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Consolidation and Enhanced Livelihoods Initiative for the Northern and Southern Regions (CELI N/S)



FY 2015

Annual Report



CHEMONICS

CONTACTS IN CHEMONICS

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Contract No. AID – 514 – C – 12 - 00001

Cover Photograph

Covering the regions of Antioquia and Córdoba, Chocolate Colombia, which is modeled similarly to the cocoa marketer and buyer of Tumaco (Nariño) Chocolate Tumaco, opened its doors for business during FY 2015 and plans to export for the first time early next fiscal year.

Note

The opinions of the authors of this report do not necessarily represent the points of view of the United States Agency for International Development (USAID) or the United States Government.

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ACRONYMS

AF	Activity Fund
APC	Colombian Presidential Agency of International Cooperation
ASOCOMUNAL	Association of <i>Juntas de Acción Comunal</i> (JACs)
BACRIM	Criminal Band
BANCOLDEX	Colombian Foreign Trade Bank
CLIN	Cost Line Item Number
COAGROPACIFICO	Agriculture Cooperative of the Pacific (Tumaco-Nariño)
COP	Colombian Pesos
CORANTIOQUIA	Corporation for the Development of Antioquia
CORPOICA	Colombia's Agricultural Research and Investigation Organization
DAFP	Colombia's Administrative Department of Civil Service
DPS	Department for Social Prosperity
EPSAGRO	Technical Assistance Certification (MADR)
ELN	National Liberation Army
ESAP	Superior School of Public Administration
FAA	Fixed Amount Awards
FARC-EP	Revolutionary Armed Forces of Colombia – People's Army
FEDECACAO	National Federation of Cocoa Producers
FIS	Foundation for Social Investment
FY	Fiscal Year
GLAC	Local Savings and Loan Groups
GOC	Government of Colombia
GVP	Gender and Vulnerable Populations
ICESI	Colombian University located in Cali (Colombia)
INCODER	Colombia's Rural Development Institute
INDEPORTES	Department-level Institute of Sports (Antioquia)
IGAC	Agustin Codazzi Geographic Institute (Government Mapping Agency)
JAC	Junta(s) de Acción Comunal (legally recognized neighborhood associations)
LEL	Youth Learning and Leadership Association of Bajo Cauca (Antioquia)
LGBTIQ	Lesbian, Gay, Bisexual, Transgendered, Intersex, and Questioning
LOC	Letter of Credit
LOP	Life of Project
MADR	Ministry of Agriculture and Rural Development
MinCultura	Ministry of Culture
MinDefensa	Ministry of Defense
MinHacienda	Ministry of Finance
MinInterior	Ministry of Interior
MinTransporte	Ministry of Transportation
MinTIC	Ministry of Information Technology and Communications
M&E	Monitoring and Evaluation
PCI	Program Against Illicit Crops
PROCOLOMBIA	Colombia's Trade Promotion Unit (formerly ProExport)
SENA	National Learning Service
UACT	Colombia's Administrative Unit for Territorial Consolidation
URT	Colombia's Land Restitution Unit
USG	United States Government

SECTION I

EXECUTIVE SUMMARY

During FY 2015, the Consolidation and Enhanced Livelihoods Initiative for the Northern and Southern Regions (CELI N/S)¹ continued to support the Government of Colombia's (GOC) efforts to improve governance, stimulate sustainable economic development, build social capital, and encourage licit lifestyles free from conflict and violence in the 16 prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño).

While CELI N/S achieved significant results across all components, the project's FY 2015 strategy placed an emphasis on economic development, particularly forming public-private partnerships (PPPs). During FY 2015, CELI N/S brokered 10 new public-private partnerships (PPPs) across eight distinct value chains, most notably cocoa, shrimp, honey, and dairy. Through these PPPs, nine distinct businesses committed approximately US\$5.4 million to partner with small producers associations. Additionally, through these PPPs, some of these producers associations have now exported to various countries, including two CELI N/S supported cocoa buyers, Chocolate Tumaco and Chocolate Colombia, which marketed a combined total of 125 tons of cocoa, valued at US\$375,000, to Holland and Spain, during the year.

Access to credit and to formal and informal financial services is an integral element to fostering economic development. During this fiscal year, CELI N/S achieved two major accomplishments. First, CELI N/S leveraged its savings and loan group network (or GLAC or its Spanish acronym), which consists of more than 27,000 participants, to partner with eight private businesses pledging to commit more than US\$650,000 to establish distribution channels for products and services, like opening e-payment locations, distributing cooking gas, selling microinsurance policies, and marketing household appliances and building supplies in the 16 conflict-affected municipalities. Secondly, CELI N/S provided technical assistance to help more than 143 farmers access loans, totaling approximately US\$600,000.

CELI N/S also recorded several other achievements by supporting activities related to improving governance, building social capital, and supporting land-titling and registration. In partnership with Colombia's Ministry of the Interior, a political polling firm, and other election advocacy organizations, CELI N/S sponsored more than 50 community workshops and candidate forums to raise awareness about transparency issues, how to prevent electoral crimes, encourage potential voters to cast informed votes, and spark community-level discussion about the upcoming local and regional elections.

Additionally, CELI N/S sponsored a land course for 61 participants, mostly young people, from seven producers associations and one communications collective, that allowed them to earn a university diploma on the norms and rights of legal land tenure, the required information to present land tenure cases, and the necessary legal and institutional routes to achieve a legal land title and formal registration. Finally, the project also provided support to approximately 10 communications collectives in the Bajo Cauca and northern Antioquia regions to launch a regional news and media agency that aims to market media content about the region, successfully selling US\$40,000 in strategic communication services for local businesses in just under a year.

¹ For more information on the Consolidation and Enhanced Livelihoods Initiative – North/South (CELI N/S), please refer to "Project Purpose" in Appendix A.

SECTION II

REGIONAL AND NATIONAL CONTEXT

CELI N/S made major progress implementing project activities during FY 2015 against the backdrop of an extremely active and fluid political and security environment, dominated in large measure by the Havana peace talks between the Government of Colombia (GOC) and its oldest and largest rebel group, the Revolutionary Armed Forces of Colombia (FARC). The most significant event that occurred during the fiscal year came at its close when, in late September, both delegations in Havana announced a landmark agreement on transitional justice, which has long been viewed as a roadblock to achieving peace after more than fifty years of conflict. In addition to this accord, both parties set a six-month time limit to agree on the final two remaining points, indicating that a final peace agreement would be signed in March 2016.

At the beginning of the fiscal year, an agreement on transitional justice and an end date to sign a final accord appeared far off. While the year began with an historic announcement by the FARC to impose an indefinite unilateral ceasefire, this ceasefire collapsed during the third quarter, after five-months of relative calm, leading to increased violence throughout the country and attacks against public infrastructure. One report from a leading Colombian conflict-monitoring think-tank indicated that the FARC carried out an estimated 83 offensive actions during the month of June alone, making it the most violent month since talks began some two years ago.

During the escalation of violence that took place mostly in the third quarter, some of the most devastating attacks occurred in the CELI N/S target municipality of Tumaco (Nariño). After a series of insurgent-led attacks left the town and its approximately 180,000 residents without electricity for nearly a month, the FARC bombed the Transandino oil pipeline, spilling hundreds of thousands of gallons of crude oil into the waterways and causing Colombia's largest environmental disaster in decades. This attack left Tumaco (Nariño) and its residents without regular access to potable water and in need of immediate humanitarian assistance.

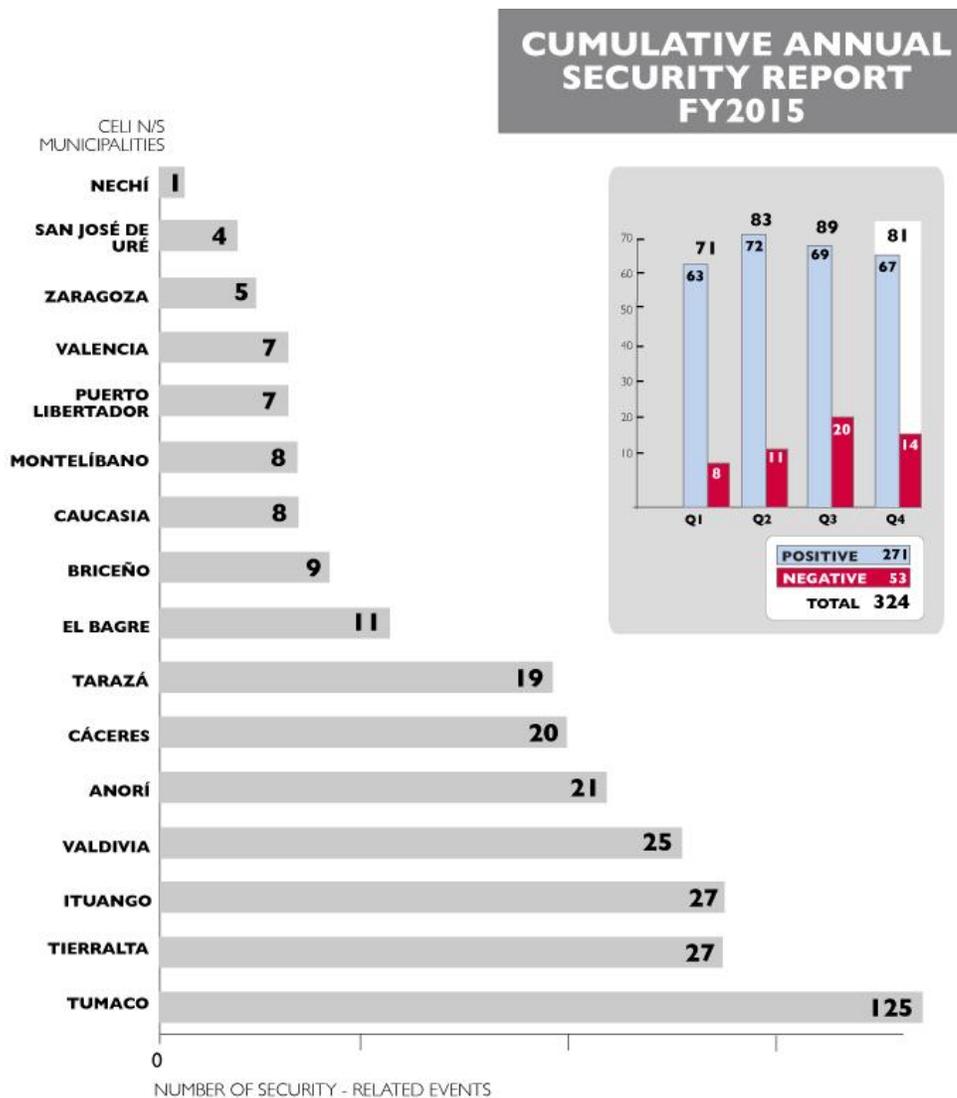
By the start of the fourth quarter, both parties agreed to de-escalation measures, including a new unilateral ceasefire by the FARC and a suspension of aerial bombardments by the government. Then, in the final month of the fiscal year, President Santos stood alongside Rodrigo Londoño (who is known by his alias Timochenko), the leader of the FARC, to make the historic address on transitional justice and the signing of the final accord. The tentative deal on transitional justice received both national and international praise with the chief prosecutor of the International Criminal Court welcoming the agreement and the 60 victims participating in the peace process announcing unanimous support for the deal.

This historic announcement was preceded by several other key advances in the peace process. First, the fifth and final visit of the victims' delegations took place, culminating with the visits by five delegations comprised of 60 total victims who represented more than six million victims of Colombia's internal conflict. Additionally, the first joint demining effort between the GOC and FARC was launched in the rural neighborhood of El Orejón located in the CELI N/S prioritized municipality of Briceño (Antioquia). This effort represents the first time in 50 years that the Colombian military and the FARC are jointly working together to make the rural countryside a safer place for its residents. Finally, the Obama administration named an official U.S. envoy to observe the on-going negotiations in Havana.

Both GOC and FARC negotiators welcomed the U.S. envoy as an important step in ending Colombia's fifty-year armed conflict.

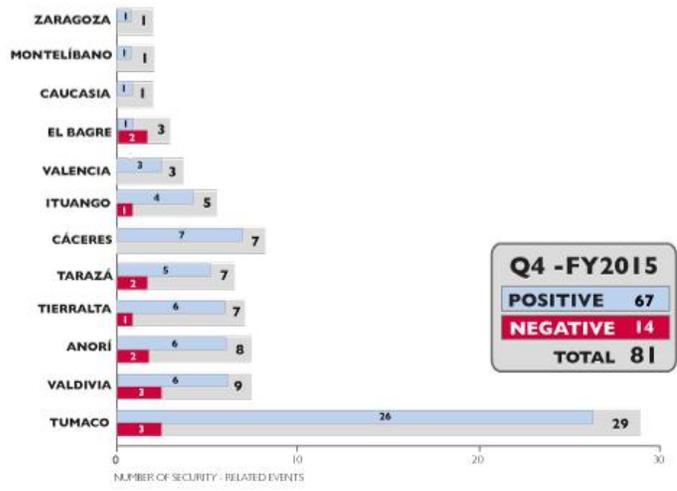
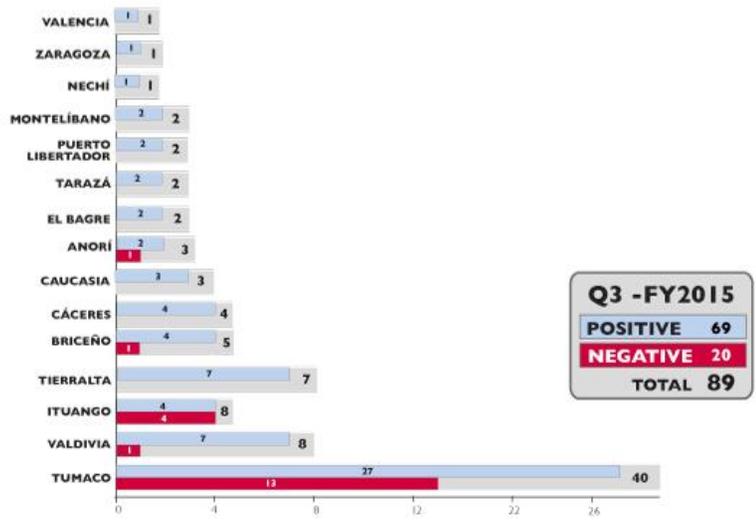
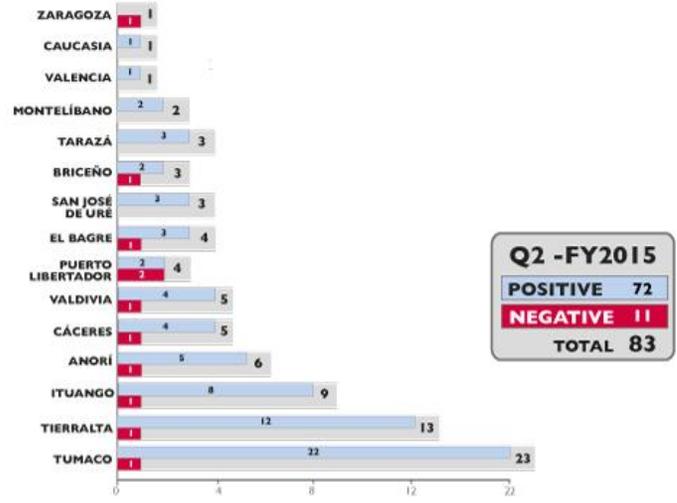
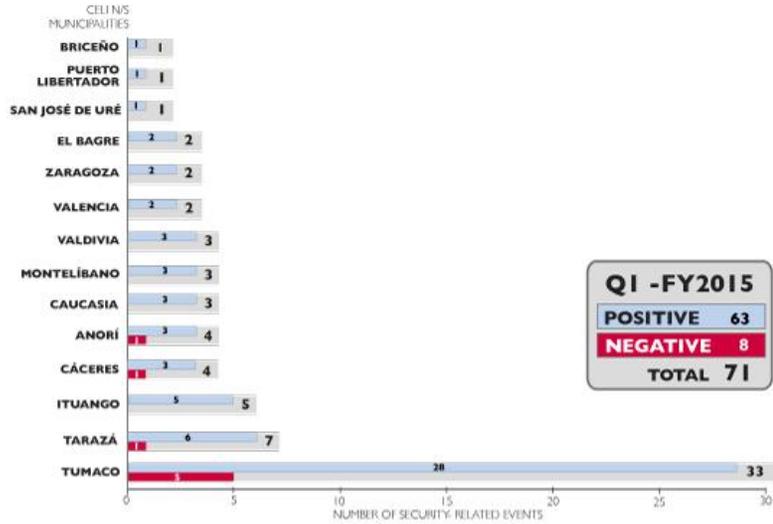
Finally, the security context has remained complex and fluid during the fiscal year. Graph 1 illustrates total security-related events that occurred in each municipality and the quarterly totals during this fiscal year. Graph 2 details security-related event in each quarter, presenting a distinction between both positive and negative events by municipality. CELI N/S has divided security-related events into two categories: positive events and negative events. For CELI N/S's purposes, positive events refer to offensives led by the State, normally with its military forces, against illegal armed actors and/or delinquency while negative events refer to offensives led by guerrilla insurgents and criminal gangs, delinquency, etc. against the State and civil population. Both types of events could present security threats to CELI N/S staff and are counted in the total events category. Additionally, CELI N/S provides a more concise breakdown of security-related events that occurred in prioritized municipalities during the fourth quarter in Appendix B.

Graph 1



Graph 2

QUARTERLY SECURITY REPORT FY2015



SECTION III

CELI N/S COMMITTED INVESTMENT AND LEVERAGED FUNDS REPORT

Section III provides details about CELI N/S's committed investments and leveraged funds and is divided by the following: (a.) investment section, (b.) leveraged funds section, and (c.) a summary section titled "CELI N/S at a Glance."

It is important to note that CELI N/S activity funds are disbursed in Colombian Pesos, and therefore fluctuations in the exchange rate make it difficult to compare performance across years in dollar terms. To facilitate this analysis, CELI N/S has applied a fixed exchange rate of 1,800:1 when converting locally denominated values for investment, leveraged funds, sales, and all other information pertaining to the project's Monitoring and Evaluation Plan. This exchange rate was the prevailing rate during the start of the project and was fixed at that time. One important consequence of using a fixed exchange rate methodology is that it appears that the project has exceeded the ceiling of the Activity Fund (US\$56,278,617 disbursed vs. a ceiling of US\$4,278,617). However, this higher figure is merely the result of using an exchange rate that is far below the average prevailing exchange rate, and therefore does not reflect the actual amount invoiced to the U.S. government. Detailed financial performance based on invoices is presented below in Section VII.

(a.) CELI N/S Investment Report by Year, Quarter, and Life of Project²

The investment section (a.) will provide information about the amount and type of committed project investment by region, component, and municipality during the fiscal year, quarter, and over the life of the project (as shown in Graphs 3-5).

As Graph 3 illustrates, CELI N/S has prioritized the economic development component since project start-up in 2011. Additionally, during the last two fiscal years, the economic development component increased relative to other components and now represents 51% of cumulative investment. These yearly changes largely reflect shifts in the project's strategy. For example, the first fiscal year emphasized rapid response activities, which explains the high percentage of CELI N/S investment to support social and economic infrastructure. During this fiscal year, for example, the economic development component reached its highest level with US\$8.6 million of CELI N/S investment, corresponding largely to the emphasis placed on public-private partnerships (PPPs).

Additionally, Graph 4 shows the distribution of CELI N/S investment by region and municipality during each fiscal year. CELI N/S's investment ratio largely responds to the distribution of nearly 800,000 residents that make up the target population. For example, 43% of CELI N/S's target population lives in the 10 prioritized municipalities of Antioquia and received 48% of CELI N/S cumulative investment. Similarly with the municipality of Tumaco (Nariño), 23% of the target population lives in this single municipality and has received 24% of the project's cumulative investment. Finally, 27% of CELI N/S cumulative funds have been invested in Córdoba, responding to 32% of the target population.

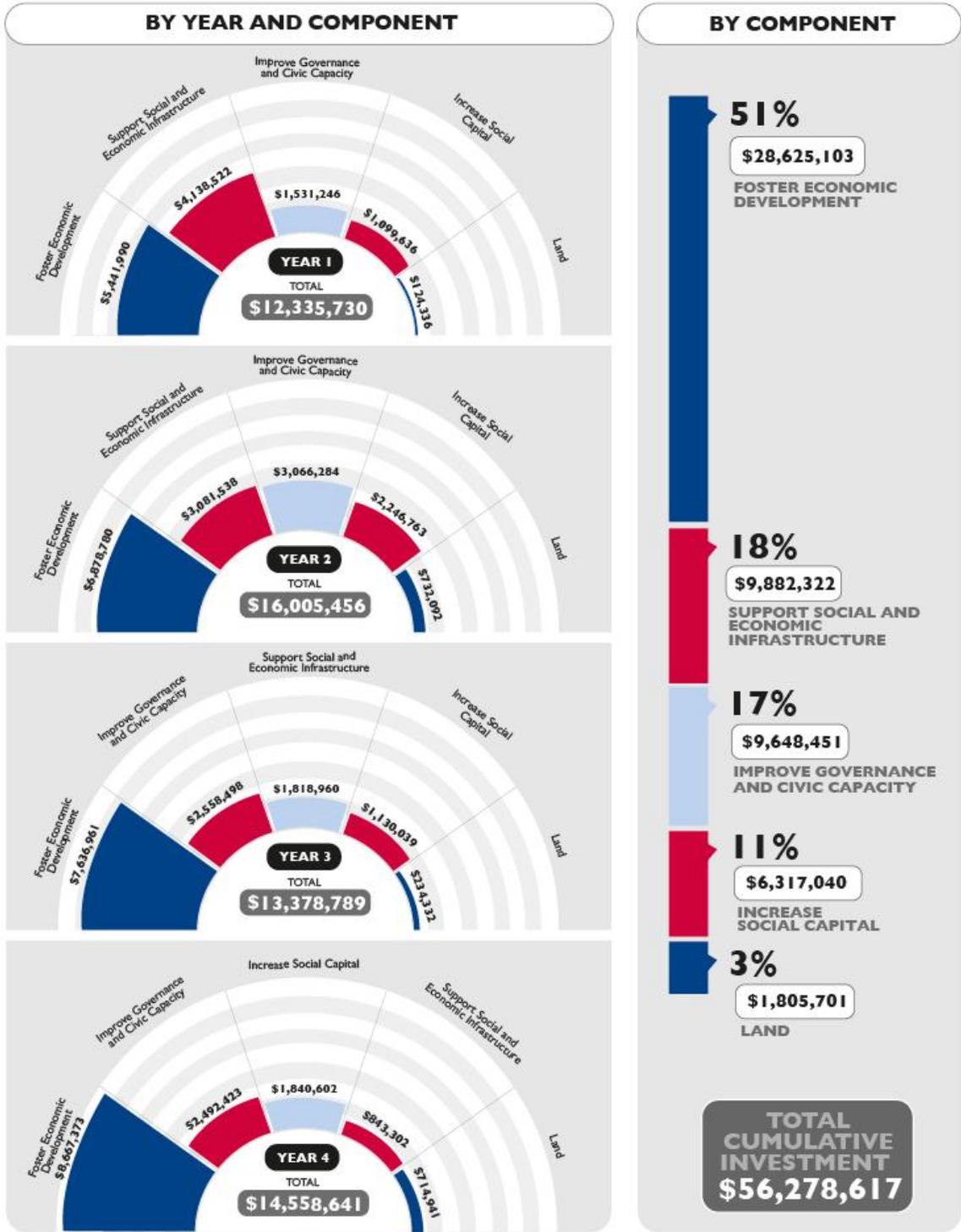
² The "other" category referred to in the graphs of Section III reflect investment that cannot be classified as part of a particular region or municipality. These "other" investments include activities that (a) assisted in the elaboration of development plans for CELI N/S potential areas of expansion (Catatumbo and Putumayo), (b) activities that supported Colombia's Administrative Unit for Territorial Consolidation (or UACT for its Spanish acronym) in Catatumbo and Putumayo, and/or (c) other activities that benefit various municipalities like supporting Colombia's Land Restitution Unit (or URT for its Spanish acronym) and sponsoring a workshop in coordination with the Government of Colombia (GOC) to share lessons learned from USAID programs.

Graphs 5-7 illustrate CELI N/S annual, quarterly, and yearly investment distribution by municipality. CELI N/S investment by municipality largely corresponds to the shifts of program strategy and its evolution. For example, the municipalities receiving the largest distribution of resources during the first fiscal year, like El Bagre (Antioquia), Tierralta (Córdoba), and Nechí (Antioquia), were largely prioritized for rapid response activities. Meanwhile during part of the third and all of the fourth fiscal year, the strategy emphasized public-private partnerships (PPPs), expanding rural financial services, and connecting key products to national and international markets. CELI N/S investment in these types of activities largely favored geographic areas with either private businesses or potential markets for these businesses, which explains the increase in investment for municipalities like Caucasia (Antioquia), Valencia (Córdoba), Montelíbano (Córdoba), and Anorí (Antioquia). As for Tumaco (Nariño) being the outlier in Graphs 5-6, CELI N/S investment in the municipality of Tumaco (Nariño) has always been consistently higher when compared to other municipalities because it is the only municipality in the Southern Region and therefore is characterized as both a region and municipality for reporting purposes.

Following Graphs 3-7, Subsection (i.) details CELI N/S committed investment by year, quarter, and over the life of the project in distinct agricultural value chains (as shown in Graph 8-10). To clarify, the cumulative funding committed in all 23 value chains for the 16 prioritized municipalities presented in Graph 8 (an estimated US\$23.1 million) differs from the value reported for the “foster economic development” component presented (an estimated US\$28.6 million) in Graph 3. The difference is due to the fact that funds in the “foster economic development” component also include investment in financial services and other productive activities not directly associated with value chains. During the next fiscal year, CELI N/S plans to provide USAID/Colombia with more disaggregated levels of analysis based on investments versus results, including in value chains.

Graph 3

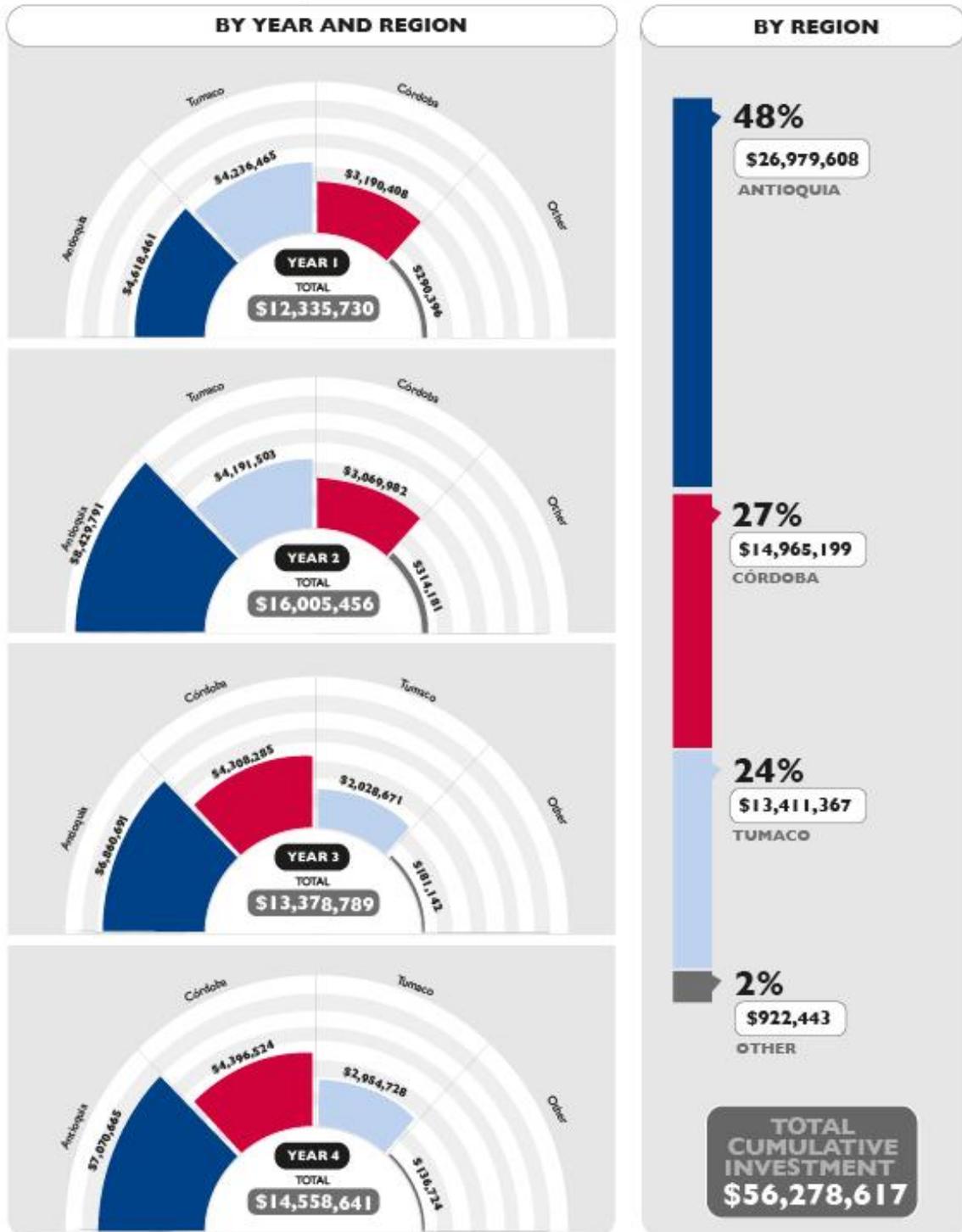
**CELI N/S CUMULATIVE INVESTMENT (IN USD)
BY YEAR AND COMPONENT**
AS OF SEPTEMBER 30, 2015



Graph 4

CELI N/S CUMULATIVE INVESTMENT (IN USD)
BY YEAR AND REGION

AS OF SEPTEMBER 30, 2015



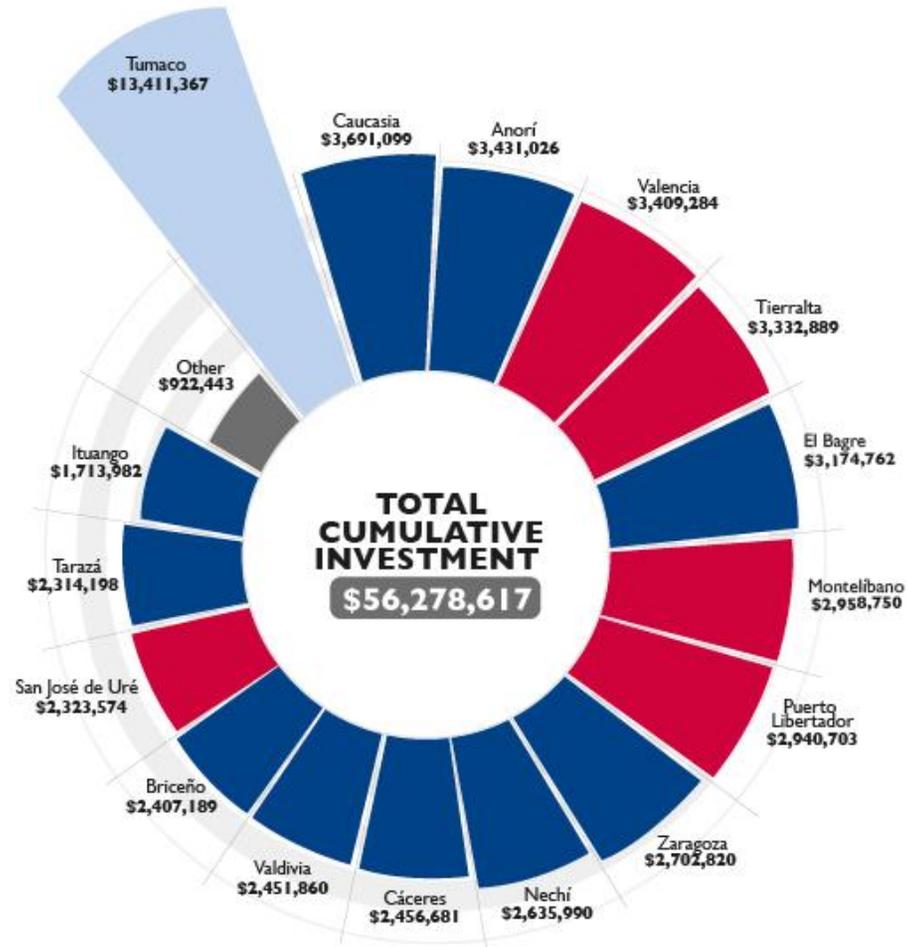
Graph 5

CELI N/S CUMULATIVE INVESTMENT (IN USD) BY MUNICIPALITY

AS OF SEPTEMBER 30, 2015

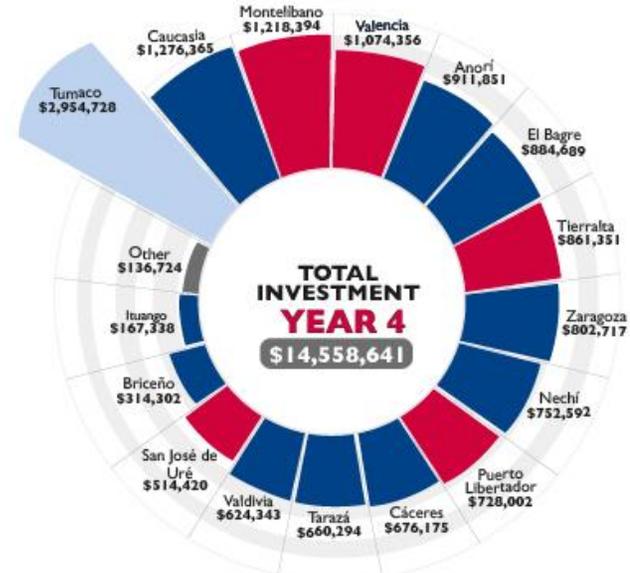
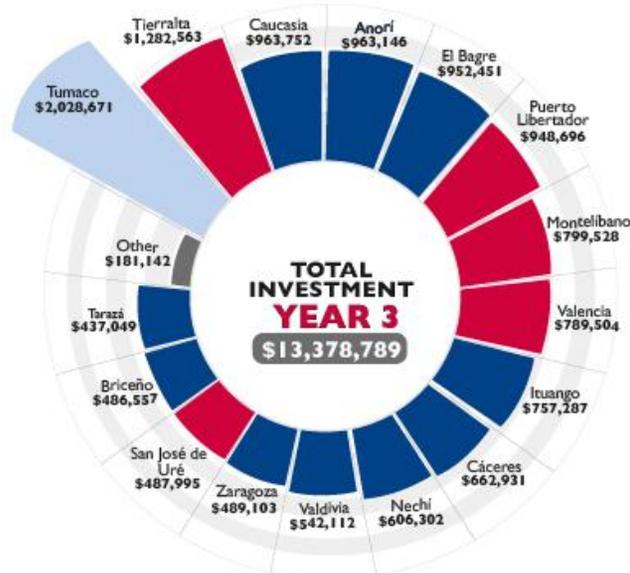
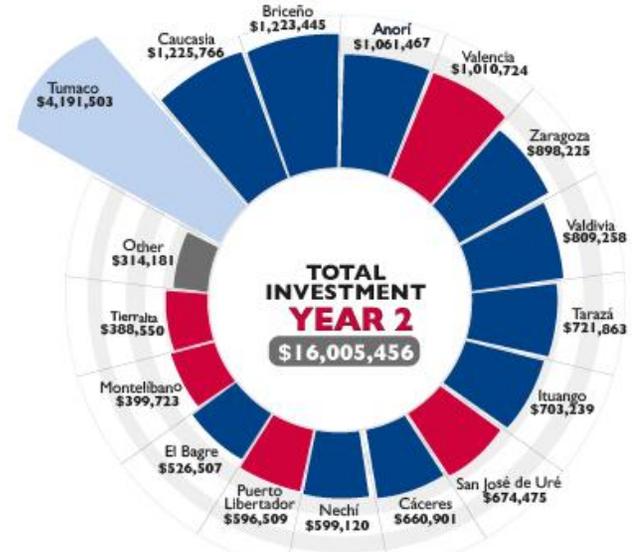
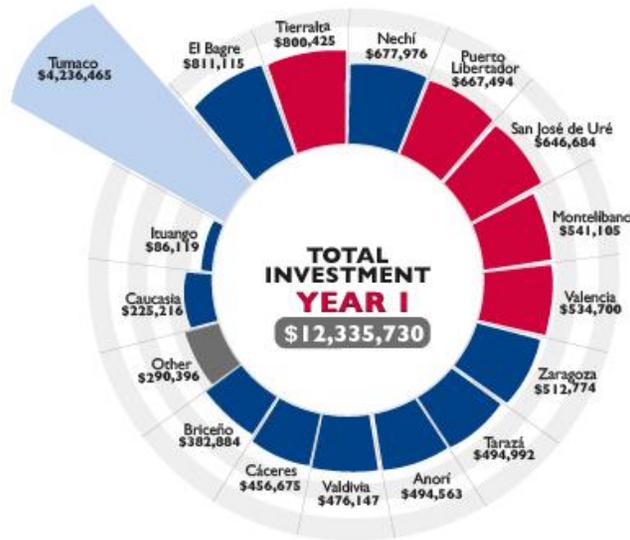


- Antioquia
- Córdoba
- Tumaco



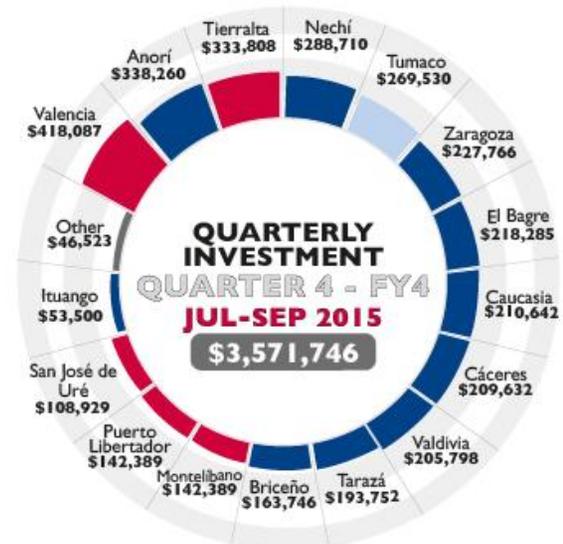
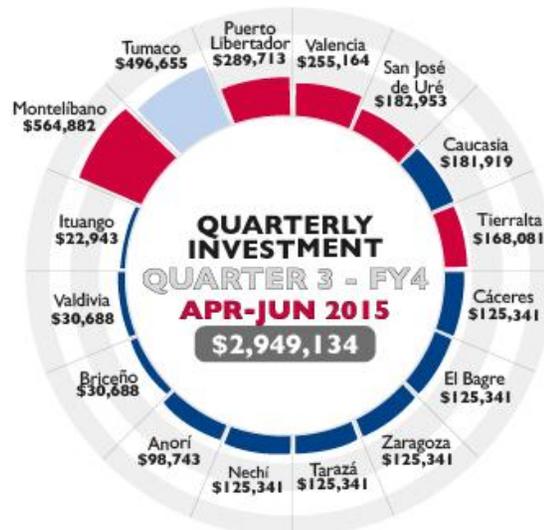
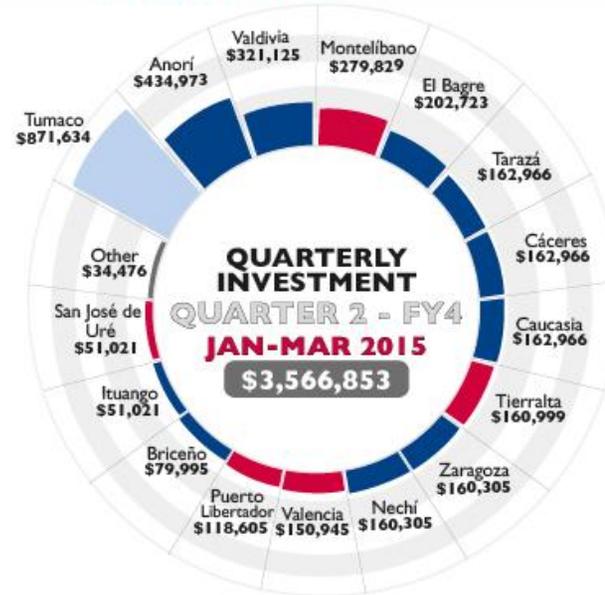
Graph 6

**CELI N/S ANNUAL INVESTMENT (IN USD)
BY MUNICIPALITY
AS OF SEPTEMBER 30, 2015**



Graph 7

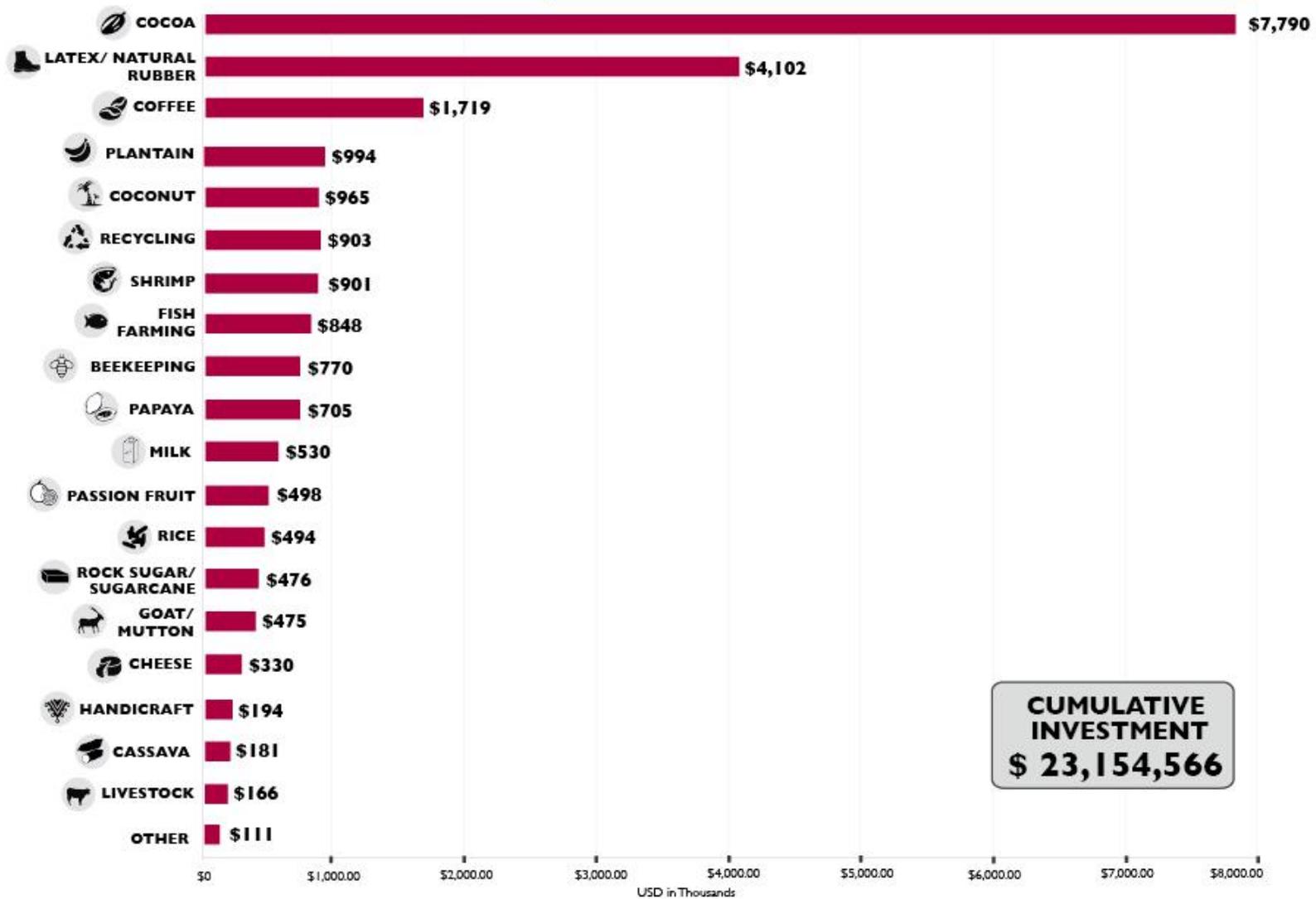
CELI N/S QUARTERLY INVESTMENT (IN USD)
DURING FY4
AS OF SEPTEMBER 30, 2015



(i.) CELI N/S Value Chain Investment (Economic Development Component)

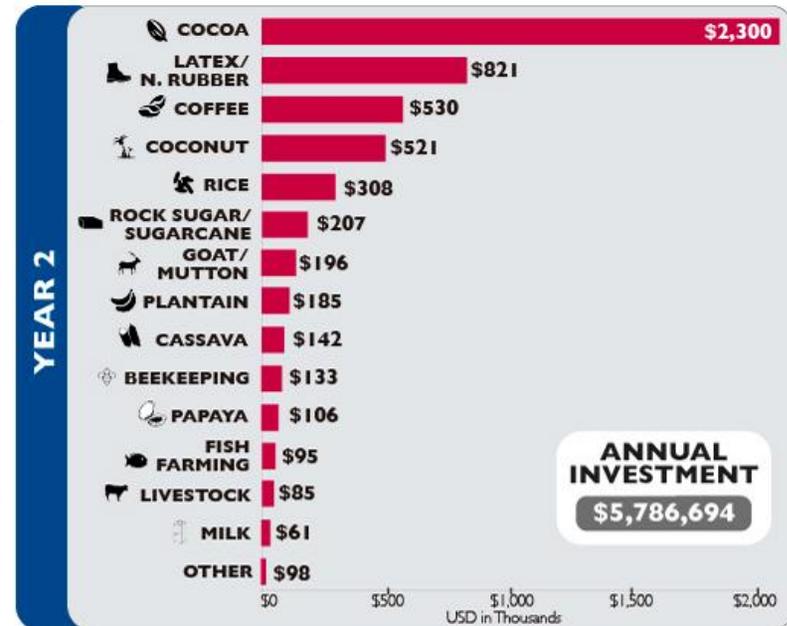
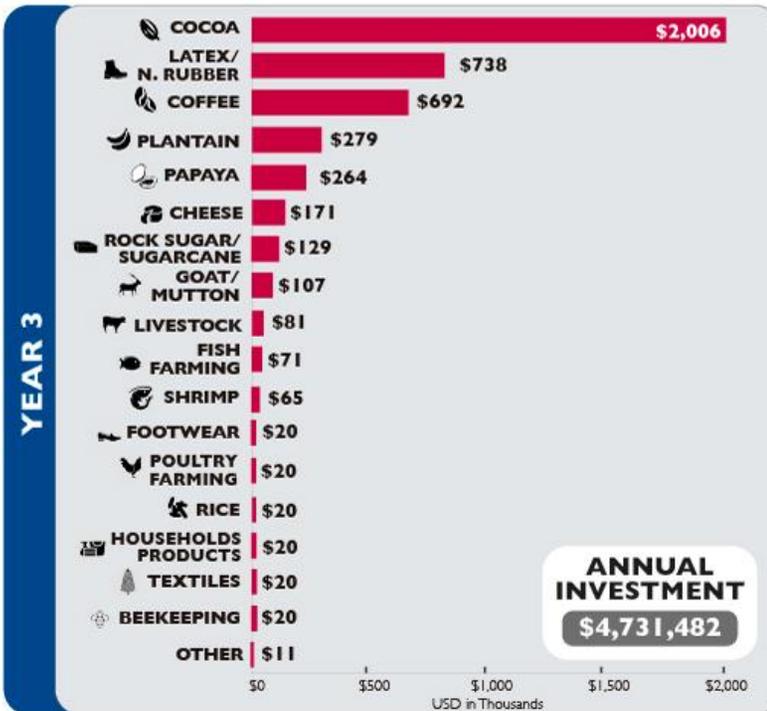
Graph 8

**CELI N/S CUMULATIVE INVESTMENT (IN USD)
BY VALUE CHAIN
AS OF SEPTEMBER 30, 2015**



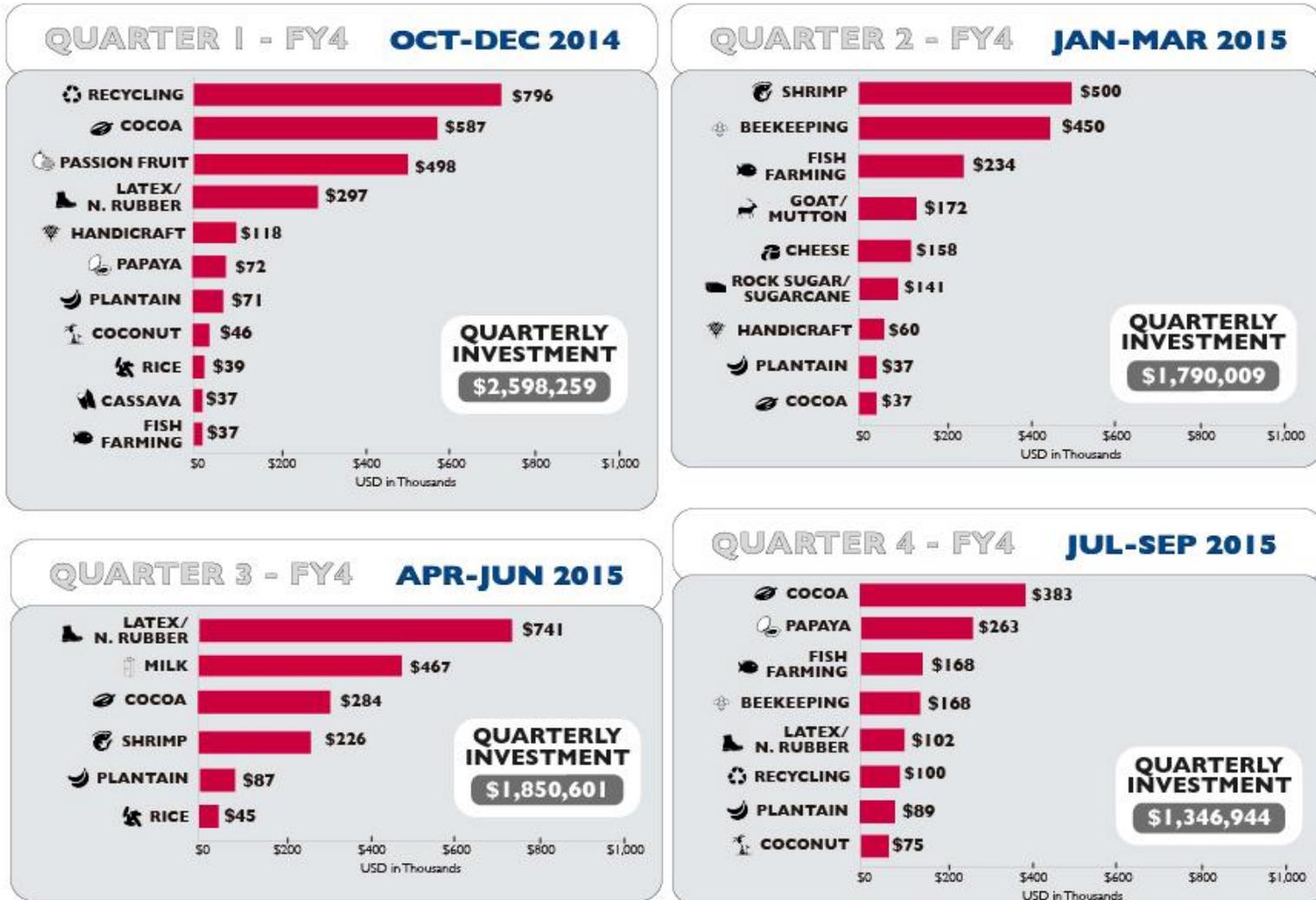
Graph 9

**CELI N/S ANNUAL INVESTMENT (IN USD)
BY YEAR AND VALUE CHAIN
AS OF SEPTEMBER 30, 2015**



Graph 10

**CELI N/S QUARTERLY INVESTMENT (IN USD)
BY VALUE CHAIN DURING FY4
AS OF SEPTEMBER 30, 2015**



(b.) CELI N/S Public and Private Leveraged Funds³

This section highlights fund that are leveraged from public and private sources by year and quarter and also cumulative funding since the start of the project (as shown in Graphs 11-12). It is divided into two subsections – (i.) Public Leveraged Funds and (ii.) Private Leveraged Funds.

(i.) CELI N/S Public Leveraged Funds⁴

As shown in Graph 11, CELI N/S leveraged US\$7.5 million in public funds during the fiscal year, bringing total leveraged public funds since project start-up to US\$90 million. As measured by Indicator DOI-006, leveraged public funds are divided into two categories: co-investment and facilitated investment. Co-investment refers to public funds leveraged to directly support CELI N/S activities while facilitated investment refers to public funds invested in CELI N/S zones as a result of USG-supported initiatives and negotiations. Co-investment and facilitated investment combine to represent total leveraged public funds.

(ii.) CELI N/S Private Leveraged Funds

During this fiscal year, CELI N/S leveraged US\$20.4 million in private funds, bringing total leveraged private funds since project start-up to US\$43.8 million (as shown in Graph 12). To clarify, Indicator DOI-032, prior to this fiscal year, considered both community funds and private enterprise funding as leveraged private funding. As a result of a USAID/Colombia Mission Order (No. 300-06 issued on February 6, 2014), the measurement of private sector leveraged resources no longer includes resources leveraged from the community. In order to incorporate the change in measurement and not impact data recorded since project start-up in 2011, adjustments were made to CELI N/S's Monitoring and Evaluation Plan to reflect how this measurement will now apply. To this end, DOI-032a will record private leveraged data related to the previous measurement for activities either currently in implementation or completed. DOI-032b will measure private leveraged funds for activities approved during this fiscal year and onward using the revised definition. Finally, DOI-042 will measure funds leveraged from community sources during this fiscal year and onward.

(c.) CELI N/S at a Glance

This section provides a summary of CELI N/S cumulative and leveraged investment, including additional details on the cumulative number of projects supporting each component and the number and type of distinct organizations receiving grants (as show in Graphs 13).

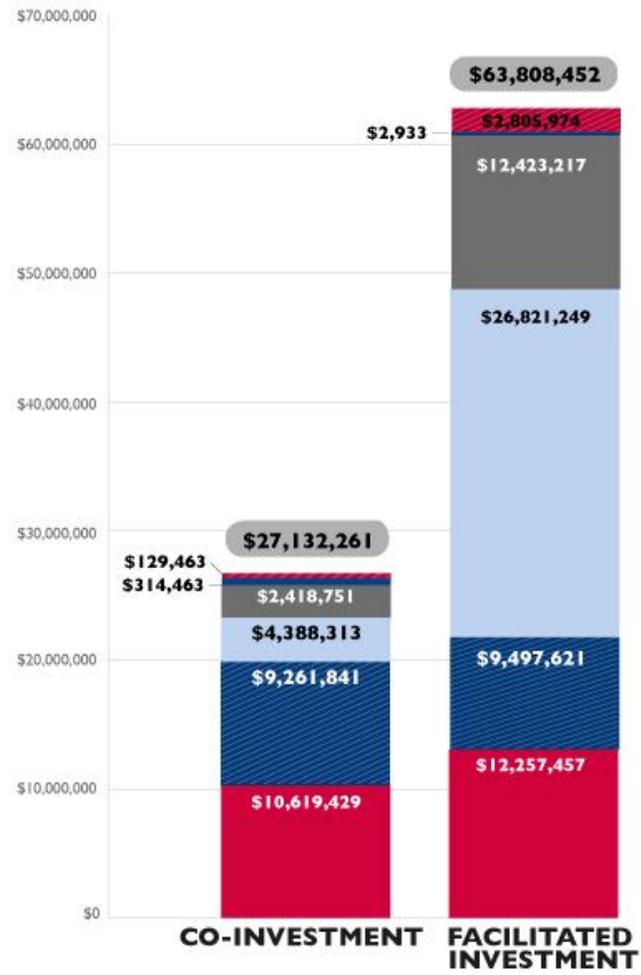
³ The "education institutions" category is double listed in both private and public leveraged funds (Graphs 11 and 12) due to the nature of their funding and composition. Specifically for Graph 12 the "education institutions" category includes Fundación Universitaria Católica del Norte, Universidad Católica de Oriente, ICESI Universidad, and Universidad Pontificia, which are all privately funded. The categories for Graph 11 are explained below.

⁴ Graph 11 categories include a variety of public funding sources that have been truncated for graphing purposes. Specific funding sources are broken down in the following manner: a. Local governments - royalties include government revenue directed from oil, gas, coal, and gold concessions to municipalities; b. Local governments include the 16 municipal level governments where CELI N/S operates and local hospitals; c. Department level governments – royalties include government revenue directed from oil, gas, coal, and gold concessions to departments; d. Department level governments include the department governments of Antioquia and Nariño; e. Public companies include municipal, departmental, and national public companies, like ECOPEPETROL, CORANTIOQUIA, Empresa de Vivienda de Antioquia VIVA, and Aguas de Tumaco (Nariño); f. National ministries and agencies include the Ministry of Agriculture and Rural Development (MADR), Colombia's Administrative Unit for Territorial Consolidation (UACT), Colombian Foreign Trade Bank - Banca de Oportunidades (BANCOLDEX), Colombia's Rural Development Institute (INCODER), Agustin Codazzi Geographic Institute (IGAC), Colombia's Program Against Illicit Crops (PCI), MinCultura, MinDefensa, Colombia's Presidential Agency of International Cooperation (APC), Colombia's Department for Social Prosperity (DPS), INDEPORTES Antioquia, MinTransporte, MinHacienda, MinInterior, and Colombia's Land Restitution Unit (URT); g. Educational institutions include local, departmental, and national institutions like the Universidad de Antioquia, Universidad de Nariño, SENA, ESAP, and local schools.

Graph 11

CELI N/S LEVERAGED PUBLIC FUNDS (IN USD) AS OF SEPTEMBER 30, 2015

	TOTAL
National Ministries and Agencies	\$22,876,886
Local Governments	\$18,759,462
Local Governments-Royalties	\$31,209,563
Department Level Governments	\$14,841,968
Educational Institutions	\$317,397
Public Companies	\$2,935,437
	\$90,940,712



LEVERAGED PUBLIC FUNDS BY YEAR AND QUARTER



Graph 12

CELI N/S LEVERAGED PRIVATE FUNDS (IN USD) AS OF SEPTEMBER 30, 2015

CUMULATIVE LEVERAGED PRIVATE FUNDS UNDER INDICATOR D01-032a (OLD DEFINITION)	
FUNDING SOURCE	TOTAL
Producer Associations	\$27,021,768
Private Enterprises and Industry Associations	\$2,653,653
Afro-descendant Collective Landholdings	\$2,221,156
Women's, Cultural, and Social Organizations	\$1,110,374
Legally Recognized Neighborhood Associations (JACs)	\$490,742
Educational Institutions	\$113,705
Indigenous Reserve	\$29,349
	\$33,640,746

CUMULATIVE LEVERAGED PRIVATE FUNDS UNDER INDICATOR D01-042 (NEW INDICATOR)	
FUNDING SOURCE	TOTAL
Producer Associations	\$1,827,504
Women's, Cultural, and Social Organizations	\$532,729
Private Enterprises and Industry Associations	\$196,527
Legally Recognized Neighborhood Associations (JACs)	\$53,013
Educational Institutions	\$23,889
Indigenous Reserve	\$15,000
Afro-descendant Collective Landholdings	\$8,772
	\$2,657,434

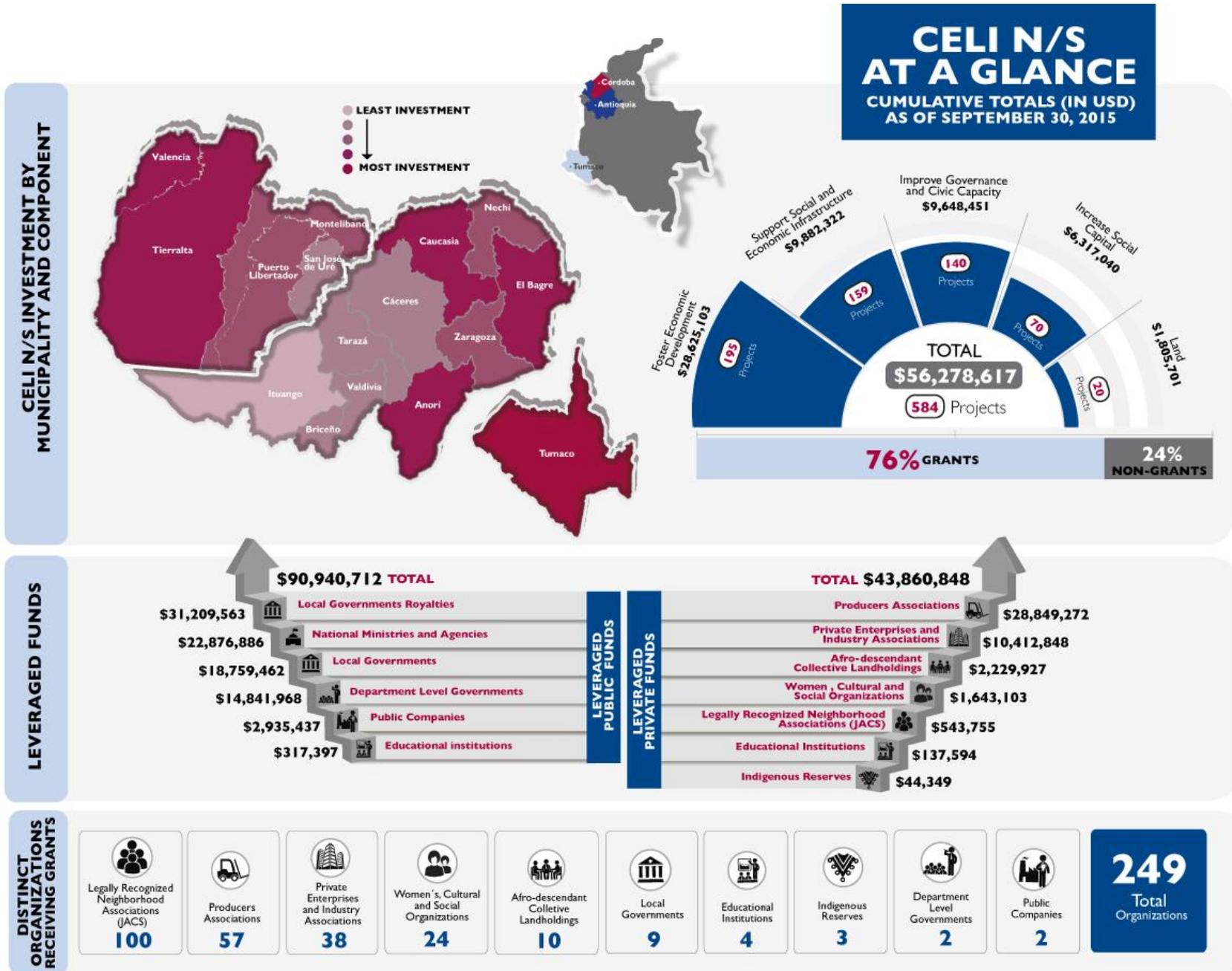
CUMULATIVE LEVERAGED PRIVATE FUNDS UNDER INDICATOR D01-032b (NEW DEFINITION)	
FUNDING SOURCE	TOTAL
Private Enterprises and Industry Associations	\$7,562,668
	\$7,562,668

TOTAL LEVERAGED PRIVATE FUNDS	\$43,860,848
--------------------------------------	---------------------

LEVERAGED PRIVATE FUNDS BY YEAR AND QUARTER



Graph 13



SECTION IV

COMPONENTS AND CROSSCUTTING INITIATIVES⁵

Overall Summary of Significant Achievements during this Fiscal Year:

- CELI N/S Signs 10 New PPPs during the Fiscal Year. In FY 2015, CELI N/S helped broker 10 new public-private partnerships (PPPs) across eight distinct value chains, most notably cocoa, shrimp, honey, and dairy. Through these PPPs, nine distinct businesses, including one of Colombia's two largest cocoa buyers, Casa Luker, one of Colombia's largest dairy businesses, Colanta, and the regional shrimp marketer, Tumako Fish, among others, invested approximately US\$5.4 million during this fiscal year to partner with small producers associations. Another example includes the partnership with the dairy cooperative, Colanta. Through this partnership, Colanta is providing technical assistance and small loans to more than 400 dairy producing families to modernize their collection efforts and upgrade to portable milk cooling tanks. Finally, in the municipality of Tumaco, a new PPP successfully brought together a large shrimp processor and a small Afro-Colombian women's organization into a mutually beneficial relationship that provides ASMUDEPAZ's more than 100 members with part-time employment opportunities and an equity stake in the enterprise. This PPP estimates to produce 100 tons of shrimp each year and generate nearly US\$500,000 in sales.
- CELI N/S Supported Producers Organizations Export their Products in FY 2015. Several producers associations have reached commercial deals with some of the world's largest international businesses during this fiscal year. For example, the 104-member families, many of which are victims of Colombia's armed conflict, belonging to the plantain producers association ASODENUF of Valencia (Córdoba) worked with CELI N/S to successfully broker a deal to export 155 tons of plantains, valued at approximately US\$60,000, to the U.S.-based multinational Del Monte in the United States. Additionally, the cocoa export business Mariana Cocoa worked with two CELI N/S supported cocoa buyers, Chocolate Tumaco and Chocolate Colombia, to meet international quality standards for export. Through this partnership, both regional businesses have marketed more than 125 tons of cocoa, valued at US\$375,000, to Holland and Spain, primarily during this fiscal year.
- CELI N/S Partners with Private Businesses to Launch Small and Micro Enterprises in Conflict-Affected Municipalities. During the first year, CELI N/S partnered with a Colombian organization (IED-VITAL) that specializes in business development for micro and small enterprises. Through this partnership, eight private businesses have teamed up with community savings and loan groups (or GLACs for its Spanish acronym) to distribute products and services, like opening e-payment locations, distributing cooking gas, selling microinsurance policies, and marketing household appliances and building supplies in the 16 conflict-affected municipalities of Antioquia, Córdoba, and Tumaco (Nariño). Additionally, these businesses have either pledged or already leveraged more than US\$650,000 in private resources to establish distribution channels with interested savings and loan groups, which include more than 27,000 participants, 70% of them women, spread throughout the 16 target municipalities. One business, the international e-payment services provider, Movil Way, has already established 207 e-payment locations that have generated approximately US\$300,000 in transactions after just six months. More than 80 percent of these point of service sites are run by women.

⁵ The values reported in this section reflect an approximate exchange rate of 1,800COP to 1USD. For further clarification, please refer to the explanation beginning Section III.

- CELI N/S Facilitates Partnership to Encourage Informed Voting and Strengthen Dialogue between Candidates and Constituents Ahead of October 2015 Elections. CELI N/S partnered with several public and private institutions, including Colombia's Ministry of the Interior, to encourage informed voting, promote transparent local elections, and help strengthen dialogue between prospective candidates and their constituents. Some of the key results of this activity include: (1) Over a four month period, these partners then organized more than 50 community workshops that included approximately 3,200 men and women from target municipalities to raise awareness about transparency issues and how to avoid electoral crimes, encourage potential voters to cast informed votes, and spark community-level discussion about the upcoming local and regional elections; and (2) CELI N/S sponsored community meet and greets with 70% of the mayoral candidates running for election in target municipalities, which attracted more than 4,000 residents. For more information on this activity, please see Section VI Transforming Lives.
- CELI N/S Partners with Three New Afro-Descendent Collective Landholdings (or Consejos Comunitarios in Spanish) and Three Indigenous Collective Territories (or Resguardos Indígenas in Spanish) in FY 2015. CELI N/S awarded grants to three additional Afro-descendent collective landholdings in Antioquia, bringing the total to nine, including six in Tumaco (Nariño), since project start-up in 2011. Also, CELI N/S has awarded grant activities to three indigenous collective territories during the fiscal year. Some key results of these activities include: (1) assisting the three new Afro-descendent collective landholdings in Antioquia to become legally constituted and recognized entities capable of representing their Afro-Colombian constituents; (2) bringing together nearly 60 young Embera Katió leaders from two of Córdoba's most landmine affected indigenous collective territories to partner with Colombia's presidential office for the elimination of anti-personnel landmines (or DAICMA for its Spanish acronym) to produce quality and inclusive communications products that inform the more than 10,000 at-risk inhabitants about steps toward effective risk mitigation for landmines.
- CELI N/S Continues to Promote Rebuilding Social Capital in Conflict-Affected Municipalities. During this fiscal year, CELI N/S achieved two important results. First, it helped sponsor an nearly 120 grassroots organizations from Antioquia and Córdoba to launch a new network to protect and promote interests. The *Red Nudo de Paramillo*, as the network is called in Spanish, promotes the exchange of ideas and experiences among members and organizes local populations to protect and expand their interests, markets, and political and social influence in the region. Secondly, CELI N/S facilitated an agreement between communications collectives in Bajo Cauca and northern Antioquia to launch a regional news and media agency that continues to promote a message of peace through journalism and to market communications-related services at the local, regional, and national level. With journalists located in more than nine conflict-affected municipalities, the *Agencia Red Nudo de Paramillo*, which officially opened its doors for business early in this fiscal year, has been working with CELI N/S to build sufficient capacity to produce quality communications pieces that can be disseminated in print and on social media, radio, and television.

Summary of Significant Events by Component during this Fiscal Year:

Foster Economic Development

The “foster economic development” component continues to be CELI N/S’s largest programmatic component, representing a total of US\$28.6 million, or nearly 51% of CELI N/S cumulative investment. Activities for this component include expanding rural financial services, supporting value chains, and strengthening producers associations, *Consejos Comunitarios* (Afro-descendent collective landholdings), and other grassroots enterprises to increase the quantity, quality, and value of their production, improve organizational capacity, and market products and services.

The following analysis provides a comprehensive assessment of the economic development component, including total CELI N/S investment in the component and sales of key products and services. Graph 14 illustrates cumulative totals of supported hectares by value chain, employment generated by value chain⁶, and benefited rural households by value chain. Additionally, Graph 15 “Continued” illustrates the same information as Graph 14 but on a regional basis.

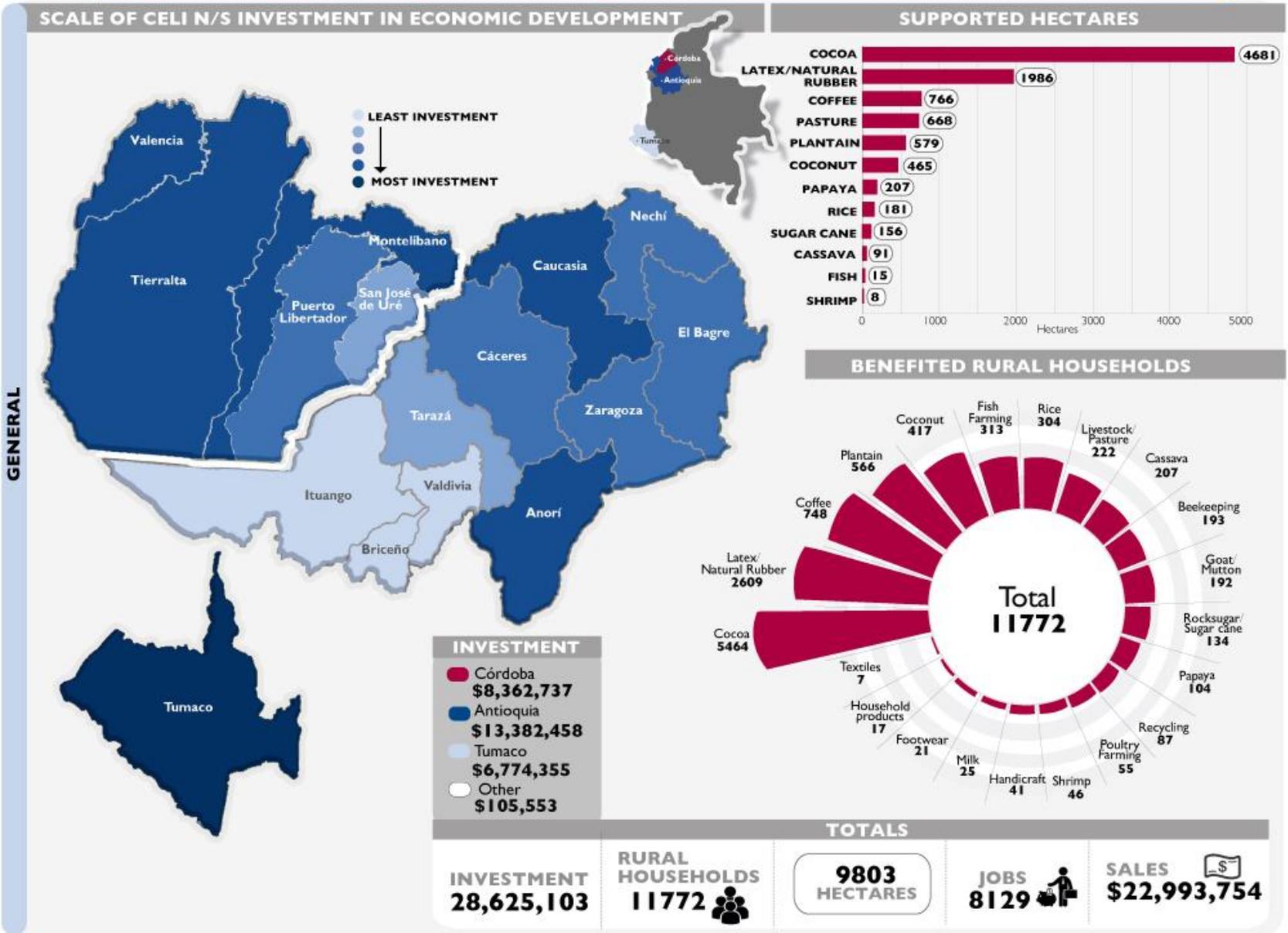
Following the comprehensive analysis of this component, Graph 16 details cumulative total sales of key products by CELI N/S supported organizations. To clarify, CELI N/S measures the incremental sales of key products and goods and services, as outlined by Indicator DOI-029. In order to measure incremental sales, CELI N/S must first establish a baseline value, which is determined by an organization’s sales recorded one year before the CELI N/S intervention. Using the baseline value, CELI N/S then monitors and calculates the yearly sales of an organization each year to determine its incremental sales. In order to provide a more robust analysis, CELI N/S also calculates and illustrates the total sales of key products and services by organization. Total sales reflect the cumulative value of sales reported by each organization since the beginning of a CELI N/S intervention. The total sales reported in Graphs 14 and 15 include combined cumulative totals of key products and services and not incremental sales, as reported by Indicator DOI-029.

Additionally, key products refer to tangible items produced by associations and organizations, including mostly agricultural products, while goods and services refer to actions taken by an organization to satisfy a client’s need, like providing a cleaning service or the implementation of a services contract for the municipality, among others. For a more detailed breakdown of quarterly and cumulative incremental and total sales of key products and services by organization, please see Appendix C and Appendix D respectively.

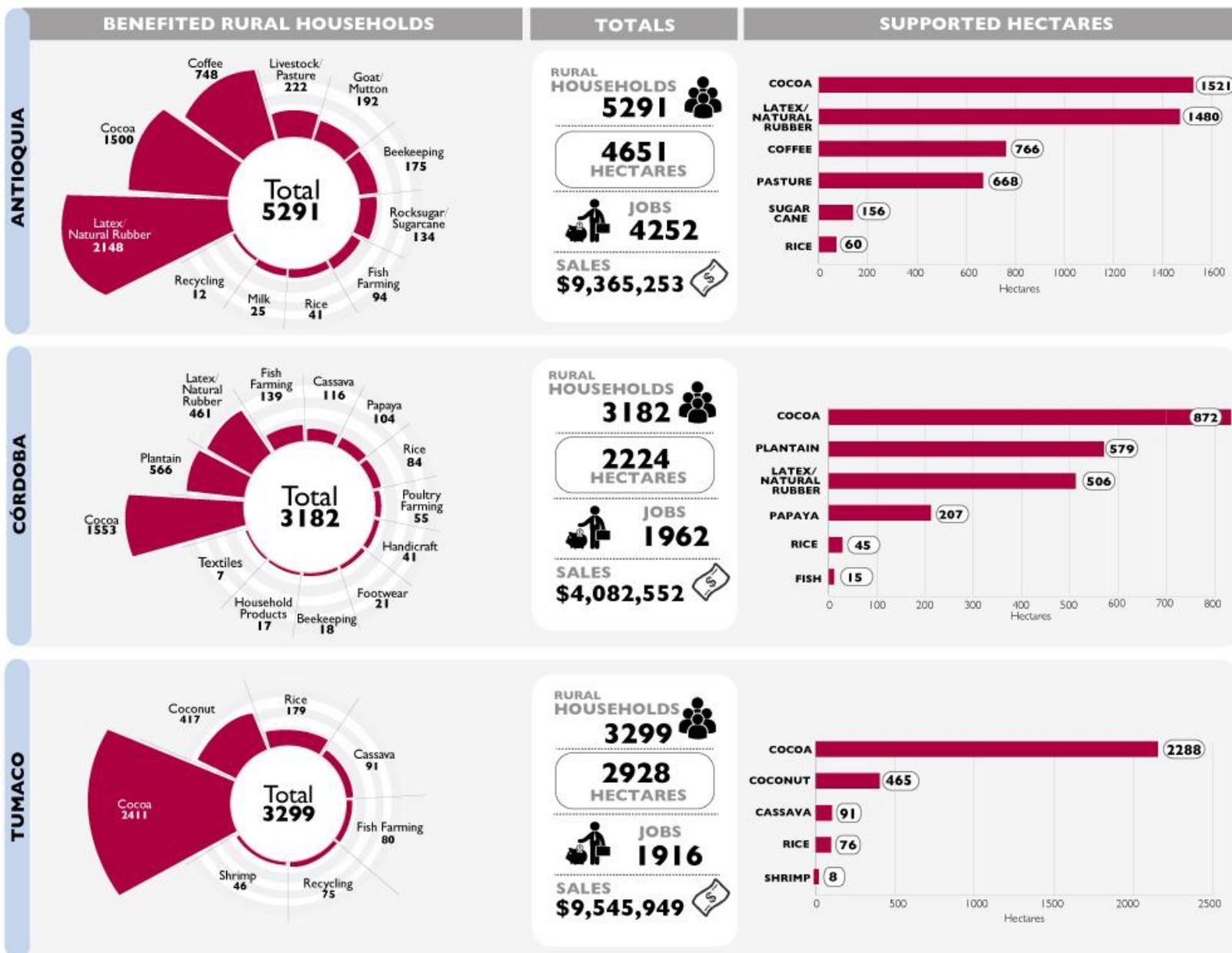
⁶ Employment generation is measured by internal Indicator P-05, which is calculated using the Full-Time Equivalency (FTE) measurement. FTE is used by both Colombia’s National Administrative Department of Statistics (or DANE for its Spanish acronym) and the USG Government Accountability Office (GAO). It is defined as the total number hours worked divided by the maximum number of compensable hours in a full-time schedule as defined by law. For CELI N/S project purposes, the FTE measurement allows the conversion of part-time employment into the equivalence of full-time employment.

Graph 14 –Fostering Economic Development in the Regions – Part I

FOSTERING ECONOMIC DEVELOPMENT IN THE REGIONS
 CUMULATIVE TOTALS (IN USD) FOR ECONOMIC DEVELOPMENT COMPONENT AS OF SEPTEMBER 30, 2015



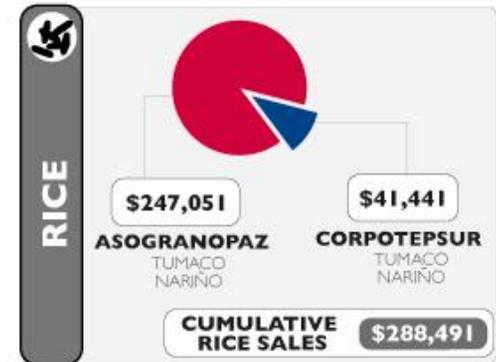
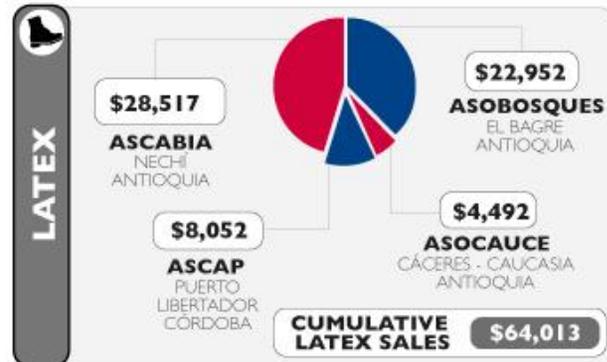
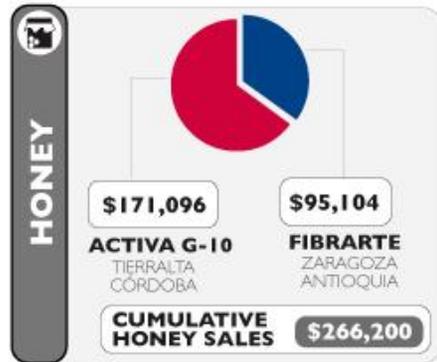
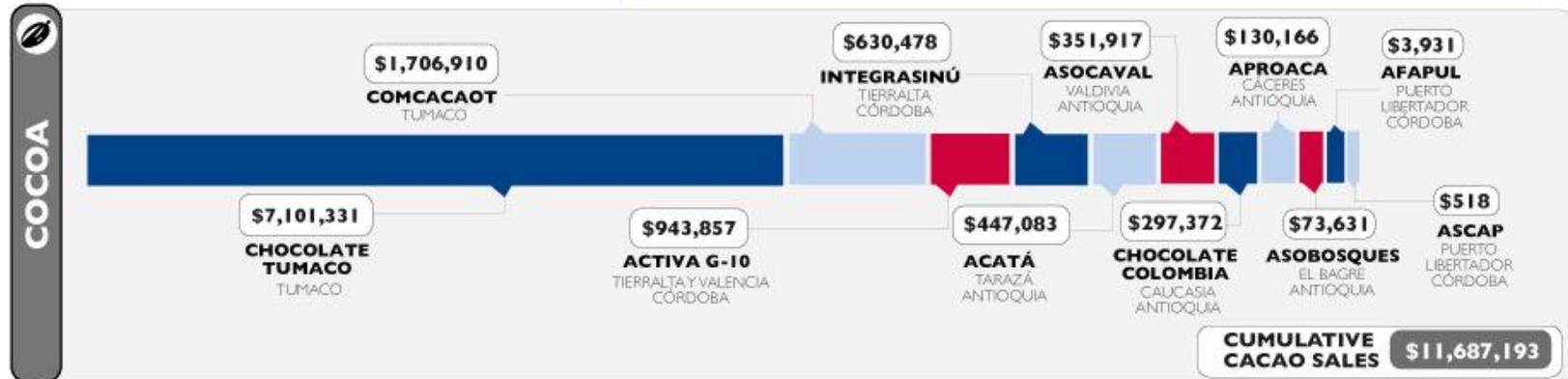
Graph 15 (Continued) - Fostering Economic Development in the Regions – Part II



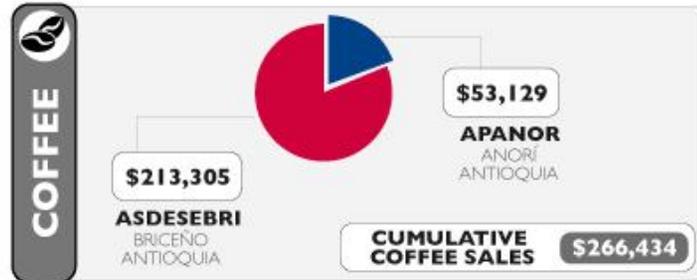
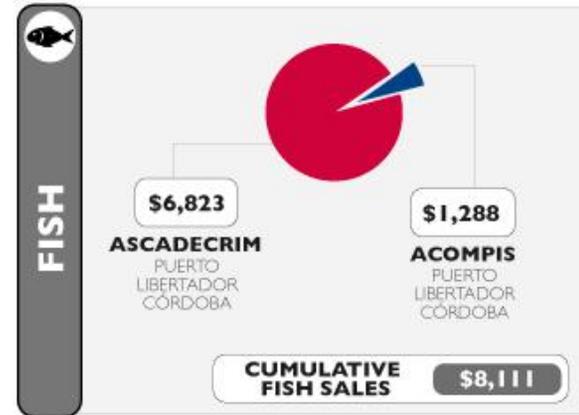
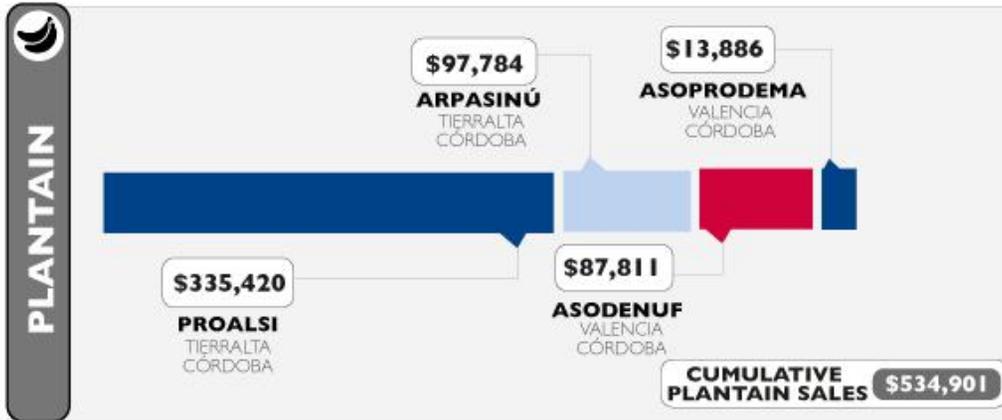
Graph 16

CUMULATIVE TOTAL SALES OF KEY PRODUCTS BY PRODUCERS ASSOCIATIONS

AS OF SEPTEMBER 30, 2015



Graph 17 (Continued)



CUMULATIVE TOTAL SALES \$16,969,183

- i. This following section provides short stories and snapshots on producers associations and other community-based organizations that led their own efforts to improve production, increase quality, and access new markets during this fiscal year.
 - a. The Cocoa Marketing Consortium Chocolate Colombia Opens its Doors for Business. In the conflict-affected municipalities of Antioquia and Córdoba, USAID/Colombia facilitated an alliance between seven producers associations, representing more than 1,300 cocoa producing families, and one of Colombia's two largest cocoa buyers Casa Luker to form a new marketing consortium that aggregates and purchases cocoa from small farmers and sells it to national and international buyers. Modeled on the experience of Chocolate Tumaco, Chocolate Colombia, as the new consortium is called, officially opened its doors for business in February 2015. With collection centers located in eight municipalities of Antioquia and Córdoba and a commercial relationship with Casa Luker that provides approximately US\$30,000 of monthly sales advances, technical assistance to help small farmers improve product quality, and other support, Chocolate Colombia anticipates selling approximately 600 tons of cocoa valued at nearly US\$1.8 million by June 2016. Since opening its doors in February, it has already marketed 82 tons of cocoa valued at nearly US\$300,000. Finally, by establishing a commercial relationship in Spain, Chocolate Colombia will begin exporting during the next fiscal year.
 - b. Two CELI N/S Supported Producers Associations Win National Awards for Producing High-Quality Cocoa Beans. In September 2015, the Switzerland-based NGO Swisscontact hosted its annual "Gold Cocoa" competition, including sponsoring a two-day chocolate expo open to the public in one of Bogotá's busiest shopping centers. In order to select the gold, silver, and bronze distinctions, Swisscontact and its panel of cocoa experts sampled high-quality cocoa beans submitted by more than 80 producers associations. In August 2015, three cocoa producers associations that receive technical assistance and organizational strengthening support from CELI N/S, including ASOBOSQUES from El Bagre (Antioquia), INTEGRASINÚ from Tierralta (Córdoba), and CORPOTEVA from Tumaco (Nariño), were selected among the ten finalists for the national competition. At an event hosted in Bogotá, Swisscontact, together with representatives from the Colombia's Ministry of Agriculture and Rural Development, the United Nations, and nearly 30 private businesses, announced that two of these three finalists – CORPOTEVA and ASOBOSQUES – successfully earned the silver and bronze distinctions respectively. After the results were announced, the chocolate expo, which included stands and samples of locally produced cocoa products, was opened to the public. More than 100 small producers, nearly one-quarter of which were from 16 CELI N/S municipalities, attended the event.
 - c. Honey Producers Association of Antioquia Records its First Sales. In just under a year of support, the Association of Caña Flecha Producers of Bajo Cauca (Antioquia) FIBRARTE and its 34 member families have expanded their honey production from 340 to 544 hives and recorded its first sales of honey, bee nuclei, and hives as an organization. Having received support from CELI N/S and the Ministry of Agriculture and Rural Development's Productive Alliances program to improve its financial and administrative practices, provide technical assistance to its small farming member families, and purchase machinery to extract honey and boost quality control, FIBRARTE successfully marketed nearly US\$100,00 in sales of bee nuclei, bee hives, and honey to two regional marketing companies *Colmenares del Trópico* and *APROMIEL* during the fiscal year.
 - d. Coffee Farmers See the Fruits of their Labor After Accessing New Markets. In 2009, 14 families from the conflict-affected municipality of Briceño (Antioquia), many of whom

voluntarily abandoned coca production in favor of licit crops, launched the Association for the Productive, Economic, Social, and Ecological Development of Briceño (or ASDESEBRI for its Spanish acronym) but struggled for years to assist farmers with critical needs, like technical assistance for production quality and access to markets for key products. Then in late 2013, CELI N/S, in conjunction with the Department of Antioquia's specialty coffee program, among others, helped ASDESEBRI develop more efficient administrative and financial practices, build the capacity to deliver technical assistance to some of the region's coffee farming families, and repair productive infrastructure, including nearly 200 coffee drying racks. After just a little more than a year of support, ASDESEBRI's membership increased threefold, and now includes 40-member families, 20% of which are female-headed households. After just one year, ASDESEBRI marketed its coffee for the first time and has sold 80 tons of coffee valued at nearly US\$214,000 to its regional buyer Laumayer and *Compañía Exportadora de Café S.A.*

- e. Rock Sugar and Coffee Producers Association of Antioquia Records its First Sales. Since its founding in 2001, the small-scale rock sugar (*panela* in Spanish) and coffee producers association of the conflict-affected municipality of Anorí (Antioquia) had been struggling to provide its members with a viable path forward, lacking key personnel to provide technical assistance to its rural producers and failing to develop an efficient and responsive organizational structure critical to forming commercial alliances. Now, the small-scale producers association and its member families, many of whom voluntarily abandoned coca production in favor of licit crops, are receiving technical assistance to boost organizational capacity, fine tune their production and harvesting processes, meet food safety standards, and market key products. During the fiscal year, APANOR successfully recorded its first sales as an organization after marketing 40 tons of rock sugar valued at US\$35,654. Additionally, APANOR sold 17 tons of coffee valued at US\$53,129, bringing its total sales as an organization to nearly US\$90,000. APANOR currently boasts a membership of 148-member families, representing a nearly five-fold increase from the mere 30 founding in 2001.
- f. Papaya Producers in Córdoba Export for First Time to Canada and Reach Commercial Deal with Colombia's Largest Supermarket Chain. During the fiscal year, the papaya producers association of Valencia (Córdoba) APPALSI achieved two important steps toward opening new national and international markets. First, the organization exported its first container load of 15 tons of papaya valued at approximately US\$7,000 to Toronto, Canada. Then, it reached a commercial agreement with Colombia's largest supermarket chain, Grupo Éxito, to purchase approximately 240 tons of papaya valued at more than US\$150,000 starting next fiscal year. This agreement marks a crucial first step to accessing new national markets for the more than 100-member families belonging to the producer-led association. To make these agreements possible, CELI N/S helped the papaya producers association of Valencia (Córdoba) boost quality control, increase production, and strengthen their organizational capacity through more efficient administrative and financial practices. In addition to boosting quality standards and strengthening organizational capacity, CELI N/S assisted APPALSI to improve their packing house and cooling installations and partner with the Canadian-based fresh fruit and produce buyer Frandy Group to meet the strict international standards required to export papaya. In just one year, APPALSI has marketed more than 560 tons of papaya valued at US\$140,000.
- g. Producers Association Completes Ag Census Identifying Latex Production Capacity in Antioquia and Córdoba. At the end of the fiscal year, the latex producers association of Antioquia and Córdoba HEVEANCOR announced the final results of its latex census

sponsored by CELI N/S. Since February 2015, HEVEANCOR has been identifying and formally surveying land primarily used for latex and natural rubber production in the prioritized municipalities of Antioquia and Córdoba. Through this census, HEVEANCOR successfully identified and registered nearly 6,320 hectares farmed by approximately 1,700 farmers concentrated in 13 target municipalities of Antioquia and Córdoba. The survey provided detailed information about the geographic distribution of latex and its current production and estimated future production potential. For example, the survey indicated that 34% of the latex is located in the municipality of Tarazá (Antioquia). Additionally, only 460 hectares of the approximately 6,320 surveyed are in production. Finally, the product is mostly farmed by small producers with less than five hectares in both Antioquia and Córdoba. This census will provide private businesses and public institutions, like the regional and local agriculture secretaries, the regional latex trade association, among others, with data on the importance, scale, and market of latex production in the region.

- ii. CELI N/S sponsors study tours, exchanges, and other learning opportunities at the national and international level as a way to strengthen the capacity of local and regional organizations to better represent their sectors, access markets, and increase revenue. During the fiscal year, CELI N/S sponsored the following activities:
 - a. CELI N/S coordinated the logistics and received approval to sponsor the participation of nearly 10 people to attend the *20th and 21st Salon du Chocolat* in Paris (France). The purpose of these types of activities is to connect small cocoa producers in conflict-affected municipalities with some of the world's largest cocoa buyers. The *20th Salon du Chocolat* took place from October 28 – November 2, 2014 and the *21st* will take place during the next fiscal year. Additionally, at the *21st Salon Du Chocolat*, the more than 1,000 expected attendees will be able to purchase chocolates produced from locally raised cocoa in Tumaco (Nariño). To make this possible, CELI N/S linked small cocoa producers with the fine chocolate processor and marketer in Bogotá, Mountain Food, to produce chocolates from locally raised cocoa. These chocolates were introduced at Colombia's annual "Gold Cocoa" competition during this fiscal year and will be available for sale at *Salon du Chocolat* held in Paris, France during the next fiscal year.
 - b. CELI N/S sponsored three project beneficiaries to attend the fresh fruit and vegetable tradeshow - *Fruit Logistica* - in Berlin (Germany). These producers joined a delegation from Colombia's trade promotion unit ProColombia and more than 2,600 exhibitors from around the world to learn about the latest innovations in dealing with perishable products. Participants had the opportunity to interact with potential buyers, brokers and service providers, among others. Additionally, participants visited the largest port in Europe, the Port of Rotterdam in the Netherlands, to learn about international export standards, packaging technologies, and transportation logistics.
 - c. In Bogotá, 10 artisans from Córdoba displayed their handicrafts and other products, like handbags, shoes, and jewelry, at one of the largest artisan events in Colombia, *Expo Artesanías* held in Bogotá. This was part of a larger activity with Colombia's publicly financed artisan promotion unit *Artesanías de Colombia* to support 12 artisan and handicraft organizations in Córdoba improve product design and access lucrative markets for their products.
 - d. CELI N/S continued to sponsor small producers to visit technical assistance workshops held on the research farms and processing factories of two of Colombia's largest cocoa buyers and sellers, *Casa Luker and Compañía Nacional de Chocolates*. During this fiscal year, 260 small and medium producers attended these workshops to learn about various topics related to the production of well-processed cocoa, including

presentations of sanitary controls to prevent crop disease and hands-on demonstrations about how to best ferment and dry cocoa.

- e. In Córdoba, the Medellín-based latex marketer LatExport, which serves as the primary commercial ally for latex producers in prioritized municipalities, met with the latex producers association of Puerto Libertador (Córdoba) (or ASCAP for its Spanish acronym) and visited more than 60 hectares of latex preparing for production. During this visit, LatExport provided guidance to producers on meeting punctual quality standards required by the business and other buyers. LatExport will continue to meet with CELI N/S supported latex farmers in the region as they prepare for their first production.
- f. CELI N/S organized a study tour for 16 small latex producers from the Bajo Cauca region of Antioquia to visit latex producers and businesses in Guatemala. Guatemala and Brazil represent the two largest latex producers in the region, while Guatemala successfully produces more latex per hectare. Considering the use of technology and other farming inputs, and the rich latex business climate, CELI N/S decided it would send beneficiaries to Guatemala during the fiscal year. During the weeklong visit, participants visited several latex businesses, including the Entre Ríos Group and others, to learn about latex transformation and explore topics from production to marketing.

Improve Governance and Civic Capacity

CELI N/S has forged broad-based relationships with department, municipal, ministries, and decentralized government agencies that have enabled continual progress in reaching contract goals. Since project start-up in 2011, CELI N/S has committed US\$9.6 million, or 17% of cumulative investment, to strengthen municipal and department governance and support Colombia's National Policy on Territorial Consolidation and Reconstruction. During this fiscal year, the component "Improve Governance and Civic Capacity" received US\$2.5 million, representing the second highest level of CELI N/S's annual investment.

The following short success stories capture a variety, but by no means an exhaustive list, of achievements that occurred during the fiscal year.

- i. More than 160 Residents of Tumaco (Nariño) Receive "Work at Height" Labor Certification. During this fiscal year, CELI N/S, through a project activity with Colombia's National Learning Service and Trade School (SENA) and the municipal government of Tumaco (Nariño), has sponsored nearly 10 intensive courses in Tumaco (Nariño) to provide participating residents with a high-risk, height-related labor certification. To this end, more than 160 residents, many of whom were unemployed before taking the course, participated in 40-hours of coursework that was designed to educate future workers about risk-mitigation related to working at height. Participants also received a labor certification from SENA upon their completion of the course. Additionally, the labor certification for working at height complies with the rules and regulations established by Colombia's Ministry of Health and Social Protection, which mandates that employers specializing in height-related work to hire employees with a proper labor certification. After completing the course and subsequently earning the labor certification, 70% of the more than 160 course participants have been formally employed by local and regional businesses after earning the labor certification.
- ii. Women's Organization Leads Activity that Promotes Public Oversight of Municipal Administration. In Antioquia, the Network of Women from Bajo Cauca (REMUSBAC for its Spanish acronym) implemented a CELI N/S project activity in conjunction with Colombia's Superior School for Public Administration (ESAP for its Spanish acronym), Colombia's Administrative Unit for Territorial Consolidation (UACT for its Spanish acronym), and the

Department of Antioquia's Comptroller's Office (or *Contraloría General de Antioquia* in Spanish) to provide workshops on the public oversight of municipal administration, budgeting, and project implementation. To this end, ESAP prepared more than 160 local leaders for public oversight roles through workshops covering such topics as the structure of the municipal, departmental, and national government, and the administrative functions of each level of government, particularly at the municipal level, among others. During the fiscal year, 162 participants, representing 10 municipalities across Antioquia, received a diploma from ESAP, and other participating entities, for the successful completion of approximately 130 hours of study. These leaders will now form part of a network that provides public oversight on projects and municipal affairs in the northern Antioquia and Bajo Cauca regions of Antioquia and works to increase citizen participation in providing public oversight at the municipal level.

- iii. CELI N/S Facilitates Partnership between the Municipal Government of Tumaco and Colombia's Administrative Department of Civil Service (or *Departamento Administrativo de la Función Pública* – DAFP in Spanish) to Modernize its Municipal Structure. During the fiscal year, CELI N/S hired consultants to work with the municipal government of Tumaco (Nariño) and the DAFP to restructure its municipal design, including changes to local agencies, functions, and offices, as part of its requested modernization effort. Upon completion of the newly proposed structure, the mayor's office swiftly put the plan into operation, which includes making several notable changes to the municipal structure. First, the plan formally responds to required municipal changes made by national laws and mandates. Secondly, it distributes responsibility and control to specific offices, including formalizing a land office, organizing administrative functions, and improving and formalizing contracting mechanisms, among others.
- iv. CELI N/S Sponsors Grant Activity that Aims to Increase Informed Citizen Participation in the Upcoming Municipal and Department Elections. This activity brought together a variety of public and private partners, including the Ministry of the Interior, the political consulting firm *Cifras y Conceptos*, the transparent elections advocacy NGO *Misión de Observación Electoral* (or MOE for its Spanish acronym), and the University of Antioquia's School of Government. Since the last quarter of the fiscal year, more than 3,000 men and women attended workshops that informed the public about the legal obligation for municipal governments to be transparent, the dangers of electoral crimes, such as vote buying, and the overall responsibility of municipal governments once elected. Additionally, more than 4,000 residents of the 16 prioritized municipalities attended candidate forums and asked questions about those running for elected office. These forums were also attended by 70% of the candidates running for mayoral offices in the 16 prioritized municipalities. For more information on this activity, please see Section VI, Transforming Lives.

Strengthen and Build Social Capital

CELI N/S has invested nearly US\$6.3 million, or 11% of total project investment, to support activities that build social capital through institutional strengthening since project start-up. While social capital activities absorbed comparatively fewer resources, it is nevertheless creating a major impact for change at the municipal level. Activities include sports, culture, institutional strengthening, communications, and ethnic identity. During this fiscal year, this component received US\$1.8 million, representing the third highest amount of CELI N/S's annual investment.

Change in Organizational Capacity of Community-Based Organization as Measured by the ICO-VEO Tool

CELI N/S uses a diagnostic monitoring tool referred to as VEO (*Valoración del Estado Organizacional*), or Evaluation of Organizational Capacity in English, to summarize the capacity of an organization to carry

out its functions and achieve its goals. The VEO tool developed from the Index of Organizational Capacity (ICO), which has been applied to several USAID projects, and assesses organizations' capacity across five components: (a) democratic and participatory management (20%); (b) economic and financial situation (15%); (c) management and administrative capacity (15%); (d) business development and services (25%); and (e) human development capacity (25%).

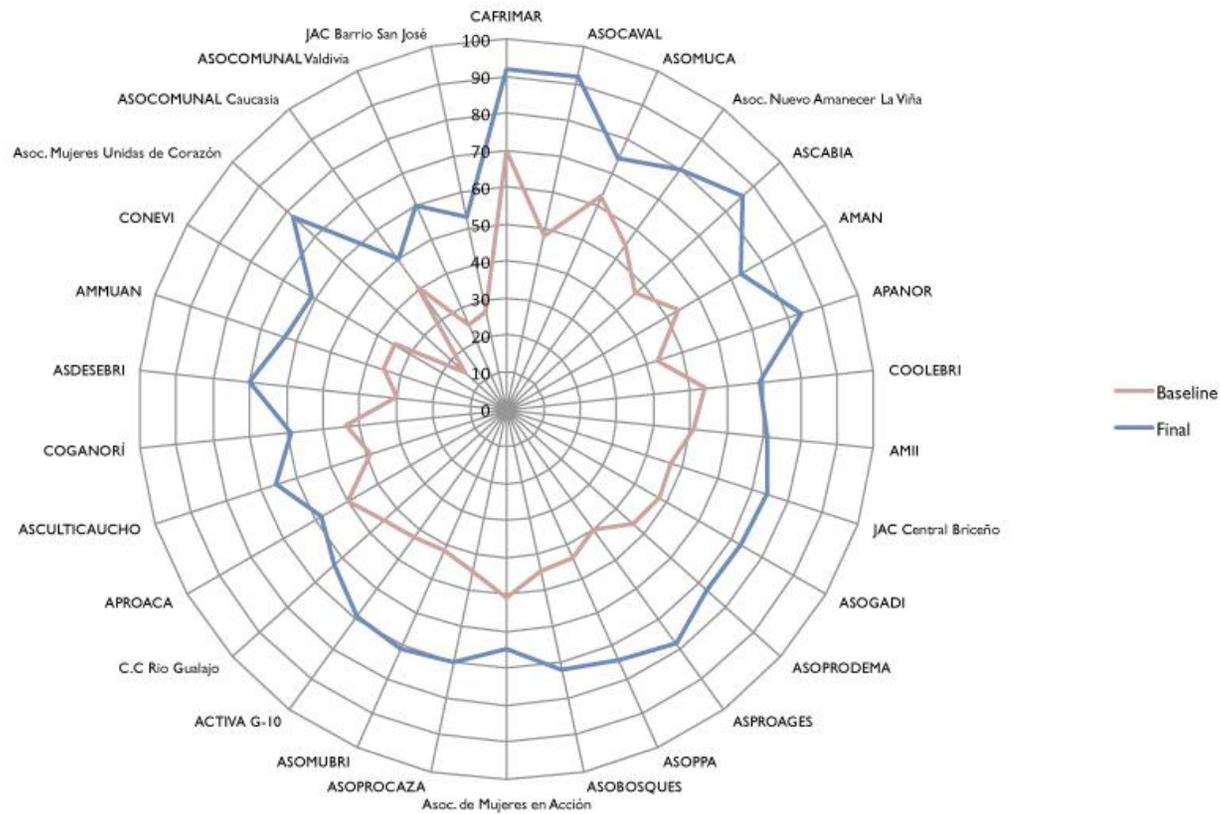
VEO, a participatory diagnostic tool, is accompanied by a software that: (1) allows organizations to evaluate their own status in a quick and efficient manner, (2) places emphasis on both the social and economic capacity of an organization, and (3) delivers results in a graphic, easy-to-understand manner that helps organizations identify areas of improvement. The evaluation numerically grades the capacity of an organization on a scale from 0 – 100 and produces a graphic that resembles the construction of a house. The three categories of organizational capacity are: precarious (0-47), developing (48-78), and consolidated (79-100).

The VEO indicator is reported at the end of each fiscal year. Having measured 30 distinct organizations, Graph 20 illustrates the change in organizational capacity of community-based organizations measured by the VEO during this fiscal year. Similarly, Graphs 18 and 19 illustrate the change in organizational capacity of organizations measured during FY 2013 and 2014. Finally, in Appendix E, CELI N/S presents the tables containing the changing values corresponding to each organization, as illustrated on Graphs 18-20, by fiscal year.

To date, CELI N/S and local implementing partners have applied the VEO to 89 distinct organizations, including the 30 organizations during this fiscal year, 29 during FY 2014, and 30 during FY 2013.

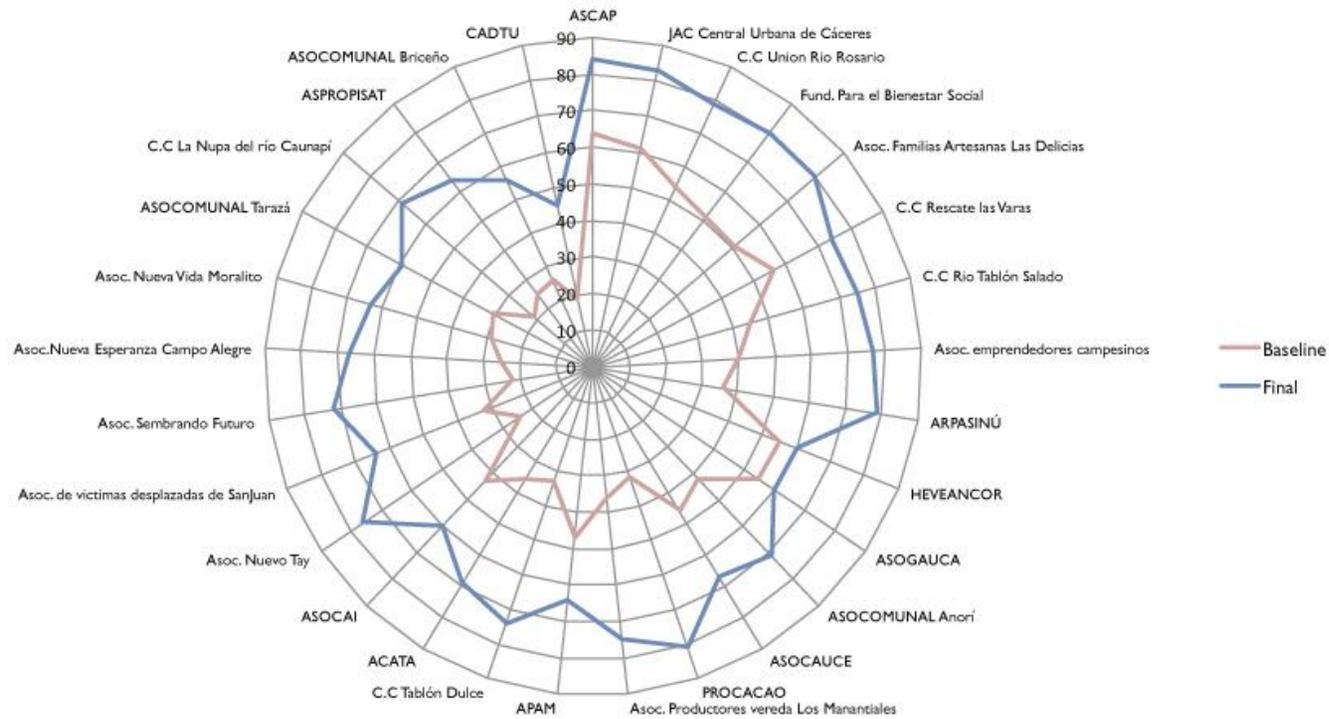
Graph 18

CHANGE IN ORGANIZATIONAL CAPACITY OF COMMUNITY-BASED ORGANIZATIONS MEASURED BY THE ICO-VEO TOOL DURING FY2 (OCT2012-SEP2013)



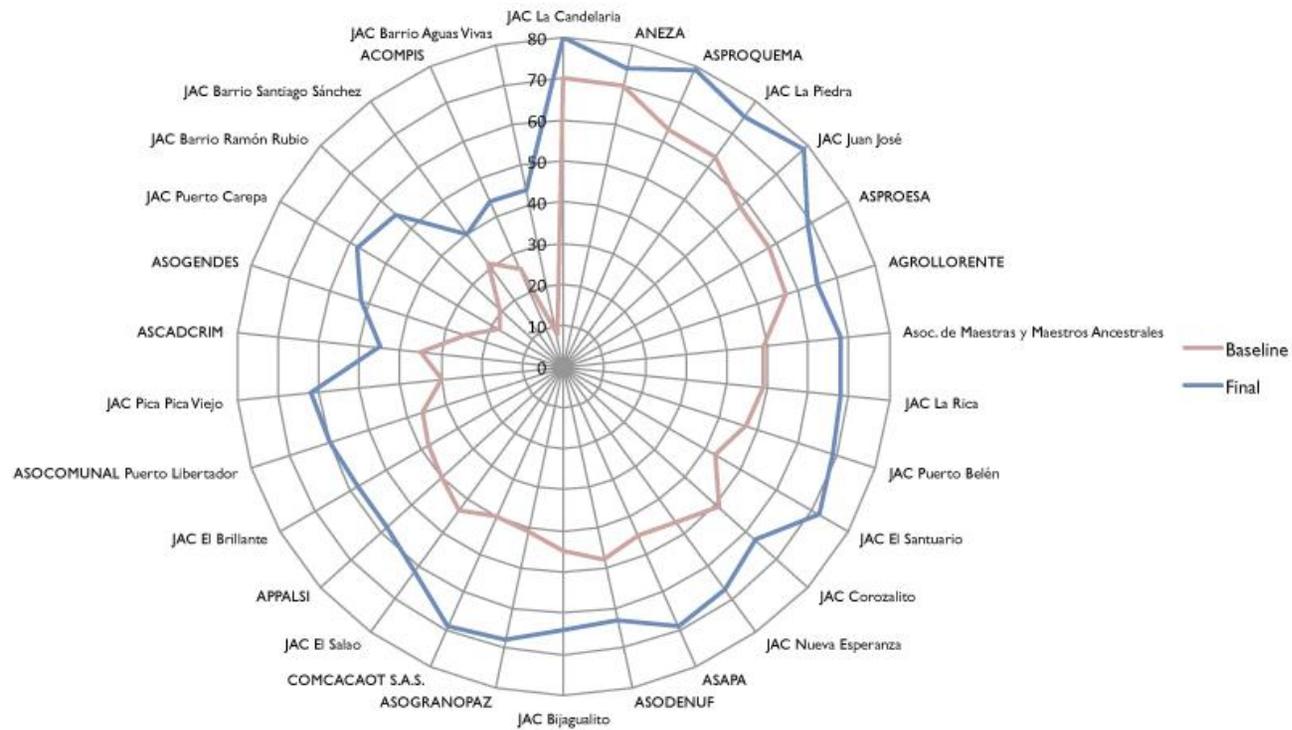
Graph 19

CHANGE IN ORGANIZATIONAL CAPACITY OF COMMUNITY-BASED ORGANIZATIONS MEASURED BY THE ICO-VEO TOOL DURING FY3 (OCT2013-SEP2014)



Graph 20

CHANGE IN ORGANIZATIONAL CAPACITY OF COMMUNITY-BASED ORGANIZATIONS MEASURED BY THE ICO-VEO TOOL DURING FY4 (OCT2014-SEP2015)



The following short success stories capture a variety of achievements that occurred during the fiscal year and attempt to place into context the social capital component.

- i. Nearly 120 Grassroots Organizations From Antioquia and Córdoba Launch New Network to Protect and Promote Interests. In September, nearly 120 community-based organizations from the 15 conflict-affected municipalities of Antioquia and Córdoba came together to launch a new network that represents grassroots organizations, including small producers associations, women's organizations, indigenous associations, among others. The *Red Nudo de Paramillo*, as the network is called in Spanish, promotes the exchange of ideas and experiences among members and organizes local populations to protect and expand their interests, markets, and political and social influence in the region. Additionally, this network allows producers associations farming more than 12 distinct value chains to band together and offer an increased supply and to negotiate fair prices with current and potential buyers. Also, with its extensive network of nearly 20 communications collectives, the Red Nudo de Paramillo created the radio program *Voces en Red* that broadcasts across 12 radio stations in the region and promotes positive news stories of local populations promoting peace and improving livelihoods in conflict-affected municipalities. Since project start-up in 2011, CELI N/S has awarded activity grants to nearly 250 distinct community-based organizations and entities to empower communities to plan and lead their own local development efforts. Through their participation in this new network, CELI N/S supported organizations that will be able to continue to grow and represent their members' priorities in a sustained manner.
- ii. Young People Launch News Agency to Generate Income and Produce Media Content about Conflict-Affected Municipalities. Since project start-up in 2011, CELI N/S has partnered with nearly 20 informal communications collectives that are comprised of high school, university, and trade school students, to produce informative local news pieces about the positive changes taking place within their territories. In FY 2015, CELI N/S facilitated an agreement between communications collectives in Bajo Cauca and northern Antioquia to launch a regional news and media agency that continues to promote a message of peace through journalism and to market communications-related services at the local, regional, and national level. With journalists located in more than nine conflict-affected municipalities, the newly launched news agency, *Agencia Red Nudo de Paramillo*, which officially opened its doors for business early in this fiscal year, has been working with CELI N/S to build sufficient capacity to produce quality communications pieces that can be disseminated in print and on social media, radio, and television. Additionally, the agency is in the beginning stages of establishing commercial relationships with large national and international media outlets, including with the world's fourth largest wire service *Agencia EFE*, to sell media content produced in some of Colombia's most marginalized communities. Since opening its doors for business in late 2014, the *Agencia Red Nudo de Paramillo* based in Caucasia (Antioquia) has sold nearly US\$40,000 in products and services, including strategic communication services for local businesses such as the production of videos and commercials.

Support Social and Economic Infrastructure

Since project start-up in 2011, CELI N/S has invested US\$9.8 million to support small social and economic infrastructure projects. To support, guide and supervise the implementation of these infrastructure projects, CELI N/S engaged the services of the Foundation for Social Investment (or *Fundación para la Inversión Social* - FIS) a well-known Colombian NGO that specializes in participatory, self-help community infrastructure. It is important to note that this component is at the heart of building trust within the project. By helping to build the capacity of these legally constituted neighborhood and community organizations, such as *Juntas de Acción Comunal*, CELI N/S is reinforcing

the foundation of the Colombian state and ensuring municipal accountability, citizen participation, and attention to priority community needs.

Since project start-up in 2011, CELI N/S has received approval to implement 166 social and economic infrastructure projects in the prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño). Additionally, 141 infrastructure projects have reached physical completion, while 16 remain in execution. In total, nine projects have been cancelled for various reasons, including security situations and technical complications.

Table I presents the activity status and physical completion of projects in the infrastructure component. During the last quarter of the fiscal year, CELI N/S received approval for two infrastructure projects and physically completed 9 projects.

Table I

Cumulative Progress toward Completion of Infrastructure Projects as of September 30, 2015				
Physical Completion Percentage	Activity Status			Total
	Completed	On Going	Cancelled	
100%	139	2	0	141
0-25%	0	6	8	14
26-50%	0	2	1	3
51-99%	0	8	0	8
TOTAL	139	18	9	166

The following short success stories capture a variety of achievements that occurred during the fiscal year.

- i. Remote Rural Community Implements Solution for Water Shortage. More than 40 years ago, volunteers from the U.S. Peace Corps began their service in the mountainous town of El Nevado, located in Valdivia (Antioquia), to help the community resolve its water access problem. The solution was to install hoses to extract water from a spring located more than an hour away. Until 2013, the rural community of El Nevado depended on this same method for water extraction but faced a new set of realities, like the wasting of water that would lead to month-long shortages. To address this concern, CELI N/S, with financial support from the mayor's office of Valdivia, awarded a grant to the *Junta de Acción Comunal El Nevado* (or legally recognized neighborhood association) to install a water treatment facility that would provide continuous access of reliable water to approximately 300 residents. Additionally, the neighborhood association of El Nevado, whose members would be tasked with the maintenance of the water plant in the future, levied a small consumption-based fee to ensure financial sustainability. This activity has resulted in a monthly drop in water usage from 5,348 cubic meters to 1,519 cubic meters. Should this reduction continue, residents anticipate unimpeded daily access to reliable water.
- ii. Neighborhood Association Successfully Repairs Rural Access Roads. Residents of the Bajo Cauca region of Antioquia, especially those living in the rural outskirts of its largest municipality, Caucaasia, continue to suffer from lack of access to maintained roads. To address this concern,

CELI N/S partnered with the municipal government of Caucasia (Antioquia) to provide funding to a legally recognized neighborhood association (or Junta de Acción Comunal de la Vereda Quebradona) located in the rural outskirts of the municipality. In order to implement this project, CELI N/S first worked with the legally recognized neighborhood association to help improve its organizational capacity, use efficient administrative and contracting practices, and develop a plan for transparent financial management. Over the course of seven months, this legally recognized neighborhood association employed 15 people to clear brush, lay down rock, and help excavate and improve three small rural access roads. Through a participatory and inclusive methodology, the neighborhood association formed operating committees to oversee project management, watchdog committees to ensure transparency and accountability, and purchasing committees to buy building materials. These measures contributed toward improved economic and social connectivity while also encouraging citizens to more fully participate in local decision-making. Previously stranded by inaccessible and muddy roads, more than 1,180 residents can now enjoy easier and more economic travel to urban centers and reduced costs associated with moving local products, mainly rice, cassava, and plantains, to markets.

CROSCUTTING INITIATIVES

Integrating Gender Considerations and Vulnerable Populations

During FY 2015, approximately 17,000 women and girls benefited from CELI N/S project activities, representing 61% of the project's total annual beneficiaries. Additionally, nearly 3,700 Afro-Colombians, or 18% of annual beneficiaries, and approximately 1,000 indigenous people, or 5% of annual beneficiaries, participated in and, in many cases, led their own development initiatives to improve the rural livelihoods of their communities. For example, in FY 2015, CELI N/S awarded grants to three additional Afro-descendent collective landholdings in Antioquia, bringing the total to nine, including six in Tumaco (Nariño), since project start-up in 2011. Also, CELI N/S has awarded grant activities to three indigenous collective territories during the fiscal year.

During the fiscal year, some key results of include: (1) assisting the three new Afro-descendent collective landholdings in Antioquia to become legally constituted and recognized entities capable of representing their Afro-Colombian constituents; (2) bringing together nearly 60 young Embera Katió leaders from two of Córdoba's most landmine affected indigenous collective territories to partner with Colombia's presidential office for the elimination of anti-personnel landmines (or DAICMA for its Spanish acronym) to produce quality and inclusive communications products that inform the more than 10,000 at-risk inhabitants about steps toward effective risk mitigation for landmines; (3) boosting the organizational capacity of the women's association, ASOMUBRI, from the conflict-affected municipality of Briceño (Antioquia) to meet national food safety standards for its two bakeries and increase annual sales by nearly 50%.

The following highlights capture a variety of achievements that occurred during FY 2015 and attempt to place in context the gender and vulnerable populations crosscutting initiative.

- i. CELI N/S Partners with Local Women's Organizations and Other Community-Based Organizations to Sponsor Two GVP-Themed Campaigns in Conflict-Affected Municipalities.
 - a. The first gender campaign, taking place between November 25 and December 10, 2014, involved more than 22 supported community-based organizations, including nine youth-led communications collectives, three producers associations, one legally recognized neighborhood association (in Spanish *Juntas de Acción Comunal*), and nine women's organizations, that led a four-day gender campaign to promote gender equality and

hosted a series of activities, like radio and television programs and community workshops, among others, to raise awareness of gender-based violence and encourage social inclusion in the prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño). The primary activity during the CELI N/S sponsored campaign was led by young journalists and community advocates, forming part of communications collectives, who used media (radio, television, cinema, local press, and social media) to promote women empowerment and local leadership and to discuss gender-based violence. For instance, communications collectives used regular radio programming on community radios to spotlight news about women entrepreneurs and leadership in urban and rural communities. Other activities included forums led by women's organizations to discuss women's rights in Colombia and workshops covering such topics such as family planning to health and wellness education.

- b. The second campaign took place to commemorate International Women's Day and promote the equal rights of women and young girls in Colombia. Working with six women's organizations from prioritized municipalities, CELI N/S helped design the theme of the nearly month-long campaign, which was titled "Believe in me, I demand my rights, and you?" (or in Spanish "Creo en mí, yo exijo mis derechos...y tú?"), and disseminated materials to raise awareness about this day, including t-shirts and flyers for publication on social media, blogs, websites of local mayors' offices, hospitals, and other media used by participating organizations. Additionally, the six participating women's organizations and nearly 10 communications collectives, which are composed of young journalists and community advocates who use media to raise awareness about their communities, sponsored public forums to discuss women's rights and equity in Colombia, hosted community radio shows to illustrate examples of female empowerment and leadership in urban and rural communities, and organized other events, such as theater presentations, to provide important information about reproductive rights and health.
- ii. CELI N/S Nominates Five Competitive and Accomplish Women Leaders from Target Municipalities to Participate in Prestigious 2015 Latin America Global Women in Management course supported by ExxonMobil's Women's Economic Opportunity Initiative and Plan International. In total, 26 women from 6 different countries were selected, including all five supported by CELI N/S. These five women will join together to represent the Colombian delegation at the conference. Additionally, at the conclusion of the four-week course, these women will join more than 6,500 alumni of these workshops from around the world and will receive "life coaching" with a paired mentor for at least a year. The idea is that such a mentorship will help these women improve the economic livelihoods of their communities. The course will begin early next fiscal year.
- iii. Women Leaders of Briceño (Antioquia) See Significant Increase in Bakery Sales After Just Two Years. In 2010, 30 women leaders forming part of the Municipal Women's Association of Briceño (or ASOMUBRI for its Spanish acronym) started a small bakery in the conflict-affected municipality of Briceño (Antioquia). *Panadería Bripan*, as the bakery is called in Spanish, struggled for years to market its products, provide economic stability for its partners, and meet health safety standards. Then, in 2013, CELI N/S, in coordination with the department government of Antioquia, awarded a grant activity to the women's association of Briceño (Antioquia) to boost its organizational capacity by developing efficient accounting and finance procedures, to meet food safety standards by earning a required health certification from Colombia's FDA equivalent (or INVIMA for its Spanish acronym), and to market key products by opening two smaller branches in the municipality's rural outskirts. After nearly two years of support, *Panadería Bripan* is a legally functioning business that now employs eight workers and has successfully increased its annual sales from US\$33,000 in 2012 to US\$46,000 in 2014, representing nearly a

- 50% increase.
- iv. Indigenous Collective Territories Raise Awareness about the Risks of Landmines. Over the last eight months, CELI N/S, Colombia's presidential program for the elimination of anti-personnel landmines (DAICMA), and two Embera Katió indigenous collective territories have been working together to raise awareness among at-risk indigenous populations living in territories exposed to the dangers of landmines and other explosive devices. For these two Embera Katió indigenous territories, this partnership is of significant importance given that they are each located in two of Córdoba's most landmine-affected municipalities. To address these dangers and help local populations mitigate risks, two communications collectives, or informal groups of young journalists and community advocates, were formed in each of the indigenous reserves. Having attended workshops on photography, writing, and editing, these two communications collectives, comprised of 56 mostly young indigenous leaders, have produced a series of quality and inclusive communications products, including videos, photo stories, radio programs, and pamphlets, to inform the more than 10,000 at-risk inhabitants of the two indigenous collective territories about the dangers of landmines and steps toward effective risk mitigation. In addition to producing content related to the risks of explosive devices, these two communications collectives will work with local populations and organizations, including the governing bodies of each indigenous territory, to disseminate information and maintain residents informed about important news and policies that directly affect them.
 - v. Leadership Initiative Works with Youth to Promote Open Dialogue about Diversity in Tumaco (Nariño). During the fiscal year, a youth leadership initiative kicked off in the conflict-affected municipality of Tumaco (Nariño) that aims to train 70 young leaders and develop their individual and group capacity to advocate for greater social and economic inclusion and raise awareness about youth rights in the region and municipality. Selected through a competitive process that emphasizes leadership and service, these 70 young people, 26 of which are women and 40% from the rural outskirts of Tumaco, participate in a distinct course every 15 days that explores topics such as political leadership and participation, youth rights advocacy, effective public awareness campaigns, human rights, and the importance of social and economic inclusion, especially for often marginalized populations, like LGBT youth. For example, one course module, referred to as "new masculinities", discussed LGBT rights, identified traditional masculine and feminine roles, and explored differences between sexual orientation and gender identity as well as forms of institutional discrimination that often exclude LGBT populations from equal participation in socioeconomic activities. The next phase of this activity will encourage that these 70 young leaders will continue to participate in course modules, but will look to apply the lessons learned and, subsequently, train nearly 300 more young people that are capable of mobilizing a network to advocate for inclusive participation and policies and encourage open dialogue about diversity and its role in strengthening social fabric torn apart after decades of violence.
 - vi. The CELI N/S Supported Friendly Information Attention Center for Adolescents and Youth (or SIAPA for its Spanish acronym) Received National Recognition. Selected from 78 municipal applicants, SIAPA was honored with the top management award (in Spanish *Premio Nacional de Alta Gerencia*) at a ceremony in Bogotá attended by the President of Colombia and the Director of Colombia's Administrative Department of Civil Service (DAFP for its Spanish acronym) for its efforts to expand reproductive health and education to young people in Tumaco (Nariño). While the SIAPA program existed before CELI N/S's intervention, it lacked its own space and personnel exclusively dedicated to the wellbeing of vulnerable youth in the municipality. Now, since opening in 2013 at its newly renovated center, SIAPA has attended to more than 5,500 youth between the ages of 10 and 19. Having received financial support from the municipal government of Tumaco (Nariño) and the local hospital Centro Divino Niño in 2014, SIAPA aims to continue its operations well into the future.

- vii. Youth Learning and Leadership Association LEL Juvenil Becomes More Effective Youth Rights Advocate in the Bajo Cauca Region of Antioquia. For more than two years, LEL Juvenil has been working to advocate for greater social and economic security, raise awareness about youth-based rights, and expand reproductive health and education to vulnerable and at-risk young boys and girls living in four municipalities of the conflict-affected region of Bajo Cauca (Antioquia). During the previous fiscal year, CELI N/S first started to assist LEL Juvenil with the formulation of 12 small proposals to access public funding available, through Colombia's Ministry of Health and Social Protection, to promote reproductive health and education and offer municipal-level recommendations to improve youth health policy. These 12 initiatives were awarded a combined total of nearly US\$55,000 to support an inclusive strategy led by LEL Juvenil that sponsors a series of workshops informing young people about their rights, organizing sporting events, like volleyball tournaments, to discuss reproductive health and education, and coordinating community-wide movie nights to explore health issues affecting young people. During this fiscal year, LEL Juvenil reported that these cultural, social, and sport activities have reached more than 3,200 young boys and 3,600 young girls in the Bajo Cauca region of Antioquia. The association intends to mobilize its now extensive network of young people to offer local policy suggestions on youth-based health and reproductive issues in rural and urban communities. Having received support from CELI N/S to improve its organizational capacity, develop efficient accounting and finance procedures, create an internal and external communications strategy, and formulate successful proposals to access public funds, LEL Juvenil is leading efforts in the Bajo Cauca region of Antioquia to encourage young people and policymakers to work together for a better and more inclusive future.

Assist in Land Legalization and Restitution

During the fiscal year, CELI N/S continued working with a variety of local, departmental, and national institutions that deal with land tenure issues, such as Colombia's Notary and Registry Superintendent, and municipal governments. Legal land ownership, especially in rural areas, is a vital first step in expanding municipal assets and providing for greater investment, more access to credit, and sustained economic development. Since project start-up in 2011, CELI N/S has supported activities to assist with private land titling and registration and the legalization of public municipal property. To this end, CELI N/S has helped to facilitate 260 cases of private land legalization and registration and nearly 370 cases of public land legalization in the prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño). Additionally, CELI N/S has helped provide support to the URT to address approximately 1,074 land restitution cases.

CELI N/S's strategy for land legalization and formalization is divided across three areas: (a.) strengthen community-based organizations to participate and lead in issues related to land; (b.) facilitate the land-titling of public properties located in urban areas; and (c.) support for recently launched municipal land offices in specific municipalities. The following short success stories capture a variety of achievements that occurred during the fiscal year and attempt to place into context the land crosscutting initiative.

- i. 61 Community Leaders Receive Land Titling and Processing Diploma from *University Católica del Norte*. In the prioritized municipalities of Antioquia, Córdoba, and Tumaco (Nariño), local populations, especially those in rural areas, often lack information about the institutional routes for securing legal land titles and formal land registration, leaving them vulnerable to third-party intermediaries looking to profit from collecting and documenting the early paperwork required for presenting a legalization case. To address this situation, CELI N/S awarded a grant to the *University Católica del Norte* to sponsor a land legalization diploma aimed at helping rural populations better understand land legalization processes. More specifically, through a 120-hour course and a series of practical exercises, participants studied how to compile the

documentation required for presenting land legalization cases, such as proof of ownership and duration of residence, to later empower producers associations, and other community-based organizations, to lead in helping local populations present their cases to the institutions in charge of granting land legalization, registration, and tenure. During the fiscal year, 61 participants, mostly young people, from seven producers associations and one communications collective, completed the 18-day course that will inform participants about the norms and rights of legal land tenure, the required information to present land tenure cases, and the necessary legal and institutional routes to achieve a legal land title and formal registration.

- ii. Land Office Opens its Doors in Tumaco (Nariño). After more than a year of support from CELI N/S, the municipal government of Tumaco (Nariño) officially opened its new land office staffed with three municipal functionaries paid for by the municipal government. This office will help coordinate land-related issues between institutional partners, like IGAC, INCODER, the Notary and Registry Superintendent, and the mayor's office, among others. Additionally, this newly created office will help raise awareness about legal land ownership processes and help residents identify the institutions responsible for land-titling in the municipality. CELI N/S will continue to provide technical support to the municipal government and its land office in order to centralize information in one accessible place, involve all relevant stakeholders in land-titling, and support local populations looking to legalize their property. To date, CELI N/S has supported the municipal land office of El Bagre (Antioquia) and plans to help the municipal governments of Anorí (Antioquia) and Valencia (Córdoba) launch their own respective land offices in the coming months.
- iii. CELI N/S Reached a Partnership with the Legal Entity mainly in Charge of Land Legalization in Urban Areas, or Colombia's Notary and Registry Superintendent. According to this agreement, CELI N/S will assist the entity with contracting topographers and land experts while the Registry Superintendent will assume the cost for contracting lawyers. This relationship will help reduce the costs associated with land titling for project beneficiaries and encourage effective institutional presence and participation in target municipalities. Through this partnership, CELI N/S aims to provide more than 5,000 legal land titles to their respective owners in nine target municipalities across three departments. These project-based goals also contribute to Colombia's Notary and Registry Superintendent's institutional goal to title more than 120,000 urban properties over an eight-year period. The results of this partnership, particularly as it relates to land titling, will be reported over the next fiscal year.

Summary of Other Important Events during this Fiscal Year:

- i. Nearly 20 CELI N/S Supported Producers Associations from Antioquia and Córdoba Participated in the National Forum on Alternative Development (or in Spanish *Encuentro Nacional de Desarrollo Alternativo – ENDA*) Organized by the Program Against Illicit Crops (Programa contra Cultivos Ilícitos - PCI) in Medellín, Colombia. More than 1,200 men and women attended the annual event to share experiences about value chain development and present successes on helping local farmers contribute toward legality. Attendees included representatives from nearly 20 CELI N/S supported producers associations as well as functionaries from the Government of Antioquia, Colombia's Administrative Unit for Territorial Consolidation (UACT), and the Office of the President, among others.
- ii. CELI N/S Hosts High-Level Visits and Collaborates with Colombia's Presidential Advisory Post-Conflict Office (commonly referred to in Spanish as the *Oficina de Pos-Conflicto*). During this fiscal year, CELI N/S hosted a visit from post-conflict expert and key advisor Alexandra Guaqueta to the municipality of El Bagre (Antioquia) to meet with local organizations and illustrate CELI N/S's bottom-up approach to empowering local actors to lead their own development initiatives. Additionally, CELI N/S organized an event for some of the GOC's most

important post-conflict advisors to meet with grassroots organizations in the Bajo Cauca region of Antioquia that have successfully planned and budgeted funds to support rural development projects. These two events led CELI N/S to support two consultants for the Post-Conflict Office to develop a rapid response plan to be implemented by the GOC should a peace accord be reached.

- iii. CELI N/S held its Strategic Review with USAID/Colombia on November 25, 2014 in Medellín, Colombia. The event featured four table discussions led by project beneficiaries that illustrated their public-private partnership with some of Colombia's industry leaders, including Casa Luker, LatExport, Frandy Group, and Movil Way. The four table discussions highlighted lessons learned and challenges across three distinct value chains – cocoa, latex, and papaya – and shared potential opportunities for utilizing micro-distribution and micro-franchising models to sell various products, ranging from cell phone minutes to cooking gas. More than 70 men and women participated in the event, including representatives from USAID/Colombia, CELI N/S, the Government of Antioquia, Casa Luker, LatExport, Frandy Group, and Colombia's Administrative Unit for Territorial Consolidation (UACT), among others.
- iv. CELI N/S Suspended Activities in the Municipality of Ituango (Antioquia). As a result of CELI N/S project beneficiaries receiving threats from the FARC, CELI N/S evaluated the security situation and decided to cancel seven remaining interventions and cease future activity in the municipality.
- v. CELI N/S Hosted a Visit to Anorí (Antioquia) and Tumaco (Nariño) from the Well-Known Colombian Journalist María Jimena Duzán. At the beginning of the quarter, María Jimena Duzán visited CELI N/S project activities in the municipality of Anorí (Antioquia) and discussed interventions with municipal functionaries, community leaders, and producers, among others. More specifically, the Colombian journalist visited the newly restored community radio and met with representatives from the panela/rock sugar producers association APANOR, the cheese producers association ASPROQUEMA, the cocoa buyer Chocolate Tumaco, among others.
- vi. Meeting with USAID to discuss budget realignment scenarios. Since October 2014, the local currency (Colombian peso) has depreciated against the dollar by 26%, resulting in unexpected budget savings to date in USD and in additional projected amounts should the exchange rate continue along similar trends. CELI N/S met with USAID on May 13, 2015 to provide information related to the savings accrued and presented different budget realignment scenarios that propose pushing office closures further out than originally contemplated in contract modification No. 7, and propose a six-month no cost extension, or propose a modification to the FY 2015 Work Plan to increase funding levels.
- vii. CELI N/S Held its Semi-Annual Strategic Review with USAID in Montería (Córdoba). In May 2015, CELI N/S organized a two-day semi-annual strategic review that included field visits to six distinct municipalities, which were led by supported community-based organizations and leaders. With more than 270 people in attendance, the event closed with a culminating ceremony that addressed lessons learned and best practices of the CELI N/S intervention model, including presentations from implementing organizations, private sector actors, and Government of Colombia partners, among others.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- a. CELI N/S uses a participatory model that partners with local communities to empower and change target municipalities for the better.
- b. The organized field visits allow for others to understand the importance of integral interventions that consider multiple variables when striving to contribute positively to the livelihoods of people living in marginalized areas.

- c. CELI N/S's methodology encourages an active role of women and girl leaders in activities ranging from economic development to governance.
- d. Moving beyond savings and loans, the GLAC model encourages participants to invest in their communities and neighbors.
- e. CELI N/S's oversight and participatory model empowers local communities to develop and implement self-help development initiatives that build competency, trust, and capacity along the way.
- f. Interventions move beyond the municipal and neighborhood level to include regional participation and coordination, which are key factors that ensure success and sustainability.
- g. Many activities and tools serve as models to be replicated throughout the country. One of these tools includes the ICO-VEO methodology that identifies weaknesses of local organizations and guides them toward achieving greater capacity and potential.
- h. Identifying the types, characteristics, and categories of cocoa growing in the intervention areas of Antioquia, Córdoba, and Tumaco (Nariño) serves as an important advance in strengthening the value chain and accessing markets throughout Colombia.
- i. Institutional partners and allies must work together to continue strengthening these already enormous efforts and ensure that these community-based organizations continue to represent small farmers and become sustainable regional leaders.

SECTION V

Monitoring and Evaluation (M&E)⁷

During this fiscal year, CELI N/S received USAID/Colombia approval for 95 grant and direct implementation activities, including 25 approvals during FY 2015-Q4. This brings the total since project start-up to 584 project activities, representing US\$56.3 million in committed USAID funds.⁸ Table 2 illustrates the activities approved during the last quarter of the fiscal year while Table 3 indicates those approved during FY 2015. Finally, Table 4 shows the status of all CELI N/S activities as of September 30, 2015.

Table 2

Activities Approved during FY2015-Q4 (July-September 2015)				
Programmatic Component	Grants	Non-Grants	Amount (COP)	Amount (USD)
Foster Economic Development	12	1	\$ 3.005.052.364	\$ 1.669.474
Improve Governance and Civic Capacity	2	2	\$ 1.077.680.950	\$ 598.712
Support Social and Economic Infrastructure	2	1	\$ 635.456.184	\$ 353.031
Land	3	0	\$ 755.193.000	\$ 419.552
Increase Social Capital	2	0	\$ 955.759.700	\$ 530.978
TOTAL	21	4	\$ 6.429.142.198	\$ 3.571.746

Table 3

Activities Approved during FY2015 (October 2014 - September 2015)				
Programmatic Component	Grants	Non-Grants	Amount (COP)	Amount (USD)
Foster Economic Development	45	4	\$ 15.601.271.615	\$ 8.667.373
Improve Governance and Civic Capacity	13	6	\$ 4.486.361.709	\$ 2.492.423
Support Social and Economic Infrastructure	7	1	\$ 1.517.942.914	\$ 843.302
Land	7	1	\$ 1.286.893.500	\$ 714.941
Increase Social Capital	9	2	\$ 3.313.083.700	\$ 1.840.602
TOTAL	81	14	\$ 26.205.553.438	\$ 14.558.641

⁷ The values in this section correspond to an approximate exchange rate of 1,800COP to 1USD.

⁸ CELI N/S has obtained USAID/Colombia approval for a total of 607 activities. However, 23 activities have been cancelled since project start-up, leaving 584 activities in either the on-going or completed phases as shown in Table 4.

Table 4

Status of all CELI N/S Activities as of September 30, 2015				
Programmatic Component	On Going	Completed	Cancelled	Total
Antioquia	215	82	12	309
Foster Economic Development	56	36	1	93
Support Social and Economic Infrastructure	68	10	6	84
Improve Governance and Civic Capacity	49	23	2	74
Increase Social Capital	36	11	2	49
Land	6	2	1	9
Tumaco	110	34	8	152
Foster Economic Development	37	14	6	57
Improve Governance and Civic Capacity	30	13	0	43
Support Social and Economic Infrastructure	28	4	1	33
Increase Social Capital	10	2	0	12
Land	5	1	1	7
Córdoba	95	48	3	146
Foster Economic Development	23	29	0	52
Support Social and Economic Infrastructure	45	4	0	49
Improve Governance and Civic Capacity	19	6	2	27
Increase Social Capital	7	4	1	12
Land	1	5	0	6
TOTAL	420	164	23	607

Tables 5 and 6 display quarterly and cumulative committed funds and disbursements by component and funding source. These two tables illustrate the total value of CELI N/S funding committed, including counterparts, as compared to the total value of CELI N/S funding disbursed, including from counterparts. Committed public counterpart and executed public funding in Tables 5 and 6 differ substantially given that executed funds include those that are ultimately leveraged but not considered in the original budget of activities. Private committed and executed funding include the total values reported for Indicator DOI-032a, Indicator DOI-032b, and Indicator DOI-042.

Table 5

Total Value of Committed Funds and Disbursements by Component and Funding Source; July 2015 - September 2015

QUARTERLY FY2015-Q4		Committed July 2015-September 2015				Executed July 2015-September 2015			
Component	# Activities	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total
Foster Economic Development	13	\$ 1,669,474	\$ 1,545,580	\$ 1,832,211	\$ 5,047,265	\$ 1,551,053	\$ 862,385	\$ 3,728,752	\$ 6,142,190
Support Social and Economic Infrastructure	3	\$ 353,031	\$ 15,500	\$ 13,770	\$ 382,301	\$ 236,136	\$ 86,620	\$ 78,257	\$ 401,013
Improve Governance and Civic Capacity	4	\$ 598,712	\$ 93,600	\$ 11,228	\$ 703,540	\$ 529,557	\$ 81,692	\$ 82,713	\$ 693,962
Increase Social Capital	2	\$ 530,978	\$ 15,000	\$ 92,611	\$ 638,589	\$ 273,064	\$ 8,735	\$ 34,155	\$ 315,954
Land	3	\$ 419,552	\$ 45,077	\$ 15,483	\$ 480,112	\$ 32,463	\$ -	\$ -	\$ 32,463
Total USD	25	\$ 3,571,747	\$ 1,714,757	\$ 1,965,303	\$ 7,251,807	\$ 2,622,273	\$ 1,039,432	\$ 3,923,877	\$ 7,585,582

Table 6

Total Value of Committed Funds and Disbursements by Component and Funding Source; October 12th, 2011 - September 30th, 2015

Cumulative Life of Project		Committed October 2011-September 30, 2015				Executed October 2011-September 30, 2015			
Component	# Activities	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total	CELI NS funding	Counterpart Public funding	Counterpart Private funding	Total
Foster Economic Development	195	\$ 28,825,103	\$ 23,718,769	\$ 59,506,105	\$ 111,849,977	\$ 18,585,601	\$ 11,618,403	\$ 41,180,010	\$ 71,384,014
Support Social and Economic Infrastructure	159	\$ 9,882,322	\$ 7,557,725	\$ 638,571	\$ 18,078,618	\$ 8,603,487	\$ 6,461,278	\$ 720,704	\$ 15,785,469
Improve Governance and Civic Capacity	140	\$ 9,648,450	\$ 15,604,726	\$ 571,541	\$ 25,824,717	\$ 6,387,413	\$ 68,969,936	\$ 621,500	\$ 75,978,849
Increase Social Capital	70	\$ 6,317,040	\$ 2,601,052	\$ 1,296,568	\$ 10,214,660	\$ 4,354,634	\$ 2,502,098	\$ 1,238,644	\$ 8,095,376
Land	20	\$ 1,805,701	\$ 1,487,707	\$ 113,657	\$ 3,407,065	\$ 1,036,504	\$ 1,388,997	\$ 99,990	\$ 2,525,491
Total USD	584	\$ 56,278,616	\$ 50,969,979	\$ 62,126,442	\$ 169,375,037	\$ 38,967,639	\$ 90,940,712	\$ 43,860,848	\$ 173,769,199

Indicator Progress this Quarter

Table 7*

CELI NS- Indicator Progress Report

#	Indicator	Type of Indicator	Data Source	FY2012	FY2013	FY2014	FY2015				Total Fiscal Year IV To Date Target	Cumulative Progress To Date Target (LOP)	Cumulative Progress To Date (%)
				Total Fiscal Year I Target	Total Fiscal Year II Target	Total Fiscal Year III To Date Target	Q1	Q2	Q3	Q4			
1	DOI-003 Number of coca hectares in CELI municipalities.	Contractual	USAID	9,442	8495	In Process	In Process	In Process	In Process	In Process	In Process	8,495	87,63%
				12,402	9,200	9,200					8,400	7,560	
2	DOI-004 Public social services municipal index	Contractual	USAID	52,4	In Process	In Process	In Process	In Process	In Process	In Process	In Process	52,4	69,87%
				49	55	62					69	75	
3	DOI-005 Average household income in CELI municipalities.	Contractual	USAID	\$ 447.200	In Process	In Process	In Process	In Process	In Process	In Process	In Process	\$ 447.200	98,77%
				\$ 418.300	\$ 0	\$ 0					\$ 443.900	\$ 452.780	
4	DOI-006 Public funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI NIS	USD 118.156	USD 23.933.200	USD 59.392.727	USD 1.471.351	USD 3.496.597	USD 1.489.250	USD 1.039.432	USD 7.496.630	USD 90.940.712	78,40%
				USD 11.600.000	USD 17.400.000	USD 23.200.000					USD 29.000.000	USD 116.000.000	
5	DOI-008 Number of rapid impact projects implemented by USG implementers	Contractual	CELI NIS	96	19	38	8	18	43	79	148	301	752,50%
				40	0	0					0	40	
6	DOI-009 Municipal own-source income (Million COP)	Contractual	USAID	\$ 58.922,00	\$ 58.855,00	In Process	In Process	In Process	In Process	In Process	In Process	\$ 58.855	110,20%
				\$ 49.525	\$ 50.510	\$ 51.525					\$ 52.556	\$ 53.409	
7	DOI-010 Number of strategic national social programs implemented in CELI zones	Contractual	CELI NIS	4	6	5	2	3	0	2	7	22	200,00%
				7	1	1					1	11	
8	DOI-011 Number and percentage of people benefitted by national social programs implemented in CELI municipalities.	Contractual	CELI NIS	3.505	52.406	31.704	411	1.226	22.622	587	24.846	112.461	249,91%
				11.250	16.875	16.875					0	45.000	
9	DOI-012 Number of beneficiaries receiving improved infrastructure services	Contractual	CELI NIS	0	152.252	19.765	148	12.305	1.181	548	14.182	186.199	177,33%
				30.000	50.000	15.000					10.000	105.000	
10	DOI-013 Governance capacity index	Contractual	USAID	41,39	In Process	In Process	In Process	In Process	In Process	In Process	In Process	41,4	71,61%
				37,8	0,0	0,0					52,8	58	
11	DOI-024 Social Capital Index	Contractual	USAID	23,08	In Process	In Process	In Process	In Process	In Process	In Process	In Process	23,08	55,75%
				21,4	0	0					36,4	41,4	
12	DOI-025 Number of CSO members supported by USG assistance	Contractual	CELI NIS	0	0	5130	636	926	511	116	2189	7319	243,97%
				300	450	600					750	3000	
13	DOI-026a Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	Contractual	CELI NIS	0	50,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	50,00%	166,67%
				30%	30%	0%					0%	30%	
13	DOI-026b Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	Contractual	CELI NIS	0	0	69,1	0	0	0	63,3	63,3	63,3	105,50%
				0	0	55					60	60	
14	DOI-028 Level of accountability in CELI municipalities	Contractual	USAID	23,5	In Process	In Process	In Process	In Process	In Process	In Process	In Process	23,5	52,93%
				24,4	0,0	0,0					39,4	44,4	
15	DOI-029 Value of incremental sales of key supported products and Services in CELI zones	Contractual	CELI NIS	0	USD 126.578	USD 6.994.322	USD 697.999	USD 2.496.138	USD 2.354.815	USD 907.433	USD 6.456.385	USD 13.577.285	290,11%
				0	0	USD 2.380.000					USD 1.800.000	USD 4.680.000	
16	DOI-030 Number of strategic rural and economic development programs with territorial approach implemented in CELI municipalities	Contractual	CELI NIS	0	4	10	0	1	1	0	2	16	114,29%
				0	7	3					2	14	
17	DOI-031 Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CELI municipalities.	Contractual	CELI NIS	0	3.372	18.007	1.898	1.957	6.489	2.756	13.100	34.479	90,85%
				6.900	10.350	13.800					5.400	37.950	
18	DOI-032a Private sector funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI NIS	USD 236.826	USD 7.272.101	USD 15.876.577	USD 3.772.872	USD 3.620.887	USD 1.780.321	USD 1.081.161	USD 10.255.241	USD 33.640.746	152,91%
				USD 2.000.000	USD 7.000.000	USD 13.000.000					USD 0	USD 22.000.000	
18	DOI-032b Private sector funds leveraged in CELI zones attributable to USG Interventions	Contractual	CELI NIS	USD 0	USD 0	USD 0	2.750.000	2.211.689	1.363.814	1.237.165	USD 7.562.668	USD 7.562.668	126,04%
				USD 0	USD 0	USD 0					USD 4.470.000	USD 6.000.000	
19	DOI-033a Number of private-public alliances formed	Contractual	CELI NIS	9	4	46	0	0	1	0	1	60	666,67%
				4	5	0					0	9	
19	DOI-033b Number of private-public partnerships formed	Contractual	CELI NIS	0	0	0	0	0	1	1	2	2	18,18%
				0	0	4					4	11	
20	DOI-034 Number of rural households benefiting directly from USG interventions	Contractual	CELI NIS	142	6391	9452	808	1519	1472	1206	5.005	20.990	116,61%
				2.000	4.000	5.000					5.000	18.000	
21	DOI-035 Number of people with a new financial product from a local financial institution.	Contractual	CELI NIS	0	0	12291	0	1066	14594	0	15.660	27.951	107,61%
				1.066	6.473	9.217					7.374	25.974	

CELI NS- Indicator Progress Report

#	Indicator	Type of Indicator	Data Source	FY2012	FY2013	FY2014	FY2015				Cumulative Progress To Date Target (LOP)	Cumulative Progress To Date (%)	
				Total Fiscal Year I Target	Total Fiscal Year II Target	Total Fiscal Year III To Date Target	Q1	Q2	Q3	Q4			Total Fiscal Year IV To Date Target
22	DOI-036 Total value of CELI projects approved (USD million)	Contractual	CELI N/S	0	USD 86.610.239	USD 41.203.322	USD 16.825.809	USD 11.263.660	USD 8.237.267	USD 5.234.740	USD 41.561.476	USD 169.375.037	87,71%
				USD 49.400.000	USD 35.700.000	USD 38.000.000					USD 39.200.000	USD 193.100.000	
23	DOI-037 Total value of CELI projects completed (USD million)	Contractual	CELI N/S	0	USD 47.634.900	USD 88.329.178	USD 10.888.805	USD 11.819.479	USD 7.511.380	USD 7.585.457	USD 37.805.121	USD 173.769.199	100,62%
				USD 2.700.000	USD 44.000.000	USD 38.000.000					USD 44.000.000	USD 172.700.000	
24	DOI-038 Total public investment in consolidation zones (USD million) Target reflects a combined target for all the CELIs.	Contractual	USAID	Pending	Pending	Pending	Pending	Pending	Pending	Pending	Pending	Pending	0,00%
				USD 968.000.000	USD 366.000.000	USD 291.000.000					USD 425.000.000	USD 2.050.000.000	
25	DOI-039 Number of properties in cadaster formation or cadaster update processes supported in CELI municipalities.	Contractual	CELI N/S	0	0	40140	0	0	0	0	0	40.140	401,40%
				0	0	0					5.000	10.000	
26	DOI-040 Number of formalization cases supported in CELI municipalities	Contractual	CELI N/S	0	0	474	154	0	0	0	154	628	24,15%
				0	400	1.700					500	2.600	
27	DOI-041 Number of restitution cases supported in CELI municipalities	Contractual	CELI N/S	0	0	1074	0	0	0	0	0	1074	358,00%
				0	100	100					100	300	
28	DOI-042 Community funds leveraged in CELI zones attributable to USG interventions (USD Million)	Contractual	CELI N/S	USD 0	USD 0	USD 0	15.846	527.151	508.885	1.605.551	USD 2.657.434	USD 2.657.434	132,87%
				USD 0	USD 0	USD 0					USD 1.500.000	USD 2.000.000	

#	Indicator	Type of Indicator	Data Source	FY2012	FY2013	FY2014	FY2015				Cumulative Progress To Date Target (LOP)	Cumulative Progress To Date (%)	
				Total Fiscal Year I Target	Total Fiscal Year II Target	Total Fiscal Year III To Date Target	Q1	Q2	Q3	Q4			Total Fiscal Year IV To Date Target
1	P-01 Number of hectares of licit crops supported by the project.	Non Contractual	CELI N/S	0	2458	3648	1513	928	525	732	3697	9804	166,16%
				300	1.800	1.700					1.550	5.900	
2	P-02 Amount of funds provided to the Unidad Administrativa para la Consolidación Territorial (UAECT) to facilitate the achievement of the objectives of	Non Contractual	CELI N/S	USD 85.048	USD 49.734	USD 0	USD 0	USD 0	USD 0	USD 0	USD 0	USD 134.782	97,04%
				77.777	61.111	0					0	138.888	
3	P-03 Number of institutional strengthening activities supported in CSDI zones.	Non Contractual	CELI N/S	17	33	6	5	4	2	9	20	76	108,57%
				26	30	14					0	70	
4	P-04 Number of social organizations participating in citizen and community participation spaces supported by the USG.	Non Contractual	CELI N/S	13	212	367	25	23	29	59	136	728	393,51%
				40	80	30					20	185	
5	P-05 Number of permanent jobs created.	Non Contractual	CELI N/S	0	1940	3415	969	827	557	420	2774	8129	246,32%
				80	820	1.050					950	3.300	
6	P-06 Number of people assisted and / or linked to activities project	Non Contractual	CELI N/S	20.606	285.665	161.851	4.797	25.695	25.940	88.643	145.075	613.197	250,28%
				20.500	145.000	45.000					26.000	245.000	
7	DOI-007 Number of rapid impact projects implemented by the GoC	Non Contractual	CELI N/S	0	56	100	0	0	0	0	0	156	97,50%
				10	40	30					40	160	

*Table 7 illustrates CELI N/S indicator progress, but it is important to make a few clarifications regarding the measurement of the following indicators:

DOI – (003, 009): The *in process* status in column FY 2015-Q4 refers to the indicators' annual measurement, which is expected to be reported in FY 2015.

DOI-004: The *in process* status in column FY 2015-Q4 refers to the indicator's annual measurement, which is expected to be reported in FY 2015. Additionally, the *in process* status in column FY 2013 and FY 2014 refers to data awaiting to be updated in the Monitor system.

DOI – (005,013,024,028): The *in process* status in column FY 2013, FY 2014, and FY 2015 refers to the indicators' biennial measurement, which is expected to be reported during FY 2015.

DOI-038: The *pending* status in each column refers to data pending update in the Monitor system. Additionally, the target reflected in Table 6 refers to a combined target for all the CELIs.

SECTION VI

TRANSFORMING LIVES

CELI N/S Facilitates Partnership with Several Public and Private Institutions to Encourage Informed Voting and Strengthen Dialogue between Candidates and Constituents Ahead of October 2015 Elections



Over a four month period, these partners organized more than 50 community workshops that included approximately 3,200 men and women from target municipalities.



Annual Report FY 2015

In the lead up to the Colombian local and regional elections scheduled for October 2015, USAID/Colombia, through its CELI N/S initiative, partnered with several public and private institutions to encourage informed voting, promote transparent local elections, and help strengthen dialogue between prospective candidates and their constituents. To address these issues, CELI N/S sponsored the “Constructing Democracy” initiative that brought together several influential public and private partners, including the political consulting firm Cifras y Conceptos, the University of Antioquia’s School of Government, the Colombian transparency and elections advocacy organization MOE (or Misión de Observación Electoral in Spanish), and Colombia’s Ministry of the Interior.

Working with Cifras y Conceptos, the first objective was to conduct a survey that identified potential voters’ opinion on a host of issues, including anything from the peace process to local municipal affairs to the prevalence of electoral crimes, specifically the frequency of vote buying. Once the survey was completed, CELI N/S then held regional fora to inform local populations about the opinions and issues raised. These results were first announced at an event held in Antioquia, which included the participation of several high-ranking Colombian dignitaries, most notably Colombia’s Minister of the Interior.

Based on this public opinion survey, the University of Antioquia, Cifras y Conceptos, and the MOE designed inclusive workshops to address the specific issues identified, like the prevalence of vote buying in nearly all 16 target municipalities. Over a four month period, these partners then organized more than 50 community workshops that included approximately 3,200 men and women from target municipalities to discuss the survey’s results, raise awareness about transparency issues and how to avoid electoral crimes, encourage potential voters to cast informed votes, and spark community-level discussion about the upcoming local and regional elections. Additionally, the Ministry of the Interior carried out workshops to encourage community-level participation in municipal decision-making after the elections are held, informing attendees about the channels and institutional support available to do so.

During the last two months before the elections, CELI N/S, in coordination with Cifras y Conceptos, developed a robust strategic communications effort aimed at increasing information about voting in the October 2015 elections. This strategy used various media outlets to target specific audiences, through radio, catchy jingles and phrases, social media, word of mouth, and printed materials. Then, one month before the elections, CELI N/S sponsored community meet and greets with prospective candidates in each of the 16 municipalities. During these debates, more than 4,000 residents met their candidates, listened to policy discussions, and asked questions to the nearly 80 candidates for local mayoral races in attendance, representing more than 70% of the total candidates.

While many of these activities addressed complex issues and topics, they helped spark a discussion about the importance of casting an informed vote ahead of Colombia’s next municipal elections, encouraging active and inclusive participation of local populations living in some of Colombia’s most conflict-prone communities.

SECTION VII

Financial Performance during FY2015-Q4

Per contract modification No. 7, CELI N/S's total contract ceiling remains US\$89,570,250, including US\$54,579,956 Activity Fund (US\$7,500,000 for direct implementation activities and US\$47,079,956 for grants). Total obligated funds (US\$84,970,250) represent 95 percent of the total contract ceiling, including US\$42,479,956 for grants managed through the Letter of Credit and US\$42,490,294 for operational costs and direct implementation activities.

Cumulative expenditures projected through the end of this quarter are US\$66,563,700, which represents 74% of the total contract ceiling (US\$89,570,250). Out of total cumulative expenditures, US\$27.9 million corresponds to expenses under CLIN 1 (operational cost plus G&A and fee on grants), while US\$5.9 million correspond to CLIN 2 (disbursements for direct implementation activities plus associated G&A and fee) and US\$32.7 million to CLIN 3 (disbursements to grantees).⁹

Grant disbursements for this quarter (US\$2.26 million) include: (a) 11 grant agreements approved in 2013, (b) 28 approved in 2014, and (c) 59 grants approved in 2015. Additionally, CELI N/S disbursed funds associated with 40 direct implementation activities approved between 2013 and 2015 that are currently under implementation.

During next quarter (FY 2016-Q1), CELI N/S projects an additional US\$4 million in expenditures, including US\$2.73million in grant disbursements (CLIN 3). Table 8 shows monthly burn rates (actuals and projected) by CLIN for this quarter and the next.

⁹ Note that the figure here refers to the actual amount invoiced at the prevailing exchange rate. Given the devaluation of the peso since the beginning of the project, the figure cited here for CLIN 3 is far lower than that used in sections above, which were fixed at 1800COP to 1USD as explained in Section III.

Table 8 – CELI N/S Financial Information – Cumulative Expenditures and Projections for Next Quarter (in USD)

USAID/CELI-North/South											
Contract No. AID-514-C-12-00001											
Financial information summary											
Contract ceiling: \$89,570,250											
Obligated amount: \$84,970,250 (through May 31, 2016)											
Non-LOC obligated amount: \$42,490,294											
LOC obligated amount: \$42,479,956											
Budget item	Invoiced through June 2015	FY2015 - Q4				Total (invoiced plus projected through September 2015)	FY2016 – Q1				Total (invoiced plus projected through December 2015)
		July-15	August-15	September-15	Subtotal Q4		October-15	November-15	December-15	Subtotal Q4	
		Actuals	Actuals	Actuals			Projected	Projected	Projected		
CLIN 1 – Operational	\$26,651,084	\$442,084	\$393,091	\$407,560	\$1,242,735	27,893,819	\$446,554	\$449,016	\$496,681	\$1,392,251	\$29,286,070
CLIN 2 – Activity Fund no LOC	\$5,588,114	\$119,406	\$99,811	\$122,943	\$342,160	5,930,274	\$87,982	\$98,979	\$87,982	\$274,943	\$6,205,217
CLIN 3 – Activity Fund LOC (grants)	\$30,479,591	\$690,384	\$793,053	\$776,579	\$2,260,016	32,739,607	\$789,446	\$819,289	\$768,264	\$2,376,999	\$35,116,605
Total	\$62,718,789	\$1,251,874	\$1,285,955	\$1,307,082	\$3,844,911	\$66,563,700	\$1,323,982	\$1,367,284	\$1,352,926	\$4,044,192	\$70,607,892
Exchange rate for projected Quarter							3,000	3,000	3,000		

Operations and Administration

COP Transition

Financial Performance during FY 2015

During FY 2015 (October 2014 – September 2015), CELI N/S invoiced a total of US\$16,477,150, including US\$8,428,848 in disbursements to grantees. While the project has continued to meet its development objectives against contractual indicators, invoicing for FY 2015 fell short of projections. The main reason for the shortfall is the unexpected devaluation of the Colombian Peso against the USD throughout FY 2015. During the October 2014 – September 2015 the peso lost 50% of its value, surpassing the 3,000 Colombian Pesos per USD mark for the first time in Colombian history in August 2015. While projections were calculated assuming an exchange rate at 2,000 Colombian Pesos per USD, actual expenditures reflect the real market exchange rate per month. Given that 96 percent of the direct costs incurred by CELI N/S, including grants, are denominated and paid in Colombian Pesos, a minor change in the exchange rate has a considerable impact on the project's burn rate in USD. In this specific case, the Colombian Peso devaluation has resulted in lower invoicing in USD for the same expenditures in Colombian Pesos. CELI N/S has maintained similar levels of investment in Colombian pesos since project-start up.

Table 9 – CELI-N/S Financial Performance – Projected vs. Actual Expenditures for FY2015

Invoicing per CLIN	WP FY2015 Projection (Ex. Rate = 2000 pesos per dollar)	ACTUAL FY2015 (Ex. Rate = actual rate per month)	DIFFERENCE DUE TO EXCHANGE RATE (Projected - Actuals)
CLIN1 – Operational budget plus G&A and Fee on grants	8,063,739	\$6,413,708	\$1,650,031 (under)
CLIN2 – Activity Fund Direct implementation activities plus G&A and Fee	2,120,810	\$1,634,595	\$486,215 (under)
CLIN3 – Activity Fund Grants	12,737,116	\$8,428,848	\$4,308,268 (under)
Total	22,921,665	\$16,477,150	\$6,444,515 (under)

Financial underperformance, per CLIN, in FY 2015 is due to the following factors:

CLIN I: US\$1,65 Million under Projected Amount

- *Difference due to exchange rate (work plan rate vs. actual exchange rate): US\$857,279*
If the exchange rate would have stayed at the 2,000 COP rate considered in the work plan projections, operational costs incurred in local currency would have represented an additional US\$857,279 invoicing under CLIN I (52 percent of total underperformance in this CLIN).
- *G&A and Fee on a lower than projected grants amount: US\$285,437*
G&A and Fee on grants is invoiced under CLIN I. As such, a lower than projected grants invoicing implies a lower CLIN I invoicing. Specifically, in FY 2015 CELI N/S grants invoicing was US\$4.3

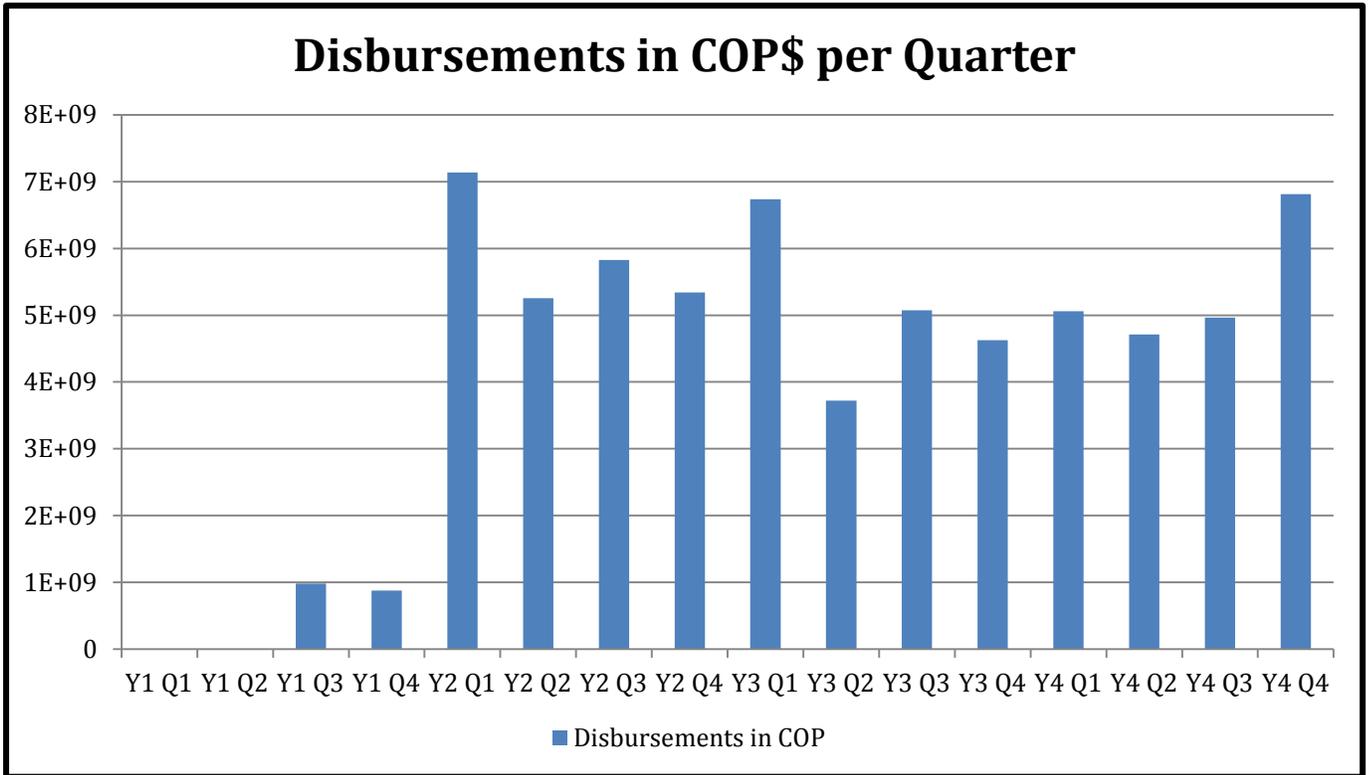
CLIN 3 Disbursements in Colombian Pesos per Fiscal Year

To isolate the exchange rate factor and truly assess CELI N/S's performance, it is instructive to look at actual disbursements in Colombian Pesos. As shown in the table and graph below, average invoicing per fiscal year has hovered around 20,000 million in local currency with the exception of FY1 (start-up year). In other words, although actual invoicing in FY 2015 appears low when expressed in USD, the equivalent amount in Colombian Pesos is in line with averages achieved to date. In fact, CELI N/S disbursed more funds in pesos in FY 2015 than in FY 2014.

Table 11 – Quarterly/Annual CLIN 3 Disbursements Expressed in Colombian Pesos

Fiscal Year / Quarter	Dates	Disbursements in COP	
		Subtotal per Quarter	Total per FY
Y1 Q1	October - December, 2011	0	1,859,182,154
Y1 Q2	January - March, 2012	0	
Y1 Q3	April - June, 2012	981,140,709	
Y1 Q4	July - September, 2012	878,041,445	
Y2 Q1	October - December, 2012	7,137,923,545	23,562,807,159
Y2 Q2	January - March, 2013	5,257,045,322	
Y2 Q3	April - June, 2013	5,825,773,323	
Y2 Q4	July - September, 2013	5,342,064,969	
Y3 Q1	October - December, 2013	6,734,498,198	20,154,521,334
Y3 Q2	January - March, 2014	3,722,854,223	
Y3 Q3	April - June, 2014	5,072,596,018	
Y3 Q4	July - September, 2014	4,624,572,895	
Y4 Q1	October - December, 2014	5,057,562,082	21,547,227,993
Y4 Q2	January - March, 2015	4,712,984,510	
Y4 Q3	April - June, 2015	4,965,976,026	
Y4 Q4	July - September, 2015	6,810,705,374	
Total to date		67,123,738,639	67,123,738,639

Graph 22



Appendix A

Project Purpose

Through the Consolidation and Enhanced Livelihoods Initiative – North/South (CELI N/S), USAID provides support to the Government of Colombia’s (GOC) effort to improve governance, stimulate sustainable economic development, and encourage licit lifestyles free from conflict and violence. CELI N/S supports ten municipalities¹⁰ in Northern Antioquia, five municipalities¹¹ in Southern Córdoba, and the Municipality of Tumaco in the Department of Nariño. These municipalities’ high poverty levels are attributed to the decades of violence associated with prevailing guerrilla, criminal, and narco-trafficking activities as well as the regions’ physical isolation.

CELI N/S works closely with the GOC’s Administrative Unit for Territorial Consolidation (UACT), responsible for orchestrating the effort to regain state presence in the designated “Consolidation” municipalities. The Program also works collectively with multiple GOC agencies and community and private sector stakeholders to create the conditions necessary to promote a sustainable state of peace and security. CELI N/S is implemented through the following programmatic components and crosscutting initiatives: 1) improved governance and civic capacity; 2) strengthen and build social capital; 3) foster economic development; and 4) support economic infrastructure. CELI N/S also carries out activities in the following crosscutting areas: a) environmental awareness and sensitivity, b) gender equity and, c) legal land ownership.

Projects supported in the aforementioned programmatic components are the outcome of a broad-based consultative process involving all relevant local municipal and community stakeholders, and reflect the interests and priorities of the local population. Most grants are awarded to local community organizations and producers associations for the implementation of activities, such as basic infrastructure, food security, agricultural production and marketing, and organizational development and strengthening. All grants are implemented on a co-funding basis, with counterpart resources provided by local and department governments, national governmental agencies, the private sector, and the beneficiary communities.

¹⁰ The Department (province) of Antioquia is divided into two distinct regions: Bajo Cauca and Northern Antioquia. In Northern Antioquia, the four target municipalities are Anorí, Ituango, Briceño and Valdivia. In Bajo Cauca, the six prioritized municipalities are El Bague, Tarazá, Cáceres, Caucasia, Nechí, and Zaragoza. The two regions of Antioquia combine for a total of 10 prioritized municipalities from Antioquia.

¹¹ Similarly, the Department (province) of Córdoba is broken down into two regions: Alto San Jorge and Alto Sinú. The three target municipalities of Alto San Jorge are: Montelíbano, San José de Uré, and Puerto Libertador. The two prioritized municipalities of Alto Sinú are Tierralta and Valencia. These two regions combine for a total of 5 prioritized municipalities.

Appendix B

Detailed FY 2015-Q4 Security Breakdown by Region

■ [REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

		[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

	<p>[REDACTED]</p>	<p>[REDACTED]</p>	
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APPENDIX C

Detailed Breakdown of Sales of Key Products by Organization

Key Product/Organization	Cumulative Incremental Sales	Cumulative Total Sales
COCOA	\$ 5.725.785	\$ 11.687.193
Consortio Chocolate Tumaco	\$ 3.014.218	\$ 7.101.331
Comercializadora Campesina de Cacao Tumaco - COMCACAOT S.A.S.	\$ 1.064.340	\$ 1.706.910
Asociación de Cooperativas y Organizaciones de Tierralta y Valencia - ACTIVA G-10	\$ 484.918	\$ 943.857
Fundación para el Desarrollo Alternativo y Sostenible del Alto Sinú - INTEGRASINU	\$ 309.865	\$ 630.478
Asociación de Cacaoteros de Tarazá - ACATA	\$ 260.082	\$ 447.083
Asociación de Cacaoteros de valdivia - ASOCAVAL	\$ 207.800	\$ 351.917
Asociación de Organizaciones Productoras de Cacao del Nudo de Paramillo "Chocolate Colombia"	\$ 297.372	\$ 297.372
Asociación de Productores Agropecuarios y Cacaocultores de Cáceres - APROACA	\$ 64.694	\$ 130.166
Asociación de productores de familias guardabosques de la cuenca del Rio Nechi - ASOBOSQUES	\$ 18.048	\$ 73.631
Asociación Fondo Agropecuario de Puerto Libertador - AFAPUL	\$ 3.931	\$ 3.931
Asociación de Caucheros Agropecuarios de Puerto Libertador - ASCAP	\$ 518	\$ 518
DAIRY PRODUCTS	\$ 290.536	\$ 3.229.371
Cooperativa de Lecheros de Briceño - COOLEBRI	\$ 60.774	\$ 1.746.297
Cooperativa de Ganaderos de Anorí - COGANORÍ	\$ 175.506	\$ 1.428.817
Asociación de Ganaderos de Ituango - ASOGADI	\$ 33.180	\$ 33.180
Asociación de productores de Queso del municipio de Anorí - ASPROQUEMA	\$ 21.077	\$ 21.077
PLANTAIN	\$ 437.117	\$ 534.901
Asociación DEL CAMPO PROALSI	\$ 335.420	\$ 335.420
Asociación Regional de Platanicultores del Alto Sinú - ARPASINÚ	\$ 0	\$ 97.784
Asociación de desplazados Nuevo Futuro - ASODENUF	\$ 87.811	\$ 87.811
Asociación de Desplazados Retornantes de Mata de Maíz - ASOPRODEMA	\$ 13.886	\$ 13.886
RICE	\$ 262.573	\$ 288.491
Asociación de Productores de Granos del Pacifico - ASOGRANOPAZ	\$ 221.132	\$ 247.051
Corporacion Tecnica del Pacifico Sur - CORPOTEPSUR	\$ 41.441	\$ 41.441
COFFEE	\$ 266.434	\$ 266.434
Asociación para el desarrollo Productivo, Económico, Social y Ecológico de Briceño - ASDESEBRI	\$ 213.305	\$ 213.305
Asociación de Paneleros de Anorí - APANOR	\$ 53.129	\$ 53.129

(Continued) Detailed Breakdown of Sales of Key Products by Organization

HONEY	\$ 64.323	\$ 266.200
Asociación de Cooperativas y Organizaciones de Tierralta y Valencia - ACTIVA G-10	\$ 43.853	\$ 171.096
Asociación Multiactiva Caña Flecha del Bajo Cauca - FIBRARTE	\$ 20.470	\$ 95.104
COCONUT	\$ 0	\$ 165.700
Cooperativa Multiactiva Agropecuaria del Pacífico - COAGROPACÍFICO	\$ 0	\$ 165.700
PAPAYA	\$ 137.608	\$ 137.608
Asociación Agroecológica de Productores y Comercializadores de Papaya del Alto Sinú - APPALSI	\$ 137.608	\$ 137.608
CASSAVA	\$ 123.797	\$ 123.797
Consejo Comunitario La Nupa del río Caunapí	\$ 123.797	\$ 123.797
RECYCLING	\$ 116.792	\$ 116.792
Fundación de Tratamiento de Residuos Sólidos - TRESOL	\$ 91.175	\$ 91.175
Reciplásticos JM SAS	\$ 25.412	\$ 25.412
Red De Mujeres Subregion Bajo Cauca - REMUSBAC	\$ 204	\$ 204
LATEX/NATURAL RUBBER	\$ 45.972	\$ 64.013
Asociación de Productores de Caucho de Cargueros y Bijagual - ASCABIA	\$ 24.989	\$ 28.517
Asociación de productores de familias guardabosques de la cuenca del Río Nechi - ASOBOSQUES	\$ 15.618	\$ 22.952
Asociación de Caucheros Agropecuarios de Puerto Libertador - ASCAP	\$ 872	\$ 8.052
Asociación de Caucheros de los municipios de Cáceres y Caucasia - ASOCAUCE	\$ 4.492	\$ 4.492
SHRIMP	\$ 38.012	\$ 44.917
Asociación de Mujeres en Acción	\$ 38.012	\$ 44.917
ROCK SUGAR	\$ 35.654	\$ 35.654
Asociación de Paneleros de Anorí - APANOR	\$ 35.654	\$ 35.654
FISH	\$ 8.111	\$ 8.111
Asociación de Campesinos y Desplazados Cristianos de Morrocoy - ASCADECRIM	\$ 6.823	\$ 6.823
Asociación de Productores y Comercializadores de Productos Piscícolas del Alto San Jorge - ACOMPIS	\$ 1.288	\$ 1.288
TOTAL	\$ 7.552.714	\$ 16.969.183

APPENDIX D

Detailed Breakdown of Sales of Services by Organization

Organization	Total Sales
Asociación de Cooperativas y Organizaciones de Tierralta y Valencia ACTIVA G -I0	\$ 1.363.056
Asociación de Productores Agropecuarios y Cacaocultores de Cáceres - APROACA	\$ 1.260.839
Asociación de Ganaderos y Agricultores del Bajo Cauca y Alto San Jorge - ASOGAUCA	\$ 706.662
Asociación Comité de Cultivadores de Caucho - ASCULTICAUCHO	\$ 374.187
Junta de Acción Comunal de la vereda El Limón de Anorí	\$ 322.222
Asociación de Juntas de Acción Comunal del municipio de Anorí - ASOCOMUNAL Anorí	\$ 304.598
Junta de Acción Comunal de la vereda El Retiro de Anorí	\$ 259.444
Corporacion Medios de Vida y Microfinanzas - VITAL	\$ 237.070
Fundación de Mujeres Profesionales Vivir Mejor	\$ 231.811
Asociación de Mujeres Ideales del Municipio de Ituango - AMII	\$ 137.467
Asociación de Juntas de Acción Comunal de Valdivia - ASOCOMUNAL Valdivia	\$ 136.098
Asociación de Mujeres Municipales de Caucasia - ASOMUCA	\$ 133.756
Asociación Municipal de Mujeres de Briceño - ASOMUBRI	\$ 121.871
Asociación de Cacaoteros de valdivia - ASOCAVAL	\$ 104.741
Asociación de Cacaoteros de Tarazá - ACATA	\$ 98.572
Asociacion de Productores Agropecuarios de Montelibano - APAM	\$ 49.133
Agencia Red Nudo de Paramillo-ARNP	\$ 39.497
Junta de Acción Comunal Monte Blanco	\$ 31.250
Corporación para el Desarrollo Agroempresarial de Tumaco-CORDEAGROPAZ	\$ 23.627
Asociación de productores de familias guardabosques de la cuenca del Rio Nechi - ASOBOSQUES	\$ 19.333
Asociación de Caucheros de los municipios de Cáceres y Caucasia - ASOCAUCE	\$ 19.333
Emisora Comunitaria Anorí Estéreo	\$ 17.368
Asociación de Productores de Caucho de Cargueros y Bijagual - ASCABIA	\$ 17.172
Asociación Municipal de Mujeres Anoriseñas - AMMUAN	\$ 8.236
Asociación de Mujeres de Valdivia Mujeres Unidas de Corazón	\$ 7.225
TOTAL	\$ 6.024.571

APPENDIX E

Community-Based Organizations Measured by the VEO Tool

List of Community-Based Organizations Measured by the VEO Tool during FY 2013

N°	Organization	Baseline Score	Final Score	Absolute Value Change	% Change
1	Carnes Frías del Mar - Cafrimar	70	92	22	31,4%
2	Asociación de Cacaoteros de valdivia - ASOCAVAL	48	92	44	91,7%
3	Asociación de Mujeres Municipales de Caucasia - ASOMUCA	63	74	11	17,5%
4	Asociación Nuevo Amanecer La Viña	55	80	25	45,5%
5	Asociación de Productores de Caucho de Cargueros y Bijagual, Nechí. ASCABIA	47	86	39	83,0%
6	Asociación Mujeres de Arte y Manualidades de Nechí. (AMAN)	54	73	19	35,2%
7	Asociación de Paneleros de Anorí. (APANOR)	43	84	41	95,3%
8	Cooperativa de Lecheros de Briceño COOLEBRI	54	69	15	27,8%
9	Asociación de Mujeres Ideales del Municipio de Ituango. (AMII)	51	71	20	39,2%
10	Junta de Acción Comunal Central Briceño	47	74	27	57,4%
11	Asociación de Pequeños Ganaderos de Ituango. (ASOGADI)	48	73	25	52,1%
12	Asociación de Desplazados Retornantes de Mata de Maíz. ASOPRODEMA	46	73	27	58,7%
13	Asociación de Productores Agropecuarios La Esperanza - ASPROAGES	40	78	38	95,0%
14	Asociación de Productores y Agricultores del Barrio Pampalinda- ASOPPA	44	74	30	68,2%
15	Asociación de productores de familias guardabosques de la cuenca del Rio Nechí "ASOBOSQUES"	45	72	27	60,0%
16	Asociación de Mujeres en Acción	51	65	14	27,5%
17	Asociación de Productores de Caucho de Zaragoza ASOPROCAZA, Zaragoza	45	70	25	55,6%
18	Asociación de Mujeres Briceñitas. (ASOMUBRI)	42	71	29	69,0%
19	Asociación de Cooperativas y Organizaciones de Tierralta y Valencia. ACTIVA G -10	43	69	26	60,5%
20	Consejo Comunitario Rio Gualajo	45	63	18	40,0%
21	Asociación de Productores Agropecuarios y Cacaocultores de Cáceres - APROACA	50	58	8	16,0%
22	Asociación Comité de Cultivadores de Caucho. ASCULTICAUCHO	39	66	27	69,2%
23	Cooperativa de Ganaderos de Anorí. (COGANORI)	44	59	15	34,1%
24	Asociación para el Desarrollo Productivo Económico Social y Ecológico del municipio de Briceño. (ASDESEBRI)	30	70	40	133,3%
25	Asociación Municipal de Mujeres Anoriseñas. (AMMUAN)	35	63	28	80,0%
26	Corporación Internacional el Negro Villa (CONEVI)	35	61	26	74,3%
27	Asociación de Mujeres de Valdivia "Mujeres Unidas de Corazón"	15	78	63	420,0%
28	Asociación de Juntas de Acción Comunal del Municipio de Caucasia. (ASOCOMUNAL Caucasia)	41	50	9	22,0%
29	Asociación de Juntas de Acción Comunal del municipio de Valdivia. (ASOCOMUNAL Valdivia)	25	60	35	140,0%
30	Junta de Acción Comunal Barrio San José	27	53	26	96,3%
Average scores		44,1	70,7	26,6	73%

(Continued) Community-Based Organizations Measured by the VEO Tool

List of Community-Based Organizations Measured by the VEO Tool during FY 2014

N°	Organization	Baseline Score	Final Score	Absolute Value Change	% Change
1	Asociación de Caucheros Agropecuarios de Puerto Libertador (ASCAP)	64	84	20	31,3%
2	Junta de Acción Comunal Central Urbana de Cáceres	61	83	22	36,1%
3	Consejo Comunitario Union Rio Rosario	54	79	25	46,3%
4	FUNDACIÓN PARA EL BIENESTAR SOCIAL	51	80	29	56,9%
5	Asociación Multipropósito de Familias Artesanas del reasentamiento Las Delicias	51	80	29	56,9%
6	Consejo Comunitario Rescate las Varas	56	74	18	32,1%
7	Consejo Comunitario Rio Tablón Salado	45	75	30	66,7%
8	Asociación de pequeños productores emprendedores campesinos	40	77	37	92,5%
9	Asociación Regional de Platanicultores del Alto Sinú	36	79	43	119,4%
10	Asociación de Hevicultores de Antioquia y Córdoba - HEVEANCOR	55	60	5	9,1%
11	Asociación de Ganaderos y Agricultores del Bajo Cauca y Alto San Jorge. (ASOGAUCA)	55	60	5	9,1%
12	Asociación de Juntas de Acción Comunal del municipio de Anorí. (ASOCOMUNAL Anorí)	42	71	29	69,0%
13	Asociación de Caucheros de los municipios de Cáceres y Cauca - ASOCAUCE	46	67	21	45,7%
14	Asociación de Cultivadores, comercializadores y Procesadores de Cacao PROCACAO	32	81	49	153,1%
15	Asociación de Productores Campesinos Agroecológicos para la vida de la vereda Los Manantiales	36	75	39	108,3%
16	Asociación de Productores Agropecuarios de Montelibano APAM	47	64	17	36,2%
17	Consejo Comunitario Tablón Dulce	33	74	41	124,2%
18	Asociación de Cacaoteros de Tarazá. (ACATA)	36	69	33	91,7%
19	Asociación de Cacaocultores de Ituango (ASOCAI)	43	60	17	39,5%
20	Asociación de Desplazados de Nuevo Tay	24	76	52	216,7%
21	Asociación de víctimas desplazadas por la violencia del corregimiento de SanJuan	32	64	32	100,0%
22	Asociación Sembrando Futuro	22	72	50	227,3%
23	Asociación para la vida digna y solidaria de Nueva Esperanza Campo Alegre	25	67	42	168,0%
24	Asociación de campesinos desplazados nueva vida Moralito	29	63	34	117,2%
25	Asociación de Juntas de Acción Comunal de Tarazá - ASOCOMUNAL	31	59	28	90,3%
26	Consejo Comunitario La Nupa del río Caunapí	21	69	48	228,6%
27	Asociación de productores Piscícolas y Agropecuarios de Tierradentro (ASPROPISAT)	25	64	39	156,0%
28	Asociación de Juntas de Acción Comunal del municipio de Briceño. (ASOCOMUNAL Briceño)	26	56	30	115,4%
29	Asociación de Caucheros Tarazá y Uré (CADTU)	19	45	26	136,8%
Average scores		39,2	69,9	30,7	96%

(Continued) Community-Based Organizations Measured by the VEO Tool

List of Community-Based Organizations Measured by the VEO Tool during FY 2015

N°	Organization	Baseline Score	Final Score	Absolute Value Change	% Change
1	Junta de Acción Comunal de la Vereda La Candelaria	70	80	10	14,3%
2	Asociacion de Negritudes de Zaragoza- ANEZA	70	74	4	5,7%
3	Asociacion de productores de Queso del municipio de Anori- ASPROQUEMA	63	79	16	25,4%
4	Junta de Acción Comunal de la Vereda La Piedra	63	75	12	19,0%
5	Junta de Acción Comunal del Corregimiento de Juan José	58	79	21	36,2%
6	Asociación de Productores de Especies Menores y Agrícolas del San Jorge - ASPROESA	58	69	11	19,0%
7	Asociación de Agricultores de la Zona de Llorente	57	65	8	14,0%
8	Asociación de Maestras y Maestros Ancestrales Sixta Gómez y Eladio Climaco	49	68	19	38,8%
9	Junta de Acción Comunal del Corregimiento La Rica	49	68	19	38,8%
10	Junta de Acción Comunal del Corregimiento Puerto Belén	47	69	22	46,8%
11	Junta de Acción Comunal de la Vereda El Santuario	43	72	29	67,4%
12	Junta de Acción Comunal del Corregimiento Corozalito	51	63	12	23,5%
13	Junta de Acción Comunal del Corregimiento de Nueva Esperanza	47	67	20	42,6%
14	Asociación Agro-Ambiental de Parceleros de Pato - ASAPA	45	69	24	53,3%
15	Asociación de Desplazados Nuevo Futuro ASODENUF	48	63	15	31,3%
16	Junta de Acción Comunal vereda Bijagualito	45	64	19	42,2%
17	Asociación de Productores de Granos del Pacifico - ASOGRANOPAZ	41	68	27	65,9%
18	Comercializadora Campesina de Cacao Tumaco - COMCACAOT S.A.S.	40	69	29	72,5%
19	Junta de Acción Comunal de la Vereda el Salao	43	62	19	44,2%
20	Asociación Agroecológica de Productores y Comercializadores de Papaya del Alto Sinú - APPALSI	40	58	18	45,0%
21	Junta de Acción Comunal Corregimiento El Brillante	38	58	20	52,6%
22	Asociación de Juntas de Acción Comunal de Puerto Libertador	36	60	24	66,7%
23	Junta de Acción Comunal Corregimiento Pica Pica Viejo	30	62	32	106,7%
24	Asociación de Campesinos y Desplazados Cristianos de Morrocoy - ASCADECRIM	35	45	10	28,6%
25	Asociación Gente Despierta de San José de Uré (ASOGENDES)	25	52	27	108,0%
26	Junta de Acción Comunal Corregimiento Puerto Carepa	18	58	40	222,2%
27	Junta de Acción Comunal del Barrio Ramón Rubio	21	55	34	161,9%
28	Junta de Acción Comunal del Barrio Santiago Sánchez	31	40	9	29,0%
29	Asociación de Productores y Comercializadores de productos piscícolas del Alto San Jorge - ACOMPIS	26	44	18	69,2%
30	Junta de Acción Comunal del Barrio Aguas Vivas	8	44	36	450,0%
Average scores		43,2	63,3	20,1	68%