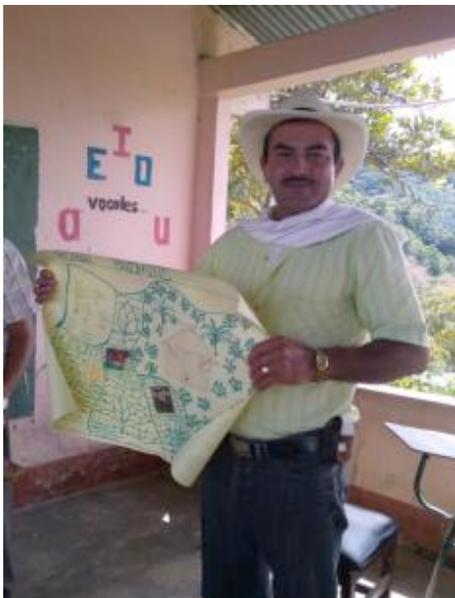


Members of the oversight committee in Chaparral listen to a report on advances, Tolima.

In July, representatives from SENA, the Municipal Coffee growers’ Committees, the private sector, and the department-level Secretariat of Agricultural Development met to review assessment results and identify roles and responsibilities based on the results of an organizational diagnostic of producers’ associations in the four focal municipalities. 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. In September, two monitoring committees were held in Chaparral and Ataco. Beneficiaries and representatives from participating organizations grouped in round tables to evaluate technical assistance and training received so far, identifying topics that should be reinforced. In addition, the groups formulated action plans for their organizations taking advantage of the knowledge acquired during this activity in aspects such as marketing, management, project formulation and national rules and regulations. 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.

- **Improving the coffee sector's competitiveness**



A farmer shows the results of a visioning exercise carried out during the Farmer Field Schools, Tolima.

By providing specialized technical assistance in growing coffee, consulting, training and support for the modernization of coffee plantations, as well as materials, equipment and tools, CELI-Central is helping to advance the sustainable practices required for the cultivation of coffee and increased productivity. In July, Colombia Responde carried out Farmer's Field Schools on post-harvest processing, teaching local producers techniques for lowering costs and boosting production by adopting sustainable practices regarding disposal of materials and safe, proper pest management. Colombia Responde distributed 80% of the supplies and technical equipment; this process has faced some delays as some producers have not provided the required counterpart inputs to fully participate in the project. In August, Colombia Responde provided environmental training to 200 activity beneficiaries, covering topics including environmental protection, sustainable development and social responsibility in the coffee industry, and climate change. Seventy site visits were held to carry out soil analyses based on a fertilization plan, providing specific technical recommendations regarding the use of fertilizers in order to boost bean production and quality. 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.

- **Identifying opportunities to strengthen the cocoa sector**

In August, Colombia Responde presented the results of a needs assessment to characterize the strengths and weaknesses of the cocoa production chain in the focal municipalities. The needs assessment highlights several key aspects of cocoa production in the region, which can be addressed through concrete action. They include: low production—400 kg/ha that should be increased to 1000 kg/ha; limited organizational vision—senior management needs to be developed that shares the entrepreneurial vision of internationally exporting a high-quality product; technical knowledge and processes for standardizing and boosting the quality and volume of production; and the need to monitor soil cadmium levels. This information will be central to developing productive projects in the cocoa sector and leveraging funds from the General System of Royalties, municipal and departmental Plan Agreement, the Adaptation Fund, productive partnerships, Rural Opportunities, BAC Credit Portfolio, and possible national and international commercial partners. Proposals will be jointly formulated with representatives of funding programs, municipalities, unions, the National Council of Chains, and the research organizations CORPOICA and ICA. Colombia Responde has committed \$95,333 USD to support this process, and is leveraging \$111,111 USD from CORPOICA, \$4,861 from the community, \$27,778 USD from the national cacao growers' organization

FEDECACAO, \$19,971 USD from FINAGRO, \$3,889 USD from the Governor of Tolima, and \$38,889 USD from ICA.

## Good Governance

### ▪ Building the capacities of city councilmembers



City council members attend a public management training in Rioblanco, Tolima.

In July, Colombia Responde started the second phase of a certification program for city councilmembers in the focal consolidation area. 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 enable city councilmembers

to better represent their constituencies, Colombia Responde is collaborating with the GRCT, the University of Tolima, the Superior School of Public Administration (*Escuela Superior de Administracion Publica*; ESAP), and the departmental government to enroll 52 city councilmembers from the focal municipalities in a certification program in Public Management and Public Policy. The program consists of five modules: Human Rights; Citizenship; Social Policy; Public Policy; and Participative Management. The first three of these modules were carried out in conjunction with the University of Ibaguè. In September, ESAP held a course on public policy, focusing on public administration in Colombia and rule of law, and the University of Tolima taught the fifth module on participatory management, covering information and communications technologies and their application to city council operations. The councilmembers have demonstrated their understanding of the topics covered, and indicated that this initiative will have a significant impact in the way they serve the citizens and advance municipal policies. In addition to receiving positive reviews from the city councilmembers and mayors, the trainings have had an average attendance rate of 95% across the municipalities. Colombia Responde has provided \$149,968 USD to support this initiative, and leveraged \$38,888 USD from the department of Tolima and \$5 million USD from the University of Tolima.

### ▪ Enabling municipalities to access national resources



Municipal officials receive customized assistance with developing project proposals, Tolima.

This quarter, Colombia Responde supported the municipalities in formulating five project proposals in the four focal municipalities. These proposals, which will be submitted to the Approval Board of the National Royalties System, focus on small social infrastructure projects that fit into municipalities' development goals. They include the construction of a cultural center and collection center in Ataco, sewers in Rioblanco, and paving of roads in Chaparral and Planadas. This second phase of Colombia Responde's support to municipalities in accessing the National Royalties System continues to build the capacities of municipal authorities, helping them to strategically identify and develop competitive projects. In order to help municipalities take advantage of the full range of national incentive programs, 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. Colombia Responde contributed \$59,166 USD to this activity, which is enabling municipalities to generate strategic, quality project proposals to access national resources.

## ***Infrastructure and Connectivity***

### ▪ **Accessing national resources for rural development**

In July, two of the seven projects that were recently granted funds from the National Royalties System in Tolima launched. This is a direct result of Colombia Responde's technical assistance to municipalities in developing successful proposals. The municipality of Rioblanco received \$57,784 USD to support sewer construction in the Herrera populated center, and \$995,549 USD for street-paving in the Bello Horizonte neighborhood. Colombia Responde's assistance has focused on providing municipalities with the knowledge and context to develop competitive proposals for funding from the National Royalties System. The first phase of this intervention in Tolima consisted of 34 workshops on the application process including the methodology, planning and software, as well as individualized assistance to 20 officials and 52 city councilmembers from the 4 focal municipalities. This resulted in the development of 19 proposals, 7 of which were approved and 12 of which are undergoing revisions based on feedback from the National Royalties System. The activity's success led USAID to approve a second phase to enable municipalities to gain guided practical experience in formulating strategic projects that combine resources from a range of sources. As a result of this second phase, municipalities will develop and present at least 20 proposals in the next six months and establish Project Banks with pipelines of projects in formulation in order to advance regional development priorities.

### ▪ **Providing communities with healthy recreational opportunities**



Children make use of their new sports facility in Bruselas, Chaparral.

In July, Colombia Responde finished equipping and setting up fields and courts in the *vereda* of Bruselas, municipality of Chaparral. The community contributed unskilled labor to assist the effort, and the mayor will conduct an official inauguration of the facility next month. Colombia Responde contributed \$14,931 USD and leveraged \$10,8433 USD from the municipality of Chaparral, \$44,444 USD from COLDEPORTES, and \$833 USD from the community.

### ▪ **Developing water sanitation systems in Chaparral**

In August, Colombia Responde initiated repairs to the aqueduct of the populated center of El Limon, municipality of Chaparral, obtaining the hardware and equipment necessary to update water intake, transport and treatment processes. The municipality and local communities have prioritized this intervention because the current system faces numerous challenges. The aqueduct does not process the water sufficiently for human consumption, posing a health risk. Water is lost and wasted during transportation, and the inadequate metering of water has contributed to a culture of nonpayment and limited the municipality's income. In September, all concrete infrastructure and storage tanks were set in place, along with hydraulic and sewage connections. In addition, CELI-Central is working with the Aqueduct's Users Association to promote ownership and good management of 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 municipality can conserve water, charge properly for its use, and maintain the system. Colombia Responde is contributing \$39,553 USD to this initiative, leveraging \$3,059 USD from the community, \$17,204 USD from the municipality of Chaparral, and \$47,222 USD from the GRCT. The municipality has indicated that it has

begun the process of reviewing and revising the metering system, which will provide the structure for the community to provide its counterpart contribution. However, the GRCT has not yet made its contribution.

- **Linking rural communities to populated centers**



Workers dig ditches to install a concrete sewer along the Icarco – Santa Rita road, Chaparral.

In July, Colombia Responde made significant progress on 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. In July, Colombia Responde constructed cement retaining walls and bases and began to bring the materials for constructing drains and sewers; in August, Colombia Responde installed five speed bumps and six sewer drains and obtained the materials for retaining walls. In September, the program finished the construction of 10 culverts and provided materials

to begin building gabions. 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. While the municipality sent construction machinery to shape the path, the community and UACT have yet to fulfill their commitments.



Finished concrete path along the road connecting Icarco and Santa Rita

In Icarco and Santa Rita, Colombia Responde completed the construction of four sewers in August, and started building concrete paths off of the road and transporting materials to complete this phase of the activity. In September, gabion construction was finished and additional concrete paths were set up with remaining funds. The community has contributed unskilled labor to unload materials and carry out other basic tasks, and the municipality has shaped the roads with machinery. Colombia Responde is contributing \$55,772 USD to this initiative (31% of the total cost), and is leveraging \$2,263 USD (1%) from the community, \$64,542 USD (36%) from the municipality of Chaparral, and \$55,824 (31%) from the UACT. The UACT has started to allocate the resources that it had committed to this initiative.

- **Holistic infrastructure improvements in Santiago Perez, Ataco**



Classrooms constructed with resources from Colombia Responde

The Santiago Perez *vereda*'s current aqueduct was damaged by overflow from nearby creeks and improper operation and maintenance, diminishing community quality of life and health. In July, Colombia Responde continued to advance repairs to the aqueduct, changing valves, setting up filtration systems, and obtaining the additional materials necessary for completing its contribution. The municipality still has not disbursed the resources necessary for procuring and installing meters (its counterpart contribution for this activity) because they have indicated that they intend to use the profits from the aqueduct to fund their counterpart contribution; the community is waiting for the municipality to set up the metering in order to make its contribution. The UACT 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.

In Santiago Perez – Casa de Zinc, Ataco, Colombia Responde finished building 15 culverts and built a concrete reinforcement in July, completing its contribution to this initiative. The municipality had previously made its contribution at the beginning of the activity, by shaping the road with machinery. Colombia Responde contributed \$99,743 USD to cover 30% of the cost of this activity. While the community had committed \$5,556 USD (2% of the total cost), the Municipality of Ataco had committed \$60,770 (18%), and the UACT has committed \$166,647 USD (50%) to this initiative. Neither the community nor the UACT has contributed its portion.

In September, Colombia Responde completed the construction of three classrooms at the Jorge Eliecer Gaitán School in the *vereda* of Casa de Zinc, Ataco. This joint effort by Colombia Responde, the UACT and the municipality of Ataco aims to improve school infrastructure through the construction of classrooms, sanitary facilities and a sports center. The activity not only improves educational conditions, but it will serve as an important community space for *vereda* residents. With resources from Colombia Responde, finishing touches were put on much of the school, including windows, paint, and the completion of access corridors in August. However, the GRCT has yet to carry out the construction of a sports facility and movement corridors, as well as other final touches as originally planned. Colombia Responde covered two new classrooms, laid brickwork in a third classroom, and installed ceramic flooring in three classrooms. CELI-Central is contributing \$112,237 USD, the UACT is providing \$120,000 USD, and the municipality of Ataco has contributed \$32,967 USD to this initiative.

#### ▪ Building bridges in Rioblanco



Steel cables are rigged across the cement structure and access points of El Canelo's new pedestrian and cargo animal bridge, Rioblanco.

In August, Colombia Responde and the GRCT completed the construction of a bridge for pedestrians and animals carrying cargo in the *vereda* of El Canelo. Construction had been delayed pending the municipality of Rioblanco's counterpart contribution, but this month Colombia Responde was able to install the final elements and conduct final load tests and present the bridge to the community in collaboration with the mayor. Colombia Responde contributed \$29,808 USD to this effort, leveraging \$28,542 USD from the municipality of Rioblanco and \$556 USD from the community.

#### ▪ Providing safe recreational spaces for children and youth in Ataco



Workers define the limits of the lots for a school in Cupilicua, Ataco.



Finished sport field constructed with resources from CELI-Central

Sports are a major pastime in Ataco—the municipality is proud of the girls' soccer team, which recently won a department-wide tournament in spite of a lack of resources and facilities. In August, Colombia Responde broke ground on the construction of an athletic facility in the *vereda* of Cupilicua, Ataco. This populated area and surrounding *veredas* are home to 170 children and youth between the ages of 0 and 17 years old, who currently practice sports in rough fields near their schools. However, these fields flood and can cause accidents during the rainy months, and children have limited options for recreation in the area. Therefore, this activity fits into the department and municipality's strategy for preventing forced recruitment by illegal armed groups. In order to bring in the hardware, cement and other materials for the project, Colombia Responde collaborated with the municipality to repair the road leading to the site. Colombia Responde is contributing \$30,317 USD, leveraging contributions from the community (\$1,667 USD) and the municipality of Ataco (\$18,556 USD).

### ▪ Registration of private and vacant properties

In July, representatives of Colombia Responde and the UACT met with the municipal administrations in each of the focal municipalities to hold monitoring committee meetings for this activity. Participants examined the status of properties currently under formalization, and identified advances and key challenges in the restitution process, such as the costs of registration and notarization, which have delayed or stopped the formalization process for many properties. The team will set up a strategy for overcoming this hurdle, and will meet again next month to negotiate an agreement with the municipalities regarding the management of property taxes and other fees.

In August, Colombia Responde completed its legal assistance to advance formalization cases related to individuals who have occupied a property for more than 10 years, and are thus eligible to claim the properties. These cases are currently being processed in the Civil Circuit Courts 1 and 2, of El Guamo and Chaparral. Fourteen sentences have been issued by the Chaparral court and are in the process of registration in favor of the individuals; 10 additional sentences are expected to be issued in the coming weeks. A land roundtable will be scheduled in order to coordinate efforts with the different stakeholders in this activity, ensuring that the various entities deliver their commitments to advance legal procedures related to this activity. For example, the Cooperative University of Colombia has committed to providing funds for the publication of cases in local newspapers as part of the formalization process; however, they have yet to disburse these funds. In addition, while MADR has committed to provide information to the Chaparral Court House for specific cases, this information has not yet been delivered. 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 private and abandoned properties

In July, CELI-Central continued to advance the registration of properties containing schools, health centers and other facilities where public services are provided. Formalization will enable municipalities to carry out infrastructural, educational and other type of improvements on their properties because they will be able to officially include these initiatives in their development plans and obtain national funding for them. 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.

During August, Colombia Responde, the UACT and the Mayors' offices of Ataco, Rioblanco and Planadas carried out a series of meetings with the community to evaluate the advancement of property formalization procedures. To complement these efforts, Colombia Responde's technical assistance team carried out 60 topographical surveys, which were subsequently reviewed by the legal advisors to ensure that all the information collected follows all legal requirements. 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.

Colombia Responde is also supporting INCODER in the process of notifying the claimants of vacant properties in Tolima. To this end, 20 people will undertake the process of delivering 3,000 notifications to claimants, indicating the acceptance, rejection, or requests for additional information or pending communications regarding their applications. During August, a team was selected, hired and trained to carry out these activities, traveling to properties when security permits or holding meetings in urban centers when rural security is questionable.

The balance of this activity in September is as follows: In Chaparral, one property was formalized and 9 are still waiting for a court decision; in Planadas, 41 schools have been formalized and 2 are awaiting court decision; in Ataco, 7 properties were passed to the Restitution Unit, as they are part of the microfocalized area and 14 properties are in process in the notary; in Rioblanco, 50 properties were formalized and 10 properties are in process before the notary. CELI-Central is contributing \$49,444 USD to these efforts, leveraging a combined total of \$117,110 USD from INCODER and the four focal municipalities.

- **Formalization of private properties**

Colombia Responde continues to advance the registration of private properties, providing \$57,066 USD to support this process by hiring two lawyers to facilitate the final phase of the legal proceedings. 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. In July, Colombia Responde followed up on the status of cases in the Guamo Circuit Court and Chaparral Civil Court, and held a meeting with the presidents of the Community Boards in the municipality of Ortega to review next steps for advancing the formalization process. In Ataco, a judge from the Chaparral Civil Court carried out an inspection in the *veredas* of Aguila and La Nueva Aurora. In September, 7 court decisions were made and the registration process was begun.

- **Land restitution**



Beneficiaries of land restitution process in Ataco

On September 20, the municipality of Ataco hosted an event to officially deliver land titles to 31 displaced families. The event was hosted by the mayor of Ataco with the participation of the Minister of Agriculture, Ruben Dario Lizarralde, the Director of the Land Restitution Unit (UR), Ricardo Sabogal, USAID Mission Director in Colombia, Peter Natiello, as well as representatives from the UACT, Colombia Responde and the community. In total, 323 hectares in the *veredas* of Balsillas, Canoas, Santa Rita and Potreritos were returned to families, who will also receive funding for housing improvements and productive projects. Colombia Responde played a key role in this process, supporting a micro-focalization pilot project in Ataco that advanced eight of these land titles. Currently, Colombia

Responde is providing \$1.5 million USD in logistical and technical support to the UR in Tolima. The Director of the Ministry of Agriculture's Productive Alliances program, Alejandro Mesa, also participated in the event, presenting five agreements to support cocoa and plantain partnerships with Ataco producers and national companies including Casa Luker and Frito Lay. These initiatives complement GOC efforts to ensure that the implementation of the Victims and Land Restitution Law (Victim's Law) is linked with integrated rural development initiatives, through sustainable return processes.

# 4 SUCCESS STORY



Drawing of a child from Planadas, Tolima, presented at the VII Youth Rally of Southern Tolima

## IMPLEMENTING THE VICTIM'S LAW

*The Victims and Land Restitution Law (Law 1448 of 2011) is one of the Government of Colombia's (GOC's) most ambitious efforts to directly address the needs of 5.5 million people who have endured the consequences of decades of armed conflict. The successful implementation of this legislation will provide Colombia's most vulnerable citizens with access to peace and justice; it is also a key element of a truth and reconciliation process attempting to overcome 50 years of internal conflict.*

Mayors and governors are responsible for the Law's implementation through municipal Transitional Justice Committees (TJC), which need to develop and implement customized action plans for ensuring that victims receive the comprehensive legal, psychosocial, and economic assistance to which they are entitled under the framework of Law 1448. At the request of mayors' offices, Colombia Responde, in collaboration with the Territorial Consolidation Administrative Unit (UACT) developed a technical assistance initiative to help the municipalities formulate and implement measures within the National System for Victim Assistance and Reparations.

Colombia Responde has been piloting an intervention in six focal municipalities in Meta. Municipal government officials and representatives of victims' organizations received training on elements of the Victims Law including human rights, information systems, and reparations measures. Colombia Responde also helped to convene the municipal TJC and participatory victims' roundtables, engaging victims and victims' rights organizations to adjust TJC's action plans as to incorporate their interests and concerns.

Colombia Responde also assisted these municipalities launch victim registration, which included provision of personalized attention, based on their individual situations. Identifying synergies between the various legal requirements, needs and resources available for meeting these needs enables municipalities to develop and execute an appropriate, focused strategy for meeting the needs of its victims. For example, in Vista Hermosa, the Mayor's office was able to set up the Victim's attention center, and in each of the municipalities, through Colombia Responde's assistance, the Mayor's offices drafted the "emotional recovery strategy" to provide collective and individual psychosocial assistance to the victims as provided by the Victims Law. Municipal ombudspersons are often the first point of contact for victims seeking assistance. The National Victims Unit estimates that approximately 80 percent of victims' registrations comes from the municipal ombudsmen. USAID, through Colombia Responde provided the necessary technical training and support staff to ombudspersons' offices in Meta and Caqueta in the face of increased demand.

Law 1448 stipulates that victims are entitled to legal justice, material reparations including land restitution, and symbolic reparations to commemorate their struggle and preserve historic memory. In the municipality of Ataco, which for years endured cycles of violence and instability, Colombia Responde and the UACT have supported a series of symbolic events including seminars in 95 schools to promote a culture of peace among the area's youth and a regional peace fair consisting of dance, art and music. On April 19, 2013 the Mayor of Ataco inaugurated a park of 100 trees to pay tribute to victims. As the Mayor explained, this memorial stands as "a forest of memory in which each tree represents a disappeared family in the conflict."

Following its mission to support institutions and strengthen effective state presence in its focal area, Colombia Responde is actively contributing to the implementation of the Victims and Land Restitution Law by collaborating with, training, and providing logistical and technical support to many of the institutions involved in this complex process including the Restitution Unit, municipal administrations, ombudsmen, and transitional justice committees. Helping the 5.5 million victims of the armed conflict in Colombia access the services provided in the law is a key step towards helping them attain the justice and reconciliation that they deserve.

# 5 OPERATIONAL CONTEXT

## 5.1 NATIONAL

While July ended with moderate optimism regarding the peace talks and the security context in Colombia, the future of the peace process is still uncertain given recurrent terrorist attacks by the FARC, as well as the FARC's involvement in strikes from the mining and agricultural sectors and campesino strikes in the Catatumbo region. In August, President Juan Manuel Santos announced a bill calling for a referendum to validate the peace negotiations. While the FARC protested against this motion, negotiations continued as planned. On August 20, the FARC admitted that it shared blame for bloodshed in Colombia that has resulted in over 200,000 deaths, 82% of them civilian, since 1964. Observers heralded the news as a breakthrough, noting that previous, failed attempts at negotiations did not focus on the victims. The identification and compensation of victims is one of the five points on the agenda of the current negotiations.

A broad-based national agricultural strike started on August 7, 2013. Cacao, potato and rice farmers merged with cargo truckers, gold miners, teachers and labor unions with a range of demands including reduced fuel and fertilizer prices, the cancellation of free trade agreements, increased subsidies, and the end of a crackdown on informal mining operations. The strikes began with roadblocks, violence and arrests in 28 of Colombia's 32 departments. Fifteen of the country's main highways were blocked. These demonstrations reveal the high levels of shared discontent among workers in rural areas, stemming from the lack of government presence and support to the agricultural sector. However, some politicians have accused the FARC of instigating these strikes and promoting violence. The FARC's lead negotiator Iván Márquez criticized these accusations and denied that his organization had anything to do with the protests.

In September, the peace talks reached their first year with round 14 of the negotiations completed. The negotiation process was once again put in danger after a sharp controversy raised over statements by the Government and the FARC guerrillas after the illegal armed group raised the possibility of breaking the confidentiality of the table, informing Colombians of the advances so far, which would have jeopardized the process. The GOC reached a temporary agreement with the leaders of the National Peasant Strike, and road blockages were dismantled on September 10 in most regions apart from Caqueta and Putumayo. The GOC promised to address the peasants claims by increasing the budget for rural development programs, promoting the National Pact for Agricultural and Rural Development, which was unveiled on August 30, which includes the creation of a Vice-Ministry for Rural Development, lower prices and taxes of agricultural supplies and provides resources to increase agricultural production, and regulate imports of key products such as potatoes, corn and milk. The situation however is far from being solved as peasant organizations, students and other unions announced a renewed national strike scheduled for the third week of October.

On September 10, Colombia's teachers went on strike after threatening to do so two weeks prior. According to the teachers' union, the government owes over 40 billion USD in unpaid benefits and has not established a program to protect the educators from threats from paramilitary groups. Indeed, four teachers have been murdered since May in incidents linked to these armed groups and over 600 threats have been reported in 2013. The dispute with the government, however, was sorted out and the teachers returned to work the following day. The agreement, signed by President Santos and the Federation of Colombian Educators (FECODE), included the payment of 500 million USD in outstanding debts and protection from armed groups.

In addition, the political campaigns for the congressional and presidential elections kicked off with ex-president Alvaro Uribe launching his campaign as a candidate for Colombia's senate. The foundation *Buen Gobierno* led by ex-minister of Housing, German Vargas Lleras, which seeks re-election of President Santos, also launched its campaign releasing preliminary electoral lists. Meanwhile, the presidential elections are also approaching and it is now unclear

whether President Santos will run. The current political situation has left the race contestable and open. While a campaign for re-election was previously thought of as a given, the recent combination of protests and the slow progress of the peace talks have put a damper on his approval rating and likelihood of another term. The administration's handling of the protests has resulted in a 27% drop in support, leaving Santos with only a 21% approval rating. Santos is essentially betting his entire political future, as well as legacy, on the outcome and success of the peace talks. Should Santos choose not to run he might give tacit support to Vargas Lleras through the *Fundación Buen Gobierno*. Ultimately, this will be a close race and there are many factors at play, including the success and acceptance of the FARC peace talks and the influence Uribe's new *Centro Democrático* party will have on the current structure.

## 5.2 CAQUETA

In July, intelligence sources have confirmed that different FARC units are combining efforts against public forces in strategic parts of the CELI-Central focal area; all attacks were successfully intercepted, with the exception of one attack on a police officer. The FARC's Front 15 has been distributing pamphlets prohibiting families from participating in various GOC programs including "Families in Action" and "Forest Keeper," stating that any participants will be treated as informants. The pamphlet closes with an open invitation for the community to join the FARC. Finally, this month the leftist movement *Marcha Patriótica* launched its political platform in Cartagena del Chairá; the event was attended by 1,500 citizens, who likely participated out of fear of retribution.

On July 26, the urban center of Union Peneya, La Montañita was attacked by the FARC for several hours in response to a visit from the UACT, DPS, and ICBF as part of a medical mission carried out in conjunction with the armed forces. While the objective of the attacks was to discourage local residents from participating in the event, the visitors hid in a church during the attacks and successfully carried out the health brigades the following day after a thorough security check. Over 700 community members received free medical and dental care, and 370 children were vaccinated.

During the national strike, the capital of Caquetá, Florencia, was completely blocked from the rest of the country, including the road to the airport, and all flights were cancelled. This situation has directly affected the implementation of many activities as most of staff, equipment and other resources were stationed in Florencia, and security conditions did not allow transportation to and between focal municipalities. In addition, the strike in Caqueta continues, unlike the rest of the country, where peasant leaders ceased activities on September 11, following negotiations with the Colombian government. The FARC is believed to have instigated the extension of the strike in Caqueta.

## 5.3 CAUCA/ VALLE DEL CAUCA

In July, public forces captured a number of members of illegal armed groups involved in drug trafficking, theft and extortion. These entities, commonly known as "criminal groups" (*bandas criminales*), have a strong presence in the urban centers of Pradera, Florida, and Santander de Quilichao. In these areas, forced recruitment of youth has been on the rise as these criminal groups seek to take advantage of the fact that Colombian law has different standards for prosecuting minors for drug trafficking offenses.

Local communities' increased support of public forces has enabled the army to undertake strikes on several FARC groups in the region. The top two commanders of one of the FARC's most prestigious elite units, Front 6, were killed in an airstrike on their camp near the *vereda* of Santo Domingo, in the focal municipality of Toribío. Strategic corridors have slowly been recovered, improving roadway connectivity and the transportation of people and goods. In contrast with the other CELI-Central regions, the agricultural strike did not have a major impact in Cauca/Valle del Cauca; however, indigenous groups marched to the department's capital to support the peasants' strike blocking the road connecting Popayan with Pasto, the capital of the neighboring department of Nariño. Indigenous groups rejected the free trade agreement with USA, the new mining code, the forestry law and the law on certified seeds

usage, blaming them for the current situation in Colombian rural areas. The groups claimed that the GOC is not committed to implement structural changes necessary to transform the poor conditions of rural inhabitants.

Military strategy in Cauca and Valle del Cauca is providing positive results, as FARC troops are moving out of this area, but into the Tolima mountainous areas. In the municipality of Toribio, there is still significant presence of the FARC on the road connecting to the municipality's urban center. CELI-Central employees have been stopped and questioned by these groups, however they have released them immediately.

## **5.4 META**

In July, nine families were displaced from their land by the FARC in rural areas of the La Macarena municipality. They had to move to the urban center, but have not officially denounced the situation to local authorities because the FARC gave them a grace period to sell their belongings and try to recuperate some of their losses. FARC forces in Meta continue extorting the civil population, but victims rarely come forward because they are afraid of retaliation. This has been a difficult practice to track and combat, as residents are still afraid of retaliation if they come forward. Military operations continue in the areas of Uribe and La Macarena, which are strongholds of the Teofilo Forero column.

*Campesinos* in the area reported pressure from illegal armed groups to participate in the national strike, forcing them to pay a contribution and gather on strategic roads. Those who did not attend were charged a fine and were forced to carry out community service. Illegal armed groups continue to carry out extortion of cattle ranchers and local shop owners in the area as well.

## **5.5 SOUTHERN TOLIMA**

On July 22, an explosive detonated in the central square of Rioblanco; 2 police officers and 5 civilians were injured. Colombia Responde's field professional was in the area but was not harmed in the attack. As Colombian armed forces has continued to attack the FARC's Front 21, based in the highlands of Tolima's central mountain range, the guerrilla group has had to flee farther into the mountains in recent months, leaving a trail of anti-personnel mines and other explosives, posing a risk to state forces and community members.

This quarter, a large number of underage members of the FARC's urban network voluntarily surrendered to the army. In the course of combatting the FARC in mountainous areas, public forces uncovered coca plantations and stashes of arms and land mines, pointing to the increased presence of guerrilla groups in the area.

The region is currently being affected by an upsurge of violence by a strengthened 21st Front, which has regained strategic areas in the Canyon of the Hermosas reinforced by the arrival of guerrilla troops from Cauca, with increased armed confrontation with military forces as well as numerous cases of extortion and other violent acts.

The National Strike affected entry to the municipalities of Planadas and Ataco as protesters in the municipality of Castilla blocked the road leading to police intervention, which ended up in two deaths. The road blockage affected the ceremony to deliver restitution land titles in Ataco, which had to be rescheduled several times.

# 6 QUARTERLY PROJECT STATUS

## 6.1 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. During the reporting period, 1,942 households were verified and documented as program beneficiaries, and CELI-Central achieved its LOP goal for a key indicator for the program—the number of public-private alliances created. This achievement reflects a concentrated effort to identify and nurture opportunities for economic growth in rural areas, bringing small producers together to take advantage of credits and incentives programs including MADR’s Productive Alliances program. In addition to supporting the formation of new public-private alliances, the program is strengthening alliances that were already in place, enabling producers’ associations to better adapt to and meet market demands with innovations and new technologies to boost.

**TABLE 3: PRINCIPAL INDICATORS AND GOALS – Q4 FY 2013 AND LOP**

USAID Development Objective	Ind. #	Performance Indicator Name & Definition	TARGET LOP	QR4 FY13	ACUMULATIVE LOP	% LOP
DO-I: Civilian government presence in CSDI zones consolidated	DOI-006	Public funds leveraged in CSDI zones attributable to USG Interventions	\$ 144,000,000	\$ 19,496,707	\$ 28,044,452	19.48%
	DOI-008	Number of rapid impact projects implemented by USG implementers	150	1	211	140.67%
	DOI-011	Number and percentage of people benefitted by national social programs implemented in CSDI municipalities.	40,000	100	17,913	44.78%
	DOI-012	Number of beneficiaries receiving infrastructure improved services	90,000	7,394	85,048	94.50%
	DOI-025	Number of CSO members supported by USG assistance	7,400	142	542	7.32%
	DOI-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	8	1	2	25.00%
	DOI-031	Number and percentage of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	100,000	77	77	0.08%
	DOI-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions	\$ 50,000,000	\$ 1,131,773	\$ 1,859,075	3.72%
	DOI-033	Number of private-public alliances formed	15	1	16	106.67%
	DOI-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	25,000	899	2,841	11.36%
	DOI-036	Total value of CSDI projects approved (USD million)	\$ 211,500,000	\$ 167,033,492	\$ 167,033,492	78.98%
	DOI-037	Total value of CSDI projects completed (USD million)	\$ 188,000,000	\$ 47,735,768	\$ 47,735,768	25.39%
NCI: Non Contractual Indicators	NCI-003	Number of USG funded strengthening activities for national, regional and local level public institutions	100	1	63	63.00%
	NCI-004	CELI Central resources committed to strengthening activities for national, regional and local level public institutions	\$ 700,000	\$ 427,320.00	\$ 1,190,863	170.12%
	NCI-005	Number of national, regional and local level private institutions (associations, NGO's, guilds, etc.) that have received USG resources for strengthening	200	7	9	4.50%
	NCI-006	Resources committed as a result of strengthening support provided to national, regional and local level private institutions	\$ 1,000,000	\$ 621,383	\$ 630,300	63.03%
	NCI-007	Number of pre-investment activities	100	1	1	1.00%
	NCI-009	Number of additional hectares under improved technologies or management practices as a result of USG assistance	2,000	456	456	22.80%
	NCI-010	Number of kilometers of new or improved tertiary roads	600	43	61	10.17%
	NCI-011	Number of social infrastructure activities completed	300	6	17	5.67%

**Performance Monitoring Plan** - The Performance Monitoring Plan (PMP) is based on the program contract, input from USAID, and lessons learned in the field after two years of operations. A new version was approved in August 2013, incorporating six new indicators for a total of 27 contractual indicators, of which eight are under the purview of USAID's M&E Program.

The M&E team carried out a range of oversight activities during the fourth quarter of FY 2013, holding visits to project sites and verifying that operating committee and oversight committee meetings were held as planned in order to ensure proper community participation, ownership and supervision of activities. These committees make up an important aspect of CELI-Central's exit strategy, as they are also essential to ensuring that community members have the capacity to independently oversee future activities. Table 3 lists the oversight activities that took place across components in the fourth quarter

**TABLE 4: MONITORING ACTIVITIES – Q4 FY 2013**

<b>Component</b>	<b>Site Visits</b>	<b>Operating Committees</b>	<b>Oversight Committees</b>
Social Development	27	7	0
Economic Development	54	37	10
Good Governance	13	3	1
Infrastructure/ Connectivity	14	15	7
Land	9	5	0
<b>Totals</b>	<b>117</b>	<b>67</b>	<b>18</b>

**Review and Evaluation Committees (RECs)** – Over the course of FY 2013, CELI-Central exhibited a shift away from RECs with a large number of activities, and towards a focus on the formulation of fewer, larger activities as well as implementation. While 10 RECs were held during the first quarter of FY 2013 and 13 RECs were held in the second quarter, 8 RECs were held during the third quarter and only one REC was held in Cauca during the final quarter of the year. The names and amounts of activities that USAID officially approved via Mission following the RECs are listed in Section 6.2: CONTRACTS AND GRANTS.

**Environmental Monitoring** – This quarter, several environmental requests were submitted to USAID through the Monitor information system for approval. Significant results for the environmental area can be summarized as follows:

- Thirty-two Categorical Exclusions were requested and thirty-eight Categorical Exclusions were approved (some from previous quarters).
- Eight Environmental Reviews were submitted and eleven Environmental Reviews were approved (some from previous quarters).

Also, continuing with a yearlong effort, several contributions were made to improve and move forward the Monitor information system. Regarding follow up actions for activities currently under implementation, seventy-six environmental quarterly reports were requested, reviewed and approved during the month of July for the third quarter of Fiscal Year 2013; of these reports, thirty-three were from economic development activities and forty-three were from social infrastructure activities. This same reporting procedure will be implemented for the next expected deadline (October 31st) for the period that covers Q4 FY2013.

## **6.2 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 tables below, a total of 24 activities were officially approved during the past quarter and commitments towards these activities during the reporting period reached a total of \$6,805,519 USD.

**TABLE 5: QUARTERLY COMMITMENTS BY COMPONENT**

Component	# Activities	CELI funding committed (COP)	Counterpart private funding committed (COP)	Counterpart public funding committed (COP)	Totals (COP)
Social development	6	\$5,061,638,739	\$76,245,000	\$15,084,882,418	\$20,222,766,157
Economic development	4	\$2,784,698,800	\$5,832,496,539	\$4,481,047,258	\$13,098,242,597
Good governance	8	\$2,518,610,320	\$278,000,000	\$4,502,348,813	\$7,298,959,133
Land	0	\$0	\$0		\$0
Infrastructure and connectivity	3	\$1,559,203,317	\$151,500,000	\$14,693,934,362	\$16,404,637,679
Cross-cutting contracts	3	\$325,783,400	\$0	\$0	\$325,783,400
<b>Totals (COP)</b>	<b>24</b>	<b>\$12,249,934,576</b>	<b>\$6,338,241,539</b>	<b>\$38,762,212,851</b>	<b>\$57,350,388,966</b>
<b>Totals (USD)</b>		<b>\$6,805,519</b>	<b>\$3,521,245</b>	<b>\$21,534,563</b>	<b>\$31,861,327</b>

**TABLE 6: APPROVED ACTIVITIES – JULY 2013**

Activity Code	Corridor	Component	Activity Name	CELI-Central (USD)	Counterpart (USD)	Totals (USD)
SD-02570-13	CAUCA	SOCIAL DEVELOPMENT	DESARROLLO DE HABILIDADES PARA LA VIDA LA PAZ Y LA RECONCILIACIÓN JÓVENES	\$1,200,483	\$2,508,260	\$3,708,744
GOB-02566-13	CAUCA	GOOD GOVERNANCE	CUMPLIMIENTO DE LA LEY DE VICTIMAS	\$166,538	\$285,000	\$451,538
SI-02565-13	CAUCA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	ADECUACIÓN SEDE EDUCATIVA VEDEDA LA LINDOSA - MIRANDA	\$16,242	\$36,963	\$53,205
SI-02568-13	CAUCA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	PRE INVERSION VIAL SANTANDER DE QUILICHAO	\$27,592	\$99,078	\$126,670
SI-02545-13	CAQUETA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	MEJORAMIENTO DE LA VÍA DE ACCESO A LA UNIÓN PENEYA, LA MONTAÑITA, CAQUETÁ	\$1,309,737	\$5,034,717	\$6,344,454
ED-02558-13	META	ECONOMIC DEVELOPMENT	PROGRAMA DE FORTALECIMIENTO A PROVEEDORES DE LECHE	\$68,889	\$167,222	\$236,111
SI-02485-13	META	SOCIAL INFRASTRUCTURE & CONNECTIVITY	MEJORAMIENTO DE LA VÍA PRINCIPAL DEL NÚCLEO CAÑO ALFA, PUERTO RICO, META	\$307,388	\$716,427	\$1,023,815
SI-02560-13	META	SOCIAL INFRASTRUCTURE & CONNECTIVITY	MEJORAMIENTO DE INFRAESTRUCTURA VIAL Y CALIDAD DEPORTIVA DEL NUCLEO SANTA TERESA EN LA MACARENA	\$638,701	\$1,942,167	\$2,580,868
CCE-02586-13	NACIONAL	CROSS-CUTTING CONTRACTS	APOYO LOGÍSTICO Y ADMINISTRATIVO PARA REUNIONES TÉCNICAS DE LA OFICINA CENTRAL	\$97,588	\$0	\$97,588
				<b>\$3,833,157</b>	<b>\$10,789,834</b>	<b>\$14,622,992</b>

**TABLE 7: APPROVED ACTIVITIES – AUGUST 2013**

Activity Code	Corridor	Component	Activity Name	CELI-Central USD	Counterpart USD	Totals USD
SD-02588-13	CAQUETA	SOCIAL DEVELOPMENT	LAS EXPRESIONES REGIONALES COMO EJERCICIO DE INTEGRACION REGIONAL	\$31,708	\$244,472	\$276,180
GOB-02579-13	CAUCA	GOOD GOVERNANCE	JUNTAS DE ACCION COMUNAL	\$141,478	\$228,350	\$369,828
SI-02579-13	CAUCA	INFRASTRUCTURE & CONNECTIVITY	ESPACIO CONVIVENCIA LA MUNDA-MIRANDA ©	\$29,749	\$57,091	\$86,840
ED-02583-13	TOLIMA	ECONOMIC DEVELOPMENT	APOYO A LAS PORT-COSECHA DE CAFE ESPECIAL EN ALIZANZAS PRODUCTIVAS DEL META	\$341,645	\$2,861,701	\$3,203,346
GOB-02511-13	TOLIMA	GOOD GOVERNANCE	CONSTRUCCION DE PROCESOS DE GOBERNABILIDAD (JAC-MUNICIPIOS)	\$196,951	\$462,341	\$659,262
GOB-02525-13	TOLIMA	GOOD GOVERNANCE	IMPLEMENTACION LEY DEVICTIMAS	\$156,850	\$388,203	\$545,053
ED-02596-13	NATIONAL	ECONOMIC DEVELOPMENT	FORMALIZACIÓN DE LOS TÍTULOS DE PROPIEDAD DE BIENES DE USO PÚBLICO.	\$111,111	\$0	\$111,111
LND-02584-13	NATIONAL	LAND	ESTRUCTURACION MARCO CONCEPTUAL Y EVALUACION DEL SISTEMA DE GESTION Y PLANEACION DE INCODER	\$58,333	\$10,000	\$68,333
CCE-02589-13	NATIONAL	CROSS-CUTTING CONTRACTS	CONSULTORIA DE ACTIVIDADES ESPECIALIZADAS DEL COMPONENTE DE DESARROLLO ECONOMICO	\$1,651,788	\$0	\$1,651,788
				<b>\$353,801</b>	<b>\$850,544</b>	<b>\$1,204,345</b>

**TABLE 8: APPROVED ACTIVITIES – SEPTEMBER 2013**

Activity Code	Corridor	Component	Activity Name	CELI-Central USD	Counterpart USD	Totals USD
SD-02593-13	TOLIMA	SOCIAL DEVELOPMENT	FORMACION DE FORMADORES JUVENILES CULTURALES	\$99,514	\$212,222	\$311,736
SD-02594-13	TOLIMA	SOCIAL DEVELOPMENT	ESCUELAS DEPORTIVAS	\$72,984	\$157,822	\$230,806
GOB-02592-13	CAUCA	GOOD GOVERNANCE	DIVULGACIÓN NUEVO RÉGIMEN MUNICIPAL Y ORDENAMIENTO TERRITORIAL	\$13,889	\$17,817	\$31,706
GOB-02518-13	META	GOOD GOVERNANCE	MEJORAMIENTO DEL SISTEMA LOCAL DE JUSTICIA	\$122,942	\$284,626	\$407,568
GOB-02573-13	TOLIMA	GOOD GOVERNANCE	FORTALECIMIENTO DE LA POLÍTICA FISCAL Y LA GESTIÓN TRIBUTARIA EN EL DEPARTAMENTO DEL TOLIMA	\$208,589	\$504,244	\$712,833
SI-02597-13	TOLIMA	INFRASTRUCTURE & CONNECTIVITY	MEJORAMIENTO VÍA HAMACA-SAN ANTONIO DE POLE- ANDES ESTRELLA	\$99,875	\$253,556	\$353,431
LND-02582-13	CAUCA	LAND	FORMALIZACIÓN DE LOS TÍTULOS DE PROPIEDAD DE BIENES DE USO PÚBLICO.	\$270,556	\$276,444	\$547,000
				<b>\$888,348</b>	<b>\$1,706,731</b>	<b>\$2,595,079</b>

### 6.3 TOTAL CELI SPENDING

CELI Central spent a total of \$5,346,688.94 USD this quarter. Table 7 shows expenditures by budget line item.

**TABLE 9: QUARTERLY EXPENDITURES BY BUDGET LINE ITEM**

Description	July 2013 (USD)	August 2013 (USD)	September 2013 (USD)	Totals (USD)
Direct Labor	\$218,527.44	\$228,116.33	\$230,766.19	\$677,409.96
Fringe Benefits	\$82,686.44	\$83,853.37	\$92,394.86	\$258,934.67
Travel, Transportation and Per Diem	\$34,507.72	\$26,085.54	\$34,598.37	\$95,191.63
Allowances	\$14,296.47	\$19,238.85	\$23,798.37	\$57,333.69
Grants & Subcontracts	\$968,907.35	\$1,315,411.74	\$1,094,982.61	\$3,379,301.70
Equipment	\$4,662.04	-\$7,179.56	\$7,774.86	\$5,257.34
Other Direct Costs	\$75,960.25	\$88,302.60	\$92,373.41	\$256,636.26
Indirect Costs	\$130,373.32	\$146,108.98	\$149,367.06	\$425,849.36
Fee	\$56,601.34	\$70,303.89	\$63,869.10	\$190,774.33
<b>Totals (USD)</b>	<b>\$1,586,522.37</b>	<b>\$1,970,241.74</b>	<b>\$1,789,924.83</b>	<b>\$5,346,688.94</b>

### 6.4 HUMAN RESOURCES

This quarter, CELI-Central hired an Economic Development Specialist for its Ibagu  regional office, as well as a Deputy Director for Contracts and Grants in Bogota. Wilson Gaitan joined the newly created Land and Rural Development Unit. Adalgiza LaVerde was appointed acting regional director of the Tolima regional office; the central office is finishing the selection process and it is expected to hire a new director by October.