



AFRO-COLOMBIA AND INDIGENOUS PROGRAM FINAL REPORT

NOVEMBER 2016





SUBMITTED TO:

Mrs. Camila Gomez
Agreement Officer's Representative
Afro-Colombian and Indigenous Program
U.S. Agency for International Development
Bogotá, Colombia
cgomez@usaid.gov

SUBMITTED BY:

ACDIVOCA
Ricardo Amaya
Country Representative
Chief of Party
Carrera 7, No. 78-47
Bogotá, Colombia
T: 321-2210
E-mail: Ramaya@acdivoca.org

50 F St., NW, Suite 1000
Washington, DC 20001
T: +1 202 469 6000
F: +1 202 469 6257
www.acdivoca.org

Table of contents

Acronyms	4
Section I: Acknowledgements.....	7
Section II: Background	7
Section III: Intervention Areas	7
Section IV: Program Approach and Impact	9
Section V: Sustainability and Lessons Learned	33
Annexes	35
A. ACIP in Numbers	36
B. State Institutions	46
C. Community-based Organizations	48
D. Success Stories.....	57

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

Acronyms

ACILORO	Asociación de Cabildos Indígena de Lloró
ACIN	Asociación de Cabildos Indígenas de Norte del Cauca
ACIP	Afro-Colombian and Indigenous Program
ACIRTA	Asociación de Cabildos Indígenas del Resguardo de Tarena
ACITADO	Asociación de Cabildos Indígenas de Tadó.
ACONC	Association of Community Councils of northern Cauca
ADACHO	Asociación de Desplazados de Chocó
ADEL	Agencia para el Desarrollo Económico Local
AFRODES	Asociación de Afrocolombianos Desplazados
AFROSANMAG	Asociación de Afrodescendientes de Santa Marta
AJUAP	Asociación Juvenil Unidos por Amor al Pueblo
AJUDEC	Asociación de Jóvenes Unidos Por El Desarrollo De Condoto
AMCIC	Asociación de Medios de Comunicación Indígena de Colombia
ANDI	Asociación Nacional de Empresarios de Colombia
ANSPE	Agencia Nacional para la Superación de la Pobreza Extrema
APA	Asociación de Periodistas Afros
APS	Annual Program Statement
ASOCODITA	Mesa Juventud Afronortecaucana
ASOCASAN	Consejo Comunitario Mayor del Alto San Juan
ASOCOC	Asociación de Consejos Comunitarios de Cartagena
ASODEBA	Asociación de Desplazados de Bagadó
ASODETA	Asociación Desplazado de Tadó
ASOM	Asociación de Mujeres ASOMUBA
	Asociación de Mujeres de Bagadó
ASOMUPA	Asociación de Mujeres de Palo de Agua
ASOMUQUIB	Asociación de Mujeres del Municipio de Quibdó
ASOREWA	Asociación de Cabildos Indígenas Emberá, Waunaan, Katío, Chamí y Tule del Departamento del Chocó
ASOPRODUSE	Asociación de Productoras de Dulces
ASPRODEMA	Asociación de Productores de Medio Atrato
ASPROFINCA	Asociación de Productores de Finca Tradicional
BPO&IT	Business Process Outsourcing and Information Technology
CAMAIBO	Cabildo Mayor Indígena de Bojayá
CBO	Community-based organization
CNOA	Conferencia Nacional de Organizaciones Afrocolombianas
CIMA	Cabildo Indígenas del Medio Atrato
CIT	Confederación Indígena Tayrona
COCOILLO	Consejos Comunitarios de Comunidades Negras de Lloró
COCOMACOIRO	Consejo Comunitario Mayor de Condoto y Río Iró
COCOMACIA	Consejo Comunitario Mayor de la Asociación Campesina Integral del Atrato
COCOMAN	Consejo Comunitario Mayor de Nóvita
CONSPRELLO	Fundación Construyendo Presente para Lloró
COOPWACE	Cooperativa Multiactiva Indígena Wayúu
CORALINA	Corporación para el Desarrollo Sostenible del Archipelago de San Andres, Providencia y Santa Catalina.
CORPOICA	Corporación Colombiana de Investigación Agropecuaria
CRIC	Consejo Regional Indígena de Cauca

CRICH	Consejo Regional Indígena del Chocó
CSO	Civil Society Organization
CTC	Consejo Territorial de Cabildos
DANE	Departamento Administrativo Nacional de Estadística
DNP	Departamento Nacional de Planeación
EOCA	Ethnic Organizational Capacity Assessment
ESAP	Escuela Superior de Administración Pública
FEDEOREWA	Federación de Asociaciones de Cabildos Indígenas del Chocó
FINAGRO	Fondo para el financiamiento del sector agropecuario
FONADE	Fondo Nacional de Desarrollo
FPIC	Free Prior and Informed Consultation (<i>consulta previa</i>)
FUNDASET	Fundación para el Desarrollo Agrícola, Social y Tecnológico
FUNDECO	Fundación para el Desarrollo de los Colombianos
FUNSBOW	Fundación para el Desarrollo Sostenible Bowden
GOC	Government of Colombia
HH	Households
ICBF	Instituto Colombiano de Bienestar Familiar
INCODER	Instituto Colombiano de Desarrollo Rural
IPA	Investment Promotion Agency
LRU	Land Restitution Unit
MARD	Ministry of Agriculture and Rural Development
MEO	Mission Environmental Officer
MOL	Ministry of Labor
NGO	Non-governmental Organization
OBAPO	Organización de Barrios Populares
OCAD	Órganos Colegiados de Administración y Decisión
OGT	Organización Gonawindua Tayrona
OIK	Organización Indígena Kankuama
ONIC	Organización Nacional Indígena de Colombia
PCI	Programa contra Cultivos Ilícitos
PCN	Proceso de Comunidades Negras
PMA	Plan de Manejo Ambiental (Environmental Management Plan)
PPA	Programa Presidencial para Asuntos Afrodescendientes
PPI	Programa Presidencial para Asuntos Indígenas
RECAO	Red de Comunicadores, Comunitarios, Culturales y Ambientales del Occidente)
REDMUNORCA	Red de Mujeres del Norte del Cauca
REMA	Asociación de mujeres afro del Caribe
SENA	Servicio Nacional de Aprendizaje
SGP	Sistema General de Participaciones
SNSM	Sierra Nevada de Santa Marta
UNIPA	Unidad Indígena del Pueblo Awá
UOAFROC	Unidad de organizaciones afrocaucanas
UATUA	Unidad de Planificación de Tierras Rurales, Adecuación de Tierras y Usos Agropecuarios
USAID	United States Agency for International Development



The Afro-Colombian and Indigenous Program, the first standalone program to work for the empowerment of ethnic populations, has contributed to closing political, social, and economic gaps caused by systemic inequalities and historic discrimination.



Section I: Acknowledgements

ACDI/VOCA is grateful to have had the opportunity to serve the United States Agency for International Development and the Government of Colombia in an unprecedented effort to advance ethnic inclusion in Colombia. ACDI/VOCA also wishes to recognize the work and contributions of the incredible individuals involved in the implementation of the Afro-Colombian and Indigenous Program, who worked diligently to transform a job assignment into a full lifetime experience. We would like to particularly thank the 230 Afro-Colombian and indigenous organizations that co-lead and co-implemented the program alongside ACDI/VOCA, their stellar leaders and hundreds of members, for their invaluable contributions that touched the lives of thousands upon thousands of their peer Afro-Colombian and indigenous citizens; without their contribution, this program would not have been possible. This final report describes the program's accomplishments, explaining the challenges found at program startup and describing the approach used to address and overcome those challenges in the path to consolidating a sustainable platform of social, political and economic inclusion in Colombia.

Section II: Background

On August 30, 2011 the United States Agency for International Development (USAID) awarded ACDI/VOCA the Afro-Colombian and Indigenous Program (ACIP) for a five-year period, starting on August 30, 2011 to October 31, 2016.

While USAID has been working with ethnic minorities in Colombia for over a decade through its various sectoral programs, this was the first time that a stand-alone program was developed for the sole purpose of improving the lives of Afro-Colombian and indigenous persons. USAID's US \$61.4 million investment through ACIP resulted in a range of tangible outcomes. 333 projects were implemented over five years, with a component structure comprising of institutional strengthening, organizational strengthening, urban and rural economic development, and positive messaging of ethnic communities. Gender and youth empowerment strategies were applied across all programming development areas.

ACIP's tantamount mission was to improve the political, social, and economic inclusion of ethnic populations. Since its inception, ACIP has engaged State institutions, civil society organizations (CSOs), and private sector companies, leveraging commitment and investment towards closing historic gaps in political equality, access to economic opportunities, and discriminatory behaviors fueled by cultural misconceptions and prejudices.

Section II: Intervention Areas


ACIP operated at the national level and in three general regional areas—Pacific, Caribbean, and Central—that were identified and selected in coordination with USAID based on their high percentage of ethnic minority population, political and private sector will, and potential for economic growth. At all levels and geographic areas of intervention, ACIP's knowledge management approach informed and guided the Program to adequately assess and validate the development hypothesis, establish the theory of change, and better understand the problems, challenges and complexities for achieving lasting Program impact in multiple diverse target areas.

As a result of successful public-private partnerships, including State institutions such as the Colombian Institute of Rural Development (INCODER), the Administrative Unit for Territorial Consolidation (UACT), and the Ministry of Labor, ACIP was able to expand its interventions to Arauca, Casanare, Guanía, Vichada, Valle del Cauca, and Nariño.

Intervention Areas



Section IV: Program Approach and Impact

A photograph of Zulia Mena, former mayor of Quibdó, speaking at a podium. She is wearing a patterned top and a lanyard. The background is dark with several flags visible. A microphone is positioned in front of her.

“These are regions where there is a lot of exclusion, a lot of poverty, but there is also a lot of strength and hope. The institutional alliance with USAID allows us to rely on the potential, the strength that this territory and its people have to achieve progress and we are making progress on issues that have been held up for years.”

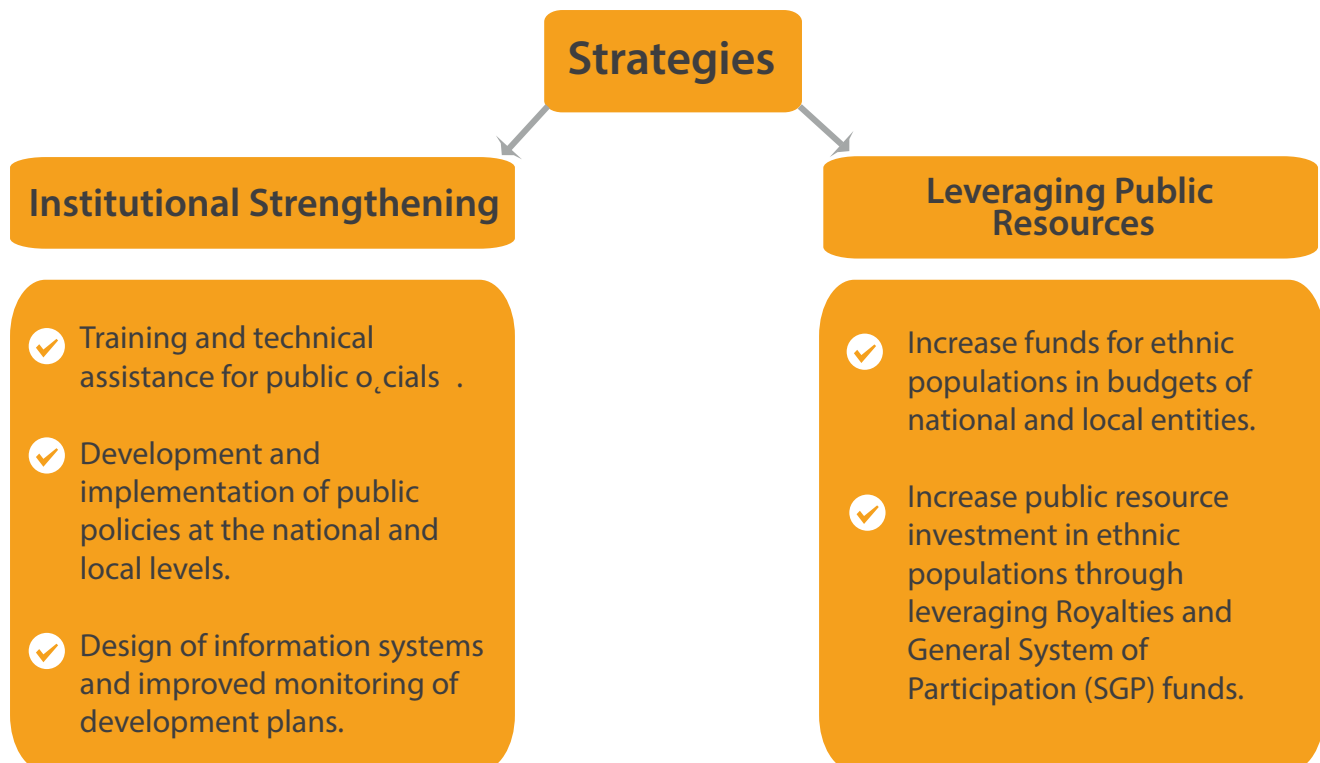
- Zulia Mena, former mayor of Quibdó



POLITICAL INCLUSION

ACIP ensured that local and national-level institutions prioritized ethnic issues and concerns, resulting in greater public resource investment in ethnic communities and policies that allow them to exercise their ethnic rights.

When the Program commenced in 2011, ACIP identified a wide range of actors, resulting in ineffective formal governance and policy implementation for ethnic minorities. Although Colombia has a progressive constitutional framework to protect the rights of its Afro-Colombian and indigenous populations, there was little progress in the effective implementation of these measures. Government agency personnel lack the capacities to understand the policies and systems necessary to close gaps between the majority and ethnic minorities. Another major factor in inadequate policy implementation is rooted in the lack of accurate, ethnically differentiated information systems, making it difficult for governing bodies to formulate programs and plans that resolve the most pressing needs of ethnic populations. Institutional capacity in the Pacific region was a major concern with its weak State presence, high levels of institutional corruption and inefficiency, and disproportionate armed conflict violence.



Training State Officials

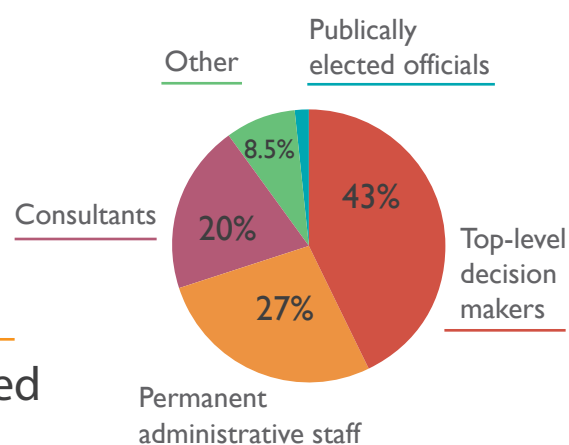
ACIP's institutional strengthening trainings targeted decision makers to ensure government institutions have capacities to incorporate ethnically differentiated tools and variables at the most influential levels. Additionally, trainings targeted permanent administrative staff to guarantee continuity of new policies and knowledge transfer despite changing administrations. These public officials represent installed capacity for the region, creating a critical mass that will continue to work in public institutions and influence public decision-making processes.



1,346

State officials trained

Public official profiles



Coverage of State Official Training

Department	Municipality	Department	Municipality		
Antioquia	Envigado	Córdoba	Lorica		
	Puerto Berrio	Cundinamarca	Regional Autonomous Corporation		
	Itagüí		Maicao		
	Medellín		Villanueva		
Bolívar	Mahates		La Jaguar del Pilar		
	San Juan Nepomuceno		Distracción		
	Cartagena		Albania		
Boyacá	Regional Autonomous Corporation (CAR)		Guajira	Manaure	
Cauca	Paipa			El Molino	
	Villarrica			Barrancas	
	Totoró			Dibulla	
	La Sierra			Hatonuevo	
	Sucre			Uribe	
	Tambo			Riohacha	
	Sotará			Magdalena	Santa Marta
	Morales			Santander	Regional Autonomous Corporation
	La Vega	Putumayo			
	Caldono	Risaralda			
	Buenos Aires	San Andres and Providencia		Providencia	
	Suarez	Sucre			
	Puerto Tejada	Tolima		Sincelejo	
	Timbiquí	Valle del Cauca		Palmira	
	Caloto		Padilla		
Popayán	Cali				
Chocó	Quibdó	Vichada			

Leveraging Public Resources

A significant portion (72 percent) of ACIP's institutional strengthening technical assistance focused on development plan formulation for municipal and departmental administrations. Support in these four-year roadmaps and budgets resulted in the obligation of US \$1.24 billion in public resource investment for ethnic communities. ACIP's technical assistance also had a heavy emphasis on increasing project formulation capacities in municipal administrations, resulting in 99 projects valued at \$332.24 million. These approved projects will improve infrastructure, health, housing, economic development, education, and cultural and territorial governance in regions with dense ethnic populations.

43 Development Plans

4 Departmental Plans 39 Municipal Plans

US \$1.24 billion

ACIP supported the obligation of public funds for investment in ethnic communities through departmental and municipal four-year development plans.

Chocó: First department to consult its development plan with ethnic communities

Ethnic populations in Colombia guaranteed greater representation and access to public resources through development plans. With ACIP's support in 2012, Chocó became the first department in Colombia to use Free, Prior and Informed Consent (FPIC), a decision-making process for ethnic groups that allow them to participate in political decisions that affect their communities, to define priorities and programs in the departmental development plan.

For every \$1 from the United States government, ACIP has facilitated \$6.



ACIP has mobilized \$368.7 million in public and private resources for health, education, income generation, and cultural projects to improve the wellbeing of ethnic populations.

The five-year, \$61.4 million Afro-Colombian and Indigenous Program has facilitated

US\$368.7 million
in GOC and private resources.



Highlighted Public Policies



Barranquilla incluyente y equitativa
Primera Política

First Afro-Colombian public policy *Barranquilla: Inclusive and Equitable*

“This is not simply a public policy. This is a commitment to ensure that with each day, we are achieving greater inclusion of the Afro-Colombian population.”

Elsa Noguera, former mayor of Barranquilla

Quibdó

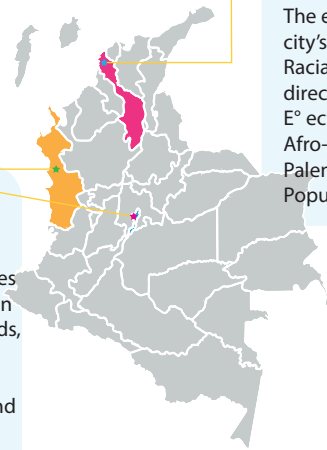
The city's first Gender Equality Public Policy improved protection of women's rights and created a new Secretary for Women department within the municipal administration.

National

ACIP supported indigenous traditional authorities and GOC in the formulation and issuing of Decree 1953 of 2014. The decree gives autonomy to indigenous councils nationwide in managing General System of Participation funds, which are frequently blocked in the municipal governments. During the first 18 months, 10 indigenous councils were certified to access and manage congressional funds earmarked for indigenous communities.

Cartagena

The establishment of the city's first Observatory for Racial Discrimination is a direct outcome of the Effective Inclusion of Afro-Colombian, Black, Palenquera and Raizal Populations public policy.



80

Pro-minority public policies

Pro-minority public policies ensure long-term political inclusion since it is the most effective tool for ethnic communities to exercise their rights, guaranteeing allocation of resources for their communities even with changes in administration.

STRATEGY	RESULTS	LOP INDICATOR FULFILLMENT
State officials trained in ethnic political inclusion	1,346	104%
State entities strengthened	65	114%
Ethnically differentiated public policies adopted to promote equality	80	105%
FPIC cases supported	32	107%
Improved State information systems	28	140%

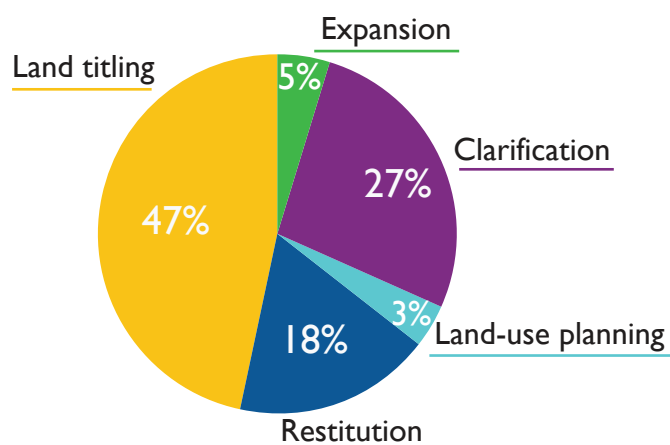
Effective defense of ethnic land rights

In light of innumerable human rights violations inflicted upon ethnic communities and their collective territories, the Land Restitution Unit (LRU) has used an ACIP-supported methodology to track socio-economic and environmental damages on property rights to ethnic collective territories as a result of the armed conflict. This has resulted in the first three land restitution rulings in Colombia's history in favor of ethnic groups. A crucial step in the country's post-conflict process, the Program has supported the LRU in formulating and implementing a pioneering methodology to measure territorial damages inflicted on 15 ethnic collective territories. Equally important was ACIP's support to ethnic territorial organizations in the reconstruction of historical memory and legal support, which serve as legal proof as well as vital input for the Center for Historical Memory in its paramount responsibility of reconstructing human rights and territorial violations suffered by ethnic communities.

Focus Areas

Protection of fundamental land rights	Land Formalization
Land Planning and Use	Restitution of Land Rights

ACIP provided technical assistance to 83 land cases, improving coordination between ethnic territorial organizations and GOC entities, namely INCODER and the Land Restitution Unit.



Using a methodology developed with ACIP technical assistance, the Land Restitution Unit has been able to track socio-economic and environmental damages on property rights to ethnic collective territories as a result of the armed conflict. This has resulted in the first three land restitution rulings in favor of ethnic groups. These rulings set an important precedence for land restitution cases to come in the post-conflict era.



Land Restitution Cases

Land Restitution and Formalization Results

253,964

Rural hectares formalized

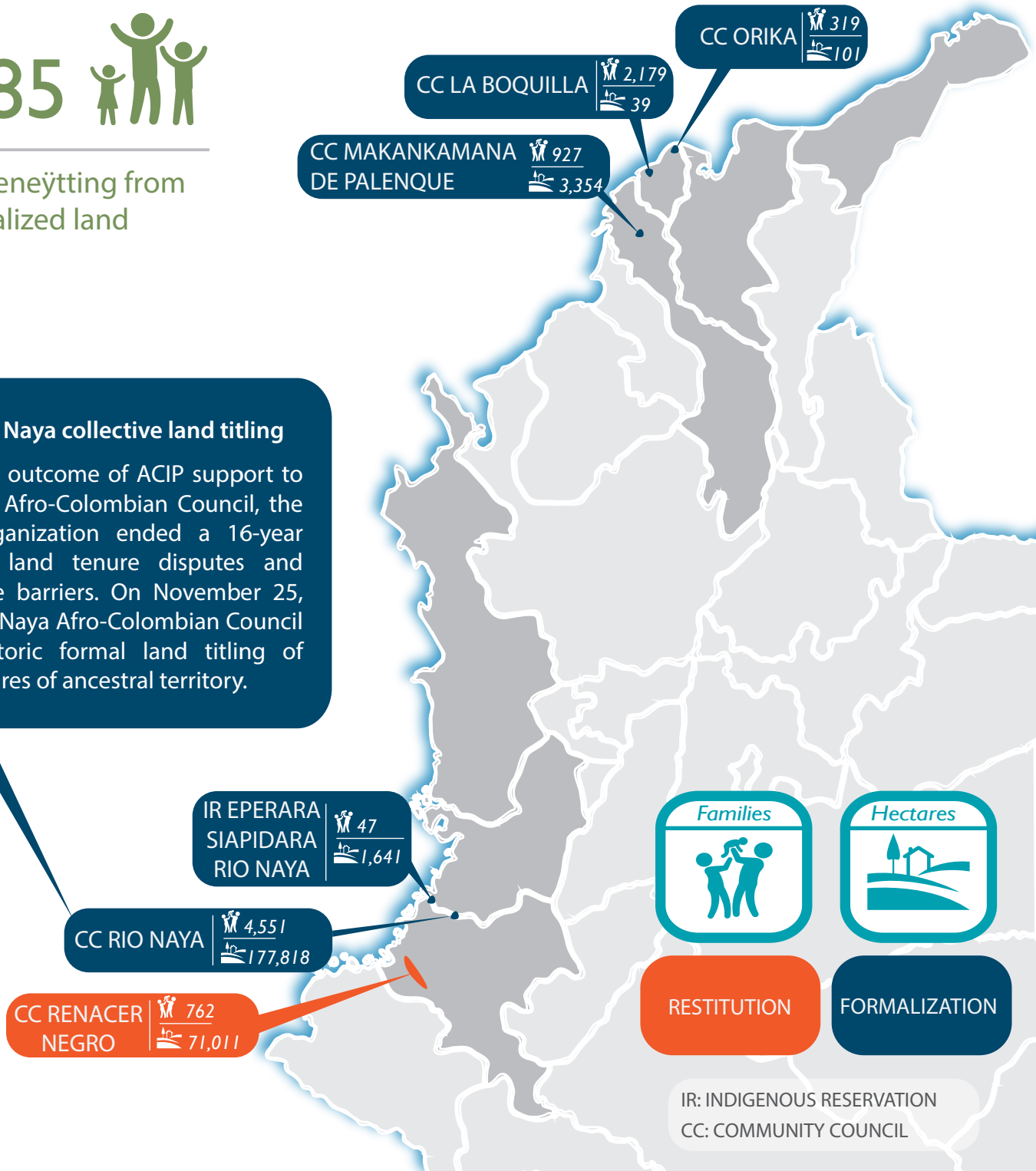
8,785



Families benefiting from formalized land

Historic Río Naya collective land titling

As a concrete outcome of ACIP support to the Río Naya Afro-Colombian Council, the territorial organization ended a 16-year deadlock in land tenure disputes and administrative barriers. On November 25, 2015, the Río Naya Afro-Colombian Council achieved historic formal land titling of 177,818 hectares of ancestral territory.





“Yes, it was possible to empower the Wayuu community; today we have trained professionals. USAID and ACDI/VOCA turned a Wayuu dream into reality. Today we have eight collective territories... These results are proof that it is possible for the Wayuu to achieve recognition for their ancestral rights to their land.”

– María Luisa ██████ Ag ██████, Wayuu community leader.

SOCIAL INCLUSION

ACIP's impact at the social level manifested in two fundamental ways. One, greater social cohesion and solidarity within ethnic communities and, two, a shift in perceptions of the general Colombian public by challenging deeply rooted racial and cultural misconceptions and stereotypes.

On the organizational strengthening front, ACIP set out to address weak governance of ethnic territories and a lack of capacities to carry out sustainable and effective community processes. Upon studying existing ethnic organizations, the Program found a plethora of urban and rural organizations with diverse political and organizational agendas. The majority of these organizations did not have strategic plans or formal internal procedures, translating to weak capacities to formulate projects, manage resources, and leverage strategic partnerships. In most cases, women and youth were left out of leadership and decision-making processes.

Pillars of Organizational Strengthening Activities

Capacity-building Training for Ethnic leaders

- Project formulation
- Ethnic rights
- Life plans and ethno-development plans
- Gender rights
- Youth empowerment
- Preserving cultural heritage
- Communications
- Peace and reconciliation initiatives

Increasing sustainability and capacities of CBOs

- ACIP employed EOCA to tackle weaknesses and improve key organizational areas:
- Democracy and participation
 - Autonomy and administration
 - Cultural identity and social development
 - Political representation
 - Advocacy
 - Territorial management
 - Peace and reconciliation initiatives

Strengthening regional and national organizational networks

- ACIP furthered the agendas of 67 regional and national networks. Examples:
- National Indigenous Organization of Colombia (ONIC)
 - National Afro-Colombian Council for Peace (CONPA)
 - Kambiri National Women's Network
 - National Conference of Afro-Colombian Organizations (CNOA)

230



Organizations strengthened

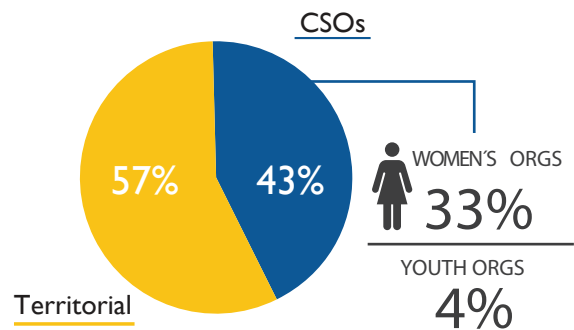
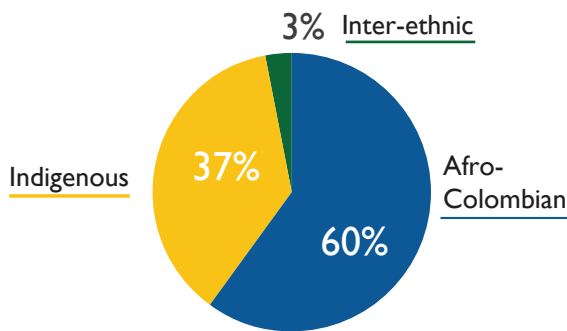
Through work with 230 ethnic organizations, ACIP has strengthened community development for approximately **592,045** ethnic persons.

Empowered organizations have made meaningful connections and forged effective networks to present a unified front before GOC institutions. A powerful example of this was the creation of the National Afro-Colombian Council for Peace (CONPA). Comprised of nine national Afro-Colombian organizational networks, CONPA was a compelling response to the lack of ethnic participation in the peace negotiations between the Colombian government and the Revolutionary Armed Forces of Colombia (FARC).

Organizations Supported by Department

Caribbean	Orgs	Pacific	Orgs
Atlantico	14	Cauca	63
Atlantico y Bolivar	1	Cauca y Valle del Cauca	2
Atlantico, Bolivar y Magdalena	1	Cauca, Nariño, Putumayo, Valle del Cauca	1
Bolivar	30	Choco	19
Bolivar, Atlantico, Sucre, Cesar, Cordoba	1	Choco, Antioquia	3
Bolivar, Atlantico, Sucre, Magdalena, Cesar	1	Choco, Valle del Cauca, Cauca y Nariño	1
Cesar	2	Nariño	4
Cesar y Magdalena	1	Norte del Cauca	5
Cesar, La Guajira	1	Valle del Cauca	17
La Guajira	26	Valle del Cauca, Choco, Nariño y Cauca	1
La Guajira, Magdalena	1	Other	
Magdalena	3	Guainia	4
Magdalena, Cesar, La Guajira	1	Risaralda	1
San Andres	11	Casanare	1
Sucre	1	National	13
TOTAL Organizations Strengthened			230

Types of Organizations Strengthened



20,546  women acting as agents of change

ACIP prioritized the empowerment of ethnic women across programming areas because they are the strongest advocates for community development and agents of change in their families. Consequently, they have increased their participation in political advocacy, rural development, organizational management, urban employment projects, and in preserving cultural traditions.

Ethnic youth took ownership of the future and progress of their communities. A strong focus on empowering youth in marginalized ethnic communities addressed stigmas linking ethnic youth to violence and illicit activities.

Youth leading generational change



16,913

Organizational Highlights



Achieving Community Buy-In

For ACIP, one of the most notable breakthroughs occurred with the Regional Indigenous Council of Cauca (CRIC), one of the largest and most influential umbrella organizations, representing indigenous communities in Cauca. In the past, CRIC had decidedly refused to implement foreign aid resources, mainly as a political statement. Through ACIP's participatory approach and community decision-making processes, the Program was able to implement one of the Program's most successful and high-impact organizational processes. The project entailed three years of comprehensive environmental management training for 100 indigenous leaders and technical assistance to CRIC in achieving formal recognition as an Environmental, Economic and Territorial Authority (ATEA), which will allow 119 indigenous councils in Cauca to exercise greater territorial autonomy.

"The assistance we have received is fundamental because it allowed us to generate the technical and legal information that we need in our negotiations with the GOC."

— Olinto [REDACTED] CRIC Regional Director.

Unified Wayuu Clans

In Guajira, ACIP support to Wayuu communities allowed fragmented Wayuu clans to unify agendas and leadership in order to effectively advocate and coordinate with GOC entities on issues such as land formalization, public resource distribution and differentiated public policies. ACIP support to the Wayuu Committee for Pact-Making and Dialogue resulted in markedly improved coordination with GOC in creating a Free, Prior and Informed Consultation (FPIC) system, with a differentiated variable for the Wayuu community, construction of the Wayuu Indigenous Traditional Health System and an ethno-educational system.



"One of the most important things that came out of this congress was the Minister's commitment to change the way our public resources are administered. Never again will one of our traditional authorities have to beg the local government for General System of Participation (SGP) funding that belongs to us in the first place."

— Hilduara [REDACTED] delegate of the Wayuu Committee for Pact-Making and Dialogue.



“During this process, I realized that I am worth so much more. I am stronger, I am a fighter... even if I was before, I wasn’t able to see my own capabilities. Now my self-esteem has completely changed.”

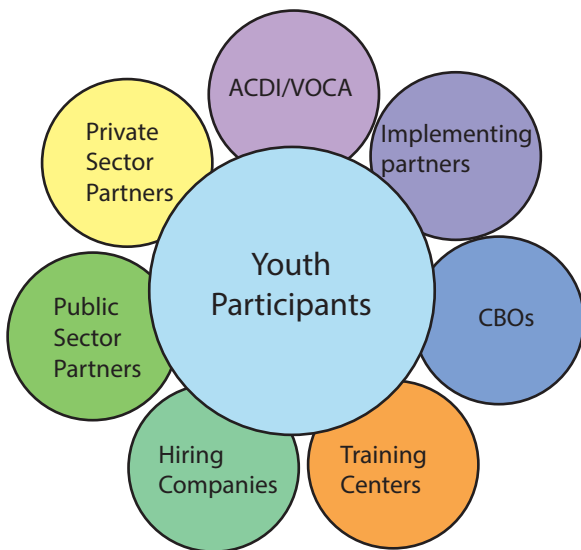
– Lucelis [REDACTED], ACIP workforce development beneficiary in Cartagena.

ECONOMIC INCLUSION

Urban employment and rural development projects targeted barriers to accessing economic opportunities and allowed ethnic groups to enhance household income and achieve greater economic security.

In order to contribute to broad-based economic development for ethnic populations in cities, ACIP confronted diverse factors to economic exclusion and social mobility. ACIP's target population, namely ethnic youth, generally have low levels of education—oftentimes never having finished high school—and lack job experience and skills, which further limit their access to employment and income generation opportunities. On the other end of the social spectrum, private sector companies either did not see a need to prioritize promoting diversity and inclusion within their companies or were held back by deeply ingrained ethnic stereotypes and prejudices. At the Program's onset, ACIP encountered mistrust and apprehension from all actors—potential beneficiaries had participated in workforce development programs, but never landed jobs; local CBOs were wary of international cooperation organizations not fulfilling their promises and companies were reticent to change their workplace culture.

ACIP Employment Model Actors



"For decades we have talked about the theory of building public private partnerships. What you see here is the manual of how it should be done."

Santiago Pinzón, Executive Director
Chamber of BPO/ITO/KPO at the
National Business Association of
Colombia

Public Private Partnerships

Through strategic public-private partnerships, ACIP garnered \$US 11 million in counterpart funding to increase the scope and reach of ACIP's workforce development and job placement projects. Major public sector partners included the Ministry of Labor, Department of Social Prosperity (DPS), National Learning Service (SENA), and the Presidential Agency for Cooperation (APC). Private sector partners, such as the National Business Association of Colombia (ANDI) and the Colombo-American Chamber of Commerce, proved to be vital in reaching a greater number of private sector companies that would hire ACIP workforce development beneficiaries.

Community-Based Organizations

Community-based organizations (CBOs) played a crucial role in the success of ACIP's urban employment projects. During the early phases of project development, CBOs were vital in ACIP's community outreach campaigns to circulate and raise awareness of upcoming programs. Besides serving as important links to marginalized ethnic communities, various CBOs implemented workforce development projects. Throughout the implementation process, ACIP supported these CBOs in improving resource management and planning in order to increase long-term sustainability.

The Ripple Effect of ACIP's urban employment model ¹



- Boost in local economy as a result of ACIP beneficiaries spending up to 3 times more.
- Reversal of negative stereotypes of marginalized communities.
- Less risk of involvement in criminal or gang-related activity since at-risk ethnic youth are occupied and more economically stable.

- 3-4 family members indirectly benefit from every job placement.
- Increased spending on family and household necessities.
- Empowering women led to higher investment in child health and education.
- More stable family relationships as a result of greater financial stability.
- Tendency to migrate reduced, decreasing number of fragmented families.

- First time job opportunities.
- 40-200% increase in income.
- Increased professional development and career growth with skills and experience in high-growth industries.
- Increased financial awareness and savings.
- Greater sense of worth, pride and identity as a result of ethno-educational activities, which complemented the workforce development training.
- Increase in confidence and competitiveness.

Positive Impact on Companies

ACIP's urban employment model placed ethnic youth in companies, belonging to high-growth sectors. Job placement of highly qualified, motivated project participants served to dismantle cultural misconceptions of ethnic minority groups, proving that job performance is not contingent on skin color and cultural background.



Companies that hired ACIP beneficiaries reported the following benefits²:

- ✓ Greater access to trained talent.
- ✓ 25-40% reduction in operating costs in the first two years.
- ✓ 40-50% lower attrition compared to general hire, resulting in cost savings of new hiring and training.
- ✓ 81% of the companies (52 total companies surveyed) reported reduction in costs due to hiring ACIP beneficiaries.
- ✓ Better work environment due to increased diversity in the company.
- ✓ Improved brand perception among clients.

"ACIP provides us with significantly better trainees as compared to any other program. What is unique here is the higher focus on soft-skills training and the 6-month support after hiring."
 – Ventas y Servicios, call center services

"Attrition for ACIP beneficiaries is less than half of that of general hires... This leads to high cost savings as we don't have to continuously hire new employees. Maintaining tenured employees leads to better output."
 – Cerosud Barranquilla, hypermarkets

1. ACIP Impact Sourcing Assessment, Everest Group, August 1, 2016, p.42
 2. Ibid, p.44 - 46

Ethnic youth climbing the ladder of social mobility



11,154 ethnic youth and young adults secured jobs in 8 cities.

- ★ **24%** of ACIP beneficiaries are armed conflict victims.
- ★ **36%** first time job opportunities.
- ★ **66%** of beneficiaries decided to continue their education in universities or technical schools.

As a result of ACIP's employment opportunity endeavors, 11,154 ethnic youth broke through barriers to job opportunities and social mobility by securing formal job contracts. Over 24 percent of ACIP beneficiaries are armed conflict victims, who face even more barriers to accessing dignified jobs. Furthermore, beneficiaries are now equipped with work experience, applicable job skills in high-growth sectors, and improved soft skills. For 36 percent of beneficiaries, the jobs they secured through ACIP represented their first opportunity working in the formal job market, earning a steady income and benefits. ACIP took advantage of the learning environment to additionally provide basic financial education to assist beneficiaries in opening savings accounts and financial planning. As an unexpected result of ACIP's workforce development courses, 66 percent of beneficiaries decided to continue their education in universities or technical schools.

"My role is to send the message that yes, [other indigenous youth] can achieve more; I want to show them how far I came, to be a role model for them to see what they can achieve and go even farther than I have come."

- Nelson ██████ ACIP workforce development beneficiary, Bogotá



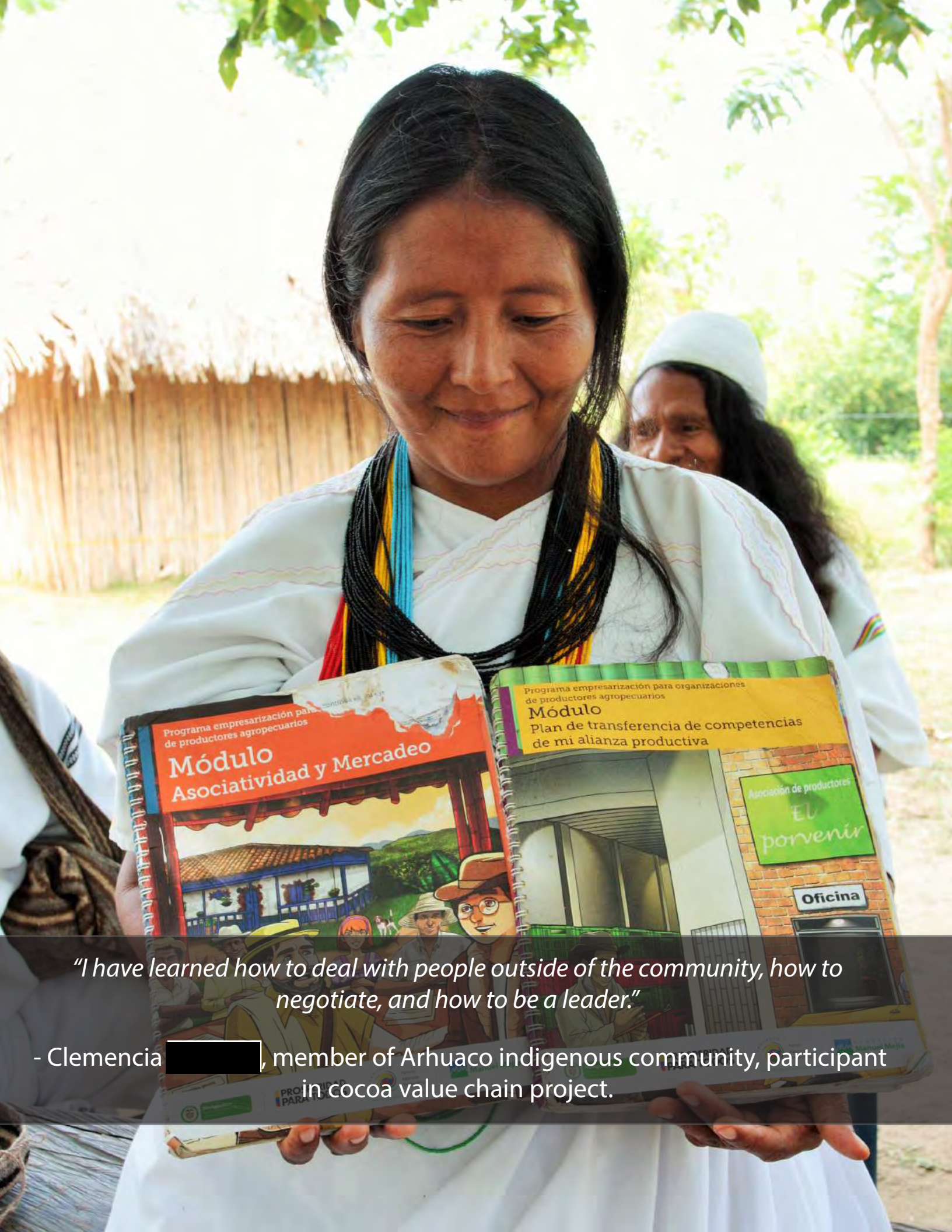
"This project is not just about securing a job. It's about changing the mindset of our youth."

- Ana María ██████, ACIP workforce development beneficiary, Barranquilla

"Programs like [this] USAID one are so necessary, because they save people that don't have the financial ability to study. It's a light at the end of the tunnel. I'm going to be successful in this field and they'll want to hire me. More than anything, I'm doing it to give my children a better future, and I'm thrilled with the opportunity I've been given."

- Hermyleidy ██████ ACIP workforce development beneficiary, Cali





"I have learned how to deal with people outside of the community, how to negotiate, and how to be a leader."

- Clemencia [REDACTED], member of Arhuaco indigenous community, participant in cocoa value chain project.

Greater economic security through rural productive and food security projects

Expanding economic opportunities for ethnic rural communities—the most hard-hit by the decades-long armed conflict—came with its own set of challenges. Intervention areas are characterized by armed group violence and tensions, a glaring absence of State presence, and some of the country's highest rates of Unsatisfied Basic Needs. Difficult access to rural development areas, along with high transportation costs, deterred potential private sector partners from participating in value chain projects. Although government agency programming targeted some of the same intervention areas, their programs were neither ethnically differentiated nor did they promote community-building processes—vital for sustainable development in rural areas.

 **13,122**
families benefited



88 Afro-Colombian
community councils



35 indigenous collective territories

ACIP identified growth opportunities and constraints for cocoa, coffee, various fruits, rice, plantain, sugar cane, piangua, artisanal fishing and ecotourism value chains. Improved crop productivity, business development capacities, and more direct and profitable commercial relationships increased income generation of 13,122 rural ethnic families. An extremely vital component of the rural development model was to empower ethnic territorial organizations through organizational capacity-building and autonomy in managing project resources, thereby giving these organizations the valuable experience of directly executing USAID resources. Through this model, ACIP strengthened 88 Afro-Colombian Community Councils and 35 indigenous councils in the Caribbean and Pacific region, contributing to the sustainable development of these regions.

The rural development component leveraged over US \$14.5 million in counterpart funding from State institutions, such as the Colombian Rural Development Institute (INCODER), the Ministry of Labor, the Administrative Unit for Territorial Consolidation (UACT), as well as private sector companies. Although many of these institutions have worked in regions with dense ethnic populations, they do not have clear strategies and methodologies for working with ethnic groups. Beyond the financial commitment, ACIP was able to influence future rural development programming in State entities by transferring ethnically differentiated implementation strategies.

ACIP incited commitment and funding from public and private partners in order to increase the reach and impact of its rural economic inclusion projects.

19%

Program funding

81%

Counterpart funding

US \$17.9 million

Rural Development Highlights

During Year Four, ACIP forged an alliance with the Ministry of Labor (MOL) to strengthen existing income generation initiatives for 3,225 rural armed conflict victims in the Pacific region—the first time the MOL had implemented a specific agricultural and value chain strengthening program, targeting ethnic armed conflict victims. Strengthened value chains in rice and plantain have boosted local economies and alleviated household food costs, while improved quality and productivity of artisanal fishermen have allowed them to meet stringent quality standards, commercializing to end-buyers such as restaurant chain Wok. MOL will replicate ACIP's rural development model with other ethnic communities, in particular, the culturally sensitive, psychological support component, which allowed beneficiaries to create support networks and rebuild community solidarity.

3,225 families benefit from ACIP - MOL Empreende Pacifico program



Arhuaco cocoa producers connect with specialty market



Despite obstacles in goading companies to extend provider relations to far-flung ethnic communities in the Pacific and Caribbean region, relation-building with private sector partners resulted in greater transparency and profitability for ethnic smallholder producers and associations. Fifty nine Arhuaco cocoa-producing families of the Sierra Nevada de Santa Marta reaped numerous benefits of a growing business relationship with Cacao de Colombia: the families no longer have to sell to hawkish intermediaries, Cacao de Colombia provides quality improvement technical assistance, and has committed to buying all Arhuaco cocoa above market prices. The single origin chocolate, named Arhuaco 72%, has won international chocolate awards at fairs in London, Paris, and New York.

Value chain work with smallscale fisheries in the Caribbean region have allowed fishing associations in Providencia and Cartagena to adopt innovative strategies for turning the marine plague lionfish into a profit. As a direct outcome of ACIP's facilitation to high-end buyers in Cartagena, the local association Pesbaru achieved a 45 percent increase in sales price for lionfish. Furthermore, capturing and commercializing lionfish has mitigated ecosystem depletion in these intervention areas, saving 45 million fish, 8.1 million crustacean, and 4.6 other marine species.

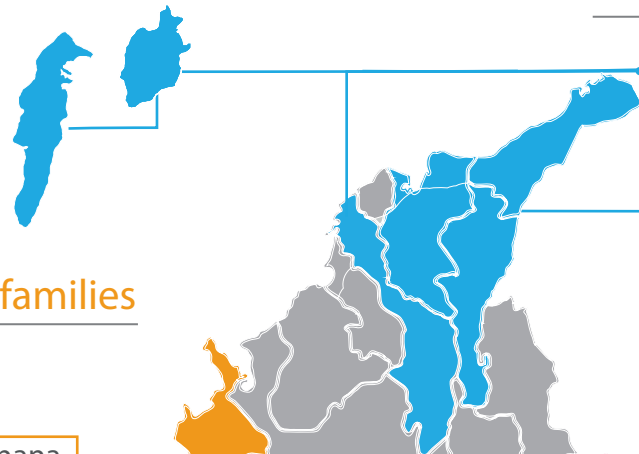
Fishermen turn lionfish plague into profit



Rural Development Intervention Areas

Caribbean Region: 2,765 families

Pacific Region: 9,886 families



Baru, San Andrés, Providencia and Santa Catalina: artisanal fishing, ethno-tourism



Sierra Nevada de Santa: cocoa, coffee



Orinoquia /Amazon Region: 471 families

Food security



- Recuperation of ancestral cultivation models and traditional seeds.
- Improved production capacity to meet local supply

Chocó: cocoa, rice, plantain, banana, and food security



Valle del Cauca: artisanal fishing, ethno-tourism, rice, cocoa, banana, and food security



Cauca: artisanal fishing, coffee, cocoa, blackberry, sugar cane, pineapple, mango, plantain, rice, and food security.



Nariño: cocoa, coffee



Targeting bottlenecks in the value chain for increased competitiveness

- ✓ Applied agricultural, manufacturing, and environmental management best practices.
- ✓ Improved crop maintenance and cultivation.
- ✓ Increased output and improved product quality.
- ✓ Promoted direct links to profitable markets.
- ✓ Provided tailored technical assistance.

Cultivating Public Private Partnerships to ensure sustainability

CACAO HUNTERS

MAR VIVA

WOK

MINTRABAJO

LA 14

Compañía Nacional de Chocolates

CONSORCIO PARA LA CONSOLIDACIÓN TERRITORIAL

QUALCOMM

PROJUGÓS Productora de Jugos S.A.S



"We cannot keep traditions to ourselves, the knowledge stuck in our heads; we have to spread this knowledge in the world so that our traditions don't come to an end. Because if our culture dies out, what do we have left in Guapi? We have nothing."

– Maria [redacted] teacher at Palma Chonta Foundation, participant in marimba cultural heritage preservation project.

CULTURAL INCLUSION

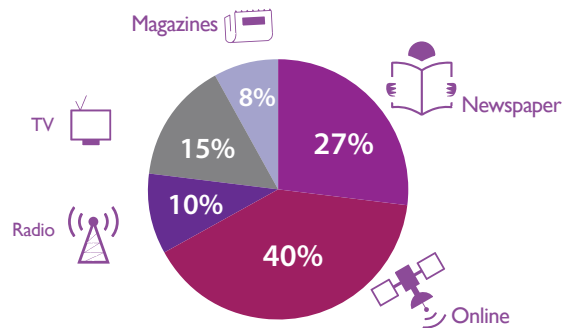
ACIP worked within ethnic communities to preserve cultural traditions and increase feelings of ethnic pride, while promoting cultural diversity as the country's most valuable asset among Colombian society.

Perhaps one of the greatest challenges for the Program was breaking through deeply-embedded negative cultural paradigms and attitudes that have pervaded across social classes and generations. ACIP's positive messaging component targeted a general Colombian society that had little respect and appreciation for ethnic diversity, as well as a lack of awareness of important social and cultural contributions of ethnic communities in Colombia's nation-building and present-day development. A major driver of cultural misconceptions and stereotypes was the constant negative imagery and stories highlighted in major media outlets. Ethnic communities have historically been absent from mainstream media or portrayed in situations of poverty and violence. Another positive messaging challenge for ACIP was evident in low levels of ethnic pride and identity, or self identification, particularly in Afro-descendent groups.

Positive news on ethnic groups reach wide-scale audiences

5,045 publications

ACIP's positive messaging strategy reached wide-scale audiences through targeted media campaigns, circulating news on positive contributions, personal success stories, and the cultural diversity of ethnic communities. These positive messages counter the negative imagery and stereotypes promoted by Colombian mainstream media.



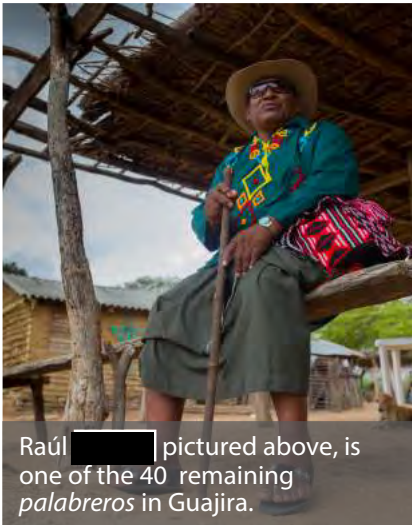
ACIP-supported media campaigns reached an audience of 11.9 million people

ACIP worked with 107 journalists from main media outlets to promote ethnically sensitive language and enhance their knowledge of ethnic groups, providing them with fresh perspectives and positive content for news stories. Cultivating strategic relationships with top media outlets has engendered powerful spaces for raising awareness of ethnic groups. For example, *Semana* magazine published two separate 18-page feature articles and online multimedia platforms, entitled *The Power of the Races* (pictured right). The articles inform the Colombian general public of ethnic, cultural and territorial issues, historically overlooked by mainstream audiences. The *El Espectador*, published yearly features on the Afro-Colombians of the Year Awards, highlighting the outstanding achievements of Afro-Colombians in diverse sectors, including arts, politics, education, business, social justice, science and technology and law.

The Colombian Media: Crucial partners in reversing negative cultural stereotypes



Preserving ancestral traditions at risk of disappearing



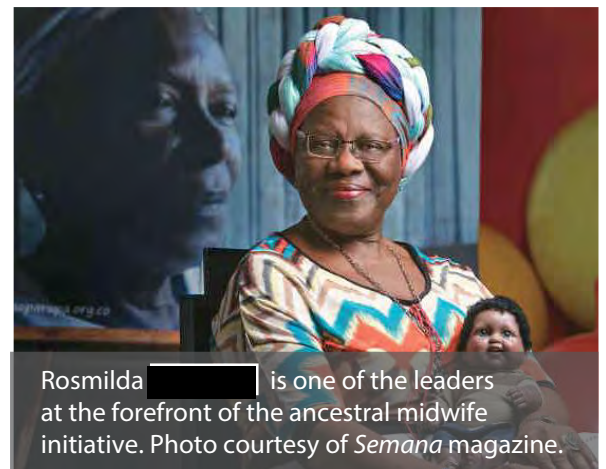
Raúl [redacted] pictured above, is one of the 40 remaining *palabrer*os in Guajira.

Wayuu traditional justice system

The Wayuu justice system was declared intangible cultural heritage in 2010 by UNESCO and is applied by a select group of elders known as *palabrer*os (*Pütchipü' üi*) who act as conflict mediators in their communities. While their presence is diminishing—today there are fewer than 40 *palabrer*os in Guajira—they continue to be a fundamental part of Wayuu society and culture. ACIP supported Wayuu traditional authorities in carrying out their cultural objectives to transfer knowledge from traditional authorities to younger generations and to raise awareness of the traditional justice system beyond Wayuu communities.

Ancestral midwiving practices

In the Paciyc region, ACIP safeguarded ancestral Afro-Colombian midwiving practices by empowering midwives in Guapi, Buenaventura and in rural areas of Chocó. These women ensure the safe labor for the mother and her baby, harbor ancestral knowledge on natural medicines, treatments, and birthing processes. Their communities inhabit far-ung places that lack formal medical attention from doctors and nurses. The main goal of the project was to receive formal recognition from the National Heritage Committee, which they achieved on October 7, 2016. Now, 1,600 midwives will preserve their know-how through concrete public policies and development plan programs.



Rosmilda [redacted] is one of the leaders at the forefront of the ancestral midwife initiative. Photo courtesy of *Semana* magazine.



Indigenous Communications Platforms

With indigenous communities, ACIP tailored the positive messaging strategy to revolve around strengthening their own communications platforms. With the Zhigoneshi Collective – a joint communications platform, involving the Kankuamo, Arhuaco, Kogui and Wiwa indigenous communities in the Sierra Nevada de Santa Marta, the Program provided technical assistance in achieving wider circulation of cultural documentaries, raising awareness of their ancestral world views, customs and traditions. In 2013, the documentary *Resistencia en la Línea Negra* won the audience prize in the Panorama del Cine Colombiano festival, held in Paris.

“The term ‘Zhigoneshi’ in the Kogui language means help one another, share knowledge and wisdom of the elders. We chose this name because if we don’t share these messages, ancestral knowledge will be lost.” - Silvestre [redacted] Film Director of the Zhigoneshi Communications Collective.

Influencing Opinion Leaders

ACIP leveraged the social influence of prominent Colombian figures as a compelling strategy to increase awareness and visibility of ethnic and cultural diversity.

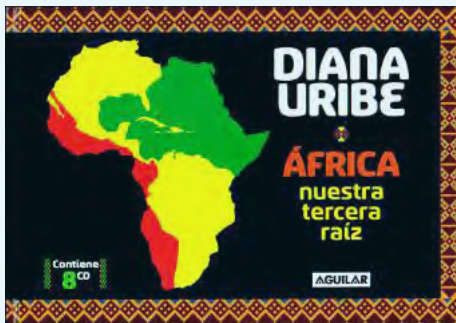


“Leo el Sabor is more than a cookbook; it’s a book that shows our natural and cultural heritage through six ethnic territories... We did this in an effort to revive and promote the culinary traditions of these communities and to preserve food sovereignty.”

- Chef Leonor [REDACTED]



Ethnic musical groups such as Bazurto All Stars (pictured above) received national attention as Carlos Vives’ opening bands. Eight musical groups, whose genres range from regional folkloric to modern hip-hop with Afro-Colombian influences, shared the stage with Vives and performed before audiences as large as 60,000 people.



ACIP raised awareness of Diana Uribe’s historical novel *Africa Our Third Race*, which uncovers the little-known history of the Afro-Colombian role and key contributions to the country’s nation-building. Photo: courtesy of *El País*.



The ACIP-supported “We are Color” by Schwarzkopf fashion show in Bogotá reached a high-profile audience of 400 opinion leaders and private sector leaders. For the first time in Colombian history, a major company and market-leader used their principal marketing and communications strategy to foster ethnic diversity as the new face of fashion. Photo courtesy of *El Tiempo*.

Ethnicity in mainstream culture

ACIP worked to include an ethnic variable in cultural areas, where ethnic minorities have been traditionally invisible—literature, mainstream music and dance, gastronomy, fashion. Putting the spotlight on cultural diversity, highlighting cultural differences as an asset, not something to be ashamed of, led to a powerful, cultural paradigm shift.

The Power of Positive Messages

Positive messages raised awareness of role models and outstanding Colombians from ethnic communities. For the first time, ethnic children and youth saw people with their skin color or similar backgrounds as positive figures in literature, theatre, fashion, music, dance, economy, and government.



Fernando Montaña, first Colombian to dance in the London Royal Ballet Company, speaks to children and youth in Buenaventura.



The Super O comic books addressed the lack of Afro-Colombian role models in children's literature. For the first time, Afro-Colombian children of the Pacific region, are reading books with characters that look and talk like them, validating their unique cultural identity.

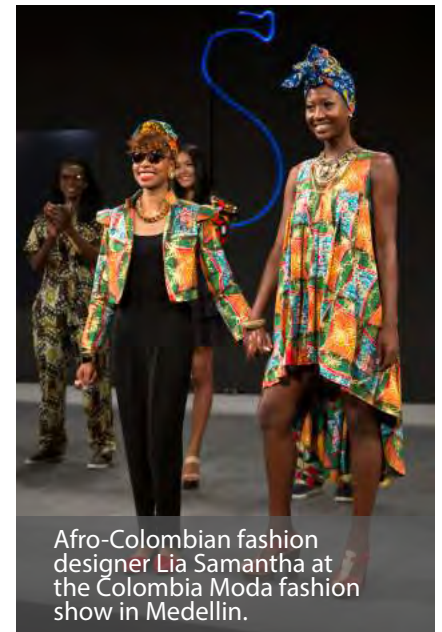
107



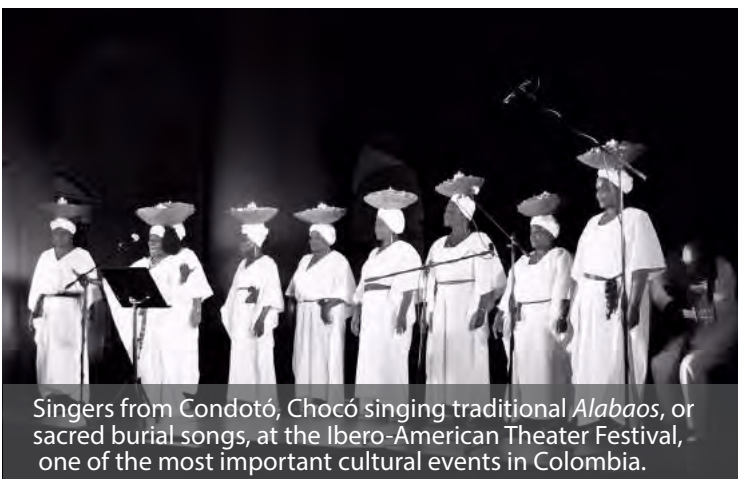
positive messages increased ethnic pride and cultural identity



Edwing D'Angelo, internationally acclaimed Afro-Colombian fashion designer in a motivational talk with ethnic youth in Cartagena.



Afro-Colombian fashion designer Lia Samantha at the Colombia Moda fashion show in Medellin.



Singers from Condotó, Chocó singing traditional *Alabaos*, or sacred burial songs, at the Ibero-American Theater Festival, one of the most important cultural events in Colombia.



Musical group Herencia de Timbiquí and singer Carlos Vives were compelling ambassadors for cultural diversity. ACIP's work with them drew national-level attention to the ethnic cultural wealth of Colombia.

Section IV: Sustainability and Lessons Learned

- **Leveraging relationships with public sector institutions is key**, not only to garner additional financial resources to expand the programs reach, but because doing so introduces and instills in public officials the importance of employing ethnically differentiated development models and methodologies and the positive impacts that these can bring.
- **Listen to both sides of the argument.** In complex land formalization and restitution cases—many of which have been blocked for years—ACIP served as a mediator in many instances between GOC entities and ethnic territorial organizations. Understanding the needs and obstacles of both parties, allowed the Program to target specific institutional weaknesses in implementing legislation and upholding constitutional rights, as well as fill in holes in legal, socioeconomic, and environmental requisites for indigenous collective territories and Afro-Colombian community councils.
- **Research, recognize and respect** the existing community development processes of ethnic groups. This mantra has been ACIP’s guiding principle in embarking on organizational strengthening processes. The Program’s role has been to enhance existing community processes and goals by facilitating better project formulation and planning, resource management, and access to strategic partners. This principle enabled ACIP to shatter the boundaries of mistrust and apprehension towards international cooperation agencies.
- **To strengthen an organization, the project should fit like a glove.** In other words, the project, including objectives and activities, must be tailor-made to the organization. This is especially true for ethnic communities, with their own unique contexts, ethno-histories, and cultural idiosyncrasies. Successful and sustainable processes must achieve community buy-in.
- **Demonstrate link of established internal procedures to long term growth and success.** Internal policies and procedures are usually not the most important priority for ethnic CBOs and therefore many organizations operate with haphazard procedures, which can lead to the mismanagement of funds, a loss of vision, and/or poor administration. It is important to take the time to ensure that organizations have established formal internal policies and procedures and can see how having these can contribute to success and growth in the long term. ACIP support to ethnic organizations ensured they had spaces to dialogue and technical assistance in putting together the official document. These tools can remain with the organizations, despite turn around in leaders and members.
- **Strength in numbers.** This especially rings true in the case of forming and strengthening regional ethnic community platforms and networks. ACIP found that while many CBOs were clear on their own missions and objectives, they were not used to looking out for organizations with similar missions. Generally they do not recognize that in greater numbers, they are able to make greater advocacy impact. ACIP helped CBOs coordinate as a more unified front before GOC institutions, resulting in more effective political advocacy efforts.
- **Increasing economic opportunities for urban ethnic youth must not be perceived as charity; but rather as a win-win situation.** The ACIP urban employment model won the support of private sector companies because it was able to show how it could positively impact their bottom lines. Additionally, ACIP found that companies gained significantly in terms of boosting their brand and image for positioning themselves as diversity-promoting companies.
- **Combat skepticism with tangible results.** In the case of workforce development and job placement projects, program start-up was oftentimes met with disbelief or reluctance from potential participants. The common reality of ethnic youth in marginalized neighborhoods is that their families rely on them to make ends meet on a daily basis. Getting them to commit to a six-month

workforce development period was challenging because they were not receiving financial compensation in the short term. For this reason, it was of upmost importance to be able to have a rapid upstart and show tangible results—beneficiaries with stable jobs.

- **Bring CBOs to the table.** CBOs proved to be fundamental actors and partners in urban economic employment projects. ACIP validated the importance of CBOs through simple acts, such as putting CBO leaders on stage at the VIP table, alongside municipal representatives and company directors. The Program also validated their importance through not so simple acts as entrusting them to directly implement employment projects. This vote of confidence empowered organizations with greater capacities to access public and international cooperation resources and successfully manage future projects.
- **Market knowledge is power.** Although an important component of value chain work is facilitating relationships between smallscale producers and ethnic farming organizations to private sector buyers, sustainable growth for these ethnic groups is only possible if complemented with enhanced market knowledge and capacity-building in business development, administration, and strategic planning.
- **Enhance community initiatives already underway.** ACIP support to rural development projects always begins with research on what is already working in ethnic rural communities. Initiatives that were created by the community will almost always outlive initiatives imposed on them by outside State institutions or international cooperation. The Program supported communities in identifying their production weakness, and then to address some of these by providing equipment, capacity-building, and links to profitable markets.
- **Search for local talent.** Many rural development initiatives bring in staff and experts from other regions or the country's capital to impart agricultural technical assistance. ACIP firmly held that although the learning curve may be greater, it is crucial to train, employ, and use local community leaders as project development drivers. Engaging leaders in this way, ensures that the communities gain capacities and stronger leaders, who will promote development even when projects end.
- **Reversing ethnic discrimination starts with self-acceptance.** In some of ACIP's most powerful positive messaging campaigns the main objective was to increase ethnic pride and self-esteem, particularly among youth. Spreading awareness of ethnic positive role models in diverse cultural spaces— theater, television, literature, music, dance, fashion—was especially compelling for younger ethnic generations, who grow up seeing that indeed ethnic groups are capable of breaking through to industries and spaces that have been historically void of ethnic persons.
- **In order to change social paradigms, influence mainstream culture.** In order to penetrate social and cultural spheres, where ethnic groups have been traditionally excluded, ACIP pioneered innovative positive messaging campaigns, involving the support and collaboration of recognized, mainstream public figures, who took on the role of spokespersons for diversity and inclusion. In this way, ACIP was able to increase recognition and appreciation for ethnic contributions to the Colombian cultural identity.
- **Strength in diversity.** Successful implementation of such a diverse project portfolio—different target populations, inter-sectoral partners, cultures, geographies, histories, and social contexts—would not have been possible with a homogenous team. A large part of ACIP's flexibility and innovation was due to its diverse team members, hailing from different cultural and social backgrounds, each with their unique perspectives on development, culture, social values, and consequently, a penchant for thinking outside of the box.

Annexes

- A. ACIP in Numbers
- B. State Institutions
- C. Community-Based Organizations
- D. Success Stories

Final Report

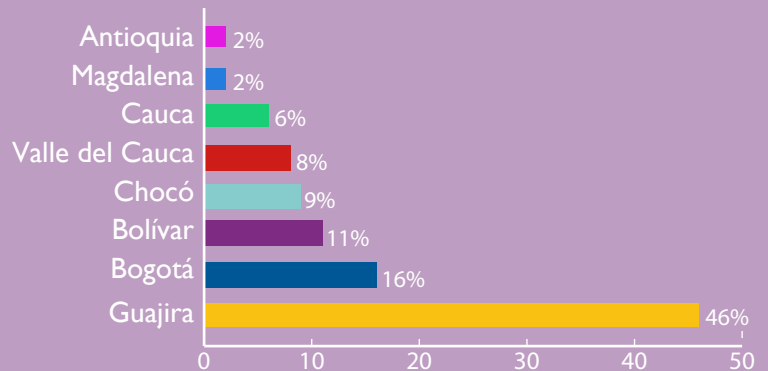
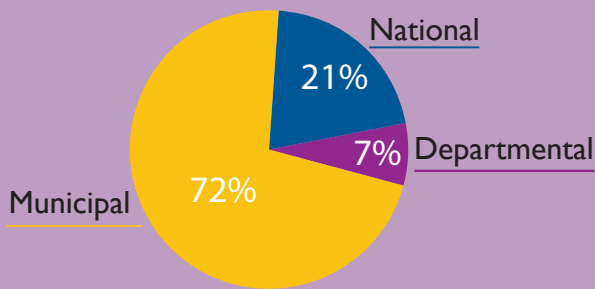
Life of Project Achievements

Indicator	Reporting Frequency	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress	LOP Goals	LOP Progress %
1 State official training participants	Quarterly	59	942	187	86	72	1,346	1,300	104%
2 State entities supported	Annually	37	11	5	5	7	65	57	114%
3 Public policies adopted to promote equality	Annually	41	3	3	5	28	80	76	105%
4 State information systems improved	Annually	0	3	5	13	7	28	20	140%
5 FPIC cases supported	Annually	18	0	8	6	0	32	30	107%
6 Community leader training participants	Quarterly	458	8,857	5,437	2,567	1,190	18,509	17,000	109%
7 Ethnic organizations supported	Annually	12	73	70	42	33	230	200	115%
8 Average percent change in EOCA score (cumulative)	Annually	N/A	20%	35%	39%	38%	38%	40%	95%
9 Land cases supported	Quarterly	2	8	40	25	8	83	60	138%
10 Collective territories formalized	Annually	2	0	1	0	3	6	3	200%
11 Rural hectares formalized	Annually	3,393	0	101	0	250,470	253,964	3,494	7,269%
12 Households with formalized land	Annually	3,106	0	319	0	5,360	8,785	3,425	256%
13A Persons completing USG-funded workforce development programs	Quarterly	0	1,390	2,861	4,944	3,001	12,196	10,500	116%
13B Participants in rural value chain and productive best practices training	Quarterly	0	1,096	1,386	815	10	3,307	3,000	110%
14 Persons gaining formal employment	Quarterly	0	305	3,051	4,800	2,998	11,154	10,000	112%
15 Rural households benefiting directly from USG intervention	Quarterly	0	5,329	2,747	1,410	3,636	13,122	9,500	138%
16 Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources(cumulative)	Annually	N/A	49%	54%	55%	54%	54%	60%	90%
17 Private-sector participants in diversity and inclusion training	Quarterly	64	160	463	246	0	933	800	117%
18 Private-sector firms that develop a diversity protocol	Annually	0	0	43	48	11	102	100	102%
19 Average percent change of proportion of Afro-Colombian and indigenous employees hired during the last 12 months in targeted private-sector firms	BL, ME, FE	N/A	N/A	90%	N/A	N/A	90%	75%	120%
20 Positive messaging initiatives supported	Quarterly	6	40	23	23	15	107	100	107%
21 Cultural heritage protection initiatives supported	Quarterly	7	6	6	9	12	40	33	121%
22 Persons trained in ACIP-funded trainings	Annually	470	8,552	8,060	7,463	3,926	28,471	25,000	114%
23 Public funds leveraged	Biannually	US\$ 676K	US\$ 1.42B	US\$ 3.8M	US\$ 1.1M	US\$ 3.6M	US\$ 1.43B	US\$1.43B	100%
24 Private-sector funds leveraged	Biannually	US\$ 1.0M	US\$ 9.0M	US\$ 7.0M	US\$ 1.1M	US\$ 1.4M	US\$ 19.6M	US\$13M	154%

Indicator 1: Number of State official training participants

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
1,300	59	942	187	86	72	1,346

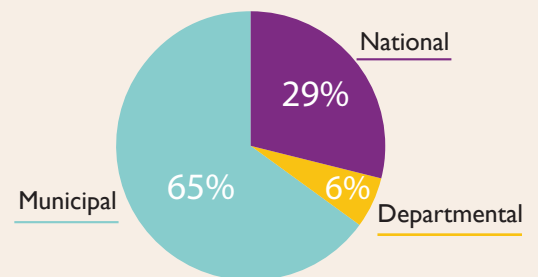
ACDI/VOCA prioritized training of State officials in topics such as public administration, formulation and monitoring of public policy and plans, differentiated approach, ethnic rights, gender equality, inclusion strategies, FPIC processes, and mining issues in Colombia. Over the life of the project, 1,346 State officials were trained, of which 72% hail from municipal governments, 7% from departmental administrations, and 21% from national-level State entities. Of these officials trained, 49% are female and 51% are male. The majority (85%) are adults (29-59 years old) while 12% are young adults (18-28 years old) and 3% are seniors (60 and over). In addition, the majority of the State officials (65%) self-recognize as *mestizos*, 27% as Afro-Colombian, and 8% as indigenous.



Indicator 2: Number of State entities supported

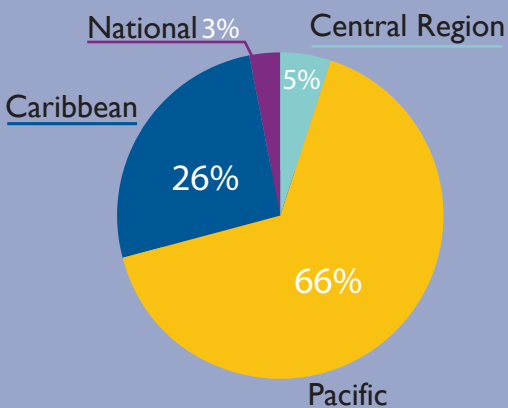
LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
57	37	11	5	5	7	65

ACIP strengthened institutional capacity by improving the design, development, and monitoring of projects, policies information systems, and investments that benefit ethnic minorities. In addition ACIP provided first-time support to 65 entities composed of 42 municipal governments, four departmental governments, and 19 national-level entities. Forty-six percent (46%) are located in the Pacific, 23% in the Caribbean, and 31% in the Central region (comprised of Medellín and Bogotá).



Indicator 3: Number of public policies adopted to promote equality

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
76	41	3	3	5	28	80



Due to continuous technical assistance provided by ACIP, a total of 80 public policies promoting equality were passed during the past five years. These policies are being implemented by municipal authorities (86%), departmental governments (9%), and national-level institutions (5%). These include 64 municipal and departmental development plans, comprised of 39 2012-2016 plans and 25 2016-2020 plans; in this effort, ACIP provided technical assistance to incoming mayors and governors of two different periods of government, ensuring prioritization of differentiated approach and ethnic rights within each administration's agendas, planning, and resource allocation.

In addition to the development plans, 16 public policies were approved during ACIP implementation, covering gender equality, inclusion of Afro-Colombians in the formal job market, coordination mechanisms through Contrato Plan, a new national-level differentiated approach methodology for land restitution, and legislation that established the pathway for indigenous councils to become certified by the DNP as territorial entities with full autonomy over financial resources.

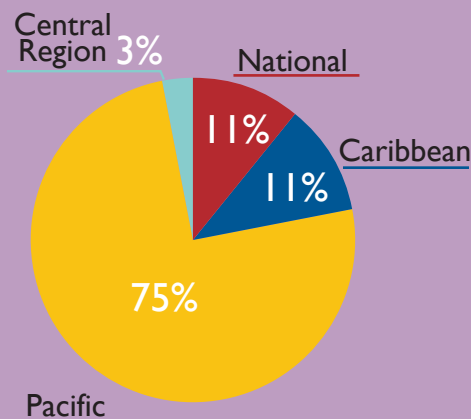
FINAL REPORT

Indicator 4: Number of State information systems improved

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
20	0	3	5	13	7	28

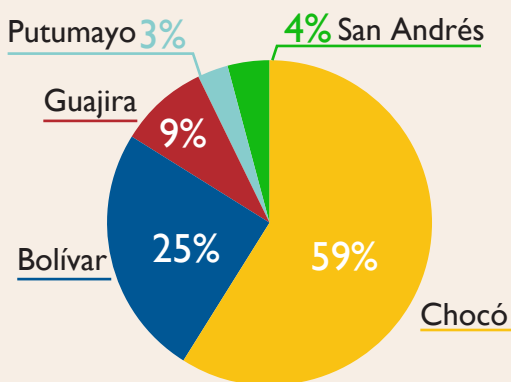
ACIP improved 28 information systems that are currently in use by GOC entities. These included: a) indicator tracking software with ethnic variables to monitor the implementation of municipal development plans with differentiated approach, b) new procedures and information systems for the collection of data related to ethnic minorities, c) socio-economic diagnostic information systems on Afro-Colombians, d) improved system that complements the national government's SISBEN by adding criteria differentiated for ethnicity, and e) land rights diagnostic information systems.

Reaching 140% the LOP goal, ACIP supported three national information systems; one departmental system, and 24 municipal-level systems. This represents significant headway in building institutional capacity; by including ethnic variables in State information systems, governmental administrations will be able to increase the quality of data collected and to improve their attention to the needs and rights of Afro-Colombian and indigenous populations.



Indicator 5: Number of FPIC cases supported

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
30	18	0	8	6	0	32

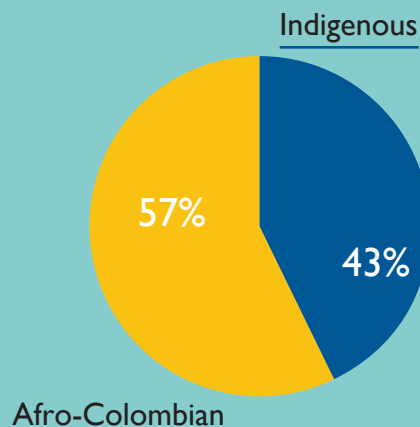


Reaching 107% of its LOP goal, ACIP participated in 32 free, prior, and informed consultation (FPIC) processes. Fifty-three percent (53%) of consultations involved both ethnicities, 34% involved Afro-Colombian community councils, and the remainder (13%) involved indigenous communities. The majority (59%) of the processes were held in Chocó, while 25% were led in Bolívar, 9% in Guajira, 4% in San Andrés, and 3% in Putumayo. The processes include consultation with Afro-Colombian community councils and indigenous communities of: highway construction; natural gas and oil exploration; emerald and coal mining; transfer of a naval base; the participatory consultation of municipal development plans; land concessions; and the construction of waste fills.

Indicator 6: Number of community leader training participants

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
17,000	458	8,857	5,437	2,567	1,190	18,509

ACIP prioritized the training of Afro-Colombian and indigenous community leaders in project formulation, ethnic rights, life plans and ethno-development plans, gender equality, youth empowerment, protection of cultural traditions and values, communications initiatives, and peace and reconciliation. ACIP trained 18,509 community leaders, achieving 109% of the LOP goal. Fifty-seven percent (57%) self-recognize as Afro-Colombian and 43% as indigenous. As cross-cutting topics, ACIP's gender and youth strategies are of particular relevance in this indicator, where the Program sought to increase the participation and inclusion of women and youth in organizational and community leadership activities. Fifty-eight percent (58%) of the training participants are women who are currently empowered to act as agents of change in their territories, and 36% are youth who are leading generational transformations in their communities.



58%

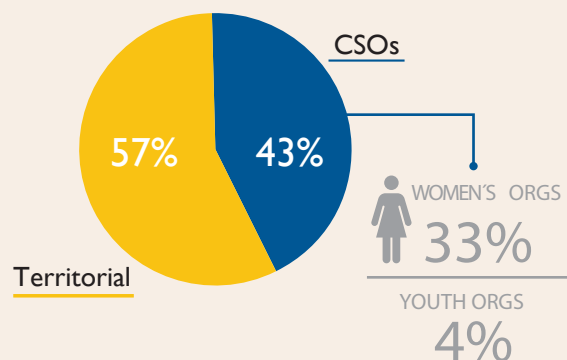
YOUTH
36%

FINAL REPORT

Indicator 7: Number of ethnic organizations support

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
200	12	73	70	42	33	230

ACIP provided first-time support to 230 urban and rural ethnic organizations by strengthening internal systems and processes, so that they can guarantee their rights, monitor public policy implementation, and autonomously govern their territories. Of the 230 organizations, 60% are Afro-Colombian and 37% indigenous, and 3% represent both ethnic communities. The majority (71%) are local-level organizations, while 23% are regional and 6% are nation-wide. Fifty-seven (57%) are territorial organizations. Finally, of the latter, 33% are women's organizations and 4% are youth organizations.

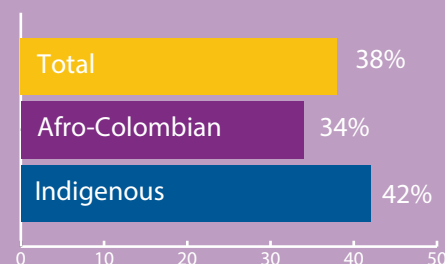


Indicator 8: Average percent change in EOCA score among ethnic organizations

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
40%	N/A	20%	35%	39%	38%	38%

The Ethnic Organizational Capacity Assessment (EOCA) tool measures organizational capacity of ethnic community-based organizations (CBOs) across six key areas. (1) democracy and participation, (2) autonomy and administration, (3) cultural identity and social development, (4) political representation, (5) advocacy, and (6) territorial management (applicable only to ethnic territories).

Since inception, the Program has conducted baseline and follow-up EOCA with 99 ethnic organizations, finding an average increase between measurements of 38%. It is important to note that the indicator calculates an average score change; this implies that the tool averages the changes in score among weak organizations whose increases were dramatic, as well as relatively strong organizations whose variation between baseline and follow-up were minimal.



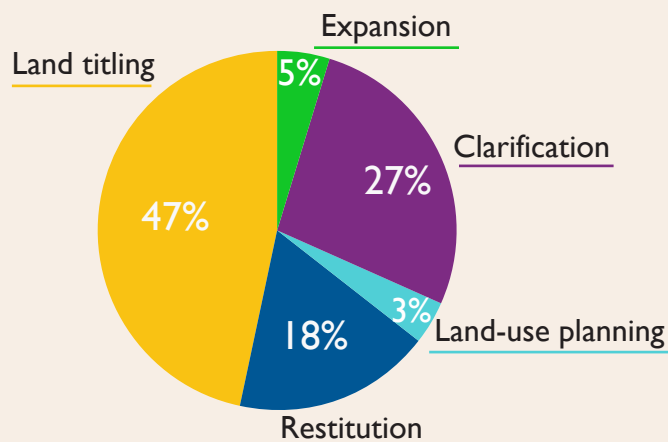
Disaggregated, the EOCA tool shows that the average increase among indigenous organizations is 42%, while the average increase among Afro-Colombian organizations is slightly lower (34%). The average increase among national-level organizations is 20%, while regional- and local-level organizations have the following average increases by department: Atlántico (38%), Bolívar (40%), Cauca (42%), Cesar (56%), Chocó (31%), Guajira (52%), Magdalena (50%), Valle del Cauca (26%), and San Andrés (39%). Finally, disaggregated by type of CBO, the average increase among territorial organizations is 40%, four points higher than the average increase of CSOs which registered at 36%.

Indicator 9: Number of land cases supported

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
60	2	8	40	25	8	83

In coordination with INCODER and the Land Restitution Unit, ACIP provided technical assistance to 83 land cases, reaching 138% of its LOP goal. This included support to land titling cases for 30 Afro-Colombian community councils in Cartagena, Cauca and Valle del Cauca, and nine land titles in Wayuu community councils in Guajira; 20 clarification cases in northern Cauca and two in Chocó;

three land-use planning cases in Cauca and Chocó; four expansion requests in the SNSM, and 15 restitution cases in Cauca, Valle del Cauca, and Chocó. In sum, 54% of land cases were related to Afro-Colombian territories and 46% to indigenous territories.



FINAL REPORT

Indicators 10, 11 and 12:

These three indicators tracked the number of land cases successfully formalized by the Government of Colombia (indicator 10), encompassing how many hectares (indicator 11) for the benefit of how many Afro-Colombian and indigenous households (indicator 12). ACIP's technical assistance led to the landmark titling of three Afro-Colombian community councils in Bolívar, the land restitution to an Afro-Colombian community council in Cauca, and finally, the titling of one Afro-Colombian community council and one indigenous reservation located on the geographic boundaries between Cauca and Valle del Cauca.

In January 2015, as per guidance and in response to recommendations stemming from the 2014 Regional Inspector General (RIG) audit, the Year Four, Year Five, and LOP targets were adjusted given the significant obstacles found in ensuring that the Government of Colombia achieved the original targets. During Year Five, however, unexpected advances in land titling for three additional cases, thereby resulting in reported progress significantly above the latest targets approved by USAID. In total, 253,964 hectares were formalized and restituted, and 8,785 Afro-Colombian and indigenous households benefited as a result.

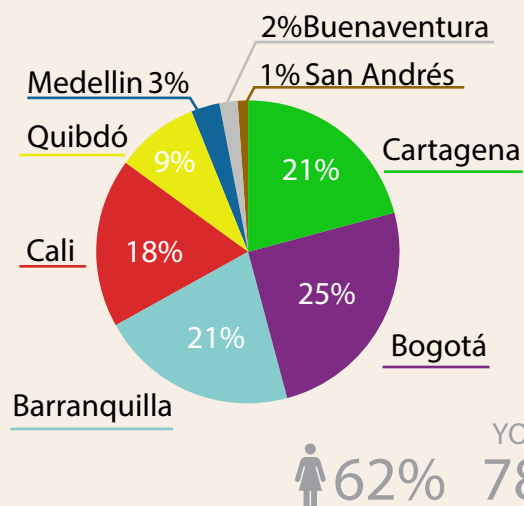
LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
3	2	0	1	0	3	6
3,494	3,393	0	101	0	250,470	253,964
3,425	3,106	0	319	0	5,360	8,785

In January 2015, as per guidance and in response to recommendations stemming from the 2014 Regional Inspector General (RIG) audit, the Year Four, Year Five, and LOP targets were adjusted given the significant obstacles found in ensuring that the Government of Colombia achieved the original targets. During Year Five, however, unexpected advances in land titling for three additional cases, thereby resulting in reported progress significantly above the latest targets approved by USAID. In total, 253,964 hectares were formalized and restituted, and 8,785 Afro-Colombian and indigenous households benefited as a result.

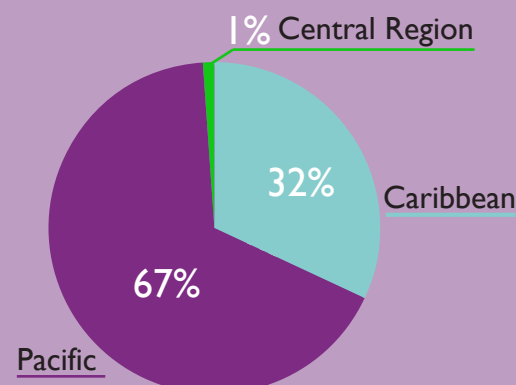
Indicator 13A: Number of persons completing UGS-funded workforce development programs

A total of 12,196 youth graduated from workforce development programs to increase access to economic opportunities in urban areas. The training course topics included: business, management, and marketing (35%); career orientation and preparation (14%); transportation and materials moving (11%); leather and textiles manufacturing (10%); communication technologies (7%); hotel reception and wait staff (5%); personal and culinary services (4%); health knowledge and pharmaceuticals (4%); mechanic and repair technologies (4%); construction and heavy machinery (2%); secondary languages (2%); and computer skills (2%). Of the graduates, 62% are female and 78% are youth. In addition, 91% self-recognize as Afro-Colombian and 9% as indigenous.

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
10,500	0	1,390	2,861	4,944	3,001	12,196



Indicator 13B: Number of participants in rural value chain and productive best practices training



31%
YOUTH
19%

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
3,000	0	1,096	1,386	815	10	3,307

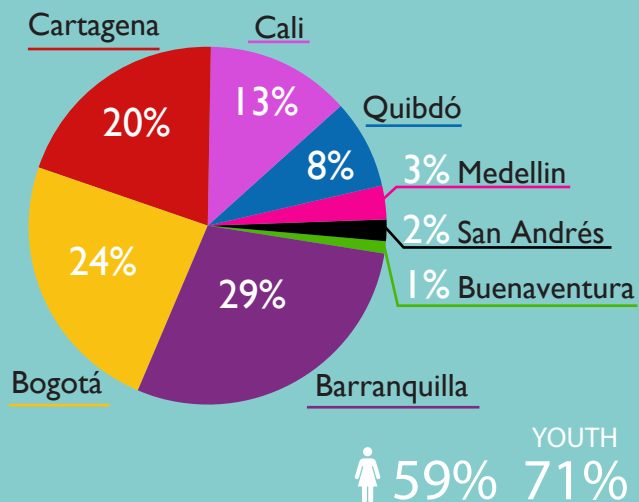
In Cauca, Chocó, SNSM, Guajira, Bolívar, San Andrés, Nariño, and Risaralda, a total of 3,307 participants received training to increase knowledge and skills in a variety of best practices to strengthen food security, improve agricultural production, and facilitate linkages to profitable markets. ACIP focused on improving the fishing, coffee, cacao, tourism, plantain, blackberry, sugarcane, pineapple, and mango value chains. Of the 3,307 participants, 57% self-recognize as Afro-Colombian and 43% as indigenous. In addition, 31% are female who are actively contributing to the development of their communities, and 19% are youth that are engaged in preserving traditional and ancestral cultivation methods.

FINAL REPORT

Indicator 14: Number of persons gaining formal employment

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
10,000	0	305	3,051	4,800	2,998	11,154

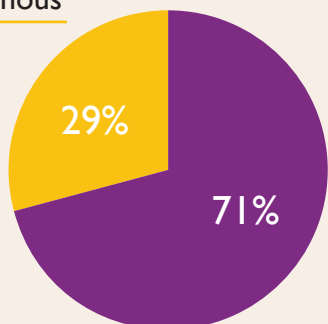
ACIP successfully implemented a hallmark and innovative strategy of partnering with the private sector to promote access to sustainable economic opportunities in urban areas through job placement in prioritized sectors of the economy with high growth potential. As a result, over 1,700 companies hired 11,154 Afro-Colombian and indigenous beneficiaries. The majority (89%) of jobs were in the services sector, while 10% were in manufacturing and 1% in agro-industry. Fifty-nine percent (59%) of those employed are female and 71% are youth. Additionally, 93% self-recognize as Afro-Colombian and 7% as indigenous.



Indicator 15: Number of rural households benefiting directly from USG intervention

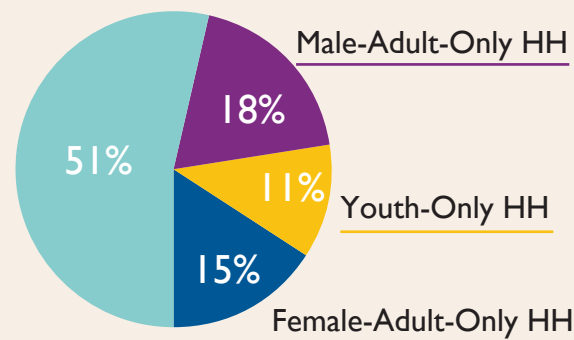
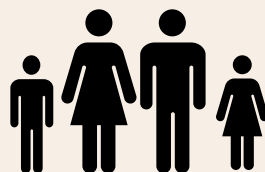
LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
9,500	0	5,329	2,747	1,410	3,636	13,122

Indigenous



Afro-Colombian

Male-and-Female-Adult HH

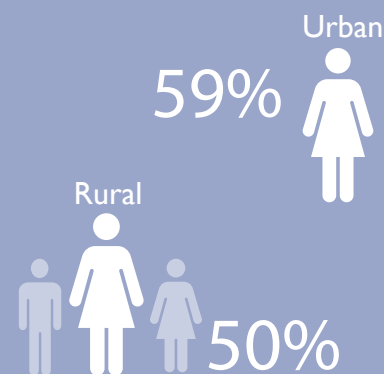


As a result of Program support, a total of 13,122 households were benefited through value chain (56%) and food security (44%) projects during ACIP. Seventy-one percent (71%) of the households identify as Afro-Colombian and 29% as indigenous. Fifty-one percent (51%) are households with both male and female adults, while 18% are households with only male adults and 15% are households with only female adults; in addition, 11% of the households are youth-led. ACDI/VOCA was able to far surpass its initial goal, achieving 138% progress, due to effective partnerships carried out with the Ministry of Labor and INCODER.

Indicator 16: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
60%	N/A	49%	54%	55%	54%	54%

This indicator calculates the proportion of women accessing productive economic resources, such as formal employment and income in urban and rural areas. Utilizing the disaggregated data by sex of Indicators 14 and 15, this indicator tracks female beneficiaries of urban employment as well as female family members (18+ years old) benefitting from rural value chain projects. Calculated cumulatively over the Five Years of Program implementation, 54% of these beneficiaries are female, with 84% self-recognizing as Afro-Colombian and 16% as indigenous. In urban settings, the proportion of female beneficiaries is higher, where 59% of beneficiaries accessing formal employment are female. In rural contexts, of the adult family members, 50% are female.



FINAL REPORT

Indicator 17: Number of private-sector participants in diversity and inclusion training

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
800	64	160	463	246	0	933

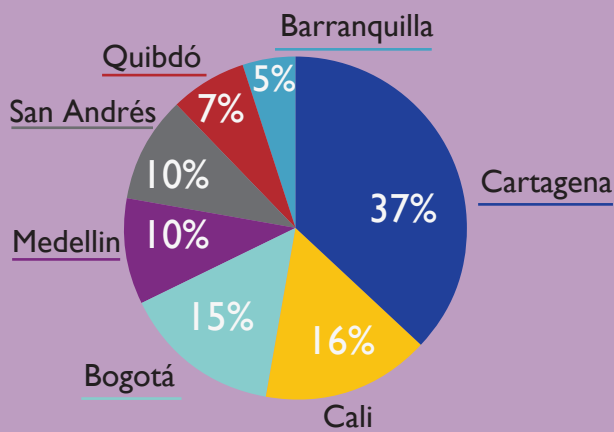
At 117% of LOP goal, 933 private-sector employees participated in diversity and inclusion workshops in Cali (55%), Cartagena (13%), Bogotá (13%), Barranquilla (10%), Medellín (6%), Quibdó (2%), and San Andrés (1%), with the aim of raising awareness about ethnic and gender diversity and promoting principles of non-discrimination and equal opportunity and inclusion. Of the participants, 23% are managers and 24% work in human resources (HR). The participation of managers and HR personnel is essential to increase the impact of these workshops, as these are the leaders who have the most powerful tools at hand to change their company's recruitment and selection processes to ensure diversity and inclusion.

23% directors & managers

24% HR employees

Indicator 18: Number of private-sector firms that develop a diversity protocol

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
100	0	0	43	48	11	102



ACIP broke ground in supporting private-sector firms to develop internal diversity protocols to be adopted in the country, in order to guide recruitment and hiring of minorities and women. The strengthening of alliances with the private sector in key economic sectors resulted in 102 firms signing diversity protocols and joining in ACIP's diversity and inclusion strategy in Cartagena (37%), Cali (16%), Bogotá (15%), Medellín (10%), San Andrés (10%), Quibdó (7%), and Barranquilla (5%). These 102 firms include multi-national and domestic companies in the pharmaceuticals and cosmetics, textile and manufacturing, tourism and travel, sta'ng , business consulting, marketing and telemarketing, real estate, event planning, food distribution, cinematography, infrastructure, shipyard and naval, agro-industrial, construction, civil engineering, port logistics, oil and gas, waste processing, information technology, and technical training and higher education sectors.

Indicator 19: Average percent change of proportion of Afro-Colombian and indigenous employees hired during the last 12 months in targeted private-sector firms

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
75%	N/A	N/A	90%	N/A	N/A	90%

In 2013, ACIP calculated the baseline figure of the proportion of Afro-Colombian and indigenous employees hired in 2012 as part of a pioneering study of targeted private-sector firms. Twenty-three (23) private-sector firms responded to the baseline study, reporting that of a total of 7,043 employees hired in 2012, 1.5% (103 employees) were Afro-Colombian and indigenous. Subsequently, in Year Three of Program, ACIP expanded its sample size to improve data quality and conducted the same survey on 70 additional firms. Totalling the baseline results from the 93 targeted firms, of 13,042 employees hired in 2012, 4.9% (638 persons) were Afro-Colombian and indigenous. Results from a follow-up survey conducted on the 93 targeted firms showed that of 9,879 employees hired between August 2013 and August 2014, 9.3% (922 new hires) were Afro-Colombian and indigenous.

(continued on next page)

FINAL REPORT

Indicator 19 (continued)

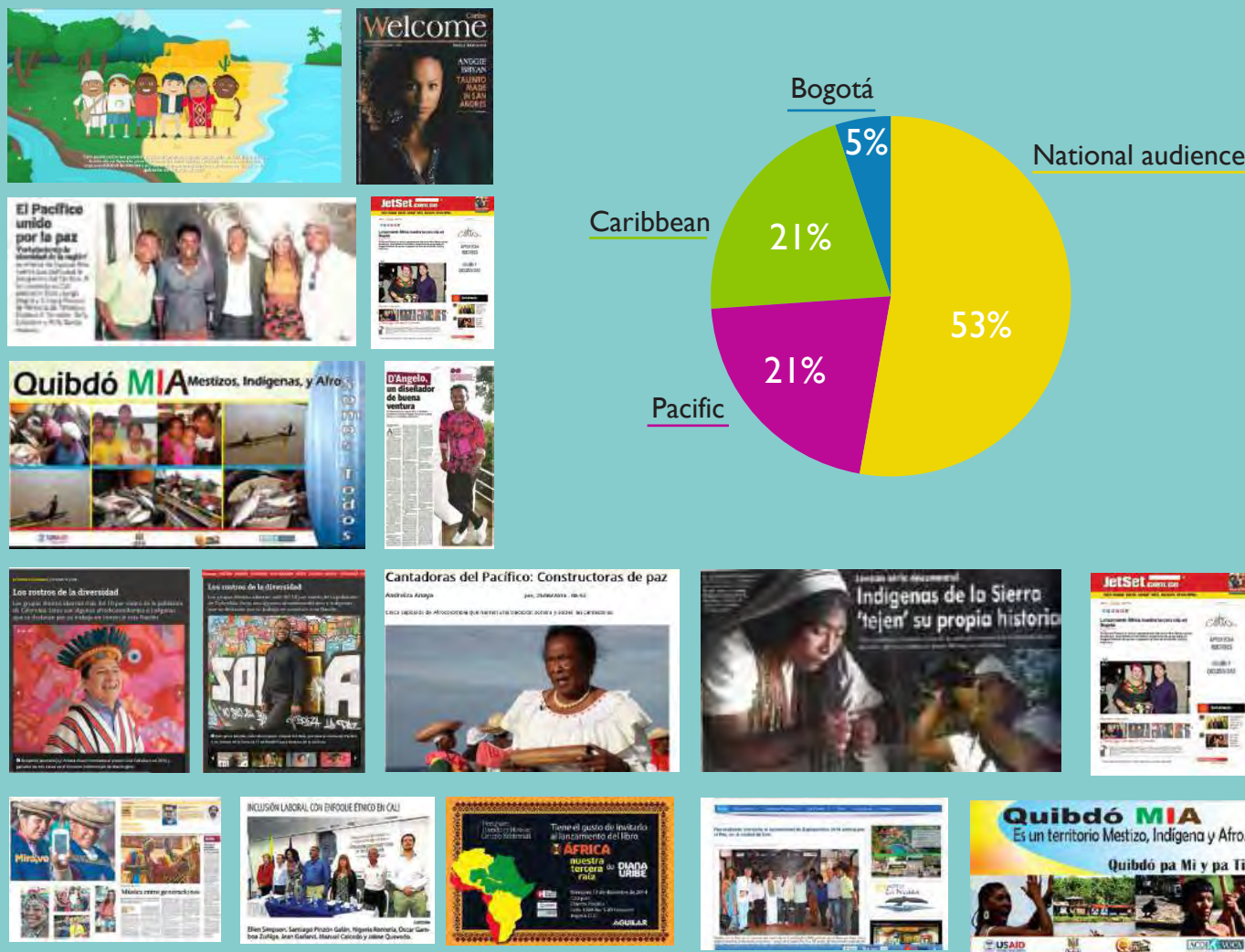
Comparing the baseline figure of 4.9% to the follow-up measurement of 9.3% conducted at the end of Year Three, the percent increase in the proportion of Afro-Colombian and indigenous employees hired during the last 12 months in targeted private-sector firms was 90%. This result far surpassed the Program's original midterm goal of a 30% increase for this indicator, and even surpassed the LOP goal of a 75% increase.

Finally, at the end of Year Five, ACIP conducted a final measurement, reaching a total sample of 99 companies. However, the information obtained was a non-representative sample as the response rate was extremely low; only 16 of the companies replied to the survey, of which only four answered the survey in its entirety. Based on the above, the results found in the final survey of this indicator will be documented as an activity carried out by ACIP at the close of the Program, but will not be taken into account for purposes of indicator calculation.

Indicator 20: Number of positive messaging initiatives supported

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
100	6	40	23	23	15	107

By spreading positive messages about ethnic minority populations, ACIP achieved 107% of its LOP goal through strategic communication activities designed with the aim of generating a change in attitude or increased awareness concerning ethnic issues. Fifty-four percent (54%) of the initiatives were related to Afro-Colombian issues, 20% to indigenous issues, and 26% to both ethnic communities.

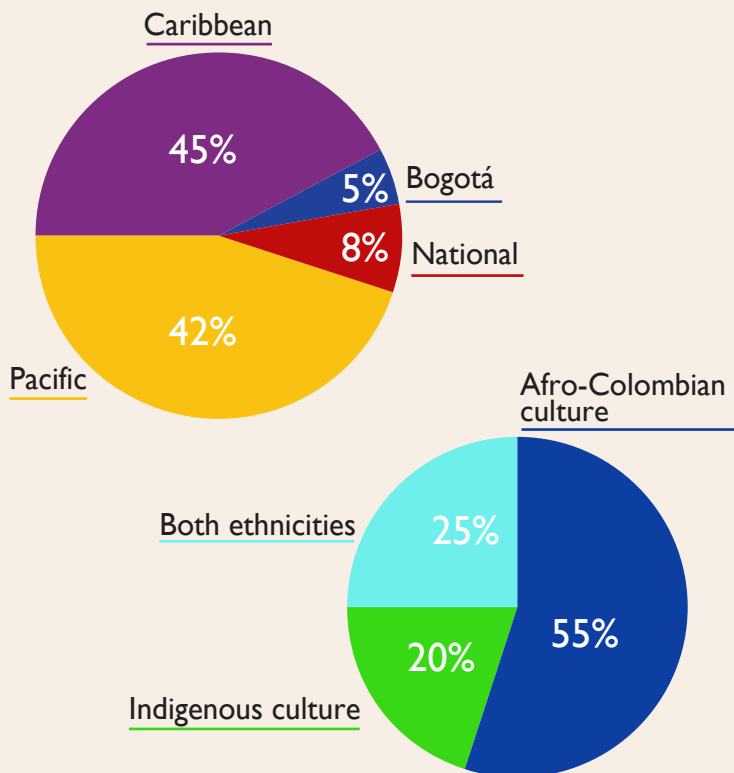


FINAL REPORT

Indicator 21: Number of cultural initiatives supported

Cultural heritage protection initiatives are strategic activities that protect, revitalize, document, and disseminate cultural practices for the sake of preserving ethnic culture, identity, and history. ACDI/VOCA supported 40 initiatives, constituting 121% of LOP goal. Fifty-five percent (55%) were related to Afro-Colombian culture, 20% to indigenous culture, and 25% were related to both ethnicities. Forty-five percent (45%) of initiatives hail from the Caribbean region, 42% in the Pacific, 8% across the nation, and 5% in the country's capital. Notable examples of the cultural heritage protection initiatives include: the preservation of sacred Wayuu burial sites and the Wayuu Palabrero system in Guajira; the San Pacho and Alabaos festivals in Chocó; the Petronio Alvarez Pacific Music Festival in Cali; gastronomic workshops in the Pacific with Chef Leo Espinosa; a photographic documentation initiative to recover the historical memory of the Archipelago of San Andrés, Providencia and Santa Catalina; and the visibility of Afro-Colombian and indigenous populations at the Ibero-American Theater Festival in Bogotá.

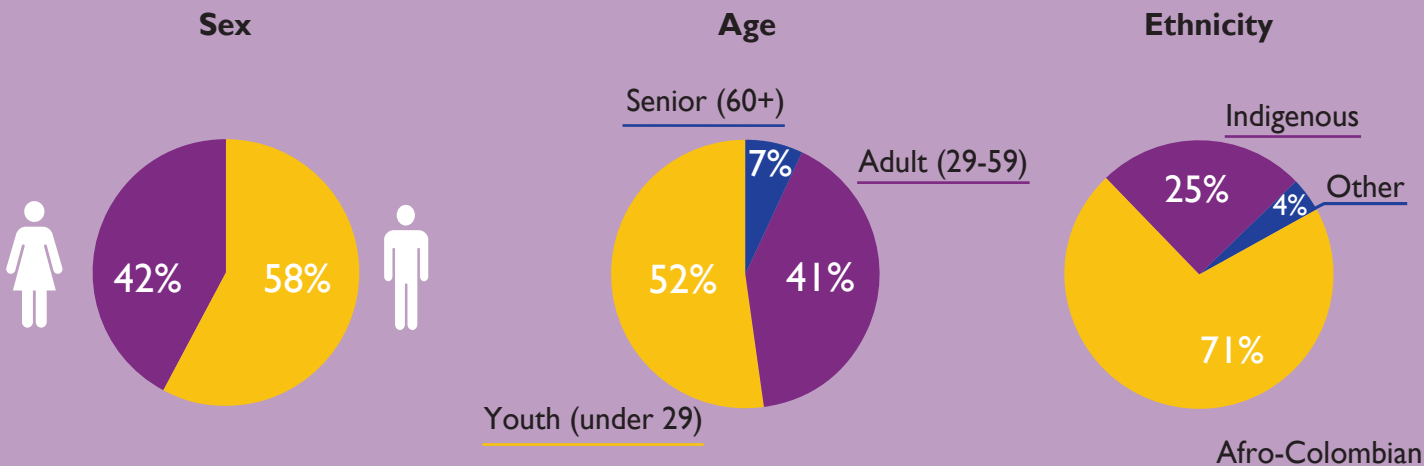
LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
33	7	6	6	9	12	40



Indicator 22: Number of persons trained in ACIP-funded trainings

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
25,000	470	8,552	8,060	7,463	3,926	28,471

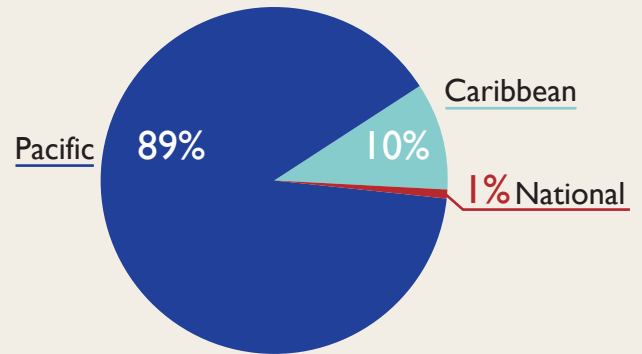
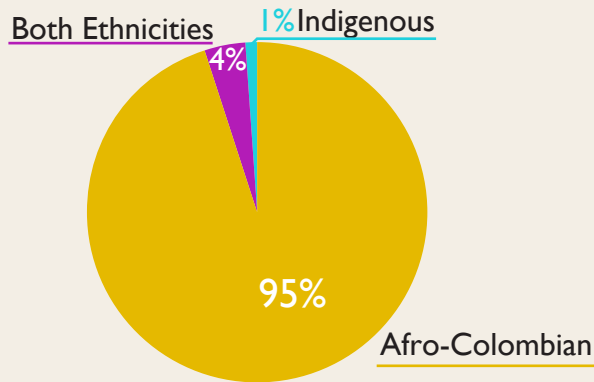
This indicator tracks the number of persons who attended trainings across the Program's multiple results, projects, and years of implementation. For the purposes of this indicator, data from all training indicators is analyzed utilizing each participant's national identity document (*cédula de ciudadanía, registro civil, or tarjeta de identidad*) to determine the number of unique individuals with non-repeated identity documents who have participated in one or more ACIP trainings. During Program implementation, 28,471 new, uniquely ID-ed persons participated in trainings. Of these, 58% are female and 52% are youth. Seventy-one percent (71%) self-recognize as Afro-Colombian, 25% as indigenous, and 4% as other.



FINAL REPORT

Indicator 23: Public funds leveraged

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
US\$ 1.43B	US\$ 676K	US\$ 1.42B	US\$ 3.8M	US\$ 1.1M	US\$ 3.6M	US\$ 1.43B



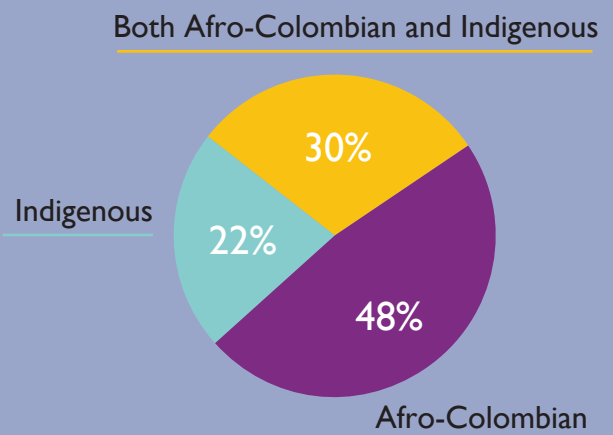
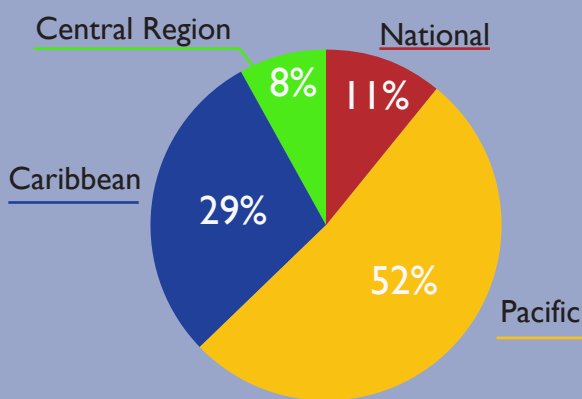
This indicator sums the total dollar amount of public funds committed for investment into ethnic communities, either via co-investments into ACIP projects or via investment facilitated directly into ethnic populations through State projects and plans. During program implementation, ACIP leveraged \$1.43 billion from GOC entities. Of this sum, 1% was invested directly into ACIP projects and 99% was facilitated for investment into ethnic communities through GOC municipal and departmental development plans, distribution of royalties from mining, oil, and gas extraction projects, and regional

Contratos Plan. The funds were leveraged for investment in the Pacific (89%), Caribbean (10%), and nation-wide (1%). Ninety-six percent (95%) of the public funds are allocated to both Afro-Colombian and indigenous minority populations, 1% to indigenous, and 4% to Afro-Colombian communities.

Indicator 24: Private-sector funds leveraged

LOP Goal	Year 1 Progress	Year 2 Progress	Year 3 Progress	Year 4 Progress	Year 5 Progress	LOP Progress
US\$ 13M	US\$ 1.0M	US\$ 9.0M	US\$ 7.0M	US\$ 1.1M	US\$ 1.4M	US\$ 19.6M

ACDI/VOCA leveraged \$19.6 million in private-sector funds via co-investments into ACIP projects made by organizations, and private-sector firms. Forty-eight percent (48%) of the private-sector funds were leveraged for investment into Afro-Colombian communities, 22% into indigenous communities, and 30% into both ethnic communities. While 11% of the funds were invested in national projects, regional-specific investments were made in the Pacific (52%), the Caribbean (29%), and the Central region (8%).



As defined in the USAID-approved PME, the measurement and reporting of Indicators 25, 26, 27, 28, 29, and 30 are the responsibility of USAID/Colombia.

- Indicator 25: Average % change in score of Assessment of State Institutional Capacity for Attention to Ethnic Minority Needs among targeted State institutions
- Indicator 26: Average % change in proportion of women holding leadership positions in targeted Afro-Colombian and indigenous organizations
- Indicator 27: Average % change in proportion of youth holding leadership positions in targeted Afro-Colombian and indigenous organizations
- Indicator 28: Average % change in estimated income of Afro-Colombian and indigenous families in targeted rural areas
- Indicator 29: Average % change in perceptions of Afro-Colombian and indigenous persons of their socio-economic and political inclusion
- Indicator 30: Proportion of survey respondents reporting improved understanding of ethnic issues

All pie charts and graphics correspond to statistics and disaggregated data of the indicator progress measured over the life of the Project.

State Institutions

The following is a list of State institutions that ACIP has supported during the Life of Project:

	State Entity	Department
1	ANSPE (Agencia Nacional para la Superación de la Pobreza Extrema)	National
2	Centro Nacional de Memoria Histórica	National
3	Consejería para la Equidad de la Mujer	National
4	DAFP (Departamento Administrativo de la Función Pública)	National
5	Defensoría del Pueblo Delegada para Indígenas y Minorías Étnicas	National
6	DNP (Departamento Nacional de Planeación)	National
7	ESAP (Escuela Superior de Administración Pública)	National
8	ICBF (Instituto Colombiano de Bienestar Familiar)	National
9	INCODER (Instituto Colombiano de Desarrollo Rural)	National
10	Ministerio de Agricultura	National
11	Ministerio de Cultura	National
12	Ministerio de Industria, Comercio y Turismo	National
13	Ministerio de Tecnologías de la Información y las Comunicaciones	National
14	Ministerio de Trabajo	National
15	Ministerio del Interior	National
16	Programa Presidencial de la Población Afrocolombiana, Negra, Palenquera y Raizal	National
17	Programa Presidencial para los Pueblos Indígenas	National
18	Unidad Administrativa Especial de Gestión de Restitución de Tierras Despojadas	National
19	Unidad Administrativa Especial para la Atención y Reparación Integral a las Víctimas	National
20	Alcaldía de Atrato	Chocó
21	Alcaldía de Bagadó	Chocó
22	Alcaldía de Barrancas	La Guajira
23	Alcaldía de Barranquilla	Atlántico
24	Alcaldía de Bojayá	Chocó
25	Alcaldía de Buenos Aires	Cauca
26	Alcaldía de Caldonó	Cauca
27	Alcaldía de Cali	Valle
28	Alcaldía de Caloto	Cauca
29	Alcaldía de Cartagena	Bolívar
30	Alcaldía de Condoto	Chocó
31	Alcaldía de Corinto	Cauca
32	Alcaldía de Dibulla	La Guajira
33	Alcaldía de Guachené	Cauca
34	Alcaldía de Guapi	Cauca

35	Alcaldía de Hatonuevo	La Guajira
36	Alcaldía de Jambaló	Cauca
37	Alcaldía de Lloró	Chocó
38	Alcaldía de López de Micay	Cauca
39	Alcaldía de Maicao	La Guajira
40	Alcaldía de Manaure	La Guajira
41	Alcaldía de Medellín	Antioquia
42	Alcaldía de Medio Atrato	Chocó
43	Alcaldía de Miranda	Cauca
44	Alcaldía de Páez	Cauca
45	Alcaldía de Providencia y Santa Catalina	San Andrés
46	Alcaldía de Puerto Tejada	Cauca
47	Alcaldía de Puracé	Cauca
48	Alcaldía de Quibdó	Chocó
49	Alcaldía de Riohacha	La Guajira
50	Alcaldía de San Juan del Cesar	La Guajira
51	Alcaldía de Santa Marta	Magdalena
52	Alcaldía de Santander de Quilichao	Cauca
53	Alcaldía de Silvia	Cauca
54	Alcaldía de Suárez	Cauca
55	Alcaldía de Tadó	Chocó
56	Alcaldía de Timbiquí	Cauca
57	Alcaldía de Toribío	Cauca
58	Alcaldía de Totoró	Cauca
59	Alcaldía de Uribia	La Guajira
60	Alcaldía de Valledupar	Cesar
61	Alcaldía de Villa Rica	Cauca
62	Gobernación de Chocó	Chocó
63	Gobernación de La Guajira	La Guajira
64	Gobernación de San Andrés	San Andrés
65	Gobernación de Cauca	Cauca

B. Community-based Organizations

The following is a list of community-based organizations that ACIP has supported during the Life of Project:

	Organization	Department	Municipality
1	ACADESAN (Consejo Comunitario General del San Juan)	Valle del Cauca	Buenaventura
2	ACCN (Asociación Cultural Casa del Niño)	Cauca	Villa Rica
3	ACIN (Asociación de Cabildos Indígenas del Norte del Cauca)	Cauca	Santander de Quilichao
4	ACONC (Asociación de Consejos Comunitarios del Norte del Cauca)	Cauca	Santander de Quilichao
5	ADACHO (Asociación de Desplazados Afrodescendientes del Chocó)	Chocó	Quibdó
6	ADEL (Asociación Casa del Agua - Agencia para el Desarrollo Económico Local)	Cauca	Silvia
7	AFRODES (Asociación Nacional de Afrocolombianos Desplazados)	Bogotá	Bogotá
8	AFROMAR (Asociación de Mujeres Afro Marialabanjese)	Bolívar	María la Baja
9	AFROSANMAG (Asociación Afrocolombiana del Distrito de Santa Marta)	Magdalena	Santa Marta
10	AFROTOLUCA (Asociación Social de Mujeres Afro de Tolu)	Sucre	Tolu
11	AMEN-SD (Archipelago Movement for Ethnic Native Self-Determination)	San Andrés	San Andrés
12	APA (Asociación Nacional de Periodistas Afrocolombianos)	Valle del Cauca	Cali
13	APOLONIA (Asociación Social de Mujeres Afrocolombianas Negras Raizales y Palenqueras)	Atlántico	Barranquilla
14	ARMAFROCAR (Asociación en Red de Mujeres Afrocaribes de Repelón)	Atlántico	Repelón
15	ASACAGRAMA (Asociación Agropecuaria y Cafetera El Gran Mallama)	Nariño	Mallama
16	ASAFRONELMAN (Asociación de Afrodescendientes Nelson Mandela)	Magdalena	Santa Marta
17	ASAGA (Asociación Somos Afro de Gamero)	Bolívar	Mahates
18	ASO MANOS NEGRA (Asociación para la Defensa del Medio Ambiente y de Nuestra Cultura Negra)	Cauca	Guapi
19	ASOAFROCOL (Asociación para el Desarrollo Integral de la Población Afrodescendiente Colombiana)	Atlántico	Barranquilla
20	ASOCASAN (Consejo Comunitario Mayor del Alto San Juan)	Chocó	Tadó
21	Asociación Arte y Joya	Chocó	Quibdó
22	Asociación Casa de la Cultura de Providencia y Santa Catalina islas	San Andrés	Providencia
23	Asociación de Autoridades Tradicionales Anainjak Wakuaipa	La Guajira	Maicao
24	Asociación de Autoridades Tradicionales de La Guajira Jeketu Akaipa	La Guajira	Riohacha

	Organization	Department	Municipality
25	Asociación de Autoridades Tradicionales Wayuu Ejepenejirrawa	La Guajira	Riohacha
26	Asociación de Autoridades Wayuu Alaulayu Apushi	La Guajira	Maicao
27	Asociación de Cabildos de Resguardos Genaro Sánchez Zona Centro	Cauca	Popayan
28	Asociación de Cabildos Nasa C´hac´ha	Cauca	Paez
29	Asociación de Mujeres Afro Saqueras	Atlántico	Juan de Acosta
30	Asociación de Mujeres Afrodescendientes y del Caribe “Graciela Chaines”	Bolívar	Cartagena
31	Asociación de Mujeres Artesanas de la Zona del Río Ranchería Kanás	La Guajira	Riohacha
32	Asociación Escuela Ciudadana	Valle del Cauca	Cali
33	Asociación Social de Mujeres Caribeñas de Santa Lucia	Atlántico	Santa Lucia
34	Asociación Wayuu Painwashi Wayaa Suluu Woumain	La Guajira	Manaure
35	Asociación Zonal de Cabildos Juan Tama	Cauca	Inza
36	ASOCOC (Asociación de Consejos Comunitarios de Cartagena - Mi Tambo)	Bolívar	Cartagena
37	ASOCODITA (Asociación Comunitaria para el Desarrollo Integral Tierra de Aguilas)	Cauca	Guachené
38	ASOM (Asociación Municipal de Mujeres)	Cauca	Santander de Quilichao
39	ASOMUCON (Asociación de Mujeres de Condoto)	Chocó	Condoto
40	ASOMUPA (Asociación de mujeres productoras de plantas medicinales y Aromáticas de Quibdó)	Chocó	Quibdó
41	ASOMUPROCON (Asociación de Mujeres Productoras de Condoto)	Chocó	Condoto
42	ASOMUQUIB (Asociación de Mujeres del Municipio de Quibdó)	Chocó	Quibdó
43	ASOPARUPA (Asociación de Parteras Unidas del Pacífico)	Valle del Cauca	Buenaventura
44	ASOPEIMA (Asociación de Mujeres Afro Peinadoras de Cartagena)	Bolívar	Cartagena
45	ASOPESBOTH (Asociación de Pescadores Fuente Pesquera Bottom House)	San Andrés	Providencia
46	ASOPRADUSE (Asociación de Productores de Dulces y Servicios Etnoturísticos)	Bolívar	Cartagena
47	ASOPROKAN (Asociación de Productores Agroecológicos Kankuamos)	Cesar	Valledupar
48	ASOREMALUR (Asociación de Red de Mujeres del Municipio de Luruaco)	Atlántico	Luruaco
49	ASOREMAPAC (Asociación de Red de Mujeres Afro de Palmar de Candelaria)	Atlántico	Palmar de Candelaria
50	ASOREMASAN (Asociación de Mujeres Afrocaribe de Santa Cruz)	Atlántico	Luruaco
51	ASOYOGÉ (Asociación Agroindustrial de Productores Agropecuarios y Mineros Afrodescendientes Yolombo Gelima)	Cauca	Suárez
52	ASPRODEMA (Asociación de Productores del Medio Atrato)	Chocó	Quibdó

	Organization	Department	Municipality
53	ASPROFINCA (Asociación de Productores de Finca Tradicional del Norte del Cauca)	Cauca	Villa Rica
54	Cabildo Afrocaribeño Gavilaneó	Bolívar	Cartagena
55	Cabildo Indígena Alto del Rey	Cauca	El Tambo
56	Cabildo Indígena de Chapa	Cauca	El Tambo
57	Cabildo Indígena del Pueblo Kokonuko de Popayán	Cauca	Popayán
58	Cabildo Indígena Guarapamba	Cauca	El Tambo
59	Cabildo Indígena Inga Santiago de Cali	Valle del Cauca	Cali
60	Cabildo Indígena Kofan Santiago de Cali	Valle del Cauca	Cali
61	Cabildo Indígena Misak Santiago de Cali	Valle del Cauca	Cali
62	Cabildo Indígena Nasa Santiago de Cali	Valle del Cauca	Cali
63	Cabildo Indígena San Jose de Julumito	Cauca	Popayán
64	Cabildo Indígena Yanaconas Santiago de Cali	Valle del Cauca	Cali
65	Cabildo Quichua Runa Pura Santiago de Cali	Valle del Cauca	Cali
66	CAIZEM (Cabildo Indígena Zenú de Membrillal)	Bolívar	Cartagena
67	CIMARRON (Asociación Movimiento Nacional por los Derechos Humanos de las Comunidades Afrocolombianas)	Bogotá	Bogotá
68	CNOA (Conferencia Nacional de Organizaciones Afrocolombianas)	Bogotá	Bogotá
69	COAFROPÁEZ (Capitanía Comunidad Afrocolombiana de Páez)	Cauca	Páez
70	COCOILLO (Consejo Comunitario Integral de Lloró)	Chocó	Lloró
71	COCOMACIA (Consejo Comunitario Mayor de la Asociación Campesina Integral del Atrato)	Chocó	Quibdó
72	COCOMAN (Consejo Comunitario Mayor de Novita)	Chocó	Novita
73	COCOMOPOCA (Consejo Comunitario Mayor de la Organización Popular Campesina del Alto Atrato)	Chocó	Quibdó
74	Comunidad Waunana Guayacán Santa Rosa	Valle del Cauca	Buenaventura
75	Consejo Comunitario Arroyo de Piedra	Bolívar	Cartagena
76	Consejo Comunitario Chanzara	Cauca	Guapi
77	Consejo Comunitario Cuerval	Cauca	Timbiquí
78	Consejo Comunitario de Bazán Bocana	Valle del Cauca	Buenaventura
79	Consejo Comunitario de Comunidades Negras de Barú	Bolívar	Cartagena
80	Consejo Comunitario de Comunidades Negras de Caño del Oro	Bolívar	Cartagena

	Organization	Department	Municipality
81	Consejo Comunitario de Comunidades Negras de la Unidad Comunera de Gobierno Rural de Ararca	Bolívar	Cartagena
82	Consejo Comunitario de Comunidades Negras de la Unidad Comunera de Gobierno Rural de Bocachica	Bolívar	Cartagena
83	Consejo Comunitario de Guayabal	Chocó	Quibdó
84	Consejo Comunitario de Islas del Rosario - Orika	Bolívar	Cartagena
85	Consejo Comunitario de La Boquilla	Bolívar	Cartagena
86	Consejo Comunitario de la Comunidad Negra de la Plata	Valle del Cauca	Buenaventura
87	Consejo Comunitario de la Comunidad Negra de la Unidad Comunera de Gobierno Rural Vereda de Punta Arena	Bolívar	Cartagena
88	Consejo Comunitario de la Comunidad Negra de Puerto España y Miramar	Valle del Cauca	Buenaventura
89	Consejo Comunitario de la Comunidad Negra de Tierra Bomba	Bolívar	Cartagena
90	Consejo Comunitario de la Comunidad Negra del Consejo Mayor del Río Anchicayá	Valle del Cauca	Buenaventura
91	Consejo Comunitario de la Comunidad Negra del Corregimiento de Santa Ana	Bolívar	Cartagena
92	Consejo Comunitario de la Comunidad Negra del Río Naya	Valle del Cauca	Buenaventura
93	Consejo Comunitario de la Cuenca Baja del Río Calima	Valle del Cauca	Buenaventura
94	Consejo Comunitario de la Cuenca del Río San Bernardo Patía Norte	Cauca	Timbiquí
95	Consejo Comunitario de Las Comunidades Negras del Alto Guapi	Cauca	Guapi
96	Consejo Comunitario de Ma Kankamana de San Basilio de Palenque	Bolívar	Mahates
97	Consejo Comunitario de San Andres de Usaraga	Chocó	Bajo Baudó
98	Consejo comunitario de Sivrú	Chocó	Bajo Baudó
99	Consejo Comunitario del Corregimiento de Pasacaballos	Bolívar	Cartagena
100	Consejo Comunitario del Río Mallorquín	Valle del Cauca	Buenaventura
101	Consejo Comunitario del Río Yurumanguí	Valle del Cauca	Buenaventura
102	Consejo Comunitario Guapi Abajo	Cauca	Guapi
103	Consejo Comunitario Integración	Cauca	López de Micay
104	Consejo Comunitario La Playa Renaciente	Valle del Cauca	Cali
105	Consejo Comunitario La Voz de los Negros	Nariño	Magui Payán
106	Consejo Comunitario Mamuncia Parte Media del Río Micay	Cauca	López de Micay
107	Consejo Comunitario Manglares Parte Baja del Río Micay	Cauca	López de Micay
108	Consejo Comunitario Negros en Acción	Cauca	Timbiquí

	Organization	Department	Municipality
109	Consejo Comunitario Negros Unidos	Cauca	Timbiqui
110	Consejo Comunitario Parte Alta Sur del Río Saija	Cauca	Timbiqui
111	Consejo Comunitario Parte Baja del Río Saija	Cauca	Timbiqui
112	Consejo Comunitario Playón Río Sigui	Cauca	López de Micay
113	Consejo Comunitario Puerto Rey	Bolívar	Cartagena
114	Consejo Comunitario Renacer Negro	Cauca	Timbiqui
115	Consejo Comunitario Río Guajui	Cauca	Guapi
116	Consejo Comunitario Río Napi	Cauca	Guapi
117	Consejo Comunitario San Francisco	Cauca	Guapi
118	Consejo Comunitario San Joc	Cauca	López de Micay
119	Consejo Comunitario Tierra Baja	Bolívar	Cartagena
120	Consejo Comunitario Unión del Patia Viejo	Nariño	Roberto Payan
121	Consejo Mayor Palenque El Castigo	Cauca	Timbiqui
122	COOPWACE (Cooperativa Multiactiva Indígena Wayuu)	La Guajira	Riohacha
123	Corporación Colectivo de Comunicaciones de Nelson Mandela	Bolívar	Cartagena
124	Corporación Colombia Nueva	Bolívar	Cartagena
125	Corporación Corazón Feliz	Bolívar	Cartagena
126	Corporación Huellas	Bolívar	Cartagena
127	Corporación Lideres por el Cambio Social	Valle del Cauca	Cali
128	Corporación Manos Visibles	Bogotá	Bogotá
129	Corporación Miss Nancy Land	San Andrés	San Andrés
130	Corporación para el Desarrollo de las Comunidades Afrocaribeñas Jorge Artel	Bolívar	Cartagena
131	CRIC (Consejo Regional Indígena del Cauca)	Cauca	Popayán
132	CRICH (Consejo Regional Indígena del Chocó)	Chocó	Quibdó
133	Delegación Wiwa del Resguardo Kogui-Malayo-Arhuaco	La Guajira	Riohacha
134	Dusakawi EPSI (Asociación de Cabildos Indígenas del Cesar y la Guajira)	Cesar	Valledupar
135	ECOBRA (Empresa Comunitaria Brisas del Río Agua Blanca)	Cauca	Buenos Aires
136	Escuela Popular de Gobierno	Valle del Cauca	Cali
137	FEDEOREWA (Federación de Asociaciones de Cabildos Indígenas del Chocó)	Chocó	Quibdó

	Organization	Department	Municipality
138	FEDEPRAN (Fundación para el Desarrollo de la Raza Negra)	Valle del Cauca	Cali
139	FUNAMI (Fundación Social África Mia)	Atlántico	Barranquilla
140	Fundación Afroamerica XXI	Valle del Cauca	Cali
141	Fundación Cacique Mexion	La Guajira	Maicao
142	Fundación Chiyangua	Cauca	Guapi
143	Fundación Cultural Afrocolombiana MASAI	Cauca	Puerto Tejada
144	Fundación Fiestas Franciscanas	Chocó	Quibdó
145	Fundación Helping Youth	San Andrés	San Andrés
146	Fundación Herencia de Timbiquí	Valle del Cauca	Cali
147	Fundación Providence	San Andrés	Providencia
148	Fundación Sau Woumain	La Guajira	Uribia
149	Fundación Sauyeepeia Wayuu	La Guajira	Uribia
150	Fundación Ser Afro	Magdalena	Santa Marta
151	Fundación Siempre Unidos	Valle del Cauca	Cali
152	FUNSBOW (Fundación para el Desarrollo Sostenible Bowden)	San Andrés	Providencia
153	FUNSOEDECO (Fundación Social para el Desarrollo Comunitario)	Valle del Cauca	Cali
154	JUNPRO (Asociación Juntos por el Progreso Jóvenes y Mayores)	Cauca	Guapi
155	Junta Mayor Autónoma de Palabrereros Wayuu	La Guajira	Uribia
156	Kambiri (Red Nacional de Mujeres Afrocolombianas)	Valle del Cauca	Cali
157	KUSUTO (Asociación por los Derechos de las Comunidades Negras del Atlántico)	Atlántico	Barranquilla
158	MADESAN (Asociación de Mujeres Afro de Santa Catalina)	Bolívar	Santa Catalina
159	Mahennie Native Women Foundation	San Andrés	San Andrés
160	NOTABLAZO (Fundación Mujeres Notables Afrocolombianas)	Atlántico	Barranquilla
161	Old Providence Ecohamlet Foundation	San Andrés	Providencia
162	ONIC (Organización Nacional Indígena de Colombia)	Bogotá	Bogotá
163	OREWA (Asociación de Cabildos Indígenas Wounaan, Embera Doviada, Katio, Chami y Tule del Departamento del Chocó)	Chocó	Quibdó
164	ORFA (Organización de la comunidad raizal con residencia fuera del Archipiélago)	Bogotá	Bogotá
165	Organización Wayuu Painwashi	La Guajira	Riohacha

	Organization	Department	Municipality
166	OSMACCA (Organización Social Mujeres Afro Comprometidas con el Cambio)	Cesar	El Paso
167	Pandora Dance	Bolívar	Cartagena
168	PCM (Plataforma Ciudadana Hijos de Nelson Mandela)	Bolívar	Cartagena
169	PCN (Proceso de Comunidades Negras)	Bogotá	Bogotá
170	PESBARU (Asociación de Pescadores de Barú)	Bolívar	Cartagena
171	PESPROISLAS (Asociación de Pescadores Artesanales Providencia y Santa Catalina Islas)	San Andrés	Providencia
172	Raizal Youth Organization	San Andrés	San Andrés
173	RECAO (Red de Comunicadores Comunitarios, Culturales y Ambientales de Occidente)	Chocó	Quibdó
174	Red de Jóvenes de Organizaciones Afrodescendientes, Palenqueras y Raizales de Cartagena	Bolívar	Cartagena
175	Red Departamental de Mujeres Chocoanas	Chocó	Quibdó
176	REDMUNORCA (Red de Mujeres del Norte del Departamento del Cauca)	Cauca	Villa Rica
177	REMA (Red de Mujeres Afrocaribes)	Atlántico	Barranquilla
178	REMABAY (Red de Mujeres Afro de Bayunca)	Bolívar	Cartagena
179	REMADEMA (Red de Mujeres Afrocaribes de Manati)	Atlántico	Manati
180	REMAPIE (Red de Mujeres Afro de Arroyo de Piedra)	Bolívar	Cartagena
181	Resguardo Alberto Pushaina	La Guajira	Maicao
182	Resguardo Arhuaco de la Sierra Nevada	Cesar	Valledupar
183	Resguardo de Ambaló	Cauca	Silvia
184	Resguardo de Calderas	Cauca	Inza
185	Resguardo de Canoas	Cauca	Santander de Quilichao
186	Resguardo de Caño Mochuelo	Casanare	Yopal
187	Resguardo de Concepción	Cauca	Santander de Quilichao
188	Resguardo de Corinto	Cauca	Santander de Quilichao
189	Resguardo de Guadalito	Cauca	Santander de Quilichao
190	Resguardo de Guambia	Cauca	Silvia
191	Resguardo de Huellas	Cauca	Santander de Quilichao
192	Resguardo de Kokonuko de Puracé	Cauca	Puracé
193	Resguardo de Lopez Adentro	Cauca	Santander de Quilichao
194	Resguardo de Munchique Los Tigres	Cauca	Santander de Quilichao

	Organization	Department	Municipality
195	Resguardo de Paletara	Cauca	Puracé
196	Resguardo de Poblazon	Cauca	Popayán
197	Resguardo de Puracé	Cauca	Puracé
198	Resguardo de Quintana	Cauca	Popayán
199	Resguardo de San Francisco	Cauca	Santander de Quilichao
200	Resguardo de Suratena	Risaralda	Marsella
201	Resguardo de Toez	Cauca	Santander de Quilichao
202	Resguardo de Toribío	Cauca	Santander de Quilichao
203	Resguardo de Tumbichucue	Cauca	Inza
204	Resguardo de Yaquiva	Cauca	Inza
205	Resguardo Embera Eperara del Río Naya	Valle del Cauca	Buenaventura
206	Resguardo Guaco Bajo y Guaco Alto	Vichada	Cumaribo
207	Resguardo Kankuamo	Cesar	Valledupar
208	Resguardo Kogui Malayo Arhuaco	Magdalena	Santa Marta
209	Resguardo La Cilia	Cauca	Santander de Quilichao
210	Resguardo La Gaitana	Cauca	Inza
211	Resguardo Las Delicias	Cauca	Santander de Quilichao
212	Resguardo Minitas - Mirolindo	Guainía	Barrancominas
213	Resguardo Murcielago - Altamira	Guainía	Barrancominas
214	Resguardo Numain Maleiwa	La Guajira	Maicao
215	Resguardo Pienchi Anuuwa	La Guajira	Maicao
216	Resguardo Pueblo Nuevo - Laguna Colorada	Guainía	Barrancominas
217	Resguardo Sumain Wayuu Uliana	La Guajira	Maicao
218	Resguardo Wayuu Akalinjirawa	La Guajira	Maicao
219	Resguardo Wayuu Napajanain Maleiwa	La Guajira	Maicao
220	Resguardo Wayuu Wopumain Junain Maiokuo	La Guajira	Maicao
221	Resguardo Weepiapa	La Guajira	Maicao
222	Totoguampa (Asociación de Autoridades Indígenas del Oriente Caucano)	Cauca	Silvia
223	UNIPA (Unidad Indígena del Pueblo Awa)	Nariño	Pasto

	Organization	Department	Municipality
224	UOAFROC (Unidad de Organizaciones Afrocaucanas)	Cauca	Puerto Tejada
225	Veeduría ANEEÜWAKUAIPA - Velando por un Bien	La Guajira	Manaure
226	Veeduría Dibulla Viva	La Guajira	Dibulla
227	Veeduría Kotirrawa	La Guajira	Maicao
228	Veeduría Kotirrawa Suna'in Wakuaipa - Unidos Por el Bienestar de Nuestra Cultura	La Guajira	Uribia
229	Veeduría Wuaimajuin Tu Wakuaipa - Cuidemos Lo nuestro	La Guajira	Barrancas
230	Veeduría Wuashijirra - Despertemos	La Guajira	Hatonuevo

C. Success Stories

Rural development projects engender greater stability for armed conflict victims in Colombia's Pacific region.

Fishing for an honest income

The inhabitants of Bahía Solano have a handful of choices when it comes to earning a livelihood—carpenter, fishermen, business-owner, tourism, drug-trafficking, cleaning houses. The lack of economic opportunities in Bahía Solano, as in many cities in Chocó, and the lure of quick money has pulled many of the city's citizens into the illicit economy. Sergio ██████ a soft-spoken fisherman, matter-of-factly relates how “you can get rich overnight if you find one of those floating packets.” He refers to packages of cocaine, which are thrown overboard during thwarted drug-trafficking trips along the Pacific Coast.



Servio ██████ packs up his fishing gear on the shores of Nabugá.

When asked why he hasn't been influenced by the culture of easy money, Servio shakes his head solemnly, “that money is quick money, but it brings on violence and greed. It puts your family in danger.”

Born and raised in inland Chocó, in the Bojayá region, Servio and his family were one of thousands of families displaced by indiscriminate crossfire between illegal armed groups in the region. He arrived to Nabugá, a small fishing village near Bahía Solano comprised of 43 Afro-Colombian and indigenous families, also displaced by armed violence.

Servio recounts, “Us, indigenous people, we didn't know anything about fishing. The Afro-Colombians are very good at it so, they taught us the art of fishing.”

Servio began to dabble with fishing, getting better year after year. But without his own boat, he had to wait until there was space on another fisherman's outing. He struggled to make ends meet with odd jobs, short construction gigs in Bahía Solano, the nearest urban area, or hauling wood upriver.

At the beginning of 2015, USAID through its Afro-Colombian and Indigenous Program collaborated with the Ministry of Labor to boost livelihoods of ethnic communities affected by the armed conflict. Through the project, Servio and his fellow fishermen of Nabugá, received a motor-powered boat and crucial fishing equipment to increase productivity.

“Before when we didn't have the boat, we had to pay the boat owner 50 percent of our fishing earnings. Now everything I earn is for me and my family because I don't have to pay someone to use their boat.”

Now that Servio doesn't have to wait for a spot on someone else's boat, he can go on fishing outings much more frequently, meaning he doesn't have to leave his family for the odd- jobs, which sometimes took him an entire month up-river to another town. With more stability and time in one place, Servio plans on going back to school and finishing 7th grade with his daughter. He points out, “if I want my kids to be educated, I need to educate myself first.”

Before when we didn't have the boat, we had to pay the boat owner 50 percent of our fishing earnings. Now everything I earn is for me and my family”

Servio ██████ local fisherman

Afro-Colombian culture makes a bold fashion statement

ACIP's positive messaging initiatives strengthen cultural identity and push pioneering Afro-Colombian fashion designer to greater heights.



Lia [REDACTED] (left) responds to a standing ovation after her first professional fashion show in Cali, Colombia.

“Now is the time for Colombia to realize that its ancestral knowledge has not been stolen. Through design and ancestral cloths, Afro-Colombian culture has a lot to tell; and I’m here to tell it.”

Lia [REDACTED] Beneficiary,
ACIP positive messaging
project

“Fashion is not superficial, it’s really how we communicate what we feel on the inside,” is Lia Samantha’s response to people who wave fashion off as shallow. The vivid, mismatched colors of Lia [REDACTED]’s own clothing and designs, which boast magentas, turquoise, and emerald greens of traditional African prints, indeed, reflect her exuberant and upbeat demeanor. However, Lia’s choice of colors and cloths speaks more to social and cultural norms than to personality.

When asked why she taps so heavily into African patterns in her work, Lia answers that her work is her response to questions that she asked herself for most of her life, “What am I? Where am I from?” Growing up, what she saw on television and plastered all over Colombian society—repetitive images of white actors—was not her. Since she couldn’t identify as simply Colombian, it was clear that her cultural identity was heavily influenced by her African roots.

Lia recounts a happy childhood growing up in the company of 14 cousins who all lived in her neighborhood. But at school, she remembers being singled out and judged for being one of very few black people. At eight years old, she recalls girls her age telling her to “go play with the other black girl” during recess; the other black girl was her sister. As a teenager, she experienced her first heartbreak when the boy that she was in love with admitted that he also had feelings for her but that he could never act on them because she was “la negrita”.

As a natural spokesperson for empowered Afro-Colombian cultural identity, Lia joined the Afro-Colombian and Indigenous Program (ACIP) in 2014. With USAID’s support, she became the first Afro-Colombian fashion designer to ever flaunt her designs on the runways of ColombiaModa, one of Latin America’s most high-profile fashion shows. ACIP’s positive messaging support included a media push resulting in articles featuring Lia’s work in nearly all of Colombia’s major fashion publications. Three months after her debut, the ripple effect has still not dissipated. As a result of the media attention, Lia has received a design requests from famous Colombian singers and she will be one of the designers and judges for this year’s national beauty pageant, making her the first Afro-Colombian to ever judge for the pageant in its 80 years of existence. With the surge in orders and attention, Lia’s company has grown from one—herself—to a staff of five people.

Despite her still-vivid memories of discrimination, Lia is positive that her newfound success is a sign that the country is finally moving towards social and cultural inclusion. She envisions and works towards a Colombia whose people cling to their cultures, instead of being ashamed of them, and whose fashion speaks boldly of their roots.

Employment programs foster peace-building and reconciliation among armed conflict victims

Victims of the armed conflict in Colombia are receiving ethnically-differentiated job training through USAID's employment initiatives.

Nestled in the southern region of Colombia's Andean mountain range, Nelson [REDACTED] describes the La Gaitana indigenous collective territory where he was born and raised, as "paradise on earth, with mountains, natural waterfalls, and every shade of green imaginable." Nelson grew up with his grandparents who taught him about Nasa indigenous values, traditional and medicinal plants, and how to be a leader.

At age 25, he was the youngest person to ever be elected as governor of his collective territory. Although Nelson considered his home a paradise on earth, it was also what Colombians refer to as a *zona caliente*, an area with prevalent illegal armed group activity. During his year as governor, he received increasingly violent threats from armed group members. Consequently, he left his community and headed for Bogotá, joining the ranks of millions of internally displaced persons in the country's capital.



Working as an ethnic academic advisor at the ACIP workforce development training center, Nelson [REDACTED] provides differentiated support to indigenous students.

Colombia's armed conflict, which disproportionately affects ethnic populations, has put 67 percent of indigenous collective territories at high risk of being affected by forced displacement. The majority of indigenous internally displaced persons face the dual predicament of securing sustainable livelihoods without any previous work experience and learning to survive in a "concrete jungle" without the support of their communities.

After three years of making ends meet through odd jobs at restaurants, Nelson began his path to economic sustainability through USAID's Afro-Colombian and Indigenous Program (ACIP). During his job training process, Nelson saw the need for differentiated support for indigenous beneficiaries who were struggling with culture clashes and loss of identity in the individualistic, cut-throat

environment of the city. Today, Nelson works full time as the training center's ethnic academic advisor, ensuring that the 244 indigenous students currently participating in ACIP's job training process in Bogotá overcome the same obstacles he encountered.

"My job is to make sure that they all keep studying," he explains. "My role is to send the message that yes, they can achieve more; I want to show them how far I came, to be a role model for them to see what they can achieve and go even farther than I have come."

Nelson's message goes beyond, however, the importance of completing the job training process. He attests that this journey to gain economic autonomy has led him to a profound process of forgiveness and reconciliation with his aggressors. *"I am not saying that I don't feel any resentment at all, but I am actually grateful for them—the people that tried to hurt me. I am what I am today, thanks to them; if it weren't for them, I never would have found out about this program, met the people that I have met, and I wouldn't be working where I am today."*

ACIP's workforce development and job placement programs provided over 11,150 ethnic minority youth—many of whom are victims of the armed conflict—with the tools to achieve upward social mobility, a crucial component in reducing poverty among historically marginalized populations and building the long road towards peace and reconciliation.

Women defy gender roles and economic exclusion through workforce training

ACIP's workforce development and job placement project in Cali opens doors for a diverse group of beneficiaries.



ACIP's workforce training project is helping auto mechanic student Hermyleidy [REDACTED] to improve life for herself and her family.

“Programs like [this] USAID one are so necessary, because they save people that don't have the financial ability to study. It's a light at the end of the tunnel. I'm going to be successful in this field and they'll want to hire me. More than anything, I'm doing it to give my children a better future, and I'm thrilled with the opportunity I've been given.”

**Hermyleidy [REDACTED]
Beneficiary, Cali workforce development program**

Most young women probably could not explain how to change a spark plug – but Hermyleidy [REDACTED] isn't like most young women. Hermyleidy, 24, is one of 408 beneficiaries receiving technical automotive training through ACIP's project offering technical job training with a gender focus to Cali's Afro-Colombian and indigenous population. The project began in January 2013 and aims to generate employment for approximately 1,000 of the city's ethnic minority youth. One of only two women studying auto mechanics, Hermyleidy believes that the opportunities generated by this project will allow her to move to a safer neighborhood and create a better life for her and her two children.

The idea of studying mechanics first occurred to her several years ago. She was returning home with her children and in-laws one night when their car broke down. Her relative, a mechanic, eventually restarted the car, with some help from his wife. Hermyleidy recalls clearly how the woman “went under the car and fixed it in a minute. A cable had fallen from the motor and it didn't work. And this woman, under the car with a cell phone, fixed it.” When the family returned home, she thought, “It's good to know a little about everything, because you never know what life will throw at you.”

So far, she has responded to what life has thrown at her with optimism and ambition. In addition to her studies, she, along with her mother and aunt, runs a foundation that encourages local mothers to pass cultural knowledge to the next generation. These women, most of whom have never received formal education, act as cultural teachers and work with local musicians to foster peace and denounce the violence that drove many of them from their birthplaces to the Manuela Beltrán neighborhood in Cali's poor Aguablanca district. For Hermyleidy, who was born and raised in El Charco, Nariño, but has lived in Cali since 2002, this work is crucial to combat the violence and instability that she views as linked to unemployment – at 16.4 percent, Cali has Colombia's 6th highest unemployment rate, according to the National Statistics Department (DANE).

She has experienced its effects firsthand – due to her limited access to prior job opportunities, her attempts to find work have rarely succeeded. Hermyleidy believes the work experience she is gaining through the program will make a crucial difference in her future job search. The project, currently in its second phase, selected participants from an open application and began the training process for the final phase: job placement assistance. ACIP's Power Transmission Systems Technician Program operates in conjunction with the Ernesto Mejía Amaya Foundation, whose building Hermyleidy visits every week to learn about balance, alignment, pistons and spark plugs.

“Everyone thinks that mechanics is men's work, but since we have gender equality, and I like challenges, I decided to become a mechanic, because it can help in daily life. Sometimes you take your car to the shop and they charge you a lot of money, when really you just need to change the spark plug.” Though she makes it sound easy, her knowledge and confidence come from hard work and dedication, both in and out of the classroom.

“She's a great student with the capacity to succeed in her field,” says María Fernanda [REDACTED] the Foundation's project coordinator. “People won't discriminate against her for being a woman – on the contrary, it will open doors for her.”

Hermyleidy agrees, and, as she divides her time between family, education and the foundation, she feels each day brings her closer to her dream of owning her own auto repair shop and providing a future for her children.

Youth at risk of forced illegal armed group recruitment finds hope and economic stability

Armed conflict victims find a path to a stable future through USAID economic opportunities programs.



Didier [REDACTED] ACIP beneficiary, prepares shrimp linguine at his internship at an Italian restaurant in Cali.

Didier starts his day at 6:00am to make his 7:00am class at the Don Bosco Training Center, where he is gaining the necessary skills to be versed in the culinary arts—chopping and cooking techniques according to different ingredients, recipes from different regions of the country and the world, basics of wine pairing.

His day is a long one, starting at 7:00am at the training center and ending at 11:00pm when he gets home from his internship at a high-end Italian restaurant on the other side of the city. But judging from his smile, he doesn't mind. Rewind five years ago and Didier was 17 years old, living in a small rural town four hours away from Cali, a region known as a *zona caliente* (hot zone), a region rampant with armed conflict violence.

Didier recalls that news travelled along the riverside towns that illegal armed groups were making their way down, forcing young and able men into their ranks. At the ripe age of 17, Didier was sure to be taken.

“When we realized that they were recruiting in neighboring towns, my mom told me to leave home,” Didier recalls, “there, young men don't have a choice; they take you by force, to lose your life, or to endure abuse, lost somewhere in the *monte*...my mother didn't want that for me.”

Didier is one out of 3,244 armed conflict victims that have found a path to a stable economic future through USAID's Afro-Colombian and Indigenous Program. When he first arrived to Cali, he snatched up the first job he could find, working in the informal job market as a recycler. He remembers frequent, painful infections on his hands as a result of going through bags of solid waste with his bare hands. Although he worked for a company, he was never guaranteed a formal contract, health benefits, nor proper protective gear. He worked in recycling for over two years, making less than minimum

wage even in his best months.

Fast forward about three years and Didier is in the middle of completing a hands-on internship—whipping up linguine and concocting sauces—at a posh Italian restaurant, which is already paying him 75% of the full-time salary, allowing him to stay focused on his studies and internship, rather than having to find another job to meet his basic needs. In Didier's case, the workforce development courses have allowed him to deepen his knowledge in a career that he can be passionate about. He is the only male in a class of 30 students—a phenomenon that he attributes to a cultural stereotype that only women should learn to cook. When asked why he chose to go against the odds, choosing cooking as a career option, he responds, “When you're cooking something and you finally get to taste it and it turns out to be delicious... I think that moment is magical.”

For Didier, his path is very clear—learn as much as he can about the restaurant business, save money, and then set up his own restaurant, which he will call Salsa Picante (Hot Sauce) because—according to Didier—everything tastes better with hot sauce.

“When you're cooking something and you finally get to taste it and it turns out to be delicious... I think that moment is magical.”

Didier [REDACTED] Beneficiary, ACIP workforce development project.

GIS technologies empower new generation of indigenous leaders

USAID initiative allows indigenous groups in northern Cauca improve governance of ancestral lands with GIS technologies.

While most 21-year-olds are checking Facebook updates, Nasly ██████ spends her free time using georeferencing software to make maps. She doesn't deny being caught up in the social-networking frenzy when she first discovered them, but she explains, "she got bored and now has more important things to do."

As a student earning a degree in Education at the local university; as the Geographic Information System (GIS) project coordinator at the Northern Cauca Association of Indigenous Councils (*Asociación de Cabildos de Norte del Cauca* – ACIN); and as the mother of a one-year-old son, Nasly, indeed, has her plate full with more important things to do.



In northern Cauca, indigenous youth, like Nasly ██████ (pictured above) in northern Cauca, are strengthening territorial rights defense with GIS technologies.

Nasly is one of 30 indigenous youth of the Nasa community who received training in GIS technologies and map-making programs such as ArcGis and Autocad through the USAID-financed Afro-Colombian and Indigenous Program to create a GIS that would strengthen the self-governance and territorial defense of Nasa indigenous communities in northern Cauca. The region is characterized by recurrent armed conflict violence that has forced numerous Nasa families off of their land while a growing number of mining projects have affected indigenous ancestral territorial rights.

Over the course of one month, with GPS tool in hand, Nasly, along with one other project partner, explored approximately 900 hectares, registering the exact locations of homes, farms, schools, health clinics, sacred Nasa sites and geological characteristics such as mountains, rivers and natural water sources. "As a result of this georeferencing process", Nasly comments, "we now know exactly where our community members live; we have

precise population statistics, how many hectares of land they possess, what they have planted on their land, the animals that they have. All of this is invaluable information."

Using this new data and mapping software, traditional authorities of the ACIN can now generate official, accurate maps that serve as tools for planning in environmental preservation, infrastructure and social program development, and in territorial rights defense processes such as free, prior, and informed consultation (FPIC).

Nasly explains that what is most exciting about the information system and maps is that they allow the community to have a more in-depth knowledge of their territory, which is irrevocably tied to the Nasa identity. She comments, with an air of a person aged beyond her 21 years, that "one must know where they come from, where their roots are, in order to achieve personal autonomy."

"My goal is to continue studying map-making technologies now that I can see how powerful maps are as tools for our community."

Nasly ██████ ACIP organizational strengthening beneficiary

ACIP's rural development projects empower women and alleviate poverty

As a result of ACIP's food security work in rural areas of Buenaventura, families are no longer dependent on exterior markets for rice.



Adelina [REDACTED] a 60 year-old widow, has achieved a stable income and guaranteed access to basic food needs through rice cultivation.

“With the money I save I’m going to buy clothes, school uniforms and books for my grandchildren. I have to provide them with a future.”

Adelina [REDACTED] Beneficiary, ACIP-INCODER food security strengthening project.

Raised by Catholic nuns since the age of six, Adelina [REDACTED] considered it her calling to teach children of a small Afro-Colombian community, settled along the banks of the Naya River, deeply isolated within rural areas of Buenaventura. After meeting her husband, her calling for the next 40 years became that of a dedicated mother of eight. A few years ago if someone had told Adelina that at the age of 60, her next calling would be to work as a rice farmer, she would have laughed and waved the idea away.

However, after the death of her husband three years ago, Adelina has been struggling to make ends meet for herself and her two grandchildren that live with her. When community leaders knocked on her door last year to see if she would be part of a rural development and food security initiative of the Afro-Colombian and Indigenous Program (ACIP) that would require her to dedicate her days to rice farming, she thought the idea was ridiculous.

“I told them, ‘you’re crazy! I’m old and I know nothing about growing rice,’” recounts Adelina. Plus, after learning the details of the strenuous physical work that the project entailed—clearing the land of the dense, rainforest vegetation typical of the region, constantly watering the crops since rice seedlings need very wet soil to thrive, and applying daily pest, disease and bird control methods to protect the rice crops—she was even further convinced that she would be incapable of undertaking such a task.

Yet nine months later, Adelina finds herself standing in her two-acre terrain filled with waist-high rice crops, heavy with grains. Hers is one of 210 families in rural Buenaventura that is benefiting from a joint ACIP-INCODER food security project designed to empower agricultural communities and alleviate poverty. By cultivating rice—the most important food crop for families in Colombia’s Pacific region—households guarantee their food security. The families have received seeds, post-harvesting equipment and technical assistance to establish their own crops. As a result, heads of households like Adelina spend less money on food staples and can free up a significant portion of their income.

When asked what finally changed her mind about taking on the challenge, she quickly responded, “if it weren’t for my grandchildren, I wouldn’t have committed to growing rice. They assured me that we could do it, that I wasn’t too old for this.” In addition to freeing up a significant portion of her income from savings on rice, Adelina will sell the surplus to the Río Naya Community Council and receive approximately \$720 during each five-month harvest cycle.

With a proud smile, Adelina remarks, “With the money I save I’m going to buy clothes, school uniforms and books for my grandchildren. I have to provide them with a future.”