



USAID CMM APS #M/OAA/DCHA/DOFDA-10-390

**Program “Resolution of Land and Natural Resources
Conflicts in Colombia”**

FINAL REPORT

(15 June 2011 – 31 December 2014)

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Acronyms

MARC	Alternative Mechanisms for Conflict Resolution
INCODER	<i>Instituto Colombiano para el Desarrollo Rural</i> (Colombian Institute of Rural Development)
IGAC	<i>Instituto Geográfico Agustín Codazzi</i> (Agustín Codazzi Geographic Institute)
COCOMASUR	Consejo Comunitario Mayor de la Cuenca del Rio Tolo y Zona Costera Sur – a second-level Community Council
COCOMAUNGUIA	Consejo Comunitario Mayor del Bajo Atrato Unguia – a second-level Community Council
COCOMABOCAS	Consejo Comunitario Mayor de Bocas del Atrato – a second-level Community Council
COCOMACIA	Consejo Comunitario Mayor de la Asociación Campesina Integral del Atrato – a second-level Community Council
GIS	Geographic Information System
GPS	Global Positioning System
SM	Social Mapping
MSI	Management Systems International
CODECHOCO	<i>Corporación Ambiental del Choco</i> – a regional environmental corporation
CORPOURABA	<i>Corporación Ambiental del Urabá</i> – a regional environmental corporation
REDD	Reducing Emissions from Deforestation and Forest Degradation
ICA	Instituto Colombiano Agropecuario
SO	Strategic Objective
VU	Victims Unit
Consejos Comunitarios	Second-level Afro-Colombian Community Councils

I. EXECUTIVE SUMMARY

Conflicts over land and natural resources are at the very heart of the armed conflict that spreads throughout Colombia. Communities have their own traditions of conflict resolution and the Afro-Colombian communities in Choco traditionally solve their disputes through dialogue. The strategic objective of the “Resolution of Land and Natural Resources Conflicts in Colombia Program (PROTIERRA)” was to resolve territorial and natural resources conflicts for four collective territories of Afro-Colombian Community Councils:¹ COCOMACIA, COCOMAUNGUIA, COCOMABOCAS and COCOMASUR. These councils are home to 20,236 Afro-Colombians and their territories border indigenous lands, small rural farms and landholders. Program activities were implemented in zones covering an area of 409,246 hectares that have historically been affected by violent disputes over land tenure and the use of forest and mining resources. PROTIERRA was implemented by Mercy Corps and its local partners Fundación Darién and COCOMACIA, and focused on the municipalities of Quibdó, Unguía and Acandí in the Department of Choco, and in the local council of Bocas of Atrato in Turbo, Antioquia.

PROTIERRA was financed by USAID’s Office of Conflict Management and Mitigation with a budget of \$1.2 million and was implemented from June 2011 through August 2014. In 2012, an additional \$500,000 was added to the program by USAID’s Office of Gender Equality and Women’s Empowerment as a result of a global prize awarded to PROTIERRA in recognition of its work in promoting equal access to, and use of, land for women from Afro-Colombian communities.

PROTIERRA received a second global prize, the Pioneers Prize, offered by USAID’s Office of Science and Technology, which honors programs that are successfully applying science and technology to solve development challenges. PROTIERRA was one of seven winners of the Pioneer Prize in 2013², and was selected from among more than 90 projects worldwide for its work training ethnic communities in the department of Choco on mapping of disputed lands using technological tools (GIS and GPS). This prize provided an additional budget of \$200,000 to be used between September and December 2014. Thus, PROTIERRA implemented a total budget of \$1.9 million between June 2011 and December 2014.

Collectively PROTIERRA had three specific objectives: 1) strengthen the capacity of Afro-Colombian and indigenous communities to peacefully manage conflict within and between communities in the Darién region and Quibdó, Colombia; 2) build sustainability and ensure local ownership of land and natural resource conflict mediation; and 3) increase participation of women, Afro-Colombians and indigenous persons in the development of policies that address the root causes of land and natural resource conflict. These objectives were further developed through

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

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

four theories of change that allowed for transformation of the way the four Afro-Colombian Community Councils community councils address and resolve land and natural resources conflicts. During the implementation of PROTIERRA, Mercy Corps replicated and adapted a similar project implemented in Guatemala with indigenous communities and with USAID support under a South –to –South cooperation approach.

I. A. Most Relevant Results from PROTIERRA

- **Resolution of 189 territorial conflicts.** Four mediation centers were established in municipalities that had historically shown high levels of violence in the resolution of land disputes. This led to the resolution of 189 conflicts, which ultimately benefitted 182 people (126 male and 56 female) (see Table 6, page 15).
- **Increased Capacity to Resolve Land Disputes for 2,369 people.** PROTIERRA implemented capacity building activities for 2,369 people on various themes including: leadership for 189 people; gender and territory for 444 people; participation in the 7 regional Exchange for 131 people (see Table 16, page 39), and the use of Alternative Mechanisms for Conflict Resolution (MARC, for its name in Spanish) for 1,605 people, of whom 525 were women and 1,080 men (see Table 1, page 9). These 1,605 individuals who received MARC training also benefited from a basic training on GIS and GPS. During the third phase of the program, 40 of these beneficiaries received further in-depth training on GPS, social mapping, and GIS to aid them in the resolution of land disputes in their communities (see Table 19, on page 37).
- **272 Households have obtained property rights.** Property rights titles for 272 people (211 Female and 61 Male), were obtained through support of PROTIERRA. Of these, 224 claims were occupying state vacant lands, and 48 female heads-of-household from COCOMACIA obtained land use certificates³ (see Table 3, page 13). These women then allocated their lands for agricultural production, thus increasing their annual income, improving food security of their families, and becoming empowered to make decisions regarding the use of land and surplus production. These families now own their land, an economic asset that has allowed them to access loans from *Banco Agrario* (a state-owned bank) for agricultural production. They have also received agricultural technical assistance from the municipality.
- **66 Community councils have established territorial planning and forest management plans.** COCOMACIA, with the support of PROTIERRA, prepared the territorial planning of 60 local community councils. There were linked to the environmental management plans of the collective title through SIGACIA, COCOMACIA’s GIS compliance agency, with the technical and quality standards of the Agustin Codazzi Geographical Institute, the governmental GIS agency. Such territorial planning identified zones with small villages

³ Property rights titles are individual, private property rights to land recognized by the Colombian state. Land use certificates are rights to use a specified piece of land within a collective territory that are recognized by the ethnic authorities of said collective territory. These land use rights are granted to a family based on their historical occupation of the land for their private use of the land under internal regulations of the community, based on adequate environmental, social, and cultural management of the land according to the community’s ancestral cosmovision.

and projected new places for sustainable human settlements, defined the community forests and natural resources to protect and preserve, and defined the lands where ancestral familiar presence and family usufruct are recognized. These actions were essential for COCOMACIA's Board of Directors to exercise its governance within the collective titled area. COCOMAUNGUIA replicated this experience in six local community councils.

- **Regularization of 70,400 hectares of two collective territories of black communities.** PROTIERRA defined the collective land boundaries of 70,400 hectares comprising the two collective territories of COCOMAUNGUIA and COCOMABOCAS. The technical exercises were undertaken by people from the community trained by PROTIERRA and thus, the intra-community conflicts over the boundaries of eight local community councils were resolved. The boundary definition also allowed the main community councils to link themselves to the environmental management plans of the buffer zone of the Katios National Park, with CORPOURABA and CODECHOCO. The next step will be for INCODER to issue official resolutions amending the land boundaries of the collective titles to the second level community councils.
- **Preserving strategic ecosystems through the sale of 70,000 carbon credit certificates.** COCOMASUR defined its collective title and the zones of forest exploitation with the support of a team of technical mediators and community topographers trained by PROTIERRA; with these capacities COCOMASUR developed a REDD program in 2012 that provides economic benefits to the families who live in the collective title⁴ through the initial sale of 70,000 carbon credit certificates. This was possible thanks to the training and capacity building with women and youth in the use of technologies to support methods of forest inventories and resolution of territorial and natural resources conflicts.
- **137 new women leaders in executive and managerial positions within the Afro-Colombian local community councils.** PROTIERRA developed and implemented a strategy to introduce a gendered perspective on the access to and use of land. This aimed at enhancing the participation of women in agricultural activities and in the distribution of benefits from the territorial planning and forest management, as well as in decision-making processes within the organizations. As a result, there was a significant increase in the number of women on the boards of directors and working groups, as well as an increase in the representation of women in the executive and technical positions of the organizations. By the end of 2014 there were 137 women leaders in executive and managerial positions within the Afro-Colombian local community councils.
- **Public accountability and transparency in the planning and management of the territory.** With PROTIERRA's assistance in the development and implementation of bylaws, regulations and management, and accounting practices, the four second level Afro-Colombian Community Councils increased the distribution of their economic benefits among the members of the community. They now also prepare and submit regular financial statements to their assemblies and to the entire community. The periodic accountability process undertaken every semester has created participative scenarios where the performance of the technical team is assessed and key decisions to improve

⁴ See <http://grist.org/climate-energy/in-the-colombian-rainforest-an-experiment-in-community-driven-climate-protection/>

management and the administration of the collective title are made.

- **The formalization of 455 property rights for rural Afro-Colombian families in the municipality of Unguia.** The work of PROTIERRA has led to more land formalized with well-defined land holding rights to access government and financial sector resources. During the life of the project, PROTIERRA worked with INCODER to accelerate the process of formalization of state vacant lands, clearance of collective land boundaries, and issuance of land titles, in order to allow for the awarding of state benefits and to enhance access to financial credit resources to the title owners. PROTIERRA's work with INCODER contributed to the formalization of 3,200 hectares of land for the agricultural production with the formalization of 455 property rights for rural Afro-Colombian families in the municipality of Unguia, out of which 211 property rights were issued to female head of households.

II. THEORIES OF CHANGE

During the design of PROTIERRA, Mercy Corps used four theories of change to guide implementation of the strategic objectives. Below is a summary of the changes that occurred throughout the life of the project.

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

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

PROTIERRA promoted strategic changes in four Afro-Colombian community councils in Choco affected by the internal armed conflict⁵. PROTIERRA contributed to changes in individual attitudes and behavior through the promotion of dialogue and consensus as operating principles to resolve land and natural resources conflicts in the targeted collective territories through the use of methodological guidance and tools like local mapping. These principles were learned by 2,369 people, of which 1,058 were women, through training in: i) alternative dispute resolution mechanisms and ii) leadership, gender equality and New Masculinities⁶.

⁵ The violent dispute between illegal armed groups for the social and territorial control of urban and rural areas, misappropriation and massive acquisition of land; multiple forced displacements, militarization of the territory as a public security policy, the rapid expansion of illegal crops and the use of these territories as a route for the commercialization of coca, extraction of gold, silver and platinum; the designation of a large part of the territory as a special area for exploration and exploitation of hydrocarbon, the fact that the area is deemed as the least developed and one of the poorest in the country, in addition to weak and traditionally corrupt public institutions, are the dynamics of the context in Choco on which PROTIERRA proposed the hypotheses of change to promote the application of MARC in the resolution of territorial and natural resources conflicts.

⁶ A program focused on breaking traditional norms of masculinity in relation to models of violence and GBV. The masculine identity has always been shaped in terms of competitiveness and power; features such as fear, tears, pain or any other external expression of feelings did not fit into the stereotype of a man. Rejecting these emotions implies a negation of oneself and the inability to grow as a person. As such, PROTIERRA, facing this traditional model, proposed a training process that develops the concept of a new masculinity, based on overcoming the barriers, the stereotypes and social rules. It entails achieving a new masculine identity that allows the individual to be a person in the widest sense of the term. This new model was based on: i)

Table 1. Type of training and number of participants

<u>Theme</u>	<u>Participants</u>	<u>Males</u>	<u>Females</u>
Leadership	189	25	164
Alternative mechanisms for conflict resolution	1,605	1,080	525
Gender and territory	444	150	294
Regional and local exchanges	131	56	75
Total	2,369	1,311	1,058

In turn, PROTIERRA held seven regional exchanges (three in Guatemala, one in Bolivia, and three locally with Afro communities and peasants) with the participation of 131 people, of which 75 were women leaders from the community councils. These exchanges allowed for the sharing of local knowledge and the replication of best practices on mediation and social mapping to resolve disputes over land as well as the sustainable use of natural resources. They also helped participants understand that land rights and use disputes were not locally specific but rather problems experienced by other groups throughout Latin America and the world. As a result of these trainings and regional and local exchanges, members of the communities identified how prejudices had shaped their role in the conflict and determined mechanisms to resolve conflicts, learning from these other groups. It also gave meaning to the Red Tierras platform as a space for exchanging knowledge. The trainings, in turn, resulted in more inclusive and democratic leadership and wide community participation reflected in the 189 territorial conflicts resolved by PROTIERRA in the community councils (see Table 2 on page 10).

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

THEORY OF CHANGE 2: Relational Dimension – Interactions and Understanding. Program Hypothesis: If people involved in conflict are given the opportunity to discuss their grievances and interests in an impartial space with the assistance of mediator, then they will better understand one another and reach solutions that are satisfactory for all parties involved.

In many conflicts, the effect of one influential individual to shape an entire group's attitude towards the conflict can have major impact on the entire social sphere's opinion towards the conflict. In order to resolve these land conflicts, changes in the way individuals interacted and communicated with each other were necessary. This required PROTIERRA to create neutral spaces for constructive dialogues, and led to the establishment of four mediation centers that operated in Unguía, Acandí and Quibdó in Choco and in the town of Bocas del Atrato in Turbo, Antioquia.

accepting the masculine vulnerability, ii) learning how to express emotions and feelings, iii) learning how to ask for help and support, iv) learning non-violent methods of conflict resolution, v) learning and accepting attitudes and behavior traditionally seen as feminine but required for a holistic human development. In summary, it is a masculinity that allows the personal and professional development, revealing the emotions and participating in sound relationships with others. PROTIERRA had the support of a technical consultancy with Colectivo Hombres y Nuevas Masculinidades – a local organization.

At the mediation centers, PROTIERRA provided comprehensive training packages and technical assistance to community leaders. PROTIERRA implemented capacity building activities for 2,369 people on various themes including leadership for 189 people, gender and territory for 444, and the use of Alternative Mechanisms for Conflict Resolution (MARC, for its name in Spanish) for 1,605 people, of whom 525 were women and 1,080 men (see Table 1, page 9). The program also held a total of 7 regional exchanges during which 131 people participated (see Table 16, page 39). The 1,605 people who received MARC training also benefited from a basic training on GIS and GPS. During the third phase of the program, 40 of these beneficiaries received further in-depth training on GPS, social mapping, and GIS to aid them in the resolution of land disputes in their communities (see Table 19, on page 37).

The centers also provide tools for the analysis and incorporation of gender and New Masculinities (see footnote 6, page 10 for program description) issues into the daily activities of the communities. The mediation centers are staffed with people from the community trained to analyze and manage conflicts and to use technological tools for the design of topographic maps. Staff trained by PROTIERRA and knowledgeable about legislation on ethnicity, lands, and gender, are also available to support the communities from the centers.

As a result, through PROTIERRA’s mediation centers, a total of 189 mutual agreements between previously-in-conflict parties (see Table 2, on page 10) were reached. The resolution of these conflicts enhanced the governance of the four second-level Afro-Colombian Community Councils and promoted dialogue and harmony as key principles to address community conflicts related to land use and tenure in the targeted municipalities. As a result, during the implementation of the program, there were zero violent events related to land and natural resources.

Table 2. Number and type of land conflicts⁷ resolved by PROTIERRA.

<u>Organization</u>	<u>Municipality</u>	<u># of resolved cases</u>	<u>Category</u>	<u>#</u>	<u>Typology</u>	<u>#</u>
COCOMAUNGUIA	Unguía	82	Intra-community	75	Dispute on boundaries	2
					Possession within the collective territory	5
					Delimitation of the property or possession	6
					Request for access to the land	62

⁷ Intra-community conflicts: Conflicts between members of the same community, governed by the same communal entities. Inter-community conflicts: Conflicts between members of different communities, be it neighboring second-level Community Councils, a second-level Community Council and an indigenous group, or a second-level Community Councils and peasant landowners.

Extra-community conflicts: Conflicts between a member of a community and an external agent (an economic or political agent with the ability to have influence locally or within the region, i.e. a second-level Community Council, peasant communities, or indigenous community and entities of the state (environmental cooperations, energy companies, INCODER) or other energy, mining, ranching or other company).

			Inter-community	5	Dispute on boundaries	1
					Possession within the collective territory	3
					Natural resources	1
			Extra-community	2	Dispute on boundaries	1
					Natural resources	1
COCOMACIA	Quibdó	54	Intra-community	54	Succession rights	54
COCOMASUR	Acandí	53	Intra-community	51	Dispute on boundaries	45
					Recognition of ancestral possession	6
			Extra-community	2	State error	1
					Delimitation of the property land holding or possession	1
Total		189		189		189

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

To test Hypothesis A, PROTIERRA organized three local exchanges among 60 local Afro-community councils, including other small farmers from southern Tolima and Antioquia, to share experiences and best practices regarding the resolution of land conflicts and gender inclusion. As a result of these exchanges, the community councils and the local authorities became aware of local restrictions, inhibiting policies, and structures present in the rural context and set about designing strategies to transform them from within the local sphere.

To test Hypothesis B, PROTIERRA organized four regional exchanges, three in Guatemala where Mercy Corps has worked for more than ten years on the resolution of land conflicts, and one in Bolivia with Aimara indigenous peoples on the Bolivian plateau, where PROTIERRA addressed the issue of the use of GIS for the internal rectification of collective titles. In these exchanges Afro-Colombian communities, Colombian government officials, indigenous people, and local authorities of Guatemala and Bolivia participated. In Colombia Mercy Corps replicated its previous experience in Guatemala under a South-South cooperation approach (see Table 16 on page 32). A total of 131 leaders of the community councils, public officials, and small farmers from Southern Tolima and Antioquia participated in these exchanges, out of which 57% were women (see Table 1 on page 9).

Based on the above program hypotheses, PROTIERRA used a virtual network called Red Tierras (www.redtierras.org), initially developed by Mercy Corps for a similar project in Guatemala, to ensure sustainability of the local and regional exchanges between the leaders of the community councils and the local authorities of Choco, and between Colombia,

Guatemala and Bolivia. PROTIERRA developed a Web 2.0 platform where 399 users discussed and proposed alternatives to mitigate local conflicts from within the most affected communities. Public entities responsible for the management of issues addressed by *Red Tierras* also participated, including staff from INCODER, the mayoralties of Acandí, Unguía and Quibdó, environmental authorities of CORPOURABA and CODECHOCO, and national and foreign academic leaders.

PROTIERRA facilitated the cooperation and exchange of best practices and lessons learned between Guatemala, Bolivia and Colombia, using social networks such as Twitter, Facebook, and other mechanisms such as MVP (Minimum Viable Product) and Ustream.

PROTIERRA also established a public-private alliance between INCODER and the mayor of Unguía, which resulted in the formalization of 224 property rights on vacant state lands in Unguía for farmers and Afro-Colombian men (61) and women (163). See Table 3 on page 13).

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

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

PROTIERRA, together with women, men and youth, designed a methodological guide to analyze, manage and resolve land conflicts⁸ within the community councils.

PROTIERRA also promoted gender analysis at the individual and community levels thus encouraging positive changes, opening dialogue and mainstreaming gender in decision-making scenarios (i.e.: such as including women as members of boards of directors, working groups and in executive, managerial and local and regional representation positions within the major community councils). PROTIERRA promoted changes in the perceptions and attitudes towards conflict as well as equitable gender relationships and contributed to a culture of dialogue and respect for diversity in each of its activities during the implementation of the project. Such organizational strengthening required, in turn, the permanent promotion of essential principles and practices such as listening to others and equitable representation in meetings and community activities in order to achieve gender equality and promote New Masculinities. These were carefully incorporated into the ancestral practices of the Afro-Colombian communities and led to women being included for the first time as eligible parties to receive usufruct lands in the statutes of the Afro-Colombian councils.

As a result of this process, the ethnic authorities of the councils promoted 137 women, trained by PROTIERRA, to executive positions in the community councils, working groups and other representative positions on the councils. Women's leadership in decision making processes on access to and use of land and natural resources within the collective territories was evident as 48 women received certificates for the use of land and participated in a training on how to conduct territorial planning of 60 local councils in COCOMACIA. Similarly, 163 female

⁸ See <http://es.slideshare.net/RedTierras/gua-resolviendo-conflictos-territoriales-en-el-choc>

heads-of-household formalized their property rights on vacant state lands in the municipality of Unguía through a public-private alliance between INCODER, the Mayoralty of Unguía and PROTIERRA⁹. These 163 women received property titles, technical assistance and productivity loans from *Banco Agrario* and the Municipality of Unguía (see Table 3 below).

Table 3. Households that obtained property rights

<u>Organization</u>	<u>Municipality</u>	<u>Type of document obtained</u>	<u># of beneficiary households</u>	<u>Males</u>	<u>Females</u>
COCOMACIA	Quibdó	Land Use Certificate	48		48
COCOMAUNGUÍA	Unguía	Property rights title ¹⁰	224	61	163
Total			272	61	211

III. MAIN ACHIEVEMENTS

PROTIERRA's implementation was undertaken in three stages: the **first stage** focused on the resolution of land and natural resources conflicts; this stage is hereinafter referred to as the CMM Stage. The **second stage** is hereinafter referred to as the GENDER Stage, as it focused on the promotion of gender empowerment in the Afro-Colombian Community Councils. The **third stage** is hereinafter referred to as the Science and Technology Stage (S&T), as it focused on the use of GPS and GIS technologies in the resolution of land conflicts and in the land planning of the community councils. The following is a presentation of each result with the related indicators and tables including the achievements at each stage of PROTIERRA. Each table presents cumulative information to identify the achievements for each indicator during program implementation and describes the most significant activities undertaken.

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

In summary, PROTIERRA achieved almost all the program's targets, surpassing eight out of thirteen indicators, with the exception of Indicator 1.1.1 (Number of land and natural resources conflicts resolved). As the principal objective of the program was the number of cases resolved, the program can be considered a success as this was achieved above and beyond the project's targets and is directly related with the number of people who participated in the disputes.

4.1. Objective 1. Strengthen the capacity of Afro-Colombian communities to peacefully manage conflict within and between communities in the Darien region and Quibdó, Choco, Colombia.

⁹ See <http://www.incoder.gov.co/contenido/contenido.aspx?conID=2323&catID=2602>

¹⁰ See footnote 3 on page 7

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

Indicator 1.1.1 Number of previously existing land and natural resources conflicts resolved in areas receiving USG assistance for mitigation of land conflicts.

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

As noted in Table 4 below, 170 cases were resolved during the CMM stage (166% of target value for that stage) and 19 cases were resolved during the GENDER stage (48% of the target value for that stage).

Table 4. Indicator No. 1.1.1 – achievements by stage

Indicator 1.1.1: Number of previously existing land and natural resources conflicts resolved in areas receiving USG assistance for mitigation of land conflicts.

CMM Goal	Achievement	%
120	170	166%
Gender Goal	Achievement	%
40	19	48%
Science & Technology Goal	Achievement	%
--	--	--
Cumulative Life of Project Goal	Achievement	%
160	189	118%

Out of 189 resolved cases, the highest proportion (95.2%) fell in the category of intra-community conflicts; these are conflicts within the collective territories. Regarding the typology, the highest percentage (32.8%) of resolved cases corresponded to requests for access to land, due to the deficit of availability of land for agricultural use. Table 2 on page 10 shows the number of cases resolved in each mediation center classified by category and typology. The mediation center in Unguía had the highest number of resolved cases, 82 in total, of which 75 corresponded to intra-community conflicts; the most frequently typology was the request for access to the land, via family land use or usufruct. This was because 88% of the collective territory of this community council comprises wetlands, which are not apt for agricultural activities and thus results in a lack of land for food production and has led to a high number of conflicts for access to and use of land.

Indicator No. 1.1.2: Number of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties (Direct beneficiaries of resolved conflict cases).

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

PROTIERRA encouraged the participation of women, as showed in Table 6 on page 19. As a result, the percentage of women who benefited from the resolved conflicts was 30%.

As noted in Table 5 below, out of the 182 direct beneficiaries of the resolved cases, 167 people benefited during the CMM stage (111% of target value for that stage); during the GENDER stage there were 15 beneficiaries (38% of target value). No target value was established for this indicator for the S&T stage. Table 7 on page 16 shows that COCOMACIA made the greatest progress in terms of the participation of women in the resolution of conflicts as of the total 56 women benefiting from the program, 54 women were from COCOMACIA. This is the result of mobilizing women to access family usufructs for agricultural production, which had been encouraged by the COCOMACIA's Gender Commission.

Table 5. Indicator No. 1.1.2 – achievements by stage

Indicator 1.1.2: Number of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties. (Direct beneficiaries of resolved conflict cases).

CMM Goal	Achievement	Disaggregated M/F		%
		M	F	
150	167	113	54	111%
Gender Goal	Achievement	Disaggregated M/F		%
		M	F	
40	15	13	2	38%
Science & Technology Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Cumulative Life of Project Goal	Achievement	Disaggregated M/F		%
		M	F	
190	182	126	56	96%

Table 6. Detail of direct beneficiaries of resolved cases (Indicators 1.1.1 and 1.1.2)

Organization	Municipality	# of resolved cases (Ind #1)	# of beneficiaries resolved cases (Ind #2)	Male	Female
COCOMAUNGUIA	Unguía	82	82	80	2
COCOMACIA	Quibdó	54	54	0	54
COCOMASUR	Acandí	53	46	46	0
TOTAL		189	182	126	56

Indicator No. 1.1.3: Number of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties

(participation in training, local exchanges).

As shown in Table 7 below, 2,369 persons were trained during the three years of implementation of the program, out of which 55% were men (1,311) and 45% were women (1,058). The focus of these trainings was based on local and international exchanges and community training workshops on issues such as land use conflict resolution, gender and territory, and leadership.

Even though an initial goal of 510 trained persons was established, during the CMM stage, PROTIERRA trained a total of 1,989 persons thus achieving 262% of target value. For the GENDER stage, the target value was set at 220 trained persons, and PROTIERRA trained 380 persons, equivalent to 172% of the target value. For the S&T stage, the program aspired to reach 30 new trainees. This indicator was not registered because the participants in this training had already been counted in other training sessions (see Table 8 below). However, a total of 40 people, out of which 17 were women, were in fact trained in-depth in the use of technological tools such as GPS, GIS and social mapping (see Table 19 and Table 20 on pages 37 and 37, respectively).

Table 7. Indicator No. 1.1.3 – achievements by stage.

Indicator 1.1.3: Number of people participating in USG–assisted reconciliation activities conducted and completed with the participation of two or more of the conflict parties.
(Participation in training, local exchanges)

CMM Goal	Achievement	Disaggregated M/F		%
		M	F	
510	1989	1151	838	262%
Gender Goal	Achievement	Disaggregated M/F		%
		M	F	
220	380	160	220	172%
Science & Technology Goal	Achievement	Disaggregated M/F		%
		M	F	
30	0	0	0	0
Cumulative Life of Project Goal	Achievement	Disaggregated M/F		%
		M	F	
760	2369	1311	1058	312%

For details on the themes and number of people trained see Table 1 on page 9.

Indicator 1.1.4. Number of regional exchanges concerning conflicts over land and natural resources between technical teams, staff members, and leaders of Colombia and Guatemala.

During the three years of program implementation, a total of seven exchanges were held, including three local exchanges and four international exchanges, three in Guatemala and one in Bolivia.

As shown in Table 8 below, a total of three exchanges were planned for the CMM stage and all

of them were held, thus achieving 100% of the goal. Two exchanges were planned for the GENDER stage and three were actually held, thus achieving 150%, while the S&T stage achieved 50% of the goal, as two exchanges had been planned for and only one was held due to late arrival of funds. The overall target for the entire implementation period of PROTIERRA was achieved at 100%, as seven planned exchanges were held, albeit not according to the programmed timeline.

Table 8. Indicator No. 1.1.4 – achievements by stage

Indicator 1.1.4: Number of regional exchanges concerning conflicts over land and natural resources between technical teams, staff members, and leaders of Colombia and Guatemala

CMM Goal	Achievement	%
3	3	100%
Gender Goal	Achievement	%
2	3	150%
Science & Technology Goal	Achievement	%
2	1	50%
Cumulative Life of Project Goal	Achievement	%
7	7	100%

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

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

The MARC training had 1,605 participants, of which 525 were women and 1,080 were men (see Table 1 on page 9). This training built capacities to mediate territorial conflicts and to defend the ethnic territorial rights of the Afro-Colombian communities who inhabit the four collective territories. Lessons learned include putting the training into practice through the use of technical tools to address, analyze, and define ways to manage conflicts according to their typology and category. Services were provided from the mediation centers and in the local community councils resulting in agreements between disputing parties.

The program exceeded its target of reaching 550 community leaders, achieving 214% of the goal. This was the result of the implementation of a strategy to achieve greater efficiency in the trainings, which was agreed on by the ethnic authorities of the four Afro-Colombian Community Councils community councils. The program took a training of trainers approach, after which local council members replicated the activities in each village and town with the technical support of professionals from Fundación Darien and Mercy Corps. The accompaniment was necessary in order to generate public opinion and create a culture of dialogue as a mechanism to resolve local conflicts.

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

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

PROTIERRA trained a total of 1,605 people (of which 525 were women) in MARC from the four community councils in GIS and the use of GPS and multi-purpose cartography. The community leaders were trained on the following themes:

1. Geo-referencing with GPS to develop plans and maps.
2. Measuring rural terrain with a meter, a rope (traditional method) and with GPS.
3. Downloading information from the GPS to the cartographic software, analyzing data, measuring distances and estimating areas, use of cartographic software Garmin Map Source.
4. Downloading data gathered with the GPS during field practices, analysis of information, measuring distances and then preparing a map of the town using Garmin Map Source software.
5. Visualizing digital cartography of Choco using cartographic freeware Kosmo, Quantum GIS, GVSIG. SIG_DARIEN database.
6. Transformation of coordinates MAGNA-SRGAS PRO V2 from the Agustín Codazzi Geographic Institute.
7. Preparing the map of the local council, based on the information gathered during field practices using cartographic freeware.

With this knowledge, the communities recognized the boundaries of their collective territory during field practices, documented the cartography of their land, and undertook the social mapping of 60 local community councils in COCOMACIA. This activity was then replicated in nine local community councils of COCOMAUNGUA. Through the collective construction of social cartography and plans, the trainees identified the physical space and the social, cultural, economic, environmental and historic elements that integrate each community as a strategy to prevent new conflicts.

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

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

Activity 1.2.1. Women participate in land conflict mediation activities, which result in greater access to land and security of land rights.

As shown in Table 3 on page 13, PROTIERRA ensured the participation of women in the mediation processes, highlighting the importance of their voice and their perspective in the mediation of conflicts and ensuring they were signatory parties to the agreements and legal documents on the property and use of land.

Indicator 1.2.1: Number of households that have obtained property rights as a result of USG assistance.

A target value of 145 beneficiary households had been established (45 for the CMM stage and 100 for the Gender stage) of PROTIERRA, and the project achieved the total of 272 households that obtained property rights, 188% of the total goal. (table 9)

Table 9. Indicator No. 1.2.1 – achievements by stage

Indicator 1.2.1: Number of households that have obtained property rights as a result of USG assistance.

CMM Goal	Achievement	Disaggregated M/F		%
		M	F	
45	272	61	211	604%
Gender Goal	Achievement	Disaggregated M/F		%
		M	F	
100	0	0	0	0%
Science & Technology Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Cumulative Life of Project Goal	Achievement	Disaggregated M/F		%
		M	F	
145	272	61	211	188%

Of 272 households that obtained land property rights, 211 were women headed households of which 163 obtained property rights over state vacant lands in Unguía and 48 gained access to lands in the collective territory of COCOMACIA through land use certificates (usufructs). The remaining 22% were male-headed households which obtained land property rights in Unguía (see Table 9 above).

Activity 1.2.2. Working with INCODER and other government agencies on the resolution of land and natural resource conflicts, as well as on the design of the comprehensive characterization of the collective territories, victimization actions and collective reparation actions to victims.

PROTIERRA promoted the implementation of government programs for access to land titles for Afro-Colombian women¹¹ First, the project, together with the Afro-Colombian Community Councils, promoted the inclusion of women as holders of land property rights over state vacant lands in the municipality of Unguía and the awarding of land use certificates (usufructs) for agricultural production in COCOMACIA. Second, with the support of the Afro-Colombian community councils and *Red Tierras*, women also proposed to the municipal mayors of Unguía and Quibdó the implementation of complementary programs to foster agricultural production on their lands.

¹¹ See <http://www.incoder.gov.co/contenido/contenido.aspx?conID=2323&catID=2602>



Photo 9. Banner of the formalization of vacant state lands' campaign in Unguía, Choco

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

Activity 1.3.1. Facilitate workshops and campaigns to change attitudes on gender and masculinity issues, based on the results of focus groups that reveal the prejudices and barriers to women's participation.

PROTIERRA held workshops on Gender and Territory in COCOMACIA, COCOMASUR and COCOMAUNGUIA through a specialized Colombian NGO called *Colectivo de Hombres y Nuevas Masculinidades*. A total of 444 persons participated in the activity (see Table 1 on page 9). The participation of 294 women was a positive indicator of women's empowerment and participation in the agrarian dialogue, as women have been historically excluded from the dialogue and decision making regarding the access to and use of land in the territory.

The implementation of these workshops followed the protocols established by the Community Councils: first, prior to visiting the territories, PROTIERRA made a presentation and established a dialogue with representatives from the boards of directors of the four Afro-Colombian Community Councils, in order to explain the purpose of the workshops, to clarify any doubts, and to identify the particularities of each community council to define a case-by case approach. These meetings provided preliminary insight into the participation of women in decision-making positions and committees, as well as an overview of the male perspective present within the organizational and planning settings of the local rural development.

A strategic aspect of the training was PROTIERRA's approach to gender and New Masculinities, which brought together 150 men and youth to participate in a series of workshops. These men and youth received training on gender issues, analyzed New Masculinities built at the community level in the community councils, and identified practices that promote gender exclusion. These trainings led the men and youth to propose changes such as: i) the incorporation of women into executive positions in the local councils being established in the bylaws of the councils and ii) approving women's access through family land use certificates (usufruct) through the bylaws of the four Afro-Colombian Community Councils.

In the case of the Afro-Colombian Community Councils, women in leadership positions contributed to decision making with their own life experiences in the community and in the organizational activities of the councils. These women were seen as role models, and encouraged

other women to mobilize and actively participate in decisions on the use of land through their example, particularly regarding agricultural activities aimed at improving the food security of their families. In the case of young women, they now have new female role models in contrast to the hegemonic feminine traditional role model prevalent in the rural context. Certain barriers still exist as men still maintain control over the participation of women in the decision-making processes for the majority of the population in Chocó.

COCOMACIA's Gender Commission led the workshops on gender and territory with Mercy Corps staff. The Commission was formed initially only by women but as a result of the trainings they received, they incorporated men into their agendas. Similarly, the Gender Commission replicated the training process with other groups of the population such as girls, boys, youth, adults, and the elderly. In the workshops on gender and territory, activities focused on collective participation to reshape the roles of women, men, girls, boys, and youth in order to change of women and girls from a passive, informative participation to an active, effective participation in the decision making process. Gender developments cannot overlook the analyses of the effective participation of women and men that promote New Masculinities which are sensitive to gender equality.

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

The land conflict resolution sessions were conducted in four mediation centers established by PROTIERRA, located in the cities of Quibdó, Unguía, Acandí and in the town of Bocas del Atrato in Turbo, Antioquia. PROTIERRA equipped the mediation centers and trained personnel from the community councils to provide two types of services: i) land conflict mediation, and ii) community mapping. These services allowed for the resolution of 189 conflicts during the implementation of PROTIERRA.

The mediation mechanisms and technical tools used by the mediators and the community topographers in the mediation centers were systematized and published by PROTIERRA in a manual called "*Methodological Guide to the Resolution of Land and Natural Resources Conflicts*". This guide was institutionalized through the bylaws and regulations of each of the Afro-Colombian Community Councils second-level community council and it was shared with 137 local councils in the department of Chocó. The guide was also shared with the mayors of Unguía, Acandí and Quibdó and with INCODER's Office of Promotion and Ethnic Affairs. The guide was additionally used as the basis for the design of the "Characterization of Collective Damages of Ethnic Communities Model", used to design the plans of collective reparations for ethnic groups undertaken by the Victims Unit (*Unidad para la Atención y Reparación Integral a las Víctimas del Conflicto*), a government agency which was piloted in Colombia in COCOMAUNGUÍA.

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

Indicator 2.1.1. Number of peacebuilding structures established or strengthened with USG assistance that engages conflict-affected citizens affected in peace and reconciliation processes

PROTIERRA achieved 100% coverage of this indicator. There are three peacebuilding structures

operating as the headquarters of the community councils of COCOMAUNGUIA, COCOMABOCAS, COCOMACIA, and COCOMASUR.

As noted in [Table 10](#) below, this indicator was established for the CMM stage only.

Table 10. Indicator No. 2.1.1 – achievements by stage

Indicator 2.1.1. Number of peacebuilding structures established or strengthened with USG assistance that engage conflict- affected citizens affected in peace and reconciliation processes.

CMM Goal	Achievement	%
4	4	100%
Gender Goal	Achievement	%
--	--	--
Science & Technology Goal	Achievement	%
--	--	--
Cumulative Life of Project Goal	Achievement	%
4	4	100%

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

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

PROTIERRA established the Quibdó mediation center in the headquarters of COCOMACIA. The mediation center in Turbo, intended to assist the Afro-Colombian communities of Bocas del Atrato and Leoncito, was not established in the urban area of the town following a request from the COCOMABOCAS community, as this would have resulted in higher transportation costs and longer visits to a mediation center in the urban area of Turbo. PROTIERRA provided the mediation and topography services directly in the towns of Bocas del Atrato and Leoncito, with the logistical and technical support of the mediation center of Unguía.

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

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

In order to strengthen the operating capacity of the mediation centers in Acandí and Unguía,

PROTIERRA entered into two *commodatum*¹² agreements with the *Instituto Colombiano Agropecuario – ICA* (Colombian Agricultural Institute, a government entity) to provide infrastructure support for a period of four years. Subsequently, similar agreements were signed between the mayors of Unguía and Acandí, and COCOMAUNGUIA and COCOMASUR, respectively; this strategy provided sustainability for the functioning of the mediation centers beyond the finalization of PROTEIRRA.

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

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

Indicator 2.3.1. Number of land and natural resource guides with a gender focus distributed to Afro- Colombian Community Councils

A total of 171 land and natural resource guides with a gender focus were distributed to the Afro-Colombian Community Councils engaged in the project, namely COCOMAUNGUIA, COCOMACIA, and COCOMASUR.

As noted in Table 11 below, this indicator was established only for the first stage of the project and achieved 125% of the target value.

Table 11. Indicator No. 2.3.1 – achievements by stage

Indicator 2.3.1. Number of land and natural resource guides with a gender focus distributed to Afro-Colombian Community Councils.

CMM Goal	Achievement	%
137	171	125%
Gender Goal	Achievement	%
--	--	--
Science & Technology Goal	Achievement	%
--	--	--
Cumulative Life of Project Goal	Achievement	%
137	171	125%

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

Result 2.4. Methodologies for natural resource conflict resolution are defined and successfully

¹² N. del T: *Commodatum*, commodate or gratuitous loan.

applied in the mediation centers

Activity 2.4. Best practices on resolution of land and natural resource conflicts are identified, assessed for efficacy and documented for future use in other areas of Colombia.

PROTIERRA implemented a training and communications strategy in Guatemala during a South-South exchange with the aim of building capacities of the community councils regarding land use and natural resources planning based on the sustainable management of the natural resources. This included: (i) the incorporation of families to the territorial planning processes of the local community councils and (ii) training the communities on integrated agricultural and the design of community plans for the management of natural resources.

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

With the support of PROTIERRA, COCOMACIA participated in training sessions on land boundaries demarcation, the preparation of the first community social cartography and the first technical land maps of the community council including 800,000 hectares inhabited by more than 40,000 persons (127 local councils). This community has historically been affected by the Colombian armed conflict.

The following were the results of PROTIERRA: i) the development of a land boundary demarcation protocol according to the enacted legislation and the organizational structure of the community councils (Law 70 of 1993 and decree 1745 of 1995); ii) documentation of the methods followed for the land boundary demarcation of the territory; iii) a technical collection of basic cartography of the areas of COCOMACIA and its historic evolution; iv) an exercise on social mapping; and v) the land census.

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

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

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

Activity 2.5. Development of the Conflict Management Guide, incorporating best practices in Guatemala and experiences in Colombia.

Parallel to the work on territorial planning, PROTIERRA and the community councils documented this new methodology for peaceful land and natural resources conflict developed through the program. As the highest administrative authority in its collective territory, COCOMACIA has developed its own models for land conflict mediation with clearly established processes. Nevertheless, PROTIERRA was able to identify that these procedures had not been clearly documented. PROTIERRA also supported COCOMACIA in the development of instruments to systematize the procedures and train people. Additionally, the community councils' leaders visited Mercy Corps' partners in Guatemala in order to share their experience on land conflict mediation. Training sessions on the use of GPS devices were also held to provide technical support to the mediation activities and the processes of delimitation of the territory. These training sessions were delivered only to women from the Talita Kumi Association, financed by USAID in Guatemala, through the project *Empoderamiento de Mujeres Agrarias EMA* (Empowering Agrarian Women) as an empowering mechanism and as recognition of the leadership of the 12 women.

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

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

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

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

Indicator 3.1.1. Number of users in the *Red Tierras* network.

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

As seen in Table 12 below, there was a target of 300 users on *Red Tierras* during the CMM stage, though the program was able to reach 343, representing 114% achievement. The target

value for the GENDER stage was 40 users, and the actual achievement was 56, a 140% execution over the target value. There was no target value for this indicator during the S&T stage.

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

Table 12. Indicator No. 3.1.1 – achievements by stage

Indicator 3.1.1. Number of users in the *Red Tierras* network, disaggregated by sex.

CMM Goal	Achievement	Disaggregated M/F		%
		M	F	
300	343	198	145	114%
Gender Goal	Achievement	Disaggregated M/F		%
		M	F	
40	56	29	27	140%
Science & Technology Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Cumulative Life of Project Goal	Achievement	Disaggregated M/F		%
		M	F	
340	399	227	172	117%

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

Activity 3.2.1. Create a multi-sectorial network (*Red Tierras*) that includes the participation of women, Afro-Colombian, and indigenous people, that advocate for policies on land and natural resource conflicts in Colombia.

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

Red Tierras connects land access rights of ethnic communities’ professionals to NGOs, academics, government agencies, and communities to share best practices and lessons learned on the resolution of territorial conflicts, agrarian reform, and sustainable management of natural resources. It is an innovative initiative that facilitates the development of associations of peers working on the same issues.

PROTIERRA verified that *Red Tierras* (in its component of virtual platform, exchanges or cross-visits) is currently in operation, using the Ning network as its technological platform. The network was setup during the first semester of 2010, initially using the Clear Space network which was already being used by members of the Mercy Corps team. In August 2010, the network was migrated to the Ning platform, intended to offer enhanced visibility and flexibility to the external users. Currently, the network has 399 members and is on a Web 2.0 platform.

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

As an influencing mechanism, its main contributions are:

- i. Improving a variety of tools and democratizing the available information on issues of land and territorial conflicts for rural and marginalized populations in Latin America. In this sense, *Red Tierras* contributes to enhancing the possibilities of civil society to access relevant and updated information in this matter.
- ii. Facilitating the communication and exchange between leaders who can promote changes at the local level with impact at regional and national level. In this sense, it must be understood as an instrument to promote the role of the change agents, allowing them to act collectively and to learn mutually.
- iii. Promoting the work on land and natural resources issues implemented by Mercy Corps, local partners, social organizations, local governments, and national authorities. Despite the fact that the participation of the last two actors was not very active, the existence of this virtual platform constitutes a mechanism for communication and mutual accountability that contributes to the transparency of the processes.

Activity 3.2.2. Regional exchanges and forums to share strategies to improve land and natural resources policies.

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

PROTIERRA held three exchanges between Afro-Colombian communities and Colombian government authorities with indigenous and local authorities of Guatemala, where Mercy Corps has worked for over ten years in the resolution of territorial conflicts. This experience was replicated in Colombia by Mercy Corps following a South – South cooperation approach (see Table 13 below). There was also one exchange with Aimara indigenous peoples in the Bolivian plateau, where the issue of the use of GIS to rectify collective land titles was addressed.

Table 13. Number of participants and themes of PROTIERRA’s regional exchanges

<u>Date</u>	<u>Location</u>	<u>Theme</u>	<u># of participants</u>	<u>Male</u>	<u>Female</u>
February 2012	International	Exchange in Guatemala, Organizational process and MARC	4	3	1
February 2013	International	Exchange in Bolivia on conflict resolution on land and natural resources and in processes of formalization of property rights	8	5	3
April 2013	Regional	Exchange in Unguía, conflict resolution and MARC	28	11	17
October 2013	International	Exchange in Guatemala on conflict resolution on land and natural resources and in processes of formalization of property rights	8	5	3
April 2014	Regional	Regional Exchange in Quibdó, MARC and GIS	53	21	32
September 2014	Regional	Exchange on Gender, Territory, Science and Technology	26	7	19
November 2014	International	Exchange in Guatemala on GIS and GPS	4	4	0

PROTIERRA facilitated the cooperation and exchange of best practices and lessons learned between Guatemala, Bolivia, and Colombia and utilized social networks such as Twitter and Facebook, and mechanisms such as MVP (Minimum Viable Product) and Ustream to enhance the sharing of lessons learned and best practices and exchange of methodologies. Representatives of public entities in charge of land issues, including INCODER, the mayors of Acandí, Unguía and Quibdó, environmental authorities of CORPOURABA and CODECHOCO, as well as national and international academics all participated.

As a result, PROTIERRA established a partnership between INCODER and the municipality of Unguía, thus obtaining the formalization of 445 property rights over vacant state lands in the municipality of Unguía for farmers and 163 Afro-Colombian women.

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

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

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

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

Indicator 3.3.1. Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance.

This indicator was established for the CMM and GENDER stages of the project. The target value for the first stage of the project was set at 15 women in more gender-positive communities, with an actual achievement of 33 women, equivalent to 220% of the target. The target value for the second stage was set at 40 women in more rural, gender negative communities that had never considered gender norms and had just perpetuated the culture of machismo, further worsened by Colombia’s internal conflict. In actuality only 30 women achieved roles in their community councils. Although this indicator only had 75% achievement, it represents an enormous step in the right direction for these community councils.

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

Table 14. Indicator No. 3.3.1 – achievements by stage

Indicator 3.3.1. Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance.

CMM Goal	Achievement	Disaggregated M/F		%
		M	F	
15	33	--	33	220%
Gender Goal	Achievement	Disaggregated M/F		%
		M	F	
40	30	--	30	75%
Science & Technology Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Cumulative Life of Project Goal	Achievement	Disaggregated M/F		%
		M	F	
55	63	--	63	115%

A total of 63 women from the community councils benefiting from the project have assumed a leadership role within their communities: 22.2% of these women are part of the Women’s Committee, another 22.2% are part of the boards of directors of the local and Afro-Colombian Community Councils, 11.1% lead women’s processes, and 8% are community promoters. Additionally, 3.2% of them have undertaken other leadership roles such as serving as a representative of the four Afro-Colombian Community Councils and Local Councils.

A description of the key roles or positions of each one of the leaders who benefited from PROTIERRA is listed in Table 15 below.

Table 15. Detail of roles or positions of leader women

Organization	Municipality	# of leader women	type of role or position	#
COCOMASUR	Acandí	32	Women's Committee	14
			Administration area	5
			Local council boards	3
			Board of the Major Council	2
			Leading other processes	3
			Community promoters on demarcation	2
			Community promoters on mediation	3
COCOMACIA	Quibdó,	27	Project coordination	1
			Local council boards	3
			Board of the Major Council	4
			Leading other processes	11
			Leading women's processes	7
			Representative of the Major Council	1
COCOMAUNGUIA	Unguía	4	Administration area	1
			Board of the Major Council	2
			Legal representative of the local council	1
TOTAL		63	--	63

SUMMARY TABLE

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

Indicator 3.3.2. Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming.

The target value for this indicator was 10% of 29 women trained in gender and territory would have an increased empowerment and self-efficacy (see Table 1 on page 9). A pre- and post-test were applied, and this information was compared at the end of the project. It was observed that 33 women (11%) had enhanced their self-efficacy as a result of the concepts delivered through the training activities.

This indicator was established exclusively for the GENDER stage of PROTIERRA (see Table 16 below).

Table 16. Indicator No. 3.3.2 – achievements by stage

Indicator 3.3.2. Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming.

CMM Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Gender Goal	Achievement	Disaggregated M/F		%
		M	F	
30	33	--	33	110%
Science & Technology Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Cumulative Life of Project Goal	Achievement	Disaggregated M/F		%
		M	F	
30	33	--	33	110%

Indicator 3.3.3. Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities

The target value for this indicator was that 44 persons, or 10% of trained persons in gender and territory, would report to be in agreement with the concept that males and females should have equal access to social, economic, and political opportunities. A pre- and post-test were given, and this information was compared at the end of the project. As a result, 137 persons (86 women and 51 men) or 31% of trained persons responded in agreement to the concept.

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

Table 17. Indicator No. 3.3.3 – achievements by stage

Indicator 3.3.3. Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities.

CMM Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Gender Goal	Achievement	Disaggregated M/F		%
		M	F	
30	137	51	86	457%
Science & Technology Goal	Achievement	Disaggregated M/F		%
		M	F	
--	--	--	--	--
Cumulative Life of Project Goal	Achievement	Disaggregated M/F		%
		M	F	
30	137	51	86	457%

4.4. Objective 4. Increase the use of technological tools for land conflict resolution.

Result 4.1 S&T. COCOMACIA will implement a pilot geo-referenced information system (SIGACIA) in resolving conflicts on use and organization of land and natural resources in the collective territory.

Activity 4.1 Training three people responsible for the territorial conflicts mediation centers of the four major Afro-Colombian Community councils in the use of GPS and GIS in the Agustin Codazzi Geographic Institute and implementing these lessons in the GIS of the COCOMACIA, COCOMASUR and COCOMAUNGUA second-level Councils.

Indicator 4.1.1. Number of second-level Afro-Colombian Councils applying technological tools in agricultural processes (Geographic Information System, Social Mapping and GPS).

This indicator was achieved at 100%. As a result of the project, the beneficiary community councils are applying technological tools in agricultural processes (GIS, Social Mapping and GPS), land management and conflict resolution. This indicator was established exclusively for the S&T stage of PROTIERRA.

Table 18. Indicator No. 4.1.1 – achievements by stage

Indicator 4.1.1. Number of second-level Afro-Colombian Councils applying technological tools in agricultural processes (Geographic Information System, Social Mapping and GPS).

CMM Goal	Achievement	Disaggregated			%
		SM	GPS	GIS	
--	--	--	--	--	--
Gender Goal	Achievement	Disaggregated			%
		SM	GPS	GIS	
--	--	--	--	--	--
Science & Technology Goal	Achievement	Disaggregated			%
		SM	GPS	GIS	
3	3	1	1	1	100%
Cumulative Life of Project Goal	Achievement	Disaggregated			%
		SM	GPS	GIS	
3	3	1	1	1	100%

Activity 4.2. Updating the Geographic Information System of COCOMACIA (SIGACIA).

In order to systematize and rationalize the information related to the resolution of territorial conflicts, land management and use, PROTIERRA focused on the strengthening of the geographic information system of COCOMACIA, known as SIGACIA. This system has the function of the social and economic planning of the collective territories, establishing activities for rural development, land access and use, protection and preservation of the territory and the natural resources. The strengthening of SIGACIA included the following areas:

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

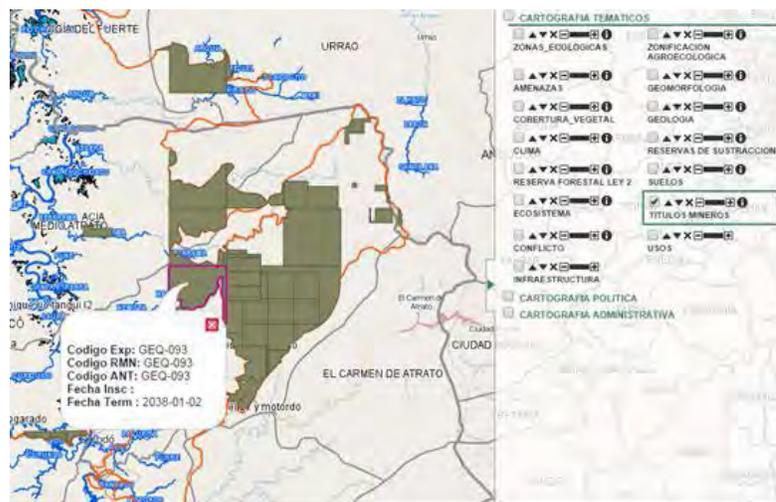


Photo 18.Layer of territorial conflicts in SIGACIA

- iii. The field and the search function were added, and the field was identified as “name of the map”, where an alias is to be populated in order to allow the easy identification of the maps by their name. Its use is the same already enabled for other fields.
- iv. Selector of layers: according to the requirements indicated for the operation of the system, particularly for the report on land conflicts; a new functionality was enabled that allows enabling or disabling of desired layers, once the type of potential conflict has been identified, thus limiting the report to what is actually required and reducing the times of analysis and operation of the system. All layers are selected by default and then the operator decides which ones need to be activated or deactivated. In this analysis the lands claimed in usufruct are considered, as any intervention on the territory that would affect mainly the beneficiaries of the land use –usufruct- who obtain their subsistence from the allocated land. The box with the layers is displayed immediately when the Conflict Report button is activated.

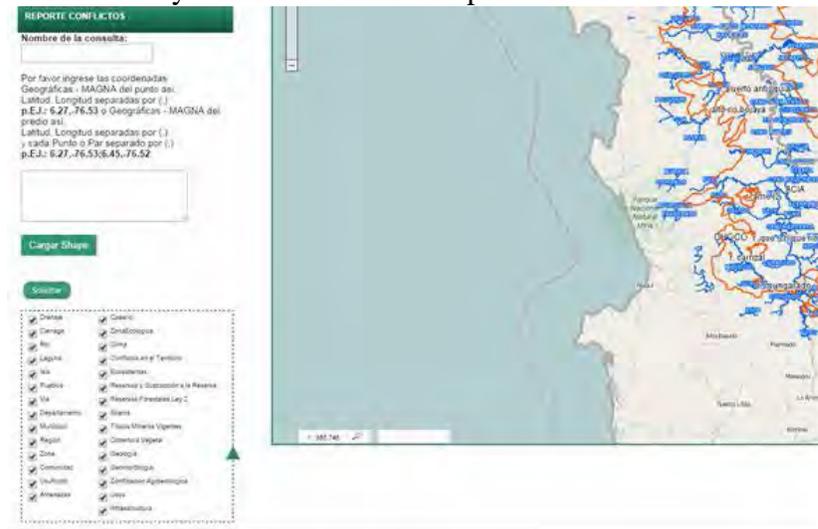


Photo 19. COCOMACIA map with codification

- v. Entering a polygon through a Shape File - *.shp. Both for a search of land plots and for a land conflict report, a new functionality was enabled aimed at allowing the operator to review what had been worked on in the field or obtain a quick response for those external users who may wish to know how the territory might be affected by a potential intervention. Such functionality is known as “Upload Shape”. Given its importance and functionality, it was enabled for searches of land lots, so as to allow downloading the information worked on in the field into the system, as well as for land conflict reports.

Indicator 4.1.2. Number of people trained in the use of technological tools

As noted in Table 19 below, 40 persons were trained in the use of technological tools, representing an achievement of 133% over the target value for this indicator. Five of the people trained are trainers of trainers. This indicator was established only for the S&T stage of the project.

Table 19. Indicator No. 4.1.2 – achievements by stage RRA

Indicator 4.1.2. # of people trained in the use of technological tools.

CMM Goal	Achievement	Disaggregated							%
		SM	GPS	GIS	ToT	Com	M	F	
Gender Goal	Achievement	Disaggregated							%
		SM	GPS	GIS	ToT	Com	M	F	
Science & Technology Goal	Achievement	Disaggregated							%
		SM	GPS	GIS	ToT	Com	M	F	
30	40	40	40	40	5	35	17	23	133%
Cumulative Life of Project Goal	Achievement	Disaggregated							%
		SM	GPS	GIS	ToT	Com	M	F	
30	40	40	40	40	5	35	17	23	133%

A detail of the subjects and persons who attended the training sessions on the use of technological tools is available in Table 20 below:

Table 20. Detail of people trained in the use of technological tools

<u>Date</u>	<u>Population</u>	<u>Theme</u>	<u># of participants</u>	<u>Male</u>	<u>Female</u>
October 2014	People from the community	GPS, GIS and Social Mapping	14	7	7
November 2014	Trainer of Trainers	GPS at IGAC	5	4	1
November 2014	People from the community	GPS and Social Mapping	12	7	5
December 2014	People from the community	GIS	21	12	9

SUMMARY TABLE

<i>Total people from the community trained in the use of technological tools</i>	35	19	16
<i>Total Trainer of Trainers trained in the use of technological tools</i>	5	4	1
TOTAL # OF PEOPLE TRAINED IN THE USE OF TECHNOLOGICAL TOOLS	40	23	17

IV. EXTERNAL EVALUATION OF PROTIERRA¹³

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

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

Question 1. Conflict resolution, men and women

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

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

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

Question 2. Women’s leadership

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

“96% of the participants believe that Mercy Corps program activities have positively influenced the participation of women; 93% believe that it has increased the number of women participating in the peaceful resolution of conflicts over land and natural resources, 94% felt the

¹³ See: Final Performance Evaluation of PROTIERRA: Conflict Resolution on Land and Natural Resources: Afro-Colombian Women’s Leadership for Land Tenure in the Middle and Lower Atrato, Choco. USAID – MSI.

program had encouraged the leadership of women in the region. Finally, 97% believe that this program has increased participation of women in collective spaces.”

Question 3. PROTIERRA’s Gender Model

“The program’s gender model derives from the Mercy Corps gender policy. Its principles are the inclusion of men, women, children, youth and senior citizens, and community consultation. A key element of the model is its flexible interpretation and implementation, based on community needs. The model acts through trainings and by encouraging participation in collective spaces through decision-making processes involving land use and natural resources. The model aims to improve men’s awareness of women’s leadership. The model is potentially replicable in the context of other ethnic territories.”

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

Question 4. Behaviors and attitudes about gender

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

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

Question 5. Community land management and women

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

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

V. CONCLUSIONS

The USAID PROTIERRA Program, implemented by Mercy Corps, has contributed significantly

to Afro-Colombian communities' territorial empowerment. As a result of the direct participation of the communities during the implementation of the program, the communities have greater knowledge of their territories, successful mediation processes allowing community access to their land, and tools for mediating inter-, intra- and extra-community conflicts. Additionally, the program promoted women's active participation in conflict resolution and land management. The GPS trainings and use of this technology have helped communities recognize the shared collective areas as well as areas of private family ownership, and the beneficiaries have been able to better plan their land use. They have also been able to establish rules for fishing, forestry and mining activities, among others.

Communities have their own traditions of conflict resolution with Afro-Colombian communities in Choco traditionally solving their disputes through dialogue. Through the participation of the communities and the Afro-Community Councils in the program it was possible to establish a conflict typology, protocols and procedures, land boundaries measurements recognized by land GOC entities , and a more active participation of women in all land conflict resolution and land management decision making processes.

The relationship of the program with other local, regional and national actors varies between the Councils. The program has been a good mediator with some external parties, ensuring the reliability and credibility of different stakeholders (national institutions, local municipalities, etc.). PROTIERRA left the Councils with important tools to dialogue with the state in their ongoing relationship over lands conflict and management. Whether the Councils do so appears to be related as much to the Councils' own attitudes (trust/distrust) as it is to their capacity to advocate on their own behalf.

VI. RECOMMENDATIONS

Customize the intervention community by community.

PROTIERRA's commitment to customizing activities based on locally defined needs and interests was universally lauded by the Councils. Though this makes any program more difficult to implement, it also ensures greater ownership at the community level and encourages community learning. PROTIERRA could be seen as model for all programming in ethnic and other hard-to-reach communities.

Take advantage of gender trends arising in the communities themselves.

Community-level changes in gender roles and relationships are as a result of demographic changes, violence, educational attainment, and other factors. PROTIERRA took advantage of the greater openness to change by ensuring the participation of the women heads of households and leaders. Women with new 25 land use certificates (usufruct) were more motivated to participate and to insist to have a role in community decision making. Students, activists, youth leaders, female heads of households, and other active community members should lead the way of emerging new gender roles.

Ensure gender inclusion.

Mercy Corps, as implementing partner of PROTIERRA, has a gender strategy which includes women in all program activities, in accordance with the USAID Gender and Social inclusion strategy. Embedding gender in a set of topics that are timely and of great interest to the community encouraged participation, and put different perspectives on the table in an environment designed to resolve conflicts. Land is one such theme; livelihoods and productive projects would be another. Rather than isolating gender; make it an integral part of an intervention.

GPS training – a simple tool with complex outcomes.

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

Active and interested local councils.

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

VII. LESSONS LEARNED

Maintain realistic expectations.

Land tenure and gender are two notoriously resilient challenges in developing countries. The gender component, with its short duration and narrow geographic scope, cannot be expected to produce broad behavior changes. Manage expectations where deep-rooted traditions are in question, and funding allows only for a brief intervention.

Ensure equity across implementation.

Men, "mestizos", women, youth and local council members made their voices heard in the evaluation: community goods, including international development programs, should be available to all. While implementers in closed communities, there is a need to build working relationships with the local communities, there is also a need to be aware that programming does not exacerbate exclusion. Consider outside- groups (geographic, ethnic, age-based, or other) in decision-making, and work with beneficiaries as real partners to ensure their inclusion.

Inclusion

The main barrier to greater women's leadership remains men's resistance to recognizing women's leadership capabilities, and impeding their full participation. The threats such changes represent must be addressed over time and carefully to avoid resistance from the groups that could feel they are undermining their authority. Include in-group resistance as an integral part of program design and theory of change.

Duration and intensity

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

Communities and state institutions

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

Sustainability does not happen on its own.

If scaling up, scaling "down" or replication are contemplated, planning and resource allocation must be appropriate for the challenging environments in which the program operates. Implement trusting relationships between participant communities and the institutions with whom they will have to advocate after the program ends.

VIII. SUCCESS STORIES

COMMUNITY WORK IS THE STRENGTH OF THE ORGANIZATION

Name of Storyteller: Legal Representative of a second-level Community Council

Date collected: 19 December 2014

What has changed in your community thanks to the project?

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

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

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

“We had the opportunity to participate in exchanges of experiences with other Councils. Mercy Corps also facilitated other support that has allowed us to approach other entities such as the Victim’s Unit, INCODER (Colombian Institute for Rural Development), the Personerías (local-level municipal attorney), and the Office of the Governor of Choco.

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

What are your plans for after the project?

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

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

have done with Mercy Corps, following the same approach.

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

THE TITLE OF LEADER WOMAN IS EARNED THROUGH SERVING OTHERS

Storyteller: Legal Representative of “ a second-level Community Council

Date collected: 24 December 2014

How was your life before the start of PROTIERRA?

“The Community Council started as an ecclesiastical organization where we would read the Bible every Sunday. It started with a group of women who read the Bible. I was a teacher at nursery schools and a lecturer for adults: at the time there were many people who did not know how to write their name but they would sign documents. With my help, many people learned how to sign their own names, how to send their shopping list to Quibdó, and that was useful for them. I was a promoter of [a second-level Community Council], I was also involved in trainings on health care and first aid as a result of the neglect we were subject to. I have lived many stages in this organizational process.”

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

“During the implementation of the program, I shifted from being a commissioner of the organization to be a member of the Secretariat of its Board of Directors and since September 2012 I am the legal representative of [a second-level Community Council] and 124 community councils that we manage, but only in the rural areas because we do not work in the urban areas.

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

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

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

“People recognize me as a leader because of my work, because I have been working since I was 12 years old. In this job, there are no holidays for us, there are no weekends. Saturdays and Sundays we work with the communities whenever we have the opportunity to do so, when they

need our work, our knowledge, that's when they request our services. One can have people recognize oneself as a leader depending on one's work, capacity and availability, one must have the vocation. People see that availability and vocation for service in me, they have seen it, it is documented. Being a leader is something you must earn by yourself.

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

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

What will follow after the implementation of the program?

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

TECHNOLOGY FOR CONFLICT MEDIATION

Protagonist: Coordinator of a second-level Community Council's office of territory and autonomy

Date collected: 24 December 2014

What has changed in your community through the implementation of PROTIERRA ?

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

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

"As the program moved forward, I acquired the most important thing which is knowledge. I feel that I complemented and strengthened my own education, as I now have a more complete

training and understanding of conflict resolution. I have obtained recognition at the departmental and international level for my work, because of the way I replicated the new knowledge within our community and the related benefit to our community. In addition, the community has been very receptive; they have gladly received the use of new technologies. The exchanges and workshops have marked a personal milestone for me, because of the relationships I was able to establish at a local, national, and international level, which opens the doors to new expectations and to continue carrying the flag of a contribution to these community processes. I had very positive experiences with the program.”

What will follow after the program?

“Within [a second-level Community Council], I expect to continue contributing to and disseminating the conflict mediation methodology so as to sustain a technical process for territorial conflict mediation.

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

“We will try giving the institutions ownership of these technological tools, so that they are formally adopted, because these tools may transform crises into opportunities. It all depends on the will to support these processes; we would like to continue the strategic Alliance with [second-level Community Councils] and Mercy Corps because this program has been just one step but we still have a long journey ahead, we must continue working on this process. For the time being we do not have the resources, but surely if we maintain this alliance we will be able to continue looking for partnerships to bring the mayoralties, office of the governor and government ministries onboard so they adopt the new methodologies through the use of technological tools for mediation of land conflicts”.