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PROGRAMA CIMIENTOS – BOGOTÁ, COLOMBIA – QUARTERLY REPORT JULY – SEPTEMBER 2008

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Colombia Regional Governance & Consolidation Program CIMIENTOS

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I. INTRODUCTION

During the sixth program quarter (July to September 2008), MSI focused on the continuation of support to departmental and municipal administrations to improve governance, legitimacy and increased citizen participation.

MSI provided assistance to public employees on budget review and planning, training on the new public contracting law, technical assistance for the implementation of the Internal Control Standard Model (*Modelo Estándar de Control Interno – MECI*), and the dissemination of development plans with communities. MSI continued working with mayors' offices on the development and approval of the territorial health plans and strengthening activities for the National Superintendent of Health (*Superintendencia Nacional de Salud – SNS*). MSI facilitated coordination among agencies at different government levels to commence a massive ID card registration drive to increase access to health and education services for over 29,000 citizens in the Chocó department. In addition, MSI promoted increased citizen participation and cooperation between communities and municipal administrations through the implementation of 5 Bases projects and facilitated 6 community assemblies (*mesas de concertación*) to agree upon the selection of small infrastructure projects, which become grants under the CIMIENTOS Bases program.

In total, 6278 citizens and government officials (1778 women, 419 afro-colombians, 224 indigenous, 122 IDPs, 378 youths) benefited from program support during the quarter.

This report is divided into six sections, including the introduction. The second section describes the activities under the program components. The third section details activities undertaken at the national level and in each of the three CIMIENTOS regions. The fourth section shows program progress, according to the USAID, Acción Social and contract indicators. The fifth section is a success story regarding the Bases grant program delivered to the San Juan del Cesar community which demonstrates building trust between the community and the local administration. The sixth section is a table of expenditures for the reporting period. Annex 1 includes a list of projects under the rapid response fund, including grants.

II. ACTIVITIES BY COMPONENT AT THE NATIONAL LEVEL



Technical assistance in Integral Security and Coexistence Plan in San Juan del Cesar

A. Component I. Improving Citizen Security and Effective State Presence in Health and Education

Subcomponent I.1: Citizen Security/Prevention and Coexistence

Integral Security and Coexistence Plan

During this quarter, MSI began supporting municipalities on the elaboration of a pilot Integral Security and Coexistence Plan (*Planes Integrales de Seguridad y Convivencia-PISC*) for the San Juan del Cesar municipality. MSI worked closely with the

Secretary of Government, conducting an analysis of the security situation drawing from the National Police's Crime Statistics Information System. Following the analysis, MSI developed an evaluation

of existing citizen security conditions and the municipality's capacity to implement the PISC in the municipality through a series of focus groups with citizens and public officials in both the urban and rural areas. Once problems were identified, the Secretary of Government developed the PISC which included activities and projects. The PISC was approved by the Security Council and is ready to be disseminated and published.

Prevention and Coexistence Observatories

During the quarter, MSI focused on the creation of the Prevention and Coexistence Observatories in the Cesar and Norte de Santander departments. To accomplish this task, MSI entered into agreements with the governor's offices of the two departments to strengthen political will and their participation in the administrative process required for the creation of the observatories. In the last quarter of this year, the observatories will become operational.

Additionally, MSI developed a proposal for the observatories' structure including definition of objectives and content, establishment of specific tasks oriented to the generation of policies, institutional strengthening activities, procedure to register and analysis of crime information, follow-up on the implemented activities and the articulation between CIMIENTOS municipalities and the corresponding department.

Corporación Infancia y Desarrollo Grant

During the reporting period, MSI awarded a grant to *Corporación Infancia y Desarrollo-CID* for US\$82,150 to implement the project "Peace Begins at Home" (*—La paz empieza por casa—*). The main objective is to create a methodology that will enable public officials in Coexistence Centers (*Centros de Convivencia*) in Ocaña and Tibú, to promote positive family relationships which, in turn, will influence citizen culture and coexistence.

CID presented the "Peace Begins at Home" objective, framework and methodology to both municipal administrations and citizens in an official project launch. Following the launch, CID assigned personnel to evaluate the phenomena of domestic violence present in the family structure and the different intervention activities implemented thus far by the Tibu and Ocaña municipalities. Based on this evaluation, CID designed four modules for transfer of methodology workshops geared towards developing community and institution interventions.



"Peace Begins at Home" Project Launch in Ocaña

General Observations

MSI facilitated a participatory process in the development of the PISC in San Juan del Cesar. Normally, the PISC is a tool developed by the local police that fails to take into account the opinions of civil authorities or citizens. Additionally, MSI's methodology focused on prevention, and fosters the generation of a culture that avoids risks or actions that could negatively affect the welfare of the community.

During the reporting period, MSI was unable to define joint activities with the Safe Departments and Municipalities Program (Programa Departamentos y Municipios Seguros – DMS), our main counterpart in the National Police. In order to comply with contractual obligations, MSI presented a new strategy to fulfill the component's objectives to USAID. The strategy was approved and will be implemented in the following quarter.

Activities planned for October – December 2008

October: Publication of the San Juan del Cesar Integral Security and Coexistence Plan.

- October – December: Sign agreements for the Department Security Observatories and implement the methodological proposal.
- October: Implementation of the modules for the —Peace Begins at Home” grant.
- November: Begin grant activities with the Hemera Comunicar Foundation.

Subcomponent I.2: Health

During this quarter, the Health Component focused its work on supporting the Sierra Nevada region in the construction, modification and approval of the multi-year health investment plan for the implementation of the territorial health plan. With the National Registrar’s Office (*Registraduría Nacional*), MSI focused on the development and start of a massive drive to issue identification cards for citizens in 5 municipalities in the Bajo y Medio Atrato region. Possession of an ID is a prerequisite for securing government health benefits. MSI continued providing support to the National Superintendent of Health (*Superintendencia Nacional de Salud – SNS*) by providing technical support to implement the Internal Control Standard Model (*Modelo Estándar de Control Interno – MECI*) and the elaboration of a guide on the supervision of health service delivery.

Support to Territorial Health Plans

MSI brought to a close the support provided for the elaboration of the Territorial Health Plans in the previous quarter. During this reporting period, MSI continued to provide assistance and technical guidance to the new administrations and their teams to prepare, follow-up, evaluate, and oversee the implementation of the Territorial Health Plans in the municipalities and departments in the Sierra Nevada region. MSI completed providing this assistance to municipalities in the Catatumbo region in the previous quarter. This activity was not possible in the Bajo and Medio Atrato region since the GOC has not established clear guidelines regarding health administration in Chocó.

MSI focused assistance on developing corrective measures and improving the work that municipalities carried out prior to program support, with the objective of preparing coherent, pertinent, consistent, clear and goal-oriented plans. The MSI health expert visited municipal and departmental administrations to monitor progress, review documents, and resolve weaknesses identified in the formulation process. Following the preparation of the plan, MSI assisted the municipality in the plan’s approval process with the municipal council, departmental assembly and the Social Security Territorial Council (*Consejo Territorial de Seguridad Social en Salud*). All 8 municipal plans and the 3 departmental plans in the Sierra Nevada region were approved before the deadline set by the Ministry of Social Protection. MSI trained public officials to carry out monitoring and evaluation of the plans’ activities. MSI provided assistance to 137 departmental public officials, 204 municipal public officials, 6 departmental assembly members, 15 municipal council members and 49 civil society members on the preparation of the Territorial Health Plans in the Sierra Nevada.

National Superintendent of Health (Superintendencia Nacional de Salud – SNS)

During the reporting period, MSI worked together with the SNS to expedite and adopt the Ethics and Good Governance Code through resolution 01048 passed August 1, 2008. September 4, 2008 the SNS adopted the Process and Procedures Manual through resolution 001230. MSI assisted the SNS to adopt the Quality Manual through resolution 00133 passed September 29, 2008. MSI’s support included trainings and technical assistance for SNS employees on the development of the institution’s vision, mission, internal procedures and construction of the manuals and codes. The

adoption of these manuals and procedures is critical to the improvement of the institution's operations and ability to fulfill its responsibilities in inspection and oversight of the Colombian health sector. To ensure implementation and compliance of the new regulations and codes, MSI began trainings with all SNS employees on creating a dissemination strategy and the procedures required by the new resolutions.

MSI also supported the SNS in the design and presentation of a Supervision of Health Service Provision Guide for mayors, a tool that will facilitate compliance of their role as supervisors of health provision in their municipality. The guide will teach mayors to provide timely supervision of the health service providers, monitoring their adherence to customer service standards such as quality and coverage.

Registraduría Nacional

MSI developed a critical strategic alliance with the National Registrar's Office (*Registraduría Nacional*) to carry out a massive identification card registration drive in five of the seven municipalities in the Bajo and Medio Atrato region (Unguía, Acandí, El Carmen de Atrato, Carmen del Darién and Riosucio). This alliance developed due to MSI's identification of the need to prioritize the issuing of ID cards to the numerous population excluded from the *Sistema de Identificación y Clasificación de Potenciales Beneficiarios para los Programas Sociales* - SISBEN database required for citizens to access health and education public services and subsidies due to the requirement of having an ID card to be entered into the database. The Registrar's Office is the entity responsible for issuing the ID cards throughout the country. However, over the last several years, the Registrar's Office failed to coordinate the organization of the ID drives required to issue the cards with these five municipal administrations. This lack of coordination is attributed to the lack of representation of the Registrar's Office at the local level; the Registrar's Office representative at the departmental level does not have a budget to carry out this type of activity and the departments lack resources to directly finance it; and the high cost (due to costly transport) to carry out this activity in Chocó given the high transportation costs.

Through the coordination MSI achieved between the Registrar's Office, the governor's office, the mayors' offices, the local subsidized institutional health service provider (*Instituciones Promotores de Salud* - IPS), the departmental health promotion enterprise CAPRECOM (*Empresas Promotores de Salud*—EPS), indigenous communities and school principals all pledged financial and logistical support and agreed on the dates to carry out the drive.

During this quarter, MSI focused on facilitating coordination between government actors required to carry out the ID card drives for five CIMIENTOS municipalities in the Chocó department. This activity is of the utmost importance for program beneficiaries. Without an ID card, citizens do not have the right to receive any state subsidy and be included in any social program. The large population without ID cards is a problem throughout the country, but more severe in the Chocó department. In just five municipalities, MSI estimated 29,042 citizens lack ID cards. Without MSI's involvement, these municipalities would have continued to be neglected, as the Registrar's Office did not have a plan to solve this problem.

In Carmen de Atrato, from September 1 – 14, MSI facilitated the issuing of 1,795 ID cards. MSI will continue supporting the ID card drives in the remaining four municipalities in the following quarter.

Other activities

Responding to a particular request from the Carmen del Atrato mayor's office, MSI co-financed two

computers and medical software necessary for the registration of patient histories at the Department Hospital San Roque. The ability to electronically record patient histories improves the hospital's efficiency and as a result, better patient service, complying with technical and legal requirements stipulated in the Ministry of Social Protection Resolution 2546 from 1998.

Activities Planned for October – December 2008

- July 31: Trainer of Trainers workshop on the health system in Valledupar.
- October 25 – November 9: ID card drive in Acandí
- October 31 – December 7: ID card drive in Riosucio
- November 12 – December 7: ID card drive in Unguía
- November: Breast and uterine cancer prevention campaign
- November – December: Mayors of San Juan del Cesar and Dibulla supervision visits of health providers as proposed in MSI methodological guide

Subcomponent I.3: Education

During this quarter, the Education Component continued to coordinate with the Ministry of National Education (MEN) on their priorities within the scope of the CIMIENTOS program. MSI also awarded three grants on improving education coverage and quality in 8 municipalities' rural zones. MSI also focused efforts on improving school infrastructure and coordination between departments and their municipalities on education planning issues.

Ministry of National Education (MEN)

As previously agreed with the Vice Minister of the Ministry of National Education (MEN), MSI met with the Director of the Decentralization Unit (*Dirección de Descentralización*) to coordinate the promotion of the infrastructure inventory survey in schools in the CIMIENTOS regions to identify needs and to access MEN funds assigned for this purpose. The exercise is necessary to support requests for funds that Law 21 allocates for education infrastructure. Also with this Unit, based on a request from the Cesar governor's office, MSI requested staff from the Unit to train education institutions on the laws dictating the expenditure of the school's Service Funds (*Fondos de Servicios*). Each education institution has this petty cash fund to spend on teacher training, transport, furniture, etc. At the beginning of each school year, parents and teachers decide how to allocate the funds for the year. However, there is a lack of knowledge about the regulations guiding the fund, exposing both parents and teachers to sanctions from the Controller General's Office (*Contraloría General de la República – CGR*), the entity monitoring the fund's expenditure.

With the new director of the Coverage and Equal Rights Department (*Dirección de Cobertura y Equidad*), MSI explored the possibility to continue training teachers and principals in the CIMIENTOS regions on how to implement the Integrated Enrollment System (*Sistema Integrado de Matrícula – SIMAT*) that promotes tools to comply with responsibilities that educational institutions, municipalities, and departments have regarding education coverage. MSI continued coordination with MEN's Rural Education Project team to support the preparation of the Rural Education Plans.

MSI continued supporting MEN and the Cesar, Valledupar and Magdalena Secretaries of Education in the inventory exercise to identify needs in school infrastructure and establish whether or not the institution can attend to more students. The information collected in the inventory exercise will be included in the MEN's database, Education Infrastructure Information System (*Sistema de Información sobre Infraestructura Educativa*).

Ministry of Communications

Continuing the facilitation of computer donation to schools through the Ministry of Communication's *Computadores para Educar* program, MSI carried out assessments in 7 municipalities in the Sierra Nevada (Valledupar, Pueblo Bello, El Copey, Fundación, Aracataca, Ciénaga and Dibulla) to identify what aspects are missing in order for the municipality or other sources to provide the infrastructure to the school. The Ministry requires that schools have classrooms equipped with network installations, proper furniture, and adequate security conditions. To date, MSI has assessed 16 municipalities in the Catatumbo and Sierra Nevada regions. Based on the results of the assessments, MSI will provide the missing furniture and infrastructure to ensure adequate conditions to receive an estimated 1,024 computers in 77 educational centers.

Grants

MSI continued the implementation of the "Peaceful Classrooms," program in 14 CIMIENTOS municipalities together with the MEN, the International Organization for Migrations (IOM), the *Universidad de Los Andes*, and Productive Coexistence (*Convivencia Productiva*) to train 44 school and university teachers on methodologies to reduce hostility in schools. During the quarter, the first phase of the program was completed which entailed the compilation of an evaluation of the municipalities and the development of the baselines, examining aggression and citizen skill levels in the classroom. This evaluation permitted Productive Coexistence to tailor the program methodology based on the findings specific to each municipality. Additionally, education institutions and secretaries of education signed agreements with Productive Coexistence committing to their participation in the program and agreement with its methodology.

During the quarter, MSI awarded a grant to the Promigas Foundation for US\$12,000 to implement the preschool support program, "First Steps towards Academic Excellence" to work with 13 preschools in Ciénaga to evaluate current learning methodologies and train teachers, school managers, and education public officials on developing strategies to provide quality education to boys and girls. To date, the foundation has signed agreements with the participating education institutions to guarantee their active participation in the program. Training sessions with the institutional improvement teams and Ciénaga's Education Secretary commenced to prepare institutional self-evaluations.

MSI also awarded a grant for US\$24,000 to the Dominican Charity Sister's Community of Presentation of the Holy Virgin in Bucaramanga Province through their training school *Escuela Normal*, to train school teachers that work in the rural areas in El Tarra, San Calixto, El Carmen and Hacarí in the Catatumbo region. Seventeen rural area school directors and 420 teachers participated in trainings during this quarter on carrying out school evaluations to develop the action plans to improve the quality of education in these municipalities.

Lastly, MSI awarded a grant for \$US47,000 to the *Comité Departamental de Cafeteros del Magdalena* to support the Departmental and Municipal Secretaries with a methodological tool to plan and implement the Rural Education Plan (PER) in Ciénaga, Aracataca and Fundación. The PER will address the social, economic and political needs in the municipalities, following the MEN guidelines. The PER seeks to guarantee improvement in quality and coverage and institutional development in the education sector, as well as equity. Furthermore, without a PER, certified entities are unable to access World Bank funding available to increase education coverage, efficiency, and quality in rural areas.

Other activities

MSI participated in the Chocó Education Working Group *Mesa Departamental de Educación del Chocó* with 30 participant organizations, to develop public policies on infancy, youth, gender, ethnic minorities and rights to be incorporated in the Rural Education Plans. Together with the National Democratic Institute (NDI), MSI provided training on the production and interpretation of indicators to monitor the compliance with education policies included in the Departmental Development Plan.

Also in Chocó, MSI planned workshops to be held led by the departmental education supervisors in the six CIMIENTOS municipalities in the department. The workshops' objective is to instruct teachers and principals on developing School District Plans (*Planes de Educación Insitucionales – PEIs*) as required by the Ministry of Education. These plans are fundamental tools to improve education quality through identifying corrective measures to the problems identified in evaluations. According to Law 115 passed in 1992, by the MEN, each school district is required to write a plan, developed together with all of the teachers and principals, ensuring the evaluation of the problems in the district are accurate and truly reflect the education priorities. However, the municipalities are unaware of the correct application of the norms related to the plan and in the past, the head of the school district would write the plan simply to comply with the national requirement instead of taking advantage of the opportunity to gain consensus among the teachers regarding the problems the district faces. MSI, in recognition of the past difficulties and lack of coordination between the department and the municipalities, has facilitated closer relationships between departmental supervisors and municipalities as well as participation in workshops to ensure that plan elaboration involves citizens and reflects the municipality's needs. The Chocó governor's office is committed to participating in MSI supported municipal workshops which will be held during the next quarter.

During the reporting period, MSI facilitated the enrollment of 100 students in a national pilot literacy course in the 2 CIMIENTOS municipalities in the La Guajira department (San Juan del Cesar and Dibulla), the department with the highest illiteracy rate in the country. This was accomplished by negotiating with the Guajira governor's office to bring the literacy program to these two municipalities upon MSI's donation of 4 computers to two schools' IT centers, a requirement for the course.

Activities Planned For October –December 2008

- October 7: Meeting with the Secretaries of Education from the Guajira and Magdalena departments on Rural Education Plans.
- October 7-10: Chocó education forums on evaluation of teaching methodologies in Unguía, Acandí, Bojayá, Carmen del Atrato, Carmen del Darién and Riosucio classrooms.
- October 7: Workshop on rural education evaluation for Ciénaga, Fundación and Aracataca municipalities in Santa Marta.
- October 8: Meeting with Secretaria de Integración Social to develop the Municipal Education Development Plan for Aracataca.
- October 9: Meeting with the Fundación Education and Health Secretary to develop the Municipal Education Development Plan.
- October 29: Hagamos Control workshop with the Chocó Departmental Working Group in Quibdó.
- October - November: Delivery of furniture for the 77 schools in the 16 municipalities to receive the computers from Computadores Para Educar.

B. Component 2: Building governance capacity in targeted regions

Subcomponent 2.1: Transparency and accountability of regional and local governments

In the framework of the Interagency Control Agreement (ICA), MSI, the Controller General's Office (*Contraloría General de la República* – CGR), the Prosecutor General's Office (*Fiscalía General de la Nación* – FGN), and the National Inspector General's Office (*Procuraduría General de la Nación* – PGN) continued to conduct workshops on corruption prevention. During the reporting period, the workshops took place in Quibdó and Acandí. The workshop's objective is to avoid felonies and disciplinary transgressions that typically occur when using national transfer funds (*Sistema General de Participaciones* – SGP) and royalties, both vital for municipalities and departments. Participants included departmental and municipal public officials responsible for managing SGP transfers and royalties, as well as community leaders. In these workshops participants learned about legal restrictions regarding expenditures, the proper use of public funds, and common transgressions and illegal practices. Experts also provide information on what mayors and governors can and must do with funds to promote social oversight on public management.

During this period, ICA parties conducted an investigation on the use of public funds allocated for education in the Ciénaga municipality due to national government concerns about how the funds are being spent. As a result of the investigation, the PGN decided to conduct 6 disciplinary procedures based on findings of administrative irregularities and the FGN will conduct further investigations to collect additional evidence to determine if the case merits a penal offense investigation.

Lastly, MSI assisted the ICA parties to identify an expert in judicial evidence exchange between the CGR and FGN. The parties expressed the need to contract an expert due to the difference in interpretations of evidence in corruption cases.

Transparency Pacts

During the quarter, MSI continued to coordinate with the Presidential Program against Corruption (*Programa Presidencial de Lucha Contra la Corrupción* – PPLCC) to promote transparency pacts with the CIMIENTOS municipal and departmental administrations. To improve upon the pacts, MSI proposed the inclusion of agreements and ethical protocols such that the pacts not only promote transparency, but good governance as well. To modify the pacts, MSI worked closely with the PPLCC director and staff to properly include aspects of the Good Governance Code and one of the components of the Internal Control Standard Model (*Modelo Estándar de Control Interno* – MECI). Given that the Good Governance Code is a legal requirement for the MECI implementation, this modification transforms the pact into a legal instrument for citizens to monitor.

General Observations

It continues to be challenging to coordinate with the CGR, the FGN, and the PGN. Despite this difficulty, MSI created opportunities to encourage joint work among the parties such as the investigation mission in Cienaga.

Activities planned for October – December 2008

- November: Hiring of expert on interpretation of investigation evidence
- October: Finalize text of transparency pacts with PPLC

Subcomponent 2.2: Improve public administration and local governance

Technical Assistance to Prepare Territorial Development Plans

In continuation of MSI's support for the administrative planning process, during this program quarter MSI provided technical assistance to San Calixto, the only municipality behind in the planning process due to the delay in the elections and swearing in of the mayor. MSI worked with the new mayor and his team to evaluate the necessities in the urban and rural areas that should be included in the plan. Additionally, MSI trained public officials on the structure and regulations required to be included by the national government and assisted in the development of the plan's technical strategy. MSI also provided technical assistance to Territorial Planning Councils (*Consejos Territoriales de Planeación – CTP*) Finally, MSI provided tools to public officials in San Calixto to help them implement, follow-up, and monitor the development plan, as well as its financial aspects.

With the other CIMIENTOS municipalities, MSI continued supporting mayors' offices in their efforts to disseminate their development plans with constituents. During this quarter, MSI worked directly with the mayors' offices of Acandí, Bojayá, Murindó, Ocaña and Unguía.

Technical Assistance on Municipal Budgets

During the reporting period, MSI continued providing technical assistance on budgets, in coordination with the support provided on development plan implementation. This assistance included training sessions on budgeting tools and mid-term fiscal frameworks, indicator plans, investment projects, annual operational investment plans, annual budgets, and month-to-month annual cash flow schedules to implement, follow-up, and evaluate budgets. While providing these training sessions, MSI discovered the mayors' offices weakness in the application of these instruments. We, therefore, returned to each municipality to provide follow-up assistance to ensure the municipalities truly understand how to implement the instruments.

Also during this quarter, MSI began providing technical assistance to strengthen the administrations' fiscal and tax collection capacity in the Bajo and Medio Atrato and Sierra Nevada regions. This activity was designed based on the program's findings that neither the governor nor the mayor's offices have up-to-date regulations and do not have information regarding tax payers nor what taxes they can collect. The administrations do not know how to balance income vs. expenditure, nor do they have strategies to increase their savings capacity and reduce operation costs, lowering their dependence on the national government. Specifically, MSI assessed the strengths and weaknesses of the administrations in these topics and subsequently trained public officials from mayors and governor's offices and municipal councils and departmental assemblies to improve their fiscal management skills. MSI also began direct technical assistance to reconcile the budget based on commitments made by the previous administration and the activities approved in the new development plans to define the 2009 budget.



Technical assistance in Management Instruments in Valledupar

MSI also worked with municipal administrations to review budget expenditures and allocations to ensure compliance with national budgeting laws and create municipal regulations to implement the law.

Specifically worth noting is an outcome from this support provided to the Valledupar mayor's office. As a result of the technical assistance provided to the administration, MSI identified new sources of income generation for the municipality which will allow a 60% increase in its 2009 budget simply by identifying sources of income which were previously unidentified. The draft budgeting

regulation in Valledupar was presented to the Municipal Council (*Consejos Municipales*) and Departmental Assembly (*Asembleas Departamentales*). Both the Council and Assembly expressed agreement and interest in further studying the regulation in order to approve it in the next sessions. MSI will provide technical assistance to the mayor's office and Municipal Council in the review and approval process of the Income Statutes (*Estatuto de Rentas*).

In addition to the assistance provided on fiscal topics, MSI specifically supported the Ciénaga and Ocaña municipalities due to their urgent need for help regarding their financial situation. In the case of Ciénaga, the mayor's office has declared bankruptcy. This required support to review the budget commitments made with the decentralized entities and the Municipal Council. MSI's review of the situation resulted in the finding that a portion of the debt the municipality thought it owed turned out to be in the municipal bank account. However, the new administration was not aware that these funds were assigned to settle a portion of their debt. This finding will lead to a reduction of the administration's arrears.

In Ocaña, MSI provided technical assistance on budgeting which prevented the municipality from declaring itself bankrupt. MSI identified various sources of income and uncollected taxes which would allow the municipality to lower their debt. The municipality was also fully briefed on the obstacles declaring bankruptcy would create for the administration to operate.

The aforementioned activities were complemented with the distribution of the CD to help public officials responsible for budgeting issues understand the theoretical background and access the formats required by the DNP. With the CD, the public officials only need to follow the instructions and fill in the forms.

Training on MECI Implementation

The Standard Internal Control Model (*Modelo Estándar de Control Interno – MECI*) is a mandatory tool required to standardize systems of internal control in all public institutions. All administrations must implement MECI by December 8 of this year. This instrument is to be complemented with the Quality Management System (*Sistema de Gestión de la Calidad – SGC*), to develop quality management standard policies. MSI began providing technical support for implementation of MECI and SGC in the Catatumbo and Sierra Nevada regions.

Additionally, MSI carried out evaluations on the local administrations' progress on MECI implementation to comply with the legal requirements. Based on the evaluation results, MSI, together with the administration, defined work plans and assigned tasks to personnel to guarantee the compliance with the legal requirements. In some cases, such as in Valledupar, the administration agreed to work closely with the decentralized institutions, such as the municipal hospital. Additionally, responding to specific requests, MSI worked with the El Copey

municipality and the Cesar's governor's office to follow-up on the work from independent advisors that the administrations contracted for MECI implementation.

Lastly, the program continued supporting the National Superintendent of Health (*Superintendencia Nacional de Salud – SNS*), in MECI and SGC implementation. Based on this support, the SNS adopted a legal regulation requiring manuals for quality, processes, procedures and an Ethics and Good Governance Code.

Technical Assistance on Public Contracting

The public contracting law guarantees that government funds are invested efficiently to ensure improved citizen welfare. Additionally, the law is an indispensable mechanism guiding administrations in the implementation of the activities identified in the development plans. This law was significantly modified through Law 1150, 2007 and through Decree 2472, 2008. For the new public contracting law to be applied correctly, it is critical that the governors, mayors and responsible officials understand the new required procedures. MSI provided extensive training to the municipal and departmental administrations and the municipal councils and departmental assemblies given their role in both contracting and monitoring the administration's adherence to contracting procedures.

The management of the contracting law implies that the administrations will strengthen their administrative capacities and avoid errors in the contracting process and subsequent sanctions that would affect local level public officials, entities and citizens. For this reason, in this quarter, MSI began providing technical assistance in the Sierra Nevada region. MSI will provide assistance to the remaining two CIMIENTOS regions in the following quarter. This assistance consisted of sessions with governor's offices, mayor's offices, municipal councils and departmental assemblies. In these sessions, MSI explained the methodology that local level entities are required to utilize to comply with the development plan and purchase plan (*plan de compras*) to expend the budget. MSI explained the procedures stipulated in the new contracting law, complemented by working sessions with the administration's personnel responsible for contracting to review current contracts and resolve unanswered questions on the process. Additionally, during each visit, MSI delivered kits with print materials and a CD which included model contracts, model administrative acts, contracting procedures chart, a comparison chart of the law prior to and after the modification and a list of frequently made errors.

Other activities

During August, responding to a special request and necessity, MSI supported the Cesar governor's office on team strengthening and leadership skills. Members of the governor's staff expressed concern about identified management weakness to MSI, which they felt was complicating the entity's ability to operate effectively. MSI held a team-building workshop in which management tools were provided to the team to improve their job performance, time management and the methodology implemented to carry out activities. The workshop was carried out in conjunction with UNDP and included active participation by the governor and all staff members.

General Observations

The recently elected mayor of San Calixto has shown reluctance to comply with the legal procedures required to elaborate the development plan. MSI has been working closely with him to assist him in this process.

Regarding the budgeting process, generally there is a lack of information management. Many of the administrations at the departmental and municipal level depend on the past administrations' files. However the files were not maintained up-to-date and/or accurate. This makes the new administration's work of budget elaboration and modifications very challenging.

In terms of MECI implementation, the administrations have made significant progress towards meeting the December 8 deadline. However, a few administrations are not sufficiently committed, such as the governor's office of Magdalena and the mayor's office of Valledupar where meetings are often postponed and the personnel required for the implementation have yet to be assigned.

During this quarter, the security situation in El Tarra has not changed, which means that the program still cannot travel to the municipality to offer direct field support.

Activities planned for October – December 2008

- October – November: Continue support for the mayor's office of San Calixto to facilitate the municipal council's approval and dissemination of the plan.
- October – December: Continue technical assistance to disseminate development plans in program target departments and municipalities in the Sierra Nevada region.
- October – December: Technical assistance on development planning management tools to target municipalities and departments.
- July – September: Sessions to create awareness on the importance of MECI and establish implementation plans in the Bajo and Medio Atrato region.
- October - December: Continue technical assistance to municipal and departmental administrations, municipal councils, and departmental assemblies on budgeting issues such as synchronization, preparation of new budgets, and taxation.
- October – December: Continue trainings with municipal councils and departmental assemblies on budgets and taxation.
- October – December: Begin trainings on public contracting procedures for municipal and departmental administrations, municipal councils, and departmental assemblies in the Bajo and Medio Atrato and Catatumbo regions.

Subcomponent 2.3: Increase institutional coordination among different governmental levels

During the reporting period, MSI continued to focus program activities on corruption prevention training workshops as part of the ICA which included the participation of departmental and municipal officials. MSI also articulated institutional coordination by providing technical assistance on topics such as public contracting. For this assistance, MSI worked both with mayors' and governors' offices to guarantee administrations comply with legal contracting procedures established at the national level and that municipal councils and departmental assemblies carry out the monitoring of the administrations' adherence to these procedures.

Additionally, as aforementioned, the Education Component is working towards improving institutional coordination in Chocó by facilitating joint work between the departmental and municipal level for the development of School District Plans. Municipal officials have expressed to MSI their lack of knowledge regarding the national level requirements established by the Ministry of Education. Departmental level officials are aware of the methodology required for the plan's elaboration, but fail to communicate and provide assistance to the municipalities in their department. MSI was able to bring about a commitment from the actors at the different levels to work together, ensure compliance with national level requirements, and that departmental officials gain a better understanding of municipal education needs.

General Observations

The activities to bring about improved articulation between the different governmental levels are considered successful. Generally, the activities promoted by MSI have generated common interest in topics required to ensure good governance.

Activities planned for October - December 2008

- November - December: Regional meetings with CIMIENTOS mayors.

C. Cross-cutting component: Civil Society

In this quarter, the Citizen Participation component focused on three fundamental tasks: training citizens and public officials on social auditing practices, technical and financial support for the social audit projects and prioritizing and implementing Bases Projects. Also during this quarter, MSI is continuing its support for Ocasá to strengthen youth leadership in Valledupar, El Copey, and Pueblo Bello, in Cesar. During the quarter, a grant was awarded to the *Escuela Galán* to develop a leadership school in Tibú. In coordination with the Health Component, the Citizen Participation Component supported health user associations in the Cesar and Norte de Santander departments and carried out Advanced Participatory Methodologies (*Métodos Avanzados de Participación*-MAP) workshops with social organization leaders and public officials from the Chocó department and with women from the Chocó, Cesar, Magdalena and Guajira department networks.

Social Auditing Practices: Hagamos Control

To promote social audits in the target CIMIENTOS municipalities, MSI continued to train community leaders on social auditing practices utilizing the methodology previously developed by USAID, *“Hagamos Control Ciudadano.”* The program also worked to create awareness among public officials on this non-confrontational, proactive social audit practices through training of trainer workshops.

Training Sessions for Community Leaders

During this quarter, the Citizen Participation Component organized and carried out nine training sessions on social auditing for civil society organizations. These sessions were supported by the Mayor’s offices. The following table provides information about the training sessions.

TABLE 1: HAGAMOS CONTROL WORKSHOPS WITH CITIZENS

Date	Location	Beneficiaries
July 8 – 9	El Carmen	TOTAL 28 (15 women, 11 youths): 2 municipal public officials, 3 departmental public officials, 23 citizens
July 10 – 11	Convención	TOTAL 32 (17 women, 3 youths): 1 council member, 31 citizens

Date	Location	Beneficiaries
July 10 – 11	El Carmen de Atrato	TOTAL 32 (21 women, 6 afro-colombians, 11 youths, 3 IDPs): 5 departmental public officials, 27 citizens
August 13 – 14	La Playa	TOTAL 13 (9 women, 5 youths): 1 departmental public official, 12 citizens
August 28 – 29	Unguía	TOTAL 38 citizens (20 women, 24 afro-colombians, 18 youths, 9 IDPs)
September 4 – 5	Fundación	TOTAL 44 citizens (26 women)
September 9 – 10	Murindó	TOTAL 31 citizens (16 women, 24 afro-colombians, 3 indigenous, 1 IDP)
September 18 – 19	Tibú	TOTAL 36 citizens (12 women)
September 24 – 25	Carmen del Darién	TOTAL 31 (20 women, 24 afro-colombians, 3 IDPs, 1 youth): 4 departmental public officials, 2 national governmental public officials, 25 citizens

In these workshops, the program continued to train participants on the proactive and collective approach to social auditing. Participants left the workshops understanding the benefits of carrying out social audits in this manner and how to construct official recommendations and formal complaints regarding public management in order to improve legitimacy, strengthen institutions and improve public procedures.

Participants expressed their appreciation for the workshops and their focus. Specifically, in the Unguía and Murindó municipalities, social audit is a new concept. In the past, citizens never had the chance to carry out social auditing because neither the municipal government nor other organizations worked on this issue before.

During the *Hagamos Control Ciudadano* workshops with citizens, participants identified 26 possible projects in education and health that will be converted into projects and presented to MSI for possible technical and financial support.

Raising Awareness among Public Officials

Similarly, the program worked to create awareness regarding social auditing practices among public officials in four municipal administrations as described in the following table:

TABLE 2: HAGAMOS CONTROL WORKSHOPS WITH PUBLIC OFFICIALS

Date	Location	Beneficiaries
July 9	El Carmen	TOTAL 26 (17 women): 22 municipal public officials, 1 mayor, 3 citizens
July 9	El Carmen de Atrato	TOTAL 13 (6 women, 2 afro-colombians, 1 indigenous): 8 municipal public officials, 1 mayor, 4 citizens
September 7	Murindó	TOTAL 13 public officials (2 women, 13 afrocolombians)
September 23	Carmen del Darién	TOTAL 17 public officials (9 women, 15 afrocolombians)

In El Carmen, MSI observed public officials conscious of the importance of the social audits and with great interest in supporting citizens in the audit exercise. The mayor publicly declared that citizen participation is a strategic objective in the El Carmen Municipal Development Plan. She intends to utilize the *Hagamos Control* methodology she learned in the workshop to comply with this commitment.

The public officials of the other mayors' offices who attended the workshops expressed their past negative experiences with social audits in their municipalities. They had the notion that the social audits were an obstacle to public management. However, after participating in MSI's workshop, the officials indicated their willingness to facilitate citizen audits in their municipalities.

In total, during the past quarter, 285 community leaders and 69 public officials were trained in the *Hagamos Control* methodology.

Trainer of Trainers in Social Audit Methodology

During the quarter, MSI held three trainer of trainers workshops, one in each region, to transfer the *Hagamos Control* methodology to 93 organization leaders from the indigenous, afro-colombian communities and departmental public officials. Participants were trained in how to support social organization leaders in the elaboration of social audit project proposals. The following table provides further information about these workshops.

TABLE 3: FORMADOR DE FORMADORES WORKSHOPS

Date	Location	Beneficiaries
July 18 – 19	Valledupar	TOTAL 34 citizens (19 women, 8 afro-colombians, 2 indigenous)
July 29 – 30	Quibdó	TOTAL 29 citizens (18 women, 24 afro-colombians, 3 IDPs)
August 15 – 16	La Playa	TOTAL 30 citizens (14 women)

Social Audit Projects

Citizens who participated in the *Hagamos Control* workshops received technical support from MSI to develop social audit projects in health and education. Eight projects were submitted to USAID to consider funding which were subsequently approved. The project topics and location are included in Table 4.

TABLE 4: APPROVED VEEDURÍA PROJECTS

Project	Location
Social audit on the treatment of senior citizen patients in the <i>San Roque</i> Hospital	El Copey
Social audit on the school cafetería quality in the <i>Ariguaní</i> school	Pueblo Bello
Social audit on the Prevention and Promotion program for attention for patients under five-years old at the <i>Camilo Villazón</i> hospital	Pueblo Bello
Social audit on the quality of the breakfasts served in School No. 7	Ciénaga
Social audit on the delivery of medicine by the health service provider	Ciénaga
Social audit on the hot lunch program for senior citizens in the <i>Comuna Suroccidental No 4 Adolfo Milanés</i> community	Ocaña
Social audit on the access and timeliness of health service in the <i>Quebrada de la Esperanza</i>	Ocaña
Social audit on assigning dentist and laboratory appointments in the public hospital <i>Noroccidental</i>	Abrego

These social audits are the first such audits to be carried out in these municipalities utilizing a methodology that encourages cooperation between citizens and education and health providers.

Bases Projects

During the quarter, MSI held six town assemblies (*mesas de concertación*) to identify community-led initiatives for small infrastructure improvement projects. Participants included civil society organizations (women's, youth, indigenous and afro-colombian groups, Juntas de Acción communal among others) and municipal government officials. In these town assemblies, MSI was able to bring about consensus over the municipal priorities for small projects between citizens and public administrations. The breakdown of each community assembly is included in Table 4.



BASES Project Town Assembly in Serankwa Indigenous Community

Both municipal administrations and community members pledged matching contributions for the projects identified. In the Magdalena department, two town assemblies (Aracataca, Fundación) were held with 70 participants (21 women). In the Guajira department, (Dibulla) one town assembly was held with 56 participants (47 women) In the Chocó department, two town assemblies (Unguía, Carmen del Atrato) were held, with 110 participants (60 women, 18 afro-colombians, 22 youths, 7 IDPs). A total of 247 people participated in the town assemblies.

TABLE 5: BASES PROJECT TOWN ASSEMBLIES

Date	Location	Beneficiaries
July 3	Aracataca	TOTAL 30 (9 women, 30 indigenous, 2 youths): 1 departmental public official, 29 citizens
July 7 – 8	Fundación	TOTAL 40 (12 women, 10 youths, 40 indigenous): 3 departmental public officials, 37 citizens
July 16	Unguía	TOTAL 60 (30 women, 16 afro-colombians, 15 youths, 7 IDPs): 4 municipal public officials, 9 departmental public officials, 1 mayor, 2 council members, 44 citizens
August 4	Ciénaga	TOTAL 11 indigenous: 3 municipal public officials, 8 citizens
September 19	Carmen de Atrato	TOTAL 50 (30 women, 2 afro-colombians, 7 youths): 7 departmental public officials, 43 citizens
September 25	Dibulla	TOTAL 56 (47 women): 16 departmental public officials, 40 citizens

The presence and participation of the municipal administrations in these rural town assemblies has a significant impact. Community members have had very little interaction with their government officials and the assembly provided them with an opportunity to prioritize projects together.

Working sessions in non-urban areas include:

- Aracataca: town assembly with the Serankua indigenous community, two hours away from the urban center, traveling on an unpaved road.
- Fundación: town assembly with the Umake indigenous community, located four hours away from the municipal center (two hours on an unpaved road and an additional three hours on a camino veredal).
- Unguía: town assembly in the Tanela community, half an hour by car
- Carmen del Atrato: town assembly in Zabaleta with the indigenous community Babualá

USAID approved 17 Bases Projects during this quarter. These projects are being implemented by civil society organizations and provide opportunities for the community and municipal administration to make decisions together in committees, guaranteeing the transparency in the expenditure of the project funds and ensure the quality of the work underway. Table 6 presents basic information on these approved projects:

TABLE 6: APPROVED BASES PROJECTS

Project	Location	Beneficiaries
Remodel and equip of bathrooms at the Rafael Soto Fuentes school	El Copey	TOTAL 950
Construction of an IT center at the Magola Hernández pardo sede n° 3 Oswaldo Mestre Medina school	Pueblo Bello	TOTAL 279
Construction of two classrooms and a bathroom in the indigenous community <i>Arhuaca de Gunchukwa</i>	Pueblo Bello	TOTAL 118
Construction of classroom and bathroom in the <i>Vereda el Pontón</i> school, <i>Ataquez</i> district	Valledupar	TOTAL 310
Remodel, equipment donation for operation of Las Tunjas Health Center	San Juan del Cesar	TOTAL 823
Construction of classroom in indigenous community	San Juan del Cesar	TOTAL 355
Construction and equipment donation for two classrooms in the <i>Serankua</i> indigenous community	Aracataca	TOTAL 600
Construction of bathrooms for the <i>Manuel J. Del Castillo</i> school	Ciénaga	TOTAL 4.422
Donation of equipment and furniture for the Cherua school, in the Palmor district	Ciénaga	TOTAL 926
Construction of 2 classrooms and bathroom in the <i>Umake</i> indigenous community	Fundación	TOTAL 800
Remodel of the cafeteria for the <i>Emiliano Santiago Quintero</i> school	Teorama	TOTAL 669
Donation of computers for the <i>Cayetano Franco Pinzón</i>	San Calixto	TOTAL 698
Remodel of cafeteria for the <i>Educativa Agustina Ferro</i> school	Ocaña	TOTAL 780
Construction of bathroom of the <i>La Ceiba</i> , school	Abrego	TOTAL 896
Remodel and donate equipment for the IT center at the <i>Presentación</i> school	Riosucio	TOTAL 1.244
Construction of a school in the rural district <i>Despensa Baja</i>	Carmen del Darién	TOTAL 100
Remodel and donation for <i>Isla De Los Rojas (Opogadó)</i> health center	Murindó	TOTAL 533

During the quarter, MSI implemented five Bases Projects, as described in table 7. Through these projects the program improved the conditions of four schools and a health center. These projects were selected by both the community and the municipal administration to improve the quality of life of citizens in these five municipalities. In the case of the school cafeteria projects, the rooms were inadequate and in poor condition to serve proper meals to the children, often impacting negatively on children's ability to receive a nutritious meal in a timely manner. The donation of

furniture for the schools was selected to provide children with the minimum infrastructure required for them to participate in class under appropriate conditions. Specifically, in the case of the Bases Project implemented in Ciénaga, the community (situated 7 hours from the urban center) supported the project by providing additional labor and construction materials to build a small IT center not included in the Bases Project. Based on this commitment, the *Sergio Arboleda* University donated two computers to the IT center.

The health center in San Juan del Cesar had been non-functional and unable to receive patients since 1994. While San Juan del Cesar does have a hospital, it is overwhelmed and, as a result, seriously injured or ill patients often do not receive timely attention since nurses get bogged down attending to patients with minor injuries. Therefore, the municipality and community prioritized this project to provide an outpatient health center facility to attend to patients with minor injuries, thereby allowing the hospital to better meet the needs of patients with more serious conditions. Brian A. Nichols, the US Embassy Charge de Affairs, along with USAID personnel, the Governor of La Guajira and the Mayor of San Juan del Cesar inaugurated the center on September 26, 2008.

TABLE 7: IMPLEMENTED BASES PROJECTS

Project	Location	Beneficiaries
Furniture and equipments grant for Centro Educativo de Cherua, Corregimiento el Palmor	El Carmen	TOTAL 1.149
Equipment donation for chemistry and physics laboratorios in Institución Educativa Colegio Integrado	Tibú	TOTAL 840
Furniture grant for Centro educativo de Cherua, corregimiento el Palmor	Ciénaga	TOTAL 926
Furniture and utensils’ donation to improve operations of school cafeteria in Institución Educativa Colegio San Miguel	Hacarí	TOTAL 625
Remodel and equip of Las Tunjas Health Center San Juan Del Cesar	San Juan del Cesar	TOTAL 823

MAP Training Sessions for Public Officials and Citizens



MAP (Advanced Participation Methodology) workshop in Quibdó

The Citizen Participation component organized and carried out two training sessions on MAP for public officials and civil society in Quibdó and the other with leaders from the Chocó, Cesar, Magdalena and Guajira women’s networks. MAP is a set of tools used to facilitate group and community based planning exercises. Community organizations use these tools to help improve internal planning exercises and workshops. For the municipal administrations, MAP is used to enhance the quality of meetings with citizens focusing on results.

The MAP workshops have two objectives: strengthen civil society organizations and support municipal administration efforts to increase citizen participation in local management.

MAP workshops also act as meeting grounds where public officials and community leaders from each region share their experiences, learn from each other, build trust, and find opportunities to cooperate. Overall, the program trained 34 people in Quibdó including 4 public officials and 25 civil society representatives (17 women, 3 indigenous, 24 afro-colombians, 5 youths).

Grants

MSI continued the implementation of the Ocasá project *Jóvenes Diciendo y Haciendo* (Youths Conversing and Implementing) in Valledupar, El Copey, and Pueblo Bello, in Cesar. During the quarter, Ocasá selected 60 youths to participate in the program. With these youth, Ocasá held 18 workshops, completing the first three project modules on citizen participation and leadership. Specifically, the workshops focused on the operation of the Colombian government institutions, youth participation, citizen audits, municipal administration transparency sessions and team work. Participants also received instruction on how to develop and implement advocacy and campaign projects in education, health and citizen participation.

In these workshops, youth are taught how to organize groups to conduct social audits which can improve public management. They are also taught to respect public officials and learn how government decisions are made to understand how to best influence these decisions.

Also during this quarter, MSI awarded Escuela Galan a grant for US\$60,000 to create a school for peace for local leaders from Tibú and the rural zone Gabarra”. This project seeks to strengthen social cohesion in these two communities afflicted by conflict. Fifty youth will participate in the school and will receive training in leadership and public policies preparing them to be able to effectively participate in local government. After the project finishes, these youths will become trainers in the methodology for other youths in their municipalities. This initiative also seeks to create opportunities to promote community participation and serve as an alternative way for these youth to spend their free time.

Other Activities

In coordination with the Health Component, the Citizen Participation Component held two training workshops with the Controller’s Office (*Contraloría General de la República – CGR*), social auditors and health user committees. The first took place on July 31 in Valledupar with 57 participants from the Pueblo Bello, El Copey and Valledupar municipalities. The second workshop took place on September 5 in Ocaña with 32 participants from the Abrego, Ocaña, La Playa and Tibú municipalities.

Activities Planned for October – December 2008

- Continue training community grassroots organizations in social auditing practices following the Hagamos Control Ciudadano methodology.
- Create local municipal committees to develop the social auditing strategy.
- Implement Bases projects.
- Support civil society strengthening initiatives.

III. ACTIVITIES AND CONTEXT AT THE REGIONAL LEVEL

A. National Level

MSI worked with the SNS on the adoption and dissemination of a good governance and ethics code as well as quality procedures and manual. The adoption of this code and manual is critical to the improvement of the institution’s operations and ability to fulfill its responsibilities in inspection and oversight of the Colombian health sector. To ensure implementation and compliance of the new regulations and codes, MSI began trainings with all SNS employees on creating a dissemination strategy and the procedures required by the new resolutions.

Table 8 describes the beneficiaries and type of activity provided by MSI to the SNS at the national level during the reporting period.

TABLE 8: ACTIVITIES AT THE NATIONAL LEVEL

Date	Activity	Beneficiaries
July	Technical assistance to PGN, CGR, FGN public officials on the support to Ciénaga – Municipal budget	TOTAL: 9 national governmental public officials (6 women)
August 8	Technical assistance to PGN, CGR, FGN public officials on the support to Ciénaga – Education	TOTAL: 7 national governmental public officials (4 women)

B. Bajo and Medio Atrato

Public Order and Security Conditions

On July 23, 18 people traveling on a boat between Turbo and Quibdó were retained by guerilla members. Starting on the following day, the kidnapped victims were released over a period of 6 days.

On September 5, there was a FARC guerilla attack in Quibdó 17 kilometers from Quibdó. As a result of the attack, three military and one policeman were killed. There are still some inconveniences traveling in the region. On September 12, a boat travelling from Bojayá to Quibdó on the Atrato River carrying one MSI staff member and one consultant came under attack by the army because the captain did not hear their request to stop. The army’s gunfire fortunately did not harm any passengers. On September 3, a boat carrying members of the Chocó Women’s Network attending a MSI training in Quibdó capsized, resulting in lost personal items, but no injuries.

Program Highlights

As part of the mass ID card drive, during this quarter MSI issued 1,795 IDs to citizens in Carmen del Atrato. MSI will continue supporting the ID card drives in the remaining four municipalities in the following quarter.

MSI has provided support for the Bajo and Medio Atrato region through the provision of two computers and specialized medical software for the public hospital San Roque in Carmen del Atrato. This support will provide the hospital with the ability to easily enter in-patient information and track patient histories resulting in greater efficiency.

The region faces a great challenge in the access of information and knowledge of administrative procedures. The administrations are more isolated from the national government than almost any other in the country. MSI direct technical assistance on budgeting is particularly critical for these administrations. During the reporting period, MSI provided assistance to all CIMIENTOS municipalities, training 106 public officials (80 afro-colombian, 36 women).

Additionally, MSI began network strengthening activities with the Chocó Women’s Network. From September 4 -6 in Quibdó, MSI held a workshop with 35 women participants (33 afro-colombians). The training and technical assistance focused on two issues. The first issue was gender perspective and leadership. The second issue addressed the internal strengthening of the network. This was done through the definition of objectives and the identification of problems related to women in the department and municipalities where the network has access. Participants identified and prioritized activities that the organization should carry out to improve their impact in the region.

During the reporting period, there were a total of 888 beneficiaries in the Bajo and Medio Atrato region (470 women, 369 afro-colombians, 74 indigenous, 47 IDPs, 89 youths). Table 9 contains the complete list of MSI activities and corresponding beneficiaries in the Bajo and Medio Atrato region during the reporting period.

TABLE 9: ACTIVITIES IN BAJO AND MEDIO ATRATO

Date	Activity	Location	Beneficiaries
July 1 – 2	Dissemination of Development Plan with the community	Acandí	TOTAL 47 (18 women, 29 afro-colombians, 1 youth, 6 IDPs): 6 municipal public officials, 4 departmental public officials, 1 national governmental public official, 1 mayor, 1 council member, 34 citizens
July 2	Adjustments to Development Plan with Mayor’s office public officials regarding the dissemination process results	Acandí	TOTAL 10 (5 women, 8 afro-colombians): 9 municipal public officials, 1 mayor
July 3	Dissemination of Development Plan with the community	Unguía	TOTAL 36 (15 women, 32 afro-colombians, 2 youth, 6 IDPs, 3 indigenous): 12 municipal public officials, 1 departmental public officials, 2 national governmental public officials, 3 council members, 18 citizens

Date	Activity	Location	Beneficiaries
July 14 – 15	Meeting to provide information on the ICA agreement	Quibdó	TOTAL 23 (11 women, 20 afro-colombians): 10 municipal public officials, 8 departmental public officials, 2 national governmental public official, 1 mayor, 2 representatives
July 17	Support to the Veeduría Committee in the Veeduría project formulation -SISBEN	Riosucio	TOTAL 8 citizens (4 women, 5 afro-colombians, 5 IDPs, 2 indigenous)
July 17 – 18	Meeting to provide information on the ICA agreement	Acandí	TOTAL 26 (12 women, 15 afro-colombians): 18 municipal public officials, 3 departmental public officials, 2 mayors, 3
July 18	Support to the Veeduría Committee in the Veeduría project formulation – Teachers in Riosucio	Riosucio	TOTAL 3 citizens (3 women, 3 afro-colombians)
July 18	Support to the Veeduría Committee in the Veeduría project formulation – Vaccination to children	Riosucio	TOTAL 6 (3 women, 4 afro-colombians, 2 indigenous): 1 municipal public official, 1 departmental public official, 4 citizens
July 21	Technical assistance in Municipal Development Plan management instruments	Acandí	TOTAL 12 (6 women, 9 afro-colombians): 11 municipal public officials, 1 mayor
August 1	Training to ESE-Chocó Directors on management	Quibdó	TOTAL 8 departmental public officials (2 women, 8 afro-colombians)
August 4	Technical assistance in municipal budget	Carmen del Darién	TOTAL 3 municipal public officials (1 woman, 3 afro-colombians)
August 4	Technical assistance in municipal budget	Riosucio	TOTAL 7 municipal public officials (2 women, 7 afro-colombians)
August 5	Technical assistance in municipal budget	Unguía	TOTAL 6 (2 women, 4 afro-colombians): 5 municipal public officials, 1 mayor
August 6 – 7	Support to the Veeduría Committee in the Veeduría project formulation – Teachers in Riosucio	Riosucio	TOTAL 5 (3 women, 5 afro-colombians): 1 municipal public official, 1 departmental public official, 3 citizens
August 6 – 7	Technical assistance in microveedurías projects	Riosucio	TOTAL 8 citizens (5 women, 5 afro-colombians, 1 indigenous, 7 IDPs)
August 8	Technical assistance in municipal budget	El Carmen de Atrato	TOTAL 5 municipal public officials (4 women)
August 8	Technical assistance to the Indigenous Association Daubana on legal and administrative strengthening and SGP management	El Carmen de Atrato	TOTAL 5 citizens (5 indigenous)

Date	Activity	Location	Beneficiaries
August 9 – 11	Technical assistance in microveedurías projects	Acandí	TOTAL 5 (3 women, 3 afro-colombians) 1 departmental public official, 4 citizens
August 9 – 11	Technical assistance in microveedurías projects	Acandí	TOTAL 5 (1 woman, 5 afro-colombians): 1 departmental public official, 4 citizens
August 9 – 11	Technical assistance in microveedurías projects	Acandí	TOTAL 5 (1 woman, 4 afro-colombians, 2 youths): 1 council member, 4 citizens
August 9	Technical assistance in microveedurías projects	Bojayá	TOTAL 5 citizens (1 woman, 5 afro-colombians)
August 10	Technical assistance in microveedurías projects	Bojayá	TOTAL 3 citizens (2 women, 3 afro-colombians)
August 10	Technical assistance in microveedurías projects	Bojayá	TOTAL 4 citizens (3 women, 4 afro-colombians)
August 11	Technical assistance in municipal budget	Bojayá	TOTAL 5 municipal public officials (1 woman, 5 afro-colombians)
August 12	Technical assistance in municipal budget	Murindó	TOTAL 6 municipal public officials (3 women, 5 afro-colombians)
August 14	Technical assistance in microveedurías projects	El Carmen de Atrato	TOTAL 4 citizens (3 women)
August 14	Technical assistance in microveedurías projects	El Carmen de Atrato	TOTAL 7 (2 women, 3 youths, 4 indigenous): 1 municipal public official, 6 citizens
August 14	Technical assistance in microveedurías projects	El Carmen de Atrato	TOTAL 4 citizens (2 women, 4 youths)
August 15	Dissemination of Development Plan with the community	Bojayá	TOTAL 33 (9 women, 32 afro-colombians, 11 IDPs): 4 municipal public officials, 1 departmental public official, 1 mayor, 7 council members, 20 citizens
September 1 - 14	ID card drive	Carmen del Atrato	TOTAL 1795
September 4 – 6	WCI workshop in Quibdó with Chocó Women's Network	Quibdó	TOTAL 35 citizens (35 women, 32 afro-colombians, 4 IDPs, 1 indigenous)
September 8	Technical assistance in municipal budget	Acandí	TOTAL 11 (5 women, 9 afro-colombians): 4 municipal public officials, 7 council
September 9	Technical assistance in microveedurías projects	Riosucio	TOTAL 6 citizens (3 women, 3 afro-colombians, 3 IDPs)
September 9	Technical assistance in Health Territorial Plan – Revision, modifications and evaluation	Bojayá	TOTAL 11 municipal public officials (3 women, 11 afro-colombians)
September 10	Technical assistance in PDM – Revision, modifications and evaluation	Quibdó	TOTAL 24 (7 women, 23 afro-colombians): 1 municipal public official, 19 departmental public officials, 4 national governmental public officials

Date	Activity	Location	Beneficiaries
September 10	Technical assistance in municipal budget	Riosucio	TOTAL 12 (1 woman, 10 afro-colombians): 4 municipal public officials, 6 council members, 2 citizens
September 11	Technical assistance in municipal budget	Murindó	TOTAL 8 (4 women): 5 municipal public officials, 3 council members
September 11	Technical assistance in municipal budget	Carmen del Darién	TOTAL 11 (1 woman): 5 municipal public officials, 6 council members
September 12	Dissemination of DP with the community	Murindó	TOTAL 75
September 12	Technical assistance in municipal budget	Bojayá	TOTAL 8 municipal public officials (1 woman, 1 afro-colombian)
September 15	Technical assistance in municipal budget	Quibdó	TOTAL 5 departmental public officials (3 women, 5 afro-colombians)
September 16	Technical assistance in municipal budget	El Carmen de Atrato	TOTAL 12 (5 women, 1 afro-colombian): 11 municipal public officials, 1 council
September 18	Technical assistance in education to the Chocó Departmental	Quibdó	TOTAL 21 citizens (11 women)
September 18	Technical assistance in microveedurías projects	El Carmen de Atrato	TOTAL 7 (4 women): 1 municipal public official, 1 departmental public official, 5 citizens
September 22	Technical assistance in microveedurías projects	Bojayá	TOTAL 4 citizens (3 women, 4 afro-colombians, 1 youth)
September 23	Technical assistance in microveedurías projects	Bojayá	TOTAL 5 (3 women, 5 afro-colombians): 1 departmental public official, 4 citizens
September 24	Technical assistance in microveedurías projects	Riosucio	TOTAL 3 citizens (1 woman, 3 afro-colombians, 1 youth)

C. Catatumbo

Public Order and Security Conditions

Despite the various public order disturbances in the Catatumbo region, MSI continued to provide technical assistance and hold trainings in the region. Only trips to El Tarra are still on hold due to severe security concerns caused by the kidnapping of 3 Ecopetrol employees outside the municipality.

- On July 4, FARC members set up an illegal check point on the road to enter Teorama, San Calixto, Convención and El Tarra.
- On July 5, there was an ELN guerilla attack on the Acción Social's health brigade in the San Pablo de Teorama area
- On August 31, there was an explosion in San Calixto.

Program Highlights

During this quarter, MSI inaugurated three Bases projects in El Carmen, Tibú and Hacarí. On

August 13 in El Carmen, MSI implemented the project providing the furniture and utensils for the operation of the school cafeteria in the *Institución Educativa Colegio Santo Angel Corregimiento Guamalito*. On August 21 in Tibú, MSI implemented the project providing physics and chemistry equipment for the laboratory in the *Institución Educativa Colegio Integrado Campo Dos*. On September 26, MSI implemented the project providing furniture and utensils for the operation of the cafeteria in the *Institución Educativa Colegio San Miguel*.

To support the new municipal administration in San Calixto, MSI provided continuous training and technical assistance for the elaboration of the development plan with the administration and community members. Assistance included planning exercises for the administration to identify, organize, and develop strategies for the administration's governing period.

During the quarter, MSI began activities to assist administrations in 7 municipalities in the region (Abrego, Convención, El Carmen, Hacarí, La Playa, Ocaña and Teorama) to implement MECI by the December 8 deadline.

MSI also held a training workshop with the Controller's Office (*Contraloría General de la República – CGR*) for social auditors and health user committees in Ocaña with 32 participants from the Abrego, Ocaña, La Playa and Tibú municipalities. The workshop taught participants the aspects of the social security system and the importance of citizen participation in the monitoring of health service provision.

During the reporting period, there were a total of 3352 beneficiaries in the Catatumbo region (362 women, 2 afro-colombians, 35 IDPs, 100 youths). Table 10 includes a complete list of the beneficiaries and type of activity provided by MSI in the Catatumbo region during the reporting period.

TABLE 10: ACTIVITIES IN CATATUMBO

Date	Activity	Location	Beneficiaries
July 8	<i>Microveedurías</i> committee constitution	Ocaña	TOTAL 10 (4 women): 3 municipal public officials, 2 council members, 5 citizens
July 8	<i>Microveedurías</i> committee constitution	Abrego	TOTAL 4 (2 women): 2 municipal public officials, 1 council member, 1 citizen
July 15	Evaluation workshop to implement the Prevention and Coexistence Observatory	Ocaña	TOTAL 13 (3 women, 1 afro-colombian): 9 municipal public officials, 4 national governmental public officials
July 16	Technical assistance in Municipal Development Plan to mayor's team and community	San Calixto	TOTAL 19 (7 women): 8 municipal public officials, 2 departmental public officials, 9 citizens
July 21	Training on <i>Microscopía</i> to rural communities from Hacarí, Convención and El Tarra	Cúcuta	TOTAL 5 (4 women): 4 municipal public officials, 1 departmental public official

Date	Activity	Location	Beneficiaries
July 22	Technical assistance in participation evaluation to analyze the Municipal Development Plan	San Calixto	TOTAL 36 (3 women, 4 youths, 5 IDPs): 3 municipal public officials, 1 mayor, 32 citizens
July 23	Technical assistance in participation diagnosis to analyze the Municipal Development Plan	San Calixto	TOTAL 53 (33 women, 10 youths, 1 IDP): 3 municipal public officials, 4 departmental public officials, 1 national governmental public official, 1 council member, 44
July 23	Technical assistance in Municipal Development Plan	San Calixto	TOTAL 13 (7 women): 12 municipal public officials, 1 national governmental public official
July 28	Technical assistance in <i>microveedurías</i> projects	El Carmen	TOTAL 4 citizens (3 women, 4 youths)
July 29	Technical assistance in <i>microveedurías</i> projects	El Carmen	TOTAL 3 citizens (1 woman, 1 youth)
July 29	Technical assistance in <i>microveedurías</i> projects	El Carmen	TOTAL 3 citizens (1 woman)
August 5	Technical assistance to the Territorial Planning Council in Municipal Development Plan	San Calixto	TOTAL 8 citizens (2 women)
August 12	Meeting with teachers of Ocaña, Hacarí and El Carmen municipalities	Ocaña	TOTAL 6 departmental public officials (3 women)
August 13	Meeting with teachers and interns of the Escuela Normal Superior – Peaceful classrooms (Aulas en paz) project	Convención	TOTAL 9 (9 women): 1 departmental public official, 8 citizens
August 13	Meeting with directores de núcleo	Ocaña	TOTAL 7 departmental public officials (3 women)
August 14	Meeting with the Emiliano Santiago School's directives – Peaceful classrooms (Aulas en paz) project	Teorama	TOTAL 1 departmental public official (1 woman)
August 21	Dissemination of Municipal Development Plan with the community	Teorama	TOTAL 18 (1 woman): 5 municipal public officials, 1 departmental public official, 11 council members, 1 citizen
August 21	Launch of “Peace begins at home” Project of Corporación Infancia y Desarrollo	Tibú	TOTAL 56 (24 women, 25 youths, 2 IDPs): 12 municipal public officials, 3 departmental public officials, 3 national governmental public officials, 1 mayor, 37 citizens
August 22	Launch of “Peace begins at home” Project of Corporación Infancia y Desarrollo	Ocaña	TOTAL 27 (20 women): 8 municipal public officials, 9 departmental public officials, 6 national governmental public official, 1
August 22	Dissemination of Municipal Development Plan with the community	El Carmen	TOTAL 12 (3 women): 3 municipal public officials, 2 departmental public officials, 2 council members, 5 citizens

Date	Activity	Location	Beneficiaries
August 22	Dissemination of Municipal Development Plan with the community	La Playa	TOTAL 13 (6 women): 1 departmental public official, 5 council members, 7 citizens
September 5	Training workshop in Health System	Ocaña	TOTAL 32 (16 women): 7 municipal public officials, 1 departmental public official, 24 citizens
September 8 – 9	Citizen Competences Workshop – First session for Tarra, Teorama, El Carmen and Hacarí municipalities – Peaceful classrooms (Aulas en paz) project	Ocaña	TOTAL 23 departmental public officials (18 women)
September 11 – 12	Citizen Competences Workshop – First session for Ocaña and Convención municipalities – Peaceful classrooms (Aulas en paz) project	Ocaña	TOTAL 27 (22 women, 9 youths): 14 departmental public officials, 13 citizens
September 15	Technical assistance in Municipal Development Plan management instruments	El Carmen	TOTAL 7 (3 women): 5 municipal public officials, 2 citizens
September 15	Training in MECI and SGC	El Carmen	TOTAL 7 (3 women): 5 municipal public officials, 2 citizens
September 16	Training in MECI and SGC to public officials	Teorama	TOTAL 11 municipal public officials, (4 women)
September 16	Technical assistance in Municipal Development Plan management instruments	Teorama	TOTAL 11 municipal public officials, (4 women)
September 17	Training in MECI and SGC	Hacarí	TOTAL 19 (3 women): 11 municipal public officials, 1 departmental public official, 1 national governmental public official, 1 mayor, 1 council member, 4 citizens
September 18	Technical assistance in Municipal Development Plan management instruments	Hacarí	TOTAL 19 (3 women): 11 municipal public officials, 1 departmental public official, 1 national governmental public official, 1 mayor, 1 council member, 4 citizens
September 19	Technical assistance in Municipal Development Plan management instruments	Abrego	TOTAL 13 (3 women): 12 municipal public officials, 1 citizen
September 19	Dissemination of Municipal Development Plan with the community	Ocaña	TOTAL 10 (4 women): 2 municipal public officials, 1 national governmental public official, 7 citizens
September 25	Domestic Violence Workshop to citizens	Ocaña	TOTAL 26 citizens (14 women, 14 youths, 26 IDPs)
September 25	Domestic Violence Workshop to public officials	Ocaña	TOTAL 9 (6 women) 5 municipal public officials, 1 departmental public official, 2 national governmental public officials, 1 citizen

Date	Activity	Location	Beneficiaries
September 25	Technical assistance in Municipal Development Plan management instruments	Ocaña	TOTAL 10 municipal public officials (8 women)
September 25	Training in MECI and SGC to public officials	Ocaña	TOTAL 10 municipal public officials (8 women)
September 26	Technical assistance in Municipal Development Plan management instruments	Convención	TOTAL 4 (1 woman): 3 municipal public officials, 1 citizen
September 26	Training in MECI and SGC	Convención	TOTAL 4 (1 woman): 3 municipal public officials, 1 citizen
September 26	Training in MECI and SGC	Abrego	TOTAL 1 municipal public official (1 woman)
September 27	Technical assistance in Municipal Development Plan management instruments	La Playa	TOTAL 9 municipal public officials (4 women)
September 27	Training in MECI and SGC to public officials	La Playa	TOTAL 9 municipal public officials (4 women)
September 29	Domestic Violence Workshop to children	Tibú	TOTAL 22 citizens (13 women)
September 29	Domestic Violence Workshop to women	Tibú	TOTAL 8 citizens (8 women)
September 30	Domestic Violence Workshop to men	Tibú	TOTAL 5 citizens
September 30	Technical assistance in Municipal Development Plan	San Calixto	TOTAL 15 (6 women, 1 afro-colombian): 13 municipal public officials, 1 mayor, 1 citizen

D. Sierra Nevada

Public Order and Security Conditions

In Ciénaga two health secretaries resigned, resulting in delays in the development of the municipal health plan. Additionally, the mayor is under investigation for failure to pay contractors.

Program Highlights

During the reporting period, MSI implemented two Bases projects in the Sierra Nevada region. On September 15, MSI implemented the Bases project to deliver equipment and furniture in the *Centro Educativo de Cherua, corregimiento el Palmor* school in a community 7 hours from the urban area of Ciénaga.

In education, MSI carried out various activities towards the improvement of quality and efficiency in the Sierra Nevada region. During the quarter, MSI began supporting the preparation of education improvement plans in 10 preschools in Ciénaga. MSI also continued support for the implementation of the “Peaceful Classrooms,” program in Ciénaga, Fundación, Aracataca, El Copey, Pueblo Bello and Valledupar. During the quarter, 105 teachers and public officials were trained in reducing aggression and school violence.

Additionally, MSI continued to facilitate the donation of computers to schools through the Ministry of Communication's *Computadores para Educar* program. MSI carried out assessments in Valledupar, Pueblo Bello, El Copey, Fundación, Aracataca, Ciénaga and Dibulla to identify missing infrastructure required to receive the computers. MSI also facilitated the bringing of a Ministry of Education pilot literacy program to San Juan del Cesar and Dibulla through an agreement with the Gujira governor's office.

In the region, MSI provided technical assistance on public contracting laws to guarantee that government funds are invested efficiently to improve citizen welfare. Training for public officials was geared towards training public officials on the new public contracting law to ensure compliance with the law. On this topic, MSI trained 164 public officials.

MSI also provided municipal administrations in the Sierra Nevada region technical assistance on budgeting to 118 public officials to improve their fiscal management skills. MSI also began direct technical assistance to reconcile the budget based on commitments made by the previous administration and the activities approved in the new development plans to define the 2009 budget.

Concrete achievements worth highlighting through this support include the identification of new sources of income generation in Valledupar which would allow a 60% increase in its 2009 budget. MSI helped the Ciénaga mayor's office lower the municipality's debt by reviewing their accounts in light of the fact that the municipality declared bankruptcy.

To support women's networks in the region, MSI provided technical assistance for the Cesar and Magdalena Women's network on gender, public policies, advocacy and organizational strengthening.

Given that in the La Guajira department, a formal network has not been formed and their knowledge on political representation and participation is nascent, support focused on clarifying the concepts of gender, participation, and women's rights. Additionally, a roundtable discussion was held on August 13th with the Cesar Women's Network where they redefined their goals and the mission of the network. Aside from the training of women and the impacts obtained from the workshops, other concrete results were established, such as the preparation of short term action plans for the networks of Cesar and Magdalena.

During the reporting period, there were a total of 2647 beneficiaries in the Sierra Nevada region (935 women, 48 afro-colombians, 150 indigenous, 40 IDPs, 189 youths). Table 11 includes a complete list of the beneficiaries and type of activity provided by MSI in the *Sierra Nevada* region during the reporting period.

TABLE 11: ACTIVITIES IN SIERRA NEVADA

Date	Activity	Location	Beneficiaries
July 1	Technical assistance in departmental Health Territorial Plan	Santa Marta	TOTAL 11 departmental public officials (8 women)
July 1	Technical assistance in Health Territorial Plan – Revision, modifications and evaluation	Dibulla	TOTAL 3 municipal public officials (2 women)
July 1	Technical assistance in Health Territorial Plan – Revision, modifications and evaluation	San Juan del Cesar	TOTAL 5 municipal public officials (4 women, 1 indigenous)
July 2	Follow-up to the Health Territorial Plan	Aracataca	TOTAL 7 municipal public officials (3 women)
July 2 – 3	Follow-up to the Health Territorial Plan	Fundación	TOTAL 6 municipal public officials (2 women)
July 3	Technical assistance in Health Territorial Plan – Revision and modifications	El Copey	TOTAL 2 municipal public officials (2 women)
July 3	Technical assistance in Health Territorial Plan formulation	Ciénaga	TOTAL 1 municipal public official (1 woman)
July 3	Technical assistance in <i>microveedurías</i> projects	El Copey	TOTAL 2 citizens (2 women, 1 IDP)
July 4	Technical assistance in Health Territorial Plan and attachments 3 and 4	Fundación	TOTAL 7 municipal public officials (1 woman)
July 8	Follow-up to the Health Territorial Plan	Pueblo Bello	TOTAL 4 municipal public officials (2 women)
July 8	Technical and integrated assistance on childhood diseases	Pueblo Bello	TOTAL 10 (2 women, 3 youths, 4 indigenous): 2 municipal public officials, 1 departmental public official, 4 council members, 3 citizens
July 8	Technical assistance in PDM management instruments	El Copey	TOTAL 9 municipal public officials (1 woman)
July 8	Technical assistance in <i>microveedurías</i> projects	Pueblo Bello	TOTAL 2 citizens
July 9	Technical assistance in PDM management instruments	Pueblo Bello	TOTAL 9 (4 women, 1 indigenous): 8 municipal public officials, 1 citizen
July 9	Technical assistance in <i>microveedurías</i> projects	El Copey	TOTAL 1 citizen
July 9	Training in MECI and SGC to public officials – Cesar Governor’s Office	Valledupar	TOTAL 3 departmental public officials (2 women)

Date	Activity	Location	Beneficiaries
July 9	Follow-up on the Health Territorial Plan	Valledupar	TOTAL 10 (7 women, 1 afro-colombian): 7 municipal public officials, 3 departmental public officials
July 10	Technical assistance in Health Territorial Plan – Revision, modifications and evaluation	Riohacha	TOTAL 4 municipal public officials (3 woman)
July 10	Technical assistance in Municipal Development Plan management instruments	Valledupar	TOTAL 29 municipal public officials (14 women, 3 afro-colombians)
July 10	Technical assistance in Municipal Development Plan management instruments	San Juan del Cesar	TOTAL 13 (5 women, 1 indigenous): 10 municipal public officials, 1 departmental public official, 2 national governmental public officials
July 11	Technical assistance in <i>microveedurías</i> projects	Valledupar	TOTAL 4 citizens (3 women, 3 afro-colombians)
July 14	Training in Education Implementation Plan to Magdalena Governor's Office	Santa Marta	TOTAL 17 departmental public officials (9 women, 1 afro-colombian)
July 14	Technical assistance in Health Territorial Plan presentation to the Departmental Assembly	Santa Marta	TOTAL 7 (4 women): 1 departmental public official, 6 representatives
July 14 – 17	Training workshop and technical assistance in Health Territorial Plan to the Magdalena municipalities and Governor's Office, (including attachments 1, 2, 3, 4, and 5)	Santa Marta	TOTAL 84 (48 women): 55 municipal public officials, 10 departmental public officials, 1 national governmental public official, 1 mayor, 17 citizens
July 15 and 21	Technical assistance in <i>microveedurías</i> projects	Ciénaga	TOTAL 6 citizens
July 15 and 21	Technical assistance in BASES projects to the <i>Kankuama</i> Indigenous Organization	Valledupar	TOTAL 2 citizens (1 woman, 2 indigenous)
July 16	Technical assistance in PDM management instruments	Dibulla	TOTAL 9 municipal public officials (3 women, 6 afro-colombians)
July 17	Training workshop and technical assistance in Health Territorial Plan to the Magdalena Governor's Office	Santa Marta	TOTAL 22 departmental public officials (16 women)
July 17	Technical assistance in Municipal Development Plan management instruments	Fundación	TOTAL 5 municipal public officials (1 woman)
July 22	Technical assistance in <i>microveedurías</i> projects	Dibulla	TOTAL 8 citizens (3 women, 4 youths, 2 IDPs)

Date	Activity	Location	Beneficiaries
July 22	Technical assistance in BASES projects to the <i>Tayrona</i> Indigenous Organization	Valledupar	TOTAL 1 citizen (1 woman, 1 indigenous)
July 23	Technical assistance in BASES projects to the local authorities of the <i>Wiwa Yugumaiun Bunkuanarrua Tayrona</i> Indigenous Organization	Valledupar	TOTAL 1 citizen (1 indigenous)
July 23	Technical assistance in Peaceful classrooms (<i>Aulas en paz</i>) project and election of the beneficiaries of the program	Valledupar	TOTAL 23 (10 women): 5 municipal public officials, 16 departmental public officials, 2 national governmental public officials
July 24	Technical assistance in BASES projects to the engineer of the Indigenous Organization <i>Wiwa Yugumaiun Bunkuanarrua Tayrona</i> (OWYBT)	San Juan del Cesar	TOTAL 1 citizen
July 24	Technical assistance in Municipal Development Plan management instruments	Ciénaga	TOTAL 22 municipal public officials (5 women)
July 24	Technical assistance on Municipal Budget	Ciénaga	TOTAL 6 municipal public officials (2 women)
July 24	Prioritization of issues Workshop for youths	Pueblo Bello	TOTAL 22 citizens (15 women, 22 youths, 4 indigenous)
July 25	Prioritization of issues Workshop for youths	Valledupar	TOTAL 26 citizens (20 women, 26 youths, 6 indigenous, 2 IDPs)
July 25	Technical assistance in Municipal Development Plan management instruments – <i>Plan Indicativo</i>	Aracataca	TOTAL 28 (22 women, 25 youths, 6 indigenous, 2 IDPs): 3 municipal public officials, 25 citizens
July 26	Prioritization of issues Workshop for youths	El Copey	TOTAL 13 citizens (12 women, 13 youths)
July 26	PROMIGAS project presentation	Ciénaga	TOTAL 49 (40 women): 43 municipal public officials, 1 national governmental public official, 1 mayor, 4 citizens
July 26	Training workshop on education and improvement plans to teachers of 10 educational institutions	Ciénaga	TOTAL 54 departmental public officials (51 women)
July 28	Technical assistance in municipal budget	Pueblo Bello	TOTAL 4 municipal public officials (2 women)
July 28 – 30	Technical assistance in Health Territorial Plan and attachments 1 and 2	Valledupar	TOTAL 7 (6 women): 4 municipal public officials, 3 departmental public officials
July 28 – 29	Technical assistance in municipal budget	Valledupar	TOTAL 8 municipal public officials (3 women)
July 29	Technical assistance in Health Territorial Plan and attachments 1 and 2	El Copey	TOTAL 2 municipal public officials (1 woman)

Date	Activity	Location	Beneficiaries
July 29	Technical assistance in Health Territorial Plan and attachment 3	Pueblo Bello	TOTAL 2 municipal public officials (1 woman)
July 30	Support to the Health Territorial Plan presentation to the Municipal Council	Valledupar	TOTAL 13 council members
July 30	Technical assistance in municipal budget	San Juan del Cesar	TOTAL 2 municipal public officials
July 30	Technical assistance in <i>microveedurias</i> projects	Valledupar	TOTAL 4 citizens (4 women, 1 afro-colombian)
July 31	Technical assistance in Health Territorial Plan and attachments 1, 2 and 3 – La Guajira municipalities	Riohacha	TOTAL 20 (14 women, 6 indigenous): 6 municipal public officials, 3 departmental public officials, 1 national governmental public official, 10
July 31	Training workshop on the Health System at the municipal level	Valledupar	TOTAL 57 (21 women, 3 afro-colombians, 2 indigenous, 2 youths, 4 IDPs): 7 national governmental public officials, 50 citizens
August 1	Technical assistance in Health Territorial Plan and attachments 1, 2 and 3 – La Guajira Governor's office	Riohacha	TOTAL 53 departmental public officials (37 women, 1 indigenous)
August 2	Training workshop on education and improvement plans to teachers of 10 educational institutions	Ciénaga	TOTAL 54
August 4	Training in MECI and SGC to public officials – Mayor's office	Valledupar	TOTAL 27 public officials (15 women)
August 5	Training in MECI and SGC to public officials – Governor's office	Valledupar	TOTAL 4 departmental public officials (2 women)
August 5	Technical assistance in municipal budget	Aracataca	TOTAL 6 municipal public officials (2 women)
August 5	Technical assistance in municipal budget	Fundación	TOTAL 4 municipal public officials (1 woman)
August 5 – 6	Technical assistance in Health Territorial Plan	Barranquilla	TOTAL 15 departmental public officials (12 women, 1 afro-colombian)
August 6	Technical assistance in Peaceful classrooms (<i>Aulas en paz</i>) project and interinstitutional team constitution	Ciénaga	TOTAL 9 (7 women, 1 indigenous): 2 municipal public officials, 5 departmental public officials, 1 national governmental public official, 1 citizen
August 7	Follow-up to the Health Territorial Plan	Aracataca	TOTAL 1 municipal public official (1 woman)
August 8	Technical assistance in municipal budget	El Copey	TOTAL 7 municipal public officials (3 women)
August 8	Technical assistance in Health Territorial Plan and attachment 3	Dibulla	TOTAL 2 municipal public officials (1 woman)

Date	Activity	Location	Beneficiaries
August 9	Technical assistance in Health Territorial Plan and attachments 1, 2 and 3	Ciénaga	TOTAL 1 municipal public official (1 woman)
August 10	Technical assistance in Health Territorial Plan and attachments 1, 2 and 3	El Copey	TOTAL 1 municipal public official
August 11 – 13	Technical assistance in Health Territorial Plan and attachments 1, 2 and 3	Valledupar	TOTAL 38 (31 women, 2 afro-colombians, 1 indigenous): 18 municipal public officials, 15 departmental public officials, 5 citizens
August 13	WCI workshop preparation and structure definition with Cesar Women's Network	Valledupar	TOTAL 13 citizens (13 women, 4 IDPs, 1 indigenous)
August 16	Training workshop in Ethics and Responsibility to teachers	Ciénaga	TOTAL 54
August 19	Technical assistance in PDM management instruments – <i>Plan Indicativo</i>	Riohacha	TOTAL 3 departmental public officials (2 women, 1 afro-colombian, 1 indigenous)
August 19	Training in MECI and SGC to public officials	San Juan del Cesar	TOTAL 12 (2 women): 11 municipal public officials, 1 mayor
August 19 – 20	Technical assistance to the Indigenous Health Promoter DUSAKAWI – SWOT analysis	Valledupar	TOTAL 12 citizens (5 women, 12 indigenous)
August 20	Training in MECI and SGC to public officials	El Copey	TOTAL 6: 5 municipal public officials, 1 mayor
August 20	Training in MECI and SGC to public officials	Valledupar	TOTAL 2 departmental public officials (1 woman)
August 21	Technical assistance in municipal budget – <i>Plan Indicativo</i>	Pueblo Bello	TOTAL 6 municipal public officials (2 women, 2 afro-colombians)
August 22	Citizen Participation Workshop to students of Pueblo Bello, El Copey and Valledupar	Valledupar	TOTAL 51 citizens (33 women, 3 afro-colombians, 9 indigenous, 15 youths, 5 IDPs)
August 22	Technical assistance in municipal budget – <i>Plan Indicativo</i>	San Juan del Cesar	TOTAL 15 municipal public officials (4 women, 1 indigenous)
August 22 – 23	Team Building Workshop – Cesar Governor's office	Valledupar	TOTAL 30 departmental public officials (13 women, 3 afro-colombians)
August 23	Citizen Participation Workshop to youths	Valledupar	TOTAL 27 citizens (16 women, 25 youths, 1 IDP, 2 afro-colombians, 2 indigenous)
August 27	Technical assistance in Municipal Development Plan management instruments – <i>Plan Indicativo</i>	El Copey	TOTAL 14 (2 women): 13 municipal public officials, 1 departmental public official
August 29 – 30	Gender Perspective, Leadership and Participation Workshop with Guajira Women's Network	Dibulla	TOTAL 32 (32 women, 22 youths, 3 afro-colombians, 1 indigenous): 2 departmental public officials, 5 council members, 25 citizens

Date	Activity	Location	Beneficiaries
August 29 – 31	WCI workshop with Magdalena Women's Network	Santa Marta	TOTAL 31 citizens (31 women, 2 afro-colombians, 5 youths, 4 IDPs)
August 22 – 24	WCI workshop with Cesar Women's Network	Valledupar	TOTAL 32 citizens (32 women, 11 afro-colombians, 4 youths, 15 IDPs)
September 2	Technical assistance in Health Territorial Plan and attachments 1, 2 and 3	Pueblo Bello	TOTAL 1 municipal public official
September 2	Technical assistance in <i>microveedurias</i> projects	Valledupar	TOTAL 3 citizens (2 women)
September 2	Technical assistance in PDM management instruments – <i>Plan Indicativo</i>	Riohacha	TOTAL 28 departmental public officials (16 women, 2 afro-colombians, 1 indigenous)
September 2	Technical assistance in Health Territorial Plan and attachment 3	Valledupar	TOTAL 8 (2 women, 1 afro-colombian): 2 departmental public officials, 6 citizens
September 3	Training in MECI and SGC to public officials	Dibulla	TOTAL 8 (1 woman): 7 municipal public officials, 1 mayor
September 3	Technical assistance in Health Territorial Plan and attachments 3 and 4	Valledupar	TOTAL 1 municipal public official (1 woman)
September 4	Training in MECI and SGC to public officials	Ciénaga	TOTAL 14 municipal public officials (4 women)
September 5	Training in MECI and SGC to public officials	Fundación	TOTAL 6 municipal public officials (1 woman)
September 5	Follow-up to the Health Territorial Plan	Dibulla	TOTAL 2 municipal public officials (1 woman)
September 5	Follow-up to the Health Territorial Plan	Dibulla	TOTAL 5 municipal public officials (3 women)
September 8	Training in MECI and SGC to public officials	Aracataca	TOTAL 4 municipal public officials (3 women)
September 8	Follow-up to the Health Territorial Plan and attachments 3 and 4	Ciénaga	TOTAL 6 municipal public officials (3 women)
September 10	Follow-up to the departmental Health Territorial Plan	Santa Marta	TOTAL 4 departmental public officials (2 women)
September 11	Technical assistance in Health Territorial Plan and attachments 3 and 4	Fundación	TOTAL 1 municipal public official
September 12	Technical assistance in Health Territorial Plan and attachments 3 and 4	Santa Marta	TOTAL 2 departmental public officials (2 women)
September 16	Technical assistance in Public Contracting	Valledupar	TOTAL 24 municipal public officials (10 women, 2 afro-
September 15	Technical assistance in Public Contracting	Valledupar	TOTAL 23 departmental public officials (11 women)
September 17	Technical assistance in Public Contracting	El Copey	TOTAL 9 municipal public officials (1 afro-colombian)
September 18	Technical assistance in Public Contracting	Pueblo Bello	TOTAL 6 municipal public officials (3 women, 1 indigenous)
September 18	Technical assistance to the Security Council	San Juan del Cesar	TOTAL 5 (1 woman): 3 municipal public officials, 2 national governmental public officials

Date	Activity	Location	Beneficiaries
September 18 – 19	Women's Networks Meeting	Santa Marta	TOTAL 24 (24 women, 14 afro-colombians, 5 youths): 1 departmental public official, 1 council member, 22 citizens
September 22	Dissemination of Health Territorial Plan	San Juan del Cesar	TOTAL 9 (2 women): 8 municipal public officials, 1 mayor
September 23 – 24	Follow-up to the Health Territorial Plan	Valledupar	TOTAL 4 departmental public officials (2 women)
September 24	Technical assistance in PDM management instruments – <i>Plan Indicativo</i>	Fundación	TOTAL 3 municipal public officials
September 25	Technical assistance in Health Territorial Plan	Santa Marta	TOTAL 11 (9women): 6 municipal public officials, 5 departmental public officials
September 26	Technical assistance in municipal budget	Valledupar	TOTAL 17 municipal public officials (8 women)
September 26	Technical assistance in Public Contracting	Fundación	TOTAL 4 municipal public officials
September 26	Technical assistance in municipal budget	Valledupar	TOTAL 17 municipal public officials (8 women)
September 28	Technical assistance in municipal budget and taxes	Pueblo Bello	TOTAL 3 municipal public officials (2 women, 1 indigenous)
September 29	Technical assistance in municipal budget	Valledupar	TOTAL 23 (2 women, 2 afro-colombians): 8 municipal public officials, 15 council
September 29	Technical assistance on security and co-existence observatory	Valledupar	TOTAL 14 (7 women): 2 municipal public officials, 3 national governmental public officials, 9 citizens
September 30	Follow-up to the Health Territorial Plan	Valledupar	TOTAL 13 municipal public officials (6 women)
September 30	Follow-up to the Health Territorial Plan	Pueblo Bello	TOTAL 5 (2 women): 4 municipal public officials, 1 mayor
September 30	Technical assistance in Public Contracting	Riohacha	TOTAL 22 (10 women, 1 afro-colombian): 20 departmental public officials, 2 representatives
September 30	Technical assistance in Public Contracting	Dibulla	TOTAL 13 (4 women, 11 afro-colombian): 8 municipal public officials, 5 council members

IV. INDICATORS MATRIX

The Tables 12 and 13 below summarize the indicators applicable during the fiscal year 2008 (FY08).

TABLE 12: USAID / ACCIÓN SOCIAL INDICATORS

Indicator	Progress FY08
Citizen confidence in democratic institutions in the consolidation zones	n/a
Government agencies strengthened in zones undergoing consolidation	55
Citizen participation initiatives supported in governance consolidation zones	24

TABLE 13: CONTRACT INDICATORS

Indicator	Progress FY08
# Anchor CSO and CSO initiative grants awarded to promote civil society engagement	8
# Small project/oversight grants awarded to promote citizen/government cooperation	16
Dollar amount managed effectively to support logistical costs related to execution of priority aspects of the Interagency Control Agreement (ICA).	\$21,280
# Targeted municipalities implementing social projects included in the Departmental Development Plans	23
# Targeted municipalities with approved Municipal Development Plans that contain M&E plans, and are properly discussed and distributed within communities.	23
# Targeted municipalities with development plans that incorporate ethnic and gender policies in health and education	12
# Targeted municipalities where at least 50% of teachers possess adequate pedagogical skills based on education or specialized training	5
# Targeted municipalities with functioning veedurias	8

V. CASE STUDY

Citizens and Public Administration improve relations through Bases: Charge de Affairs inaugurates USAID remodeled health center in San Juan del Cesar, La Guajira

In the San Juan del Cesar municipality of the La Guajira department, the community had to go to the over-crowded hospital for minor injuries that should have been attended to at the local health center. However, the local health center was built in 1994, but never entered into operation. The municipal administration never assigned the health care personnel and infrastructure necessary to attend to patients. Over time, the center deteriorated and ill patients continued to be neglected at the town's hospital as they did not receive timely attention since nurses got bogged down attending to patients with minor injuries.

However, this was set to change when earlier in the year, 59 members of the community and the municipal government together selected the renovation and equipping of the health center in a town meeting with USAID. Participants selected this small infrastructure project, Bases, to improve health or education service delivery in the municipality. The municipal government and the community partnered to provide labor and construction materials for the project.



BASES Project delivery in San Juan del Cesar

It demonstrates a perfect example of how to strengthen democracy: government and citizens working together to improve the quality of life in the community”.

On September 26, 2008, Brian A. Nichols, the Charge de Affairs of the US Embassy inaugurated the health center. He noted the impressive way in which the community and the municipal government cooperated in this municipality historically beset by conflict: “It demonstrates a perfect example of how to strengthen democracy: government and citizens working together to improve the quality of life in the community”. One hundred people, including the governor, the mayor, the Sierra Nevada region delegate from the Center for Coordinated Action of the Presidential Agency – Acción

Social, community leaders and citizens attended the inauguration ceremony. The health center appeared new and in excellent condition. Community members were anxious about cooperating with the municipal government given the health center had failed in the past due to the lack of commitment to ensure its operation. However, Mayor Moisés Enrique Daza Mendoza fulfilled his commitment to provide the construction materials and personally ensured the project finished on time.

Furthermore, together with the Hospital San Rafael, he publically agreed to oversee that the nurse will be permanently stationed at the health center along with the rotating group of medical staff including a doctor, psychiatrist, dentist and social worker.

The health center will benefit an estimated 2,123 citizens from the urban and rural areas. “The manual labor the community contributed to this project created a shared sense of responsibility for future oversight of the operation and maintenance of the health center” stated and President of the Community Action Board (*Junta de Acción Comunal*) Alvaro Mendoza. Thanks to the USAID Bases Project methodology, Mr. Mendoza has confidence that this time, the health center will truly benefit the citizens of San Juan del Cesar.

ANNEX I: RAPID RESPONSE FUND WINDOWS TABLE

Organization Name	Title	Total: US\$1 1	Total: COP\$	Period	% Implemented
FGN-PGN-CGR	Interagency Control Agreement	\$300,000	\$540,000,000	November 7, 2007 – November 6, 2010	7.8%
1. Grants Fund					
Transparencia Por Colombia	Transparency in Municipal Management: analysis and dissemination of corruption risks for strengthening municipalities	\$34,000	\$68,306,000	September 18, 2007 - March 18, 2008	90%
Ocasa	Youths Conversing and Implementing	\$55,000	\$100,000,000	April 15, 2008 – December 14, 20	75%
Promigas Foundation	First steps towards education excellence	\$13,165	\$23,354,000	June 23, 2008 – December	50%
Corporación Infancia y Desarrollo	Peace Begins at Home	\$85,380	\$151,465,500	July 1, 2008 – February 25,	10%
Convivencia Productiva	Developing Citizen Skills in Regions Affected by the Violence— part of the Peaceful	\$34,166	\$60,612,100	July 1, 2008 – December 15, 2008	55%
Fundación DIS	Design and Formulate the Implementation of Strategy for Matching Funds	\$37,867	\$65,510,000	July 1, 2008 – October 31, 2008	20%

¹ The exchange rate used is the official rate on the sub-agreement award date.

Organization Name	Title	Total: US\$1 I	Total: COP\$	Period	% Implemented
Escuela Galán	Local Leaders School, promoters of peace, Tibú municipality with impact in the La	\$67,265	\$121,885,500	August 13, 2008 – January 16, 2009	20%
Dominican Charity Sister's Community of Presentation of the Holy Virgin	Rural Education Institutional Project-PIERC- with 4 municipalities in Catatumbo	\$23,529	\$48,894,000	September 8, 2008 – December 30, 2008	0%
Comité de Cafeteros del Magdalena	Elaboration of consensus based Rural Education Plans in Ciénaga, Fundación and Aracataca, in	\$45,678	\$94,920,000	September 11, 2008 – January 15, 2009	0%
Bases Projects	Location: Carmen del Atrato, Unguia, Acandí, El Carmen, Tibú, Ciénaga, Hacarí, San Juan del	\$49,000	\$83,813,925	Ongoing	8%
3. Misión de Observación Electoral (MOE)					
Misión de Observación Electoral	Colombian Civil Society Electoral Observation Mission for Departmental and	\$300,000	\$540,000,000	July 18, 2007 – February 25, 2008	77 ² %

² The grant is completed, however MOE did not expend the total grant value.