



**USAID** | **COLOMBIA**  
FROM THE AMERICAN PEOPLE

INCLUSION FOR COMMUNITY DEVELOPMENT  
PROGRAM PHASE 2

**Work Plan 2015**  
**YEAR 2015 -2016 (September 2015-April 2016)**

**Cooperation Agreement: No. AID-514-A-13-00001**

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## LIST OF ABBREVIATIONS

1	ICDP	Inclusion for Community Development Program
2	FPD	Families of people with disabilities
3	PWD	People/People with disabilities
4	ANSPE	Agencia Nacional para la Superación de la Pobreza Extrema (National Agency for Overcoming Extreme Poverty)
5	UARIV	Unidad para la Atención y Reparación Integral a Víctimas (Unit for Assistance and Reparation of Victims)
6	INFOJUNTOS	ANSPE Information System
7	SISBEN	System of potential beneficiaries of social programs
8	RU	Red Unidos
9	ICBF	Instituto Colombiano de Bienestar Familiar (Colombian Institute of Family Wellbeing)
10	DPS	Departamento para la Prosperidad Social (Department for Social Prosperity)
11	FSC	Fundación Saldarriaga Concha
12	UN	United Nations
13	UNCPWD	United Nations Convention on the Rights of People with Disabilities
14	DQA	Data Quality Standards
15	PAICMA	Programa Presidencial para la Acción Integral contra Minas Antipersonal (Presidential Action Program against Landmines)
16	MIN SALUD	Ministerio de Salud Nacional (National Ministry of Health)
17	FI	Institutional Strengthening
18	PA	Support Professionals
19	PF	Strengthening Professionals (2)
20	OPD	People with Disabilities Organizations
21	CDPCD	Convention on the Rights of Persons with Disabilities

## I. SECTION ONE

### 1. INTRODUCTION

In January 2013, the United States Agency for International Development – USAID, with the support of the Fundación Saldarriaga Concha, launched the Inclusion for Community Development Program. This project had the goal of improving the quality of life of 1,000 families of people with disabilities located in nine municipalities of the Montes de María region. To select the participating families, the program had the support of the Agencia Nacional para la Superación de la Pobreza Extrema ANSPE (National Agency for Overcoming Extreme Poverty) and the Unidad para la Atención y Reparación Integral a Víctimas UARIV (Unit for Attention and Reparation of Victims) because all were required to be victims of the armed conflict and belong to the Unidos strategy.

To guarantee the fulfillment of the goals, the program contemplated three fronts:

1. Strengthen the Red Unidos Strategy within the frame of the Victims Law to provide special support to the families of the project.
2. Improve the technical abilities of at least 168 co-managers to support the families participating in the project.
3. Provide support and guidance to the 1,000 families promoting social inclusion.

The work so far developed has allowed participating families to get needed support and training to guarantee effective access to the different means of attention. Likewise, as a result of the first focus of the project, the Agencia Nacional para la Superación de la Pobreza Extrema ANSPE (National Agency for Overcoming Extreme Poverty) has strengthened its processes and benefited people with disabilities who belong to the Unidos Strategy.

Due to the impact of the Inclusion for Community Development Program upon the population with disabilities in the nine target municipalities, the Office of Vulnerable Populations (OVP) in Colombia and the Fundación Saldarriaga Concha (FSC) identified the need to provide continuity to the program, expanding the activities executed so far, with special emphasis on the articulation of organizations of people with disabilities, community leaders, and the public sector with the goals of the Inclusion for Community Development Program. In order to do that a second phase was designed focusing on four fronts:

1. Accompaniment and training for 1,000 families
2. Strengthening of associations of people with disabilities and leaders
3. Institutional strengthening
4. Participation in cultural and communication activities

Moreover, during the second phase, the program will promote reconciliation, peaceful resolution of conflicts, and citizenship building in such a way that all the stakeholders of the program contribute to peacebuilding in the region through the understanding of differences and the role that people with disabilities play in community development and the social processes of the municipalities.

## **2. BACKGROUND**

There are very few specialized plans, strategies, or programs in the country that respond to the specific needs of people with disabilities who are victims of violence. Those that do exist are insufficient to guarantee the social inclusion of PWD in the community. This evidently increases the risk of falling or remaining in poverty and exclusion, which prevents them from having a comprehensive and adequate development. This occurs in various regions of Colombia, but is even more evident in those zones that have been affected by the armed conflict, such as the Montes de María region.

A 2010 report published by UNDP analyzes the conflict in Montes de María. The report describes the region as an area of agricultural calling, traditionally managed by small farmers. However, the region has faced serious social and economic problems for decades. The conflict created by land possession, its relation with armed groups, agricultural policies favoring the interests of the big agribusiness industry over the small farmers, and a corrupt political class that blocks the development of the region, are some of the structural problems that affect the zone.

The vulnerability of disabled people in this region of the country is even more critical. Despite the fact that Colombia has ratified the UN Convention on the Rights of Persons with Disabilities through the Law 1346/2009, its effective application depends on how prepared, informed, and organized the people with disabilities are to exercise their rights and duties, and how the State may provide inclusive and accessible social services. It is clear that none of those conditions have been granted effectively in the municipalities of the Montes de María region.

That is why the Inclusion for Community Development Program works based on a strategy of strengthening local capacities to guarantee the access to people with disabilities and their families to the basic social services available in their surroundings. For the program to fulfill this goal in its first phase, 1,141 participating families of people with disabilities, victims of the armed conflict, and part of the Unidos Strategy were characterized. For that purpose, a complementary baseline was designed and implemented in addition to the one applied by Unidos Strategy through ANSPE co-managers. It is important to highlight that the program does not seek to design new family accompaniment platforms, but to strengthen the current assistance routes and guarantee a differential approach in strategies for disabled people. This work was supplemented with training for Unidos Strategy co-managers in order to guarantee that their accompaniment protocols developed with each family led to the improvement in the assistance for and interaction with people with disabilities. At the same time, the work seeks to guide access towards an offer that guarantees the effective participation of PWD in community contexts and the fulfillment of family plan goals formulated for the project's participants.

To complement this work, the new phase of the program seeks to continue accompanying and training families, but this time involving and articulating the goals of the program with agents such as the organizations for people with disabilities, community leaders, and public officials. This will guarantee the sustainability of the program and highlight the role of people with disabilities in the development processes of the municipalities.



### **3. WORK FRAME OF THE PROGRAM**

#### **3.1. RELATION WITH THE STRATEGIC OBJECTIVES OF USAID/COLOMBIA**

Since its beginning, the program has worked hand in hand with the Agencia Nacional para la Superación de la Pobreza Extrema ANSPE (National Agency for Overcoming Extreme Poverty), a government Institution charged with the national strategy to overcome extreme poverty. The reduction of extreme poverty is the first link between the program and USAID's strategic goals. USAID's global goal is to end extreme poverty worldwide in order to build resilient and democratic societies that are able to meet their potential. At the regional level, the new USAID Country Development Cooperation Strategy 2014-2018 has been called "a path towards peace". The main goal of this strategy is to strengthen the capacity of Colombia to implement sustainable and inclusive peace. The plan has four general objectives: (1) effective presence of the institutions and democratic processes in the selected zones; (2) reconciliation among victims, former combatants, and regular citizens; (3) improve the conditions of rural inclusive economic growth; and (4) capacity to recover the environment.

The implementation of the program of Inclusion for Community Development contributes to the fulfillment of the second objective: to achieve reconciliation among the different actors of the conflict by encouraging the understanding of differences and promoting inclusive processes for people with disabilities.

The reconciliation strategy between victims, former fighters, and regular citizens, works hand-in-hand with the peacebuilding processes and peaceful conflict resolution. To achieve this goal, USAID proposes that institutions such as the Unidad para la Atención y Reparación Integral a las Víctimas (Unit for Attention and Reparation of Victims), La Agencia de Reintegración de Colombia (Colombia's Reintegration Agency), el Instituto Colombiano de Bienestar Familiar (Colombian Institute of Family Wellbeing), and the Centro de la Memoria Histórica (Center for Historic Memory) work together. The Inclusion for Community Development Program works jointly in designing, implementing, and monitoring each component with the Victims Unit. The Victims Unit and ANSPE are part of the program and provide technical assistance and logistic support for the activities carried out in the region.

Through the coordinated work with the Victim's Unit, the Inclusion for Community Development Program contributes to the fulfilling each specific objective stated by USAID in its second objective for the victims. First, it provides training and psychosocial accompaniment to participating families, guaranteeing that they know of the scope and effects of Victim's Law. Through these activities, the program seeks to make beneficiaries of the project aware of their duties and rights, to expand their knowledge of this law, and to allow them to effectively access the State's basic services in equal conditions. To complement this second goal, the program will work hand in hand with public institutions at the local and national levels, which have the duty to guarantee the fulfillment of the rights of the victims. This work will be done through a process of accompaniment and technical assistance with public officials in the nine municipalities targeted by the program.

Additionally, the Inclusion for Community Development Program forecasts the strengthening of the association and community network in the area, in a way that the organizations with presence in the region are able to guarantee citizen participation to influence decision-making processes. Finally, to guarantee the absolute coordination of the program with USAID/Colombia objectives, all the actions

are aimed towards people with disabilities, a group that undoubtedly is vulnerable and marginalized in the frame of the armed conflict.

### **3.2. PROGRAM STRATEGY**

The program in its second phase seeks to strengthen local capacities through training and advising families of people with disabilities, community leaders, and organizations of people with disabilities that will allow them to acknowledge, identify, and activate assistance routes, strengthen and promote community support networks, and guarantee active participation of families of people with disabilities in the context of their communities.

The second stage the program will accompany and provide advice to public officials to guarantee that the services available in the municipalities respond to the needs of the target population. This will lead to attention improvement, not only for the project's target families, but for all people with disabilities who live in those municipalities. The program will have two program-wide guidelines of training and mobilization. In the first, all participants of the project will receive tools and contents that promote coexistence and participation through the appropriation of concepts such as resilience, peacebuilding, peaceful resolution of conflicts, and building citizenship and leadership to improve and strengthen the social fabric of those communities.

Second, the program takes into account a mobilization strategy that seeks to promote and make visible the role that people with disabilities play in development processes through communication strategies in local and community media.

### **3.3. ASSUMPTIONS AND RISKS**

*See appendix "risks matrix"*

### **3.4. GEOGRAPHIC COVERAGE**

The program will be carried out in the same nine municipalities of the Montes de María region where the first phase was implemented. This area includes 15 municipalities of the departments of Sucre and Bolívar. The municipalities targeted by the project are Carmen de Bolívar and San Jacinto in the department of Bolívar and San Onofre, Chalán, Colosó, los Palmitos, Ovejas, Tolviejo, and Morroa in the department of Sucre. It is essential to continue the work with the same families in the same municipalities to guarantee an effective impact of the program given that the work team has ample knowledge of the area and each one of the families. Moreover, the project already has gained recognition by the local authorities, which provides confidence in the process and guarantees the adequate development of activities.

However, it is important to mention that, if any of the activities considered in the second phase of the program cannot be carried out in any of the nine aforementioned municipalities, such activities could

be carried out in the other six municipalities of the Montes de María region that the project did not consider in its beginning.

## II. SECTION TWO

### 4. INTERMEDIATE RESULTS OF THE PROGRAM / COMPONENTS AND SPECIFIC ACTIVITIES

#### 1.1. RESULTS FRAME

#### RESULTS FRAME

STRATEGIC GOAL: Improve the quality of life in the population with disabilities, victims of violence, and beneficiaries of the Unidos Strategy in nine municipalities of Montes de María.			
<p><b>RI.1.</b> Strengthen reconciliation, peacebuilding, resilience, assertive relations, and peaceful conflict resolution principles in the 1,000 families targeted by the project.</p>	<p><b>RI.2.</b> Improve the capacities of the organizations of people with disabilities and community leaders to strengthen the social cohesion of the municipalities.</p>	<p><b>RI.3.</b> Strengthen the knowledge about inclusion of people with disabilities among public officials and other national level servants in the nine municipalities of the program.</p>	<p><b>RI.4.</b> Build consciousness and inform the community in general of the role that PWD play in the development processes through cultural participation and the media.</p>
<p><b>Sub-RI.1.1:</b> Continue the training process with families who participate in the project.</p>	<p><b>Sub-RI. 2.1.</b> Implement the training process for identified and selected leaders.</p>	<p><b>Sub-RI.3.1.</b> Execute the training process in topics related to social inclusion of people with disabilities, peace, and reconciliation with public officials.</p>	<p><b>Sub-RI.4.1.</b> Hold cultural and social events in each of the municipalities of the project</p>
<p><b>Sub-RI.1.2:</b> Develop the second training cycle with program families.</p>	<p><b>Sub-RI.2.2.</b> Assess and document the change, in percentage, of the leaders that participated in the disability recognition process.</p>	<p><b>Sub-RI.3.2.</b> Complete the accompaniment for inclusion process with each of the territorial entities selected in the project</p>	<p><b>Sub-RI.4.2.</b> Share the mobilization and communication strategy of the project with the families, leaders, and organizations.</p>
<p><b>Sub-RI.1.3:</b> Carry out accompaniment visits by the professionals to the 1,000 families.</p>		<p><b>Sub-RI.3.3.</b> Diagnose and design the action plan in accessibility for each of the municipalities that participates in the project</p>	<p><b>Sub-RI.4.3.</b> Hold the graduation and closing session of the second phase of the project with families, leaders and public officials.</p>
<p><b>Sub-RI.1.4:</b> Design and apply the exit survey to families who participate in the project in order to see the impact of the two training cycles and the accompaniment visits</p>		<p><b>Sub-RI.3.4.</b> Carry out presentation sessions with selected candidates.</p>	

## **1.2. INTERMEDIATE RESULT ONE:**

To strength the reconciliation, peacebuilding, resilience, assertive relations and peaceful conflict resolution principles in the 1,000 families' recipient of the project.

### **1.2.1. Brief Description:**

Through RI 1, named "Family Accompaniment", the Inclusion for Community Development Program will carry out activities in order to deepen and clarify the concepts provided in the first phase of the project. Likewise, through workshops and home visits, training and contents will be shared with the objective of fostering peacebuilding in family and community environments.

Activities complementing the work done in the first phase will seek that families can effectively understand and apply the principles that promote inclusion of people with disabilities in their daily life. This is the only way to guarantee that people with disabilities will overcome the barrier that affects them the most: their own families.

The training workshops and home visits to be implemented in the second phase of the program seek to strengthen the principles of reconciliation, peacebuilding, resilience, assertive relations, and peaceful conflict resolution. With this strategy, the program aims for people with disabilities and their families to better relate with each other and their environments, based on a better understanding of the difference, which results in better coexistence.

The topics will be covered in personal workshops that use a practical and accessible methodology for all types of audiences. These workshops will be will be complemented by family accompaniment that will be executed by the accompaniment professionals.

Through this work, families are expected to be strengthened in their capacities and personal skills, able to define and begin to develop their life plan, able to improve to overcome difficulties, and capable of proposing projects, solving family and local conflicts peacefully, and have the basic information to participate in the design and implementation of public policies in their municipalities.

All the actions will be developed over 18 months of program implementation. Specifically, the following activities will be carried out:

- Design the training process for families: methodologies and deliverables for the workshops.
- Entry and exit line (survey) aimed at participant families.
- Develop the first training sessions with the families of the program.
- Develop the second training sessions with the families of the program.
- Accompaniment visit by the professionals to the 1,000 families.

### **1.2.2. Planned Activities**

The activities that will be carried out under this plan will focus mainly on the design of the contents and methodologies that will be used in the training cycles for remaining families, as well as on the organization of the information collected through the application of the previously designed instruments.

The second and last family training cycle is programmed to be held between March and May of 2016. During these workshops, the implementation of the training methodology created for the program will be completed, as well as the application of instruments that will allow the assessment of the impact of the program upon the selected families. The impact will be measured by considering the comprehension of concepts related to disability, inclusion, and, specifically regarding the second phase of the program, resilience, reconciliation, and peacebuilding. The second phase of the Inclusion for Community Development project has an innovative component related to the institutionalization of concepts of peace within the understanding of beneficiary families. The initial hypothesis is that the concepts of peace and peaceful conflict resolution are quite dispersed within the region's population. Through this, once the project is completed, we expect to achieve a certain level of homogeneity in this regard.

The accompaniment professionals will continue, for the duration of this work plan, to execute the accompaniment visits to families participating in the project. This activity is of the utmost importance as the methodology of the project requires the families to autonomously complete certain activities that require accompaniment. In methodological terms, those who participated in the training workshops receive information that they must apply and convert into concrete actions. For this reason, the team's field accompaniment with each family is essential.

Finally, within the family training workshops a mobilization component will be started to share with participants the activities that will take place, emphasizing the role that they will play within this component.

### **1.2.3. Expected Results**

The results expected at the end of the life of this work plan are:

- A document containing the entry line results that will be applied to each of the 1,000 families participating in the project
- Reports of the accompaniment visits done by the accompaniment professionals to each family during the execution of the work plan
- A set of training workshops directed at families participating in the project
- Perception and assessment surveys applied within the workshops
- One video and set of photographic records for each workshop executed
- A document containing the results of the exit survey that will be applied to each of the 1,000 families participating in the program.

### 1.2.4. Final State

- 1,000 families have improved their knowledge regarding community participation and definition of their life projects.
- 1,000 families with a better understanding on how to access the assistance that guarantees the fulfillment of their rights. This is achieved through a better interaction with the public officials at the local and national level present in the municipalities.
- 1,000 have strengthened their interaction and social relations skills to build peace, reconciliation, and solidarity.

SUMMARY	ACTIVITIES	INDICATORS (OF THE WORK PLAN)	INFORMATION SOURCE	ASSUMPTIONS
<p><b>Strategic objective:</b> To improve the quality of life of the disabled population, victims of violence and beneficiaries of the Unidos Strategy in the nine municipalities of Montes de María.</p>	<ul style="list-style-type: none"> <li>- Accompaniment and training for 1,000 families.</li> <li>- Strengthening of associations of people with disabilities and leaders.</li> <li>- Institutional strengthening.</li> <li>- Participation in cultural and communicational areas.</li> </ul>	To be defined.	M&E	The participant families of the project will improve their quality of life through the access to the State's social services.
<p><b>INTERMEDIATE RESULT:</b> To strength the reconciliation, peacebuilding, resilience, assertive relations and peaceful conflict resolution principles in the 1,000 families' recipient of the project.</p>	Training workshops. Family accompaniment visits.	Changing percentage on the perception of peacebuilding subjects by the families	M&E	The families strengthen their interaction and social relations to peacebuilding, reconciliation and solidarity.
<p><b>SUB- INTERMEDIATE RESULT 1:</b> Continue the training process for families who participate in the program.</p>	Training workshops. Family accompaniment visits.	Workshops completed Surveys applied	Attendance lists  Photographic record. Videos of workshops	The families have a better understanding of the attention routes that guarantee the fulfillment of their rights. Likewise they strength their concepts about peace and reconciliation.
<p><b>SUB- INTERMEDIATE RESULT 2:</b> Develop the second training cycle with program families.</p>	Training workshops. Family accompaniment visits.	Workshops completed Surveys applied	Attendance lists  Photographic record. Videos of workshops	The families have a better understanding of the attention routes that guarantee the fulfillment of their rights. Likewise they strength their concepts about peace and reconciliation.

<b>SUB- INTERMEDIATE RESULT 3:</b> Carry out accompaniment visits by professionals to the 1,000 families.	Number of families assigned by professional. Visit to each one of the families of the project carried out.	Number of visits done by the support professionals	M&E	The families receive technical assistance and clarify their inquiries.
<b>SUB- INTERMEDIATE RESULT 4:</b> Design and apply the exit survey for the families that participate in the project in order to have evidence of the impact of the 2 training cycles and the accompaniment visits.	Design, by the FSC's technical team, of the exit survey instrument to be applied to families that participate in the project.  Application, by the field team, of the instruments designed as exit survey of the project	Exit surveys applied	Surveys	The project has information of each of the families related to concepts of inclusion and peacebuilding.
<b>SHORT TERM RESULT (PRODUCT)</b>	<ol style="list-style-type: none"> <li>1. One document with the entry line results to be applied to each of the 1,000 families of the project</li> <li>2. Reports of the accompaniment visits done.</li> <li>3. One cycle of workshops aimed at families.</li> <li>4. Perception and evaluation surveys taken in the workshops.</li> <li>5. Videos and photography for each workshop done.</li> <li>6. A document containing the results of the exit survey applied to each of the 1,000 families participating in the project</li> </ol>	N/A	N/A	N/A
<b>INPUTS:</b>  SURVEYS ATTENDANCE LISTS VISITS REPORTS PHOTOGRAPHIC RECORDS	Workshop perception surveys Home visit reports Exit survey Analysis of results	N/A	N/A	N/A

### 1.3. INTERMEDIATE RESULT TWO:

Improve the capacities of the organizations of people with disabilities and community leaders to strengthen the social cohesion in the municipalities.



### **1.3.1. Brief Description**

The main objective of this component is to strengthen the leadership capacities of the associations of people with disabilities and leaders in the region, to guarantee the accompaniment, promotion, and establishment of the social fabric in the communities with disabilities, placing greater importance on social inclusion, participation, and community development.

This need was identified in interaction with families during the first phase of the project; it was evident that some people were natural leaders. Even though those people are not playing a specific role, they are recognized as leaders by others and occasionally act as representatives of the families' concerns. In addition, it is important to strengthen the existing associative network in each municipality where the project been implemented, identifying organizations of people with disabilities or other types or organizations with good reputations that may represent victims with disabilities in the municipality and become multipliers and information spreaders of concepts and knowledge related to people with disabilities.

The planned activities will seek to enhance the skills for mediation, conciliation, human development, and community incidence and leadership of these organizations and their representatives. In this sense, the second phase of the project will try to strengthen the social fabric and support the families with disabilities within their own environment through these organizations and their leaders.

All actions will take place over 18 months. Specifically the following activities will be carried out:

- Three workshop cycles with leaders and organizations programmed within Phase II of the Inclusion for Community Development project. Specifically, the second workshop will be held in the second week of November, 2015, the third cycle, in April of 2016, and the last workshop will be held in July of 2016.

### **1.3.2. Planned Activities**

Previously, the field work team assessed the leaders and organizations for people with disabilities that are present in the zone. Other types of community organizations were also taken into account, such as community action boards, associations, corporations, or foundations that have considered the topic of disability within their activities, that are in good standing, and that are recognized by the community. Once the process was completed, the first leader training program was held on September 11, 2015.

In the three remaining training cycles, we expect to apply the work methodology created by the FSC's technical team. One of the main objectives with leaders and organizations is to empower them so that, through their activities, they can channel citizen initiatives related to access to services available for people with disabilities. The activities of this component even have the potential to serve as a framework for the implementation of reasonable adjustments in order to provide services for people with disabilities.

Finally, the mobilization strategy of the project will be shared with participants in order to encourage organizations and leaders to participate actively in the construction of said strategy.

### 1.3.3. Expected Results

- A document containing the results of the entry line applied to each organization and leader prioritized for the development of the project.
- A document containing the results of the exit survey applied to each organization and leader prioritized for the development of the project.

### 1.3.4. Final State

- At least 30 community leaders and nine community organizations or organizations of people with disabilities increase their knowledge regarding the inclusion and defense of the rights of people with disabilities.
- At least 30 community leaders and nine community organizations or organizations of people with disabilities become multipliers and spreaders of information, concepts, and knowledge related to people with disabilities.
- At least 30 community leaders and nine community organizations or organizations of people with disabilities strengthening their interaction skills and of social networking for peacebuilding.

SUMMARY	ACTIVITIES	INDICATORS (OF THE WORK PLAN)	INFORMATION SOURCE	ASSUMPTIONS
<b>STRATEGIC OBJECTIVE:</b> To improve the quality of life of disabled population, victims of violence and beneficiaries of the Unidos Strategy in the nine municipalities of Montes de María.	<ul style="list-style-type: none"> <li>- Accompaniment and training for 1,000 families.</li> <li>- Strengthening of associations of people with disabilities and leaders.</li> <li>- Institutional strengthening.</li> </ul> Participation in cultural and communicational areas.	Number of reasonable adjustments completed in each municipality	M&E	The participant families of the project will improve their quality of life through the access to the State's social services.
<b>INTERMEDIATE RESULT:</b> To improve the capacities of the people's with disabilities organizations and community leaders to strengthen the social cohesion in the municipalities.	Completion of three workshop cycles for remaining leaders and organizations of people with disabilities.	Number of community leaders and members of DPO's that receive training in issues related with social inclusion of people with disabilities, leadership potential and promotion and consolidation of	M&E	The project participant leaders and organizations strengthen their leadership potential, to guarantee the accompaniment, promotion and reestablishment of the social networks in the communities with disabilities, providing

		peace. Percentage of change in the leaders regarding the recognition of disabilities.		higher social inclusion.
<b>SUB- INTERMEDIATE RESULT 1:</b> Implement the training process with identified and selected community leaders	Completion of three workshop cycles for remaining leaders and organizations of people with disabilities.	Workshops completed  Surveys applied	Attendance lists  Photographic record. Videos of the workshops	Leaders and organizations better understand service routes that guarantee the enforcement of rights for people with disabilities. They also strengthen their understanding of concepts of peace and reconciliation.
<b>SUB- INTERMEDIATE RESULT 3:</b> Assess and document the change, in percentage, of the leaders that participated in the disability recognition process.	Design of the exit survey of the project.  Application of exit survey with each identified leader and organization.  Analysis and tabulation of results.	Exit survey applied	Surveys	The project has detailed information of each one of the selected organizations.
<b>SHORT TERM RESULT (PRODUCT)</b>	Document with the results of the entry survey of the project Document with the results of the exit survey of the project Perception surveys and evaluations applied to the workshops. Videos and photography of each workshop done.	NA	NA	NA
<b>INPUTS:</b>	Entry and exit surveys  Workshop perception surveys  Analysis of results.	NA	NA	NA

#### 1.4. INTERMEDIATE RESULT THREE:

To strengthen the knowledge about inclusion of people with disabilities to the public officials and other staff of the national level in the nine municipalities.

##### 1.4.1. Brief Description

With this result, we seek to analyze the knowledge that public officials and other liaisons with national organizations have in the nine (9) municipalities of the program, regarding the inclusion of people with disabilities and the access of the local offer available in equal conditions. It is considered fundamental to work with the Territorial Institutions of the region and the Institutions at the national level which have presence in the area, with the aim to strengthen their capacity to develop actions and/or initiatives from a differential approach, that guarantee and promote the social inclusion to victims of violences' populations and to have the needed tools to respond to the increasing demand of the citizens.

This result seeks to analyze the knowledge that public officials and other liaisons with national organizations have in the nine municipalities of the program, regarding the inclusion of people with disabilities and the access of the local offer available in equal conditions. Working with territorial and national entities in the area is a key element in order to strengthen their capacity to develop actions and/or initiatives that use a differential approach and that guarantee and promote social inclusion of victims of violence. This is also important so that the aforementioned entities have the needed tools to respond to the increasing demand of the citizens.

Direct work with local authorities and other public officials, has three main purposes:

- a) Promote awareness towards the reality of diversity and disability, with a rights and social inclusion approach
- b) Inform the public officials about the basic contents related to issues such as recognition, rights, laws, etc.
- c) Favor an inclusion approach in the delivery of the basic services, based particularly on the development of skills for an inclusive service. This is based on the assumption that strengthening the capacity of public institutions to generate social inclusion processes (policies, plans, programs, projects) and effective and sustainable reconciliation processes will ensure the full participation of this population in society.

The consolidation of these processes with local authorities and public officials will lead to the articulation of supply (services) with demand (families, focus of the first phase of the program) and allow different populations to participate equally of existing opportunities. Additionally, having trained public officials will allow coverage to be extended because they deliver services not only to the 1,000 families of the project, but to the general community as well.

For the duration of the work plan, the expected results are:

- Design of the diagnostic instrument to be applied in each municipality.
- Complete work sessions with selected candidates in the next regional election process.

#### **1.4.2. Planned Activities**

Information on the institutional context of the nine municipalities has been previously gathered through an instrument that seeks to enquire on the inclusion processes that have been implemented in the area.

The objective is to analyze the path to be followed in each municipality and guarantee that the processes (policies, plans, programs, and projects) implemented incorporate diversity and favor access for everyone, including people with disabilities and their families.

Accompaniment professionals will continue to reach out to local institutions in each of the nine municipalities in order to prepare the operational conditions necessary to hold work sessions with candidates that are elected on October 25. According to the schedule set for Phase II of the Inclusion for Community Development program, accompaniment work with territorial agencies will start in September 2015 and end in September 2016. In addition, between March and August, 2016, all activities related to specific work sessions with previously identified public officials will be completed.

Within this component we also expect to completed activities related to the characterization of the institutions of each municipality in terms of accessibility. Work in this front will be organized in phases. First, the field team will do a preliminary assessment of urban equipment considered essential for people with disabilities to access services. In general terms, the criteria for identifying these services are: citizen services (mayors' offices, ANSPE, Victims' Unit, among others), citizen development and wellbeing (secretaries' offices, hospitals, schools, among others), social participation areas (auditoriums, plazas, etc.), and approximation public spaces (sidewalks, stairs, and paths close to priority installations).

Once the urban equipment is identified, an expert in accessibility will apply an instrument that will assess the state of said buildings and constructions in terms of access for people with disabilities, and will provide recommendations for improvement. Once the report is complete, the most important results will be shared with public officials and leaders through workshops.

Finally, and taking into account that, during the execution of the program, political campaigns for regional elections will be taking place, work sessions with selected candidates will be implemented to make them aware of the objectives and reach of the project. The goal behind this is to have elected candidates include topics related to people with disabilities in their agendas.

### **1.4.3. Expected Results**

- A training document for public officials
- A characterization document of the public officials who will participate in the project.
- The design of a diagnostic instrument
- A document with recommendations and guidelines on accessibility for priority urban equipment analyzed in each of the nine municipalities.
- Working session with the elected candidates.

### **1.4.4. Final State**

- Nine local authorities strengthened at the end of the project in capacity of:
- Generate a diagnosis of the inclusion state in their municipalities (beyond the beneficiaries database)
- Formulate a strengthening inclusion plan (action routes)
- Implement the plan from a rights approach

- Design inclusive policies, plans, and projects
- At least 50 public officials at the local and national level trained in and made aware of topics for social inclusion, diversity, peace building, and reconciliation.

SUMMARY	ACTIVITIES	INDICATORS (OF THE WORK PLAN)	INFORMATION SOURCE	ASSUMPTIONS
<b>STRATEGIC GOAL:</b> To improve the quality of life of disabled population, victims of violence and beneficiaries of the Unidos Strategy in the nine municipalities of Montes de María.	<ul style="list-style-type: none"> <li>- Accompaniment and training for 1,000 families.</li> <li>- Strengthening of associations of people with disabilities and leaders.</li> <li>- Institutional strengthening.</li> <li>- Participation in cultural and communicational areas.</li> </ul>	Number of reasonable adjustments completed in each municipality	M&E	The participant families of the project will improve their quality of life through the access to the State's social services.
<b>INTERMEDIATE RESULT:</b> To strengthen the knowledge of inclusion of peoples with disabilities the public officials and other public workers at the national level in the nine municipalities of the program.	<p>Training process design, methodologies and delivery materials for the training cycles with public officials.</p> <p>Identification of public officials to be part of the strengthening processes.</p> <p>Design the diagnosis to be applied on each municipality where the project it has been implemented.</p> <p>Advance working session with the elected candidates of the next regional elections.</p>	<p>Number of public officials who are trained related to social inclusion of people with disabilities, leadership potential and the promotion and consolidation of peace and reconciliation.</p> <p>Number of local institutions with accompaniment.</p>	M&E	The public officials have a better understanding of the concepts related with inclusion and disabilities. A detailed characterization available of the local and national institutions with which we will be working in the frame of the project. The elected candidates in the regional elections have information related with inclusion and disability.
<b>SUB- INTERMEDIATE RESULT 1:</b> Complete the training process for public officials in topics related to social inclusion of people with disabilities, peace, and reconciliation.	<p>Creation of training content.</p> <p>Design, layout and printing of materials.</p>	# of prepared documents	Training documents	The contents and methodology under which the training process is designed are accessible and applicable for public officials and their responsibilities.
<b>SUB- INTERMEDIATE RESULT 2:</b> Implement the accompaniment process for inclusion in each of the territorial entities prioritized in the project.	<p>Identify and classify the public institutions to participate in the process.</p> <p>Choose the levels and institutions to participate in the project.</p>	# Public officials to participate in the Project by municipality	Characterization and selection of public officials' report.	The public institutions and the public officials selected know the Project and interact with the field team on the identification of the main needs of people with disabilities.
<b>SUB- INTERMEDIATE RESULT 3:</b> Design the diagnosis to be carried out	Design of the diagnosis instrument to be applied on each one of the local	# Applied diagnosis	Built diagnosis Attendance lists	The diagnosis instrument allows detailed assessment of the level of

on each one of the municipalities where the project is executed.	authorities where the project it has been implemented. Share the results through work sessions with the public officials involved.	# of information sharing events	to information sharing events	development of topics on inclusion in each municipality.
<b>SUB- INTERMEDIATE RESULT 4:</b> Hold work sessions with the candidates elected in the next regional election.	Hold work session to present the project to the elected candidates.	# Elected candidates participating in the process.	Work sessions	The elected candidates have knowledge of the scope of the Project and recognize the importance of including in their government agenda subjects such as inclusion and disabilities.
<b>SHORT TERM RESULT (PRODUCT)</b>	Document with training content. Document explaining the methodology to be used. Diagnosis document designed. Working sessions with elected candidates. Videos and photographic records	NA	NA	NA
<b>INPUTS</b>	Training documents. Methodological document. Diagnosis document. Attendance list.	NA	NA	NA

## 1.5. INTERMEDIATE RESULT FOUR:

Promote awareness to the community in general on the role that people with disabilities play in development processes through cultural and media participation.

### 1.5.1. Brief Description

The objective of this component is to make the community aware of people with disabilities, their inclusion, and their rights through participation in cultural activities and communication through the media.

The component seeks to inform Colombian citizens of people with disabilities, their inclusion, and their rights. In time, these types of strategies should increase the participation and acceptance of people with disabilities in the community and their surroundings. It is essential to educate the general population on the role that people with disabilities play in the society in order to promote coexistence and eliminate stigma, prejudices, and poor interactions so that people may have a more community-centered view of disabled people and inclusion.

Throughout phase one, a concerted effort was made to continuously emphasize the correction of misconceptions and mistaken assumptions regarding disability, inclusion, rights, and the active participation of people with disabilities in the community and civic life.

However, these efforts were small because they were only aimed at the families that were part of the project and at some local actors. For this reason, it is important in this phase to advance and promote the deeper transformation of ideas in the general community by fostering and divulging languages, symbols, values, and habits that lead to changes in coexistence, interaction, and a shared view of each place regarding disability, inclusion, reconciliation, and peacebuilding.

This can be done by designing a local cultural transformational process, participating in regional cultural and spreading messages through communication media.

The design of the messages, strategies, and specific activities to be carried out in the frame of this component, will be based on initiatives that emerge from the stakeholder groups of the project. Said groups include families with disabilities, organizations, community leaders, and public officials that will take part of the training and accompaniment process. The role of FSC in this component is to support such activities and guarantee that they are executed.

### **1.5.2. Planned Activities**

The activities programmed for this period began with the design of materials and basic communication tools that will serve as complement of the training contents in the workshops, and the material that will be used to identify the field team.

We expect to implement cultural sessions in November, 2015 in which we will present movies with messages of inclusion, peace, and reconciliation. One presentation will be held in each of the nine municipalities, indoors or outdoors. This includes selecting the movies, managing the resources, designing communication materials, promoting each event, and assessing how the initiative was perceived by the participating population after each showing. Finally, we will hold an awareness session with communicators of the territorial entities and representatives of the local media of the nine municipalities.

### **1.5.3. Expected Results**

- A document characterizing and classifying the media existing in each municipality.
- An awareness working session with communicators of the nine local authorities and community media representatives.
- Hold cultural sessions in some of the nine prioritized municipalities.



### 1.5.4. Final State

- Nine municipalities and their communities share experiences and design strategies that lead to attitude changes in the people towards diversity, inclusion, disability, and human development as tools to support reconciliation and peacebuilding.
- Nine municipalities and their communities have plans to influence, change attitudes, perceptions, and behaviors leading to overcome the barriers towards disabilities and the conflict.

SUMMARY	ACTIVITIES	INDICATORS (OF THE WORK PLAN)	INFORMATION SOURCE	ASSUMPTIONS
<p><b>STRATEGIC GOAL:</b> To improve the quality of life of disabled population, victims of violence and beneficiaries of the Unidos Strategy in the nine municipalities of Montes de María.</p>	<ul style="list-style-type: none"> <li>- Accompaniment and training for 1,000 families.</li> <li>- Strengthening of associations of people with disabilities and leaders.</li> <li>- Institutional strengthening.</li> <li>- Participation in cultural and communicational areas.</li> </ul>	Number of reasonable adjustments completed in each municipality	M&E	The participant families of the project will improve their quality of life through the access to the State's social services.
<p><b>INTERMEDIATE RESULT:</b> Generate awareness and inform the community in general about the role that people with disabilities play in the development processes through cultural participation and the media.</p>	<ul style="list-style-type: none"> <li>- Design and production of the needed endowment to identify the field team work.</li> <li>- Share with the families, leaders and organizations the mobilization and communication strategies of the Project.</li> <li>- A document of characterization and classification of the media.</li> <li>- Cultural and awareness sessions with the communicators of the nine local authorities and community media.</li> </ul>	Number of cultural and social events on each municipality that allows the people with disabilities to participate in activities of the community.	M&E	The communities share experiences and design strategies allowing attitude changes of people towards diversity, inclusion and disabilities as tools to promote reconciliation and peacebuilding.
<p><b>SUB- INTERMEDIATE RESULT 1:</b> Hold cultural and social events in each of the municipalities serviced by the project.</p>	<p>Project a movie related to inclusion, peace, and reconciliation in each municipality serviced by the program.</p> <p>Promote the cultural sessions and send open invitations</p>	# of cultural sessions (movie projection) held within the program	<p>Attendance lists</p> <p>Photographic records</p> <p>Perception surveys</p>	Projection of movies related to inclusion, peace, and reconciliation make the population aware of the related topics.

	Perception surveys on the cultural sessions aimed at participants.			
<b>SUB- INTERMEDIATE RESULT 2:</b> Share with the families, leaders and organizations the mobilization and communication strategy of the project.	Include in the workshops agenda a time to present the communication strategy with the stakeholders. To establish a work plan with each one of the groups (families and leaders)	# of work plans designed.	Work plans	The Project participants understand the scope and components of the mobilization process.
<b>SUB- INTERMEDIATE RESULT 3:</b> Hold a graduation and closing event for the second phase of the project with the participation of families, leaders, and public officials.	Build a list of the existing communication media in the area. Classify the types of communication media. Create a database with the contact number of each one of them.	# Documents done.	Characterization document.	The field team has detailed information of the present communication media in the impact zone of the Project.
<b>SHORT TERM RESULT (PRODUCT)</b>	Document of characterization and classification of the communication media on each municipality completed.  Cultural and awareness sessions done.	NA	NA	NA
<b>INPUTS</b>	Graphical materials. Produced documents. Designed documents. Events carried out.	NA	NA	NA

## 1.6. PROJECT-WIDE ACTIVITIES:

Work in coordination with the Agencia Nacional para la Superación de la Pobreza Extrema ANSPE (National Agency for Overcoming Extreme Poverty) and the Unidad para la Atención y Reparación Integral a las Víctimas UARIV (Unit for Attention and Reparation of Victims). These organizations are strategic allies of the Inclusion for Community Development Program

### 1.6.1. Brief Description

An indirect consequence of the results of the first phase of the project was a greater commitment on the part of the two allies of the project in topics related to inclusion of people with disabilities. Both organizations manifested interest in continuing to support the various activities of the second phase. During the execution of this work plan, national teams and local liaisons of ANSPE and the UARIV will be informed of the project's specific activities, reach, and support required on their part.

### **1.6.2. Planned Activities**

The activities planned with each strategic ally during the execution of this work plan will focus on two objectives.

First, the project will continue to support ANSPE in training processes for co-managers and will continue working on strengthening the strategic guidelines regarding inclusion and disability.

With the UARIV, work will focus on guiding service offerings and making them more agile for victims with disabilities that are part of the project.

### **1.6.3. Expected Results**

The expected results in the frame of the project are:

- Number of co-managers of the Unidos Strategy trained in inclusion and disability.
- Number of technical documents and recommendations done collaboratively.
- Number of families with disabilities that have with an Integral Attention, Assistance, and Reparation Plan for Victims.

### **1.6.4. Final State**

- Increase in the percentage of families of the project that have the Attention, Assistance, and Reparation Integral Plan for Victims.
- Percentage of families of the program who have some kind of reparation.
- Percentage of families of the program who receive assistance and accompaniment for the adequate investment of resources.

## **1.7. SUSTAINABILITY STRATEGY / INTER-INSTITUTIONAL COORDINATION**

The second phase of the Inclusion for Community Development Program will work in three areas considered vital to generate local capacity, process sustainability, and coordination between existing services and the organizations present in the region.

The first phase implemented activities aimed at empowering families regarding the recognition of disability and access to basic social services. This allowed more families to become aware of their rights and to do a participation and incidence exercise in order to access them.

In this phase, the training and family accompaniment activities will continue, emphasizing the comprehensive route to assistance and services. At the same time, community leaders will become involved in training exercises to guarantee the community will grow closer to participation activities of people with disabilities. This aspect is relevant inasmuch as community activities are coordinated with those of the project, creating appropriation of the topics and tools necessary to enforce the rights of people with disabilities, and incrementing the sustainability of projected actions and services.

We will continue with the alliance between FSC, ANSPE, and UARIV, which has led family accompaniment platforms nationwide today to incorporate differential assistance approaches for people with disability. The training process for social co-managers executed in the first phase regarding inclusion and rights of people with disabilities will be scaled from ANSPE and will be included in the permanent social co-manager training agenda nationally. This makes the training process sustainable and gives co-managers tools for family accompaniment.

In addition, local capacities for managing services provided for people with disabilities will be strengthened by providing advice to the nine municipalities of the project and other institutions in the area. We will work on gathering information on the most relevant aspects of the services offered and of program and project planning. This information will be used to create a work plan for each territorial entity and a training process for public officials for differential assistance of this population.

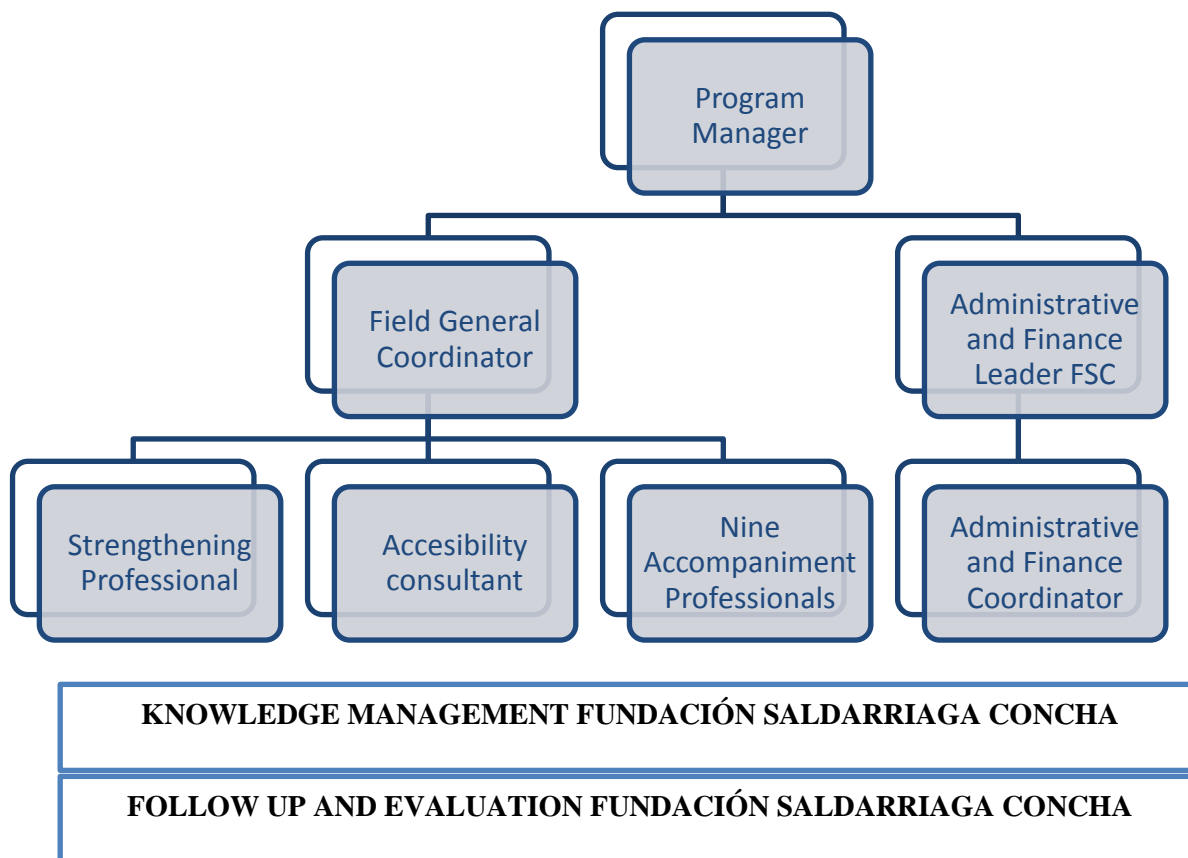
Finally, we will develop a project-wide inclusion process mobilization strategy with players in the region and in the context of the participating population.

### **III. SECTION THREE**

#### **1. MANAGEMENT AND ADMINISTRATION OF THE PROGRAM**

##### **1.1. WORK TEAM AND STAFF**

Below is the organization chart and the role of each actor in the program to be implemented.



The Program Manager is located in Bogotá. He is responsible of overseeing the fulfillment of the results proposed for phase two. Oversees the work of the technical coordinator and the field administrator. He represents the FSC for USAID. The general field coordinator works directly with the family accompaniment professionals. He is in charge of the fulfillment of processes with the communities and the local institutions. He handles the relationships with mayors, secretaries, and other important actors in the area. The administrative and financial leader will oversee, from the FSC, the adequate execution of the financial and administrative resources.

The strengthening professional will be in charge of the accompaniment to territorial institutions and will advise the development plans, programs, and projects aimed to people with disabilities in inclusion key. The accessibility consultant will apply the instrument to assess identified urban equipment and will lead the workshop where the results will be shared. The administrative and finance coordinator will be in the field ensuring the correct execution of the resources and the logistics for the development of the different activities. Finally, the accompaniment professionals will be in charge of continuing the work done with the families, through training processes and house visits.

## 1.2. ACTIVITIES MANAGEMENT

The activities will be managed in accordance with the proposal presented to USAID, and in the stated dates for each phase and component.

## **2. MONITORING AND EVALUATION**

For the program “Inclusion for Community Development Program”, Monitoring is the systematic gathering and analysis of information that permits measuring the advance of the program. The program will have a specific team in charge of monitoring the process and seeking for ways to improve efficiency and effectiveness.

The FSC has four indicators that uses internally to guarantee the accountability and effectiveness of its initiatives. These are:

1. The beneficiaries (coverage and quality): the FSC calculates the proportion of the total beneficiary population in the program who has acquired the skills to self-manage and improve their quality of life.
2. Installed capacity: the FSC measures the degree in which the program has strengthened the capacities of the people who work in the field.
3. Innovation and knowledge management: the FSC uses indicators to measure innovation and knowledge management generated by social investment.
4. Indicators of efficiency and progress in the implementation: commonly used to analyze the degree of fulfillment of the programming over time and financial resources as a function of the performance of quality and management.

The program will work in the adjustment of the M&E plan. In addition, indicators designed jointly with USAID will be monitored and reported quarterly via the Monitor system.

As per the monitoring and evaluation plan, critical periods will be selected from the proposed results based on the monitoring operation plan in order to implement improvements if necessary. The local coordinator will guarantee that the operators meet the terms of their contracts through persona vistas to the intervention zone and through conversations with the implementation team and with other institutions. The coordinator will also generate synergies and facilitate communication between participants, detect warning signs, and implement actions to mitigate any potential problem.

The FSC will present reports as agreed upon with USAID and validated by the technical committees. These reports will present advances and difficulties in the program, as well as preliminaries results. The means of verification will consist of the team and coordinators in the field, reports, field visits, technical committees, and satisfaction surveys. This will make it possible to monitor the execution of activities, proposed results, methodology, and strategies. It will also allow us to identify necessary adjustments. The FSC uses the following tools to achieve this:

ELVIRA – Evaluation and assessment of articulated investment. This is the project management system designed by the FSC

Risks management: operator reports on risk management during the execution of the project.

Novasoft: FSC financial management system

### **3. ENVIRONMENTAL MANAGEMENT**

The project is covered by a categorical exclusion, which implies that the development of activities will have no impact on the environment.

### **4. COMMUNICATION AND REPORTING**

The communications strategy designed for Phase II of the Inclusion for Community Development project aims to provide information regarding people with disabilities, their rights, and inclusion to the general community as well as to make them aware of these topics. Through participation in cultural dissemination activities and through the media, the strategy will increase the participation and acceptance of people with disabilities within their communities. The transcendence of this component lies in the comprehension of concepts and figures that allow for a pedagogic exercise around understanding, within the community, the role that people with disabilities play in society. This will make it possible to foster peaceful cohabitation and eliminate stigmas, prejudices, and bad interactions.

In general terms, the communication strategy that has been designed will be an input for the local cultural transformation process through the participation in cultural regional events and the dissemination of messages through mass media. The project has also created communication and identification images for the program and for the team present in the region. At the end of the process, it is expected that the communications strategy will allow the nine municipalities and their communities to share experiences and design strategies that allow them to change the attitude of people with regard to diversity, inclusion, disability, human development, and the encouragement of reconciliation and peacebuilding. Finally, the same municipalities and communities will have plans for influencing and changing attitudes, perceptions, and behaviors, allowing them to overcome barriers regarding disability and conflict.

#### **5.1. QUARTERLY REPORTS**

During the execution of this work plan, two quarterly reports will be delivered. The first report will contain the activities executed between October and December of 2015, and the second, between January and March of 2016. The quarterly report will detail the activities executed for the project and will have the following structure.

- **Executive summary of the program:** Provides a general context of the program, its origins, composition, components, objectives, and partners.
- **Executive summary of the activities done in the period:** Provides a general description of the activities planned for each program component.

- **A detailed report of the advances and achievements of the period:** Presents concrete results of the project, specifying each of the components.
- **A report on the advances of intermediate results and its activities in accordance with the indicators matrix established in the work plan:** Each component contains a set of intermediate activities that contribute to the attainment of the main objectives. The report will include all advances in this regard.
- **A summary table with indicators and fulfillment percentage:** As the project advances, indicators will naturally be an input in achieving the program's goals. Quarterly reports will contain this information.
- **A report on monitoring and evaluation:** This will contain findings, alerts, and other information related to monitoring and evaluation activities of the operational and technical elements of the program.
- **A report on challenges and actions taken during the implementation:** The execution of the project, particularly in the field, generates specific situations that must be resolved. The quarterly report will include such information in order to inform USAID and document actions taken to be used in future eventualities.
- **A report on lessons learned:** Lessons learned during the implementation of the program are very important in the knowledge management process resulting from the Inclusion for Community Development project. The report will include said information according to the set phases and components.
- **A financial report on expenses and resources used in the period:** FSC requests funds to be transferred every month by USAID. According to the project's schedule, activities of each component are executed every month. FSC will report funds received, funds spent, and balances as an appendix to the quarterly reports.
- **A report on the management activities of the project:** This section will detail specific activities developed for the project. Each report will describe actions made in each component, following the defined structure.
- **A report on success stories and testimonies:** Documentation and report of success stories will be completed as the project progresses, as information will be gathered as instruments are applied and training workshops are held.
- **Appendices and Annexes:** These will hold additional information relevant to the project and its partners.



## **IV. APPENDICES**

- 1. APPENDIX: BUDGET SUMMARY FOR YEAR No. 2**
- 2. APPENDIX: ACTIVITIES MATRIX**
- 3. APPENDIX: RISKS MATRIX**
- 4. APPENDIX: M&E TEMPLATE PIRS FOR INCLUSION FOR COMMUNITY DEVELOPMENT**