



**Global
Communities**
Partners for Good

Municipal Governance Program

QUARTERLY REPORT

October 1 – December 30, 2014

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ACRONYMS

AMJOLU	Young Women Figthers Association
ANSNIC	National Association of Nicaragua's Deaf
APRODER	Association for Promotion and Rural Development
ARC	Appreciative Review of Capacity
BICU	Bluefields, Indian and Caribbean University
CEIMM	Center for Studies and Investigations on Multiethnic Woman
CENIDH	Nicaraguan Center of Human Rights
CDM	Municipal Development Committee
CIDCA	Center for Research and Documentation of the Atlantic Coast
CODIUL	Integral Development Committee Ulwa
COSEP	Superior Council of Private Enterprise
CSO	Civil Society Organization
CSV	Comma Separated Values
FECONORI	Federation of Organizations of Persons with Disabilities
FUMSAMI	San Miguelitos' Women Foundation
IBP	International Budget Partnership
IEEPP	Strategic Studies and Public Policies Institute
IMF	International Monetary Fund
INSS	National Institute for Social Security
LGBT	Lesbian, Gay, Bisexual and Transexual
MDS RACCS	Sexual Diversity Movement Southern Caribbean Coast Autonomous Region
MGP	Municipal Governance Program
MINED	Ministry of Health
MRS	Sandinista Renewal Movement
NGO	Non Gubernamental Organization
OCD	Organizational Capacity Development
ORD	Organization of Disabled Revolutionaries
PGR	General Budget of Republic
PLI	Independt Liberal Party
PwD	Person with Disabilities
RACCS	Southern Caribbean Coast Autonomous Region
RACCN	Northern Caribbean Coast Autonomous Region
REJUB	Bluefields Youth Network
UNIRSE	Nicaraguan Union for Corporate Social Responsibility
UNFPA	United Nations Population Fund
URACCAN	University of the Autonomous Regions of the Nicaraguan Caribbean Coast

I. EXECUTIVE SUMMARY

The goal of Municipal Governance Program (MGP) is to strengthen citizen participation and the capacity of civil society organizations to engage and influence key decision makers in order to improve local governance. Under this vision, citizen participation and civic advocacy efforts are tied to achieving short-term tangible improvements in the lives of the target citizenry.

Reporting Period: October 1, 2014-December 31, 2014

Summarized accomplishments from the quarter include:

Citizen Participation

- MGP’s partner organizations continued to grow in their citizen participation activities as 52% of the 181 amendments were included in the 2015 municipal budgets of Muelle de los Bueyes, San Pedro de Lóvago, Santo Domingo, El Rama, Corn Island and Pearl Lagoon. In total, the amount obtained by the organizations was approximately US \$1,800,000
- The CDM’s from Muelle de los Bueyes, San Pedro de Lóvago, Santo Domingo demonstrated increased participation in town hall forums on accountability by following up on the budgetary execution and demanding municipal transparency. The mayors were also open to the CDMs comments. These three CDMs also showed concrete results in their advocacy plans by including components of Violence Reduction and the Promotion of Local Economic Development
- As a result of their participation in programs addressing the Budgetary Consultation, Local Public Policies and Social Audit process, the LGBT community succeeded in the addition of two amendments in the 2015 municipal budget.
- The December 3 “International Day of People with Disabilities” (PwD) march facilitated by FECONORI was also attended by three other organizations that represent vulnerable populations BICU, MDS-RACCS and AMJOLU showing solidarity and synergies amongst the diverse organizations in the region

Snapshot of Life of Project Accomplishments

- 164 Local Mechanisms for Citizens to Engage their Sub-national Government were completed
- 4270 people completed civic education programs of which 2754 were women
- 234 civil society organizations promoted civic participation
- 176 initiatives were presented by citizens and CSOs to local governments
- 15 initiatives promoted civil society coordination and networking
- 99 Civil Society Organizations Improved their Internal Organizational Capacity
- 448 CSO representatives were trained under organizational strengthening activities of which 257 were women
- 9 capacity strengthening initiatives to improve CSOs were completed
- 10 CSOs supported to engage in advocacy interventions
- 14 CSO Advocacy Campaigns were supported
- 224 journalist trained in best practices for citizen participation and advocacy of which 101 were women.

- MGP's local partner FECONORI completed their legal framework training this quarter PwD. The PwD now have a better understanding about their rights and are better prepared to defend those rights.
- PwD organizations, which were strengthened by MGP, advocated for their respective rights under Law 763 in which Municipal Budgets must be earmarked to PwD. As a result the municipalities of Corn Island and Pearl Lagoon allocated funds for projects for PwD such as personal development training for PwD and for Organizational Strengthening.
- MGP together with FECONORI pressured the Nicaraguan Government to complete an assessment of PwD in Bluefields which made it possible to have exact data on the number of men and women with disabilities classified by type of disability
- MGP united its new Climate Change Program with the current Youth Roundtable. Various youth organizations collaborated with representatives of universities, local private businesses, the Bluefields Municipal Mayor's Office, the Regional Government, and other NGOs in a local Forum titled "*Fostering Alliance for Adaptation to Climate Change*"

Fiscal Transparency

- MGP's partner organization IEEPP sponsored a first meeting with eight organizations and higher education centers that have virtual observatories as a tool for monitoring human rights. These organizations will continue to meet to ensure a concerted effort on the monitoring of human rights and to share lessons learned
- IEEPP prepared a preliminary analysis of the Budget distribution and its effects on sensitive social sectors. This analysis ended up being useful for legislators from the PLI-MRS bench of the National Assembly in thinking through their votes on the findings from the Economic Commission and in the plenary debate and to the media.
- For the second consecutive year, MGP promoted the campaign "*The Budget is your money, learning about it is your responsibility,*" aimed at key actors such as journalists, legislators and officials of NGOs and public institutions who monitor the State's budget

CSO Organizational Capacity Development (OCD)

- MGP provided technical assistance to five partner organizations by facilitating processes to support the preparation of their Strategic Framework and Operational Plan, Financial Sustainability Strategy, Income Projections for the next 3 years, Communication Strategy and implementation plan. This is all part of Global Communities ARC methodology.
- For this current Fiscal Year, MGP has prioritized working with grassroots organizations, so the Organizational Development component will have a different operational dynamic. The proposed activities will focus more on supporting the organizations in topics like leadership and gender training and less on the ARC Methodology.

Climate Change Component

- Together with the three local partners, BICU, blueEnergy and Humboldt Center, the MGP prepared the selection criteria for determining which communities the Climate Change pilot will be implemented. Within the Bluefield Municipality, the communities are Loma Fresca Barrio, 19 de Julio and The Bluff, and TikTik Kanu. In Pearl Lagoon the communities are Pueblo Nuevo and the departmental capital itself in Pearl Lagoon.
- After discussions with USAID, it was decided that MGP would also pilot the preparation of a municipal adaptation plan as well. Centro Humboldt has previous experience in preparing these plans in other areas of the country and has agreed to share its methodology with the local organizations.
- MGP also designed the communication strategy for the climate change component. The goal of the strategy is that all partner organizations will be in harmony with respect to how the program reaches program participants and improves the awareness of climate change in the region.

Gender Mainstreaming Activities

- This quarter MGP launched the project “Advocating for Equality in Diversity” which will be implemented by the Center for Studies and Information on Multiethnic Women (CEIMM), of the University of the Autonomous Regions of the Nicaraguan Caribbean Coast (URACCAN). Due to the overwhelming interest in the topic after the launch, a Movement for Women’s Human Rights was formed. They later held a forum and a march under the motto “Alert and present, I stand against violence. These were activities that were not initially programed by CEIMM but demonstrate the importance of the topic in the region.

II. PROGRAM ACCOMPLISHMENTS

Citizen Participation

2.1 52% of the amendments presented by partner organizations and their target groups were included in the 2015 municipal budgets

This quarter, the partner organizations participated in the budgetary consultation with municipalities. In total, they presented 181 amendments, of which 93 (52%) were included in the 2015 municipal budgets of Muelle de los Bueyes, San Pedro de Lóvago, Santo Domingo, El Rama, Corn Island and Pearl Lagoon. In total, the amount approved by the municipalities was C\$ 47,428,356 (approximately US\$ 1,800,000). 4,064 people (48% women) participated in the 56 budgetary consultation activities (consultation sessions, town hall forums, hearings and Municipal Council sessions). The majority of the funds will be used in infrastructure projects, for road maintenance, potable water systems, and schools and health centers of rural and urban areas. It also includes lines for medical equipment for GYN-OBS attention and for health brigade members, and the organizational structuring for people of sexual diversity or with disability and for the promotion of local economic development policies. Some 4,064 people (48% women) participated in 53 budgetary consultation activities (consultation sessions, town hall forums, hearings and Municipal Council sessions).

Table 1: Preliminary results of the participation in the budgetary consultation process

Partner organization	Municipality	*No. Activities, Consultations	No. amendments presented	No. Amendments included	Total Participants	Men	Women
APRODER	Muelle de los Bueyes	7	40	23	534	319	215
	San Pedro de Lóvago	16	35	19	439	208	231
	Santo Domingo	18	73	43	2895	1482	1413
BICU	Bluefields	2	6	0	7	5	2
	Corn Island	1	10	0	8	4	4
MDS/AACS	Bluefields	4	3	0	55	41	14
	El Rama	2	5	2	15	9	6
FECONORI	Bluefields	3	3	0	81	28	53
	Corn Island	1	3	3	10	5	5
	Laguna de Perlas	2	3	3	20	5	15
Totals		56	181	93	4,064	2,106	1,958

*Esta columna indica el número de actividades de consulta a las cuales asistieron las organizaciones socias. Sin embargo, el total de actividades ocurridas son sólo 53, ya que varias organizaciones socias asistieron juntas a la Audiencia Pública, por lo que de estas 56 actividades aparecen repetidas.

2.2 CDM follows up on the budgetary execution

As part of their oversight and social control of the budgetary execution, members of the Municipal Development Committee (CDM, Spanish acronym) actively participated in the town hall forums. Their participation promoted accountability for the physical and financial execution of the 2014 Municipal Budget in the 3rd quarter of the year (July – September 2014).

Table 2: CDM participation in town hall forums on accountability

Municipality	Date of forum	Total number of participants	Number of CDM members
San Pedro de Lóvago	October 24, 2014	145 (87 women)	30 (17 women)
Muelle de los Bueyes	October 31, 2014	260 (109 women)	45 (21 women)
Santo Domingo	October 30, 2014	598 (257 women)	65 (31 women)

Participants in the accountability forums in San Pedro de Lóvago demanded concrete dates for the start or conclusion of the infrastructure works stipulated in the budgets, as well as improvements in the presentation of the reports so the population can understand the amount of the investment per category (health, infrastructure and institutional strengthening, among others). In Santo Domingo, in contrast, they demanded to learn the status of the public debts with INSS or other private entities, while in Muelle de los Bueyes they asked the authorities to present the amendments made to the budget in the period, they also asked about increases due to apparently excessive expenses in fuel use and other repair materials, as well as more detailed information about the use and distribution of the new resources.

2.3 Progress in the execution of the advocacy plans implemented by APRODER and the CDMs

As a result of the advocacy processes that the CDMs undertook for the three municipalities of APRODER's influence, these entities have succeeded in establishing increasing coordination and joint initiatives. In Muelle de los Bueyes, they worked together to form the Committee to Promote Local Economic Development Policy while in Santo Domingo and San Pedro de Lóvago, the Interinstitutional Commissions of Struggle against Violence is working with the municipalities. The incorporation of new stakeholders in the three experiences has been valuable, among them the private productive sector in Muelle de los Bueyes and the public institutions in Santo Domingo and San Pedro de Lóvago, but also the allocation of municipal Budget funds for the opening of the Local Economic Development Office and the functioning of the work plans of the Inter-institutional Commissions.

Table 3: Results of advocacy plans of the CDMs

CDM	Advocacy objective	Social stakeholders involved in the advocacy process
Muelle de los Bueyes	Approval of the Local Economic Development Policy with Gender and Generational focus to guide the planning and implementation of inter-institutional actions favoring the municipality's economic stimulation, before January 31, 2015.	CDM Board of Directors, Las Praderas Cooperatives, COOPAPROMUDEF, Maternal Center, CDM Gender Commission, Representatives of the municipality's economic sectors, Federation of Secondary Students of the Institute of Muelle de los Bueyes and the Santa Teresita Institute, Municipal Government members, and delegates of MINSA, MED, INSS, and the Local Court.
Santo Domingo and San Pedro de Lóvago	Inter-institutional Commissions to struggle against Violence toward Women in Santo Domingo and San Pedro de Lóvago are active spaces of coordinated work between state institutions and civil society organizations via work plan and available resources, before January 31, 2015.	Santo Domingo: the CDM Gender Commission and Health Commission, the CDM Board, Gender office of the Mayor's office, Health Brigade Network, Judicial Promoters, Local Court, Public Ombudsman's Office, National Police. San Pedro de Lóvago: Sanpedranas Association of Agricultural Women, RMCh, Churches, PC Bench Council members, District leaders, National Police, MIFAM and Local Court.

2.4 Members of the LGBT community of El Rama and Bluefields exercise their citizenship

Members of the LGBT community, supported by the MGP, participated actively in the consultation sessions for their 2015 Municipal Budgets. As a result several proposed amendments were included in municipal budgets and the Municipal Councils' and other local authorities' attentions were directed towards charges of discrimination against the LGBT community. In El Rama, the community created a Movement for Sexual Diversity and has accompanied members who have been accosted in filing charges with the corresponding authorities. As a result of their participation in the budgetary consultations, two amendments were included in the 2015 budget, one to do an educative fair to promote LGBT rights in coordination with Ministry of Education and Ministre of Health, and some resources to improve the infrastructure of the MDS offices. In Bluefields, the Municipal Council designated two council members to accompany members of the LGTB community to visit the schools where discrimination cases have been reported, in addition to being included in Plan Techo (Roof Plan). After four months of implementing the project called "Promoting the civic participation of the LGBT community for a development with representation, inclusion and equity," the LGBT community of Bluefields and El Rama has strengthened its capacities through two formative programs: one geared toward reflecting on and internalizing the rights of their community; and the other on civic participation, addressing the Budgetary Consultation, Local Public Policies and Social Audit.

2.5 Synergy among vulnerable groups participating in the Program

The Movimiento por la Diversidad Sexual de la Región Autónoma Costa Caribe Sur (MDS-RACCS), and Asociación de Mujeres Jóvenes Luchadoras (AMJOLU), actively participated in the December 3 "International Day of People with Disability" march led by FECONORI and also in the Bluefields Municipal Council sessions, where each organization presented their demands. In the budgetary consultation, MDS RACCS, AMJOLU and BICU also worked

together by jointly requesting a special hearing on the budgetary consultation process to present and explain the demands of the LGBT community and youth during a session on November 20, 2014, in Bluefields. For their part, AMJOLU, MDS RACCS and Center for Studies and Information on Multiethnic Women (CEIMM) participated actively in the walk and forum called “Alert and Present, I Stand Up Against Violence,” as part of the coordination of social actors on behalf of women’s right to live free of violence.



December 3 2014. Members of the Sexual Diversity Movement participating in the march of the International Day for PwD in Bluefields

2.6 Knowledge about the legal framework to allow people with disabilities to increase the level and quality of their advocacy

This past quarter, MGP completed the trainings on “Paradigms and national and international legal framework regarding disability” with members of the organizations that make up FECONORI. This process has been crucial for people with disabilities to learn about their rights, be better prepared to defend them and demand fulfillment of them in the advocacy arenas in which they participate. The organizations trained in this period were Asociación Nacional de Sordos de Nicaragua (ANSNIC), and Organización de Discapacitados de la Resistencia, (ORD) FECONORI also trained representatives of Bluefields’ public institutions on this issue to facilitate their understanding of their responsibility in complying with the laws that protect the rights of people with disabilities.

Table 4: People trained in the legal framework on disability during the reporting period

Municipality	Organization	H	M	Total
Bluefields	ANSNIC	11	16	27
	ORD	19	6	25
	State, municipal and regional institutions	48	38	86
Total		78	60	138

2.7 Organizations of people with disabilities advocate regarding municipal budgets

Both in Pearl Lagoon and in Corn Island, organized groups of people with disabilities advocated that the municipal budgets include projects and actions that benefit this collective. Both cases were successful, as a specific amount was earmarked in the municipal budget formulation for attention to people with disabilities as stipulated in articles 76, 77 and 81 of Law 763. The amounts assigned according to the collection in each of the municipalities is 340,000 córdobas (approximately US\$ 13,000) in Pearl Lagoon and 370,000 córdobas (US\$ 14,000) in Corn Island.

Only in the case of the Bluefields mayor's office was this advocacy impossible. Although the authorities received the group of people with disabilities who demanded responses to their needs, the municipal government's response was negative. The reason offered by the authorities was that the funds earmarked for attention to people with disabilities were used to purchase an elevator that will be placed in the municipal market. Despite doubts about the existence of the elevator as the market is not yet built, the people with disabilities who participated were nonetheless successful in exercising their rights to demand the inclusion of their needs for future budgetary consultations.



People with Disabilities participating in the municipal forum in Bluefields.

2.8 People with disabilities in Bluefields identified through an official survey

Thanks to the official start of the program “Everyone with a voice,” the medical team designated to conduct the appraisal and diagnosis of people with disabilities finally concluded an assessment of 700 people in Bluefields. The assessment provided exact data on the number of men and women with disabilities in the municipality classified by type of disability. A final document of the assessment, which would allow the data to be disaggregated by sex, is not yet available, but preliminary data is detailed below.

Table 5: Types of disabilities identified in Bluefields

According to disability	Number of people	%
Physical-motor	283	41
Multiple	115	16.5
Intellectual	115	16.5
Visual	97	14
Auditory	53	8
Mental	24	3
Visceral	6	1
Total	693	100%

FECONORI expects this same process will be completed in Corn Island and Pearl Lagoon in early 2015. The next step will be for the Ministry of Health to provide an identification card to the 700 people identified, which will permit them to pay 50% of the transport fares as mandated by Law 763, improve their access to the health services and other similar benefits. FECONORI is pressuring Ministry of Health to speed up this process so that all people diagnosed will have their respective card by March 2015.

2.9 Youth Roundtable gets financing to conduct research

In this quarter, the UN Population Fund, UNFPA, approved a US\$ 10,000 fund for the Youth Roundtable to conduct research called “Voices and Realities of the South.” The study intends to do an updated analysis and prospective of the situation of youth (13 to 29 years old), the role of civil society and the potential of public policies for comprehensive development of adolescents and young adults of the RACCS. In addition to seeking to construct a proposal for a system of indicators that would facilitate the analysis of youth’s reality, the study will make a supporting basis for drafting, implementing and monitoring regional policies for youth. Obtaining these funds reaffirms the recognition of this dialogue space, the validity of their proposals and the sector’s representation in the region.

2.10 Organizations of the Youth Roundtable participated in the III Local Forum on Social Business Responsibility

“Fostering Alliance for Adaptation to Climate Change” was the name of the III Forum on Local Social Business Responsibility, organized by Network of Young Entrepreneurs in Bluefields (REJUB) in coordination with the Nicaraguan Union of Business Social Responsibility (UNIRSE). The initiative, in which various organizations that make up the Youth Roundtable of the South Caribbean Coast also participated and collaborated, consisted of a full day of discussions to promote alternatives and good practices for environmentally sustainability and friendly business development that will serve to mitigate the adverse effects of climate change. Representatives from universities, local private businesses (including from the Pacific side of the country), the Bluefields Municipal

Mayor's Office, the Regional Government, nongovernmental organizations and youth associations and groups, among others, participated in this activity.

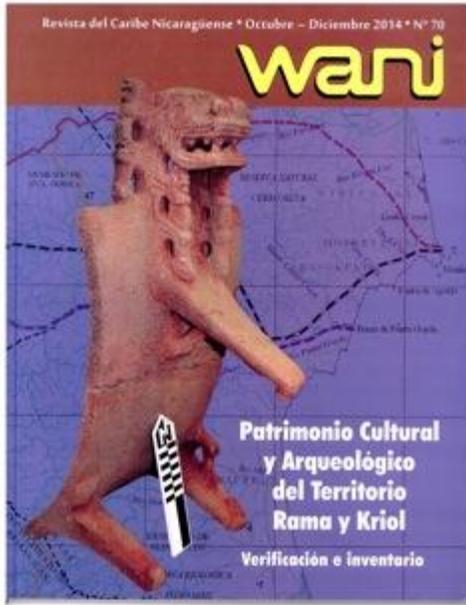


*Youth and Organizations
from the Youth Roundtable
participating in the
Climate Change Forum*

2.11 MGP contributes to disseminating an inventory of the region's archeological resources

Even though the MGP-supported project "Strengthening the Archeological Cultural Patrimony of CIDCA BICU" concluded the previous quarter, it continued providing positive discussion points. In December, CIDCA published the collected data from the archeological inventory taken in the Rama and Kriol Territory in edition Number 70 of [WANI, Revista del Caribe Nicaragüense](#). The magazine will be distributed free in high schools, universities, nongovernmental organizations, and State institutions¹ and territorial governments in the Bluefields and Puerto Cabezas municipalities. Thanks to the project's good results and its outreach level, CIDCA will be submitting another project in the interest of replicating this experience north and south of the municipality of Waspan, in the Wanki Tui Tasba Raya community in the Northern Caribbean Coast Autonomous Region, RACCN, and in some communities of the Awaltara Territory in the RACCS.

¹ Such as the Regional Government, Municipal Government, Tourism Institute, etc.



Wani magazine cover which demonstrated the results of the Project. You can find the complete text in:
http://www.globalcommunities.org.ni/media/documentos/WANI_70_C_completa.pdf

2.12 Ulwa communities with more capacity for inter-institutional coordination for executing social projects

The project entitled “Institutional Strengthening of the Ulwa Comprehensive Development Committee (CODIUL) for cultural, educational and linguistic revitalization in the Municipality of the Desembocadura del Río Grande, RACCS” ended after six months of intense work. The successful development of this initiative was intimately linked to the training processes and strengthening of the target population’s capacities in different stages of the project, among them the CODIUL members and language teachers (who by their nature and desire to replicate, were primary and secondary school teachers, children, adolescents and young adults). It also meant an exercise in coordination and effort among CODIUL; the Municipal Government; governmental institutions such as MINED and National Police; traditional and communal structures such as the Council of Elders, Síndicos, Wihtas, Communal Government, Territorial Government and churches; and the universities present on Nicaragua’s Caribbean Coast. All of this coordination shows the importance of inter-institutional coordination for the execution of social projects, in particular those having to do with developing creative and strategic initiatives of cultural revitalization and expression.

Graphic # 1: Achievements of the project with the Ulwa community

<p>Fostering the organizational development and capacities of CODIUL</p>	<ul style="list-style-type: none"> •Conducting of a Situational Self-Assessment. •Election process for a new Board of Directors. •Implementation of 10 training modules for CODIUL members (organizational processes and internal managerial exercises.)
<p>Educational facilitation processes for the Ulwa indigenous population so that children and youths can receive an education in their own language.</p>	<ul style="list-style-type: none"> •Reproduction of educational materials in the Ulwa language. •Primary and secondary school youths and teachers participated in the educational processes promoted during the project.
<p>Promotion and rescue of the language, cultural values, traditions and customs of the Ulwa people.</p>	<ul style="list-style-type: none"> •Documentary collecting of the Ulwa culture and language at a regional and national level. •The cultural patterns, language, cosmovision and ethnic identity of the Ulwa inhabitants of the community of Karawala strengthened. •Community actions developed for the rescue of the Ulwa cultural heritage.
<p>The basic equipment for the functioning of CODIUL in the community of Karawala.</p>	<ul style="list-style-type: none"> •Aquisition of basic furnishings for the functioning. •It has didactic materials for the development of sessions of language promotion, research and revitalization. •Holding of sessions for planning and executing Ulwa cultural revitalization activities and municipal initiatives.

Climate Change

2.13 Communities selected for climate change activities

MGP and its partner organizations for climate change activities, selected the target communities in which the project will be centered. Six communities remained: Loma Fresca Barrio; 19 de Julio and The Bluff; the Tik Tik Kanu community in Bluefields;and the community of Pueblo Nuevo and the departmental capital itself in Pearl Lagoon. Humboldt Center will work only in The Bluff, while blueEnergy will work in the rest of the communities. The selection criteria were the following:

Table 6: Community Selection Criteria

Community Selection Criteria
1. Significant exposure to physical damage and destruction due to extreme weather events and sea level rise
2. Significant exposure to socio-economic distortions due to the impact of climate change
3. Substantial presence of existing partner organizations expediting the start of the activities
4. Communities with sufficient social cohesion and visions for development
5. strategic importance (economic and environmental) of the community for the region
6. Historical behavior of the community where leaders are willing to promote the project
7. Previous planning experience in order to formulate the adaptation plans and seed funds
8. Costs of Implementing in those communities is reasonable
9. Potential for co-financing

2.14 Climate change partners will share methodologies in all the project’s spheres of action

Another result of the November planning workshop was that the partner organizations decided to exchange knowledge regarding all of the methodologies that will be implemented during the execution of the project. The Humboldt Center for example, shared its methodology for designing the local plans of adaptation to climate change with BICU and blueEnergy, while the latter will share its proposal of model families and demonstrative centers. The University will share its academic research focused on the effects and community responses to climate change in the Caribbean Coast. The idea is to strengthen the synergy among the partner organizations and enrich the diverse experiences that get developed in the project framework.

2.15 Communication strategy defined in conjunction with partner organizations

This quarter, the MGP also designed the communication strategy for the climate change component in a participatory manner. The goal of the strategy is that all partner organizations will be in harmony with respect to communication. The organizations proposed as a main objective of the communication to “sensitize the project’s direct and indirect beneficiary population about the effects of climate change in the region and how community and municipal planning can improve the population’s adaptation to these changes.” In addition to to the communication objectives, the document defines strategic lines of action, key messages, target audiences and a communication plan that orients the public, the message to be communicated and the media through which these messages will be transmitted for each major component activity. The strategy will be socialized with the personnel of each organization involved in activities of the climate change component.

Graphic # 2: Key audiences addressed



Fiscal Transparency

2.16 Concerted alliance among virtual observatories that work for human rights

In the wake of the first meeting held in early December, eight organizations and higher education centers that have virtual observatories as a tool for monitoring human rights decided to meet every three months to follow up on the advocacy processes and lessons learned about the use and promotion of the observatories. In this first exchange, they discussed how the technological tools could bring the public information closer to citizens and stimulate civic participation. Another of the agreements of this first gathering was to hold periodic meetings with journalists to keep the issues of citizen’s rights, and advocacy regarding violence and the utility of the observatories on the public agenda. The meeting was promoted by IEEPP and BICU, with the Nicaraguan Human Rights Center (CENIDH), the Federation of Organizations that Work of Children, Group Venancia, the Alliance of Centers (that treat women victims of violence), Catholics for the Right to Decide and the Network of Women against Violence.



The women’s Network against Violence explaining the monitoring system that is used in the violence observatory

2.17 Timely and updated information about the national budget enriches the national debate about budgetary priorities

The 2015 General Budget of the Republic (PGR) and the projections for national public procurement are available in the “Our Budget Observatory” in Excel and CSV² formats, accompanied by iconographs that permit a better understanding of the budgetary allocations and type of public purchases. Through IEEPP, MGP also prepared a preliminary analysis of the Budget distribution and its effects on sensitive social sectors. This analysis was used by legislators from the Partido Liberal Independiente – Movimiento Reovador Sandinista (PLI-MRS), bench of the National Assembly in thinking through their votes on the findings from the Economic Commission and in the plenary debate and to the media. IEEPP also presented the analysis to the media to influence a better treatment of this type of news. These activities also influenced the national debate about the government’s budgetary priorities for 2015, stressing the budget reduction in sensitive areas such as protection of children and adolescents.

Table 7: News coverage on the General Budget of the Republic

Title	Date	Medium	Link
Reforma Cosep-gobierno será ley (Cosep-government reform will be law)	09/12/14	Confidencial	http://www.confidencial.com.ni/articulo/20385/reforma-cosep-gobierno-sera-ley
Ganadores y perdedores en la reforma tributaria Cosep-gobierno (Winners and losers in the Cosep-government tax reform)	04/12/14	TV program EstalNoche	http://www.confidencial.com.ni/video/1295
Educación con más recursos, pero menos metas (Education with more resources, but fewer goals)	01/12/14	El Nuevo Diario	http://www.elnuevodiario.com.ni/nacionales/336142-educacion-mas-recursos-menos-metas
Menos presupuesto a programas sociales (Less budget for social programs)	30/10/14	La Prensa	http://www.laprensa.com.ni/2014/10/30/nacionales/1279122-menos-presupuesto-a-programas-sociales-menos-presupuesto-a-programas-sociales
Baja recaudación limita inversión social (Low tax collection limits social investment)	29/10/14	El Nuevo Diario	http://www.elnuevodiario.com.ni/nacionales/333440-baja-recaudacion-limita-inversion-social
Presentan propuesta de presupuesto 2015 (The present 2015 budget proposal)	29/10/14	Metro Nicaragua	http://issuu.com/metro_nicaragua/docs/20141029_ni_metronicaragua/3?e=9478374/9920043
Más dinero para hospitales (More money for hospitals)	26/10/14	La Prensa	http://www.laprensa.com.ni/2014/10/26/nacionales/1269456-mas-dinero-para-hospitales

² Format for open data

IEEPP continued involving university students, this time from the Polytechnic University (UPOLI), in this debate about the PGR through the presentation of the Observatory. In the two sessions, 136 students participated, including 50 men and 86 women.

2.18 Positioned messages on the use of public resources

For the second consecutive year, MGP promoted the campaign “The Budget Is Your Money, Learning About It Is Your Responsibility.” The campaign took place mainly through radio messages but also through the use of visibility materials aimed at key actors such as journalists, legislators and officials of NGOs and public institutions who work on budget follow-up. The vignettes were broadcast 6,527 times between October 15 and December 15 on 23 radio stations and programs of Managua, San Carlos, Chontales, Estelí, Bluefields, Rivas, León, Chinandega and Matagalpa, which were selected for their representation, audience level and the existence of media and journalists interested in the issue, the majority of whom have participated in the educational workshops on fiscal transparency provided by the project.

Table 8: Radio Stations that broadcasted the campaign during the reporting period

Department	Radio Stations	No.
Managua	Radio Corporación, Radio Universidad, Radio La Primerísima, Radio Sandino and Radio 300	5
León	Radio Darío, Radio Voz, Radio Estación de la Amistad and Radio Mi Favorita	4
San Carlos	Radio Humedales and Radio La Voz del Trópico Húmedo	2
Bluefields	Radio Única and Radio La Costeñísima	2
Rivas	Radio Rumbos and Radio KO	2
Estelí	Radio ABC y Radio Stereo Mundo	2
Matagalpa	Radio Vos	1
Chontales	Radio Centro, Radio Camoapa, Radio La Chinamera and Radio Mega Hit	4
Chinandega	Radio Stereo Azul	1
	Total	23

2.19 Meeting with National Assembly representatives

Accompanied by members of the International Budget Partnership (IBP), MGP facilitated meetings with key stakeholders to assess the progress and challenges in fiscal transparency as well as the possibility of joint work on advocacy actions. Meetings were held with the IMF representative in Nicaragua, Switzerland’s national program official for Central America/Cosude, the legal director of COSEP and representatives of the National Assembly’s Production, Economic and Budget Commission.

Organizational Development

2.20 The MGP provides technical assistance products to five partner organizations

These final products are the result of an effort that began in February 2014 through trainings designed so that the key personnel of each organization could improve its organizational practices according to the Appreciative Review of Capacity (ARC) methodology. The final products of the technical assistance, however, are not an end in themselves, but express the process undertaken by each organization in search of its own improvement. They were carefully constructed together with each organization in a way that each one not only involves organizational improvement but also positions the organization to continue to optimize its performance. The products provided were:

- Strategic Framework of the Organization and Operational Plan for year 1.
- Financial Sustainability Strategy and its Income Projections for the next 3 years.
- Communication Strategy and implementation plan.
- Prepared Profiles of Social Projects.



APRODER receiving their final products from USAID Mission Director Sr. Arthur Brown

2.21 ARC organizational assessments prepared for learning about the demand for technical assistance in fiscal year 2015

This year, institutional strengthening will focus on three organizations, which will continue their improvement process and position themselves as sustainable organizations working on issues of citizen participation and, therefore, implementing good democratic processes. The beneficiary organizations will be APRODER, blueEnergy, and FUMSAMI. This self-assessment permitted the organizations to learn from themselves about the improvements experienced from the perspective of the organizations' members and new issues of interest to continue strengthening in the new technical assistance cycle.

Table 10: Issues to develop with partner organizations

Topics of interest in organizational development
Design of communication campaigns
Drafting of budgets
Preparation of business plans
Monitoring and evaluation
Accounting and finances

2.22 Systematization of Leadership Strengthening Processes developed with Base Leaders

In the interest of leaving a record of the behavioral changes being generated through the methodologies proposed by the organizational development component, a systematization was carried out of the strengthening process of 109 leaders that ended in September 2014. In addition to the documentary systematization, a video was made to show those changes that, although complex to measure, succeed in generating commitments and basic synergies for working collectively in the search to satisfy the interests of the communities or population sectors.

2.23 Proposal for strengthening the grassroots organizations designed

This year, the Program has prioritized working with grassroots organizations, which have a different operational dynamic than that of a governmental organization, and respond more to direct local social action. The strengthening plan was designed together with the Citizen Participation component.

Table 11: Grassroots organizations and issues to be developed

No.	Organization	Topics for all organizations	No. of workshop	Total hours
1	Network of Young Entrepreneurs of Bluefields (RACCS)	Leadership and Gender	2	32
2	Association of Struggling Youths (RACCS)			
3	Movement for Sexual Diversity (RACCS)			
4	Rama Kriol Territorial Government (RACCS)			
5	Awaltara Territorial Government (RACCS)			
6	Creole Communal Government of Bluefields (RACCS)	Action and Communication Plans	2	32
7	Bluefields Youth Movement (RACCS)			
8	Santo Domingo Municipal Development Committee (CHONTALES)			
9	Muelle de los Bueyes Municipal Development Committee (ZELAYA CENTRAL)	Organization and Management	1	16
10	San Pedro de Lóvago Municipal Development Committee (RACCS)			
11	FECONORI Bluefields			
12	FECONORI Pearl Lagoon			
13	FECONORI Corn Island			

III. GENDER ACCOMPLISHMENTS

3.1 Project launching with CEIMM generated the formation of a movement of organizations committed to women's rights

In October 2014, the Project called “Advocating for Equality in Diversity” began, executed by CEIMM and ascribed to the University of the Autonomous Regions of the Nicaraguan Caribbean Coast (URACCAN). Organizational representatives and feminist and sexual diversity activists participated in the launching of the Project as did radio and televisión journalists of Bluefields, who, enthused by the CEIMM initiative, proposed to organize activities in commemoration of November 25, the International Day of the Elimination of Violence against Women. Out of that, emerged the creation of the Self-Convoked Movement for Women’s Human Rights, and the holding of a forum and walk under the motto “Alert And Present, I Stand Against Violence”. These activities were held as part of the world campaign of 16 days of activism for the elimination of all forms of violence toward women and in demand of the promotion and full exercise of women’s human rights.



The launching of CEIMM project's with MGP catalyzed the interest of different organizations in Bluefields, which gathered and marched to celebrate 25 November International Day to Eliminate Violence Against Women.

3.2 Members of three CDMs exchange experiences in gender work

In this quarter, the MGP facilitated a meeting among members of the three CDMs that MGP, APRODER and authorities of the municipalities of San Pedro de Lóvago, Santo Domingo and Muelle de los Bueyes work with to exchange experiences about working in citizen participation and local development with a gender focus. In the meeting, there were USAID representatives from various USAID programs in seven Latin American countries. The changes observed were at both the personal and institutional level after nearly a year and a half of work (May 2013 – October 2014). For example, there are men in the communities who, after their experience with the gender workshops in the CDMs, are disseminating a message of equality between men and women in their immediate surroundings; or the fact

that 40% of the CDM Boards of Directors are women. But the challenges that the MGP has with the partner organizations and with the public institutions are related to gender equality at work and are also in evidence within the mission of the local organizations. There is a need to continue sensitizing authorities about the need to promote gender equality, beginning with the distribution of domestic chores between men and women; the creation of local policies to reduce the violence rates toward women, or of policies that promote women's economic empowerment.



October 8, 2014. "Promotion of citizen participation via the strengthening and consolidation of the CDMs of Muelle de los Bueyes, Santo Domingo and San Pedro de Lóvago" is the name of the Project that has developed work with a gender perspective.

IV. SIGNIFICANT CONSTRAINTS/LESSONS LEARNED AND BEST PRACTICES

4.1 Lesson learned: Conducting budgetary consultations does not guarantee fulfillment of the commitments made by the municipal authorities

Organizations such as MDS RACCS, AMJOLU, FECONORI and BICU mobilized and demanded to be listened to and participated in the consultation process on the 2015 Municipal Budget in the territories where they have a presence. Nonetheless, while the authorities have granted time and arenas to receive their demands and explanations, the Municipal Government's openness and commitment is key to their initiatives being included in the local public policies. This shows the importance and need of continuing to strengthen and extend their presence, which can be achieved by further linking and mobilizing civil society to a State that says it is open to participation but does not consider people's proposals in its decision-making. Other Municipal Governments make positive efforts to obey the municipal legislation (Muelle de los Bueyes, San Pedro de Lovago and Santo Domingo), in which civil society finds a response to its demands despite the limited resources available for the population's unlimited needs.

It is confirmed once again that citizen's participation must respond to problems felt by the population, so that society becomes the real promoter of the exercise of its citizenship. This is observed in the organization and execution of the advocacy plans being implemented in Muelle de los Bueyes, San Pedro de Lovago and Santo Domingo, in which APRODER's role has been to accompany and not to supplant, and in which organized civil society is the genuine actor with respect to a State (municipal governments and other public institutions) open and interested in assisting with the solution to such problems.

4.2 Lesson learned: It is important to allocate resources to measure the impact of campaigns and radio programs implemented in the different projects

The partner organizations and Global Communities are aware of the importance of the use of the media, especially radio and the social networks, and campaigns to sensitize a large public about the issues they are working on in each Project. MDS - AMJOLU + FECONORI + APRODER have specific radio programs as part of the projects supported by the MGP. For their part, APRODER, FECONORI and BICU have promoted local awareness-building via campaigns that mainly include the use of materials such as brochures, posters, banners, t-shirts and radio vignettes. Nonetheless, the challenge continues to be to learn the degree to which the messages are reaching the defined audiences and how they are perceived by the population, as well as guaranteeing the quality of the products and messages. In this regard, it is necessary for MGP to invest resources in training and providing technical assistance to the partner organizations on the design of radio programs, communication campaigns and measurement of their impact, taking into account simple, low-cost methodologies that help

improve the work of the organizations, some of these could be the statistical method no reasonable fee, through a quick survey 100 households in each municipality will be visited to find out if people listen the radio programs or have listened about MGP campaigns. In this regard, the organizational development component is key to helping design an offer that is adequate to the level of the partner organizations.

Table 12: Radio programs produced by partner organizations

Partner organization	Program name	Main content	Broadcast frequency	Radios that broadcast it
APRODER	Speaking in family	Efforts at articulation between civil society and the public institutions of the municipalities of Santo Domingo and San Pedro de Lóvago, aimed at preventing and reducing violence against women	Weekly	Radio Centro of Juigalpa, Radio La Purísima of Santo Domingo and Radio Amistad of Santo Tomás
FECONORI	Informative Magazine on Disability	Legal and international framework on disability, technical accessibility standards and publicizing of the project activities executed with the MGP	Weekly	Radio Bluefields Stereo of Bluefields
AMJOLU MDS RACCS	Without Taboos	Issues relevant to the struggle for the rights of the LGBT community as well as the advances, achievements and challenges in the implementation of the project executed with MGP support	Weekly	Radio Bluefields Stereo, Bluefields, Radio Dignidad, Rama

4.3 Lesson learned: It is necessary to continue to institutionally strengthen the grassroots organizations as key stakeholders for local governance.

MGP has succeeded in establishing direct alliances with grassroots organizations of youth, women, people with disabilities, people of sexual diversity, ethnic groups, and enterprises, i.e productive sectors. The idea is to empower these groups so they will actively exercise civic participation on behalf of the interests that they represent.

As these grassroots organizations become stronger and more aware of their social role, they will achieve greater governance to the same degree and will level the dialogue between authorities and organized citizens.

Today, more than ever, MGP must continue getting closer to the allied grassroots organizations. Strengthening the social leaders’ capacities in the exercise of equity,

adoption of democratic values, forms of issuing messages and definition of internal governance is as important for the organizations as the design and implementation of action agendas that allow them to position their causes before society. MGP is a program that will increase the program's impact in the final year by strengthening citizen's capacities and putting direct emphasis on the grassroots organizations as opposed to supporting these same grassroots organizations through local intermediaries.

4.4 Lesson learned: People with disabilities must improve their linkages for the next budget consultation and for follow-up on the execution of the amounts assigned

Although the organizations of people with disabilities in Bluefields participated in the budgetary consultation and received a negative response, greater linkages among the organizations in the future is necessary so that they can be persistent and follow up on the municipal investments to be sure that the resources earmarked for the collective are invested based on their genuine needs. It still remains for the people with disabilities to participate in the accountability forums and follow up on the amounts assigned in this budgetary consultation, and in the case of Bluefields on the installation of the elevator, to learn its value and installation costs, how it was chosen as an investment and, once installed, its proper functioning.

4.5 Limitation: Little capacity of FECONORI promoters to have an impact on the project progress

The lack of experience and of initiative of the promoters contracted by FECONORI, plus the centralism of the organization, have impacted the results achieved in the Project, which is progressing slowly and has as one of its main defects the lack of creation of FECONORI boards of directors in the municipalities of Pearl Lagoon and Corn Island. The lack of interpreters in Nicaraguan sign language continues to be one of the main limitations in the three municipalities.

4.6 Lesson learned: Projects with more than two implementing partners require greater involvement by the Program as a mediator

In any initiative or project to be executed with the participation and involvement of two or more organizations, it is useful to accompany the organizations and facilitate the communication among the parties. This way, MGP can contribute another perspective in the discussions and decisions being made during the program implementation. We would be able to strengthen the Alliance and coordination among the partner organizations; guarantee neutral mediation—which usually emerges in any relation—when there are disagreements or tensions between the implementing partners. Global Communities could also better map out the expectations, processes and results throughout the Project; differentiate and make visible the contributions to the initiative by each actor (organization); and very probably serve to think through other future initiatives. Although

it is true that this can require more time, this type of coordination, alliance and participation brings many advantages and contributes to the sustainability of processes.

4.7 Limitation: Political partisanship of the Regional Government authorities impedes better coordination of cultural rescue initiatives

With the aim of facilitating and contributing to the peoples' cultural and linguistic revitalization processes through initiatives implemented by nongovernmental organizations, the state institutions, and the people who represent them, need to leave aside their political partisanship and their desire to be protagonists so that priority can be given to the work benefitting the communities of the Caribbean Coast of Nicaragua, independent of which organization is heading up the initiative.

V. PLANNED ACCOMPLISHMENTS

The main accomplishments planned for Q2 and Q3 of 2015 are:

Table 13: Planned Accomplishment Q2 and Q3 FY2015

Quarter	Citizen Participation ³	Institutional strengthening	Fiscal Transparency (IEPP)	Climate Change	Cross Component
Q2 January - March 2014	<ul style="list-style-type: none"> • Participation in the first informative town hall forum on the budgetary execution of 2014. • Advocacy plans on interests of women (APRODER), people with disability (FECONORI), and LGBT community (MDS RACCS and AMJOLU). • The commission created that will promote and follow up on the implementation of the Local Economic Development Policy of Muelle de los Bueyes in coordination with the Local Economic Development Office (ODEL) • Start-up of the continuity projects of FUMSAMI and BICU and adjustment to their actions given the time gap at the beginning. • Formative Programs in PC with sectorial emphasis (gender, struggle against violence, people with disability, youth, LGBT community, 	<ul style="list-style-type: none"> • Technical Assistance initiated on 3 issues to 3 partner CSOs of the Program. • Technical assistance starts for organizations of people with disability in three municipalities of the RACCS. • Boards of Directors of the FECONORI Associations are updated and certified in the three prioritized municipalities. • 10 grassroots organizations representative of the 	<ul style="list-style-type: none"> • Campaign on fiscal transparency. • 2015 Citizen's Budget. • Study on the historical assignment of the over collection of taxes for 2009-2013 and its impact. • Presentation of the Observatory in Universities. • Work sessions with legislators to hammer out the reforms to Law 550 	<ul style="list-style-type: none"> • Public launching of the initiative "Citizenry prepared for Climate Change" • The instruments and methodologies for the construction of the Community Adaptation Plan agreed to. • Meeting with journalists. • Session with key Stakeholders in The Bluff promoting their participation in the Climate Change project activities. • Forum on Regional 	<ul style="list-style-type: none"> • Launching of digital social campaign with partner organizations of the RACCS. • New meeting to train journalists of Chontales and RACCS – gender perspective in the coverage of violence cases.

³ This column includes part of the Milestones of the Subcomponent of Strengthening Organizations of People with Disability (OPD – Agreement with FECONORI)

Quarter	Citizen Participation ³	Institutional strengthening	Fiscal Transparency (IEEPP)	Climate Change	Cross Component
	<p>local economic development, etc.) in execution.</p> <ul style="list-style-type: none"> • Exchange of experiences among partner associations of the Program: Achievements and Challenges of Citizen Participation in the current context. • Development of the second workshop on strengthening the members of the CAPS network. • Participation of municipal CAPS networks in municipal forums and presentation of project amendments and social control of projects executed. • Exchange of experience among the organizations of people with disability in the 3 municipalities. • Signing of an agreement between FECONORI and SEPRODIS • Publicizing of results with local projection about the efforts of CODIUL. • Launching of the Computer Application for doing follow-up to the Budgetary Execution in the municipalities. • 6th session of the Youth Concertation Table in the RACCS. 	<p>social sectors of the target populations are trained in leadership and gender.</p>		<p>Challenges and Adaptation Alternatives regarding Climate Change in the RACCS.</p> <ul style="list-style-type: none"> • Workshop on climate change with journalists from RACCS. • Civil society organizations formalize the South Caribbean Alliance regarding climate change. • Communication and sensitization campaign designed. • Activation of a Web Portal with information on Climate Change. • Presentation of the Citizen Project Prepared for Climate Change of the Bluefields mayor's office. 	
<p>Q3 Apr - Jun 2015</p>	<ul style="list-style-type: none"> • 3 local economic agendas prepared prioritizing Muelle de los Bueyes (Tourism, Agriculture and PYME) • Roles and contributions of each public and private entity established in the implementation of the Local Economic Development Policy of Muelle de los Bueyes. • Recreational / educational activities implemented where the youths of San Pedro de 	<ul style="list-style-type: none"> • The 2nd state of technical assistance to three partner CSOs of the program finalizes. • The OPD in 3 municipalities establish their action agendas on behalf of their needs and interests. 	<ul style="list-style-type: none"> • Impact on the national finances and social investment of the Venezuelan funds received by the Government of Nicaragua in the 2009-2013 period. 	<ul style="list-style-type: none"> • 1st session of civil society-public sector dialogue. • 2nd gathering with journalists and civil society. • Demonstrative Community Center and Prepared Families 	<ul style="list-style-type: none"> • Celebration of the World Week of the Environment (June)

Quarter	Citizen Participation ³	Institutional strengthening	Fiscal Transparency (IEEPP)	Climate Change	Cross Component
	<p>Lóvago and Santo Domingo participate (movie forums, theater works), whose central theme is the prevention of violence toward women.</p> <ul style="list-style-type: none"> • Advocacy plans on interests of women (FUMSAMI) and BICU (Youth) in execution • Participation of partner organizations in the 2nd forum on the 2014 budgetary execution. • Creation of youth camp with people with disability. • Official launching of Virtual Observatory on Violence based on gender and discrimination against women in the RACCS as a product of the alliance between CEIMM and Catholics for the Right to Decide. • Participation of the CAPS Network in the Regional Water and Sanitation Table. • 7th session of the Youth Concertation Table in the RACCS. 	<ul style="list-style-type: none"> • 10 Grassroots Organizations representative of the social sectors of the target populations construct their action agendas and are trained on issues such as communication, organization and management. • Some 60 youths of the RACCS are trained in leadership and teamwork. • Technical assistance process to OPD – FECONORI in the RACCS systematized. 	<ul style="list-style-type: none"> • Presentations of the Observatory in universities. • Training of CSO and journalists on fiscal transparency. • Technical Assistance to CSO) on budgetary analysis and public contracting. 	<p>established.</p> <ul style="list-style-type: none"> • First community training packet completed. • Communication and sensitization campaign implemented. 	

ANNEXES

The following annexes are attached:

1. MGP Project List
2. MGP Logical Framework Indicator Report
3. MGP Trainet Report
4. MGP 2013 Cost Share Report
5. MGP Accruals
6. MGP Alliances Q1 2015
7. IEEPP Quarterly Report

Annex 2. MGP Project List

Proyectos Vigentes del Programa de Gobernabilidad Local Q1 2015

#	Organización	Nombre del Proyecto	Objetivos Principales	Componente	Grupo Meta	Cobertura Geográfica	Fecha de Inicio	Fecha de Finalización	Monto Total U\$	Aporte USAID U\$	Estado
1	Instituto de Estudios Estratégicos y Políticas Públicas	Transparencia Fiscal en Nicaragua	Mejorar la comprensión de la sociedad civil sobre la buena gobernabilidad de los recursos públicos	Transparencia Fiscal	Población en General, Sociedad Civil nacional y local	Nacional	15/03/2013	31/08/2015	728,005	626,965.71	En Ejecución
2	Bluefields Indian Caribbean University, BICU	Mesa de Concertación en juventud para la Costa Caribe Sur de Nicaragua	Facilitar la articulación y complementariedad de acciones y enfoques de trabajo entre los diferentes actores locales, nacionales y de la cooperación que ejecutan programas con adolescentes y jóvenes en la RAAS	Participación Ciudadana	Jóvenes de la RAAS	Región Autónoma del Atlántico Sur (RAAS): Bluefields, Rama, Laguna de Perlas y Corn Island.	25/02/14	20/12/14	9,781	6,202	En Ejecución
3	Instituto de Estudios Estratégicos y Políticas Públicas	Promoción de la Participación Ciudadana Activa e Informada. Café con Voz	Promover la participación activa de la población en espacios de incidencia mediante la producción de programas radiales y televisivos que los mantengan informados sobre los principales problemas que limitan su desarrollo.	Participación Ciudadana	Población en General, Sociedad Civil nacional y local	Nacional	21/03/14	20/03/15	141,536	49,988	En Ejecución
4	Asociación para el progreso y desarrollo rural, APRODER*	Consolidación de Espacios de Concertación para el Desarrollo Local Inclusivo	Aportar a la consolidación de espacios de concertación ciudadana a través del apoyo a los CDM, en la búsqueda de mejorar su rol en la consulta y fiscalización del presupuesto municipal, así como a grupos de interés que desarrollen planes de incidencia orientados a demandar respuestas del Estado y a aportar a la solución de problemas que afectan a la población.	Participación Ciudadana	Comités de Desarrollo Municipal	Chontales: San Pedro de Lóvago y Santo Domingo; y la RAAS: , Muelle de los Bueyes	09/05/14	30/01/15	72,000	52,000	En Ejecución
5	Federación Nicaraguense de Asociaciones de Personas con Discapacidad, Feconori	Fortalecimiento organizativo y de la capacidad de incidencia de las organizaciones de personas con discapacidad en la región autónoma atlántico sur	Fortalecer a Organizaciones de Personas con Discapacidad en comunidades de la RAAS, especialmente indígenas y afro-descendientes, para aumentar su capacidad de participación ciudadana que les permita abogar en nombre de sus integrantes para lograr la igualdad de derechos y oportunidades para las personas con discapacidad.	Participación Ciudadana	Personas con Discapacidad	Región Autónoma del Atlántico Sur (RAAS): Bluefields, Corn Island y Laguna de Perlas	11/06/14	11/06/15	156,294	110,000	En Ejecución
6	Asociación de mujeres jóvenes luchadoras, AMJOLU	Impulsando la participación ciudadana de la comunidad lgbt para un desarrollo con representatividad, inclusión y equidad	Contribuir a la inclusión de las demandas de la comunidad LGBT en las políticas públicas y la participación en espacios de toma de decisiones en 2 municipios de la Región Autónoma del Caribe Sur de Nicaragua.	Participación Ciudadana	Comunidad LGTB	Región Autónoma del Atlántico Sur (RAAS): Desembocadura de Río Grande	25/08/2014	25/08/2015	74,363	59,772	En Ejecución
7	Gobierno Municipal de Awaltara	Fortalecimiento Institucional del Comité de Desarrollo Integral Ulwa (CODIUL) para la revitalización cultural, educativa y lingüística en el Municipio de la Desembocadura del Río Grande, RAAS	Fortalecer la institucionalidad del Comité de Desarrollo Integral Ulwa (CODIUL) mediante un proceso de capacitación, desarrollo organizacional, y acciones de revitalización cultural que contribuyan al desarrollo de la identidad Ulwa en el Municipio de La Desembocadura del Río Grande, RAAS.	Participación Ciudadana	Poblaciones indígena, afro descendiente y mestiza	Región Autónoma del Atlántico Sur (RAAS): Bluefields y El Rama	10/07/2014	10/12/2014	24,549	16,895	En Ejecución

#	Organización	Nombre del Proyecto	Objetivos Principales	Componente	Grupo Meta	Cobertura Geográfica	Fecha de Inicio	Fecha de Finalización	Monto Total U\$	Aporte USAID U\$	Estado
8	Global Communities/ consultores locales	Fortaleciendo capacidades de periodistas locales de Chontales, Rio San Juan y la RAAS	Fortalecer capacidades técnicas y teóricas de periodistas locales en materia de análisis de la gestión local y enfoque de derechos en las cobertura periodística que promuevan la participación ciudadana	Participación Ciudadana	Periodistas comunicadores de Chontales, Rio San Juan y la RAAS	Chontales, Rio San Juan y Región Autónoma Atlántico Sur	01/07/2014	30/06/2015	25,000	25,000	En Ejecución
9	Centro de estudios e información de la mujer multiétnico adscrito a la universidad de las regiones autónomas de la costa caribe nicaragüense, Ceimm-Uraccan.	Inciendiando para la igualdad, en la diversidad	Contribuir al ejercicio de la ciudadanía intercultural de las mujeres de la Región Autónoma del Caribe Sur, fortaleciendo su capacidad de análisis, gestión de información y visibilidad de su posicionamiento ante temas estratégicos.	Participación Ciudadana	Mujeres organizadas y no organizadas, feministas académicas y activistas, estudiantes y lideresas originarias de los 5 municipios de cobertura del proyecto.	Región Autónoma del Atlántico Sur (RAAS): Bluefields, Pearl Lagoon, Desembocadura de Rio Grande, Nueva Guinea y Paiwas.	01/10/2014	01/10/2015	104,421	76,396	En Ejecución
10	Centro Humbolt	Facilitando posicionamiento y metodologías ante el cambio climático en la racs	Aumentar la capacidad de recuperación de las personas y los recursos naturales en la Región del Caribe Sur de Nicaragua ante los impactos de largo plazo del cambio climático mediante la promoción de la participación de los grupos vulnerables de la población en los procesos de adaptación.	Cambio Climático	Población en general que vive en zonas de alta vulnerabilidad a los cambios climáticos.	Región Autónoma del Atlántico Sur (RAAS): Bluefields	17/11/2014	20/09/2016	97,260	80,000	En Ejecución
11	blue Energy	Iniciativa familias y comunidades preparadas ante el cambio climático"	Aumentar la capacidad de recuperación de las personas y los recursos naturales en la Región del Caribe Sur de Nicaragua ante los impactos de largo plazo del cambio climático mediante la promoción de la participación de los grupos vulnerables de la población en los procesos de adaptación.	Cambio Climático	Población en general que vive en zonas de alta vulnerabilidad a los cambios climáticos.	Región Autónoma del Atlántico Sur (RAAS): Bluefields y Laguna de Perlas	17/11/2014	20/09/2016	382,012	320,000	En Ejecución
									1,815,221	1,423,219	

Annex 3. MGP Logical Framework Indicator Report

Indicadores de Desempeño
Desempeño de Indicadores I Trimestre 2015

Indicator	LOP	Years			Year 5												Observaciones				
		2011-2014			I Trimestre			II Trimestre			III Trimestre			IV Trimestre				Acumulado			
		Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%		Prog.	Ejec	%	
O1: Promote the exercise of rights and responsibilities by citizens in local governance and development																					
Indicator 1.1	70%																				
% of citizenry target group that increases its knowledge and skills on how to exercise citizen participation																					
Indicator 1.2	218	176	164	93%	15	109	727%									20			35	109	311%
Number of Local Mechanisms Supported with USG Assistance for Citizens to Engage their Sub-national Government.																					
Se sobre cumplió la meta por cuanto las OSC promovieron la participación de la ciudadanía en las consultas comunitarias a los presupuestos municipales. Incluye 86 consultas comunitarias, 14 sesiones de los Concejos Municipales, 1 Audiencia y 8 cabildos realizados en los municipios de Muelle de los Bueyes, San Pedro de Lóvago, Santo Domingo, Bluefields, Corn Island, Laguna de Perlas y El Rama.																					
R1.2. Citizens have the understanding and tools necessary to exercise their right to active participation.																					
Indicator 1.2.1 (2.4.1-6)	3508	2804	4270	152%	100	464	464%	300				270				250			920	464	50%
Number of people who have completed civic education programs.																					
• Number of men																					
• Number of women.																					
Incluye acciones de formación realizadas por APRODER, por Feconori y por la Asociación de Mujeres Luchadoras en los municipios de Santo Domingo, Muelle de los Bueyes, San Pedro, Bluefields, Laguna de Perlas, Corn Island y El Rama.																					
R1.3 Advocacy and citizen participation activities promoted.																					
Indicator 1.3.1. (2.4.1-2)	124	216	234	108%	10	9	90%	10				10				10			40	9	23%
Number of civil society organizations using USG assistance to promote civic participation.																					
Indicator 1.3.3.	172	165	176	107%	72	181	251%												72	181	251%
Number of initiatives presented by citizens and CSOs to local governments.																					
Indicator 1.3.4.	34%	30	34	113%				30											30%		
Percentage of citizen requests to local governments that have a positive response.																					
R1.4 CS networks and alliances have greater capacity for coordination and the articulation of demands																					
Indicator 1.4.1.	31	14	15	107%	4	1	25%	4				4				3			15	1	7%
Number of initiatives promoting civil society coordination and networking.																					
Corresponde al movimiento de organizaciones comprometidas con los derechos de las mujeres																					

Indicator	LOP	Year 5																		Observaciones
		2011-2014			I Trimestre			II Trimestre			III Trimestre			IV Trimestre			Acumulado			
		Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	
O2: Strengthen the management capacities of CSOs to empower citizens.																				
Indicator 2.1.	10																			
Number of CSOs that improve their organizational capacity by at least 20%.																				
R2.1 CSO have been institutionally strengthened																				
Indicator 2.1.1. (2.4.1-1)	75	85	99	116%							15			15			30			
Number of Civil Society Organizations using USG Assistance to Improve Internal Organizational Capacity.																				
Indicator 2.1.2.	430	470	448	95%							40			40			80			
Number of CSO representatives trained under organizational strengthening activities.																				
• Number of men																				20
• Number of women.																				20
R 2.2. CSOs have received support for the implementation of programs to strengthen citizen participation or organizational performance																				
Indicator 2.2.1.	10	10	9	90%				5						5			10			
Number of improvement or capacity strengthening initiatives supported by the program.																				
O3. To increase citizen awareness of and demand for fiscal transparency in Nicaragua and to support citizen dialogue with local and national budget policy decision makers.																				
R3.1. CSOs, journalists and citizens are knowledgeable about and advocating for fiscal transparency.																				
Indicator 3.1.1. (2.4.1-9)	10	20	10	50%							4						4			
*Number of CSOs receiving USG assistance engaged in advocacy interventions.																				
O 4. Increase civil society participation in the monitoring and management of national public resources																				
Indicator 4.2.	5	5	5	100%																
Number of CSOs receiving program support that monitor public resources.																				
R4.2 Dialogue between civil society and decision makers during budget process increased, especially in the area of social sector budget assignments.																				
Indicator 4.2.1. (2.2.1-6 -)	2	2	2	100%										1			1			
Number of Public Forums resulting from USG assistance in which national legislators and members of the public interact.																				

Indicator	LOP	Years			Year 5												Observaciones			
		2011-2014			I Trimestre			II Trimestre			III Trimestre			IV Trimestre				Acumulado		
		Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%		Prog.	Ejec	%
O 4. Increase civil society participation in the monitoring and management of national public resources																				
Indicator 4.2.3.	45	0	0	0%				15				30						45		
Number of people affiliated with non-governmental organizations receiving USG-supported anti-corruption training																				
Indicator (2.1.1-4)	3	0	0	0%				2				1						3		
Number of USG-supported public sessions held regarding proposed changes to the country's legal framework																				
Indicator (2.2.1-7)	1	0	0									1						1		
Number of USG-assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees																				
O 4 To increase the resilience of the people and natural resources in the Caribbean region of Nicaragua to the long-term impacts of climate change by promoting the participation of vulnerable populations in the adaptation planning process																				
R 4.1 Indigenous and afro-descendant communities have increased knowledge and tools to engage and participate in the local adaptation planning processes																				
Indicator (4.8.2-26)	9																			
Number of stakeholders with increased capacity to adapt to the impacts of climate changes as a result of USG assistance																				
R4.2 Strengthened coordination, advocacy, citizen participation and dialogue between communities and communal/municipal/regional governments																				
Indicator (4.8.2-14)	12																			
Number of institutions with improved capacity to address climate change issues as a result of USG assistance.																				
R4.3 Local adaptatio plans with communities developed and implemented																				
Indicator	6																			
Numero de marginalized and vulnerable/ marginalized community members supported by USG funded intervention.																				
Indicator (4.8.2-26)	10							10										10		
Number of stakaholder participating in the formulation of climate change adaptation plan as a result of USG assitance																				
Number of men	50							50										50		
Number of women	50							50										50		
Number of ethnic group	2							2										2		
Number of Municipalities	2							2										2		

Indicator	LOP	Years			Year 5															Observaciones									
		2011-2014			I Trimestre			II Trimestre			III Trimestre			IV Trimestre			Acumulado												
		Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%	Prog.	Ejec	%										
Indicator (GNDR -6)	60							30				30							60										
Number of people reached by a USG funded intervention providing GBV service.																													
Crosscutting indicators																													
Indicator (2.4.1-3)	19	16	14	88%	1	1	100%	1				1				0			3	1	33%	Incluye la campaña realizada para relevar los derechos de las personas con discapacidad consiganados en ley 763.							
Number of CSO Advocacy Campaigns Supported by USG.					1	1	100%				1							2	1	50%									
MGP								1										1											
IEEPP																													
Indicator (2.4.2-8)	33	26	42.5	163%	1.5	0	0%	3.5				2			0				7			La capacitación a los periodistas se reprogramó para el próximo trimestre a fin de incorporar la temática de cambio climático.							
* Number of training days provided to journalists with USG assistance, measured by person-days of training.																													
MGP	19	18	33.5		1.5	0	0	1.5				0			0				3										
IEEPP	14	8	9	113%	0	0	0	2				2			0				4										
• Number of men		50	123	246%																									
• Number of men MGP			80		10			10				0			0				20										
• Number of men IEEPP			43		0			12				12			0				24										
• Number of women		50	101																										
• Number of women MGP			62		10			10				0			0				20										
• Number of women IEEPP			39		0			12				12			0				24										
Indicator (2.2.4-4)	207	87	76	87%		3		8				8			8				24	3	13%	Miembros/as de los CDM han participado activamente en los cabildos de rendición de cuentas del Presupuesto Municipal para el período Julio – Septiembre 2014), en los municipios de Santo Domingo, Muelle de los Buelles y San Pedro de Lóvago.							
Number of mechanisms for external oversight of public resource use supported by USG assistance																													
MGP	199	84	71	85%		3		7				7			7				21	3	14%								
IEEPP	8	6	5	83%				1				1			1				3										

Annex 4. MGP Trainet Report

Programs Grouped by Activity with Funding

Report Parameters:
 Activity: CHF International
 Strategic Objective: SO1: MORE POLITICAL PARTICIPATION, COMPROMISE AND TRANSPARENCY
 Site: CHF International - Nicaragua
 Start Date After: 09/30/2014
 End Date Before: 01/01/2015
 Program Status: Active, Completed
 Location: In Country

Training Program	Location	Start Date	End Date	Males	Females	Total Trainees	Budgeted Amount	Actual Amount	Difference
Activity: CHF International									
Agenda Municipal de las personas con	IC	10/17/2014	10/30/2014	42	48	90	\$ 5,487	\$ 5,487	\$ 0
Participacion Ciudadana y Gobernabilidad	IC	10/27/2014	12/30/2014	38	21	59	\$ 3,907	\$ 3,907	\$ 0
Paradigmas y marco Juridico en materia	IC	10/02/2014	10/23/2014	82	90	172	\$ 2,733	\$ 2,733	\$ 0
Fortalecimiento Organizacional y Ejercicio	IC	10/24/2014	11/23/2014	20	23	43	\$ 1,543	\$ 1,543	\$ 0
Genero y Gobernabilidad Local	IC	10/10/2014	11/25/2014	116	117	233	\$ 1,540	\$ 1,540	\$ 0
Totals for Activity:				298	299	597	\$ 15,210	\$ 15,210	\$ 0
Totals for Report:				298	299	597	\$ 15,210	\$ 15,210	\$ 0

Annex 5. MGP QR 2 2014 Cost Share Report

NICARAGUA - MGP
Report Date
As of December 31, 2014

Match (In Cash/Kind) Worksheet

Prepared By:

Project Name:

Cost Center Number

Contract Number:

Total In kind/match obligation per Cooperative Agreement

Total in kind Match collected in FY10-11

Total in kind Match collected in FY11-12

Total in kind Match collected in FY12-13

Total in kind Match collected in FY13-14

Total in kind Match collected in FY14-15

Cumulative match since project start

Total in kind/ match obligation remaining

Leonel Briceño
Municipal Governance Program
22401
AID-524-10-00006
1,531,837.00
60,869.18
1,049,989.85
371,065.87
148,389.32
17,800.49
1,648,114.71
(\$116,278)

		Amount	FY 2015			
			Q1	Q2	Q3	Q4
A	Donated Equipment, materials and other tangible items	\$199	199.43	0.00	0.00	0.00
B	Donated use of equipment, materials and other tangible items	\$5,034	5,034.38	0.00	0.00	0.00
C	Donated use of facilities	\$606	605.71	0.00	0.00	0.00
D	Donated Land	\$0	0.00	0.00	0.00	0.00
E	Donated use of land	\$0	0.00	0.00	0.00	0.00
F	Donations of unskilled labor to CHF, to a CHF project/partner, or to CHF beneficiaries	\$524	524.04	0.00	0.00	0.00
G	Donations of skilled labor to CHF partners	\$11,437	11,436.93	0.00	0.00	0.00
Total Match, in cash and in kind in FY15		\$17,800	17,800.49	0.00	0.00	0.00

ATTENTION: This worksheet should be used only to show items not recordable on the General Ledger.

INSTRUCTIONS:

1. For your convenience, monthly report pages are linked to FY09 Overview page. Basic project data filled out in Overview worksheet (country, project name, cost center, award number) will be automatically carried over to monthly pages.
2. In each monthly worksheet, report matching contributions generated in the corresponding period using categories specified above. Please include back up information from which monthly amounts are generated. Keep all back-ups for audit purposes.
3. Quarterly summaries will be automatically generated and carried over to Overview page which will reflect cumulative amount of contributions to-date.
4. Matching contributions are subject to annual audits. Back up documentation needs to include verification of the source of contributions as well as methodology used to arrive at unit costs.

01/26/2015 Brian Husler
Date and Signature: Country Director (or COP, as applicable)

01/26/2015 Beatriz Jáuregui
Date and Signature: Field Finance Director

01/26/2015 Leonel Briceño
Date and Signature: Financial Analyst responsible for generating information

MUNICIPAL GOVERNANCE PROGRAM AID 524 -10 - 00006

Annex 6. MGP QR 2 2014 Accruals

GLOBAL COMMUNITIES NICARAGUA
 CA N° AID-524-10-00006
 1st QUARTERLY BUDGET ACCRUED EXPENDITURES
 FY 2014
 U.S. DOLLARS

Nro.	Line Item	a	b	c	d	e	Burned				Projected				f	g=b+ c+ d+ e+ f	h = g/a	i= a-g
		Total Approved Budget	Total Expenditure FY 2011	Total Expenditure FY 2012	Total Expenditure FY 2013	Total Expenditure FY 2014	Oct-14	Nov-14	Dec-14	Q1	Q2	Q3	Q4	Total Expenditure FY 2015	Accumulated Expenditures through 09/30/2015	Percentage of Execution	Remaining Balance in Relation with the Approved Budget	
1	Personnel	3,328,408	488,695	621,373	612,524	503,275	43,986	44,240	41,979	130,205	144,174	144,974	108,372	527,724	2,753,592	82.73%	574,816	
2	Fringe Benefits and Allowances	1,737,497	282,880	271,424	282,894	263,056	16,001	22,214	20,228	58,444	76,143	76,402	98,020	309,008	1,409,262	81.11%	328,235	
3	Consultants	394,016	64,225	35,417	78,974	9,839	114	1,575	750	2,439	3,150	3,150	28,424	37,164	225,618	57.26%	168,398	
4	Travel & Per Diem	433,788	78,827	73,557	52,772	49,707	4,427	9,076	1,569	15,072	23,493	26,093	22,291	86,949	341,812	78.80%	91,976	
5	Equipment & Supplies	287,818	201,941	3,201	3,425	2,887		939	151	1,090	650	-	300	2,040	213,495	74.18%	74,324	
6	Contracts and Subawards	15,440,065	1,373,557	2,654,732	1,348,215	978,745	32,418	120,180	53,034	205,632	363,253	300,027	174,248	1,043,159	7,398,408	47.92%	8,041,657	
7	Program Costs- Direct Implementation	225,265	25,769	41,866	81,233	36,029	8,646	3,296	499	12,441	6,090	7,590	2,560	28,681	213,578	94.81%	11,687	
8	Other Operating Costs	984,924	162,771	177,661	147,215	161,060	20,194	16,096	10,133	46,424	45,751	43,423	64,869	200,467	849,173	86.22%	135,751	
9	Indirect Charges Per NICRA	3,167,982	349,839	554,302	383,699	264,014	26,799	33,730	19,905	80,435	99,266	84,131	73,217	337,049	1,888,904	59.62%	1,279,078	
	TOTAL COSTS	25,999,763	3,028,504	4,433,533	2,990,950	2,268,612	175,394	186,771	190,974	552,181	761,971	685,790	572,300	2,572,242	15,293,841	58.82%	10,705,922	

Annex 7. MGP Alliances Q3 2014

ESTADO DE LAS ALIANZAS Y COORDINACIONES EN EL PROGRAMA	
ENTIDAD	AVANCES
1. FDI	Reuniones cada dos meses para intercambiar información y buscar alianzas con el sector privado
2. BICU	Apoyo para implementar grupo de trabajo de organizaciones que inciden en juventud en la RAAS
3. UNIRSE	Buscando oportunidades para juntar al sector privado y las organizaciones locales
4. OPS	Se hizo visita a Muelle de los Bueyes para explorar áreas de apoyo
5. CIG	Miembros activos de esta iniciativa de las organizaciones internacionales de cooperación que trabajan género
6. Comunidad de Software Libre	Iniciativas para desarrollar proyectos conjuntos usando TIC para incidencia
7. Católicas por el Derecho a Decidir	Búsqueda de alianzas para divulgar el monitoreo de los casos de violencia sexual hacia las mujeres y femicidios en el país como herramienta para la incidencia
8. Red de Mujeres contra la Violencia	Búsqueda de alianzas para divulgar el monitoreo de los casos de violencia sexual hacia las mujeres y femicidios en el país como herramienta para la incidencia
9. Aula Propia	Alianza para impartir taller de alfabetización digital en Bluefields, garantizando que socios del Programa participaran.
10. NDI	Coordinaciones para que personas egresadas de los cursos de liderazgos participen en actividades del Programa.
11. UNFPA	Apoyo conjunto Global Communities y UNFPA a BICU para presentar proyecto al Fondo de Gobernabilidad Democrática (Fondo Común).

Annex 8. IIEEP Quarterly Report



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! " : . . . %) * 2 - , \$ (7 - . (40 - ') % 04 , 4 0\$ % A0E , * % + . - prevención de la violencia y protección de los derechos humanos-

] (4! : ? 4!U!0!d! : , ! : &&' A+, lse realizó , ̄\$+& , + ,) 1= ,) % (! : , !observatorios que trabajan la temática de prevención de violencia y protección de los derechos humanos.¹ Los objetivos de esta actividad fueron por una parte poner en común el trabajo que realizan las organizaciones y centros de educación superior con sus observatorios desde los diferentes enfoques, esfuerzos y acciones de incidencia, además de crear un espacio de facilitación para el intercambio de experiencias, la construcción de alianzas y la ampliación de procesos de gestión del conocimiento.

Entre los principales resultados de la actividad están: la creación de un espacio de intercambio entre los observatorios; el reconocimiento del uso de herramientas tecnológicas para acercar información a la ciudadanía e incentivar la participación ciudadana; el establecimiento de mecanismos de comunicación para continuar el trabajo en tal sentido se definieron reuniones trimestrales que permitan presentar el trabajo que se va a realizar; evaluar la posibilidad de elaborar un boletín informativo trimestral que recoja los análisis de las mesas técnicas donde se aborde las diferentes expresiones de violencia y realizar reuniones con periodistas para mantener en la agenda pública las diferentes temáticas abordadas y la utilidad de los observatorios.

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⁶[9] !, ̄ ,) % !\$- +%&̄-+() !- : , ' V4! : , ̄8 , \$ \$!0!6 !c 6- , *% 6 4!8 : &) !- : !L- +&A, -) !Q) & , +4&0!E & Q C <=, !\$+(' (. &+() !6 ! & & & % - ! !6 4!L- % &̄- 4! \$ (+ , ̄R , + 1Y(!- !R, 1& & !6 !T, : ! : , !X = J, + 4!1() % !6 ! ! & 6) 1& ! !6 !5 : , + 1&X) !L((+ &- : (+ + ! D&- + >+ ,) 4 ! : , ! DO!<=, !% A- J-) !1() !6 !D& , !0!6 !P : (6 4! ,) 1& ! , ̄L ,) % (!D&- + >+ ,) 4 ! : , !̄ 4!R , + 1Y(4!M' -) (4! , ̄ O+= \$ (! ,) -) 1& !0!6 !P &) ; - ! , !L ,) % (4!



, 61() % Z% I\$ (672(16 >816 %&(!: , 14, \$%&' A+, !-! : &&' A+, !: , 6EFGH14, !1() 1,) %K!,) !%' - 411(' (S, 6 1-)- 6 &%+(1, V) &([! 6 4!: (4! +, %' + -4! S+, 4=\$=, 4%+&4[! 6 !+, %' + -!-! 6 !], O! : , ! L() 1, +%1&) ! 3+&=%+&[!,) %& ! (4[!4, !, 4\$, + !+, %' - +!, 6%' - !- !\$- +&!: , 6\$+& , +!%& , 4%, !: , 6EFGU! !

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9 , 4%&- 1&) ! 2P4&) - 1&) ! Y&&%+&- ! : , ! , Z1, 4(! : , ! ! +, 1- =- : - 1&) ! : , ! & \$=, 4% 4! EFFFh7 EFG^2!	9) %& >- !: , 6A(++: (+!\$- + !+, . &&) ! : , !OL !O!Q" P8R !	Ed! : , ! ,) , + (!	9<=&(!8 , \$\$! !
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T, =) &) , 4! 1() ! - 4, 4(+, 4! 6 >816 %&(4!O! : &=% : (4! !	T, =) &) , 4! 1() ! - 4, 4(+, 4! 6 >816 %&(4! O! : &=% : (4! \$- + ! %&- A- J(!4(A+, !6 !+, %' + - !- !6 !], O! UUF!	9) , + (7* , A+, +! : !	9<=&(!8 , \$\$!10! A-) 1- : - !/] 8
R(1= ' ,) % ! /+ , 4=\$=, 4% ! L& : - : -) (!	96 A(+ 1&) !: , !: (1= ' ,) % !A- 4, !O! . , +4&) ! : , & : - !: , 6/L ! !	9) , + (7* , A+, +! : !	9<=&(!8 , \$\$!10! 1() 4=6%+ ! , Z%+) (!
/+ , 4,) % 1&) !: , 6 /OT! EFGU! O! : , 6 _A4, + - % +& ! . &%&- 6 2D=, 4%(! \$+ , 4=\$=, 4% 2!	" , ! +, - 6&- +V) =) - ! \$+& , + ! \$+ , 4,) % 1&) ! ,) ! 6 ! QLP! 1() ! , 4%& : &) % 4! : , ! 6 ! 1- ++, + ! : , ! 91() (' ? !O! (%&- 4!1- ++, + 4! !*&, 4! !	i 6& - ! 4, ' -) - !: , ! * , A+, +! : !	9<=&(!8 , \$\$!
9 , 4%&- 1&) ! 28 \$- 1% ! ,) ! 6 4! *&-) ; - 4!) - 1&) - 6 4! O! 6 4!	96 A(+ 1&) ! : , 6 : & , ` (! : , ! & . , 4%&- 1&) !	5, A+, +! : !	9<=&(!8 , \$\$!

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8., +48), 4!4(1&6 4!: !q 4!%) : (4! .,), ; (6) (4! +, 1&&(4! \$ (+! , 8 O(A&+) (! : , ! D&- + >= - ! E F F h 7 EFG^2!	!		
P 48%) 1& 8#1) 8- !- ! "L!	96 A(+ 18K) !: , !A- 4, [!1() . (1- % +&! 0!4, 6 118K) !: , ! "L !!\$- + !- 48%) 1&! %#1) 8- !	9) , +(7! 5, A+, +(!	9<=8(18 , \$\$!
3- 6+ , 4!- ! "L !0!\$, +&: 8% 4!	96 A(+ 18K) ! : , ! A- 4, ! 0! 1() . (1- % +&! \$- + ! G, +! % 6 +! 3- ' A&#) ! 4, ! 8 8&+V!, 8 : 8, ` (!: , ! q 4! K: =q 4!: !% +! - 18K) !!	5, A+, +(!	9<=8(18 , \$\$!
L- ' \$- ` - ! 298 \$+, 4=\$=, 4% ! , 4! %! : 8, +([! 1() (1, +q ! , 4! %! +, 4\$() 4- A&8- : 2!	L () %8 = - ! 6 ! \$- = % 18K) ! ,) ! + : 8 ! , ! 8 8&8 ! ,) ! , 8 ' , 4! : , ! * A+, +(! 6 4! +, : , 4!4(1&6 4!	9) , +(7! 5, A+, +(!	9<=8(18 , \$\$!