



USAID | COLOMBIA

FROM THE AMERICAN PEOPLE

AFRO-COLOMBIAN & INDIGENOUS PROGRAM ACIP

COOPERATIVE AGREEMENT NO. AID-514-A-11-00004

Quarterly Report
JULY- SEPTEMBER 2012



SUBMITTED TO:

Ms. Danielle Spinard
Agreement Officer's Representative
Afro-Colombian and Indigenous Program
U.S. Agency for International Development
Bogotá, DC – Colombia
dspinard@usaid.gov

SUBMITTED BY:

Ricardo Amaya
Interim Chief of Party
ACDI/VOCA – Colombia
Carrera 7, No. 78-47
Phone: 313-1780
Bogotá, DC – Colombia
Ricardo.amaya@acdivoca.org.co

The views expressed in this publication do not necessarily reflect the views of USAID or the United States Government

October 31, 2012



Table of Contents

| | |
|--|---------|
| ACRONYMS | 3 |
| SECTION 1: Background | 4 |
| SECTION 2: Executive summary | 4 - 5 |
| SECTION 3: ACIP in practice – Activities by region | 5 - 14 |
| SECTION 4: Monitoring and evaluation | 14 - 15 |
| SECTION 5: Program Management | 15 |
| SECTION 6: Looking forward | 16 - 19 |

Acronyms

| | |
|-----------|--|
| ACIN | Asociación de Cabildos Indígenas de Norte del Cauca |
| ACIP | Afro-Colombian and Indigenous Program |
| ACONC | Association of Community Councils of northern Cauca |
| AMCIC | Indigenous Media Association of Colombia |
| ANDI | National Business Association of Colombia |
| ANSPE | Agencia Nacional para la Superación de la Pobreza Extrema |
| APS | Annual Program Statement |
| ASOCASAN | Consejo Comunitario Mayor del Alto San Juan |
| ASOCOC | Asociación de Consejos Comunitarios de Cartagena |
| ASOREWA | Asociación de Cabildos Indígenas Emberá, Waunaan, Katío, Chamí y Tule del Departamento del Chocó |
| BPO&IT | Business Process Outsourcing and Information Technology |
| CBO | Community-based organization |
| COCOILLO | Consejos Comunitarios de Comunidades Negras de Lloró |
| COCOMACIA | Consejo Comunitario Mayor de la Asociación Campesina Integral del Atrato |
| CRIC | Consejo Regional Indígena de Cauca |
| CSO | Civil Society Organization |
| DANE | Departamento Administrativo Nacional de Estadística |
| DNP | Departamento Nacional de Planeación |
| EOCA | Ethnic Organizational Capacity Assessment |
| FEDEOREWA | Federación de Asociaciones de Cabildos Indígenas del Chocó |
| FPIC | Free Prior and Informed Consent (consulta previa) |
| GOC | Government of Colombia |
| ICBF | Colombian Institute for Family Wellbeing |
| INCODER | Instituto Colombiano de Desarrollo Rural |
| MARD | Ministry of Agriculture and Rural Development |
| SNSM | Sierra Nevada de Santa Marta |
| USAID | United States Agency for International Development |

Section I: Background

This document presents the quarterly progress of the Afro-Colombian and Indigenous Program (the Program), Cooperative Agreement No. AID-514-A-11-00004, funded by USAID and implemented by ACDI/VOCA. The Program has a five-year life of project (LOP) from August 30, 2011 through August 29, 2016. While the United States Agency for International Development (USAID) in Colombia has been working with ethnic minorities for over a decade through its various sectoral programs, this is the first time that a stand-alone program has been developed for the sole purpose of improving the lives of Afro-Colombian and indigenous persons.

The purpose of the five-year program is to increase the socio-economic and political inclusion of the Afro-Colombian and indigenous populations in three geographic regions—Pacific, Caribbean and Central. Ethnic minority populations are among the most marginalized groups in the country and suffer from exploitation, inequality, poverty, discrimination, exclusion, displacement, violence, feelings of invisibility, and breakdown in social structures and identity. Among the more specific problems that these communities face are ineffective State resource investment in and public policy implementation for ethnic minorities, weak civil society organizations, threatened governance of ethnic territories, limited access to employment and income-generation opportunities, and lack of education and awareness about diversity, ethnic rights, and cultural heritage in Colombia.

This quarterly progress report covers the fourth quarter of fiscal year 2012, encompassing activities carried out from July 1 to September 31, 2012.

Section II: Executive Summary

During the Quarter, the Program worked with community organizations and the Government of Colombia (GOC) towards increased socio-economic and political inclusion of the Afro-Colombian and indigenous populations. The Program made advances in all Results and in cross-cutting topics at the national level and in two geographic regions—Pacific and Caribbean.

At the national level, the main achievements included:

- A \$6 million agreement signed with the Colombian Institute for Rural Development (INCODER) to advance land formalization for indigenous communities in Cauca and the Sierra Nevada de Santa Marta (SNSM) and Afro-Colombian community councils in northern Cartagena
- Training and technical assistance to 33 Colombian businesses in the business process outsourcing and information technology (BPO&IT) sector through a week-long Diversity and Inclusion Workshop with the goal of increasing the number of Afro-Colombian and indigenous persons hired by these companies
- Technical assistance to eight ethnic minority rural women's associations to access funding from the Ministry of Agriculture and Rural Development (MARD) through its Rural Women Program
- Technical assistance in the review of national public policy for gender equality by Afro-Colombian women from across Colombia.

Main achievements in the Pacific Region included:

- Capacity building for the departmental government of Chocó in the design of projects to be implemented under a regional budgeting agreement known as the Gran Darien Contrato Plan valued at \$615 million
- Technical assistance to the Government of Chocó in order to improve and streamline its financial management and become eligible to receive substantial royalties' payments

- Confidence building for the government of Chocó through training for local officials in how to produce accurate and timely financial reports for submission to the Department of National Planning (DNP)
- Technical assistance in project design to the Government of Cauca for the formulation of projects with a differentiated approach to be implemented under the Cauca departmental development plan
- Support to the Regional Indigenous Council of Cauca (CRIC) in the development of its successful proposal to the GOC to be recognized as an environmental authority, granting the CRIC and its seven affiliated organizations greater territorial autonomy
- Capacity building to the CRIC to provide training in new communications technologies for over 150 indigenous communications professionals and to the Indigenous Media Association of Colombia to train 90 communications professionals in its network of 35 indigenous community radio stations
- Technical assistance in the design of a diversity and inclusion protocol currently under pilot implementation in the city of Cali by a BPO&IT sector company

Main achievements in the Caribbean included:

- Training in the development of proposals to access royalties funding for 370 women representing 200 affiliated groups of the Network of Caribbean Women
- Two agreements signed with private sector actors (Gente Estrategica, the Chamber of Commerce of Cartagena, ANDI and ProBarranquilla) to provide workforce development training and formal employment opportunities to 700 Afro-Colombians in Cartagena and Barranquilla
- Technical assistance to the Equality Network of Santa Marta to include an ethnic minority focus in its objectives with the end goal of staffing 100 Afro-Colombians in the city of Santa Marta
- Technical and financial assistance to the second congress for traditional Wayuu authorities which brought together 1,012 indigenous Wayuu authorities, 253 leaders, 125 special guests and representatives of the GOC
- Support to the first cultural exchange between San Andres and Providencia Islands and Bogotá in an event that attracted 1,500 spectators, highlighting Colombia's cultural and ethnic diversity while increasing visibility of a Colombian culture that many Colombians and not familiar with.

During the next quarter, the Program will continue to work in these areas, providing support to governmental entities and ethnic minority community organizations, in public policy, governance, employment and income generation and positive messaging as well as developing and implementing the projects and activities resulting from agreements made this quarter. In addition to the National, Pacific and Caribbean regions, the Program will begin work in the Central Region, specifically in Medellin and Bogotá.

Section III: ACIP in Practice – Activities by Region

A. National

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED

IR-1.2. State planning and resource investment for ethnic minorities improved

ACIP provides technical assistance in the design and implementation of public policies for Afro-Colombian children. The Program provided technical assistance to the Presidential Program for Afro-Colombians and the Colombian Institute for Family Wellbeing (ICBF) for its first national workshop to promote the *Cero a Siempre* strategy for Afro-Colombian children. During the workshop ICBF agreed

to develop a strategy with a differentiated approach to address the needs of Afro-Colombian youth in its services for early childhood care, education and nutrition. The workshop also brought to light the problem of inappropriate treatment or abuse of Afro-Colombian children in nursery schools due to the color of their skin. As a result of the workshop, the Presidential Program for Afro-Colombians will work with other government entities to ensure the inclusion of a chapter on ethnic issues in the Early Childhood Policy White Paper (*Primer Infancia Conpes*) currently under development. The chapter would explain the need to train teachers in methods to address and confront racism in the classroom.

IR-1.3. Ethnic-sensitive information systems improved

The National Public Policy for Gender Equality scrutinized at the national event. On August 21 and 22, forty Afro-Colombian female delegates from the Caribbean, Pacific, Central, Eastern Plains and



Afro-Colombian women participate in discussion on the National Public Policy for Gender Equality.

Amazon regions met to review the National Public Policy document presented by the Presidential Office for Gender Equality. One of the main aspects analyzed was whether the document took into account the unique circumstances of each ethnic group and whether it provided a differential focus for Afro-Colombian, *raizal* and *palenquera* women. As a follow up to the analysis, a committee was formed with Afro-Colombian women from the different regions in order to address the concerns voiced about the National Public Policy document presented and ultimately, to present a response with appropriate alternatives and solutions. Some of the key issues discussed at the event included peace building, equality in job opportunities, institutional development, participation in political decision processes, comprehensive healthcare, land rights and quality education. ACIP provided financing for logistics and technical assistance in the design of the methodology to be used at the conference.

IR-A: Rights to land for ethnic communities increased

ACIP advances in institutional agreement to guarantee a differentiated approach in land restitution. Since taking office in 2010, President Santos identified comprehensive reparations to victims of the armed conflict as one of the top priorities of his administration. In 2011, the government signed the Victims' Law and created the necessary institutions for its implementation including the Victims Unit and the Land Restitution Unit. During the quarter, the Program began negotiating an agreement with these two units to facilitate a differentiated approach in providing reparations, including land restitution, to ethnic minority victims. It is expected that the agreement will be signed and begin implementation during the next quarter. If signed, the agreement will complement the work already being conducted by ACIP to address damages and infringements on property rights of victims of the armed conflict. Identifying damages and infringements on property rights is a necessary step to collect legal evidence that can be used in restitution trials and is a subject that must be addressed to ensure the success of land restitution under the Victims' Law.

R-2: ETHNIC MINORITY CBOs STRENGTHENED

IR-2.1: CBO capacity to attend to communities and territories strengthened

ACIP technical assistance enables eight ethnic minority rural women's associations to develop competitive proposals to access GOC resources. If awarded, these eight organizations would receive funds to finance productive agriculture, ecotourism, and artisanal projects over a period of nine to 12 months. The Rural



Community Council; Wayuu women Uribíá, La Guajira

Women Program led by the Ministry of Agriculture and Rural Development (MARD), grants financial resources and technical assistance to rural women to develop or improve productive projects that increase their livelihoods. ACIP provided technical assistance in financial and technical proposal development to two indigenous and ten Afro-Colombian rural women's associations, eight of which successfully completed and submitted their proposals to the MARD before the deadline. The MARD received a total of 79 proposals in 2012; the eight supported by ACIP are the first to be developed by smaller ethnic minority associations as the majority of proposals each year are submitted by large consortia representing the mestizo population. To date, one project has received funding, one is in the approval process and the other six projects are subject to a pending MARD review. Additionally, this exercise raised awareness among ethnic minority communities about the Rural Women Program and many additional associations are expected to compete in the next bidding cycle (which closes in February 2013) with USAID technical assistance.

R-3. ETHNIC MINORITY ACCESS TO ECONOMIC OPPORTUNITIES INCREASED

IR-3.1. Employability of ethnic minorities increased

Colombian Business Process Outsourcing & Information Technology (BPO & IT) companies work towards changing ethnic perceptions to improve diversity and integration. During the week of July 23, ACIP organized and led a five-day Diversity and Inclusion Workshop in coordination with the National Business Association of Colombia (ANDI) and the American Chamber of Commerce. The workshop drew over 110 attendees, among them presidents and HR executives from 33 ANDI-member companies in the Business Process Outsourcing & Information Technology sector as well as public officials from the Ministry of Labor and the Department of National Planning. After being asked to reflect on the presence and status of minority employees in their companies, the executives in the workshop affirmed that Afro-Colombian or indigenous employees mainly occupied the lowest paying jobs and no minorities occupying positions at the management level. This led to a series of exercises of reflection on cultural perceptions and prejudices.



To address the lack of diversity at the workplace, in the upcoming months, ACIP will be contracting a diversity and inclusion coordinator that will be working closely with the participating companies and supporting them in the implementation of diversity and inclusion protocols. Through organizational change processes, the workshop focused on identifying perceptions and actions that lead to barriers to employment or upward mobility in companies for ethnic minorities. Walter Fordham and Nancy Bryan, international experts on human resources and diversity, organizational development, and anti-discrimination policies, led the group in an analysis of cultural differences and similarities in their professional lives and emphasized the importance of giving value to different perspectives.

The National Consulting Center contracted to establish a baseline of diversity and inclusion protocols. In studies led by the National Consulting Center, 100 companies will participate in assessing their perceptions of the Afro-Colombian population, employment barriers, and other ethnic-related issues. An assessment of this nature—focusing solely on ethnic perceptions and their influence on organization dynamics—has never been performed before on such a large scale in Colombia. Another unique aspect of these studies includes the application of the PERLA color palette that analyzes the connection between discriminatory perceptions and skin tone. The result of the study will be to identify the baseline for the implementation of diversity and inclusion policies directed towards Afro-Colombian and indigenous populations.

The first step of the project to be carried out by the National Consulting Center is to evaluate perceptions of ethnic differences at the executive, human resources and employee level. The second phase will identify the problems within the organization that create barriers for ethnic minorities. Finally, the last phase will be the implementation of protocols and best practices that can be replicated in other companies and organizations.

B. Pacific

1. Chocó

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED

Chocó improves its financial management and receives royalties payments from the Ministry of Finance.

The funds that Chocó has received from the Ministry of Finance will be used for infrastructure projects in the department including the construction of four schools, improvements to the Bahía Solano airport and the construction of a road connecting Río Sucio and Bajira in the department of Chocó. When the current administration came into office in January, it found that the departmental government's bank accounts were frozen due to corruption and mismanagement of public funds by the previous administration. For this reason, the Ministry of Finance was not able to transfer funds to Chocó. The Secretary of Finance of Chocó reviewed and corrected its public financial management (*saneamiento fiscal*) with the technical assistance of government finance experts, contracted by ACIP. The technical experts were able to successfully identify discrepancies in the department's finances such as a double-counting of certain debts and other indications of poor record keeping, allowing them to arrive at a much more accurate financial reporting. Eight months later, not only has the department been able to receive once blocked national funding, the departmental government has even been recognized by the Ministry of Finance for its exemplary financial management. To ensure that departmental finances are accurate in the future, the Program has also provided equipment such as computers to make it easier to keep financial records accurate and organized. The department of Chocó will continue to receive ACIP's technical assistance in the coming months to correct and improve their financial organizational processes.

IR-1.2. State planning and resource investment for ethnic minorities improved

Gran Darien Contrato Plan to reduce extreme poverty in Antioquia, Chocó and Córdoba. The Strategic Agreement for the Contrato Plan was signed in Quibdó on September 13 by the governors of



An indigenous family in Chocó. ACIP is supporting the Contrato Plan to reduce extreme poverty in Antioquia, Chocó and Córdoba.

Antioquia, Chocó and Córdoba. The Contrato Plan, an innovative budgeting mechanism that will follow the signing of the Strategic Agreement, is expected to leverage \$615 million in national, departmental and municipal level funding, allowing departmental and municipal governments in the Gran Darien region to fund and implement regional projects. The projects focus on four areas: 1) economic development, 2) housing and public services, 3) sustainable social development, and 4) infrastructure and energy. Some of the first initiatives will focus on improving schools, health centers and roads. ACIP strengthened the capacity of the government of Chocó in project design for the Contrato Plan and continues to provide technical assistance for the consultation, final design

and management during the initial stage (six months) of the Contrato Plan. Ethnic minorities are expected to benefit significantly from this plan since the selected municipalities of Chocó and Antioquia are majority Afro-Colombian and the targeted municipalities in Córdoba have mestizo, indigenous and Afro-Colombian populations. ACIP investment was used to contract four consultants for a 12-month

period to support the government of Chocó which is expected to help to leverage \$615 million for projects Chocó, Córdoba and Antioquia.

ACIP technical assistance helps build the GOC's confidence in the government of Chocó. The government of Chocó made progress in the opportune and efficient submission of financial reports to the Department of National Planning. These reports track the departmental government's spending and are required in order for the DNP to make future quarterly transfers to the government of Chocó.

R-2: ETHNIC MINORITY CBOs STRENGTHENED

IR-2.1. CBO capacity to attend to communities and territories strengthened

ACIP leads organizational capacity assessment of the Cocomopoca Community Council of the Bagadó, Lloro, Atrato and Certeguí municipalities in Chocó. The Cocomopoca Community Council underwent its first organizational assessment to evaluate its strengths, weaknesses and potential. Fifty leaders (34% women) participated in the Ethnic Organizational Capacity Assessment (EOCA) and are now working to build capacity in growth areas identified in the EOCA. Specifically, they will strengthen their organizational and administrative processes as well as organizational management.



Universidad Tecnológica de Chocó. ACIP is building organizational capacity of Afro-Colombian community councils and indigenous councils in Chocó

Application of EOCA to the Cocoillo Community Council in Chocó. The Cocoillo Community Council completed the EOCA. Thirty-one leaders (13 percent women) took part in the self-evaluation which led to the creation of a capacity building and organizational strengthening plan.

IR-2.2. Advocacy capacity of CBOs improved

The General Assembly of COCOMACIA elects first female president. For the first time in COCOMACIA's 25 years of existence, a female president was elected to the executive board of the community council. ACIP provided three levels of support to the COCOMACIA general assembly, which drew the participation of 510 delegates of 121 community councils, 41 percent of which were women. ACIP provided technical assistance in the design of the assembly's methodology, financed logistical requirements and financed pre-assemblies to ensure that the participants arrived with a clear agenda to the general assembly. Another noteworthy outcome of the assembly was the definition of the management and negotiation plan for dealing with the GOC on key issues such as food security, territory and Free, Prior and Informed Consent (*consulta previa* - FPIC).

2. Quibdó

R-2: ETHNIC MINORITY CBOs STRENGTHENED

IR-2.2. Advocacy capacity of CBOs improved

ACIP provides training on the Victims' Law and institutional strengthening to Afro-Colombian and indigenous community leaders. During the quarter, ACIP held training sessions with Afro-Colombian and indigenous community leaders in Quibdó and Tadó to update the communities on new legislation and explain their rights under the law. The training also served to strengthen the capacity of the participating organizations in the development of technical proposals to receive support under the law. Thirty-two people representing COCOILLO, ASOCASAN, ASOREWA, FEDEOREWA and CRICH participated in the training.

3. Cauca

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED

IR-1.2. State planning and resource investment for ethnic minorities improved

ACIP provides technical assistance in the implementation of Cauca's departmental development plan with a differentiated approach. The Program provided technical assistance to the government of Cauca to begin implementation of a differentiated approach for ethnic communities in its departmental development plan. Specifically, Program technical advisors worked with the Cauca government to define strategic guidelines to formulate projects for Afro-Colombian and indigenous populations in the department.

R-2. ETHNIC MINORITY CBOs STRENGTHENED

IR-2.1. CBO capacity to attend to communities and territories strengthened

Regional Indigenous Council of Cauca (CRIC) may be recognized by the government as an environmental and territorial authority as a result of ACIP technical assistance. A noteworthy accomplishment for CRIC this quarter was their official proposal of constitution as an environmental and territorial authority. CRIC's proposal was presented to the Ministry of Environment and Sustainable Development with ACIP technical assistance and is currently under review by the GOC. The proposal bears much significance as an achievement because if approved, CRIC and its seven affiliated organizations will have the capacity to manage natural resources, protect their territories and make development plans for an improved and effective use of land.

4. Cali

R-3. ETHNIC MINORITY ACCESS TO ECONOMIC OPPORTUNITIES INCREASED

IR-3.1. Employability of ethnic minorities increased

Diversity and Inclusion protocols created and implemented for the private sector. The Javeriana University in Cali, ANDI, AMCHAM and the National Consulting Center worked together to formulate a Diversity and Inclusion protocol for private sector companies. As a first step, ACIP contracted the National Consulting Center to establish the baseline of Afro-Colombian and indigenous population in the companies and analyze the perception of minorities within 100 companies. Additionally, ACIP will be funding the Javeriana University in Cali during a period of 18 months while they design and implement the Diversity and Inclusion protocol. Eficacia S.A., a BPO and IT company, is the first company in Colombia to implement these protocols in an effort to refine and construct the definite Diversity and Inclusion protocol in relation to ethnic minorities that will be used as a model with other companies.

Three Afro-Colombian employment projects selected in Cali through the APS process. The three projects selected include training programs through the Production Center for Leather, the Production



Meeting of Afro-descendent women leaders in Cali

Center for Textile and Clothing and the Colombian American Center. In the first two projects, the centers will provide training for Afro-Colombian and indigenous people focused on skills necessary to succeed in their industries. In the third project, the Colombian American Center for English learning and the American Colombian Chamber of Commerce will be partnering in a joint project to improve the English language skills of Afro-Colombian and indigenous persons with the end goal of placement in multinational companies. In total, 690 Afro-Colombian and indigenous people will be trained and employed, of

which 70 percent of the beneficiaries will be women, for Year Two of ACIP in Cali. These projects will be presented to USAID for technical approval in the first quarter of Year Two.

C. Caribbean

1. Cartagena, Barranquilla and Santa Marta

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED

IR-1.2: State planning and resource investment for ethnic minorities

Afro-Colombian women of the Caribbean region meet to discuss key issues that impact their communities. ACIP supported a two-day meeting of 78 Afro-Colombian women from the Caribbean region held in Cartagena to discuss their demands relating to key issues that impact Afro-Colombian women of the Caribbean coast. The major results of the meeting included a commitment from local officials to include ethnic and gender focuses in their policies.

R-2. ETHNIC MINORITY CBOs STRENGTHENED

IR-2.1. CBO capacity to attend to communities and territories strengthened

ACIP leads organizational capacity assessment of the Zenu Indigenous Council of Membrillal – Cartagena. Seventeen leaders of the Zenu Indigenous council of Membrillal, of which 41 percent were women, carried out the EOCA self-evaluation. The results revealed that there is a need to strengthen areas of identity and management in light of ethnic rights. The evaluation prompted the creation of a plan to strengthen ties with the municipality of Cartagena in order to facilitate land purchase for the indigenous council utilizing resources of the municipal government



Meeting of Afro-Colombian community leaders from ASOCOC to discuss collective land titling on Barú Island for Afro-Colombian communities

ACIP leads organizational capacity assessment of the Association of Community Councils of Cartagena (ASOCOC). Twenty-nine representatives and leaders (48 percent female) belonging to 19 community councils of ASOCOC participated in the EOCA. The workshop defined ASOCOC's current and potential strengths. As a result of the EOCA, the association created a plan to strengthen capacities to comply with INCODER requirements in completing land titling requests for 18 collective titles.

IR-2.2. Advocacy capacity of CBOs improved

ACIP supports Afro-Colombian women of the Caribbean region in project structuring to access national funding. The first regional meeting for women of the Caribbean coast was led by the Network of Caribbean Women, a network of organizations focusing on Caribbean women of African and indigenous descent. A group of 370 women representing 200 affiliated groups of the Network of Caribbean Women gathered in Cartagena to generate a proposal based on gender and ethnic rights for the regionalization and territorial planning for each department and municipality. One hundred and twenty women were given training on General Adjusted Methodology (MGA), the government process for presenting projects for funding from the National Royalties Fund. In the next regional meeting in Santa Marta, another group of 120 women will be trained in project identification and presentation so that they can improve their access to national royalty funds.

R-3. ETHNIC MINORITY ACCESS TO ECONOMIC OPPORTUNITIES INCREASED

IR-3.1. Employability of ethnic minorities increased

Meeting brings Caribbean private sector and USAID together to increase employment opportunities for Afro-Colombians. During a milestone dinner that brought together the Director of USAID, the President of Gente Estrategica, ACIP and the Cartagena Chamber of Commerce, concrete commitments were made, actively opening doors to work opportunities for the Afro-Colombian population. In the first of two proposals made, 600 Afro-Colombians in Cartagena will receive workforce development training by Gente Estrategica and will be employed in the business processes outsourcing sector in the Caribbean region. In the second proposal, the Cartagena Chamber of Commerce will ensure that 100 Afro-Colombians secure formal employment in the logistics sector. Gente Estrategica finalized the first proposal at the dinner by signing the project contract that ties them to the commitment of carrying out the job placement for 600 Afro-Colombians in Cartagena. The project entails the selection of approximately 1,100 Afro-Colombian applicants. Afterwards, the pool will be narrowed down to 600 candidates who will then be contracted for a minimum of six months by several private sector partners in the Caribbean region.

The Equality Network of Santa Marta includes an ethnic minority employment focus in its objectives. The Equality Network is an agreement between the Department of Social Prosperity, the Ministry of Labor and the Municipality of Santa Marta, among others, to improve the living conditions of minorities in Santa Marta. ACIP assisted the Equality Network in formulating an employment strategy that includes initiatives concerning the Afro-Colombian and indigenous population, a component that was previously lacking in the network's focus. As a result of the new strategy, 100 new jobs for Afro-Colombians and indigenous persons are expected to be created in Santa Marta during ACIP's second year.

Employment initiatives selected through APS process to be developed in the Caribbean Region.

Eight hundred Afro-Colombian and indigenous people in the cities of Barranquilla and Cartagena will be trained and employed during year two of ACIP. Of the 800 participants, 480 are expected to be women. The initiatives focus on the training and job placement for Afro-Colombian and indigenous people in the tourism, petrochemical, IT and port industries of the Caribbean region. These projects will be submitted to USAID for technical approval during the first quarter of Year Two.



Job placement fair for young people of the Afro-descendent community in Barranquilla

IR-A: Rights to land for ethnic communities increased

INCODER reiterates its commitment to Afro-Colombians in the Caribbean.

On August 3, ACIP facilitated a meeting of the Association of Community Councils of Cartagena (ASOCOC) and the Colombian Institute for Rural Development (INCODER) Deputy Director of Promotion, Monitoring, and Ethnic Affairs, Pablo Rueda, in the community of Tierrabaja, located in the northern area of Cartagena. INCODER had already accepted three requests for collective titling of Afro-Colombian communities (Tierrabaja, Puerto Rey, and Arroyo de Piedra). At the meeting, ASOCOC stated that its members will submit 18 new requests for collective titling this year. Collective titles are important to protect these communities' territories from land seizure and improper use during the implementation of the 35 megaprojects currently being formulated in the region. ASOCOC's president warned that without a land title, the communities could be displaced. "The lives of Afro-Colombians



Meeting of ASOCOC and INCODER in Tierrabaja, Cartagena

revolve around their territories. If we lose our land, we lose our culture, composed of traditions, agriculture, and the land itself,” he added. ACIP will continue to support these collective titling processes in Year Two working directly with the government through INCODER and with the communities represented by ASOCOC.

2. Sierra Nevada of Santa Marta (SNSM), Guajira and Riohacha

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED

IR-1.2. State planning and resource investment for ethnic minorities improved

The Municipality of Uribíá to create Zone Free from Extreme Poverty. The municipality of Uribíá



A member of the Wayuu community with his daughter. ACIP is working with the Wayuu community to support the development of a Zone Free from Extreme Poverty.

and the National Agency for Overcoming Extreme Poverty (ANSPE) has signed a public-private partnership agreement to establish a Zone Free from Extreme Poverty (ZOLIP). The aim of ZOLIPs is to lower percentages of extreme poverty to zero, in periods of intervention of two to three years, with the collaboration of the private sector which contributes to the development of national and local government programs. The ZOLIP planned in the municipality of Uribíá will benefit 720 indigenous Wayuu families. The alliance involves the president of Cerrejón, the director of ANSPE, the governor of Guajira and the mayor of Uribíá. USAID participated as a guarantor and partner in the development of strategic activities supporting the Wayuu community. ACIP's role in the ZOLIP is to support the ANSPE in adjusting the methodology's focus so that it takes into account the indigenous population and their needs. Once this is achieved, the model can be replicated and utilized for other indigenous communities in the country. Additionally, the strategy aims to direct an effective investment and implementation of public and private resources to improve the well-being of the Wayuu community.

R-2. ETHNIC MINORITY CBOS STRENGTHENED

IR-2.1. CBO capacity to attend to communities and territories strengthened

ACIP supports the second congress for traditional Wayuu authorities. With the aim to promote dialogue and lead the Wayuu community towards a concerted response to GOC proposals, 1,012 indigenous Wayuu authorities, 253 community leaders and 125 special guests gathered in a four-day congress on August 15 to 18. In total, 1,390 people met from 11 municipalities of Guajira. Additionally the Ethnic Affairs Department of the Ministry of Interior, the DANE, the National Registry and departmental and municipal governments also participated in the congress as representatives of the GOC. ACIP provided assistance to the permanent committee of the Wayuu in the design of the methodology, technical assistance and simultaneous interpretation in the working groups and translation from Wayuunaiki to Spanish of the final document to be submitted to the government.

The congress gave the Wayuu community a space to identify the central points of negotiation with the GOC as well as dialogue within the Wayuu community to achieve consensus on their stance regarding key issues. During the congress, participants achieved three major accomplishments:

1. Improved understanding of indigenous-specific public policy concerning the social and political control of their territories in order to identify which aspects are problematic and require reform.
2. Wayuu authorities identified and formed partnerships between indigenous organizations, defining a shared agenda so that the different associations and organizations can work together to hold the GOC accountable for issues of governance and legitimacy.
3. Strengthened organizational capacity of the Wayuu community to enhance their ability to dialogue and reach agreements among community members, and with the government, to increase capacities for political influence.

The decisions and agreements made during the congress will ultimately have a positive impact on 100,000 Wayuu.

The Association of Traditional Suma'ain Wayuu Authorities in the Municipality of Maicao uses EOCA to improve organizational processes.

With the end goal of improving and strengthening organizational processes and capacities, the Association of Traditional Suma'ain Wayuu Authorities actively participated in the evaluation of their organization with the EOCA. It is the first time that the organization has assessed its structure and processes. Forty-five leaders were involved in the process, of which 55 percent were women leaders. The result of the assessment led them to structure a plan to work with 12 traditional authorities in strengthening their competencies in the management of government allocated resources through the General System of Preferences for their collective territories.



Visit of Amy Meyer, Acting Ethnic Minorities Unit Director, USAID/Colombia with Wayuu community

3. Islands in the Caribbean Region

R-4. INCREASED POSITIVE MESSAGING OF ETHNIC ISSUES

R-4.1. Quantity and quality of positive messaging of ethnic issues increased

First cultural exchange between San Andres and Providencia Islands and Bogotá. In an event that attracted a crowd of 1,500 participants, musicians of the San Andres and Providencia islands gathered in Bogotá to share their *Raizal* music and culture with the residents of Bogotá. In a free, outdoor concert, spectators danced to the rhythms of Calypso, Soca, Mentó, Reggae, Mode Up and Dance Hall, among other music genres unique to the San Andres and Providencia islands. The purpose of the event was to promote and highlight Colombia's cultural and ethnic diversity while increasing visibility of a Colombian culture that many Colombians are not familiar with. The event was made possible through the joint efforts of the Secretary of Culture of Bogotá, IDARTES, and USAID - ACDI/VOCA.

Section IV: Monitoring and Evaluation

During this reporting period, ACDI/VOCA completed the hiring of its Monitoring and Evaluation team. In addition to the two regional M&E specialists located in Popayan and Quibdó hired during quarter three, three staff positions were hired during quarter four, completing the M&E team of five permanent staff members. The Monitoring & Evaluation Manager was hired in June, a Cartagena-based M&E specialist in August, and a Bogotá-based M&E specialist in September.

ACDI/VOCA plans to submit a revised draft of the Program's Performance Monitoring and Evaluation Plan (PMEP) early in the next quarter, aligned with the newly defined strategy and vision of the Program. Once the PMEP is approved by USAID, the indicators will be uploaded to USAID's Monitor system and ACDI/VOCA will report Year One data within three months of the PMEP approval. In addition, in coordination with USAID and the USAID M&E Program, the terms of reference for the USAID-funded baseline assessment, implemented by the USAID M&E Program, will be finalized and its methodology designed within six weeks of the PMEP approval; following this exercise, the USAID M&E Program has indicated that it will necessitate a minimum of six weeks of field work to collect the baseline data.

Section V: Program Management

During the quarter, the Program went through a strategic restructuring process to better address the needs of beneficiary communities and respond to new priorities defined by USAID. As a result of the restructuring, each of the results was streamlined to link more clearly to the program objective of increasing socio-economic and political inclusion of Afro-Colombian and indigenous populations. Result 2 and Result 3 were reversed in the program structure with "Ethnic Minority CBO's Strengthened" reassigned as Result 2 and "Ethnic Minority Access to Economic Activities Increased" reassigned as Result 3. Finally, Result 4 "Increased Positive Messaging of Ethnic Issues" was restructured to focus more closely on strategic positive messaging. Result 4 is seen as crosscutting in that its positive messaging campaigns will support activities carried out under the other results. The Program also redesigned the way in which it identifies intervention areas. Previously, the Program identified its target areas as nine municipalities and four rural areas. Under the new structure, the intervention areas are grouped together in three regions: Pacific, Caribbean and Central.

Incremental activities and the recent reformulation of the program's strategic focus will result in the revision of several position descriptions, changes in the management structure, internal realignment of the program budget and the addition of several staff. Additionally, the Program will design a comprehensive communications strategy to spread the new strategic approach of the Program and to manage beneficiary communities' expectations in light of the new approach.

During the reporting period, there were personnel transitions in the administrative manager, contracts and grants assistant and Result 4 assistant roles. The monitoring and evaluation manager, information and communications manager, M&E specialists in Bogotá and Cartagena and IT support staff positions were newly filled. Personnel transitions are planned for the chief of party and grants manager positions in the first quarter of Year Two; in addition, a new deputy chief of party position responsible for public-private alliances has been included in the modified organizational structure.

Due to the restructuring process, many activities were placed on hold and project spending was lower than anticipated. It is expected that the modification to the cooperative agreement and the Year Two work plan will be approved early in the first quarter of Year Two. These approvals will ensure a rapid increase in the project's burn rate in Year Two.

Section VI: Looking Forward: Activities Planned for the Forthcoming Quarter

A. National

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED AND

R-2. ETHNIC MINORITY CBOs STRENGTHENED

Next quarter, the Program will work to expand the capacities of State entities and community organizations throughout the country. ACIP will work with INCODER to develop an information and document management system to better process and organize information related to Afro-Colombian and indigenous communities. The Program will provide technical assistance to the Restitution and Victims' Units in the design of a model to measure and track damages and infringements on property rights, a necessary process for land restitution. With the Ministry of Agriculture, ACIP will develop an Awareness and Training Program on Gender Perspectives and Ethnic Rights for employees of the Rural Women's Directive of the Ministry of Agriculture.

The Program will support AFRODES to strengthen organizational and institutional capacities, specifically in implementation of policies benefiting the displaced Afro-descendent population, along with training in policy influence for youth and women leaders.

R-3. ETHNIC MINORITY ACCESS TO ECONOMIC OPPORTUNITIES INCREASED AND

R-4. INCREASED POSITIVE MESSAGING OF ETHNIC ISSUES

ACIP is preparing for upcoming national diversity and cultural awareness programs to increase visibility of Afro-Colombian and indigenous contributions to the country, as well as pave the way for more equality in the workplace. A Diversity and Labor Inclusion Study will be implemented in 100 companies throughout the country with the aim of analyzing current perceptions of ethnic minorities that impede their success in or access to jobs in the private sector. With the objective of promoting the integration of Afro-Colombian populations into the nation's social fabric and development, the Color Foundation of Colombia, in partnership with *El Tiempo*, will recognize 12 Afro-Colombians of the Year. These Afro-Colombians will be chosen according to their outstanding achievements in various categories such as social, business, medicine, youth and the arts. Similarly, to increase awareness of indigenous cultures in Colombia, ONIC will organize and carry out the Indigenous Film Festival where ACIP will provide technical assistance and funding to the festival's organizer.

B. Pacific

1. Chocó

R-2. ETHNIC MINORITY CBOs STRENGTHENED

In upcoming Result 2 activities, the Program will support the Integral Community Council of Lloro (COCOILLO) in Choco in the development of administrative, accounting and legal capacities to achieve better governance and administrative autonomy. Additionally, ACIP will provide training to improve the administrative and operational governance capacities of the Community Council of Alto San Juan (ASOCASAN).

R-3. ETHNIC MINORITY ACCESS TO ECONOMIC OPPORTUNITIES INCREASED

Next quarter, ACIP will work to increase income and strengthen the local economy for the Afro-Colombian and indigenous communities of Choco. Afro-Colombian and indigenous producers of the Munguido River in the municipality of Quibdo will receive assistance in improving and maximizing cacao production, recuperating traditional production systems, establishing land use systems and strengthening commercialization strategies. Another income generation initiative in Choco will improve the income of 110 Afro-Colombian families through the establishment of value chains with crops already found growing abundantly in the forest of the Medio Atrato region. ACIP will consolidate these two relatively new value chains by providing technical assistance to increase production and improve cultivation techniques of miniature bananas (*murrapo*) and acai (*naidi*).

2. Cauca

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED

In upcoming Result 1 activities, ACIP will provide technical assistance in the design of the Northern Cauca Contrato Plan and in royalties projects. ACIP will contract a team of specialists to provide technical support to the government of Cauca, the secretary of planning and the municipal governments in the design of productive projects to be implemented under the Northern Cauca Contrato Plan. The technical team will also support the 20 municipalities in which ACIP operates in the design of royalties projects.

R-2. ETHNIC MINORITY CBOs STRENGTHENED

Next quarter, ACIP will begin work with the CRIC and the Asociaciones Zonales de Cabildos in Cauca. The approval of projects represents a significant step for the indigenous movement in Cauca. The first project approved is known as the Creation of Indigenous Life Plans in 12 communities of the Association of Indigenous Councils of Northern Cauca (ACIN). Its objective is to achieve consolidation of the autonomous territories and governments of the 12 collective territories that make up ACIN through the construction of their Life Plans. The second project will strengthen the capacities of the Association of Community Councils of northern Cauca (ACONC) so that they can more effectively defend and exercise their rights to territorial autonomy. The last project to be developed will strengthen the organizational process of CRIC through training as well as defining procedures and processes leading to internal and external agreements. Additionally, CRIC will be strengthening their processes of Territorial, Economic and Environmental Authority.

Next quarter, ACIP will begin technical assistance in a collective titling land case to encourage peace and reconciliation for the Community Council of the Afro-Colombian Community of the Naya River. In 2001, the Naya River Region suffered from a massacre that resulted in the death of 144 indigenous, Afro-Colombian and *campesino* members of the community. In an effort to reconstruct the social and economic fabric of their lives, the Naya River community council, which unites 47 Afro-Colombian communities, will start a collective land titling case with the Program's support.

R-4. INCREASED POSITIVE MESSAGING OF ETHNIC ISSUES

CRIC will conduct training for indigenous communications professionals with ACIP support. In order to ensure the survival of their cultural, territorial and environmental principles, indigenous organizations such as the Regional Indigenous Council of Cauca (CRIC) and the Indigenous Media Association of Colombia (AMCIC Network) presented a proposal to improve their ability to work within a network to give more visibility to their cultures and to the issues that are currently affecting the well-being of their communities. Under the direction of the communications department of CRIC—Latin America's leading organization in indigenous communications—150 communications professionals from indigenous organizations will receive training in the cities of Maicao, Quibdó and Popayan. Additionally, in Cauca, the AMCIC Network, which is made up of 35 indigenous

community radio stations and more than 90 communications professionals, also will strengthen their network through communications training.

C) Caribbean

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED AND

R-2. ETHNIC MINORITY CBOs STRENGTHENED

Next quarter, a series of activities leading to the strengthening of ethno-territorial and community organizations will be developed. The Corporation of Territories in Santa Marta will work to highlight and delineate Afro-Colombian sites and heritage in the Touristic, Cultural and Historic District of Santa Marta. Continuing with efforts to achieve collective titling in the region, the Program will be providing technical assistance to the Community councils of Tierra Baja, Puerto Rey and Arroyo de Piedra in the collective titling for Afro-Colombian communities.

R-3. ETHNIC MINORITY ACCESS TO ECONOMIC OPPORTUNITIES INCREASED AND

R-4. INCREASED POSITIVE MESSAGING OF ETHNIC ISSUES

1. Sierra Nevada of Santa Marta (SNSM), Guajira and Riohacha

R-1. STATE INSTITUTIONAL CAPACITY STRENGTHENED AND

R-2. ETHNIC MINORITY CBOs STRENGTHENED

Both at the state and community level, ACIP will support organizational and cultural projects for the indigenous communities in this region. The Pro Sierra Nevada Foundation of Santa Marta, with ACIP's support, will provide technical assistance to the indigenous communities of the Sierra Nevada and La Guajira in the formation of methodologies with a differential focus on programs soliciting attention from the State. The Program will also be aiding the indigenous councils of the Kankuamo, Kogui-Malayo-Arhuaco and Arhuaco communities to expand their collective territories.

In the collective territories of the Wayuu communities of Hurraichichon, Mayapo and Yaretshikal in La Guajira, ACIP will support the restoration and improvements of ancestral cemeteries to preserve these sacred traditional sites. This is an important project for the indigenous authorities considering the significant role that ancestral cemeteries play in customs of social unity and strengthening traditional authorities.

R-3. ETHNIC MINORITY ACCESS TO ECONOMIC OPPORTUNITIES INCREASED

ACIP's objective, through the following programs, is to increase income and strengthen the local economy for the indigenous communities of the Sierra Nevada and La Guajira. The Program will work with the Kogui, Arhuaco and Kankuamo indigenous communities to improve critical aspects of traditional coffee production systems, including training in coffee quality and tasting, an agricultural, marketing and commercialization component and, in some cases, providing coffee bean processing equipment to ensure a high-quality coffee bean. In this way, coffee growers of these communities will increase efficiency in coffee production and land use with new techniques while maintaining their traditional production processes that respect the unique ecosystem and environment of the Sierra Nevada of Santa Marta. ACIP also will develop an initiative to improve cacao production for Wiwa indigenous communities.

Together with the indigenous communities of the Sierra Nevada of Santa Marta, ACIP will improve the coffee and cacao production value chain. Projected results of the initiatives include increase of land for coffee production by 300 hectares, 1,680 indigenous families that will benefit from the initiative (1394 families from coffee and 286 families from cacao), 100 hectares for cacao production and a 25 percent increase in income for the families involved in the project.

R-4. INCREASED POSITIVE MESSAGING OF ETHNIC ISSUES

In two upcoming positive messaging projects, ACIP will raise awareness of indigenous cultures pertaining to the Sierra Nevada and La Guajira region. ACIP will provide technical and strategic assistance to Zigoneshi, the communications center of the Arhuaco community in the Sierra Nevada of Santa Marta. ACIP will provide technical assistance in software management, web design, audio-visual and editing programs, while working to develop the center's communications and circulation strategies. The center is planning to produce eight high-quality, educational and cultural documentaries to be circulated at the national and international level through television channels, universities, cultural centers and film festivals. In another project, ACIP will support the preservation and protection of the Wayuu culture in La Guajira through safeguarding the emblematic and respected traditions of the Autonomous Board of *Palabrer*os and the Wayuu Normative System. The *palabrero*, for the Wayuus, is a social leader with ancestral capacities to act as a social mediator, resolving conflicts and maintaining peace within the communities and with other neighboring indigenous communities.