



COLOMBIA LAND AND RURAL DEVELOPMENT PROGRAM

YEAR 3 WORK PLAN: OCTOBER 2015–SEPTEMBER 2016

OCTOBER 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech.



Cover Photo: Miladis Pestana (left), in Macayepo, Bolívar, with her daughter and grandson. Ms. Pestana has been an important source of support for a family member who is trying to reclaim her land after being forced to abandon it many years ago because of violence. LRDP helps ensure that rural citizens in Colombia get the support they need in filing restitution claims and enjoy the full benefits of restitution rulings.

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DISCLAIMER

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Acronyms and Abbreviations

CMDR	Municipal Council for Rural Development (Consejo Municipal de Desarrollo Rural)
CONSEA	Sectoral Agricultural Development Council (Consejo Departamental de Desarrollo Rural)
FARC	Revolutionary Armed Forces of Colombia
FFD	Fixed-Fee Deliverable
GOC	Government of Colombia
IGAC	Agustin Codazzi Geographical Institute (Instituto Geográfico Agustín Codazzi)
INCODER	Colombian Institute for Rural Development (Instituto Colombiano de Desarrollo Rural)
ISM	Information sharing and management
LRDP	Land and Rural Development Program
LRU	Land Restitution Unit
MARD	Ministry of Agriculture and Rural Development
MinTic	Ministry of Information Technology and Communication
NDP	National Development Plan
PARES	Regional Coordination Plan (Plan de Articulación Regional)
SINERGIA	National System for Evaluation of Public Sector Performance (Sistema Nacional de Evaluación de Resultados de la Gestión Pública)
SNARIV	National System for Victims' Assistance and Comprehensive Reparations (Sistema Nacional de Atención y Reparación Integral a las Víctimas)
SNR	Superintendence of Notary and Registry (Superintendencia de Notariado y Registro)
STARR	Strengthening Tenure and Resource Rights
STTA	Short-Term Technical Assistance
UPRA	Unit for Land Use Planning
USAID	United States Agency for International Development

Executive Summary

The results of the recent National Agricultural Census confirm what many working in socio-economic development already know: the status of the rural farmer in Colombia is dire. Set against a backdrop of armed conflict, displacement, and land tenure insecurity, the census paints a bleak picture of rural life in Colombia. Rural poverty stands at 44.7 percent, which is nearly three times higher than urban poverty. The rural population grows older, while younger generations migrate to urban centers in pursuit of employment opportunities and a higher quality of life. Rural producers lack access to roads, markets, technical assistance, and extension services. Large tracts of land are concentrated in the hands of a few, and land rights in rural areas are informal and insecure. Institutional fragmentation and lack of coordination between national- and regional-level GOC actors prevents the government of Colombia (GOC) from effectively addressing the challenges that have plagued rural citizens for decades.

High-functioning institutions and strong political will are the keys to poverty reduction, secure land tenure, and rural economic growth. The Land and Rural Development Program (LRDP) bridges the gap between national-level GOC entities and their regional branches, building government capacity to mobilize resources into rural areas and to streamline land restitution and formalization procedures—and ultimately, to effectively be able to handle new challenges in a post-conflict Colombia. At the same time, we elevate the rural experience to the national-level agenda, building political will and shaping national-level policy that will improve rural life.

During our first two years of implementation, we opened five regional offices and built strong relationships with local-level GOC entities, while simultaneously establishing the program as a key GOC partner at the national level. These strategic relationships allow us to promote transformational change at multiple levels and to close the national-regional gap.

In year 3, we will pursue an ambitious technical assistance schedule that will facilitate achievement of the following key results:

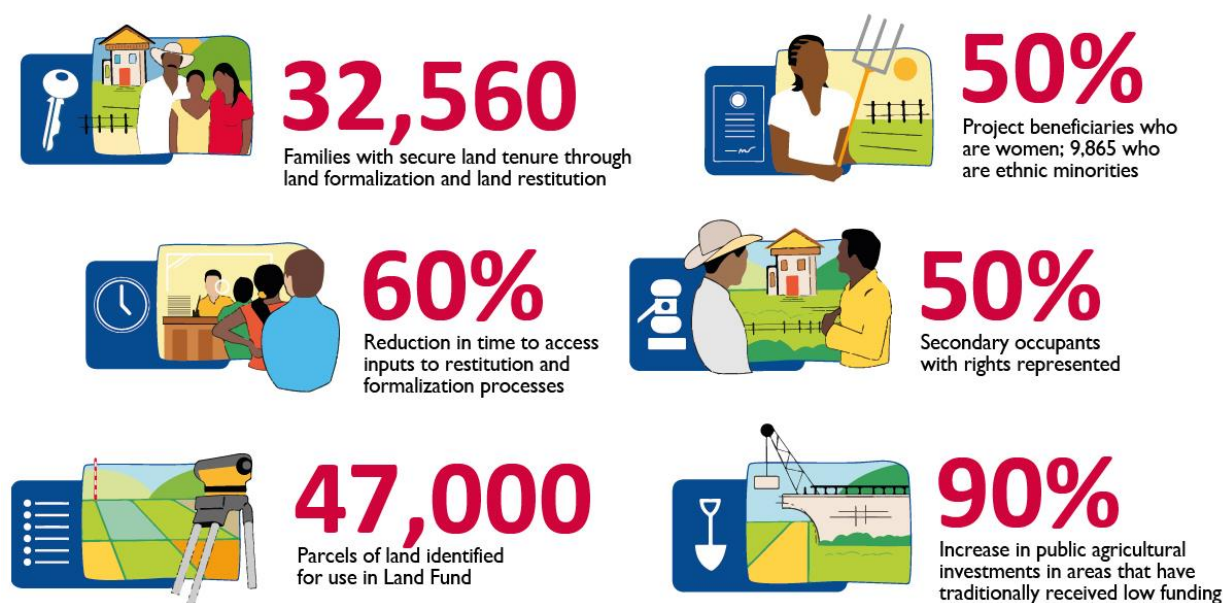
- 7,000 rural households will obtain documented property rights through the restitution, titling, and allocation of public lands through LRDP assistance. This is a LRDP and GOC shared goal¹. The 2013 baseline for this indicator was 0.
- 45 percent of beneficiaries of restitution and formalization efforts will be women. This is an LRDP goal. The 2013 baseline was 38%.
- 3,000 restitution beneficiaries will be ethnic minorities. This is an LRDP goal. The 2013 baseline was 0.
- The time to access inputs to restitution and formalization processes will be reduced by 20 percent. This is an LRDP goal. The program is currently in the process of establishing the baseline.

¹ However, the GOC's goal has changed since we last updated our AMEP. Under the new National Development Plan, the GOC's goal has increased. LRDP's year 3 and life-of-project goals will be adjusted accordingly in our next AMEP.

- 250 secondary occupants will receive legal representation in restitution proceedings. This is an LRDP goal. The 2013 baseline was 0 (see Table 1).
- 7,000 land parcels will be inventoried to supplement the Land Fund, increasing the amount of land available for restitution and titling. This is a LRDP and GOC shared goal. The 2013 baseline for this indicator was 0.
- The GOC will increase the amount of funds mobilized from the national level to LRDP target municipalities by 80 percent. This is an LRDP goal. The 2013 baseline for LRDP target regions was US \$6,206,000.² Thus, LRDP will mobilize US \$11,170,800 of GOC funding into LRDP focal regions, representing an 80 percent increase over the baseline.

The figure below illustrates our key goals for the end of the program in 2018. The results shown in this illustration are in line with GOC's expectations in each area, despite the fact that GOC might not have official goals for each of our key indicators. Through the achievement of these goals, we will play a critical role in helping the GOC effectively and efficiently implement the country's land policy, thus putting land into the hands of those who need it the most, and ensuring sustainable development for rural communities that have been historically affected by conflict. At the same time, our efforts will better prepare GOC entities, especially at the regional level, to adapt to a post-conflict Colombia.

FIGURE 1: KEY INDICATORS AND EXPECTED RESULTS BY 2018



² Agricultural investment: US\$6,206,000. Source: General Accounting Office 2014 - LRDP Municipalities.

Introduction

BACKGROUND

Land insecurity and slow rural development have emerged as critical negotiation points between the GOC and the FARC in the peace talks currently underway in Havana, Cuba. Lasting peace in Colombia hinges on the GOC's ability to provide secure land tenure, access to land, and improved rural development in remote areas of Colombia that have been deeply affected by the civil conflict.

LRDP contributes to this vision of sustained peace and prosperity by addressing these key issues. The GOC leads the implementation of our activities, enabling sustainable development for a post-conflict Colombia. At its core, LRDP is a government capacity-building project that partners with the GOC to:

- Streamline processes and procedures to facilitate land restitution and formalization on a massive scale, bringing more people back to their land faster; and
- Identify and address the barriers that prevent the efficient flow of resources into rural areas, as well as pilot new models for mobilizing resources for the communities that need them the most.
- Market regionally-tested solutions to national-level decision makers, supporting the GOC to create an enabling environment that facilitates sustainable development in a post-conflict scenario.

In years 1 and 2, we catalyzed important initiatives to close the national-regional gap and to accelerate the process of land reform and rural development. Today, LRDP is recognized by national level decision-makers, institutional technical counterparts, and local governments for the following achievements:

- facilitating more efficient land restitution procedures
- helping the GOC organize its inventory of public and private lands available for titling and registration
- strengthening GOC institutions' ability to develop massive formalization strategies
- promoting inter-institutional linkages to better organize and use land-related data
- identifying more effective ways to mobilize resources at the regional level to address vulnerable communities' needs, as well as market demands

THE NATIONAL-LEVEL POLITICAL ENVIRONMENT

LRDP operates in a dynamic political and social environment that is constantly evolving, and thus we use a flexible approach that allows us to respond to new realities as they emerge. As the country context has evolved, we have adapted by modifying the direction of our programming and clarifying our results story. In close coordination with USAID, we revised our

Activity Monitoring & Evaluation Plan (AMEP) to align ourselves more closely with the direction of GOC policy, position ourselves to effectively measure project impact, and improve the way we “tell our story.”

Over the last two years, GOC priorities regarding restitution, formalization, and rural development have shifted. At the beginning of the program, the national GOC focused primarily on restitution as the key mechanism for accessing land, paying less attention to formalization processes. Moreover, new rural development initiatives³ were developed and explored but were hampered by weak, complex, and uncoordinated institutional frameworks at the national and regional levels.

Today, as LRDP prepares for its third year of implementation, the GOC has demonstrated its commitment to resolving these issues, as exhibited by the recently approved National Development Plan (NDP). For the first time ever, the NDP establishes clear and structured guidelines for the transformation of the country’s rural sector. The NDP gives extraordinary powers to the president to make the legal and institutional reforms that will allow Colombia to improve its ability to respond to land and rural development issues, particularly through the creation of a new Land Authority and a Rural Development Fund. In addition, it calls for reform of the administration of public land (art. 102), the formalization of private land (art. 103), the adoption of a multipurpose cadaster that serves for more than just tax-collection purposes (art. 104), and a rectification of the discrepancies between the reality on the ground and what is recorded in registries (art. 105).

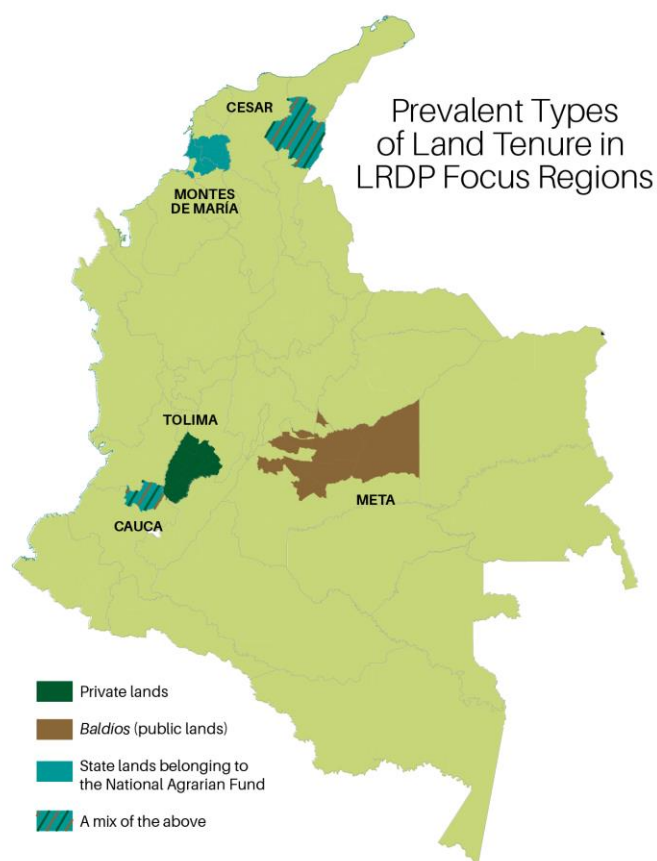
3 Initiatives include the Agrarian Pact, Comprehensive Rural Development Program with a Territorial Focus, and Regional Coordination Plans.

REGIONAL SITUATION ANALYSIS

Although LRDP's efforts are organized under four structural components—restitution, formalization, rural development, and information sharing and management—the unique realities of each region call for a tailored package of activities. This means that the activities implemented under the components are not identical in every region, instead appropriately balanced and designed with a bottom-up approach to consider local nuance and context. Similarly, LRDP's national-level activities are demand driven, meaning that they respond to specific needs generated within the regions.

For example, the types of land tenure that predominate in each region are different. While in Tolima most properties are private, in Meta *baldíos* (public lands) are more common. In Montes de María, most properties are considered state lands that belong to the National Agrarian Fund. Finally, in Cauca and Cesar, the properties represent a mix of the above. Moreover, there are *resguardos* (indigenous reserves) in all of our focus regions, as well as Afro-descendant collective territories in Cauca. Some regions, like Cesar, Meta, and Tolima, include substantial amounts of protected areas (for example, under the framework of Law 2 of 1959, national parks, and special zones) and mining activities. These diverse land tenure settings have an important bearing on formalization efforts because they imply different pathways to ensuring secure land tenure. Recognizing these differences, LRDP will promote the increased participation of local governments in the development and implementation of massive formalization strategies attuned to the specific needs of each region; we will do this through inter-institutional committees that include all interested parties from the GOC to ensure that GOC buy-in occurs from the outset. Once up and running (medium to long term), the GOC's new Land Authority will engage local governments to promote massive formalization.

In addition, GOC priorities vary across regions. For example, the Land Restitution Unit's (LRU) 2015 strategy calls for increased restitution efforts in Montes de María and Cesar, including strengthening the entity's ability to process a greater number of claims in less time, which means that our activities in these areas are focused on supporting the entity in meeting its goal of processing all restitution claims. Meanwhile, in Meta, Cauca, and Tolima, our activities focus on preparing the terrain for LRU's 2016 strategy, which will likely prioritize the processing of claims in these areas. Moreover, the significant presence of Afro-descendant and indigenous populations in certain departments (namely Cauca, Cesar, and Meta) means that in these areas we will also focus on supporting collective restitution claims.



The new NDP echoes the critical themes that have emerged in the country's ongoing peace talks, including the need to tailor development approaches to each region's economic, social, and political context. With this in mind, we developed rural development activities for year 3 that take each unique regional situation into account. For example in Cesar, LRDP will support mini irrigation districts to counter the effects of the extreme drought in that region. At the same time, our mechanism for all the regions is the same, as it focuses on strengthening departmental Secretaries of Agriculture to effectively mobilize funding from the national level and on supporting new governors and mayors in forming development plans for their departments and municipalities.

Finally, despite their geographic, political, and social differences, all of our focus regions share a pressing need for information management. Indeed, one of the biggest findings in terms of implementing Colombia's land policy has been the weakness of functioning and adequate information systems, which limits GOC entities' ability to put land into the hands of its rightful owners and to ensure inclusive rural development. Therefore, across our focus regions, through the digitalization of files and the development of strategic solutions to specific problems identified by GOC entities, we will support these entities in the systematization and interoperability of land-related files⁴. (The strategic solutions will be identified during bilateral meetings with GOC entities where we look at existing delays in the delivery of information and identify "rapid solutions," such as equipment rentals or technical assistance that help the entity overcome those barriers.) Additionally, we will provide technical assistance related to the National System for Evaluation of Public Sector Performance (SINERGIA) to increase their capacity to plan, monitor, and evaluate their activities. Since these activities are fundamentally about supporting the country's land and rural development processes, they will use the same model throughout our five regions.

STRATEGIC APPROACH FOR CATALYZING INSTITUTIONAL ADOPTION

In order to sustainably improve land restitution, formalization, and rural development processes in LRDP focus regions, our year 3 activities embrace a methodology that will facilitate the institutionalization of our advances, both those already achieved and those planned for. We will achieve this through a two-pronged approach:

- **Create enabling environments for the institutional uptake of LRDP pilot activities.**
While the documentation of program successes and lessons learned is critical to building GOC capacity, the end goal of LRDP is the institutional adoption of new mechanisms, methodologies, and information systems. We will work strategically with national-level decision makers within the GOC to move beyond the provision of information, guidelines, manuals, and lessons learned toward the institutional uptake of pilot interventions. In year 3, we will ensure that pilot initiatives and guidelines developed during years 1 and 2 are disseminated to GOC counterparts (including national-level decision makers), with implementation guidance and plans for strategic follow-up (see Annex F for a timeline for these products). This involves working at both the technical level within the corresponding

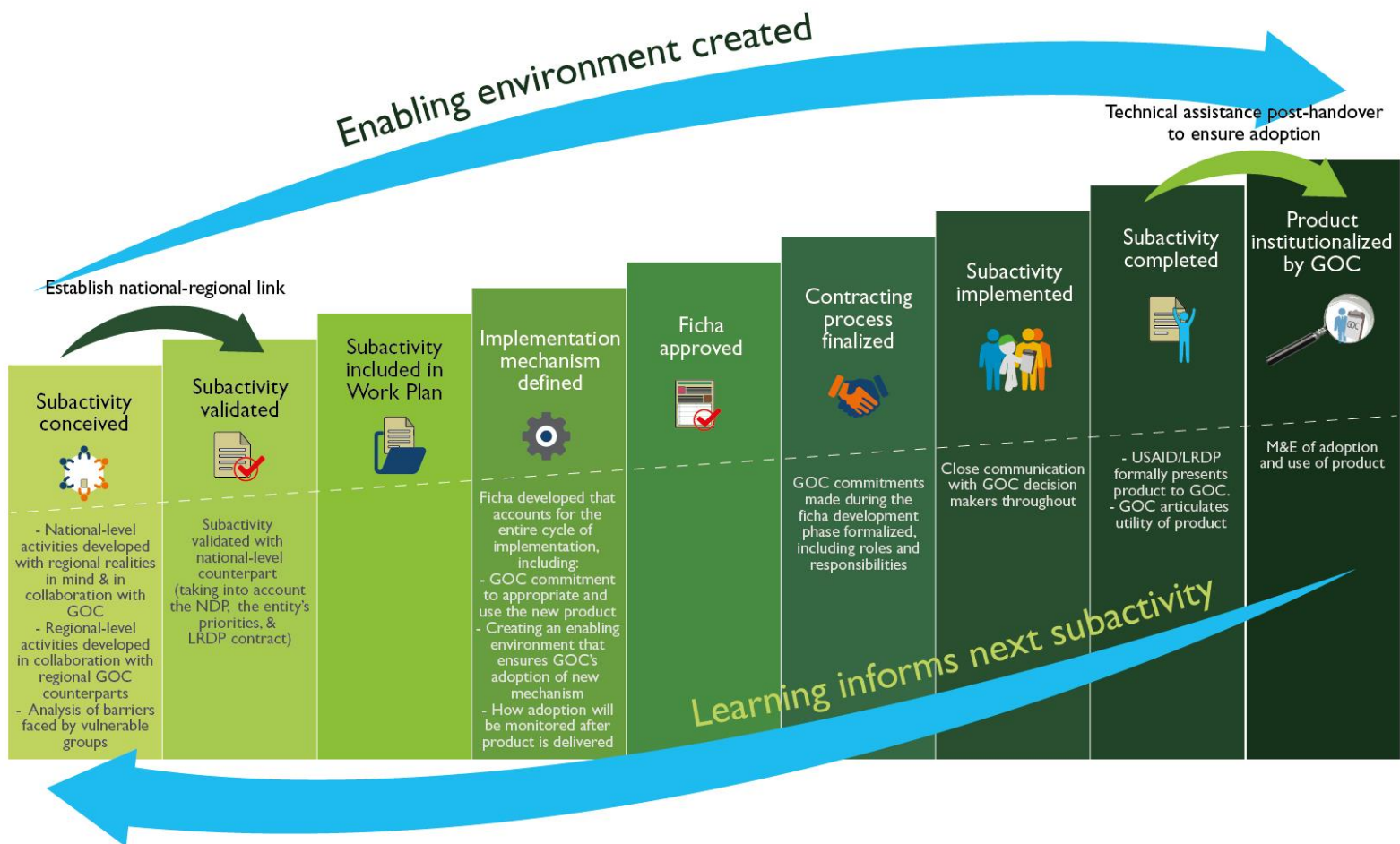
⁴ The results of these interventions are expected to be presented to GOC at the end of Year 3, but may be sooner depending on the challenges identified by the entity.

GOC entity and ensuring that the senior-management level—in other words, directors and decision makers—is included at critical points during the process. This will foster sustainable and improved processes related to restitution, formalization, and the mobilization of rural development resources.

- **Include “institutional adoption strategy” with relevant program activities.** For the implementation of the activities outlined in this Work Plan, we will place special emphasis—from the moment of each activity’s inception—on generating the institutional conditions necessary for the adoption and implementation of our results. Each activity will therefore include a number of essential elements: (1) collaboration with all relevant levels of GOC counterparts during the activity conception, design, and implementation; (2) the inclusion of validation mechanisms for our GOC counterparts; (3) and the design of implementation strategies whereby we will provide critical technical support to foster the adoption of our results.

The figure on the following page illustrates LRDP’s demand-driven process of activity design and implementation.

As seen in the illustration, the first step in designing each activity includes a careful consideration of regional realities. After this step, we then undertake an additional analysis that explores the specific barriers faced by vulnerable groups, particularly women and ethnic minorities. By mainstreaming this element into the design, development, and implementation of each activity, we can guarantee that our activities will facilitate specific solutions to the obstacles that these groups encounter when attempting to access public goods, land restitution, and secure land tenure.



WORK PLAN METHODOLOGY

We used a phased approach to work planning that spanned the course of several months and began in the regions. First, each of our five regional teams consulted with GOC entities to identify and prioritize strategic regional-level activities for year 3. Next, our component teams in Bogota analyzed the inputs from the regions and defined national-level interventions to complement and reinforce the proposed regional activities. Lastly, the entire technical staff from our regional and Bogota offices gathered together for a series of workshops to (1) ensure that proposed activities were fully in line with our strategic approach; (2) map our proposed activities to the new AMEP; and (3) identify gaps and constraints. Based on these discussions, a final list of activities was defined. The result is a Work Plan that is regionally focused, has a strong and complementary set of national-level actions, is mapped to program indicators, and embodies cross-component coordination.

Illustrative Year 3 Activities

In the narrative below, we provide highlights from our year 3 Work Plan at the national level and for each region. In the section entitled “Activity Details by Component” that follows, we provide a chart with a comprehensive list of all year 3 activities (by component), accompanied by details regarding timing, resources, counterparts, products, location, and indicators. Cross-references to specific activities in this table are provided in square brackets in the narrative below.

NATIONAL LEVEL

Restitution

LRDP will support the GOC to achieve the following restitution goals:

- Process 5,000 restitution cases (from 2011 to the end of 2014, the LRU processed 14,848 cases).
- Reduce restitution case preparation from 249 days to 241 days, in pursuit of our overall program goal of 25 days.
- Provide complete information for 300 parcels across target municipalities (2013 baseline = 0).
- Represent 250 secondary occupants in case proceedings (2014 baseline = 0).



LRDP will accomplish this in year 3 by leveraging our close relationship with the LRU and the Defensoría del Pueblo (Ombudsman's Office) to continue strengthening their institutional capacities. We will support the LRU in identifying the potential demand for restitution throughout the country, revising the 360,000 figure that began circulating in 2011, which the LRU estimates to be inaccurate.⁵ By having a more solid grasp of what the real demand for land restitution is among Colombia's most vulnerable, we can more effectively support the LRU in its goal of processing 25,809 restitution claims by the end of 2015.⁶ Further, drawing on a pilot project in the municipality of El Copey that will gather approximately 20 similar claims into one combined restitution claim, we will develop a methodology for adoption throughout the country through the national-level LRU. This methodology, which we expect to present to the GOC at the end of year 3, will enable the LRU to process more restitution claims in less time, and do so in a way that uses differential

5 See Ricardo Sabogal, “Ladran, luego cabalgamos,” *El Tiempo*, August 14, 2015, <http://www.eltiempo.com/opinion/columnistas/ladran-luego-cabalgamos-ricardo-sabogal-urrego-columna-el-tiempo/16237019>.

6 As of July 31, 2015, the LRU had processed 21,708 claims.

processes for women and ethnic minorities [1.1.1]. We will also support the LRU in developing a protocol for contextual analysis documents (*documentos de análisis de contexto*), which are an important part of the evidentiary phase. We will help the LRU make these documents more specific and strategic, thus providing better and more standardized evidence for restitution claims, which will improve the quality of the land restitution process [1.1.3]. This activity will be designed and implemented in conjunction with the LRU, which will ensure the entity's buy-in and adoption of the final protocol, and will be finalized at the end of the second quarter of year 3.

With regard to the Defensoría del Pueblo, our year 3 activities will focus on strengthening the entity's ability to represent secondary occupants [1.1.2]. In particular, we will conduct trainings for public defenders and, in coordination with LRDP component 4, will develop an information system that will allow the Defensoría to monitor the legal proceedings of secondary occupants throughout the restitution process. Moreover, in an activity that will be conceptualized and organized at the national level with the Defensoría's central office, we will conduct regional community information sessions that will bring together public defenders and secondary occupants to help secondary occupants understand their rights and options for legal representation. By bringing public defenders directly to communities, these sessions will guarantee that the most vulnerable are reached and provided with the opportunity to learn about and access the Defensoría's services. Table 1 provides a snapshot of the estimated number of secondary occupants in LRDP regions, as well as those who have legal representation. During year 3, LRDP expects to secure legal representation for 250 secondary occupants throughout our five focus regions, representing 9% of secondary occupants in those regions.

TABLE 1: SECONDARY OCCUPANTS

	Estimated number of secondary occupants*	Secondary occupants with legal representation**	LRDP year 3 goal for ensuring legal representation for secondary occupants
Cauca	18	24	250 nationwide
Cesar	315	39	
Meta	1,642	8	
Montes de María	734	4	
Tolima	18	18	
Total	2,727	93	

* Land Restitution Unit, *Estrategia de acción con terceros en microzonas*, Dec. 2014

** Defensoría del Pueblo, *Report to LRDP*, Aug. 2015

Note: The numbers for Cauca are correct; the discrepancy is due to the different cut-off dates for the LRU and Defensoría information.

TABLE 2: LRU'S PROGRESS AND GOALS

	PROGRESS: Claims received to date	PROGRESS: Claims included in the Registry of Dispossessed and Forcibly Abandoned Lands	2015 GOAL: Claims with pre-judicial phase finalized	2015 GOAL: Cases presented to restitution judges
Cauca	2,087	103	360	87
Cesar/Guajira	5,498	415	4,252	1,032
Meta	5,177	412	430	104
Montes de María	7,461	1,594	5,043	1,223
Tolima	5,418	764	450	109
Total	25,641	3,288	10,535	2,555

Source: Land Restitution Unit, March 31, 2015

During the finalization of this workplan, LRDP met with Access to Justice (ATJ) to review mandates, objectives, and activities and create an action plan for coordination moving forward. The programs identified several areas where joint planning is required. These include:

At the National Level:

1. Establish a communication and coordination mechanism between the Land Restitution Unit and the Land Restitution Judges to encourage a holistic view of the land restitution process.
2. Jointly support the electronic records initiative, by disseminating and socializing the Land Node which should be used by both the Land Restitution Unit and the Land Restitution courts.
3. ATJ has developed guides and protocols for minimum level of details needed for judges to process cases effectively. LRDP will socialize these protocols with the Land Restitution Unit for use in administrative processes, to ensure that judges are getting the information they need to be able to effectively issue rulings, quickly.

At the Local Level:

At the local level, programs overlap in the Regions of Montes de Maria (El Carmen de Bolívar, Ovejas, San Onofre and San Jacinto municipalities) and in Sur de Tolima (Ataco, Chaparral, Planadas and Rio Blanco municipalities). The programs will jointly promote the following activities in these municipalities/regions:

1. ATJ supports rural mobile brigades that bring judges to the beneficiaries in rural areas. LRDP will promote these brigades in shared municipalities and ensure secondary occupants are reached by establishing a link between these mobile brigades and public defenders.
2. ATJ is currently training local leaders as dispute mediators. LRDP is currently investigating how ADR mechanisms can be applied to mediate land disputes. The programs will work together to identify ways these ADR-trained leaders can be used to resolve land disputes in shared municipalities.

The programs will regularly exchange information on key activities to develop and improve the land restitution process and create a communication/coordination mechanism. The programs

have also established a bi-monthly coordination and planning meeting during which we will track progress towards result.

Formalization

During year 3, LRDP will continue to support GOC entities in reforming the legal and institutional framework. Two program priorities are to enable massive titling and formalization and to assist in the creation of the new Land Authority. We will help the GOC develop suitable and updated land property legislation, develop standards and interpretive guidelines regarding agrarian processes, and adopt replicable and scalable methodologies that reflect the lessons learned from our regional activities [2.1.2, 2.2.1].

In addition, we will support the recovery and management of public lands for the new Land Fund (whose creation is not bound by the December 2015 deadline regarding the president's extraordinary powers) through a number of activities: identifying illegally appropriated lands and inappropriately occupied lands, inventorying *baldíos*, devising a national "clarification plan" for land-related disputes between the state and private owners, and providing inputs that will feed into the fund's creation [2.3.1]. These efforts are shaped by the context of the country's ongoing peace negotiations, the NDP, and the jurisprudence of the Constitutional Court. Our specific GOC counterparts for the above activities are the Ministry of Agriculture and Rural Development (MARD), the National Planning Department, the Superintendence of Notary and Registry (SNR), the Colombian Institute for Rural Development (INCODER), the Unit for Land Use Planning (UPRA), and the Agustín Codazzi Geographic Institute (IGAC).

From the national level, we will facilitate women's access to secure land tenure by developing recommendations (e.g., procedural and evidentiary) for MARD that are based on case studies and regional experiences regarding the barriers that women face when attempting to formalize their rights over land [2.1.3]. Within the national-level GOC, there is no one decision maker on gender issues; for this activity, the most relevant audience is MARD. However, we will also share these findings with other key gender stakeholders, such as ONU Mujeres, who is taking the lead on gender issues related to restitution and formalization. LRDP will look for ways to change the evidentiary requirements for common-law marriages, which has become a source of inequality and discrimination. The recommendations resulting from this intervention will be shared with the entities responsible for implementing these processes, including INCODER, MARD, Consejo Superior de la Judicatura – CSJ, and SNR.

The chart on the following page demonstrates the four mechanisms that are supported by the LRDP formalization component:

Formalization: Current Lay of the Land

During 2010–2014, INCODER adjudicated public lands to 74,395 families, and MARD's formalization program supported the registration of 879 titles for private lands. For 2015–2018, the GOC's goal as established in the NDP is 35,000 formalized or regularized land parcels. During year 3, LRDP will help the GOC formalize 2,000 land parcels (this is the goal under our current AMEP; however, our forthcoming AMEP revision will modify this goal to match the GOC's new goal as outlined in the NDP).

FORMALIZATION MECHANISM	REGION OF IMPLEMENTATION / PILOTING
Massive titling, notification, and registration of public lands*	Cesar
	Meta
	Sucre
	Tolima
Municipal formalization plans	Santander de Quilichao (Cauca)
	El Copey (Cesar)
	Ovejas (Sucre)
MARD private land formalization program	Santander de Quilichao (Cauca)
	Acacias (Meta)
	Ovejas (Sucre)
	Chaparral (Tolima)
Property ownership clarification, and the recovery of illegally or inappropriately acquired <i>baldíos</i> **	National level

Rural Development

The LRDP Rural Development component focuses on the *land-based interventions* that support economic development (and thus rural development) in our focus regions. Underpinning the LRDP rural development component is the development theory that income-generating productive projects, coupled with non-productive assets and strong institutional frameworks, catalyze economic growth in rural communities. This economic growth, in turn, increases local investment in assets like schools, health clinics, electricity, etc.

LRDP will present regional experiences and lessons learned to the following individuals in LRDP counterpart institutions:

- **Ministry of Agriculture and Rural Development:** Vice Minister of Rural Development and/or Advisor.
- **National Planning Department:** Director of Sustainable Rural Development.
- **Office of High Commissioner for Peace:** Advisor of Territorial Peace.

There are three legs to the LRDP rural development “stool.” These are:

1. **Productive projects:** using a value chain and “buyer-led” approach, LRDP works with communities to design fruitful productive projects, provide technical assistance, and connect farmers with markets.
2. **Non-productive projects:** LRDP supports the government of Colombia to mobilize national-level funding into regions that need it most and invest in strategic assets, like irrigation or tertiary roads, which improve the quality of agricultural yields and connect farmers with markets.
3. **Institutional frameworks:** LRDP provides technical assistance at national and regional levels (to MARD, INCODER, Secretaries of Agriculture, and UMATAS) to streamline

mechanisms for mobilizing money to more effectively support underserved regions of Colombia.

LRDP understands that the rural development “bucket” could include a wide range of interventions, including access to potable water, electricity, health, education, etc. In order to be effective and achieve tangible impacts in our focus communities, LRDP will concentrate efforts on land-based interventions that increase regional economic development.

During year 3, we will build strong relationships with national-level institutions—including MARD and its sub-entities (particularly, UPRA, INCODER, and Corporación Colombia Internacional), the National Planning Department, and the High Commissioner for Peace—to provide recommendations and regional feedback regarding their rural development instruments and post-conflict development plans. All recommendations will be submitted to officials at the technical-director level in these entities. LRDP will document and organize lessons learned and best practices from our regional work (which will reflect the unique characteristics of each region, with a particular emphasis on women and ethnic minorities) and will support the above entities in adopting these recommendations [3.2.3]. For much of year 2, MARD has been in flux in terms of its rural development strategy and in assigning a counterpart representative to work with LRDP. As we enter year 3, we now have a counterpart representative at the MARD who is willing to work closely with LRDP, and communications are streamlined. This will help the flow of information within the MARD and between regional- and national-level actors.

During 2014, agricultural investment in LRDP focus municipalities was US\$6,206,000. In year 3, we expect to increase this figure by 80% across LRDP regions through the mobilization of funds from the Agrarian Pact, Regional Coordination Plans (PARES), and *contratos plan*,⁷ among others, to achieve our year 3 program goal of increasing money mobilized in target regions by 80 percent; from US \$6,206,000 to US \$11,170,800. We will also issue recommendations on how these mechanisms can be improved to ensure that resources are being effectively enjoyed by the rural communities [3.2.3].

Further, we will support the creation of Colombia’s Rural Development Fund, a new entity called for in the NDP that will channel resources from the national level to the regions and that will draw on resources from sectors other than agriculture, from private sources, and from international donors. Our support will focus specifically on providing recommendations to the National Planning Department on how the fund should assemble its regional-level technical units [3.2.3]. This activity is dependent on the creation of the fund, which must occur by December 2015. Lastly, we will foster active dialogue with other USAID programs to maximize the impact of the various international development activities taking place within Colombia’s regions; this will avoid duplication of efforts while helping unify USAID’s communications with national-level GOC entities.

7 A *contrato plan* is a contract between the national government and departments in which the two levels of government commit to coordinating their investment agendas. Among other things, the contracts center on improving infrastructure, reducing poverty, and supporting regional competitiveness.

TABLE 3: LRDP'S RESOURCE MOBILIZATION GOALS

	<i>Ficha number</i>	Goal to reach by Dec. 2015 (USD)
Cauca	C3-00097-14-03 C3-00106-15-02	\$2,065,000
Cesar	C3-00097-14-06 C3-00106-15-05	\$2,000,000
Meta	C3-00097-14-05 C3-00106-15-03	\$1,960,000
Montes de María	C3-00097-14-02 C3-00106-15-01	\$4,800,000
Tolima	C3-00097-14-04 C3-00106-15-04	\$3,557,246
Total		\$14,382,246

TABLE 3.1: MONEY MOBILIZED AND FUNDING SOURCES YEAR 3

	Resources to be mobilized in year 3 (USD)	Sources of Financing					
		INCODER adaptation of lands	INCODER rural development subsidies	INCODER Rural Development with a Territorial Focus	MARD Regional Coordination Plans	Royalties	Contratos plan
Montes de María	\$4,800,000		\$1,400,000	\$400,000		\$3,000,000	
Cauca	\$2,065,000						\$2,065,000
Tolima	\$3,557,246		\$2,477,600				\$1,079,646
Meta	\$1,960,000		\$661,600		\$1,298,400		
Cesar	\$2,000,000	\$480,000			\$1,520,000		
Total	\$14,382,246	\$480,000	\$4,539,200	\$400,000	\$2,818,400	\$3,000,000	\$3,144,646

Information Sharing and Management

Our national-level activities will focus on three elements. First, we will continue to consolidate the Land Node, an online platform that will allow GOC entities throughout Colombia to exchange, in real time, valuable information required in restitution, formalization, and rural development processes. By September 2016, we will deliver the complete set of the 64 “services” that make up the Land Node [4.2.3] to MinTic, which is tasked with administering the program; we will present it to the Land Node’s steering committee (composed of the eight

entities that use the Land Node);⁸ and finally, we will present the Land Node to members of National System for Victims' Assistance and Comprehensive Reparations (SNARIV).⁹

Second, we will develop a national monitoring system for the post-ruling phase of the land restitution process that will standardize the monitoring of rulings issued by restitution judges throughout the country and will help ensure that GOC entities at the national and regional levels comply with judicial orders. This system will be presented to the Superior Judicial Council (or the entity that replaces it) and will be delivered toward the end of year 3 [4.2.2].

Finally, we will help the Defensoría del Pueblo increase its technical and operational capacity to monitor the legal proceedings of vulnerable secondary occupants in order to ensure that their rights are being protected. We will do this by developing an information system within the Defensoría to consolidate data from the regional level and allow it to be centralized so that the entity can easily generate reports and make decisions [4.2.2].

Social Inclusion: Gender, Ethnic Minorities, and other Vulnerable Groups

The entire LRDP activity cycle will be designed and implemented using a social inclusion lens, with an emphasis on gender and ethnic minorities. This includes analyzing and identifying specific barriers for women and ethnic minorities in accessing rural development programs, restitution processes, and land titling initiatives, and designing solutions to these barriers within each program activity and across program components.

8 LRU, INCODER, SNR, IGAC, Victims Unit, the Directorate for Comprehensive Action against Antipersonnel Mines, Superior Judicial Council, and the Attorney General's Office.

9 Any type of information shared between two agencies is considered a "service." By way of background, the eight entities that use the Land Node often request information from one another—for example, the LRU may regularly request four types of information from INCODER, while IGAC may regularly request one type of information from the LRU. Put together, this means that there is a complicated web of information being requested across the various agencies at any given time.

CAUCA

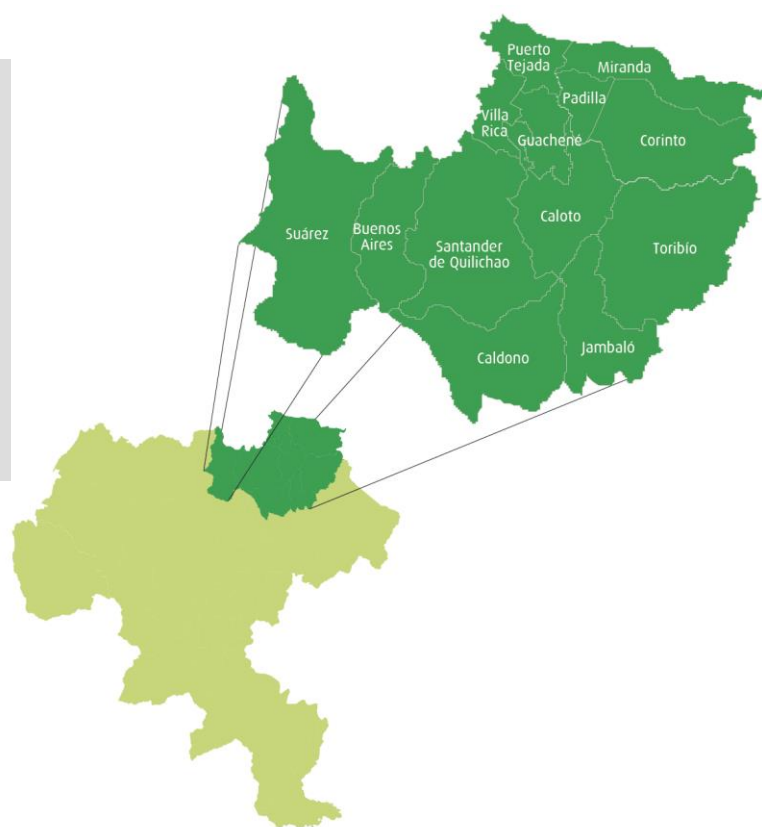
HIGHLIGHTS

Restitution: Not an LRU 2015 priority zone. Provide technical assistance to SNARIV to ensure compliance with restitution rulings.

Formalization: Undertake municipal formalization plan pilot in Santander de Quilichao.

Rural Development: Work with PEDENORCA on long-term regional investment plan.

ISM: Support GOC entities in the digitalization of files.



Restitution

Cauca is not among the LRU's 2015 priority zones, given that many areas of the department have yet to be micro-focalized¹⁰ due to their delicate security situation. Nevertheless, some restitution rulings have been issued (see table 4), ordering specific GOC entities to provide certain public goods (such as roads or productive projects). To help GOC entities ensure compliance with restitution rulings, we will design and implement an inter-institutional coordination strategy and will contribute technical tools strengthen inter-institutional mechanisms already in existence, such as the restitution subcommittee and committees on transitional justice (i.e., SNARIV) [1.2.2]. This will help ensure that beneficiaries and their communities enjoy effective and long-term benefits from the restitution process.

It is a well-known fact that Cauca's indigenous and Afro-descendant populations pose a challenge for restitution judges in terms of claims to collective land rights; as of July 31, only one collective case had been ruled on in the region.¹¹ This year, we hope to increase the number of ethnic minority families that benefit from the restitution process (target of 3,000 families in our five focus regions; see table 5). We will do this by strengthening the tools used by the LRU (such as preliminary studies and so-called characterization studies, two types of information that are key inputs for restitution claims) and by helping the unit develop stronger legal arguments

¹⁰ In order for lands to be eligible for restitution, they must be in a micro-focalized area. But before an area can be micro-focalized, it must be *macro-focalized*. An area is deemed macro-focalized when the National Security Council (in coordination with the Ministry of Defense) finds security conditions sufficiently stable to allow for land restitution. Then, individual zones within this area can be *micro-focalized* on the basis of an assessment performed by the LRU. Only once an area has been micro-focalized can restitution claims be formally processed by the LRU.

¹¹ This ruling was for the Consejo Comunitario Renacer Negro. In addition, the Consejo Comunitario La Toma has been granted precautionary measures, though no official ruling has been issued.

for collective claims [1.2.1]. Given the LRU's scarce resources to effectively respond to demand, our support will help the unit meet this demand more quickly. Not only do these LRDP activities improve the quality of restitution processes, they prepare the GOC for a post-conflict implementing environment in Cauca.

TABLE 4: RESTITUTION RULINGS

	Number of rulings issued by restitution judges
Cauca	15
Cesar	41
Meta	57
Montes de María	103
Tolima	181
Total	397

Source: Land Restitution Unit, June 30, 2015

TABLE 5: ETHNIC RESTITUTION CLAIMS

	Beneficiaries of ethnic restitution to date (# of families)*	Number of indigenous communities and <i>consejos comunitarios</i> in preliminary studies**	LRDP year 3 target (# of families)
Cauca	2,685	15	3,000 nationwide
Cesar/Guajira	576	14	
Meta	112	6	
Montes de María	82	3	
Tolima	0	5	
Total	3,455	43	

* Includes claims entered into the Registry of Dispossessed and Forcibly Abandoned Lands and cases with judicial rulings

** These 43 communities are estimated to include roughly 10,000 families.

Source: Land Restitution Unit, June 30, 2015

Formalization

In Northern Cauca, we will support MARD in implementing its massive private land formalization program in the municipality of Santander de Quilichao, with a special focus on women, under the framework of article 103 of the NDP (on the formalization of rural property) and Law 1561 of 2012 (on access to land tenure to low-income families who have lived on a parcel of land for an extended period of time) [2.2.7]. In addition, we will conduct a pilot in Santander de Quilichao on a municipal formalization plan [2.2.6].

To inform our national-level reform efforts, we will participate in a case study aimed at expediting women's access to land rights. This six-month activity, which will be coordinated among all LRDP regions, will focus on the evidentiary phase of formalization processes where applicants are in common-law marriages. Specifically, it will identify typologies of cases that encounter evidentiary problems with regard to common-law marriages [2.1.3]. Using this information, we will propose strategies to MARD and INCODER to reduce the processing times for such formalization cases, as well as to ensure that women are not disenfranchised when their common-law husbands apply for land titles.

Lastly, and as an activity with important linkages to rural development, we will support the formalization of *baldíos* for public-sector institutions (such as schools and health posts). Without secure land tenure, these institutions cannot make investments that help improve the quality of communities' health and education, among other things. To date, diagnostic studies have been carried out to help these public-sector institutions identify who the land belongs to. We will complement this effort through direct interventions to support INCODER in formalizing public lands and to support MARD in formalizing private land. We will also develop a methodology for this formalization process that can be replicated in other areas [2.1.1].

What's the Problem? Common-Law Marriages and Secure Land Tenure

Currently, there are no normative analyses of common-law marriages as a means to access secure land tenure, which means that there are no precise figures on cases where such access is denied to women on these grounds. Nonetheless, LRDP, through its work with INCODER and MARD, has identified policy and jurisprudential obstacles that seem to be protracting the evidentiary phase for securing titles for public and private lands. During year 3, LRDP will help address this gap so that common-law marriages do not pose a de facto barrier for women in their attempts to become title holders.

Rural Development¹²

Working with actors involved in the Strategic Development Plan for Northern Cauca (including *contratos plan*, municipal and departmental Secretaries of Agriculture, the private sector, the Victims Unit, the LRU, and international donors, such as the Swiss and UNICEF), we will provide technical assistance to support a long-term strategy on rural development priorities in the region. We will also provide technical assistance to facilitate the inclusion of strategic land and rural development issues in Cauca's departmental and municipal development plans [3.1.1]. The strategic issues that we will support are those prioritized in the NDP, such as environmental concerns, integrated interventions, the provision of public goods, value chains, the strengthening of regional entities, and agri-environmental concerns. In doing so, we will assure budget allocations for these needs within local investment plans and, in turn, contribute to better living conditions among women, vulnerable populations, and rural communities in general, in addition to supporting increased competitiveness and productivity in the agricultural sector. We will also work with Municipal Councils for Rural Development (CMDRs) and Sectoral Agricultural Development Councils (CONSEAs) to improve their capacity to manage rural development resources—such as through the development of a “bank” of productive projects ready to hit the ground running—and will help these councils develop mechanisms to strengthen women's participation [3.1.2].

¹² For an overview of money mobilized in Cauca, see Tables 3 and 3.1

We will offer technical assistance to support municipal Secretaries of Agriculture in developing capacity-building plans to improve their ability to plan and execute rural development initiatives as autonomous entities in their own right. (These entities are also in need of more staff and equipment, which is something that is expected to be funded by MARD; we will follow up with MARD to help ensure that this funding becomes a reality.) We will also help them tighten their linkages to their departmental counterparts by troubleshooting barriers in communication and developing solutions for enhanced municipal-departmental communication, as well as by helping departmental Secretaries of Agriculture better understand municipal realities and allocate resources accordingly [3.2.2].

Complementarily, we will support the decentralization of national government resources (for example, *contratos plan*, royalties, and MARD and its sub-entities) and their successful execution at the regional level through a number of activities. First, we will strengthen public-private partnerships (PPPs) for value chains (with an emphasis on women's grower associations in Cauca focused on plantains and working under the framework of PEDENORCA), which will consist of working with GOC counterparts, such as Secretaries of Agriculture, to identify actors in the value chain and formulate a plan for the chain's functioning. Second, we will develop comprehensive learning tools that facilitate the exchange of experiences among regional GOC entities (for example, Secretaries of Agriculture and the regional INCODER office) to improve rural development instruments and the provision of public goods (for example, aqueducts and irrigation districts) [3.2.1]. Third, we will document and organize our experiences in Northern Cauca in order to provide feedback to the National Planning Department at the end of year 3 regarding the creation of the new Rural Development Fund's technical regional units, as called for in the NDP [3.2.3]. The creation of these units depends on the establishment of the new fund, which must occur by December 2015. Only the creation of the Rural Development Fund is bound by the December deadline, the rest of the activity does not have this limitation.

Information Sharing and Management

In Cauca, as in all of our focus regions, we will achieve greater fluidity in the exchange of information among GOC entities, helping reduce processing times through the digitalization of files and the development of strategic solutions to specific problems identified by these entities [4.2.1, 4.2.2]. As a result, we will contribute solutions to one of the most pressing historical problems faced by these institutions in the processes of restitution, formalization, and rural development. In addition, through technical assistance, we will support them in their process of reporting information to SINERGIA. This will increase their capacity to plan, monitor, and evaluate their activities through comprehensive technical tools that ensure the delivery of high-quality information regarding their compliance with goals related to land and rural development in the region [4.1.1].

CESAR

HIGHLIGHTS

Restitution: Assist the LRU in developing tools for processing combined restitution claims for rural citizens.

Formalization: Undertake a massive registration pilot in Cesar.

Rural Development: Support the development of productive projects for mini irrigation districts.

ISM: Gather primary information in El Copey that municipalities can rely on in restitution, formalization, and rural development efforts.



Restitution

Cesar's indigenous populations suffer a number of barriers in realizing their rights, particularly their rights to land. During year 3, we will seek to increase the number of ethnic minorities who benefit from the restitution process (target of 3,000 families across our five focus regions; see table 5). We will do this by strengthening the tools used by the LRU (such as preliminary studies and characterization studies, two types of information that are key inputs for collective restitution claims) and by helping the unit develop stronger legal arguments for collective claims [1.2.1].

The department is also home to a significant population of vulnerable secondary occupants (see table 1). To ensure that this group receives the legal representation it needs, we will provide technical and operational assistance to the Defensoría del Pueblo so that it can effectively advocate for their rights. In addition, we will conduct community information sessions that will bring together public defenders and secondary occupants, with the aim of helping secondary occupants understand their rights and their options for legal representation [1.1.2].

Finally, in anticipation of the advances that the LRU will make in Cesar as part of its 2015 strategy (which seeks to process 100% of restitution claims in designated municipalities), we will provide technical assistance to the SNARIV group so that it can effectively monitor GOC entities' compliance with restitution rulings [1.2.2].

Formalization

We will develop and implement a plan for the massive titling, notification, and registration of public lands, with a special focus on women, thus facilitating the resolution of such cases in the department of Cesar [2.1.4, 2.2.2]. During year 3, we expect to support the notification and

registration of approximately 400 adjudication resolutions, as well as the analysis of 300 files that are currently in a state of limbo. In addition, with the blessing of regional- and national-level entities, we will support one municipality in developing a formalization plan, which will also include a gender focus [2.2.6].

As in other regions, and as an activity with important linkages to rural development, we will support the formalization of *baldíos* for public-sector institutions (such as schools and health posts). Without secure land tenure, these institutions cannot make investments that improve the quality of communities' health and education, among other things. To date, diagnostic studies have been carried out to help these public-sector institutions identify who the land belongs to. We will complement this effort through direct interventions to support INCODER in formalizing public lands and to support MARD in formalizing private land. We will also develop a methodology for this formalization process that can be replicated in other areas [2.1.1].

Finally, to inform our national-level reform efforts, we will participate in a case study aimed at expediting women's access to land rights (see text box on page 15). This six-month activity, which will be coordinated among all LRDP regions, will focus on the evidentiary phase of formalization processes where applicants are in common-law marriages. Specifically, it will identify typologies of cases that encounter evidentiary problems with regard to common-law marriages [2.1.3]. Using this information, we will propose strategies to MARD and INCODER to reduce the processing times for such formalization cases, as well as to ensure that women are not disenfranchised when their common-law husbands apply for land titles.

Rural Development¹³

We will provide technical assistance to support a long-term strategy on rural development priorities in the region. We will also provide technical assistance to Secretaries of Agriculture to facilitate the inclusion of strategic land and rural development issues in Cesar's departmental and municipal development plans [3.1.1]. The strategic issues that we will support are those prioritized in the NDP, such as environmental concerns, integrated interventions, the provision of public goods, value chains¹⁴, the strengthening of regional entities, and agri-environmental concerns. In doing so, we will assure budget allocations for these issues in local investment plans and, in turn, contribute to better living conditions among women, vulnerable populations, and rural communities in general, in addition to supporting increased competitiveness and productivity in the agricultural sector. We will also improve GOC entities' ability to manage rural development resources—such as through the development of a “bank” of productive projects that will be designed with Cesar's intense drought in mind—and will help develop mechanisms to strengthen women's participation [3.1.2].

We will offer technical assistance to support municipal Secretaries of Agriculture in developing capacity-building plans to improve their ability to plan and execute rural development initiatives as autonomous entities in their own right. (These entities are also in need of more staff and equipment, which is something that is expected to be funded by MARD; we will follow up with MARD to help ensure that this funding becomes a reality.) We will help them tighten their

¹³ For an overview of money mobilized in Cesar, see tables 3 and 3.1.

¹⁴ Related to beekeeping, vegetables and fruits

linkages to their departmental counterparts by troubleshooting barriers in communication and developing solutions for enhanced municipal-departmental communication, as well as by helping departmental Secretaries of Agriculture better understand municipal realities and allocate resources accordingly [3.2.2].

Complementarily, we will support the decentralization of national government resources (for example, *contratos plan*, royalties, and MARD and its sub-entities) and their successful execution at the regional level through a number of activities. First, we will strengthen value chains (for example, we will support the development of fruit and vegetable productive projects aimed at addressing Cesar's lack of food security, with an eye toward linking this with PPPs). Second, we will develop comprehensive learning tools that facilitate the exchange of experiences among regional GOC entities (for example, Secretaries of Agriculture and the regional INCODER office) to improve rural development instruments (for example, PARES) and the provision of public goods (for example, tertiary roads) [3.2.1]. Third, we will document and organize our experiences in Cesar to provide feedback to the National Planning Department at the end of year 3 regarding the creation of the new Rural Development Fund's technical regional units, as called for in the NDP [3.2.3].

In terms of tertiary road models that we have analyzed through an international expert in Cesar, we will perform a cartographic analysis to crosscheck the locations of possible tertiary roads against other public goods and productive projects, and will systematize its model so that it can be replicated in other departments. Approximately halfway through year 3, we will share the model with other regions, with the hope that they will wish to replicate the model.

Information Sharing and Management

In Cesar, as in all of our focus regions, we will achieve greater fluidity in the exchange of information among GOC entities, helping reduce processing times through the digitalization of files and the development of strategic solutions to specific problems identified by these entities [4.2.1, 4.2.2]. As a result, we will contribute solutions to one of the most pressing historical problems faced by these institutions in the processes of restitution, formalization, and rural development. The act of digitalizing more than two million files will allow this information to be available in systems, making access to this vital information much quicker, as called for under Colombian law. In addition, through technical assistance, we will support them in their process of reporting information to SINERGIA. This will increase their capacity to plan, monitor, and evaluate their activities through comprehensive technical tools that ensure the delivery of high-quality information regarding their compliance with goals related to land and rural development in the region [4.1.1].

In addition, in the municipality of El Copey, we will conduct a survey aimed at gathering primary information that municipalities can rely on when developing productive projects. This information will also assist local GOC entities—such as IGAC, INCODER, the SNR, and the LRU—in creating strategies for working together in the municipality with regard to restitution, formalization, and rural development efforts [4.2.2].

META

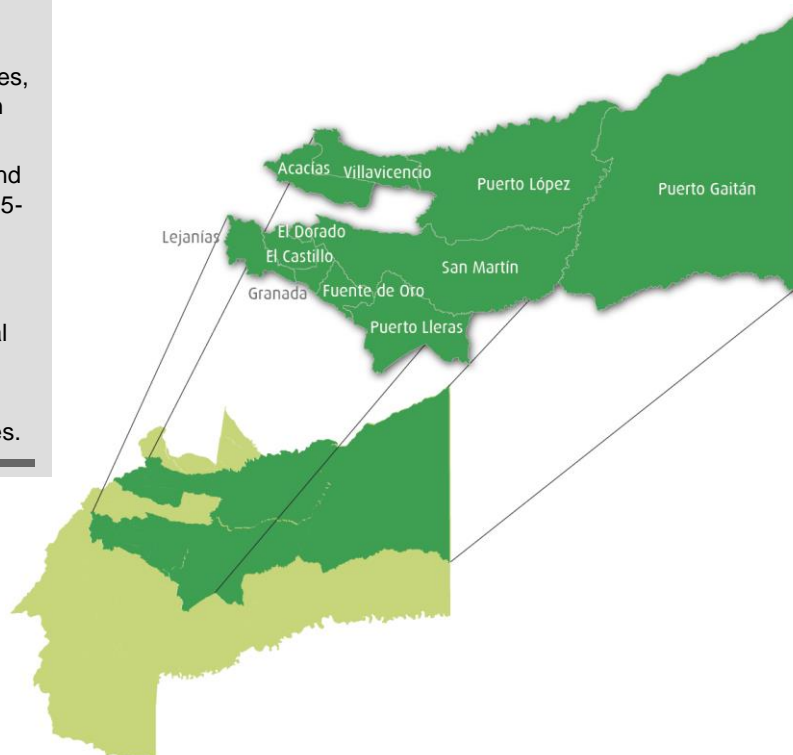
HIGHLIGHTS

Restitution: Develop protocols for preliminary studies, a key input for arming collective restitution claims, in light of the region's ethnic minority population.

Formalization: Support INCODER in formalizing land parcels previously restricted due to presence within 5-km radius of the exploitation of non-renewable resources.

Rural Development: Coordinate CIIDRA (Comité Interinstitucional de Impulso para el Desarrollo Rural de Ariari) to ensure effective rural development investments.

ISM: Support GOC entities in the digitalization of files.



Restitution

As in other regions with indigenous populations, in Meta we expect to increase the number of ethnic minority families that benefit from the restitution process (target of 3,000 families across our five focus regions; see table 5). We will build on our year 2 efforts (in which we supported preliminary studies for an indigenous community in Puerto Gaitán) by strengthening the tools used by the LRU, including the development of protocols for these preliminary studies and for characterization studies, two types of information that are key inputs for collective restitution claims. We will also help the unit develop stronger legal arguments for these claims [1.2.1].

In addition, we will strengthen the Defensoría del Pueblo's ability to represent vulnerable secondary occupants. Among other things, we will do this through (1) technical and operational assistance to help public defenders be able to effectively advocate for the rights of secondary occupants and (2) community information sessions that will bring together public defenders and secondary occupants, with the aim of helping secondary occupants understand their rights and their options for legal representation (see table 1) [1.1.2].

Finally, we will help the LRU's regional office meet its goals for attending to individual and collective restitution claims (see table 2) by supporting the digitalization of case files and offering technical solutions to representative cases that are held up in the pre-judicial and judicial phases [4.2.2]. These restitution activities improve the quality of restitution processes and prepare the GOC for a post-conflict implementing environment.

Formalization

We will support the development of a departmental plan for the titling, notification, and registration of public lands, which will provide secure land tenure to rural citizens who depend

on these lands for their well-being and livelihood [2.1.4, 2.2.2]. We will also assist MARD and INCODER in implementing its massive land formalization program within the municipality of Acacías, including private and public lands. This will be possible through the implementation of a comprehensive sweep methodology that will include not only private but also public lands.

In addition, as an activity with important linkages to rural development, we will support the formalization of *baldíos* for public-sector institutions (such as schools and health posts). Without secure land tenure, these institutions cannot make investments that improve the quality of communities' health and education, among other things. To date, diagnostic studies have been carried out to help these public-sector institutions identify who the land belongs to. We will complement this effort through direct interventions to support INCODER in formalizing public lands and to support MARD in formalizing private lands. We will also develop a methodology for this formalization process that can be replicated in other areas [2.1.1].

Previously, Colombian law prohibited the awarding of *baldíos* within a 5-kilometer radius of the exploitation of non-renewable resources; thus, many citizens who requested *baldíos* within this radius had their claims rejected. However, following recent legal reforms, this radius has now been reduced to 2.5 kilometers. We will assist the government in finding the best method to reactivate the claims that had originally been rejected (since the current universe is presently unknown, one of the first steps in the activity will be to estimate how many claims there are) [2.1.1].

Finally, to inform our national-level reform efforts, we will participate in a case study aimed at expediting women's access to land rights (see text box on page 15). This six-month activity, which will be coordinated among all LRDP regions, will focus on the evidentiary phase of formalization processes where applicants are in common-law marriages. Specifically, it will identify typologies of cases that encounter evidentiary problems with regard to common-law marriages [2.1.3]. Using this information, we will propose strategies to MARD and INCODER to reduce the processing times for such formalization cases, as well as to ensure that women are not disenfranchised when their common-law husbands apply for land titles.

Rural Development¹⁵

We will provide technical assistance to support a long-term strategy on rural development priorities in the region. We will also provide technical assistance to Secretaries of Agriculture to facilitate the inclusion of strategic land and rural development issues in Meta's departmental and municipal development plans [3.1.1]. The strategic issues that we will support are those prioritized in the NDP, such as environmental concerns, integrated interventions, the provision of public goods, value chains, the strengthening of regional entities, and agri-environmental concerns. In doing so, we will assure budget allocations for these issues in local investment plans and, in turn, contribute to better living conditions among women, vulnerable populations, and rural communities in general, in addition to supporting increased competitiveness and productivity in the agricultural sector. We will also work with CMDRs and CONSEAs to improve their capacity to manage rural development resources—such as through the development of a

¹⁵ For an overview of money mobilized in Meta, see tables 3 and 3.1.

“bank” of productive projects that will be ready to hit the ground running—and will help these councils develop mechanisms to strengthen women’s participation [3.1.2].

We will offer technical assistance to support municipal Secretaries of Agriculture in developing capacity-building plans to improve their ability to plan and execute rural development initiatives as autonomous entities in their own right. (These entities are also in need of more staff and equipment, which is something that is expected to be funded by MARD; we will follow up with MARD to help ensure that this funding becomes a reality.) We will also help them tighten their linkages to their departmental counterparts by troubleshooting barriers in communication and developing solutions to enhanced municipal-departmental communication, as well as by helping departmental Secretaries of Agriculture better understand municipal realities and allocate resources accordingly [3.2.2].

Complementarily, we will support the decentralization of national government resources (for example, funding from *contratos plan*, royalties, and MARD and its sub-entities) and their successful execution at the regional level through a number of activities. First, we will strengthen PPPs for value chains (particularly on dairy products with the private company Alquería), which will consist of working with GOC counterparts, such as Secretaries of Agriculture, to identify actors in the value chain and formulate a plan for the chain’s functioning. Second, we will develop comprehensive learning tools that facilitate the exchange of experiences among regional GOC entities (for example, Secretaries of Agriculture and the regional INCODER office) to improve rural development instruments (for example, PARES) and the provision of public goods (for example, tertiary roads) [3.2.1]. Third, we will document and organize our experiences in Meta to provide feedback to the National Planning Department at the end of year 3 regarding the creation of the new Rural Development Fund’s technical regional units, as called for in the NDP [3.2.3].

In the Ariari region, we will coordinate a new model for inter-institutional intervention, entitled CIIDRA (Comité Interinstitucional de Impulso para el Desarrollo Rural de Ariari). This committee, which is led by the Secretary of Agriculture, has three main aims: (1) to prioritize a model of rural development that adapts to the particularities of the region and proposes locally generated solutions; (2) to ensure that a range of local actors work together in the mobilization and allocation of resources and have action plans that are complementary with one another; and (3) foster a broader vision for rural development, which includes education, technology, quality of life, and investment in public goods, in addition to traditional issues such as agricultural investment [3.2.2].

Information Sharing and Management

In Meta, we will achieve greater fluidity in the exchange of information among GOC entities, helping reduce processing times through the digitalization of files and the development of strategic solutions to specific problems identified by these entities [4.2.1, 4.2.2]. The act of digitalizing more than two million files will allow this information to be available in systems, making access to this vital information much quicker, as called for under Colombian law. As a result, we will contribute solutions to one of the most pressing historical problems faced by these institutions in the processes of restitution, formalization, and rural development. In addition, through technical assistance, we will support them in their process of reporting

information to SINERGIA. This will increase their capacity to plan, monitor, and evaluate their activities through comprehensive technical tools that ensure the delivery of high-quality information regarding their compliance with goals related to land and rural development in the region [4.1.1].

MONTES DE MARÍA

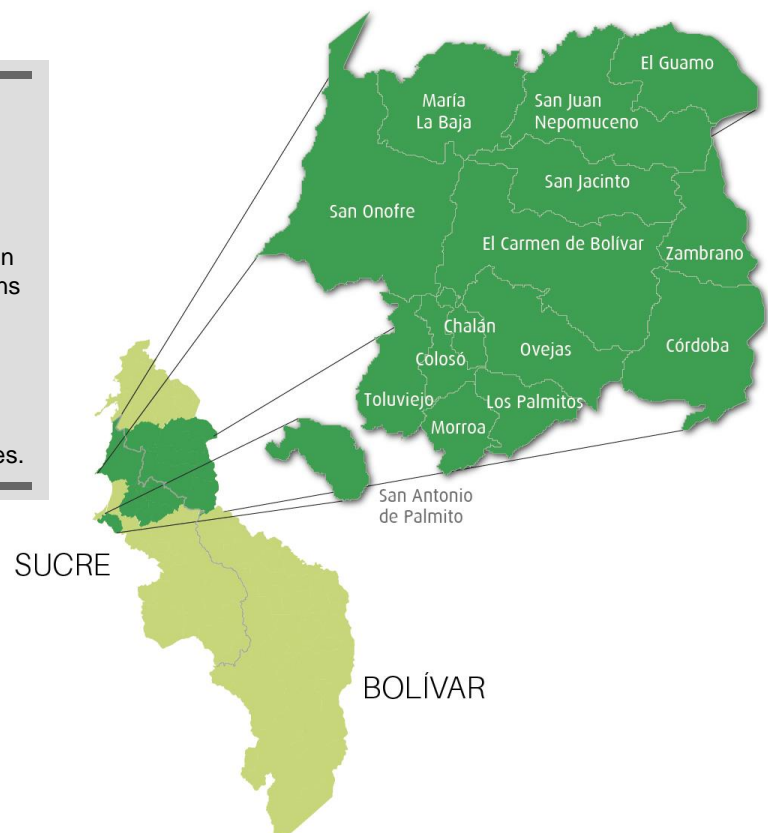
HIGHLIGHTS

Restitution: Support the Defensoría del Pueblo in providing legal representation to the region's significant population of secondary occupants.

Formalization: Conduct pilot municipal formalization plan in Ovejas. Document process and share lessons learned with GOC, demonstrating if and how land formalization is accelerated.

Rural Development: Support the development of PPPs on cacao, irrigation, and aqueducts.

ISM: Support GOC entities in the digitalization of files.



Restitution

The issue of secondary occupants is especially accentuated in Montes de María (see table 1). Our year 3 activities will therefore have a strong focus on ensuring that their rights are protected. On the one hand, we will help the LRU conduct characterization studies of this vulnerable population, which will then be delivered to the Defensoría del Pueblo; on the other, we will provide technical and operational assistance to strengthen public defenders' ability to effectively advocate for the rights of secondary occupants [1.1.2]. In addition, we will strengthen the LRU's ability to efficiently move forward in the pre-judicial phase of the restitution process. In particular, we will help the LRU develop protocols for preparing situational and contextual analysis documents, which are an important part of the evidentiary phase, as well as necessary inputs for transforming macro-focalized zones into micro-focalized ones (see discussion in national-level section) [1.1.3].

Finally, we will support improved coordination among GOC entities during the pre-judicial phase (thus contributing to the inclusion of more restitution claims in the Registry of Dispossessed and Forcibly Abandoned Lands, which is critical for the acceleration of Colombia's land policy) and during the post-ruling phase (which will help ensure citizens' full enjoyment of restitution rulings) [1.2.2].

Formalization

As in other regions, we will support the development of a departmental plan for the titling, notification, and registration of public lands, with a special focus on women [2.1.4, 2.2.2]. In addition, we will continue supporting national and local GOC entities in developing a municipal formalization plan for Ovejas [2.2.6]. In the context of this process, we will assist IGAC in validating the new multipurpose land plot identification and technical standards as the basis for a parcel sweep, which will support municipal formalization plans. LRDP will document the process and share lessons learned with the GOC, demonstrating if and how land formalization is accelerated and qualified with use of the satellite imagery provided by NGA. This process involves coordinating with the mayor's office, public registry offices, INCODER, IGAC, MARD, the SNR, and the community, in order to validate the cadaster databases, collect primary information, and define the appropriate method for formalizing land parcels [2.2.3].

Further, as an activity with important linkages to rural development, we will support the formalization of *baldíos* for public-sector institutions (such as schools and health posts). Without secure land tenure, these institutions cannot make investments that improve the quality of communities' health and education, among other things. To date, diagnostic studies have been carried out to help these public-sector institutions identify who the land belongs to. We will complement this effort through direct interventions to support INCODER in formalizing the lands that are public and to support MARD in formalizing those that are private. We will also develop a methodology for this formalization process that can be replicated in other areas [2.1.1].

Finally, to inform our national-level reform efforts, we will participate in a case study aimed at expediting women's access to land rights (see text box on page 15). This six-month activity, which will be coordinated among all LRDP regions, will focus on the evidentiary phase of formalization processes where applicants are in common-law marriages. Specifically, it will identify typologies of cases that encounter evidentiary problems with regard to common-law marriages [2.1.3]. Using this information, we will propose strategies to MARD and INCODER to reduce the processing times for such formalization cases, as well as to ensure that women are not disenfranchised when their common-law husbands apply for land titles.

Rural Development¹⁶

We will provide technical assistance to support a long-term strategy on rural development priorities in the region. We will also provide technical assistance to facilitate the inclusion of strategic land and rural development issues in Montes de María's departmental and municipal development plans [3.1.1]. The strategic issues that we will support are those prioritized in the NDP, such as environmental concerns, integrated interventions, the provision of public goods, value chains, the strengthening of regional entities, and agri-environmental concerns. In doing so, we will assure budget allocations for these issues in local investment plans and, in turn, contribute to better living conditions among women, vulnerable populations, and rural communities in general, in addition to supporting increased competitiveness and productivity in the agricultural sector. We will also work with municipal councils for rural development and CONSEAs to improve their capacity to manage rural development resources—such as through

¹⁶ For an overview of money mobilized in Montes de María, see tables 3 and 3.1.

the development of a “bank” of productive projects that will be ready to hit the ground running—and will help these councils develop mechanisms to strengthen women’s participation [3.1.2].

We will offer technical assistance to support municipal Secretaries of Agriculture in developing capacity-building plans to improve their ability to plan and execute rural development initiatives as autonomous entities in their own right. (These entities are also in need of more staff and equipment, which is something that is expected to be funded by MARD; we will follow up with MARD to help ensure that this funding becomes a reality.) We will also help them tighten their linkages to their departmental counterparts by troubleshooting barriers in communication and developing solutions to enhanced municipal-departmental communication, as well as by helping departmental Secretaries of Agriculture better understand municipal realities and allocate resources accordingly [3.2.2].

Complementarily, we will support the decentralization of national government resources (for example, funding from *contratos plan*, royalties, and MARD and its sub-entities) and their successful execution at the regional level through a number of activities. First, we plan to work with Fundación Semana to strengthen PPPs for value chains (likely cacao with the Compañía Nacional de Chocolate) and in infrastructural projects (likely aqueducts and irrigation districts). Second, we will develop comprehensive learning tools that facilitate the exchange of experiences among regional GOC entities (for example, Secretaries of Agriculture and the regional INCODER office) to improve rural development instruments (for example, PARES) and the provision of public goods (for example, tertiary roads) [3.2.1]. Third, we will document and organize our experiences in Montes de María in order to provide feedback to the National Planning Department at the end of year 3 regarding the creation of the new Rural Development Fund’s technical regional units, as called for in the NDP [3.2.3].

Information Sharing and Management

In Montes de María, we will achieve greater fluidity in the exchange of information among GOC entities, helping reduce processing times through the digitalization of files and the development of strategic solutions to specific problems identified by these entities [4.2.1, 4.2.2]. The act of digitalizing more than two million files will allow this information to be available in systems, making access to this vital information much quicker, as called for under Colombian law. As a result, we will contribute solutions to one of the most pressing historical problems faced by these institutions in the processes of restitution, formalization, and rural development. In addition, through technical assistance, we will support these entities in their process of reporting information to SINERGIA. This will increase their capacity to plan, monitor, and evaluate their activities through comprehensive technical tools that ensure the delivery of high-quality information regarding their compliance with goals related to land and rural development in the region [4.1.1].

TOLIMA

HIGHLIGHTS

Restitution: Not an LRU 2015 priority zone. Support GOC entities in strengthening compliance with restitution rulings.

Formalization: Support MARD in implementing its massive private land formalization program in Chaparral.

Rural Development: Collaborate with *contrato plan* in georeferencing and prioritizing tertiary roads in order to connect producers with markets.

ISM: Support GOC entities in the digitalization of files.

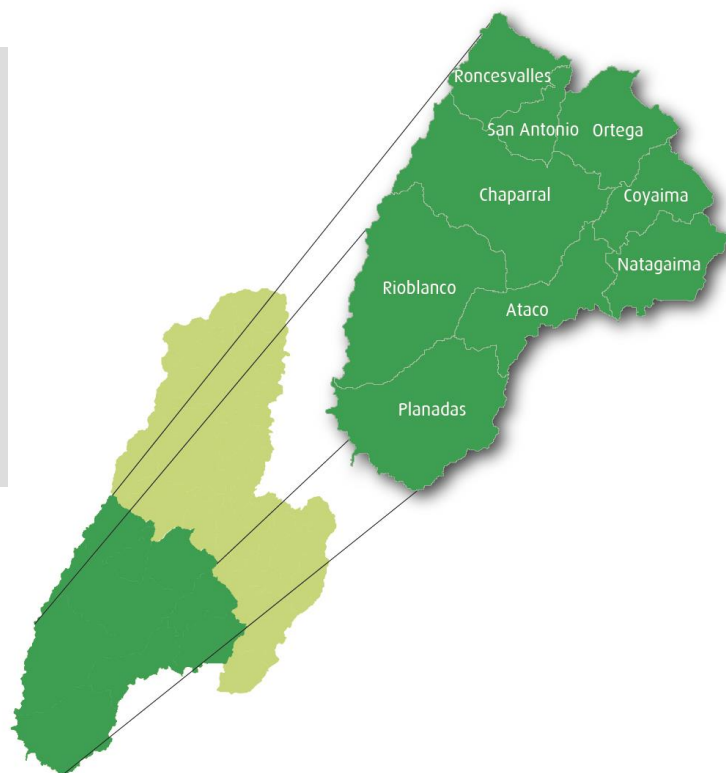
Restitution

Because of its delicate security situation, Southern Tolima does not yet have many micro-focalized zones and is thus unable to move forward with the massive processing of restitution claims. Nevertheless, for the restitution rulings that have been issued (see table 4), we will provide technical support to members of the SNARIV group so they can effectively monitor GOC entities' compliance with restitution rulings, thus preparing them for a post-conflict implementing environment [1.2.2].

Formalization

Southern Tolima is characterized largely by informality in private land parcels. In fact, of the 56,152 land parcels in the region, 96.9% are private.¹⁷ This means that the region has fewer quantities of adjudicable public lands than other regions, and the only opportunity for most rural citizens to acquire property titles is through private lands (for example, a *campesino* who has been working on a parcel of private land where the owner is absent has the possibility of legally acquiring that land). With a special focus on women, we will support MARD in implementing its massive private land formalization program in the municipality of Chaparral (which will require access to satellite imagery for Chaparral) [2.2.7].

With regard to the limited public lands that are available, we will support the design and development of a departmental plan for the titling, notification, and registration of public lands, thus helping resolve the approximately 450 adjudication resolutions that have yet to be notified or registered; the approximately 4,500 files whose procedural state is yet to be defined; and approximately 500 adjudication requests that have not received any response to date. During year 3, we expect to support the formalization of at least 200 *baldíos* [2.1.4, 2.2.2].



17 UPRA, Ordenamiento Social de la Propiedad – Tolima.

As in other regions, and as an activity connected to rural development, we will support the formalization of *baldíos* for public-sector institutions (such as schools). Without secure land tenure, these institutions cannot make investments that improve the quality of communities' health and education, among other things. To date, diagnostic studies have been carried out to help these public-sector institutions identify who the land belongs to. We will complement this effort through direct interventions to support INCODER in formalizing the lands that are public and to support MARD in formalizing those that are private. In addition, we will develop a methodology for this formalization process that can be replicated in other areas [2.1.1].

Finally, to inform our national-level reform efforts, we will participate in a case study aimed at expediting women's access to land rights (see text box on page 15). This six-month activity, which will be coordinated among all LRDP regions, will focus on the evidentiary phase of formalization processes where applicants are in common-law marriages. Specifically, it will identify typologies of cases that encounter evidentiary problems with regard to common-law marriages [2.1.3]. Using this information, we will propose strategies to MARD and INCODER to reduce the processing times for such formalization cases, as well as to ensure that women are not disenfranchised when their common-law husbands apply for land titles.

Rural Development¹⁸

In coordination with the director of *contratos plan* as a strategic ally, we will provide technical assistance to support a long-term strategy on rural development priorities in the region. We will also provide technical assistance to facilitate the inclusion of strategic land and rural development issues in Tolima's departmental and municipal development plans [3.1.1]. The strategic issues that we will support are those prioritized in the NDP, such as environmental concerns, integrated interventions, the provision of public goods, value chains, the strengthening of regional entities, and agri-environmental concerns. In doing so, we will assure budget allocations for these issues in local investment plans and, in turn, contribute to better living conditions among women, vulnerable populations, and rural communities in general, in addition to supporting increased competitiveness and productivity in the agricultural sector. We will also work with CMDRs and CONSEAs to improve their capacity to manage rural development resources—such as through the development of a “bank” of productive projects that will be ready to hit the ground running—and will help these councils develop mechanisms to strengthen women's participation [3.1.2].

We will offer technical assistance to support municipal Secretaries of Agriculture in developing capacity-building plans to improve their ability to plan and execute rural development initiatives as autonomous entities in their own right. (These entities are also in need of more staff and equipment, which is something that is expected to be funded by MARD; we will follow up with MARD to help ensure that this funding becomes a reality.) We will also help them tighten their linkages to their departmental counterparts by troubleshooting barriers in communication and developing solutions to enhanced municipal-departmental communication, as well as by helping departmental Secretaries of Agriculture better understand municipal realities and allocate resources accordingly [3.2.2].

¹⁸ For an overview of money mobilized in Tolima, see tables 3 and 3.1.

Complementarily, we will support the decentralization of national government resources (for example, funding from *contratos plan*, royalties, and MARD and its sub-entities) and their successful execution at the regional level through a number of activities. First, we will strengthen PPPs on value chains (specific value chains to be determined), which will consist of working with GOC counterparts, such as Secretaries of Agriculture, to identify actors in the value chain and formulate a plan for the chain's functioning. Second, we will develop comprehensive learning tools that facilitate the exchange of experiences among regional GOC entities (for example, Secretaries of Agriculture and the regional INCODER office) to improve rural development instruments (for example, PARES) and the provision of public goods (for example, tertiary roads) [3.2.1]. Third, we will document and organize our experiences in Tolima in order to provide feedback to the National Planning Department at the end of year 3 regarding the creation of the new Rural Development Fund's technical regional units, as called for in the NDP [3.2.3].

Information Sharing and Management

In Tolima, as in other regions, we will achieve greater fluidity in the exchange of information among GOC entities, helping reduce processing times through the digitalization of files and the development of strategic solutions to specific problems identified by these entities [4.2.1, 4.2.2]. The act of digitalizing more than two million files will allow this information to be available in systems, making access to this vital information much quicker, as called for under Colombian law. As a result, we will contribute solutions to one of the most pressing historical problems faced by these institutions in the processes of restitution, formalization, and rural development. In addition, through technical assistance, we will support them in their process of reporting information to SINERGIA. This will increase their capacity to plan, monitor, and evaluate their activities through comprehensive technical tools that ensure the delivery of high-quality information regarding their compliance with goals related to land and rural development in the region.

Activity Details by Component

COMPONENT 1: RESTITUTION

Intervention of the Project/Activity	FY 2016				Products	Location	AMEP Indicator
	Q1	Q2	Q3	Q4			
Required result 1.1: GOC, regionally and nationally, increases the quantity of results from implementing the land restitution policy throughout Colombia							
Activity 1.1.1: Decrease the amount of time needed by the LRU to process restitution claims							
Increase the number of claims processed by the LRU by strengthening management mechanisms (STTA)					<ul style="list-style-type: none">- Model for <i>judicante</i> internships- Methodology for combined claims- Presentation of combined claim	National level Cauca Cesar	PO2A O1.2 O1.1
Activity 1.1.2: Facilitate legal representation of secondary occupants, rural citizens who occupy lands that legally belong to others							
Increase the number of secondary occupants with legal representation by strengthening the technological and operational capacities of the Defensoría del Pueblo (STTA)					<ul style="list-style-type: none">- Public defender training (<i>barra de abogados</i> methodology)- Information system for Defensoría del Pueblo- Agreements for <i>judicantes</i> (legal interns) at the Defensoría del Pueblo- Confidentiality agreements for information management	National level Cesar Meta Montes de María	1.1.2 PO1
Increase the number of secondary occupants with legal representation by using existing socialization tools and training public defenders on their use (direct implementation)					<ul style="list-style-type: none">- Powers of attorney- Knowledge assimilation assessments	Cauca Cesar Meta Montes de María	1.1.2 PO5
Activity 1.1.3: Provide technical assistance to develop the restitution regulatory framework and to improve the effectiveness of the restitution institutional procedures							
Improve the effectiveness of the substantiation process in restitution cases by developing land market research and protocols for contextual analysis documents (STTA, subcontract)					<ul style="list-style-type: none">- Protocols for contextual analysis- Contextual analysis documents- Land market research	National level Cauca Montes de María	PO1 O1.1 O1.2
GOC counterparts: LRU, Defensoría del Pueblo, SNARIV entities, mayors and governors							
Required result 1.2: GOC, regionally and nationally, improves the quality of its processes for implementing the land restitution policy throughout Colombia							
Activity 1.2.1: Strengthen procedures and approaches in the land restitution policy to broaden the participation of vulnerable groups							
Increase the number of families benefitting from the ethnic restitution process by strengthening the tools used by the LRU (preliminary studies, characterizations, and claims) (STTA)					<ul style="list-style-type: none">- Ethnic territorial rights and impact identified in at least three regions- Litigation protocol designed	Cauca Cesar Meta	PO2B
Activity 1.2.2: Provide technical assistance to regional entities to support them in fulfilling their land restitution policy mandates							
Contribute technical tools to regional entities and other SNARIV members regarding the implementation of Colombia's land restitution policy (STTA)					<ul style="list-style-type: none">- Restitution issues included in Regional Action Plans- Stronger mechanisms for institutional information sharing- Procedure and management roadmap for compliance with rulings	National level Cauca Cesar Meta Montes de María Tolima	PO3 O3.1 O1.1
Increase the LRU's capacity to process claims based on the analysis of restitution rulings with a differential focus (STTA)					<ul style="list-style-type: none">- Document containing analysis of rulings- Document containing tools and recommendations for the post-ruling phase- Analysis of restitution rulings identifying the emphasis placed on women, adolescents, and/or children for a comprehensive and sustainable restitution	National level Cesar Montes de María	PO2A PO3 O3.1
GOC counterparts: IGAC Defensoría del Pueblo, LRU, MARD, SNARIV entities, SNR, mayors and governors							

COMPONENT 2: FORMALIZATION

Project/Activity Intervention (Estimated Resources)	FY 2016				Product(s)	Location	AMEP Indicator(s)
	Q1	Q2	Q3	Q4			
Required result 2.1: Regionally and nationally, an increased quantity of applications processed for title on public and private lands achieved by improved quality and coverage of services							
Activity 2.1.1: Support GOC entities in improving procedures to reach key milestones of the formalization process (application accepted, parcel demarcated, legal proceedings started)							
Generate greater institutional capacities for the issuance of land titles for <i>baldíos</i> to public-sector institutions (subcontract)					Land titles given to public-sector institutions in LRDP target municipalities	National level Cauca Cesar Meta Montes de María Tolima	O2.2 2.1.1
Support land titling in areas falling within an established radius of the exploitation of non-renewable resources (subcontract)					Land titles issued for <i>baldíos</i> corresponding to adjudication requests that were initially rejected because they were located within a 5 km radius of exploitation activities (a limit that today has been reduced to 2.5 km)	National level Meta	PO1 O2.2 PO2A 2.1.1
Activity 2.1.2: Help the GOC reform administrative procedures and agrarian processes for the titling of public and private lands							
Improve the efficiency of INCODER's agrarian procedures as established in Law 1753 of 2015 (subcontract)					Document with legal guidelines for solving bottlenecks in INCODER's land titling processes	National level	O2.3 2.2.1
Activity 2.1.3: Facilitate women's access to formalization and the titling of collective territories, and advocate for approaches that support gender, Afro-descendant, and indigenous populations							
Facilitate women's access to land by reducing the length of the evidentiary phase of formalization processes with regard to common-law marriages (subcontract)					Case analysis document that includes proposals for facilitating the formalization process for properties acquired under common-law marriages	National level Cauca Cesar Meta Montes de María Tolima	O2.3
GOC counterparts: INCODER, Superior Judicial Council, MARD, SNR							
Required result 2.2: Regional and national entities of the GOC expand area-wide land formalization initiatives in LRDP target regions							
Activity 2.2.1: Support the development of the legal framework necessary to facilitate massive formalization by the GOC							
Adjust, follow up on, disseminate, and lobby for the drafting and approval of a new legal framework for land formalization and for the creation of a new institution for the management and administration of rural lands (subcontract)					Aide-memoires for relevant events held, including an annex containing the considered documents	National level	2.2.1
Activity 2.1.4: Strengthen interagency coordination for the titling and registration of public and private lands							
Activity 2.2.2: Strengthen the institutional capacity of MARD and other authorities involved in the design and implementation of massive land formalization efforts							
Design and implement regional or departmental plans for the massive titling, notification, and registration of public lands, with a focus on gender (subcontract)					Formulation and implementation of a strategy for the massive titling, notification, and registration of resolutions in order to reduce the existing backlog	National level Cesar Meta Montes de María Tolima	PO1 PO2A O2.2 O2.3

Activity 2.2.3: Strengthen the GOC's capacity to update and maintain the rural cadaster

Activity 2.2.4: Strengthen municipalities' capacity to improve cadaster management

Activity 2.2.5: Implement massive registration pilots

Activity 2.2.6: Support the formulation and implementation of municipal formalization plans in LRDP regions

Support the development of municipal formalization plans, with a focus on gender (subcontract)					- Finalization of a municipal formalization plan for the municipality of Ovejas - Validation of IGAC's multipurpose cadaster model and standards - Implementation of an institutional strengthening plan for the use of land information and the maintenance of formality by the municipality of Ovejas	National level Cauca Cesar Montes de María	2.1.1
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Activity 2.2.7: Implement strategic pilot activities to demonstrate and learn from new methodologies for achieving formalization targets

Assist MARD in implementing massive private land formalization program (as adjusted), with a focus on gender (subcontract)					Execution of the adjusted formalization methodology in LRDP target municipalities that are prioritized by MARD's Land Formalization Program under the framework of Law 1561 of 2012	National level Cauca Meta Montes de María Tolima	2.1.1
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GOC counterparts: INCODER, MARD, IGAC

Required result 2.3: To support an effective Land Fund, regional and national entities identify the scope of recoverable lands and establish a strategy for their recovery and reallocation

Activity 2.3.1: Support the inventory of illegally appropriated public lands and other recoverable lands that could potentially feed the Land Fund

Support the GOC in the creation of an inventory of <i>baldíos</i> , the design and implementation of a national plan for property ownership clarification, and the recovery of illegally or inappropriately acquired <i>baldíos</i> (subcontract)					Identification of illegally or inappropriately acquired <i>baldíos</i> through the analysis of primary and secondary information	National level	2.3.1 2.3.2
Support the transfer of land parcels from MARD to the National Agrarian Fund (subcontract)					- Identification of the probable universe of parcels likely to be transferred - Applications and administrative acts drafted regarding the transfer of National Agrarian Fund parcels	National level	O2.2. 2.3.1 PO1 PO2A

GOC counterparts: INCODER, MARD

COMPONENT 3: RURAL DEVELOPMENT

Project/Activity Intervention (Estimated Resources)	FY 2016				Product(s)	Location	AMEP Indicator(s)
	Q1	Q2	Q3	Q4			
Required result 3.1: Regional and national GOC institutions reflect community and private sector needs in development plans or other fund allocation mechanisms							
Activity 3.1.1: Support the formulation and implementation of departmental development plans to prioritize infrastructure and service delivery projects in target regions							
Develop strategic components related to land and rural development in departmental and municipal development plans, with their inclusion in investment plans (STTA, subcontract)					Document with inputs and suggested investment matrix	Cauca Cesar Meta Montes de María Tolima	O3.1

Activity 3.1.2: Support the identification and prioritization of community needs and projects by promoting spaces for community participation aimed at facilitating the design and implementation of rural development initiatives with a bottom-up approach

Identify and prioritize projects in a participatory manner in Municipal Councils for Rural Development and Sectoral Agricultural Development Councils for the management of rural development resources, including mechanisms for women's participation (subcontract)					Projects identified, prioritized, and/or with funding identified	Cauca Cesar Meta Montes de María Tolima	O3.1 3.1.1 PO3
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GOC counterparts: MARD and its sub-entities, Office of the High Commissioner for Peace, governors, mayors, National Planning Department, Secretaries of Agriculture (departmental and municipal)

Required result 3.2: Capture of regional and national resources to fund local rural development initiatives is made more direct and less cumbersome

Activity 3.2.1: Support the GOC in moving away from the subsidies model and toward the effective delivery of public goods to reinvigorate the rural sector and create conditions for sustainable productive, economic, and social opportunities

Mobilize rural development resources through the improved provision of public goods, including resources for land policy, applying comprehensive tools for decentralization and the exchange of regional experiences, in preparation for post-conflict (STTA, subcontract)					Formulated projects with allocated resources or under implementation	Cauca Cesar Meta Montes de María Tolima	O3.1 3.1.1 PO3 3.1.2 O3.2
Mobilize resources through the strengthening of value chains and technical assistance plans to promote public-private partnership management (STTA, subcontract)					Formulated projects with allocated resources or under implementation	Cauca Cesar Meta Montes de María Tolima	O3.1 3.1.1 PO3 3.1.2 O3.2

Activity 3.2.2: Build regional capacity to implement comprehensive land and rural development policies by strengthening the capacity of Secretaries of Agriculture to plan, budget, and execute budgets

Build capacity through strengthening plans for municipal Secretaries of Agriculture, forging closer links with departmental counterparts (subcontract)					Drafted and/or implemented strengthening plans for municipal Secretaries of Agriculture	Cauca Cesar Meta Montes de María Tolima	PO4 PO5
Build bridges between departmental Secretaries of Agriculture and MARD, following guidelines from the National Development Plan and Rural Mission (STTA)					Document with recommendations and instrument design	National level Cauca Cesar Meta Montes de María Tolima	PO4

Activity 3.2.3: Support MARD in updating, adapting, and modernizing its instruments to implement rural development with a regional focus

Propose comprehensive field intervention models to the national government through the systematization of regional interventions (STTA, subcontract)					- Intervention model - Identified and implemented projects	National level Cauca Cesar Meta Montes de María Tolima	PO4
Develop an operations manual for the Rural Development Fund's regional technical units, under the framework of adjustments proposed in the National Development Plan (STTA, subcontract)					Operations manual	National level Cauca Cesar Meta Montes de María Tolima	PO4

GOC counterparts: MARD and its sub-entities, Office of the High Commissioner for Peace, governors, mayors, National Planning Department, Secretaries of Agriculture (departmental and municipal)

COMPONENT 4: INFORMATION SHARING AND MANAGEMENT

Project/Activity Intervention (Estimated Resources)	FY 2016				Product(s)	Location	AMEP Indicator(s)
	Q1	Q2	Q3	Q4			
Required result 4.1: Establishment and maintenance of a system to monitor and evaluate land rights services and programs							
Activity 4.1.1: Improve SINERGIA's capacity to monitor the GOC's land and rural development policies, and support regular communication and results reporting to civil society							
Improve the capacity of land-related entities to plan, conduct monitoring and evaluation, and report information (STTA, direct implementation)					- 30 information reports completed by land-related entities for SINERGIA (certified by the National Planning Department and central entities) - 180 officers with planning, monitoring and evaluation, and information reporting skills	Cauca Cesar Meta Montes de María Tolima	O4.1
GOC counterparts: National Planning Department, LRU, INCODER, IGAC, SNR							
Required result 4.2: Establishment of sustainable land information infrastructure that allows interoperability for data sharing across critical GOC entities (the Land Node)							
Activity 4.2.1: Support the conversion of paper files to digital format and the uploading of digital information into information systems							
Improve the delivery of information among land entities through the digitization of files in LRDP focus regions (subcontract)					- INCODER: 521 linear meters, 72,000 blueprints, 26,050 files - IGAC: 15,215 linear meters, 760,736 files - Public registry offices: 38,640 linear meters, 1,932,000 files - LRU: 444 linear meters, 22,215 files - 2 documentary management systems in operation	Cauca Cesar Meta Montes de María Tolima	O4.2
Activity 4.2.2: Enable the exchange of land information among GOC land institution information systems							
Strengthen the follow-up mechanisms for restitution rulings through the implementation of three information systems on compliance with restitution rulings (subcontract)					Three ruling information systems (Directorate for Comprehensive Action against Antipersonnel Mines, Superior Judicial Council, INCODER)	National level	O4.2
Increase the Defensoría del Pueblo's technical and operational capacity to monitor the legal proceedings of secondary occupants through information systems (subcontract)					Secondary occupant system in operation	National level	O4.2
Develop strategic solutions for improving the exchange of information exchange among land-related entities in LRDP focus regions (STTA)					30 solutions implemented for information-flow barriers between different GOC entities and the LRU	Cauca Cesar Meta Montes de María Tolima	O4.2
Gather key information for restitution, formalization, and rural development processes within regional entities in Cesar (STTA, subcontract)					- Inventory of the cartography of 9 municipalities - Database with primary information through a survey in the municipality of El Copey	Cesar	O.2.2 2.1.1 O.1.1
Activity 4.2.3: Develop and implement a web-based platform that allows parcel-based land data interoperability							
Stabilize and support information exchange services for the 8 target entities of the Land Node (subcontract)					- 64 services in operation - Usage statistics and data report interface	National level	O4.2
GOC counterparts: National Planning Department, LRU, INCODER, IGAC, SNR							

Challenges and Opportunities

Although GOC entities have agreed to the activities in this Work Plan, these entities' willingness to receive support is not always matched with concrete actions that encourage the success of the activities. In addition, our ability to report results depends to a large degree on the provision of information by a number of our GOC counterparts—and in the past, we did not always receive this information, either due to the fact that such information was unavailable or difficult for the entities to gather, or because they were concerned about the privacy of the information. To remedy this, we are seeking formal commitments from our GOC counterparts regarding the provision of timely, disaggregated, and consistent data. These commitments are being secured through face-to-face meetings with the relevant individuals (i.e., those with influence) in each entity. Finally, while the institutional reforms currently taking place in Colombia represent a historic opportunity for our work, they also imply a process of transition—which means that existing programs may not operate with the same level of efficiency and that the entities about to be reformed or dissolved may be less willing to receive assistance

Colombia finds itself at a historical crossroads, with the possibility of a peace agreement on the horizon. LRDP's efforts coincide to a great degree with what the government is currently negotiating with the FARC. For this reason, many of the activities in this Work Plan have been planned with an eye toward preparing our focus regions for post-conflict, with strengthened institutional capacities and conditions for ensuring that the country's rural populations benefit as they should from peace.

The new NDP includes a number of topics related to the “transformation of the countryside” that coincide with our past, present, and future efforts. It provides important legal and political backing for our work, which will facilitate greater commitment on behalf of GOC entities. Colombia is ready to move beyond “political dialogue” and to put into action the necessary laws, institutions, and operational mechanisms to effectively implement the stated public policy and to fulfill its political commitments. The NDP grants President Santos extraordinary powers to undertake reforms, especially with regard to the creation of a new National Land Authority and a Rural Development Fund. This represents an important opportunity for us to collect, organize, and share successful regional experiences—in other words, best practices—so that these new institutions, once created, can draw on this learning to respond effectively and assertively to the needs of Colombia's rural communities (see activities 2.2.1 and 3.2.3); these products will be delivered to the GOC toward the end of year 3.

Annex A. Year 3 Fixed-Fee Deliverables

Reference No.	Component	Fixed-Fee Contract Deliverable	Annual Work Plan Activity Deliverable	% Fixed Fee	Verification Method	Quality Standard	Assumption	Related MEP Indicator(s)
R1Y3	Restitution	Capacity of Defensoría del Pueblo (Ombudsman's Office) to represent secondary occupants improved	1.1.2	4.0%	Public defenders have power of attorney to represent secondary occupants	A minimum of 120 powers of attorney obtained by the Defensoría del Pueblo to represent secondary occupants	Defensoría del Pueblo has operational capacity to represent secondary occupants in LRDP regions	O1.1 P1.1.2
R2Y3	Restitution	Increased number restitution cases processed through collective demands	1.2.1	4.0%	Methodology for collective demands prepared, tested, and presented to national-level decision-makers	1 pilot activity to test the methodology for collective demands in an LRDP regions	Land Restitution Unit demonstrates sustained political and institutional will to prioritize its support for collective restitution cases	PO2B O1.1
F1Y3	Formalization	Women's access to formal land rights expedited	2.1.3	5.2%	Recommendations to improve the process related to facilitating formalization in common-law marriage cases developed and presented to national-level decision-makers	Recommendations validated through application in 5 case studies	INCODER and judges deliver timely information about administrative and judicial processes, respectively	PO2A O2.1 O2.2
RD1Y3	Rural Development	Capacity to mobilize resources to the regions increased	3.1.1	4.0%	Land and rural development needs reflected in departmental plans or other fund allocation mechanisms	Land and rural development components incorporated into 4 departmental development plans	New local government officials maintain political will to receive support in the elaboration of their development plans	IR3.1
RD2Y3	Rural Development	Private and public agricultural sector investment in rural LRDP communities promoted	3.2.1	4.0%	5 public-private partnerships formed or strengthened	Supporting documentation for 5 public-private partnerships provided to relevant public-sector entity (this includes but is not limited to MARD)	GOC 2016 prioritizes the mobilization of resources to support public-private partnerships in LRDP regions	R3.1.2

Reference No.	Component	Fixed-Fee Contract Deliverable	Annual Work Plan Activity Deliverable	% Fixed Fee	Verification Method	Quality Standard	Assumption	Related MEP Indicator(s)
RD3Y3	Rural Development	National Development Plan objectives to decentralize and mobilize resources supported	3.2.3	4.0%	Rural Development Fund operations manual includes regional inputs, recommendations and is presented to national-level decision makers	Written verification from National Planning Department accepting the operations manual	GOC establishes the Rural Development Fund within the period allotted for the president to exercise extraordinary authority	O3.1
ISM1Y3	Information Sharing and Management	GOC entities have improved and quicker access to land data critical to formalization and restitution processes	4.2.3	4.0%	Information exchanged between 4 entities via the Land Node and presented to relevant national-level authorities	MINTIC certifies in writing that information is being exchanged between 4 entities via the Land Node	MINTIC maintains its political will to guarantee the availability and operation of the platform that will house the Land Node	O4.2 IR4.2
ISM2Y3	Information Sharing and Management	Mechanisms to monitor judicial ruling compliance strengthened	4.2.2	4.0%	Implementation of 1 information system to monitor compliance with rulings and presentation of system to national-level decision makers	Letter received from the Superior Judicial Council expressing its acceptance of the system	The new entity that will replace the Superior Judicial Council maintains its political will and its responsibility to follow-up on rulings	O4.1 IR4.1
ISM3Y3	Information Sharing and Management	Average time to access land information by GOC entities reduced	4.2.1	4.0%	10,000 restitution files, from the Land Restitution Unit, inter-operating and available for electronic access	Written notice from the Land Restitution Unit certifying that the files are available in electronic format	Land Restitution Unit does not delay implementation of digital file system in its land registry	O4.2
C1Y3	Communications	Periodic dissemination of LRDP and GOC accomplishments and development impact	Communications strategy	4.0%	Periodic progress reports	A minimum of 12 progress reports submitted and approved by the COR (<i>to be invoiced in 2 tranches, after first 6 and after second 6</i>)	N/A	Cross-cutting
F2Y3	Formalization	Formalization of National Agrarian Fund parcels enabled	2.3.1	3.0%	Methodology for transferring properties from INCORA to INCODER developed and presented to INCODER and MADR	Methodology validated through the drafting and practical application of a minimum of 40 administrative transfer cases	INCODER submits accurate information on a timely basis	IR2.3 R2.3.1

LRDP plans to submit ten fixed-fee deliverables (FFDs) during year 3, as presented in the table above. While this is fewer than what we have proposed in previous years, our year 3 FFDs are more strategic and closely aligned with the program's key indicators. In establishing our FFDs for year 3, we focused on ensuring that each deliverable was clearly linked to one or more Work Plan activity and was related to the program's high-level results, which include reduced time to access land data; funds mobilized in the regions; more restitution claims processed; and public-private partnerships established or strengthened. Our year 3 FFDs emphasize the "adoption" of recommendations and tools by GOC counterparts, as opposed to their mere receipt by these entities; this will require closer follow-up efforts on our part to encourage the entities' ownership and adoption of our recommendations. Lastly, we cannot underestimate the complexity of LRDP. For that reason, we have included 12 periodic progress reports as part of our FFDs. These reports will regularly communicate our message to USAID, the GOC, and others to highlight our most important achievements. This is essential for demonstrating the program's relevance to the current Colombian reality and for communicating our efforts to promote sustainable development in the regions where we work.

One of our year 2 FFDs will be unable to be completed: *R5Y2: Operating efficiency of Cadaster institution, INCODER and National Registry improved*. As called for in article 107 of the NDP, significant organizational changes will take place in the near term. For that reason, it is no longer relevant to provide the support described in this FFD, as the program's attention will turn toward supporting the new institutions. We propose replacing the deliverable with the following one, which we will complete in year 3 in addition to the ten shown above: *F2Y3: Formalization of National Agrarian Fund parcels enabled*.

Annex B: Year 2 Activities That Will Continue into Year 3

COMPONENT 1: RESTITUTION

Project/Activity Intervention (Estimated Resources)	FY 2016				Product(s)	Location	AMEP Indicator(s)
	Q1	Q2	Q3	Q4			
Required result 1.1: GOC, regionally and nationally, increases the quantity of results from implementing the land restitution policy throughout Colombia							
Support a decrease in the amount of time the LRU requires in order to prepare restitution cases							
Increase the amount of cases processed by the LRU through support in the demining process (STTA, subcontract)					<ul style="list-style-type: none">- Non-technical demining studies- Methodology for the regional demining plan	National level Tolima	O1.1 O1.2
Provide technical assistance to develop the legal framework for restitution and improve the effectiveness of institutional procedures for restitution							
Re-estimate the potential demand for restitution claims that the restitution policy will have to deal with (subcontract)					<ul style="list-style-type: none">- Methodology to estimate the demand for restitution- Updated restitution demand figures	National level	PO1
GOC counterparts: LRU, Defensoría del Pueblo, SNARIV entities, mayors and governors, IGAC, SNR, MARD							
Required result 1.2: GOC, regionally and nationally, improves the quality of its processes for implementing the land restitution policy throughout Colombia							
Support the design and implementation of a training strategy for key GOC agencies and land restitution policy beneficiaries							
Improve the efficiency of restitution processes by generating technical skills for its different stakeholders (STTA)					<ul style="list-style-type: none">- Training plan designed and implemented- Stakeholder training actions	National level Cauca Cesar Montes de María Meta Tolima	PO5
Increase the number of claims processed by the LRU by implementing the case clinic methodology at the national and regional levels (differential focus) (STTA)					<ul style="list-style-type: none">- Development of 5 case clinics- Technical solutions agreed on by institutions for at least 10 claims- Systematization document for follow-up in SNARIV scenarios	National level Cauca Cesar Montes de María Meta Tolima	PO5 O1.1 O1.2
Support the development of a communications strategy for the LRU							
Increase the number of claims processed by the LRU by designing and implementing a communications strategy (subcontract)					<ul style="list-style-type: none">- Communications pieces- Media plan- Media monitoring	National level Cauca Cesar Montes de María Meta Tolima	PO1 PO2
GOC counterparts: LRU, Defensoría del Pueblo, SNARIV entities, mayors and governors, IGAC, SNR, MARD							

Required result 1.3: Build institutional capacity of entities involved in the land restitution process, ensuring more effective interagency coordination in the fulfillment of their mandates, both in the administrative and judicial stages of the process and to comply with respective sentences

Provide technical assistance to regional entities to fulfill their obligations related to the land restitution policy

Strengthen property displacement protection measures so that internally displaced populations are protected (subcontract)					Recommendations: land tenure protective measures applied as a result of LRDP inter-institutional coordination	National level Montes de María Meta	PO1
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COMPONENT 2: FORMALIZATION

Project/Activity Intervention (Estimated Resources)	FY 2016				Product(s)	Location	AMEP Indicator(s)
	Q1	Q2	Q3	Q4			
Required result 2.1: Regionally and nationally, an increased quantity of applications processed for title on public and private lands achieved by improved quality and coverage of services							
Support the GOC entities to improve procedures to reach key milestones of the formalization process (application accepted, parcel demarcated, legal proceedings started)							
Montes de María pilot Macayepo field work: Titles/registries					Title and formalize National Agrarian Fund lands involved in land restitution processes	Montes de María	PO1 PO2A O2.2
Design of a strategy to reduce the backlog of non-registered adjudications					Document formulating a plan to massively register INCODER adjudication resolutions in order to reduce existing backlog	National level	PO1 PO2A O2.2 O2.3

GOC counterparts: INCODER, LRU

Required result 2.2: The regional and national entities of the GOC expand their land formalization initiatives per area in LRDP target regions

Support the institutional reforms led by the GOC to enable massive land formalization

Pilot on alternative dispute resolution mechanisms					Methodology document on how to apply alternative dispute resolution mechanisms in rural land formalization processes and as part of the municipal formalization plans that enable their optimization and improvement	National level Cauca Cesar Meta Montes de María Tolima	2.1.1
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GOC counterparts: INCODER, SNR, MARD, LRU, Superior Judicial Council

COMPONENT 3: RURAL DEVELOPMENT

Project/Activity Intervention (Estimated resources)	FY 2016				Product(s)	Location	AMEP Indicator(s)
	Q1	Q2	Q3	Q4			
Required result 3.1: Regional and national GOC institutions reflect community and private sector needs in development plans or other fund allocation mechanisms							
Increase participation of women and ethnic minorities in the identification and implementation of prioritized projects							
Mobilize resources by building capacity for the drafting and implementation of a comprehensive intervention including property formalization, in the context of projects with a differential approach (ethnic and gender-based) (direct implementation, subcontract)					- Intervention model - Identified and implemented projects	Cauca Cesar Meta Montes de María Tolima	O3.1

GOC counterparts: MARD and its sub-entities, Office of the High Commissioner, governors, mayors, National Planning Department, Secretaries of Agriculture (departmental and municipal)

Required result 3.2: Capture of regional and national resources to fund local rural development initiatives is made more direct and less cumbersome

Build regional capacity to implement comprehensive land and rural development policies by strengthening the capacity of Secretaries of Agriculture to plan, budget and execute budgets

Manage the implementation of strengthening plans for Secretaries of Agriculture with the participation of new governors (STTA, subcontract)					Projects that are identified, prioritized and/or have identified funding	Cauca Cesar Meta Montes de María Tolima	O3.1 PO4 PO5
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Develop actions plans to allocate and execute resources for prioritized projects

Provide technical assistance to the preparation of action plans for departmental Secretaries of Agriculture (STTA)					Technical inputs for strategic action plans	Cauca Cesar Meta Montes de María Tolima	PO4
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GOC counterparts: MARD and its sub-entities, Office of the High Commissioner, governors, mayors, National Planning Department, Secretaries of Agriculture (departmental and municipal)

COMPONENT 4: INFORMATION SHARING AND MANAGEMENT

Intervention of the Project/Activity (Estimated resources)	FY 2016				Product(s)	Location	AMEP Indicator(s)
	Q1	Q2	Q3	Q4			

Required result 4.1: Establishment and maintenance of a system to monitor and evaluate land rights services and programs

Support the development and implementation of indicators reporting tools aiming to facilitate the follow up of the public local land and rural development initiatives

Increase institutional capacity index (STTA)					18 report tools in operation	Cauca Meta Montes de María Tolima Cesar	O4.1
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GOC counterparts: LRU, IGAC, INCODER

Annex C: Performance Indicators

In the main text, we revealed targets for our six key indicators. The activity charts also refer to AMEP indicator numbers. In this annex, we provide the full set of AMEP indicators, including their baseline, year 3 targets, and life-of-project targets.

LRDP's monitoring and evaluation system tracks progress toward three sets of goals: program goals (through six indicators); individual component objectives (through nine indicators); and intermediate results of each component (through eight indicators). Each indicator is useful for monitoring progress, whether of a particular component or of the program as a whole, and contributes information about the products, results, and effects of our work on GOC institutions—and in turn, on the communities within our focus regions.

LRDP'S NEW AMEP (EFFECTIVE AS OF JUNE 2015): TARGETS AND INDICATORS

NO.	INDICATOR	LIFE OF PROJECT TARGET (TOTAL OVER 5 YEARS)	BASELINE (2013)	FY3 TARGET (2016)
KEY INDICATORS				
PO1	Number of households that have obtained documented property rights as a result of project assistance (FACTS 4.7.4-5 and D01-034) restitution, titling and allocation (titling) of public lands (custom) (A)	32,560	0	7,000
Cross-Cutting PO2A	Percentage of restitution and formalization beneficiaries that are women (custom) (A)	50%	38%	45%
Cross-Cutting PO2B	Number of restitution beneficiaries that are ethnic minorities (custom) (A)	9,865	0	3,000
1.1.2	Number of current vulnerable occupants of land claimed ("secondary occupants") in restitution that are represented in case proceedings (custom) (A)	800	0	250
2.3.1	Number of cases of recoverable public lands inventoried to potentially feed into the Land Fund (custom, conpublic-tributes to STARR IQC i) (A)	47,000	0	7,000
O3.1	Percentage increase in resources mobilized by the national GOC as a result of LRDP in the targeted regions that meet community needs and market requirements (custom) A¹⁹	90%	US \$6,206,000 ²⁰	80%
O4.2	Reduced time to access inputs to restitution and formalization processes (custom) (A)	60%	0 ²¹	20%
LRDP Project Objective: Improved ability of regional and national government to equitably meet the needs of people, communities and business for secure land tenure and for rural public goods that support sustainable licit rural livelihoods in conflict-affected areas				
Cross-Cutting PO3	Number of rural households that gain access to relevant public goods through expanded funding as a result of LRDP assistance (custom) (B)	5,000	0	1,000

19 Calculated at exchange rate of US\$1 = COP2,500. Annual goals, not cumulative.

20 Agricultural investment: US\$6,206,000. Source: General Accounting Office 2014 - LRDP Municipalities.

21 This indicator is measured as percentage change (reduction). The baseline is, by definition, zero.

Cross-Cutting PO4 ²²	Score of LRDP institutional capacity index for key entities engaged in restitution, formalization and rural public goods provision (custom) (B)	3.16	ICI= 2.87	3.01
Cross-Cutting PO5	Person hours of government officials, traditional authorities, or individuals trained in restitution, formalization, public project planning, monitoring and/or information sharing and management (ISM) systems as a result of LRDP assistance (contributes to STARR IQC iv) (B)	21,920	0	3,400
Objective 1: Improved capacity of GOC, at the regional and national levels, to restitute lands to victims of conflict				
O1.1	Number of restitution cases processed by the LRU (custom) (C)	20,000	0	5,000
O1.2	Reduced time for restitution case preparation by LRU ²³ (custom) (C)	25	249 days	8
1.1.1	Number of restitution cases that have complete parcel information in targeted municipalities (contributes to STARR IQC vi) (C)	1,900	0	300
Objective 2: Improved capacity of regional and national GOC institutions to formalize rural property rights and to allocate public lands (baldíos)				
O2.1	Number of titles issued (legal certainty) (contributes to STARR IQC ii) (C)	8,000	0	2,000
O2.2	Number of issued titles directly resulting from LRDP-supported area-wide formalization (contributes to STARR IQC ii) (B)	2,496	0	300
O2.3	Reduced time to register issued titles (custom) (C)	30% below baseline	TBD ²⁴	20% below baseline
2.1.1	Number of formalization cases that advance to a key milestone in the process (application accepted, parcel demarcated, legal proceedings started) (DO1-040, custom) (C)	16,000	0	3,000
2.2.1	Legal framework enabling rapid and massive formalization drafted and submitted to GOC entities and Congress with LRDP support (custom) (B)	6	0	2
2.3.2	A roadmap for recovery of public land is produced (B)	1	0	1
Objective 3: Improved capacity of regional and national government entities to mobilize and execute public resources for rural public goods that meet community needs and market requirements				
O3.2	Percentage of projects funded with LRDP support that are in implementation	75%	0	65%
3.1.1	Number of projects which reflect community needs included in rural development plans or in other mechanisms (custom) (B)	113	0	26
3.1.2	Number of public-private partnerships formed or strengthened with LRDP support (FACTS-PPP5) (B)	13	0	4
Objective 4: Improved information available and efficiently used to deliver land rights services				

²² LRDP is evaluating the relevance of this particular project objective. It will likely be eliminated in the next version of the AMEP.

²³ This time reduction is only focused on time related to internal LRU process, particularly the time taken to legally and physically identify the parcel. With indicator O4.2 "Reduced time to access inputs to restitution and formalization processes", the LRDP will focus its support in reducing the time to access to inputs provided by other institutions to the LRU which will also contribute in the total time reduction in the preparation of restitution cases.

²⁴ The baseline will be included in the next adjusted AMEP

O4.1	Increased ability to access and use data for results management as measured by the ISM capacity index score of relevant institutions (custom) (B)	3.52	2.86 ²⁵	3.20
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(A) Key indicators

(B) Indicators that reflect direct project activities and collected by LRDP M&E systems

(C) Indicators that LRDP can affect partially; progress is dependent on GOC actions outside LRDP's scope

Annex D: Outreach and Communications Strategy

BACKGROUND

LRDP's outreach and communication strategy cross-cuts program components in support of three key objectives:

1. Support technical teams in communicating effectively with donor, institutional, and community audiences.
2. Encourage reform across GOC counterparts.
3. Raise awareness of the program's focal issues in target communities.

During year 3, we will focus our communication efforts on three priority audiences:

- *Government of Colombia:* We will conduct strategic outreach and advocacy with key GOC counterparts at the national and regional levels to raise awareness of program activities, approaches, successes, and lessons learned, and to motivate uptake of LRDP interventions. This includes protocol events for the handover of pilot-related deliverables²⁶.
- *Target communities:* Outreach and awareness activities (including interventions that change knowledge, attitudes, and behaviors) will be conducted with beneficiaries in target communities in support of LRDP and GOC objectives.
- *USAID and program implementers:* We will market and promote program successes, impact, lessons learned, and thought leadership to USAID audiences and other program implementation teams.

GUIDING PRINCIPLES

LRDP's communications approach is guided by the following best practices:

- The strategy is a living document that is flexible in its approach, allowing us to use communications to respond to and prioritize emerging issues as they arise.

²⁵ LRDP used the ISM-focused institutional capacity index in Q2–Q3 of 2014 to determine the baseline. The baseline is the average score across agencies.

²⁶ A complete and detailed list of protocol/handover events will be included in the communications strategy submitted 30 days after approval of the workplan.

- Our messaging will be tailored and contextualized to meet the unique information needs of each audience.
- Our messages and materials will be clear, honest, transparent, and culturally effective, with an emphasis on language that accessible to women, indigenous communities, and other marginalized groups.
- Our messaging will be consistent with LRDP's results framework and strategic elements of the work Plan.

ILLUSTRATIVE ACTIVITIES FOR YEAR 3

LRDP audiences (including the GOC, beneficiaries, and USAID) are bombarded with a high volume of information. We will develop succinct, digestible, and relevant communication products that cut through the saturated media space to effectively tell our story.

The following list describes the frequency, distribution channels, and intended audiences for our materials:

USAID and GOC Audiences

- *The LRDP Periodic Highlight*: a two-page document targeting USAID, GOC, and program implementer audiences that articulates recent salient program accomplishments at the regional and national levels. The highlight will include progress toward results and indicators, and/or success stories that demonstrate the human impact of program interventions. The COR will distribute the Periodic Highlight within USAID, and LRDP will circulate it through program channels and with GOC counterparts.
- *Project Fact Sheet*: the project factsheet will be updated periodically as the program advances, and will be submitted periodically to the COR and USAID's Land Tenure and Property Rights Portal.
- *Success Stories*: this contractually required material will be submitted quarterly via the Quarterly Report. Additional success stories will be submitted on an ad hoc basis and in conjunction with the Monthly Highlight. Success Stories will describe the impact of LRDP at the national, regional, and community levels.
- *Field Visits*: LRDP will collaborate with USAID on public diplomacy events and VIP visits with the mission.
- *Brown-bag presentations*: LRDP will organize and promote brown-bag presentations for USAID and GOC counterparts on a semi-annual basis.

Additionally, LRDP is exploring the possibility of developing a website that will serve as a key platform for the following:

- describing program design, objectives, and results
- disseminating program information and materials

- demonstrating LRDP thought leadership in the land tenure, property rights, and rural development space, including “expert commentary” on current events and issues

The LRDP website would provide a face for the program, enabling us to reach key GOC and USAID audiences faster and with more regularity.

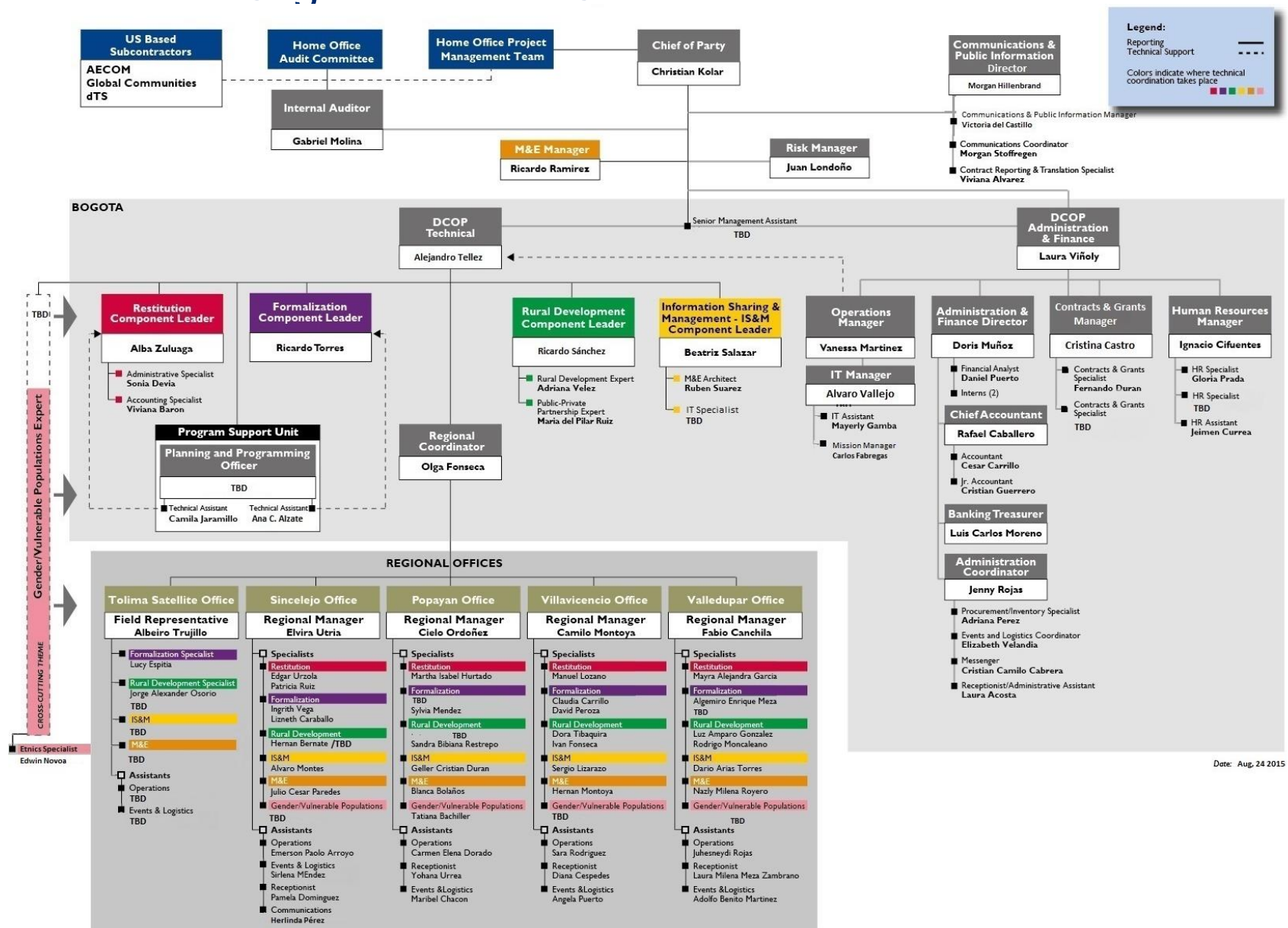
Community-Level Audiences

LRDP will work with strategic partners, including Fundación Ayara, Grupo 13, and others, to support our GOC counterparts in developing and implementing communications interventions that raise awareness of program focal issues. This includes the development of

- *baseline research* that provides insight into the knowledge, attitudes, practices, and behaviors of beneficiaries in relation to program focal issues
- *community-based media*, including community radio, film, and theater (as appropriate)
- *community-based events*, such as town hall meetings and music interventions with youth
- *outreach activities* targeting youth, women, indigenous, Afro-descendants, and other marginalized groups

Because our communications strategy is designed to support program activities, a detailed communications strategy will be delivered 30 days following USAID’s approval of the year 3 Work Plan.

Annex E. Organizational Chart



Annex F. Estimated Timeline for Socializing Year 1 & 2 Products with GOC Counterparts

PRODUCT	COMPONENT	LOCATION	Q1	Q2	Q3	Q4	NOTES
Four reports based on the formalization pilot in Macayepos: Regulatory, Institutional, Gender, Economic	Formalization	Montes de María					Once reports are completed, a meeting with MARD and INCODER will be scheduled to share the results and lessons learned.
Methodology for applying rural development subsidies in 7 municipalities in Northern Cauca and recommendations on how to efficiently allocate subsidies for productive projects	Rural Development	Cauca					The product will be delivered during a meeting with INCODER's national office.
Methodology for promoting dialogue between traditional authorities and judicial and administrative officials for the resolution of conflicts	Restitution	National					A meeting to socialize the main recommendations and conclusions will be scheduled with the LRU, Victims Unit, and Superior Judicial Council.
Identification of violations to indigenous territories in Puerto Gaitán	Restitution	Meta					This project has been taking place in close coordination with the LRU's Directorate for Ethnic Affairs.
Recommendations on protection measures and a proposal for patrimonial protection measures as an alternative for territories where the restitution process has not yet arrived	Restitution	National					A meeting to socialize the results and recommendations will be scheduled with the SNR and the LRU.
Recommendations for eliminating barriers to women's access to formalization processes (common-law marriages)	Formalization	National					A meeting to socialize the results and lessons learned will be scheduled with MARD and INCODER.
Recommendations for defining a strategy for recovering lands that can potentially feed into the Land Fund	Formalization	National					Results of the analysis and recommendations will be delivered to the SNR.
Recommendations issued to MARD on the use of alternative conflict resolution mechanisms in formalization processes	Formalization	National					The product will be delivered to MARD's formalization program.
Database cross-referencing to identify the gap in adjudication resolutions that have been issued but not registered	Formalization	National					The product will be delivered to INCODER's national office during a formal event.
Lessons learned on the implementation of comprehensive regional interventions	Rural Development	National, all LRDP regions					The product will be delivered to MARD.
Methodology of costs and times in property formalization processes	Formalization	National					The product will be delivered to MARD's formalization program.

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