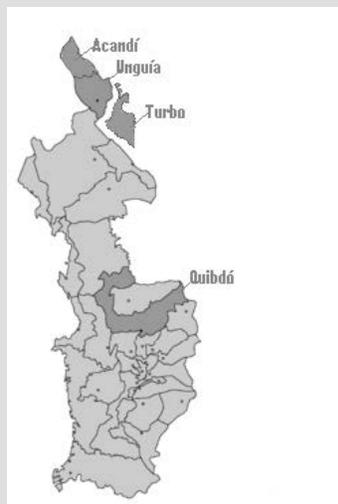




USAID CMM APS #M/OAA/DCHA/DOFDA-10-390
Project "Resolution of Land and Natural Resources
Conflicts in
Colombia"

FINAL REPORT

(15 June 2011 – 31 December 2014)



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I. ACRONYMS

MARC	Alternative Mechanisms for Conflict Resolution
INCODER	<i>Instituto Colombiano para el Desarrollo Rural</i> (Colombian Institute of Rural Development)
IGAC	<i>Instituto Geográfico Agustín Codazzi</i> (Agustín Codazzi Geographic Institute)
COCOMASUR	<i>Consejo Comunitario Mayor de la Cuenca del Rio Tolo y Zona Costera Sur</i> – an umbrella Community Council
COCOMAUNGUIA	<i>Consejo Comunitario Mayor del Bajo Atrato Unguia</i> – an umbrella Community Council
COCOMABOCAS	<i>Consejo Comunitario Mayor de Bocas del Atrato</i> – an umbrella Community Council
COCOMACIA	<i>Consejo Comunitario Mayor de la Asociación Campesina Integral del Atrato</i> – an umbrella Community Council
GIS	Geographic Information System
GPS	Global Positioning System
MSI	Management Systems International
CODECHOCO	<i>Corporación Ambiental del Choco</i> – a regional environmental corporation
CORPOURABA	<i>Corporación Ambiental del Urabá</i> – a regional environmental corporation
REDD	Reducing Emissions from Deforestation and Forest Degradation

II. EXECUTIVE SUMMARY:

PROTIERRA's strategic objective was to resolve territorial and natural resources conflicts of four collective territories of Afro-Colombian communities:¹ COCOMACIA, COCOMAUNGUIA, COCOMABOCAS and COCOMASUR, where 20,236 Afro-Colombians live and which border indigenous lands, small rural farms and landholders. The activities of the Project were implemented in zones covering an area of 409,246 hectares where historically there had been violent disputes over land tenure and the use of forest and mining resources. PROTIERRA was implemented by Mercy Corps and its local partners Fundación Darién and COCOMACIA, and the intervention focused on the municipalities of Quibdó, Ungía and Acandí in the Department of Choco and in the local council of Bocas of Atrato in Turbo, Antioquia.

PROTIERRA was financed by USAID's Office of Conflict Management and Mitigation with a budget of \$1,199,822 and was implemented between 15 June 2011 and 31 August 2014. There was a subsequent additional budget of \$486,072 as a result of a global prize awarded to PROTIERRA by USAID's Office of Gender Equality and Women's Empowerment in 2012, as recognition for its work in promoting equal access to and use of land for women from Afro-Colombian communities.

PROTIERRA received a second global prize, the Pioneers Prize offered by USAID's Office of Science and Technology, which honors the best projects and activities that are successfully applying science and technology to solve development challenges. PROTIERRA was one out of seven winners of the Pioneer Prize in 2013², and it was selected among more than 90 projects worldwide for training ethnic communities in the department of Choco on mapping of disputed lands using technological tools –GPS and GIS. This prize provided an additional budget of \$200,000 to be used between 1 September and 31 December 2014. Thus, PROTIERRA implemented a total budget of \$1,885,895 between 15 June 2011 and 31 December 2014.

Collectively with the three funding streams, PROTIERRA had three specific objectives: 1) Strengthen the capacity of Afro-Colombian and indigenous communities to peacefully manage conflict within and between communities in the Darién region and Quibdó, Colombia, 2) Build sustainability and ensure local ownership of land and natural resource conflict mediation, 3) To increase participation of women, Afro-Colombians and indigenous persons in the development of policies that address the root causes of land and natural resource conflict. These objectives were further developed through four theories of change that allowed a transformation of the ways in which the four umbrella community councils in the target municipalities addressed and resolved land and natural resources conflicts.

¹ Law 70 of 1993 made provisions whereby the black communities had to establish particular forms of organization in order to gain access to the collective titles. The law ruled that the black communities had to establish themselves as "*Community Councils*" which in turn became the territorial and administrative units of these territories. These were to be governed by mechanisms of direct participation, with the establishment of a general assembly tasked with the design and approval of bylaws, and a democratically elected board of directors in charge of looking after all the issues of the community. Thus, the process of providing collective land titles triggered the creation of several organizations that did not previously exist in these territories; the first collective titles of black communities were issued in Colombia in 1996.

² See: http://www.usaid.gov/sites/default/files/documents/15396/2_Protierra-Colombia.pdf

III. Most significant impacts and sustainability of PROTIERRA's actions:

- **Resolution of territorial conflicts and formalization of land property rights for Afro-Colombian communities.** PROTIERRA implemented capacity building activities on the use of Alternative Mechanisms for Conflict Resolution (MARC, for its name in Spanish) with 1,605 persons, of whom 525 were women and 1,080 men; further, 150 persons gained knowledge on the use of GPS and GIS. Four mediation centers were established where 189 territorial conflicts in municipalities that had historically shown high levels of violence in the resolution of land disputes were resolved. In turn, 445 land property rights over state vacant lands were formalized in the municipality of Ungía, out of which 272 property rights were issued to a female head-of-household. These families now own their land, they have an economic asset that has allowed them to access loans from *Banco Agrario* (a state-owned bank) for agricultural production and they received agricultural technical assistance from the municipality.
- **Women making decisions on the use of land.** 48 female heads-of-household from COCOMACIA obtained land usufruct titles which they allocated for agricultural production, thus increasing their annual income, improving food security of their families and empowering them to make decisions on the use of land and surplus production.
- **Community councils with territorial planning and forest management plans.** COCOMACIA, with the support of PROTIERRA, prepared the territorial planning of 60 local community councils and linked these to the environmental management plans of the collective title through SIGACIA, COCOMACIA's Geographic Information System compliant with the technical and quality standards of the Agustín Codazzi Geographical Institute, the government authority in the matter. Such territorial planning identified zones with small villages and projected new places for sustainable human settlements, defined the community forests to protect and preserve the natural resources, and defined the lands where ancestral familiar presence and family usufruct are recognized. These actions were essential for COCOMACIA's Board of Directors to exercise its governance within the collective titled area. COCOMAUNGUÍA replicated this experience in six local community councils.
- **Regularization of collective territories of black communities.** PROTIERRA undertook the technical amendment of the coordinates of 70,400 hectares comprising the two collective titles of COCOMAUNGUÍA and COCOMABOCAS; the technical exercises were undertaken by people from the community trained by PROTIERRA. Thus, the intra-community conflicts over the boundaries of eight local community councils were resolved. Later on this work allowed the major community councils to link themselves to the environmental management plans of the buffer zone of the Katios natural park, with CORPOURABA and CODECHOCO. The next step will be for INCODER to issue official resolutions amending the collective titles to the umbrella community councils.
- **Preserving strategic ecosystems.** COCOMASUR defined its collective title and the zones of forest exploitation with the support of a team of technical mediators and community topographers trained by PROTIERRA; with these capacities COCOMASUR developed a REDD program in 2012 that provides economic benefits to the families who live in the

collective title³ through the initial sale of 70,000 carbon credit certificates. This was possible thanks to the training and capacity building with women and youth in the use of technologies to support methods of forest inventories and resolution of territorial and natural resources conflicts.

- **Community councils create employment and resources through the resolution of territorial conflicts.** In 2014 the community councils supported by PROTIERRA signed contracts amounting to approximately \$400,000 with the environmental corporations of Uraba and Choco and with the national parks programs, resulting in a significant increase of the community councils' revenue and net income, which in turn are distributed to the families in the form of dividends once the operating costs have been provided for and certain needs of the community have been met. In the case of COCOMASUR, 37 direct, sustainable employment positions have been created since 2013; these agreements and projects offer the possibility to increase the income of the community councils and their families.
- **Distribution of benefits from community forest management.** A combination of higher revenue from forest management, best accounting practices, and enhanced compliance with internal rules and regulations allowed COCOMASUR to make significant economic contributions to their partner families and related organizations, and important social investments in its communities.
- **Gender equality and new masculinities in the community decisions of Afro-Colombian communities.** PROTIERRA developed and implemented a strategy to introduce the gender perspective in the access to and use of land, aiming at enhancing the participation of women in agricultural activities and in the distribution of benefits from the territorial planning and forest management, as well as in decision-making within the organizations. As a result, there was a significant increase in the number of women on the boards of directors and working groups, as well as an increase in the representation of women in the executive and technical instances of the organizations. By the end of 2014 there were 137 women leaders in executive and managerial positions within the community.
- **Public accountability and transparency in the planning and management of the territory.** With PROTIERRA's assistance in the development and implementation of bylaws, regulations and management and accounting practices, the umbrella community councils of black communities experienced an increase in the distribution of their economic benefits among the members of the community; they now also prepare and submit regular financial statements to their assemblies and to the entire community. The periodic accountability process undertaken every semester created participative scenarios where the performance of the technical team is assessed and key decisions to improve management and the administration of the collective title are made.
- **More land formalized with well-defined tenancy rights to access government and financial sector resources.** During the life of the project, PROTIERRA worked with

³ See: <http://grist.org/climate-energy/in-the-colombian-rainforest-an-experiment-in-community-driven-climate-protection/>

INCODER to accelerate the process of formalization of public property, clearance of collective titles, and issuance of land titles, in order to allow for the awarding of state benefits and to enhance access to financial credit resources to the title owners. Our work with INCODER contributed to the formalization of 3,200 hectares of land for the agricultural production with the formalization of 455 property rights for rural Afro-Colombian families.

THEORIES OF CHANGE

During the design of this project, Mercy Corps employed four theories of change in relationship to the strategic objectives. Below is a summary of the changes that occurred throughout the life of the project.

SO 1. Strengthen the capacity of Afro-Colombian and indigenous communities to peacefully manage conflict within and between communities in the Darién region and Quibdó

THEORY OF CHANGE 1: As to Personal Dimension- Perceptions and Attitudes for Peace. Program Hypothesis: if individuals involved in conflict adopt the principles of dialogue and inclusion, then they will actively participate in conflict management.

PROTIERRA obtained strategic changes in four Afro-Colombian community councils in Choco affected by the internal armed conflict⁴. PROTIERRA changed individual attitudes and behavior

⁴The violent dispute between illegal armed groups for the social and territorial control of urban and rural areas, misappropriation and massive acquisition of land; multiple forced displacements, militarization of the territory as a public security policy, the rapid expansion of illegal crops and the use of these territories as a route for the

through the promotion of dialogue and consensus as operating principles to resolve land and natural resources conflicts in the targeted collective territories. These principles were learned by 2,369 persons, of which 1,058 women, through training in: i) alternative dispute resolution mechanisms, and ii) leadership, gender equality and new masculinities⁵.

Table 1.Type of training and number of participants

Theme	Participants	Men	Women
Leadership	189	25	164
Alternative mechanisms for conflict resolution	1,605	1,080	525
Gender and territory	444	150	294
Regional exchanges	131	56	75
Total	2,369	1,311	1,058

In turn, the Project held seven regional exchanges with the participation of 131 persons, of which 75 were women leaders from the community councils. These exchanges allowed for the management of local knowledge and the replication of best practices on mediation and community topography to resolve disputes over land and sustainable use of natural resources. As a result of the training processes and exchanges, members of the communities identified how prejudices had modeled their role in the conflict and defined mechanisms to resolve the conflicts. The process, in turn, created new, more inclusive leadership and changes in their behavior through constructive participation, evident in 189 territorial conflicts resolved by PROTIERRA in the community councils (see Table 2).

SO 2. Build sustainability and ensure local ownership of land and natural resource conflict mediation

THEORY OF CHANGE 2: As to the Relational Dimension – Interactions and Understanding. Program Hypothesis: If people involved in conflict are given the opportunity to discuss their

commercialization of coca, extraction of gold, silver and platinum; the designation of a large part of the territory as a special area for exploration and exploitation of hydrocarbon, the fact that the area is deemed as the least developed and one of the poorest, in addition to weak and traditionally corrupt public institutions, are the dynamics of the context in Choco on which PROTIERRA proposed the hypotheses of change to promote the application of MARC in the resolution of territorial and natural resources conflicts.

⁵ The masculine identity has always been shaped in terms of competitiveness and power; features such as fear, tears, pain or any other external expression of feelings did not fit into the stereotype of a man. Rejecting these emotions implies a negation of oneself and the inability to grow as a person. As such, PROTIERRA, facing this traditional model, proposed a training process that develops the concept of a new masculinity, based on overcoming the barriers, the stereotypes and social rules. It entails achieving a new masculine identity that allows the individual to be a person in the widest sense of the term. This new model was based on: i) accepting the masculine vulnerability, ii) learning how to express emotions and feelings, iii) learning how to ask for help and support, iv) learning non-violent methods of conflict resolution, v) learning and accepting attitudes and behavior traditionally seen as feminine but required for a holistic human development. In summary, it is a masculinity that allows the personal and professional development, revealing the emotions and participating in sound relationships with others. PROTIERRA had the support of a technical consultancy with *Colectivo Hombres y Nuevas Masculinidades* – a local organization.

grievances and interests in an impartial space with the assistance of mediator, then they will better understand one another and reach solutions that are satisfactory for all parties involved

Influencing individual attitudes has a broader impact with an equivalent change in a wider social sphere. Resolution of conflict required changes in the way individuals interact and communicate with each other; this required PROTIERRA to create neutral scenarios for constructive dialogues, and the establishment of four mediation centers that operated in Ungía, Acandí and Quibdó in Choco and in the town of Bocas del Atrato in Turbo, Antioquia.

From the mediation centers, PROTIERRA provided comprehensive training packages and technical assistance to the leaders of the community councils in MARC, use of GPS, social cartography and GIS. It also provided tools for the analysis and incorporation of gender and new masculinities issues into the daily activities of the communities. It is noteworthy that the mediation centers were staffed with people from the community trained to analyze and manage the conflicts and to use technological tools for the design of maps and topographic plans; there was also staff knowledgeable about legislation on ethnicity, lands and gender, which were trained by PROTIERRA.

As a result of the provision of community mediation and topography services through PROTIERRA's mediation centers, a total of 189 mutual agreements between previously-in-conflict parties (see Table 2) were realized. The resolution of these conflicts enhanced the governance of the four umbrella community councils and promoted a culture of dialogue and harmony as foundational principles to address community conflicts related to the tenure and use of land in the targeted municipalities; as such, during the implementation of the project there were no instances of violent resolution of land and natural resources conflicts.

Table2.Number and type of territorial conflicts resolved by PROTIERRA.

Organization	Municipality	Number of resolved cases	Category	Number	Typology	Number
COCOMAUNGUIA	Unguia	82	Intra-community	75	Dispute on boundaries	2
					Possession within the collective territory	5
					Delimitation of the property or possession	6
					Request for access to the land	62
			Inter-community	5	Dispute on boundaries	1
					Possession within the collective territory	3
					Natural resources	1
			Extra-community	2	Dispute on boundaries	1
					Natural resources	1
			Subtotal		82	
COCOMACIA	Quibdo	54	Intra-community	54	Succession rights	54
Subtotal		54		54		54
COCOMASUR	Acandi	53	Intra-community	51	Dispute on boundaries	45
			Intra-community		Recognition of ancestral possession	6
			Extra-community	1	State error	1
			Independent	1	Delimitation of the property or possession	1
Subtotal		53		53		53
Total		189		189		189

THEORY OF CHANGE 3: As to Structural Dimension. Program Hypothesis A: if stakeholders are convened in a network to discuss the impact of policies, then they will develop proposals that prevent and mitigate future conflict. Program Hypothesis B: if stakeholders from two countries with similar historical, political and socioeconomic characteristics are given the opportunity to exchange best practices and lessons learned, then they will be motivated and better equipped to manage conflict in their respective countries.

Based on the above program hypothesis, PROTIERRA developed a virtual network (www.redtierras.org) to ensure sustainability of the regional exchanges between the leaders of the community councils and the local authorities of Choco, and to influence local authorities on the implementation of the program of formalization of state vacant lands in the municipalities of Ungía and Acandí. In addition, PROTIERRA organized three exchanges to share experiences and best practices to promote the use of the methodological guide to territorial conflict resolution and to share lessons learned on the inclusion of gender and new masculinities issues in the territorial planning of the 60 local community councils. A total of 131 leaders of the community councils, civil servants, and farmers from Southern Tolima and Antioquia participated in these exchanges.

Regarding the development of hypothesis B, PROTIERRA organized four exchanges between Afro-Colombian communities and Colombian government authorities with indigenous people and local authorities of Guatemala, where Mercy Corps has worked for ten years on the resolution of territorial conflicts; Mercy Corps replicated this experience in Colombia under a South-South cooperation approach (see Table 17). There was also an exchange with Aimara indigenous in the Bolivian plateau, where we addressed the issue of the use of geographic information systems for the internal rectification of collective titles.

As a result of these exchanges, the community councils and local authorities understood that the policies and structures that operate in the agrarian context in a country or municipality may prevent or assist in the transformation of the conflict in the social and cultural contexts. For this reason, PROTIERRA developed a Web 2.0 platform where 399 users discussed and proposed alternatives to mitigate local conflicts from within the most affected communities; the collective action focused on advocating INCODER to implement the program to formalize the vacant state lands in the municipalities of Ungía and Acandí.

PROTIERRA facilitated the cooperation and exchange of best practices and lessons learned between Guatemala, Bolivia and Colombia, using social networks such as Twitter, Facebook, and other mechanisms such as MVP (Minimum Viable Product) and Ustream, which provided enhanced sustainability to the knowledge management and the exchange of methodologies. Public entities responsible for the management of issues addressed by *Red Tierras* also participated, including staff from INCODER, the mayoralties of Acandí, Ungía and Quibdó, environmental authorities of CORPOURABA and CODECHOCO, and national and foreign academic leaders. Given the knowledge management process and exchange of experiences, PROTIERRA established a public-private alliance between INCODER and the mayoralty of Ungía, which resulted in the formalization of 445 property rights over vacant state lands in Ungía for farmers and Afro-Colombian women. It is noteworthy that 272 of the beneficiaries were Afro-Colombian with female heads-of-household.

SO 3. To increase participation of women, Afro-Colombians and indigenous persons in the development of policies that addresses the root causes of land and natural resource conflict

THEORY OF CHANGE 4: As to the Cultural Dimension. Program Hypothesis: if people are exposed to new tools and conceptual frameworks for interpreting conflict, gender and ethnicity, then they will work together to build more cohesive and equitable societies.

Mercy Corps led the participative design of a guide to analyze and manage territorial conflicts⁶ with women, men and youth to resolve the territorial conflicts within the community councils.

PROTIERRA also promoted gender analysis at the individual and community levels thus encouraging positive changes, opening dialogue and mainstreaming gender in decision-making scenarios (i.e: such as boards of directors, working groups and in executive, managerial and local

⁶ See: <http://es.slideshare.net/RedTierras/gua-resolviendo-conflictos-territoriales-en-el-choc>

and regional representation positions within the major community councils.) PROTIERRA promoted changes in the perspectives and attitudes towards conflict and equitable gender relationships and established a culture that promotes dialogue and respect for diversity in each of its activities during the implementation of the project. Such organizational strengthening required, in turn, the permanent promotion of essential principles and practices such as listening to others and equitable representation in meetings and community activities in order to achieve gender equality and promote new masculinities. These were carefully incorporated into the ancestral practices of the Afro-Colombian communities.

As a result of this process, the ethnic authorities promoted 137 women, trained by PROTIERRA, to executive positions in the community councils, working groups and representative positions. Women’s leadership in decision making processes on access to and use of land and natural resources within the collective territories was evident as 48 women received certificates for the use of land and participated in the definition of territorial planning of 60 local councils in COCOMACIA. Similarly, 224 female heads-of-household formalized their property rights on vacant state lands in the municipality of Ungía through a public-private alliance between INCODER, the Mayorality of Ungía and PROTIERRA⁷. These 224 women received property titles, technical assistance and productivity loans from *Banco Agrario* and the Municipality of Ungía.

Table 3. Detail of households that obtained property rights

Organization	Municipality	Type of document obtained	Number of beneficiary households	Men	Women
COCOMACIA	Quibdó	Usufruct	48		48
COCOMAUNGUÍA	Ungía	Property rights	224	61	163
Total			272	61	211

IV.ACHIEVEMENTS OF PROTIERRA DURING THE LIFE OF THE PROJECT

PROTIERRA’s programmatic and financial implementation was undertaken in three stages: the **first stage** focused on the issue of resolution of territorial and natural resources conflicts; this stage is hereinafter referred to as the CMM Stage. The **second stage** is hereinafter referred to as the GENDER Stage, as it focused on the promotion of gender and new masculinities in the agrarian dialogue; the **third stage** is hereinafter referred to as the Science and Technology Stage –S&T–, as it focused on the use of GPS and GIS technologies in the processes of resolution of territorial and local council land planning conflicts. The following is a presentation of each result with the related indicators and tables with the details of the achievements at each stage of PROTIERRA; each table presents cumulative information to identify the achievements for each indicator during the project implementation period and describes the most significant activities undertaken.

⁷Ver: <http://www.incoder.gov.co/contenido/contenido.aspx?conID=2323&catID=2602>

Indicators one to nine had been designed at the beginning of PROTIERRA, specifically for the CMM stage. Indicators 10 and 11 were formulated exclusively for the GENDER stage and indicators 12 and 13 were formulated only for the S&T stage. For indicators one to five, eight and nine, the target values for the GENDER stage were added. For indicators three and four the target values for the stage S&T were added (see Annex II, consolidated table, with the achievements for the indicators of PROTIERRA)

Objective1. Strengthen the capacity of Afro-Colombian communities to peacefully manage conflict within and between communities in the Darien region and Quibdó, Choco, Colombia

Result 1.1. Community leaders in the Darien region and Quibdó are applying alternative dispute resolution (ADR) techniques and people to people principles to resolve conflicts encountered in the communities

Indicator 1. Number of previously existing land and natural resources conflicts resolved in areas receiving USG assistance for mitigation of land conflicts

The target value set for this indicator during the implementation of PROTIERRA was 160 resolved cases; at the end of the project 189 cases had been resolved, thus achieving 118% of the target value for this indicator.

As noted in Table 5, 170 cases were resolved during the CMM stage (166% of target value for that stage); 19 cases were resolved during the GENDER stage (48% of the target value for that stage).

Table 4. Indicator No. 1 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	Lop Goal	Cumm. Land+ Gender+ C&T	%
Number of previously existing land and natural resources conflicts resolved in areas receiving USG assistance for mitigation of land conflicts	120	170	166%	40	19	48%	0	-	-	160	189	118%

Out of 189 resolved cases, the highest proportion (95.2%) fell under the category of intra-community conflicts; this is conflicts within the collective territories. Regarding the typology, the highest percentage (32.8%) of resolved cases corresponded to requests for access to land, due to the deficit of land available for agricultural use. Table 6 shows the number of cases resolved in each mediation center classified by category and typology. The mediation center in Ungía had the highest number of resolved cases, 82 in total, of which 75 corresponded to intra-community

conflicts; the most frequently observed typology was the request for access to the land, via family usufruct. This was because 88% of the collective territory of this community council comprises wetlands, which are not apt for agricultural activities and thus results in scarcity of land for food production and created a high number of conflicts for access to and use of land before PROTIERRA.

Indicator No. 2: Number of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties. (Direct beneficiaries of resolved conflict cases.)

The 189 resolved cases benefited 182 persons, out of which 70% were men (126) and 30% were women (56). The achievement of the indicator was 96%.

PROTIERRA encouraged the participation of women in the agrarian dialogue, as noted in Table 7; the proportion of women who benefited from the resolved conflicts was 30%.

Table 5. Detail of resolved cases

Organization	Municipality	Number of resolved cases	Category	Number	Typology	Number
COCOMAUNGUIA	Ungía	82	Intra-community	75	Dispute on boundaries	2
					Possession within the collective territory	5
					Delimitation of the property or possession	6
					Request for access to the land	62
			Inter-community	5	Dispute on boundaries	1
					Possession within the collective territory	3
					Natural resources	1
			Extra-community	2	Dispute on boundaries	1
					Natural resources	1
			Subtotal		82	
COCOMACIA	Quibdó	54	Intra-community	54	Succession rights	54
Subtotal		54		54		54
COCOMASUR	Acandí	53	Intra-community	51	Dispute on boundaries	45
					Recognition of ancestral possession	6
			Extra-community	1	State error	1
			Independent	1	Delimitation of the property or possession	1
Subtotal		53		53		53
Total		189		189		189

As noted in Table 8, during the CMM stage the resolved cases benefited 167 persons (111% of target value for that stage); during the GENDER stage there were 15 beneficiaries (38% of target value). No target value was established for this indicator for the S&T stage. Table 8 shows that COCOMACIA made the greatest progress in terms of the participation of women in the resolution of conflicts with 54 women benefitting from the project. It is noteworthy that this is the result of

mobilizing women to access family usufructs for agricultural production, which had been encouraged by the COCOMACIA's Gender Commission.

Table 6.Indicator No. 2 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LopGoal I	Cumm. CMM+ Gender+ C&T	%
	# of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties. (Direct beneficiaries of resolved conflict cases)	150	167	111%	40	15	38%	0	-	-	190	182
disaggregated												
Male		113			13			-	-		126	
Female		54			2			-	-		56	

Table 7.Detail of direct beneficiaries of resolved cases (Indicators 1 and 2)

Organization	Municipality	Number of resolved cases Indicator one	Number of beneficiaries of the resolved cases Indicator two	Number of Male beneficiaries	Number of Female beneficiaries
COCOMAUNGUIA	Ungía	82	82	80	2
COCOMACIA	Quibdó	54	54	0	54
COCOMASUR	Acandí	53	46	46	0
TOTAL		189	182	126	56

Indicator 3. # of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties. (Participation in training, local exchanges)

2,369 persons were trained during the three years of implementation of the project, out of which 55% were men (1,311) and 45% were women (1,058).

The focus of the training component of the project was on regional and international exchanges and community training workshops on issues of conflict resolution on use of land, gender and territory, and leadership.

As shown in Table 9, a target value of 510 trained persons was established during the CMM stage. PROTIERRA trained in total 1,989 persons thus achieving 262% of target value; For the GENDER stage, the target value was set to 220 trained persons, and PROTIERRA trained 380 persons equivalent to 172% of the target value. A goal of 30 people was set for the S&T stage, however this was not achieved as the 30 people who participated in the training events had already participated in other sessions during the CMM and GENDER stages, and as such they had already been registered as beneficiaries in the databases.

Table 8. Indicator No. 3 – achievements by stage.

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LoP Goal	Cumm. Land+ Gender+ C&T	%
# of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties. (Participation in training, local exchanges)	510	1989	262%	220	380	172%	30	0	0%	760	2369	312%
Disaggregation												
Male		1151			160					0		1311
Female		838			220					0		1058

Details of the themes and number of people trained follows:

Table 9. Details of participants in training and exchanges

Theme	Participants	Men	Women
Regional exchanges	131	56	75
Alternative mechanisms for conflict resolution	1.605	1.080	525
Gender and territory	444	150	294
Leadership	189	25	164
Total	2.369	1.311	1.058

Indicator 4. Number of regional exchanges concerning conflicts over land and natural resources between technical teams, staff members, and leaders of Colombia and Guatemala.

During the three years of implementation of the project a total of seven exchanges were held, including three regional exchanges and four international exchanges.

As shown in Table 11, a total of 3 exchanges had been planned for the CMM stage and all of them were held, thus achieving 100% of the goal. Two exchanges had been planned for the GENDER stage and three were actually held, thus achieving 150%, while the S&T stage achieved 50% of the goal, as two exchanges had been planned for and only one was held.

The overall target for the entire implementation period of PROTIERRA was achieved at 100%, as all seven planned exchanges were held.

Table 10.Indicator No. 4 – achievements by stage

Indicator	Land Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LoP Goal	Cumm. Land+ Gender+ C&T	%
# of regional exchanges concerning conflicts over land and natural resources between technical teams, staff members, and leaders of Colombia and Guatemala	3	3	100%	2	3	150%	2	1	50%	7	7	100%

The following training activities were implemented during the CMM stage of PROTIERRA:

Activity 1.1. Train 550 community leaders in ADR through a Person-to-Person approach in order to solve land conflicts and promote good governance and reconciliation (USAID strategy Afro-Colombians 6.2.2).

The training in MARC had 1,605 participants, of which 525 were women and 1,080 were men. This training built capacities to mediate territorial conflicts and to defend the ethnic territorial rights of the Afro-Colombian communities who inhabit the four collective territories. Lessons learned include put the training into practice through the use of technical tools to address, analyze, and define ways to manage conflicts according to their typology and category. Services were provided from the mediation centers and in the local community councils resulting in sustainable agreements between disputing parties.

The project exceeded its target, achieving 214% of the goal. This was the result of the implementation of a strategy to achieve greater efficiency in the trainings, which was agreed on by the ethnic authorities of the four umbrella community councils. The process was based on the umbrella councils' organization by local councils which, in turn, replicated the activities in each village and town, always with the technical support of professionals from Fundación Darien and Mercy Corps. This was due to the need to generate public opinion and create a culture of dialogue as a mechanism to resolve local conflicts, as otherwise this would become breeding grounds for armed groups to make decisions.

Activity 1.2. Train Afro-Colombian women to use and interpret GPS data and other land measurement tools as a way of preventing and managing land and natural resource conflicts.

C&T Activity 1.1. Train 30 people from three Umbrella Community Councils on the use of GPS / Geo-referenced Information Systems and alternative mechanisms for resolution of territorial and natural resources conflicts.

PROTIERRA trained 150 people from the four community councils in geographic information systems and the use of GPS and multi-purpose cartography, developing capacities particularly of women and youth in the local community councils. The community leaders training included the following activities:

- i) geo-referencing with GPS to develop plans and maps;
- ii) measuring rural terrain with a meter, a rope (traditional method) and with GPS;
- iii) downloading information from the GPS to the cartographic software, analyzing data, measuring distances and estimating areas, use of cartographic software Garmin Map Source;
- iv) downloading data gathered with the GPS during field practices, analysis of information, measuring distances and then preparing a map of the town using Garmin Map Source software;
- v) visualizing digital cartography of Choco using cartographic freeware Kosmo, Quantum GIS, GVSIG. SIG_DARIEN database;
- vi) transformation of coordinates MAGNA-SRGAS PRO V2 from the Agustín Codazzi Geographic Institute; and
- vii) preparing the map of the local council, based on the information gathered during field practices using cartographic freeware.

With this knowledge, the communities recognized the boundaries of their collective territory during field practices, developed the cartography of their land, and undertook the territorial planning of 60 local community councils in COCOMACIA. This activity was then replicated in nine local community councils of COCOMAUNGUIA. Through the collective construction of social cartography and plans, the trainees identified the physical space and the social, cultural,

economic, environmental and historic elements that integrate each community as a strategy to prevent new conflicts.

Similarly, the community topographers ensured the collection of data through topographic surveys, analyzing and using the information gathered as a technical input in the mediation sessions of the 189 territorial conflicts, and in particular in the decisions made by conflicting parties and in the formalization of agreements.

Result 1.2. Women in the Darien region and Quibdó have more equitable access to land.

Activity 1.3. Women participate in land conflict mediation activities, which result in greater access to land and security of land rights. As shown in Table 12, PROTIERRA ensured the participation of women in the mediation processes, highlighting the importance of their voice and their perspective in the mediation of the conflict and ensuring that they were signatory parties to the agreements and legal documents on the property and use of land.

Table 11. Number of property rights and family usufructs for women

Organization	Municipality	Type of document obtained	Number of beneficiary households	Men	Women
COCOMACIA	Quibdó	Usufruct	48		48
COCOMAUNGUÍA	Ungía	Property rights	224	61	163
Total			272	61	211

Indicator 5. Number of households that have obtained property rights as a result of USG assistance.

A target value of 25 beneficiary households had been established for the CMM stage of PROTIERRA, and the project achieved the issuance of 272 titles to female heads-of-household. The target value for the GENDER stage was 100 beneficiary households; however these had already been reported under the CMM stage. The global target value for this indicator was 145 beneficiary households, and the actual achieved value was 272 thus reaching 188%.

Table 12. Indicator No. 5 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LoP Goal	Cumm. Land+ Gender+ C&T	%
Number of households that have obtained property rights as a result of USG assistance	45	272	604%	100	0	0%	0	-	-	145	272	188%
Desegregated												
Male		61				0				0		61
Female		211				0				0		211

Out of 272 beneficiary households, 48 gained access to lands in the collective territory through usufructs and 224 through property rights on vacant state lands. Out of the 272 beneficiary households 78% are female-headed households and 22% are male-headed households.

Activity 1.4. Working with INCODER and other government agencies on the resolution of land and natural resource conflicts, as well as on the design of the comprehensive characterization of the collective territories, victimizing actions and collective reparation to victims.

PROTIERRA promoted the implementation of government programs for access to land titles for Afro-Colombian women.⁸ First, the project advised the inclusion of women as holders of property rights over state vacant lands in the municipality of Ungía and the awarding of certificates of land usufruct for agricultural production in COCOMACIA. Second, with the support of the umbrella community councils and *Red Tierras*, the women proposed to INCODER implementation of a strategy for awarding land titles in Ungía; they also proposed to the municipal mayors of Ungía and Quibdó the implementation of supplementary programs to foster agricultural production on their lands.

Result 1.3. Attitudes on gender, masculinity and women's rights in relation to conflict are positively changed for men and women in the Darien region and Quibdo

Activity 1.5: Facilitate workshops and campaigns to change attitudes on gender and masculinity issues, based on the results of focus groups that reveal the prejudices and barriers to women's participation.

PROTIERRA delivered training workshops on Gender and Territory in COCOMACIA, COCOMASUR and COCOMAUNGUIA with specialized advice from *Colectivo de Hombres y Nuevas Masculinidades* (a local organization). A total of 444 persons participated in the activity (see Table 10). The participation of 294 women was a positive indicator in the analysis of gender and in the agrarian dialogue addressed in the workshops, as women have historically been excluded from the dialogue on the access to and use of the territory.

⁸ See: <http://www.incoder.gov.co/contenido/contenido.aspx?conID=2323&catID=2602>

The implementation of this proposal followed the protocols established in the Councils to call for community assemblies; as such, prior to visiting the territories there was a presentation and dialogue with representatives from the boards of directors of the umbrella councils, in order to clarify any doubts, explain the purpose, and recognize the particularities of each council in the definition of the most suitable approach. The results of these meetings were positive and of great interest for the proposal and implementation of the workshops. These meetings provided a preliminary insight into the participation of women in decision-making positions and scenarios, as

well as an overview of the masculine logic present in the organizational and planning scenarios of the local rural development.

A strategic aspect of the training was PROTIERRA's approach to gender and new masculinities, which brought together 150 men and youth who participated in the cycle of workshops, receiving training on gender issues, analyzing new masculinities built at the community level in the community councils, and identifying bad practices that promote gender exclusion. These trainings led to the men and youth proposing changes such as: i) incorporation of women in executive positions of the local councils was established in the bylaws of the councils, ii) women's access through family usufruct certificates was approved through the bylaws of the umbrella councils.

In the case of the Umbrella Councils, women in leadership positions contribute their life experiences in the community and organizational processes, thus encouraging other women to mobilize and actively participate in the decisions on the use of land, particularly regarding agricultural activities aiming at improving the food security of their families. In the case of young women, they now have female role models that mark a transformation and a departure from the hegemonic feminine model prevalent in the rural context. Certain barriers still exist in the sense that men still maintain conditions of control over the participation of women in the decision-making processes for the majority of the population in Chocó.

COCOMACIA's Gender Commission led workshops with Mercy Corps staff. The Commission consists of women and, as a result of the training process, they incorporated men into their working agendas. Similarly, the Gender Commission replicated the training process with certain groups of the population such as girls, boys, youth, adults, and the elderly. In the workshops on gender and territory, activities focused on collective participation to reshape the roles of women, girls, boys, and youth in order to move from a passive, informative participation to an active, substantive participation for decision making. Gender developments cannot overlook the analyses of the effective participation of women and men that promote new masculinities which are sensitive to gender equality.

Objective 2: Create sustainability and ensure local ownership of the mediation of land and natural resource conflicts.

The sessions on resolution of conflicts were conducted in four mediation centers established by PROTIERRA, located in the city of Quibdó, Ungía, Acandí and in the town of Bocas del Atrato in Turbo, Antioquia. PROTIERRA furnished the mediation centers with equipment and technology and trained personnel from the community councils to provide two types of services: i) mediation, and ii) community topography. These services allowed for the resolution of 189 conflicts during the implementation of PROTIERRA.

The mediation options, forms and technical tools used by the mediators and community topographers in the mediation centers were published by PROTIERRA through the *"Methodological Guide to the Resolution of Land and Natural Resources Conflicts"*. This guide was institutionalized through the bylaws and regulations of each umbrella community council and it was shared with 137 local councils in the department of Choco. The guide was also shared with

the mayors of Ungía, Acandí and Quibdó and with INCODER's Office of Promotion and Ethnic Affairs. The guide was the basis for the design of the characterization of collective damages of ethnic communities model for the plans of collective reparations to ethnic subjects undertaken by the *Unidad para la Atención y Reparación Integral a las Víctimas del Conflicto* (Unit for the Comprehensive Assistance and Reparations to the Victims, a government agency) which was piloted in Colombia in COCOMAUNGUIA.

Result 2.1. Two additional land conflict mediation centers are operating in the municipalities Turbo and Quibdó.

Indicator 6. # of peace building structures established or strengthened with USG assistance that engages conflict-affected citizens affected in peace and reconciliation processes

PROTIERRA achieved 100% coverage of this indicator. There are three peace building structures operating as the headquarters of the community councils of COCOMAUNGUIA, COCOMABOCAS, COCOMACIA, and COCOMASUR.

As noted in the following table, this indicator was established for the CMM stage only.

Table 13.Indicator No. 6 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LOP Goal	Cumm. Land+ Gender+ C&T	%
# of peace building structures established or strengthened with USG assistance that engages conflict-affected citizens affected in peace and reconciliation processes	4	4	100 %	0	-	-	0	-	-	4	4	100 %

Activity 2.1: The establishment of two new Mediation Centers for peaceful conflict resolution linked to the municipal governments of Quibdó and Turbo.

PROTIERRA established two mediation centers, one in the local council of Bocas de Atrato, in Turbo and another one in the mediation center of Quibdó, aiming at expanding the availability of mediation and community topography services for the resolution of disputes over land.

PROTIERRA established the Quibdó mediation center in the headquarters of COCOMACIA. The mediation center in Turbo, intended to assist the Afro-Colombian communities of Bocas del Atrato and Leoncito, was finally not established in the urban area of the town following a request of the COCOMABOCAS community, as this would have resulted in higher transport costs and longer times visiting a mediation center in the urban area of Turbo. PROTIERRA provided the mediation

and topography services directly in the towns of Bocas del Atrato and Leoncito, with the logistical and technical support of the mediation center of Ungía.

Result 2.2. Existing mediation centers in Acandí and Ungía are strengthened in terms of community acceptance, technical capacity and financial self-sufficiency to improve sustainability and resolve land and natural resource conflict.

Activity 2.2. Provide technical support for and assessment of the existing mediation centers in Acandí and Ungía, according to their identified needs and sustainability plans.

In order to strengthen the operating capacity of the mediation centers in Acandí and Ungía, PROTIERRA entered into two *commodatum*⁹ agreements with the *Instituto Colombiano Agropecuario – ICA* (Colombian Agricultural Institute, a government entity) to provide infrastructure support for a period of four years. Subsequently, similar agreements were signed between the mayors of Ungía and Acandí, and COCOMAUNGUIA and COCOMASUR, respectively; this strategy provided sustainability to the functioning of the mediation centers beyond the finalization of PROTEIRRA.

In the case of COCOMACIA, this council incorporated the mediation services into the Autonomy and Territory Commission, thus serving the 127 local councils under its jurisdiction.

Result 2.3. Best practices for land conflict resolution are identified, evaluated for effectiveness and documented for future use in other areas of Colombia

Indicator 7. Number of land and natural resource guides with a gender focus distributed to Afro-Colombian Community Councils

⁹N. del T: *Commodatum*, commodate or gratuitous loan

A total of 171 land and natural resource guides with a gender focus were delivered to the community councils engaged in the project, namely COCOMAUNGUIA, COCOMACIA, and COCOMASUR.

As noted in the following table, this indicator was established only for the first stage of the project, achieving 125% of the target value.

Table 14. Indicator No. 7 – achievements by stage

Indicator	CMMG Goal	Achieve ment	%	Gender Goal	Achieve ment	%	Science & Technology Goal	Achieve ment	%	Lop Goal	Cumm. Land+ Gender+ C&T	%
# of land and natural resource guides with a gender focus distributed to Afro-Colombian Community Councils	137	171	125%	0	-	-	0	-	-	137	171	125%

The guide will also be published on the *Red Tierras* website so as to make it available to all the stakeholders in Latin America.

Result 2.4. Methodologies for natural resource conflict resolution are defined and successfully applied in the mediation centers

Activity 2.3: Best practices on resolution of land and natural resource conflicts are identified, assessed for efficacy and documented for future use in other areas of Colombia.

PROTIERRA implemented training and communication strategy in Guatemala, Guatemala during a south-south exchange with the aim of building capacities of the community councils to plan for the use of land following an approach to sustainable management of the natural resources. This included: (i) advice on the incorporation of families to the territorial planning processes of the local community councils, and (ii) training the communities on integrated agricultural and design of community plans for the management of natural resources.

PROTIERRA visited the beneficiary communities and verified that plans for sustainable management of natural resources had been built in a participative manner and that these were operating. According to data provided by Mercy Corps, a total of 60 local councils prepared territorial planning processes in COCOMACIA and six local councils in COCOMAUNGUIA, with the support of Fundación Darien and Mercy Corps. The same number of community councils has participated in activities for the development of the environmental management plans. The goal was 60 families during the GENDER stage.

With the support of Mercy Corps, COCOMACIA participated in training sessions on territorial planning for the boundary marking of the territory, the preparation of the first community social cartography and the first technical maps of the community council with an extension of 800,000 hectares inhabited by more than 40,000 persons (127 local councils). This community has historically been affected by the Colombian armed conflict.

During the field visit to Quibdó, USAID's evaluation team asked COCOMACIA about the results of these training sessions. The following were among the perceived results of PROTIERRA: i) the development of a protocol for boundary marking pursuant to the enacted legislation and the organizational structure of the community councils (Law 70 of 1993 and decree 1745 of 1995), ii) documentation of the methods followed for the boundary marking of the territory, iii) a technical collection of basic cartography of the areas of COCOMACIA and its historic evolution, iv) an exercise on social cartography, and v) the census of land.

These processes were undertaken following participative methodologies. Details of the activities can be found in the *Guide to the Resolution of Conflicts*, edited by COCOMACIA and Mercy Corps Colombia and published in December 2011. The evaluation assessed the manner in which this initiative is aligned with the structure of the community council, thereby fostering massive positive participation of the community. The methodological *Guide to the Resolution of Conflicts* was shared with the 127 community councils comprising COCOMACIA.

COCOMACIA replicated this experience with the community councils of Ungía and Acandí; in turn, during the regional exchanges, this experience was shared with the *Cooperativa de Caficultores del Sur del Tolima* (Cooperative of coffee growers of Southern Tolima) in Chaparral, Tolima, a local partner of Mercy Corps' in the areas of formalization of property and environmental management.

Result 2.5. Local partner has the capacity to support beneficiaries of resolved land conflict with economic development based on the sustainable use of natural resources

Activity 2.4. Development of the Conflict Management Guide, incorporating best practices in Guatemala and experiences in Colombia

Parallel to the work on territorial planning, PROTIERRA and the community councils documented the methodology for mediation of conflicts for territories with natural resources (forest, mangrove, minerals, among other). As the highest administrative authority in its territory, COCOMACIA had developed its own models for mediation of territorial complaints with clearly established processes. Nevertheless, Mercy Corps was able to identify that prior to PROTIERRA these procedures had not been clearly documented. Mercy Corps provided advice to COCOMACIA on the development of instruments to document the procedure and educate people. Subsequently, the community councils visited local Mercy Corps' partners in Guatemala in order to share this experience of mediation. Training sessions on the use of GPS devices were also held to provide technical support to the mediation activities and the processes of delimitation of the territory. These training sessions were delivered only to women from the Talita Kumi Association, financed by USAID in Guatemala, through the project *Empoderamiento del Dialogo Agrario EMA*

(empowering the agrarian dialogue), as an empowering mechanism and as a recognition for the leadership of the 12 women.

As part of this component there were also exchanges between COCOMACIA and JADE, a local partner of Mercy Corps' in Guatemala on mediation issues, as well as exchanges between community councils and local authorities in Guatemala and Bolivia, in order to share their experiences in the issues of land, natural resources and gender.

The participating communities indicated that these activities were valuable to them. PROTIERRA was able to verify that the methodological guides to the resolution of conflicts, adapted by the community councils, were operating appropriately and that the mediators had received the required training to operate effectively in the cases received by the mediation centers. The concept of the mediators was received with great enthusiasm in Colombia. Within four months, the group of mediators in the project was already training other mediators from their own communities, thus producing a multiplying effect.

Objective 3: Increase the participation of Afro-Colombian and indigenous women in the development of policies that address the root causes of land and natural resource conflicts.

Result 3.1. A multi – sectorial network created that includes the participation of women, Afro-Colombian and indigenous persons that advocates land and natural resource conflict policies in Colombia

Indicator 8. Number of users in the Red Tierras network, disaggregated

During the three years of the project, 399 persons joined Red Tierras, of which 57% (227) are men and 43% women (172).

As seen in Table 16, there was a goal of 300 users on *Red Tierras* during the DMM stage, and the actual achievement was 343 representing 114% achievement. The target value for the GENDER stage was 40 users, and the actual achievement was 56 which represents 140% execution over the target value. There was no target value for this indicator during the S&T stage.

For the entire period of the project, the global target value was 340 users on Red Tierras, and there was an actual achievement of more than 117%, equivalent to 399 new users on Red Tierras.

Table 15. Indicator No. 8 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LOP Goal	Cumm. Land+ Gender+ C&T	%	
# of users in the Red Tierras network, disaggregated	300	343	114%	40	56	140%	0	-	-	340	399	117%	
Desegregated													
Male			198			29						227	
Female			145			27						172	

Result 3.2. Linkages are established between networks in Colombia and Guatemala that address land and natural resource conflict between ethnic groups taking into account gender equity

Activity 3.1. Create a multi-sectorial network (Red Tierras) that includes the participation of women, Afro-Colombian, and indigenous people, that advocate for policies on land and natural resource conflicts in Colombia.

PROTIERRA implemented a virtual regional network, initially between Colombia and Guatemala, but with public access, for the following purposes: (i) to provide continuity and sustainability to the exchanges between the two countries, and (ii) to serve as a platform to share lessons learned and best practices in agricultural matters. The network is currently in operation (www.redtierras.org), with 399 users signed up, including users from various countries of Latin America (Canada, United States, Argentina, Brazil, Bolivia, Spain and Nicaragua).

Red Tierras connects professionals (practitioners) in the area of land access rights of ethnic communities, linking NGOs and government agencies across Latin America to share best practices and lessons learned on the resolution of territorial conflicts, agrarian reform and sustainable management of natural resources. It is an innovative initiative that constitutes a vehicle to facilitate the development of associations of peers working on the same issues.

PROTIERRA verified that Red Tierras (in its component of virtual platform, exchanges or cross-visits) is currently in operation, using the Ning network as its technological platform. The network was setup during the first semester of 2010, initially using the Clear Space network which was already being used by members of the Mercy Corps team. In August 2010, the network was

migrated to the Ning platform aiming at offering enhanced visibility and flexibility to the external users. Currently, the network has 399 members and is a Web 2.0 platform.

The new platform offers network members the possibilities to: post opinions and blog entries, access a shared calendar of events, post photos and videos, consult a library with relevant information and infographics, send private messages to other members, create working groups and participate in discussion fora. The contents of the network are in Spanish. The members of the Red Tierras network are primarily partners who participated in the exchanges between Guatemala and Colombia as well as in local exchanges. However, the network has members from other countries in the region and it remains open to all persons and organizations who might be interested, by request.

As an influencing mechanism, its main contributions were:

- (i) Red Tierras contributes to improving the diversity of instruments and to democratize the available information on the issues of land and territorial conflicts for rural and marginalized populations in Latin America. In this sense, it contributed to enhancing the possibilities of the civil society to access information in this matter.
- (ii) Red Tierras facilitates the communication and exchange between change agents who lead the processes and with whose leadership and efforts allow the transformation at the local level with a regional and global impact. In this sense, it must be understood as an instrument to promote the role of the change agents, allowing them to act collectively and learn mutually.
- (iii) Red Tierras also allowed the visibility of Mercy Corps', local partners', social organizations', local governments' and national authorities' work on the issues of land and natural resources. Despite the fact that the participation of the last two actors was not very active, the existence of this platform constitutes a mechanism for communication and mutual accountability that contributes to the transparency of the processes.

Activity 3.2. Regional exchanges and forums to share strategies to improve land and natural resources policies.

Through PROTIERRA, 131 people participated in seven regional exchanges, including four international exchanges. Of the participants, 75 were women.

PROTIERRA held four exchanges between Afro-Colombian communities and Colombian government authorities with indigenous and local authorities of Guatemala, where Mercy Corps has worked for over ten years in the resolution of territorial conflicts; this experience was replicated in Colombia by Mercy Corps following a south – south cooperation approach (see table 17). There was also an exchange with Aimara indigenous peoples in the Bolivian plateau, where the issue of the use of geographic information systems to rectify collective titles was addressed.

Table 16. Number of participants and themes of PROTIERRA's regional exchanges

Date	Location	Theme	Participants	Men	Women
April 2013	Regional	Exchange in Unguia, conflict resolution and MARC	28	11	17
April 2014	Regional	Regional Exchange in Quibdo, MARC and GIS	53	21	32
September 2014	Regional	Exchange on Gender, Territory, Science and Technology	26	7	19
February 2012	International	Exchange in Guatemala, Organizational process and MARC	4	3	1
February 2013	International	Exchange in Bolivia on conflict resolution on land and natural resources and in processes of formalization of property rights	8	5	3
October 2013	International	Exchange in Guatemala on conflict resolution on land and natural resources and in processes of formalization of property rights	8	5	3
November 2014	International	Exchange in Guatemala on GIS and GPS	4	4	0
Total			131	56	75

PROTIERRA facilitated the cooperation and exchange of best practices and lessons learned between Guatemala, Bolivia and Colombia and utilized social networks such as Twitter, Facebook

and mechanisms such as MVP (Minimum Viable Product) and Ustream to enhance knowledge management and exchange of methodologies. Public entities in charge of these practices in Red Tierras, staff from INCODER, the mayors of Acandí, Ungía and Quibdó, environmental authorities of CORPOURABA and CODECHOCO, as well as national and international academics all participated.

As a result of knowledge management and exchanges of experiences, PROTIERRA established a partnership between INCODER and the municipality of Ungía, thus obtaining the formalization of 445 property rights over vacant state lands in the municipality of Ungía for farmers and Afro-Colombian women. It is noteworthy that 272 of the beneficiaries were Afro-Colombian, female heads-of-household.

Result 3.3. Best practices for land natural resource conflict resolution that promote participation of marginalized groups are shared with stakeholders in other areas of Colombia

Activity 3.3. Seminars and other events to introduce and share best practices in solving land and natural resource conflicts.

Conflicts over land and natural resources are at the very heart of the armed conflict that spreads all over Colombia. PROTIERRA organized national seminars and other educational events with a peer-to-peer approach to share the successes of Quibdó and Darién. These events included the distribution of the *Guide to the Mediation of Conflicts for Land and Natural Resources*.

These activities were undertaken through Red Tierras and they incorporated 399 users who exchanged their experiences and best practices on the resolution of territorial conflicts.

Indicator 9. # of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance

This indicator was established for the CMM and GENDER stages of the project. The target value for the first stage of the project was 15 women, with an actual achievement of 33 women, equivalent to 220% of the target. The target value for the second stage was 40 women, with an actual number of 30 beneficiaries, representing 75%.

The overall goal for this indicator was 55 women, with an actual number of 63 beneficiaries, corresponding to 115% achievement.

Table 17. Indicator No. 9 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LOP Goal	Cumm. Land+ Gender+ C&T	%
# of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance	15	33	220%	40	30	75%	0	-	-	55	63	115%
Desegregated												
Male			0			0						0
Female			33			30						63

A total of 63 women from the community councils benefiting from the project have assumed a leadership role within their communities. 22.2% of these women are part of the Women’s Committee, another 22.2% are part of the boards of directors of the local and umbrella Councils, 11.1% lead women’s processes, and 8% are community promoters. Additionally, 3.2% of them have undertaken leadership roles in the quality of representatives of the Umbrella and Local Councils.

A description of the key roles or positions of each one of the leaders who benefited from PROTIERRA follows.

Table 18. Detail of roles or positions of leader women

Organization	Municipality	Number of leader women	Type of role or position	#
COCOMASUR	Acandi	32	Women’s Committee	14
			Administration area	5
			Local council boards	3
			Board of the Major Council	2
			Leading other processes	3
			Community promoters on demarcation	2
			Community promoters on mediation	3
COCOMACIA	Quibdo	27	Project coordination	1

			Local council boards	3
			Board of the Major Council	4
			Leading other processes	11
			Leading women's processes	7
			Representative of the Major Council	1
COCOMAUNGUIA	Unguia	4	Administration area	1
			Board of the Major Council	2
			Legal representative of the local council	1
Total		63		63

SUMMARY TABLE

Total Leaders	63	Women's committee	14
		Administration area	6
		Local council boards	6
		Major council board	8
		Legal representative of the local council	1
		Representative of the major councils	1
		Community promoters on demarcation	2
		Community promoters on mediation	3
		Project coordination	1
		Leading women's processes	7
		Leading other processes	14

Indicator 10. Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming

The target value for this indicator was 10% of 297 persons to be trained in leadership, gender and territory would have an increased empowerment and self-efficacy. A pre-test and a post-test were applied, and this information was compared at the end of the project; we observed that 33 women (11%) had enhanced their self-efficacy as a result of the concepts delivered through the training activities.

This indicator was established exclusively for the GENDER stage of PROTIERRA.

Table 19. Indicator No. 10 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LOP Goal	Cumm. Land+ Gender+ C&T	%
Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming	0	-	-	30	33	110%	0	-	-	30	33	110%
Desegregated												
Male						0						0
Female						33						33

Indicator 11. Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities

The target value for this indicator was that 10% of trained persons would report to be in agreement with the concept that males and females should have equal access to social, economic, and political opportunities. A pre-test and a post-test were given, and this information was compared at the end of the project; as a result 137 persons (86 women and 51 men) reported having achieved this indicator.

This indicator was established exclusively for the GENDER stage of PROTIERRA.

Table 20.Indicator No. 11 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LOP Goal	Cumm. Land+ Gender+ C&T	%		
Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	0	-	-	30	137	457%	0	-	-	30	137	457%		
Desegregated														
Male						51							51	
Female						86							86	

Result 2 C&T. COCOMACIA will implement a pilot geo-referenced information system (SIGACIA) in resolving conflicts on use and organization of land and natural resources in the collective territory.

Activity 2.1. Training three people responsible for the territorial conflicts mediation centers of the major community councils in the use of GPS and Geo-referenced Information System (GIS), in the Agustin Codazzi Geographic Institute and implementing these lessons in the GIS of the COCOMACIA, COCOMASUR and COCOMAUNGUIA major Councils.

Indicator 12. Number of Major Councils applying technological tools in agricultural processes (Geographic Information System, Social Mapping and GPS)

This indicator was achieved at 100%. As a result of the project, the beneficiary community councils are applying technological tools in agricultural processes (Geographic Information System, Social Mapping and GPS).

This indicator was established exclusively for the S&T stage of PROTIERRA.

Table 21. Indicator No. 12 – achievements by stage

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LOP Goal	Cumm. Land+ Gender+ C&T	%		
Number of Major Councils applying technological tools in agricultural processes (Geographic Information System, Social Mapping and GPS)	0	-	-	0	-	-	3	3	100%	3	3	100%		
Disaggregated														
Social Mapping										1				1
GPS										1				1
Geographic Information System – GIS										1				1

Activity 2.2. Updating the Geographic Information System of COCOMACIA (SIGACIA) in order to systematize and rationalize the information related to the resolution of territorial conflicts, organization of the land under the collective title and use of land.

PROTIERRA focused on the strengthening of the geographic information system of COCOMACIA, known as SIGACIA; this system has the function of the social and economic planning of the collective title for the definition of initiatives for rural development, access, use, protection and preservation of the territory and the natural resources. The strengthening specifically comprised the following areas:

- i) design of a layer of territorial analysis of territorial conflicts and
- ii) adjustments to the geographic visor: the fonts and the useful area of the visor were adjusted considering the new generation of screens, with a minimal optimum resolution full HD of 1080 dpi. The following are some screenshots of screens at 1080 and 4k.

During implementation, the PROTIERRA team reviewed Google’s policies for the use of representation backgrounds, as there was no match with the representation backgrounds and with the projection of the free service offered by them. As a result of this review, the team noted that the service was no longer free for those users requiring the use of a logo, and that there was also a new projection system. As a result, and as an added value, the Google backgrounds were eliminated and the OSM was adapted, which are now functional and adjusted to the projection; the team also modified the application of scale, as due to the changes this application was no longer realistic or functional within the new projection.

- iii) Mercy Corps added a field for search by alias or equivalent code from the existing PDF. The field and the search function were added, and the field was identified as “name of the map”, where an alias is to be populated in order to allow the easy identification of the maps by their name. Its use is the same already enabled for other fields;
- iv) Selector of layers: according to the requirements indicated for the operation of the system, particularly for the report on conflicts, Mercy Corps enabled a new functionality that allows enabling or disabling the desired layers, once the type of potential conflict has been identified, thus limiting the report to what is actually required and reducing the times of analysis and operation of the system. All layers are selected by default and then the operator decides which ones need to be activated or deactivated. In this analysis the lands claimed in usufruct are considered, as any intervention on the territory would affect mainly the beneficiaries of the usufruct who obtain their sustenance from the allocated land. The box with the layers is displayed immediately when the Conflict Report button is activated.
- v) Entering a polygon through a Shape File - *.shp. Both for a search of land lots and for a conflict report, we enabled a new functionality aimed at allowing the operator to review what had been worked on in the field or obtain a quick response for those external users who may wish to know how the territory might be affected by a potential intervention. Such functionality is known as “Upload Shape”. Given its importance and functionality, it was enabled for searches of land lots, so as to allow downloading the information worked on in the field into the system, as well as for conflict reports.

Previously, the vertex of the desired polygon had to be entered into the system, with a higher probability of error when entering the data or discovering the errors only after the information had been entered. The higher the number of vertex in the polygon, the more time-consuming this task was. The devices that the community currently has allow the collection of an exact field report. Just as an external user in the exploration phase defines the desired polygon, now the system allows the uploading of information extracted from a polygon in a pre-defined format, then estimating its vertex and then processing the request. Once the shape has been uploaded, the user executes the search, obtaining a report on the screen, that will be deleted once closed, and a pdf file that will allow saving the search and keeping a history of previous searches.

Indicator 13. Number of people trained in the use of technological tools

As noted in Table 22, 40 persons were trained in the use of technological tools, representing an achievement of 133% over the target value for this indicator. This indicator was established only for the S&T stage of the project.

Table 22.. Indicator No. 13 – achievements by stage RRA

Indicator	CMM Goal	Achievement	%	Gender Goal	Achievement	%	Science & Technology Goal	Achievement	%	LOP Goal	Cumm. Land+ Gender+ C&T	%		
Number of people trained in the use of technological tools	0	-	-	0	14	-	30	26	87%	30	40	133%		
Desegregated														
Male							7			16		23		
Female							7			10		17		

Trainer of trainers				0		5		5
People from the community				14		21		35
Social Mapping				14		26		40
GPS				14		26		40
Geographic Information System - GIS				14		26		40

A detail of the themes and persons who attended the training sessions on the use of technological tools follows:

Table 23. Detail of people trained in the use of technological tools

Date	Target population of the training	Theme	# participants	Men	Women
October 2014	People from the community	GPS, GIS and Mapping	14	7	7
November 2014	Trainer of Trainers	GPS at IGAC	5	4	1
November 2014	People from the community	GPS and Mapping	12	7	5
December 2014	People from the community	GIS (geographic information systems)	21	12	9
SUMMARY TABLE					
Total people from the community trained in the use of technological tools			35	19	16
Total 'Trainer of trainers' trained in the use of technological tools			5	4	1
TOTAL PEOPLE TRAINED IN THE USE OF ECHNOLOGICAL TOOLS			40	23	17

IV. EXTERNAL EVALUATION OF PROTIERRA¹⁰

In August 2014, USAID/Colombia EVAL (Evaluation and Analysis for Learning) presented the results of the external evaluation of the project performed by the firm MSI (Management Systems International).

Follows a summary of the most relevant results of the Final Performance Evaluation of PROTIERRA:

Question 1. Conflict resolution, men and women

“The program was successful in conflict resolution in providing communities with tools and knowledge that complemented their community traditions. The program provided communities with concrete examples of successful resolutions of land conflicts. The evaluation found significant levels of women’s participation in the alternative dispute resolution (ADR) and other trainings.”

“The majority of the participants (93%) think that the trainings have enabled them to obtain tools and knowledge to resolve conflicts peacefully.”

“89% of the participants informed that the Mercy Corps program has allowed them to advocate for the interests of communities before the municipal and regional government authorities. 98% stated that they have a greater understanding of collective rights; 97% believe that the awareness of the collective territory has increased; 92% think that the way in which decisions about land use in the community are taken has changed; and 93% believe that the activities of the program have contributed to strengthening the community before other actors.”

Question 2. Women’s leadership

“Women increased their participation in the spaces where they could exercise their leadership on issues such as planning land use and conflict resolution.”

“96% of the participants believe that Mercy Corps program activities have positively influenced the participation of women; 93% believe that it has increased the number of women participating in the peaceful resolution of conflicts over land and natural resources, 94% felt the program had encouraged the leadership of women in the region. Finally, 97% believe that this program has increased participation of women in collective spaces.”

Question 3. PROTIERRA’s Gender Model

“The program’s gender model derives from the Mercy Corps gender policy. Its principles are the inclusion of men, women, children, youth and senior citizens, and community consultation. A key element of the model is its flexible interpretation and implementation, based on community needs. The model acts through trainings and by encouraging participation in collective spaces through

¹⁰See: Final Performance Evaluation of PROTIERRA: Conflict Resolution on Land and Natural Resources: Afro-Colombian Women’s Leadership for Land Tenure in the Middle and Lower Atrato, Choco. USAID - MSI

decision-making processes involving land use and natural resources. The model aims to improve men's awareness of women's leadership. The model is potentially replicable in the context of other ethnic territories."

"According to 97% of the survey respondents, the program could be replicated in other communities. This recommendation from the participants reflects general satisfaction with the program."

Question 4. Behaviors and attitudes about gender

"The intervention incentivized women's participation, which had previously been lacking. As a result of the program, men's and women's discourse reflected their changing perceptions about women's participation in land-related issues. Some women also changed behaviors, increasing their participation."

"97% of the respondents believe that this program has increased the participation of women in collective spaces".

Question 5. Community land management and women

"Representatives from all three Councils acknowledged Mercy Corps' role as crucial in gaining access to their territories. PROTIERRA provided important tools to demarcate collective territories, delineate usufructs within their territories, set procedures and rules for the distribution and utilization of collective land, reconcile with external actors to resolve land conflicts, and carry out mediation and outreach to local actors such as the Mayors' Office, and national level such as INCODER. Due to its gender policy and extensive community consultation, the program opened spaces for women's participation in all these processes, including land titling."

"Participating women report feeling that the territory is theirs, and attribute this change to PROTIERRA. Some have successfully gained usufruct of collective land, allowing them to grow food for their households. Women have participated in discussions on land use, and have expressed their demands to the Councils. Participants say they are beginning to feel that these demands are being heard, and that gender and territorial relations have begun to change."

V. CONCLUSIONS

Mercy Corps' program has contributed importantly to communities' territorial empowerment. As a result of their participation, the communities have greater knowledge of their territories, they have developed successful mediation processes allowing community access to their land, and they have tools for mediating inter-, intra- and extra-community conflicts. In parallel to all of these results, the program opened space for women's participation in conflict resolution and territorial empowerment. The GPS trainings and use of this technology have helped communities recognize the shared collective areas as well as areas of private family ownership, and the beneficiaries have been able to better plan their land use. Also, they have been able to establish rules for fishing, forestry and mining, among others.

Communities have their own traditions of conflict resolution. Afro-Colombian communities in Choco traditionally solve their disputes through dialogue. With community and Council participation in Mercy Corps' trainings, they have added an important skill set to this dialogue: a conflict typology, established protocols and procedures, solid measurements with GPS, and their awareness of the need to balance the participation in such processes between men and women.

The relationship of the program with other local, regional and national actors varies between the Councils. The program has been a good mediator with some external parties, ensuring the reliability and credibility of different stakeholders (national institutions, local municipalities, etc.) This is in part because of Mercy Corps' international standing, which makes them a strong partner for the Councils in these negotiations. PROTIERRA left the Councils with important tools to face the state in their ongoing relationship over lands. Whether the Councils do so appears to be related as much to the Councils' own predispositions – trust versus wariness of the State – as it does to their capacity to mediate on their own behalf.

VI. RECOMMENDATIONS

Customize the intervention community by community

Mercy Corps' commitment to customizing activities based on locally defined needs and interests was universally lauded by the Councils. Though this makes any program more difficult to implement, it also promises greater appropriation at the community level and encourages learning. Use Mercy Corps' model and standards in this area as guidelines for all programming in ethnic and other hard-to-reach communities.

Take advantage of gender trends arising in the communities themselves

Relatedly, important community-level change in gender roles and relationships is coming about as a result of demographic changes, violence, educational attainment and other factors. PROTIERRA took advantage of the greater openness to change by ensuring the participation of the women heads of households and leaders. Women with new usufruct 25 rights were more motivated to participate and to insist on space in community decision making. Incentivize students, activists,

leaders, female heads of households, and other progressive community members, to lead the way to acceptance of changed gender roles.

Embed gender in important themes

Mercy Corps' gender strategy included women in all program activities. Embedding gender in a set of topics that are timely and of great interest to the community encouraged participation, and put contradictory perspectives on the table in an environment designed to resolve conflicts. Land is one such theme; livelihoods and productive projects would be another. Don't isolate gender; rather make it an integral part of an intervention where it will be part of the discussion, instead of locked in a silo.

GPS training – a simple tool with complex outcomes

Training community users in Global Positioning System (GPS) technology's quantifiable measurements has empowered Afro-Colombians, including women, in conflicts within and between communities, as well as conflicts with outsiders such as local landowners. Include GPS training in any future programs on land-related conflict resolution with marginalized communities.

Active and interested local councils

Involve local councils in trainings and exchanges to ensure their inclusion. Continue to facilitate meetings between local councils and between communities in different regions and countries. Not only does this allow for sharing experiences and techniques, it also opens spaces for women's participation. Develop rules to ensure that the implementation of the program is disseminated more fully to the local level.

VII. LESSONS LEARNED

Maintain realistic expectations

Land tenure and gender are two notoriously resilient challenges in developing countries. The pilot of the gender resources of phase two, with its short duration and narrow geographic scope, cannot be expected to produce contested behavior changes in such a short time. Manage expectations where deep-seated traditions are in question, and funding allows only for a brief intervention.

Ensure equity across implementation

Mestizos, women, and local council respondents made their voices heard in the evaluation: community goods, including international development projects, should be available to all. While implementers in closed communities need to build working relationships with the gatekeepers, there is a parallel need to ensure that programming does not exacerbate exclusion. Consider out-groups (geographic, ethnic, age-based, or other) in design decisions, and work with gatekeepers to ensure their inclusion.

Meet resistance head-on

The main barrier to greater women's leadership remains men's resistance to recognizing women's leadership capabilities, and relinquishing space for their full participation. The threat such changes represent must be addressed over time and with attention to likely backlash and resistance from in-groups, reacting to out-groups' challenge to their authority. Include in-group resistance as an integral part of program design and theory of change.

Duration and intensity

Increase the duration and intensity of training to sensitize community members and institutions about the gender roles at the root of community inequities. Activities designed to change stereotypes and increase women's leadership will not be fully successful in less than a year's time. Build a detailed theory of change into the model, making explicit the dimensions of change sought, on what grassroots basis the intervention is built, what treatment and resources are needed to effectuate such change, and the assumptions and resistance that are likely to present obstacles.

Communities and institutions of the state

These relationships are not a "given" after the program ends: it will depend on the trust built (or not) throughout the life of the project. Given the weakness of some regional offices and the poor relationships municipalities can have with the Afro-Colombian communities, the incentives are present for a concerted effort. Encourage projects that work in these communities to establish regular, proactive relationships with the relevant stakeholders for trust building across programming with these communities.

Sustainability does not happen on its own

If scaling up, scaling "down" or replication are contemplated, planning and resource allotment must be appropriate for the challenging environments in which the program operates. Design and implement relationship-building for participant communities, with the institutions with whom they will have to advocate after program end.

VIII. MOST SIGNIFICANT CHANGE STORY

COMMUNITY WORK IS THE STRENGTH OF THE ORGANIZATION

Documented by: Mercy Corps

Storyteller: Legal Representative of "COCOMAUNGUIA"

Date collected: 19 December 2014

What has changed in your community thanks to the project?

"Before the project there were too many bad relationships. With the support of PROTIERRA, these relationships have now improved: the community works as a collective, jointly, people are always in good disposition to work"

"There are new leaders from the community on the community council boards. As the program progressed, the need for a new leadership was recognized and these new leaders were encouraged."

"The organization is now stronger, without the support of the program, there wouldn't have been such a strengthening of the councils; we are now recognized internally and externally."

"We had the opportunity to participate in exchanges of experiences with other Councils such as those of Acandi and COCOMACIA. Mercy Corps also facilitated other support that has allowed us to approach other entities such as the Unidad de Victimas (Unit for Assistance and Comprehensive

Reparations to Victims), INCODER (Colombian Institute for Rural Development), the Personerías (local-level municipal attorney), and the Office of the Governor of Chocó”

“Learning with Mercy Corps was very important for our organization. Before the project there were many land conflicts between our communities due to our culture or background; with Mercy Corps we learned how to resolve our conflicts in a peaceful manner, through due process. Mercy Corps taught us these ideas and techniques, on how to seek out mediation support to solve our problems and also to find the mechanisms to tackle the heart or root cause of our conflicts in order to resolve them.”

What are your plans for after the project?

“I still feel that Mercy Corps should work with us some more, because even if we have had a great strengthening of our communities, organization, and boards, Mercy Corps’ support has been fundamental. There has really not been any other institution willing to work so closely with us, so hand-in-hand with us.”

“Despite the results of the project, there are still certain issues that need to be addressed within our territories, because there are still some conflicts over land use that need to be mediated and Mercy Corps should be involved in that process with us. During the implementation of the project, we have been sensitized, we have worked closer together as a community, and as such we now recognize other needs of our community. I hope Mercy Corps will continue working with us especially now as we start a post-conflict stage, which is an issue that worries us all, to develop strategies and formulate proposals from the community just as we have done with Mercy Corps, following the same approach”.

“From now on, we need to continue working together because that gives us the strength to fight together for our rights, respecting our rights and obligations, under equality of conditions. We must preserve the sense of ownership, the will to go ahead: we are now talking about caring for and preserving our territory because that is our source of work and life for all who live and stay within it, and because the territory can live without us, but we cannot live without the territory”.

MOST SIGNIFICANT CHANGE STORY

THE TITLE OF LEADER WOMAN IS EARNED THROUGH SERVING OTHERS

Documented by: Mercy Corps

Storyteller: *Legal Representative of "COCOMACIA"*

Date collected: 24 December 2014

How was your life before the start of PROTIERRA – CMM with Mercy Corps?

"At the age of 12, I started working on the organizational process; this was in 1982 when I wasn't old enough to take part in an organizational process. COCOMACIA started as an ecclesiastical organization where we would read the Bible every Sunday. It started with a group of women who read the Bible. I was a teacher at nursery schools and a lecturer for adults: at the time there were more people who did not know how to write their name but they would sign documents. With my help, many people learned how to sign their own names, how to send their shopping list to Quibdo, and that was useful for them. I was a promoter of COCOMACIA, I was also involved in trainings on health care and first aid as a result of the neglect we were subject to. I have lived many stages in this organizational process".

What changes have you seen in your life with the implementation of PROTIERRA – CMM with Mercy Corps?

"During the implementation of the project, I shifted from being a commissioner of the organization to be a member of the Secretariat of its Board of Directors and since September 1st, 2012 I am the legal representative of COCOMACIA and 124 community councils that we manage, but only in the rural areas because we do not work in the urban areas".

"With the project, I acquired more knowledge, it is always good to learn more than what one knows: the person who is in a disposition to learn will not stop learning until they die, because one must learn something every day. I participated in many knowledge sharing activities because in our environment, the exchange of ideas is important to then replicate the ideas within our communities. These things help with the strengthening of our institutions and of ourselves because those things will be with you wherever you go, because it is one who is obtaining the knowledge, depending on the context in which one needs it. I have learned how to use GPS devices, how to manage the Inter-Ethnic Commission, I have climbed many hills and mountains under the delimitation process, I have learned and I have been to many places I never thought I would ever visit".

What changes have you seen in your community through the implementation the project?

“There was a noticeable change in the youth of our community, because they are experiencing a rapid evolution of the world, and they perceive the world the same way they perceive its evolution; thus, the contribution of the project is very important as it has drawn the attention of the youth, it has made them reflect and it encouraged an improvement in their interpersonal relationships and their integration to the community processes”.

“People recognize me as a leader because of my work, because I have been working since I was 12 years old. In this job, there are no holidays for us, there are no weekends. Saturdays and Sundays we work with the communities whenever we have the opportunity to do so, when they need our work, our knowledge, that’s when they request our services. One can have people recognize oneself as a leader depending on one’s work, capacity and availability, one must have the vocation. People see that availability and vocation for service in me, they have seen it, it is documented. Being a leader is something you must earn by yourself”.

“With the project we have achieved the strengthening of our territorial governability, thanks to the training and exchanges we are now in a better position, we feel higher legitimacy on social and territorial issues”.

“In the past, men would excel and women were devoted to the logistics and the food; now I realized that we have evolved in these aspects, although we need to continue working on these issues”.

What will follow after the implementation of the project?

“On the gender issue, we need more women leaders to assume the governance and to be present in the decision making of the organization, as well as in the issue of territorial ownership: one must feel the territory as their own. The achievements of this project on the issue of usufruct, which was led by women, should be replicated in all 124 territories, because we are 124 community councils and we worked in only a few councils pertaining to the municipality of Quibdo while we have eight municipalities in two departments (Antioquia and Choco). The demarcation process undertaken with Mercy Corps has been successful and very important, may God give us the political and economic opportunity to replicate it in all 124 territories so that everyone will enjoy their usufruct, considering all what is currently being discussed on the issue of rural development in the peace process in Havana”.

MOST SIGNIFICANT CHANGE STORY

TECHNOLOGY FOR CONFLICT MEDIATION

Documented by: Mercy Corps

Protagonist: *Coordinator of COCOMACIA's office of territory and autonomy*

Date collected: 24 December 2014

What has changed in your community through the implementation of PROTIERRA – CMM with Mercy Corps?

“For us as a community, the use of new technologies has allowed us to make progress in the processes of territorial conflict mediation. The use of new technologies has reduced the response time for these processes as we now have trained leaders who have the capacity to solve their conflicts and administer their territory. The project allowed us to adjust the methodology for land conflict resolution in a technical manner within COCOMACIA, which provides us further opportunities at the municipal level so that different territorial entities can contract us to provide consultancy services related to territorial issues.”

What changes have you seen in your life with the implementation of PROTIERRA?

“As the project moved forward, I acquired the most important thing which is knowledge. I feel that I supplemented and strengthened my own education, as I now have a more complete training and understanding of conflict resolution. I have obtained recognition at the departmental and international level for my work, because of the way I replicated the new knowledge within our community and the related benefit to our community. In addition, the community has been very receptive; they have gladly received the use of new technologies. The exchanges and workshops have marked a personal milestone for me, because of the relationships I was able to establish at a local, national, and international level, which opens the doors to new expectations and to continue carrying the flag of a contribution to these community processes. I had very positive experiences with the project.”

What will follow after the project?

“Within COCOMACIA, I expect to continue contributing to and disseminating the conflict mediation methodology so as to sustain a technical process for territorial conflict mediation.”

“Just as we had the opportunity to partner with Mercy Corps in this process, we will continue to seek alliances so that other persons from the community have the same opportunity.”

“We will try giving the institutions ownership of these technological tools, so that they are formally adopted, because these tools may transform crises into opportunities. It all depends on the will to support these processes; we would like to continue the strategic Alliance with COCOMASUR,

COCOMAUNGUIA and Mercy Corps because this project has been just one step but we still have a long journey ahead, we must continue working on this process. For the time being we do not have the resources, but surely if we maintain this alliance we will be able to continue looking for partnerships to bring the mayoralties, office of the governor and government ministries onboard so they adopt the new methodologies through the use of technological tools for mediation of land conflicts."