



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

**COLOMBIA**

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

ANNUAL WORK PLAN

OCTOBER 2012 – SEPTEMBER 2013



SEPTEMBER 2012

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

Preparado para la Agencia de Estados Unidos para el Desarrollo Internacional, Número de Contrato: AID-514-C-11-00002, Consolidation and Enhanced Livelihood Initiative – Central Region (CELL-Central)

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COVER: Children in Tolima participate in recruitment prevention summer camps during their vacation.

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# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	4
ACRONYMS .....	5
1 BACKGROUND .....	6
1.1 OVERVIEW .....	6
1.2 PLANNING AND COORDINATION .....	6
2 PROGRAM STRATEGY .....	7
2.1 THE PARTICIPATORY METHODOLOGY .....	7
2.2 INSTITUTIONAL FRAMEWORK .....	7
2.3 PROGRAM MONITORING AND EVALUATION .....	8
3 WORK PLAN .....	10
3.1 NATIONAL AND REGION-WIDE INITIATIVES .....	11
NATIONAL LAND REFORM STRATEGY .....	11
THE NATIONAL LAW ON VICTIMS AND LAND RESTITUTION .....	12
3.2 CAQUETA (CAGUÁN) .....	12
3.3 CAUCA / VALLE DEL CAUCA .....	15
3.4 META (LA MACARENA) .....	16
3.5 SOUTHERN TOLIMA .....	18
3.6 TOTAL COSTS AND CRITICAL ASSUMPTIONS .....	20
4 CONCLUSION .....	23
5 ANNEXES	
5.1 ILLUSTRATIVE LIST OF ACTIVITIES	
5.2 MAP OF FOCAL CONSOLIDATION AREAS (BY MUNICIPALITY)	
5.3 MAP OF FOCAL CONSOLIDATION AREAS (BY SUB-REGION)	
5.4 THE PARTICIPATORY METHODOLOGY: STATUS AND ACHIEVEMENTS	

# EXECUTIVE SUMMARY

CELI-Central's second Annual Work Plan covers the period from October 2012 through September 2013. The geographical focus of CELI-Central activities during the program's second year will be on the sub-regions of Caguán (Caqueta), Cauca/ Valle del Cauca, Macarena (Meta) and Southern Tolima, supported and connected by national-level cross-cutting interventions based in Bogota.

The FY2013 Work Plan incorporates a total of 465 activities across four the four sub-regions. Approximately 34% of these activities consist of applying the participatory methodology through vereda workshops and initial confidence-building rapid response activities, and the remaining 66% of projected activities consisting of short, medium and longer-term activities to be carried out over the life of the project (within the next 4 years). These activities cover the components of social development, economic development, good governance, infrastructure and connectivity, and land—with special emphasis on topics related to the Victims and Land Restitution Law and national land reform efforts. The projected total cost of activities for FY2013 is \$89,198,644 USD, with CELI-Central contributing \$36,769,091 USD (41%) of this total from the Activity Fund and leveraging the remaining \$52,429,553 USD (59%) via financial and in-kind contributions from national, regional, and local government institutions.

For the past year, CELI-Central has implemented the program methodology in close collaboration with the National Consolidation Unit (UACT). A cornerstone of Colombia Responde's efforts, this highly participatory 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 have their origins in needs articulated by public institutions and the communities themselves. Since activities are carried out in collaboration with the Colombian government's consolidation unit, the program has largely moved at the pace of the UACT.

Colombia Responde has developed a flexible model that has enabled it to adapt to changing conditions in the field and in Colombian national policy. Activities are guided by citizen needs as identified via the participatory methodology, in parallel with Colombian government entities, whose needs are also incorporated into the consideration and prioritization of needs and activities; and third by the ever-evolving security conditions and classifications in the focal consolidation area. If these preconditions are met, then activities can be carried out efficiently and effectively.

# ACRONYMS

ACIP	Afro - Colombian and Indigenous Program
CELI-Central	Consolidation and Enhanced Livelihood Initiative – Central Region
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer Representative
CSDI	Colombia Strategic Development Initiative
DCOP	Deputy Chief of Party
DPS	National Department of Social Prosperity
EOT	Territorial Organization Scheme ( <i>Esquema de Ordenamiento Territorial</i> )
FARC	Revolutionary Armed Forces of Colombia
GIS	Geographic Information System
GOC	Government of Colombia
GRCT	Regional Consolidation Management Unit ( <i>Gerencia Regional de Consolidación Territorial</i> )
JAC	Elected community leaders ( <i>Junta de Accion Communal</i> )
KMU	Knowledge Management Unit
MADR	Ministry for Agriculture and Rural Development
M&E	Monitoring and Evaluation
OTI	Office of Transition Initiatives
PBOT	Plan for the Organization of Vacant Territories ( <i>Plan Ordenamiento Territorial</i> )
PMP	Performance Monitoring Plan
PNC	National Consolidation Plan
PNCRT	National Territorial Reconstruction and Consolidation Plan
POT	Territorial Organization Plan ( <i>Plan de Ordenamiento Territorial</i> )
REC	Review and Evaluation Committee
STA/M	Senior Technical Advisor/Manager
UACT	National Consolidation Unit ( <i>Unidad Administrativa de Consolidación Territorial</i> )
USAID	United States Agency for International Development
USD	United States Dollar
USG	United States Government

# I BACKGROUND

## I.1 OVERVIEW

This document details the second Annual Work Plan, which covers the period from October 2012 through September 2013. The geographical focus of CELI-Central activities during the program's second year will be on the sub-regions of Caguán (Caqueta), Cauca/ Valle del Cauca, Macarena (Meta) and Southern Tolima, supported and connected by national-level interventions based in Bogota. Activities are guided first by citizen needs as identified via the participatory methodology, second by the UACT and other public entities' needs and interests, and third by security and logistical conditions. The program has and will continue to make it a priority to address the consolidation process as rapidly as possible, identifying evolving opportunities while remaining alert to any potential unanticipated consequences that could destabilize fragile and evolving security and stability objectives.

## I.2 PLANNING AND COORDINATION

In order to achieve its program goal of territorial reconstruction and consolidation, Colombia Responde emphasizes planning and coordination across a myriad of stakeholders by building relationships and providing opportunities for planning and coordination throughout the regions. Since the inception of CELI-Central, program design and implementation have emphasized the importance of identifying and addressing institutional needs and utilizing this information in the development of activities. In May and June 2012, Colombia Responde and the Regional Consolidation Management Unit (GRCT) carried out the most recent Quarterly Strategic Review (QSR) in each of the regions, with the exception of the newest regional office in Cauca/ Valle del Cauca, which will initiate this process during the first quarter of FY2013. Detailed further in section 2.3, the QSR brings together strategic partners including USAID, the National Consolidation Unit (UACT), and representatives of national, departmental and municipal governmental institutions to reach a consensus about progress towards last quarter's goals and plans for the coming quarter. The most important product of this process is the Quarterly Action Plan, which includes an updated Illustrative List of Activities. During and following the meetings, participants delegate responsibilities, define indicators, and set milestones and timeframes for implementation. The Quarterly Action Plan process is supplemented by regularly-held Regional Technical Committee meetings among GRCT and Colombia Responde regional teams to discuss progress towards stated goals and coordinate efforts within and across components in the various municipalities.

Reinforcing the skill sets of local teams will be a priority to achieve the objectives set for FY2013. Robust field presence will permit thorough monitoring and will aid the successful development and implementation of medium and long-term activities. Additionally, a strong local presence will help build trust between the communities and the GOC, creating conditions to establish governmental presence in an effective and permanent way. To this end, "Joint Management Centers" are proposed, which will function as internal coordination spaces composed of local professionals from both Colombia Responde and the UACT. Ideally, they will support the different components, follow up advances in the municipal development plan, and identify new opportunities and needs. For FY013 an initial phase will be put in place in the six municipalities in La Macarena, which can then be extended to other regions. Finally, CELI-Central has and will continue to advocate for additional coordinating measures, such as the establishment of "*Mesas de Tierras*," roundtables that bring together key stakeholders to reach a consensus on, plan, and implement land reform actions.

CELI-Central has established a Knowledge Management Unit (KMU) in order to strengthen social capital in the focal consolidation areas and streamline the flow of information. The role of the KMU is to document, organize and disseminate information about program progress and results to program stakeholders, including:

USAID via reports and additional communications products; national and regional GOC representatives via shared plans, meetings and other coordinating and informational mechanisms; and local communities, by sharing project progress and results and setting up feedback mechanisms. This involves carrying out a range of activities, including the development of reports and audio-visual materials, as well as strengthening the communications systems and skills of the Colombia Responde regional offices and the GRCT.

## 2 PROGRAM STRATEGY

The Annual Work Plan to be implemented in Fiscal Year 2013 is based on CELI-Central's careful application of the participatory process in order to effectively engage local communities, document their needs, and link these needs to national and local government policies, plans and interests. The program also incorporates institutional needs (both explicit and those which come to light in the course of implementing activities), taking into account the importance of developing local capacity in order to strengthen state links to local communities and, ultimately deepen institutionalization. This has enabled CELI-Central to establish a solid foundation for the development of short, medium and long-term follow-up activities to deepen territorial reconstruction and governance.

### 2.1 PROGRAM METHODOLOGY

For the past year, CELI-Central has implemented the participatory methodology in close collaboration with the UACT and local and regional authorities in Caqueta, Cauca/Valle del Cauca, Meta and Tolima. This intervention targets the population in the focal target area at the community 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 by facilitating seminars in communities to enable members to articulate their needs. The needs articulated through the *vereda* workshops are organized based on the time that they will take to prepare and implement and the level of priority, taking into account the interests, needs and capacities of public institutions. They are categorized into rapid-response, medium and longer-term activities that make up the second phase of the CELI-Central program. This process also takes into account the fact that some needs are implicit rather than explicit—for example, while a community may not specify a lack of local governance or unclear property assignments, other identified needs may indeed imply this as a prerequisite. Likewise, many of these needs may require incorporation into national policies and priorities, which will affect their timeframe for implementation. It is important to note that the number of yellow *veredas*—and therefore the number of *veredas* to be attended and the resulting activities—is constantly changing as a result of the Colombian national government's security classification system, *semaforizacion*. Expansion to new yellow *veredas* may be undertaken according to strategic priorities, as agreed upon with USAID, the UACT, and other strategic partners as necessary.

### 2.2 INSTITUTIONAL FRAMEWORK

The needs articulated by communities through the participatory methodology provide the framework for strengthening territorial governance in the focal area, but they do not ensure the effective delivery of requested goods and services, or the sustainability of these initiatives within the framework of the PNCRT. In order to achieve the necessary institutionalization, Colombia Responde incorporates the feedback and active participation of municipal, regional and national government institutions into its plans and activities. By supporting and improving the capacities of these entities and their inter-institutional links, Colombia Responde enables them to better respond to the needs of their citizens—a community need in and of itself,

which is often implied but not generally made explicit during the *vereda* workshops. In this way, all rapid response and short, medium, and longer-term activities are entirely demand-driven and take place in a context of improved institutionalization, attracting national resources to the community level and thereby addressing the fundamental objective of the CELI-Central program. Another important criterion is the program requirement of in-kind or financial counterpart support for activities, which serves as a confirmation that activities are consistent with what institutions are willing and able to support and sustain.

Significant examples include strengthening municipalities' legal defense systems and coexistence plans, contracting experts to help municipalities to access the national regalia system and MADR's incentives programs, and implementing the new municipal code (Law 1551) and the Law of Victims and Land Restitution (Law 1448), both of which require high levels of inter-institutional coordination and collaboration. Colombia Responde's support of the development of municipal and departmental development plans and territorial organization plans also reinforce these efforts. During its first eighteen months of operation, Colombia Responde laid the groundwork in these areas by building relationships with institutions and communities and coordinating with them on a range of initiatives. FY2013 will leverage these preparations into concrete results and progress in these important components.

## 2.3 PROGRAM MONITORING AND EVALUATION

The CELI-Central program incorporates a comprehensive activity tracking system to facilitate program evaluation and planning. It includes: written documents including this work plan and the Program Monitoring Plan (PMP); the internal data management system MISSION and USAID's MONITOR system; and planning/ coordination and approval spaces such as Review and Evaluation Committees, Quarterly Strategic Reviews, and Regional Technical Committees. Combined, these components will continue to enable the expansion of best practices, application of lessons learned, and monitoring and evaluation by Colombia Responde, the UACT and USAID.

**Performance Monitoring Plan** - The Performance Monitoring Plan (PMP) for CELI-Central is based on the program contract, input from USAID, the work plan, and the program's evolving and demand-driven nature. While the work plan provides a high-level overview of the strategy and activities that Colombia Responde will implement across component areas, the PMP outlines the program's information management system and how this information is used for decision-making. This document is still under discussion and revision with USAID, and has and will continue to evolve with the program, subject to additional discussions and revisions in concert with USAID. As detailed in Table 1, the PMP incorporates a series of contractual indicators to track regional progress across various components on a quarterly basis, complemented by periodic site visits and the structuring of oversight and operating committees for all activities. These indicators, and others including environmental indicators, are assigned to individual activities as part of the *ficha* development and approval process. Regional Directors and their staff have access to these and other indicators, and the information is compiled and utilized to assess program progress during Quarterly Strategic Reviews and to inform the goals set out in this work plan.

**Regional Technical Committees** - These events serve as an important activity planning, coordination and tracking mechanism, bringing together the regional teams of Colombia Responde and the UACT, as well as representatives of USAID and Colombia Responde's Bogota office. Participants discuss progress towards objectives in the past quarter and examine the viability of planned activities for the coming quarter, identifying opportunities for leveraging counterpart resources and streamlining the implementation of activities. In FY2013, the Technical Committees will increasingly be utilized as a working space for the regional teams, emphasizing the exchange of ideas and strategic collaboration across municipalities and thematic components in the context of set objectives.

**Review and Evaluation Committees** - Once an activity has passed through the first filter of the Regional Technical Committees, regional staff works with the GRCT and Colombia Responde's staff, including its Proposal Development team, to structure an activity proposal (*ficha*) and present it to the Review and

Evaluation Committees (RECs) for official review and approval. This process includes a Pre-REC, prior to the formal committee, to ensure that the proposed activity meets the criteria established within the framework of the PNCRT and CELI-Central program requirements. The REC itself consists of representatives from the UACT and the relevant regional office(s), USAID (such as the COR and/or Technical Monitors), and the regional offices of Colombia Responde, often with support from the Bogota office.

**Quarterly Strategic Review** – Regional staff from Colombia Responde and the UACT, representatives of USAID, and municipal and departmental officials, among other strategic partners, attend these meetings on a quarterly basis. The objective of this event is to assess the progress of activities in the context of goals and objectives laid out in the Annual Work Plan and Quarterly Action Plan and finalize the plan for the next quarter, updating the Illustrative List of Activities. Participants also identify scalable best practices and address challenges or bottlenecks that may have arisen over the past quarter. This meeting ensures that the regional offices of Colombia Responde and the UACT have a shared understanding of the next quarter’s goals and are prepared to meet them.

**MISSION and MONITOR** - The CELI-Central program is currently transitioning from SIM, its previous data tracking system and link to USAID, to the MISSION system, which has greater range and flexibility to accommodate the activity-based nature of the program. MISSION serves as an official record of reviews, approvals and comments by USAID for activities and contract deliverables. The system is currently in use but still under development, and will eventually enable Colombia Responde and USAID to easily access information on the status of activities, including financial commitments and disbursements and the status of indicators. The module MISSIONneed will enable users to refer to the results of the participatory workshops, the needs identified by communities and use them to make program decisions. Colombia Responde staff also utilizes MONITOR, USAID’s system that tracks indicator goals and progress and manages environmental approvals. Program data is collected and input into MONITOR by M&E staff in the field and in Bogota on an ongoing basis. As MISSION and MONITOR are further integrated, they will provide greater opportunity for analysis and ensuring the effective flow of information.

<b>TABLE I: PRINCIPAL INDICATORS AND GOALS *</b>		
<b>Indicator</b>	<b>Life of Program</b>	<b>2013</b>
Number of strategic national social programs implemented in CSDI municipalities.	15	11
Number and percentage of people benefitted by national social programs implemented in CSDI municipalities.	40,000	15,000
Number of beneficiaries receiving improved infrastructure services	50,000	15,000
Number of rural households benefiting directly from USG intervention	25,000	5,000
Number and percentage of cases initiated in ZFM “zonas de formalizacion masiva”	8,031	2,008
Number and percentage of formalization titles issued	3,212	157
Number and percentage of restitution cases received for substantiation	960	96
Public funds leveraged in CSDI zones attributable to USG Interventions	\$102,789,000	\$25,826,000
* Some indicators and goals are under discussion and revision with USAID as part of the PMP.		

# 3 WORK PLAN

## 3.1 OVERVIEW

The figures included in the tables and text below show projected commitments and counterpart funding for activities in each component, as well as estimated quarterly expenditures per component. Annex 5.1 includes the Illustrative List of Activities for FY2013, including quarterly expenditures at the activity level. Please note that all of these amounts are estimates—activities are demand-driven by communities and public institutions, require strategic partners, and are subject to local security and logistical conditions. In addition, these tables shed light on important planning considerations—first, funds will be committed during 2013 but spent down over the Life of Project on medium and longer-term projects, and second, in the case of Cauca/ Valle del Cauca, activities will be incorporated into quarterly expenditure projections and the Illustrative List of Activities as Colombia Responde works with the GRCT and other government institutions to articulate needs and implement the participatory methodology in communities.

Colombia Responde continues to incorporate regional security dynamics into its planning and program development, as conditions may improve in one part of the focal area, they may actually worsen in other parts. This has occurred between municipalities, or even regions. Due to the territorial nature of the CELI-Central program, the combination and sequencing of the work plan components will be dictated by the context, via on-the-ground assessments and ongoing consultations with key stakeholders such as USAID, the UACT and other entities in the GOC, and communities. Please see Annexes 6.2 and 6.3 for maps of the regions and municipalities.

**Environmental Monitoring** - For FY2013, CELI Central is expecting to carry out several environmentally-related actions. First of all, as it is currently done, environmental approvals for ongoing activities are going to be requested to USAID using the Monitor information system. This implies gathering preliminary information, preparing technical documentation, uploading environmental data to Monitor, selecting the appropriate tool for environmental compliance (Categorical Exclusion or Environmental Review) and requesting the respective approval. Once these conditions are met, three actions will follow for an approved Environmental Review: monitoring, training and reporting. To carry out monitoring and training activities CELI Central is currently in the process of subcontracting a firm, with the required expertise and reputation, capable of assuming these responsibilities with the proper supervision of the Programming Department. Regarding the third action that trails an approval, reports must be submitted by grantees on a quarterly basis and they should contain all tasks implemented within an activity to comply with the Environmental Management Plan contained in the approved Environmental Review. It is important to bear in mind that all these provisions taken, before, during and after the implementation of any given activity, are meant to enhance environmental performance and awareness of all the communities involved in the CELI Central initiative.

**Vulnerable Populations** - In the design and execution of its activities, CELI-Central takes into account the representation of and impact on vulnerable populations including Afro Colombians, indigenous groups, women, children, youth and victims of conflict. The consideration of vulnerable populations is a cross-cutting program characteristic, but it is especially applicable in the context of Colombia Responde's *vereda* workshops and land reform efforts, which stress coexistence through the representation and incorporation of diverse community interests from *vereda* populations.

## 3.2 NATIONAL AND REGION-WIDE INITIATIVES

**Operational Context** - As the national government undertakes such important initiatives as the Victims and Land Restitution Law (Law 1448), the updating of municipal regulations into one code (Law 1551) and peace negotiations with illegal armed groups, the CELI-Central program will continue to support institutional development within the program framework through a range of interventions. Colombia Responde's land activities will focus on three axes: land restitution; support to the formalization of rural property, including vacant and private properties; and territorial planning. The process of implementing Colombia's land policy in general and the Victims and Land Restitution Law in particular will engage a number of key stakeholders, including the Restitution Unit, INCODER, the Special Unit for the Attention to and Reparation of Victims (under the jurisdiction of the Department of Social Prosperity (DPS)) and its Regional Centers, the Special Unit for Formalization (under the jurisdiction of the Ministry of Agriculture and Rural Development (MADR), the UACT and its regional offices (GRCT's), the various departments' Offices of Victims and Victims' Technical Committees, and local government representatives.

Of the five negotiation topics on the agenda for the peace talks that will take place starting in October 2012, four relate to rural development policies that could impact the CELI-Central program, including land access and territorial, economic, and social development plans. This is consistent both with the PNCRT and the National Development Plan of 2010-2014, which lists the Comprehensive Land and Rural Development Policy as one of the pillars of Colombia's development. FY2013 will also bring several revisions of CELI-Central's program area as the GOC's security classification process, *semajorización*, is applied. A key program assumption is that as more areas are classified as yellow, Colombia Responde will expand its efforts to include those areas. In consultation with the UACT and USAID, efforts will be prioritized to target strategic *veredas*. Reaching peace and security in all of Colombia is indeed the ultimate objective of the PNCRT and Colombia Responde, as such, there will be great opportunities and challenges arising from the peace negotiation process.

### NATIONAL LAND REFORM STRATEGY

In FY2013, CELI-Central's strategy for land reform will focus on strengthening the public institutions that manage land and rural development in the focal consolidation areas, including those under the jurisdiction of MADR, including the Restitution Unit and INCODER as well as local and regional authorities. The majority of these activities are executed at the regional level. Table 2 shows annual projected commitments and the number of activities that they will support across the four regions and those that will take place at a national level, from Colombia Responde's Bogota office. A total of \$16,280,404 USD will be committed to land reform efforts in FY2013, with Colombia Responde projecting commitments of 56% of this cost (\$9,194,195 USD) and leveraging 44% (\$7,086,209 USD). Table 3 includes estimates of the quarterly expenditures that will take place in FY2013; due to the complexity and extensive planning involved in the land component, most expenditures will take place over the LOP.

Colombia Responde's land reform efforts will focus on three axes: land restitution; support to the formalization of rural property, including vacant and private properties; and territorial planning. Each of these axes includes will incorporate various activities, depending on the conditions of each region's focal consolidation areas. All of the regional offices will champion the corresponding land units and GOC entities to train public officials in formalization and restitution, implement the administrative phase of the restitution process, formalize abandoned and private lands for public entities, fortify the INCODER administrative system, and provide technical assistance for the updating of the territorial organization plans. These efforts will serve to strengthen the restitution units' capacity to process claims and present them to restitution judges in consolidation areas through methodologies that ensure that they will be able to do it on their own progressively while external support gradually decreases. A key component of these efforts includes strengthening INCODER's processes so that it can resolve land property rights and tenure issues in consolidation areas, for example by subtracting land from forest reserves, formalizing vacant public land, modernizing and organizing their land information and archives. Total expenditures for land reform are

reflected in Table 2, below. The main objective of these interventions is to enable the resolution of bottlenecks that the GOC land institutions are facing during the implementation of the Victims' Law and help strengthen their processes so that they have the capacity to handle their caseloads and respond independently.

Region	# Activities	CELI-Central Commitments USD	Counterpart Funding USD	Totals USD
<b>National</b>	5	\$792,721	\$3,293,816	\$4,086,537
<b>Caqueta</b>	6	1,311,282	1,279,728	2,591,011
<b>Cauca/ Valle del Cauca</b>	8	5,901,986	1,682,552	7,584,538
<b>Meta</b>	4	706,750	590,599	1,297,348
<b>Tolima</b>	3	481,456	239,515	720,971
<b>Totals</b>	<b>26</b>	<b>\$9,194,195</b>	<b>\$7,086,209</b>	<b>\$16,280,404</b>

Region	Q1	Q2	Q3	Q4
<b>National</b>	\$ 51,333	\$ 28,456	\$ 100,000	\$ 256,466
<b>Caqueta</b>	57,420	144,939	273,998	459,183
<b>Cauca/ Valle del Cauca</b>	391	366,485	645,843	889,387
<b>Meta</b>	23,333	75,904	131,173	266,974
<b>Tolima</b>	34,000	0	108,495	112,461
<b>Totals USD</b>	<b>\$ 166,477</b>	<b>\$ 615,784</b>	<b>\$ 1,259,509</b>	<b>\$ 1,984,471</b>

## THE NATIONAL LAW ON VICTIMS AND LAND RESTITUTION

CELI-Central has been and will continue to support the implementation of Law 1448, the Law on Victims and Land Restitution, by working with local governments and the national institutions on a range of activities. The program champions support to the local GOC to strengthen the municipal roundtable, as well as collaboration with the Transitional Justice Committee to formulate a plan for action including next steps. In order to ensure the participation of victims in the process, the program will strengthen the municipal roundtable, which is led by the municipalities' legal counsel (*personerías*). Another important activity is the implementation of an information system to track the registration of victims, incorporating and highlighting those in the rural consolidation areas.

The total cost, \$280,000 USD, consists of a CELI-Central contribution of \$204,444 USD (73%), with the remaining \$75,556 USD (27%) leveraged from national, regional and local governmental institutions. These costs are factored into CELI-Central regions' budgets for good governance activities.

### 3.2 CAQUETA (CAGUÁN)

**Operational Context** – The focal consolidation area of Caqueta consists of the municipalities of Cartagena del Chaira, San Vicente del Caguan and La Montaña. Caqueta is characterized by limited government presence, illegal crops, and rates of violence and homicide that are well above the national average—all of which serve as barriers to citizens' security and stability. It is of great geopolitical importance to illegal armed groups, which use it as a transit route for drugs and weapons. During 2012, the FARC carried out attacks against armed forces, the private sector and infrastructure in the area. The drivers of oil transporters were killed, leading to the temporary suspension of transporters. In addition, several illegal checkpoints were set up on the way to Cartagena del Chaira, resulting in clashes with the military. Attacks in La Montaña

destroyed its electrical substation, while San Vicente del Caguan lost a bridge to similar attacks. In late April 2012, illegal armed groups fought with the national armed forces in the rural area of Union Peneya and kidnapped a French journalist, who was released one month later.

**Summary** – In FY2013, the Caguan Regional Office will focus on carrying out 113 prioritized short, medium and long-term activities in the thematic components of social development, economic development, infrastructure and connectivity, and land reform activities in communities that have already held vereda workshops, and complete vereda workshops and rapid response activities in the remaining communities as permitted by security conditions. Totalling \$5,913,017 USD in commitments from CELI-Central over the course of the year, or 57% of the total cost of activities in Caqueta, these efforts will help to make progress towards a state of law where security conditions are permanent and communities can have legal livelihoods and participate in governance processes in their region. Without a doubt, this is a region where contributions from the Colombia Responde program will allow for several consolidation goals to be met in order to establish minimum conditions for the region’s development. Table 4 shows projected commitments and counterpart funding, as well as the number of activities per component. Table 5 depicts estimated quarterly expenditures, while Annex 5.1 includes the corresponding Illustrative List of Activities for FY2013. This list is updated on a quarterly basis, during Quarterly Strategic Review sessions.

**TABLE 4: ANNUAL PROJECTIONS - CAQUETA**

Component	# Activities	CELI-Central Commitments USD	Counterpart Funding USD	Totals USD
Social Development	44	\$1,741,696	\$1,000,747	\$2,742,443
Economic Development	23	956,067	1,220,944	2,177,011
Good Governance	6	588,417	325,556	913,973
Infrastructure and Connectivity	34	1,315,556	577,778	1,893,333
Land	6	1,311,282	1,279,728	2,591,011
<b>Totals</b>	<b>113</b>	<b>\$5,913,017</b>	<b>\$4,404,753</b>	<b>\$10,317,771</b>

**TABLE 5: PROJECTED QUARTERLY EXPENDITURES - CAQUETA**

Component	Q1	Q2	Q3	Q4	Totals USD
Social Development	\$ 204,473.67	\$446,667	\$500,833	\$589,722	\$1,741,696
Economic Development	195,089	355,000	207,667	159,422	917,178
Good Governance	261,395	73,489	152,689	100,844	588,417
Infrastructure and Connectivity	327,778	332,778	355,000	300,000	1,315,556
Land	57,420	144,939	273,998	459,183	935,540
<b>Totals USD</b>	<b>\$1,046,155</b>	<b>\$1,352,872</b>	<b>\$1,490,186</b>	<b>\$1,609,172</b>	<b>\$5,498,386</b>

**Social Development** – Forty-four activities for a total of \$1,741,696 USD were identified for the social development component. Colombia Responde and the UACT will continue to mobilize resources to provide furniture, sports equipment, computers and cafeteria supplies to rural schools. Since the municipalities have indicated that they currently lack the skilled health personnel to provide health services in all of the schools, hospitals and health centers in their areas, activities will include staff training and the provision or implement of facilities and equipment. In order to counter the major risk of the recruitment of children and young adults into illegal armed groups, communities have requested athletic facilities and playgrounds, as well as school recreational areas.

**Economic Development** – Twenty-three activities were identified for the economic development component, with Colombia Responde contributing a total of \$956,067 USD. Since communities and institutions have framed their main economic development challenges as stemming from low productivity and competitiveness, Colombia Responde and the GRCT have developed a strategy that will start with training in good practices in agricultural and livestock management to establish a baseline skill set among producers, and later incorporate pilot projects to increase productivity in key sectors. The national government has already provided important funding opportunities in the agricultural sector, in which communities can apply to receive assistance through productive alliances with the private sector and different forms of technical assistance. In addition, Colombia Responde will support local and municipal entities' applications to access the national government system of *regalías* (royalties).

**Good Governance** - During the next year, Colombia Responde's Good Governance efforts in Caqueta will boost the capacities of local government and help incorporate citizen participation in decision-making processes by organizing joint working sessions to bring together various public, private and community groups and develop work plans for implementing the PNCRT and related good governance activities. Six activities were identified for a total contribution from CELI-Central of \$588,417 USD for the good governance component over FY2013. These efforts will take advantage of key reforms that have taken place over the past year. Colombia Responde will support implementation of the Law of Victims and Land Restitution, and collaborate with the departmental- and municipal-level Transitional Justice Council to further common objectives including land restitution, the return of community members to their places of origin, and enabling communities to exercise their rights as victims of violence. Finally, Colombia Responde will work with regional and municipal government institutions to identify additional areas for collaboration as a result of Law 1551 of 2012.

**Infrastructure and Connectivity** - The issues of infrastructure and connectivity are central to the region's development and the success of many economic development and good governance activities. During the first year, this component included many rapid response activities including the updating and construction of school and health care facilities. However, Colombia Responde has and will continue to support titling processes for the land on which social infrastructure is located before making essential improvements to this infrastructure.

With USAID's support, during FY2013 Colombia Responde will focus its infrastructure and connectivity efforts in Caqueta on four main activities to develop and improve infrastructure. These include: improvement of tertiary roads; rural electrical connections; the physical improvement of rural schools; and the improvement of living conditions. Planned infrastructure activities were formulated through the vereda workshops, municipal development plans and other institutional feedback, and the UACT's Action Plan. As was the case in the recent Quarterly Action Plan, a deficit in the leveraged budget is foreseen because municipal and regional institutions are adjusting to managing the medium and longer-term commitments that will be required in the second phase of the program. In the infrastructure and connectivity component, 34 activities for a total contribution of \$1,315,556 USD have been identified.

**Land** - In Caqueta, the three focal municipalities also include natural parks and *campesino* reserves, so land reform includes requests for property removal from the forestry reserve registry in order to eventually transfer property to individuals, as well as the updating of territorial planning documents (EOT and POT), assistance to INCODER's data management systems, and setting up activities to support macro and micro focalization exercises and the implementation of the administrative phase of the restitution process.

### 3.3 CAUCA / VALLE DEL CAUCA

**Operational Context** - Over the past year, the departments of Cauca and Valle del Cauca have experienced rising tensions and corresponding confrontations between illegal armed groups and the armed forces of Colombia. Most recently, the Nasa indigenous group requested that all armed groups—illegal and legal—leave its territory, and the government has set up a roundtable to manage the situation. The national government also recently established “Plan Cauca” to channel funds to carry out infrastructure, education and health development projects in the area, and is organizing roundtables with the indigenous associations to negotiate the type of presence that the GOC’s institutions will have in indigenous reserves, and identify ways to set up cooperation and development programs.

Concrete advancements towards the resolution of land issues will be key to ameliorating tensions in the region. The area’s history of violence and instability is linked to its complex social and economic context involving numerous stakeholders, including illegal armed groups, private industry, and *campesino*, Afro Colombian, and indigenous groups. These groups are involved in a protracted conflict over land tenure, which also involves the sugarcane industry that lays claim to large swaths of land and employs much of the local population. Cauca/ Valle del Cauca is part of a strategic corridor for arms and drug trafficking to the Pacific Coast, and was the birthplace of the guerrilla nearly 50 years ago.

**Summary** – CELI-Central initiated program activities in Cauca/ Valle del Cauca during the last two months of FY2012. Colombia Responde has been collaborating with the GRCT and UACT to analyze the progress of the participatory methodology and formulate plans for rapid response to the needs identified by communities in Cauca and Valle del Cauca. Table 6 depicts projected annual commitments and counterpart funding, as well as component areas of the 97 activities that are projected to be carried out FY2013. Table 7 shows the estimated expenditures for the 13 activities that are articulated in Annex 5.1. Since the participatory methodology is in its earliest stages in Cauca/ Valle del Cauca, it is important to note that these amounts are only representative of the 13 activities articulated in the Illustrative List of Activities in Annex 5.1. The Illustrative List of Activities will be updated in consultation with public institutions after the first phase of vereda workshops, which will be completed in late November 2012. Projected activities in the current list were developed during exploratory exercises with the GRCT.

**TABLE 6: ANNUAL PROJECTIONS - CAUCA/ VALLE DEL CAUCA**

Component	# Activities	CELI-Central Commitments USD	Counterpart Funding USD	Totals USD
Social Development	26	\$870,465	\$83,333	\$953,798
Economic Development	7	583,333	222,222	805,556
Good Governance	21	832,032	422,766	1,254,798
Infrastructure and Connectivity	35	1,186,422	558,285	1,744,706
Land	8	5,901,986	1,682,552	7,584,538
<b>Totals</b>	<b>97</b>	<b>\$9,374,238</b>	<b>\$2,969,158</b>	<b>\$12,343,396</b>

**TABLE 7: PROJECTED QUARTERLY EXPENDITURES - CAUCA/ VALLE DEL CAUCA**

Component	Q1	Q2	Q3	Q4	Totals
Social Development	\$ 37,131.33	\$0	\$0	\$0	\$37,131
Economic Development	0	0	0	0	0
Good Governance	54,254	0	0	0	54,254
Infrastructure and Connectivity	242,594	41,972	7,856	3,833	296,255
Land	391	366,485	645,843	889,387	1,902,106
<b>Totals USD</b>	<b>\$334,371</b>	<b>\$408,457</b>	<b>\$653,699</b>	<b>\$893,221</b>	<b>\$2,289,747</b>

**Social Development** - Colombia Responde has been collaborating with the GRCT and UACT to analyze the progress of the participatory methodology and identify 26 rapid response activities based on the communities' identified needs, with a total Colombia Responde contribution of \$870,465 USD. These activities will focus on improving and building sports and leisure facilities. In the municipalities of Caloto and Miranda, gymnasiums and football fields will be constructed and equipped, benefitting approximately 700 people. These activities will be carried out in collaboration with the mayors of the municipalities, and be overseen by oversight committees. In addition, Colombia Responde will contract a civil engineer to design a multi-purpose meeting space in the municipality of Caloto, taking into account the project's structural, electrical, soil, sanitation, weather and water requirements. In Santander de Quilichao, Colombia Responde and the GRCT are preparing to conduct a joint analysis to identify rapid response activities and develop a plan for carrying out workshops in 19 more *veredas*.

**Infrastructure and Connectivity** - Once the rapid response activities are finalized and under implementation, Colombia Responde, UACT and local authorities will start planning medium- and longer-term activities based on the results of the *vereda* workshops. Preliminary planning sessions have already identified an urgent need for activities to set up and update water and basic sanitation systems, which will require feasibility and design studies. Colombia Responde and the GRCT have set up meetings with the relevant public entities to discuss water, sanitation, health and education in order to review the processes for developing project proposals, as well as options for co-financing. A working agreement was reached to set up a "food for work" program, as part of the World Food Program coordinated by the Department of Social Prosperity, in order to set up a "food for work" program that will serve as an in-kind donation. Thirty-five activities were identified in the infrastructure and connectivity component, with Colombia Responde contributing a total of \$1,186,422 USD.

**Land** - Cauca/ Valle del Cauca has its own particular historical context on land tenure. The focal areas consists of seven municipalities with informal tenancy on many abandoned properties, of which 80% are either private, or indigenous and collective reserves, 20% are vacant. CELI-Central's role in Cauca/Valle del Cauca will facilitate the carrying out of a historical study of land titles in Cauca/ Valle del Cauca, in order to support the implementation of the Restitution Unit, support the initiation of formalization processes, and update the POT, EOT and INCODER archives in the region. Activities in Cauca will also include assistance to INCODER and the National Agricultural Fund's purchase of land.

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

**Operational Context** - The Meta GRCT has been in operation for five years, during which time major advances have been made in the security, as well as on the institutional and the productive side of the consolidation process. However, small insurgency groups maintain a presence throughout the focal consolidation area. This has restricted commerce and the transportation of goods in the area. Children were—and continue to be—at great risk of forced recruitment. The FARC has been attempting to reassert its presence and consolidate its control of areas from which it had previously retreated, despite continued military operations aimed at capturing its members. The FARC has also been carrying out criminal intelligence activity and surprise explosive attacks on urban centers and military premises to clear the way to for bringing in their logistical materials, uniforms, munitions and food.

**Summary** - Table 8 shows the projected number of activities to be carried out per component, as well as estimated commitments by CELI-Central and its strategic partners. Table 9 includes the estimated quarterly disbursements for these activities during FY2013. Please see Annex 5.1 for the Illustrative List of Activities in Meta for FY2013.

**TABLE 8: ANNUAL PROJECTIONS - META**

Component	# Activities	CELI-Central Commitments USD	Counterpart Funding USD	Totals USD
Social Development	44	\$1,297,141	\$1,316,333	\$2,613,475
Economic Development	30	2,558,444	12,017,778	14,576,222
Good Governance	14	1,442,283	454,762	1,897,045
Infrastructure and Connectivity	35	3,454,111	9,803,667	13,257,778
Land	4	706,750	590,599	1,297,348
<b>Totals</b>	<b>127</b>	<b>\$9,458,728</b>	<b>\$24,183,139</b>	<b>\$33,641,867</b>

**TABLE 9: PROJECTED QUARTERLY EXPENDITURES - META**

Component	Q1	Q2	Q3	Q4	Totals USD
Social Development	\$ 442,141.27	\$126,667	\$310,000	\$0	\$878,808
Economic Development	96,667	143,333	280,999	181,889	\$702,888
Good Governance	476,483	444,010	251,778	79,399	\$1,251,670
Infrastructure and Connectivity	100,000	246,481	771,852	1,224,000	\$2,342,333
Land	23,333	75,904	131,173	266,974	\$497,385
<b>Totals USD</b>	<b>\$1,138,624</b>	<b>\$1,036,396</b>	<b>\$1,745,802</b>	<b>\$1,752,261</b>	<b>\$5,673,084</b>

**Social Development** - During the October-December quarter, Colombia Responde and the GRCT will implement 82 *vereda* workshops and corresponding rapid response activities, as well as plan medium and longer-term activities focused on recruitment prevention. Counter recruitment efforts will require the leveraging of additional funding from public institutions, which will be carried out in conjunction with the planning of medium and longer-term activities in this component. Colombia Responde will implement a total of 44 social development activities and contribute \$1,297,141 USD to the social development component.

**Economic Development** - In total, Colombia Responde will implement 30 economic development activities and contribute approximately \$2,558,444 USD to efforts, leveraging substantial funding (82% of the total component cost) from government and private sector entities. Efforts have been prioritized to meet community demands for improving the most important sources of income for local communities, such as dairy, cocoa, rubber and sugarcane industries. Activities include cultivation techniques, improvement of profit and drying systems, and sectoral analyses. Farmers have expressed an interest in modernizing their agricultural activities by developing machinery banks with improved equipment, so Colombia Responde will work with institutions to support the acquisition and management of these resources and initiatives.

Colombia Responde will also provide technical assistance to improve access to credit and formulate regional and municipal projects respond to calls for proposals from MADR (including partnerships, rural opportunities, land development, credit, incentive assistance, and expanding access to financial services such as microfinances and DPS' Microcap Program). Finally, in order to strengthen local institutions and ensure that they have the internal capacity to promote economic development programs, Colombia Responde will continue to work with the Provincial Centers of Agrobusiness Management (CPGAs) to develop proposals for incentives programs and technical assistance plans.

**Good Governance** - In the past year, significant progress has been made in strengthening mechanisms for citizen participation and access to justice to ensure the full exercise of citizenship rights. In FY2013, the good governance component will emphasize access to the *regalias* system, municipal legal defense, the implementation of the Law of Victims and Land Restitution and the national security policy, the municipal project investment bank, the support and review of municipal and rural development councils, and support to

the municipalities' legal counsel (*personerías*). Many of the leveraged resources are related to national institutions including the UACT and judicial branch of government, as well as with various municipalities and the Department of Meta.

In the coming months, Colombia Responde will hold a forum to bring together local stakeholders with the directors of the Ministry of Justice, in order to analyze their proposed methodology for improving access to justice in Meta. Fourteen activities were identified in the good governance component, with Colombia Responde contributing a total of \$1,442,283 USD.

**Infrastructure and Connectivity** - Next year, Colombia Responde will provide technical assistance to the regional and national departments of education, strengthening critical aspects including the inventory and assessment of educational infrastructure and the standardization of the designs of school facilities including classrooms, restrooms and cafeterias. The planning and execution of longer-term activities (more than 12 months) generally involves greater effort to develop of resources and manage relationships. Over the next year, Colombia Responde will support pre-investment studies, project development, and resource management for road projects, electrification, and other projects related to the basic provision of public services (e.g., water and sanitation). Thirty-five activities were identified in the infrastructure and connectivity component, with Colombia Responde contributing 26% (\$3,454,111 USD) of the total cost and leveraging 74% (\$9,803,667 USD).

**Land** - The Meta focal area consists of six municipalities with a high amount of abandoned properties and informal tenancy. Efforts will support the implementation phase of the administrative restitution process, logistical support to the Restitution Unit, support to the formalization of private and public properties, assistance in restitution and formalization policies, integration of the area's environmental management plan into the land reform process, and the updating of INCODER files and filing systems.

### 3.5 SOUTHERN TOLIMA

**Operational Context** - Southern Tolima is of exceptional geo-political importance, as it is the natural and most efficient transit corridor linking the eastern area of the country (Sumapaz, Meta, and Caquetá) to the north of Huila with the Pacific Coast (Valle, Cauca), which also includes the coffee-growing area. Therefore, this is one of the most coveted areas for the illegal armed groups, who benefit from the mountain chain that offers refuge while still being near to various departmental capital cities. Southern Tolima also suffers from underdeveloped local government institutions. Although there has been ample electoral turnout, with participation close to the national average, the legitimacy of local government has been very limited. This, in turn, has inhibited the strengthening of community organizations with the capacity and experience needed to effectively participate in local governance. Municipalities have only rudimentary administrative and financial capacities, and illegal armed groups limit their ability to exercise political leadership.

**Summary** - Table 10 shows the estimated number of activities and annual projected commitments by CELI-Central and its implementing partners. Table 11 depicts estimated quarterly expenditures, while Annex 5.1 includes Tolima's Illustrative List of Activities.

**TABLE 10: ANNUAL PROJECTIONS - TOLIMA**

Component	# Activities	CELI-Central Commitments USD	Counterpart Funding USD	Totals USD
Social Development	42	\$4,251,354	\$1,957,040	\$6,208,394
Economic Development	9	2,251,423	6,566,932	8,818,355
Good Governance	19	1,643,546	609,778	2,253,324
Infrastructure and Connectivity	50	2,602,608	8,205,423	10,808,031
Land	3	481,456	239,515	720,971
<b>Totals</b>	<b>123</b>	<b>\$11,230,387</b>	<b>\$17,578,688</b>	<b>\$28,809,074</b>

**TABLE 11: PROJECTED QUARTERLY EXPENDITURES - TOLIMA**

Component	Q1	Q2	Q3	Q4	Totals USD
Social Development	\$706,660	\$450,590	\$597,805	\$255,556	\$2,010,611
Economic Development	318,122	281,009	446,408	837,445	1,882,984
Good Governance	232,161	426,535	322,906	499,444	1,481,046
Infrastructure and Connectivity	347,648	669,960	591,667	921,667	2,530,941
Land	0	0	142,495	112,461	254,956
<b>Totals USD</b>	<b>\$1,604,591</b>	<b>\$1,828,094</b>	<b>\$2,101,281</b>	<b>\$2,626,572</b>	<b>\$8,160,538</b>

**Social Development** - An important achievement from FY2012 was the development of an inter-institutional model for imminent forced recruitment protection, based on cultural summer camps, which has the potential of being implemented throughout the country. Building on this experience, Colombia Responde has continued to collaborate with the UACT, regional and local governments and the relevant ministries, to plan two levels of activities for the coming year. The first will build on rapid response efforts, consisting of in-kind donations such as school kits, libraries, playgrounds, tool kits, school uniforms, sport equipment, school restaurants. The second are medium-term projects including the improvement of a health facility and wheelchair donations in Ataco, a generator for the health facility in Herrera, Rioblanco, and housing projects in Rioblanco and Chaparral. Other planned activities include support to youth councils, symphonic music schools, design and execution of public health strategies, communications strategies, increasing the scope of the New Generations program, among others.

**Economic Development** - In Southern Tolima, economic development activities in FY2013 will focus on formulating and implementing *proyectos productivos* (economic production projects) to modernize fish farming, the production of sugarcane and panela, and the drying and processing systems of cocoa and coffee plantations. Colombia Responde will also develop a series of activities to address communities' ongoing concerns about food security by encouraging food production among vulnerable populations and integrating them with local markets, and support the assessment and improvement of local agricultural associations' organizational capacity indices (ICOs). Finally, Colombia Responde will expand its support to rubber producers in Chaparral, based on positive feedback and results from the municipality.

**Good Governance** - In FY2013, 19 activities have been proposed to continue supporting Southern Tolima's public institutions, based on results from the vereda workshops and joint analysis carried out with the UACT and other public institutions. They include support to indigenous communities, the training and socialization of Law 1551 of 2012 and the *Ley de Archivos* to standardize the archiving of public documents, improving access to justice through alternative dispute resolution entities and municipalities' defense system (*personerías*), implementing municipal accountability and quality management standards (MECI), updating the property registry, and providing a second phase of capacity-building to the *Juntas de Acción Comunes* (JAC's).

**Infrastructure and Connectivity** - During FY2013, activities in this component will include: studies and designs for bridges and road improvements through technical support to formulate projects and apply to national-level infrastructure programs; overseeing the construction phase of roads, walls, sewer systems, sanitary improvements and school improvements in the three municipalities with the participation of the UACT, local and regional authorities, the armed forces and Colombia Responde; and the execution of high-priority, low-cost projects identified as high priority but lacking public funding. In this case Colombia Responde's investments will be 80% or more of the total cost, and will be considered rapid response activities.

**Land** - The focal consolidation area of Tolima consists of four (4) municipalities with informal tenancy and many abandoned properties, of which 80% are private and 20% are vacant. Efforts will support the implementation phase of the administrative restitution process, logistical assistance to the Restitution Unit, support to the formalization of private and public properties, assistance in restitution and formalization policies, and the updating of INCODER files and filing systems.

### **3.6 TOTAL COSTS AND CRITICAL ASSUMPTIONS**

As evident in Tables 12 and 13, the projected total cost of activities for FY2013 is \$89,198,644 USD, with CELI-Central contributing \$36,769,091 USD (41%) of this amount and leveraging the remaining \$52,429,553 USD (59%) via financial and in-kind contributions from national, regional, and local government institutions, among other strategic partners. This will be used to support 465 activities that have been identified and, in the case of Cauca/ Valle del Cauca, forecast based on participatory *vereda* workshops carried out in FY2012 and the institutional needs and interests identified by government entities. These estimates were based on the assumption that as *vereda* workshops and their corresponding follow-up rapid response activities are completed in the focal consolidation area, social development expenditures will taper off and more resources will be devoted to medium- and longer-term activities that require greater planning, preparation and inter-institutional coordination.

Trends in activities were identified across *veredas* with similar geographic and population characteristics in order to extrapolate on the number, type and cost of activities that would likely be carried out in areas that are new or haven't yet participated in *vereda* workshops. As the *semaforización* of the focal areas is updated, Colombia Responde will apply the participatory methodologies to *veredas* that are incorporated into the focal consolidation area. This number was conceived as steadily growing, but if there are sharp increases in the number of yellow *veredas* as a result of the peace processes or other policy changes, then it could increase sharply.

**TABLE 12: PROJECTIONS BY COMPONENT - TOTALS**

Component	# Activities	CELI-Central Commitments USD	Counterpart Funding USD	Totals USD
Social Development	156	\$8,160,656	\$4,357,454	\$12,518,110
Economic Development	69	6,349,266	20,027,876	26,377,143
Good Governance	60	4,506,278	1,812,861	6,319,139
Infrastructure and Connectivity	154	8,558,696	19,145,153	27,703,848
Land	26	9,194,195	7,086,209	16,280,404
<b>Totals</b>	<b>465</b>	<b>\$36,769,091</b>	<b>\$52,429,553</b>	<b>\$89,198,644</b>

**TABLE 13: PROJECTIONS BY REGION - TOTALS**

Component	# Activities	CELI-Central Commitments USD	Counterpart Funding USD	Totals USD
Land (all regions and national)	26	\$9,194,195	\$7,086,209	\$16,280,404
Caqueta	107	4,601,735	3,125,025	7,726,760
Cauca/ Valle del Cauca	89	3,472,252	1,286,606	4,758,858
Meta	123	8,751,979	23,592,540	32,344,519
Tolima	120	10,748,930	17,339,173	28,088,103
<b>Totals</b>	<b>465</b>	<b>\$36,769,091</b>	<b>\$52,429,553</b>	<b>\$89,198,644</b>

Tables 14 and 15 show the aggregated estimated amounts and costs of activities by component and region based on projected quarterly expenditures during FY2013. Three hundred and eighty-five activities are included in these tables, and not the total 465 activities projected to take place over the course of the year, because 80 activities have not yet been formulated and included in the Illustrative List of Activities for Cauca/ Valle del Cauca. Colombia Responde and the GRCT will collaborate to identify needs via the participatory process and coordination with public institutions, and provide this information during upcoming QSRs.

**TABLE 14: PROJECTED QUARTERLY EXPENDITURES BY COMPONENT - TOTAL (USD)**

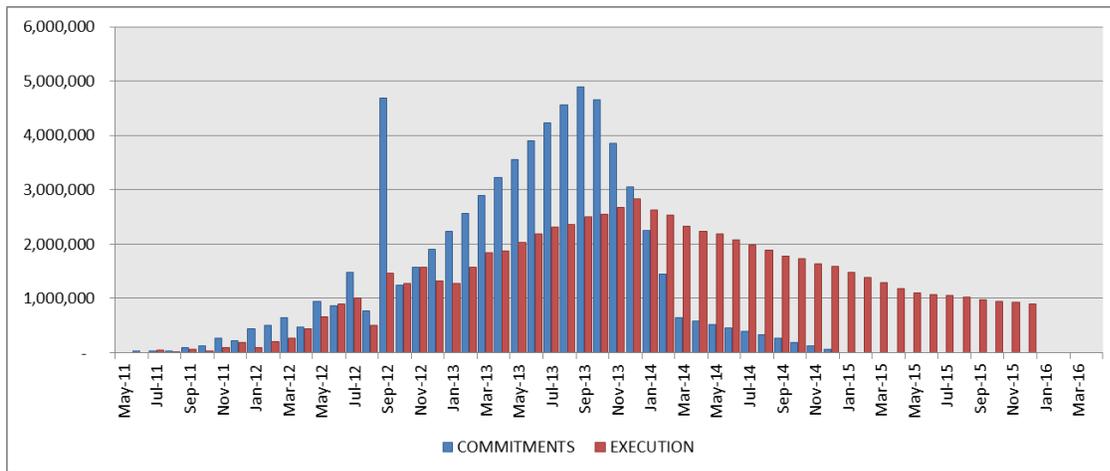
Component	# Activities	Q1	Q2	Q3	Q4	Totals
Social Development	131	\$1,390,406	\$1,023,924	\$1,408,639	\$845,278	\$4,668,247
Economic Development	62	575,877	779,342	969,074	1,178,756	3,503,050
Good Governance	40	1,024,293	944,034	727,373	679,688	3,375,387
Infrastructure and Connectivity	126	1,018,020	1,291,191	1,726,374	2,449,500	6,485,085
Land	26	166,477	615,784	1,259,509	1,984,471	4,026,241
<b>Totals</b>	<b>385</b>	<b>\$4,175,073</b>	<b>\$4,654,275</b>	<b>\$6,090,969</b>	<b>\$7,137,692</b>	<b>\$22,058,009</b>

**TABLE 15: PROJECTED QUARTERLY EXPENDITURES BY REGION - TOTAL (USD)**

Region	# Activities	Q1	Q2	Q3	Q4	Totals
Land (combined)	26	\$166,477	\$615,784	\$1,259,509	\$1,984,471	\$4,026,241
Caqueta	107	988,735	1,207,933	1,216,189	1,149,989	4,562,846
Cauca/ Valle del Cauca	9	333,980	41,972	7,856	3,833	387,641
Meta	123	1,115,290	960,492	1,614,629	1,485,287	5,175,699
Tolima	120	1,570,591	1,828,094	1,992,786	2,514,111	7,905,582
<b>Totals</b>	<b>385</b>	<b>\$4,175,073</b>	<b>\$4,654,275</b>	<b>\$6,090,969</b>	<b>\$7,137,692</b>	<b>\$22,058,009</b>

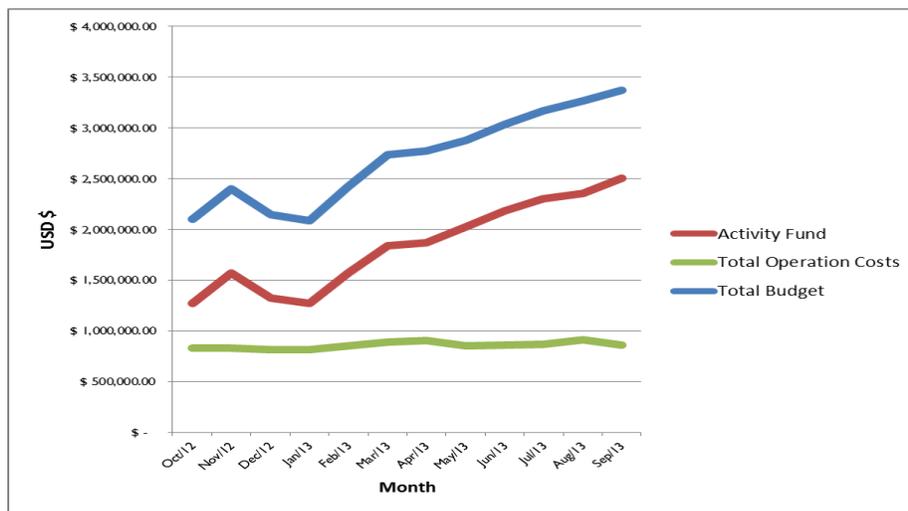
While CELI-Central commitments during FY2013 are projected to be \$36,769,091 USD, actual disbursements are projected to be \$22,058,009 USD because the program incorporates more two- and three-year infrastructure and land projects, among other components. Graph 1 illustrates how the peak of commitments in FY2013 will balance out with disbursements over the LOP. Please note that the spike in August 2012 is largely a result of land activities that were approved by USAID.

**GRAPH 1: PROJECTED COMMITMENT AND EXPENDITURE OF ACTIVITY FUND OVER LIFE OF PROJECT**



As shown in Graph 2, CELI-Central will continue to take advantage of economies of scale in FY2013 as its operating costs remain stable while program activities steadily increase. This is also a function of the past year’s experience honing and streamlining internal contracting and operational processes. Colombia Responde has four fully staffed and experienced offices, which are enabling program staff to manage the increased workload that accompanies a greater number and complexity of activities. Operating costs are established and expected to remain consistent for the remainder of the program.

**GRAPH 2: PROJECTED ACTIVITY FUND VERSUS OPERATING COSTS FY2013**



# 4 CONCLUSION

FY2013 marks a pivotal moment in the CELI-Central program. Having honed the participatory methodology and developed feedback mechanisms so that public institutions can articulate their needs and give feedback as well, and the program has entered the second phase of medium- and longer-term activities. Building on strong inter-institutional relationships and connections with local communities, Colombia Responde is positioned to expand, implementing larger-scale projects more efficiently and effectively. The participatory methodology has set the tone for greater community empowerment, oversight and feedback in the execution of activities, which will continue to guide project implementation.

CELI-Central's flexible model enables it to collect information about and adapt to conditions on the ground. In this second phase communications will become increasingly important. Colombia Responde is dedicated to continuing to open channels of information and feedback among CELI-Central, public institutions and USAID in order to continue strengthening project implementation, ensuring that activities are timely, relevant and effective. The objective of CELI-Central's land activities is to support GOC institutions in the implementation of the Victims' Law and eliminate bottlenecks that have resulted from recent legal and political reforms, ultimately deepening institutionalization by ensuring that these institutions develop and retain the capacity to respond and adapt to these demands.

As the national government undertakes such important initiatives as the Victims and Land Restitution Law and negotiations with illegal armed groups, the CELI-Central program will seek to further support institutional development within the program framework, adapting to new policies and outcomes. This Work Plan has served as preparation for these endeavors by placing an emphasis on land reform issues and coordination with GOC counterparts and other stakeholders.

# ANNEXES

## THE PARTICIPATORY METHODOLOGY: STATUS AND ACHIEVEMENTS

For the past year, CELI-Central has implemented the participatory methodology in close collaboration with the UACT and local and regional authorities in Caqueta, 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. Table 1, below, shows the current status of the *vereda* workshops and informational nucleus meetings in Caqueta, Meta and Tolima. An important measure of progress for Colombia Responde, this data also illustrates how the participatory methodology has been customized to adapt to specific regional considerations. It is important to note that the number of yellow *veredas*—and therefore the number of *veredas* that need to be attended—is constantly changing as a result of the Colombian national government's security classification system, *semaforización*.

<b>TABLE 1: PARTICIPATORY METHODOLOGY ACHIEVEMENTS</b>						
Region	# yellow veredas	# vereda workshops	% completion vereda workshops	# nucleus meetings	% completion nucleus meetings	# vereda workshops projected Sept-Oct 2012
Caquetá	66	37	100% in CTG del Chaira and Montanita; 15% in SV del Caguan	10	100% in CTG del Chaira and Montanita; 0% in SV del Caguan	31
Cauca/ Valle del Cauca	64	22	Workshops carried out by the UACT	N/A	N/A	40
Meta	187	56	42%	7	33%	123
Tolima	228	205*	89%	18	100%	TBD
<b>Totals</b>	<b>545</b>	<b>115</b>		<b>35</b>		<b>194</b>

\* Three workshops were combined due to the size and location of certain veredas

Colombia Responde and UACT implemented workshops in all of the *veredas* in the Tolima focal area during the past semester, but the focal area has recently expanded due to updated security classifications resulting in more yellow *veredas* and, therefore, more *vereda* workshops that will need to be planned. The Meta GRCT favored a gradual approach, piloting workshops in 56 *veredas* and concentrating on developing follow-up activities in those areas, then planning to hold 79 more *vereda* workshops in September 2012, and 44 in October. In Caqueta, forty (40) participatory *vereda* workshops were carried out from February through August 2012. Thirty-one additional workshops are planned in the municipality of San Vicente del Caguan, but the GRCT is currently re-evaluating its approach in the context of the municipality's security conditions. In addition to the 22 workshops that have already taken place in Cauca/ Valle del Cauca, forty (40) workshops have been scheduled in the area in September and October 2012, along with a review of the workshop methodology carried out by the UACT during the first semester of FY2013.

During FY2012, Colombia Responde and UACT refined the participatory methodology, and compiled lessons learned which will be applied in FY2013. For example, during FY2012 the Tolima office emphasized the contracting of professionals who had experience managing and facilitating workshops in rural communities, and other regions have adopted this practice. The Meta team developed a comprehensive training process to ensure consistency across program sites, in both the workshops and their products. A second round of follow-up nuclei workshops is also planned to be carried out to review the achievements and challenges faced during the implementation of the prioritized activities, and procure community's participation in terms of accountability and transparency. Table 2 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 rapid response and short-, medium and longer-term activities.

<b>TABLE 2: NUMBER AND TYPE OF NEEDS IDENTIFIED IN WORKSHOPS</b>					
Component	Caqueta	Meta	Tolima	Cauca/ Valle del Cauca	Totals
Social Development	36	6	1405	54	1501
Economic Development	52	218	769	7	1046
Social Infrastructure	146	305	1680	13	2144
Land	2	1	25	6	34
<b>Totals</b>	<b>236</b>	<b>530</b>	<b>3879</b>	<b>80</b>	<b>4725</b>

**Rapid Response Activities** - Colombia Responde's activities encompass a range of development components: social development; economic development; governance; social infrastructure and connectivity; and land issues. The *vereda* workshops have been followed up with rapid response activities to attend to communities' most pressing needs. The needs articulated in the *vereda* workshops are organized based on the time, preparation, and level of priority by the community into rapid-response activities that immediately follow the workshops, medium and longer-term activities that make up the second phase of the CELI-Central program, and incorporation of national policies and priorities.

<b>TABLE 3: RAPID RESPONSE ACHIEVEMENTS</b>		
Region	Number of activities	Total value USD
Caqueta	32	\$450,517
Cauca/ Valle del Cauca	8	1,254,243
Tolima	36	440,026
Meta	42	362,259
<b>Totals</b>	<b>118</b>	<b>\$2,507,045</b>