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This report was prepared by:

Tetra Tech

159 Bank Street, Suite 300

Burlington, Vermont 05401 USA

Telephone: (802) 495-0282

Fax: (802) 658-4247

Email: international.development@tetrattech.com

Cover photo: USAID and the Governor's Office of Antioquia, the National Land Agency, the private sector through Proantioquia and the Mayoral Office of Cáceres signed a Memorandum of Understanding to join efforts to formalize public schools in Antioquia. Philip Goldberg, United States Ambassador to Colombia, was an honorary witness. Credit: USAID

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USAID/COLOMBIA LAND FOR PROSPERITY ACTIVITY

QUARTERLY REPORT Y1 Q2
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ACRONYMS AND ABBREVIATIONS

ADR	<i>Agencia de Desarrollo Rural</i> (Rural Development Agency)
AMEL	Activity Monitoring, Evaluation, and Learning
AND	<i>Agencia Nacional Digital</i> (National Digital Agency)
ANT	<i>Agencia Nacional de Tierras</i> (National Land Agency)
APS	Annual Program Statements
ART	<i>Agencia de Renovación del Territorio</i> (Agency for Territorial Renovation)
CAR	<i>Corporación Autónoma Regional</i> (Regional Environmental Autonomous Corporation)
CDLO	Community Development for Licit Opportunities
CLA	Collaborating, Learning and Adapting
COR	Contracting Officer's Representative
CORS	Continuously Operating Reference Station
CORTOLIMA	<i>Corporación Autónoma Regional del Tolima</i> (Regional Environmental Autonomous Corporation of Tolima)
CTP	<i>Consejo Territorial de Planeación</i> (Territorial Planning Council)
DNP	<i>Departamento Nacional de Planeación</i> (National Planning Department)
DSCI	<i>Dirección de Sustitución de Cultivos Ilícitos</i> (Direction for Substitution of Illegal Crops)
E3	Bureau for Economic Growth, Education, and Environment
EOT	<i>Esquema de ordenamiento territorial</i> (Territorial Land Use Scheme)
FARC	Revolutionary Armed Forces of Colombia
FFP	Firm Fixed-Price
FISO	<i>Formulario de Inscripción de Sujetos de Ordenamiento</i> (Form for Inscription of Land Use Management Subjects)
FNA	<i>Fondo Nacional Agrario</i> (National Agrarian Fund)
FNC	<i>Federación Nacional de Cafeteros</i> (National Federation of Coffee Growers)
GESI	Gender Equality and Social Inclusion
GLA	Global Land Alliance
GOC	Government of Colombia
IE	Impact Evaluation
IEE	Initial Environmental Examination
IGAC	<i>Instituto Geográfico Agustín Codazzi</i> (Agustin Codazzi Geographic Institute)
INL	International Narcotics and Law Enforcement Affairs Section
JSP	Justice for a Sustainable Peace
LFP	Land for Prosperity
LIS	Land Information System
LOA	Life of Activity
LRDP	Land and Rural Development Program
M&E	Monitoring and Evaluation
MARC	<i>Mecanismos Alternativos de Resolución de Conflictos</i> (Alternative Mechanisms for Conflict Resolution)

MEO	Mission Environmental Officer
MLO	Municipal Land Office
MoU	Memorandum of Understanding
NGA	National Geospatial-Intelligence Agency
ORIP	<i>Oficina de Registro de Instrumentos Públicos</i> (Registration Office for Public Records)
PBOT	Plan Básico de Ordenamiento Territorial (Territorial Land Use Basic Plan)
PDEA	<i>Planes Departamentales de Extensión Agropecuaria</i> (Departmental Plans for Agricultural Extension)
PDET	<i>Planes de Desarrollo con Enfoque Territorial</i> (Territorial Economic Development Plan)
PDT	<i>Plan de Desarrollo Territorial</i> (Territorial Development Plan)
PMA	Producers to Markets Alliance
POT	<i>Plan de Ordenamiento Territorial</i> (Territorial Land Use Plan)
PPP	Public-Private Partnership
PNIS	<i>Programa Nacional Integral de Sustitución de Cultivos de Uso Ilícito</i> (National Comprehensive Program or Illicit Crop Substitution)
POSPR	<i>Plan de Ordenamiento Social de la Propiedad Rural</i> (Participatory Rural Land Use Management Plan)
RFA	Request for Applications
SNR	Superintendence of Notaries and Registers
STARR	Strengthening Tenure and Resource Rights
SOW	Scope of Work
URT	<i>Unidad de Restitución de Tierras</i> (Land Restitution Unit)
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

The Land for Prosperity Activity (hereafter “the Activity”) supports USAID/Colombia on the twin objectives of contributing to peace and stability and expanding licit livelihood options while incentivizing illicit crop substitution. The Activity will sustainably improve conditions of conflict-affected rural households through the framework of technical components, guiding principles, and enablers¹.

The Activity adopted lessons learned and best practices from its predecessor, USAID’s Land and Rural Development Program, including the first parcel sweep methodology used to implement massive land formalization in Ovejas (Sucre). These lessons and best practices set the foundation of the Activity’s approach to targeting new regions, while accounting for unique security, cultural, and contextual issues.

Highlights from this quarter include the following:



USAID Land for Prosperity’s official launch: On January 31, the United States government (USG) officially launched the Land for Prosperity Activity. The event was held in Bogotá with high-level officials from both the U.S. Embassy and the Colombian government (GOC), including the Business Attaché for the United States Embassy, Mark Wells; USAID’s Mission Director, Lawrence Sacks; the High Counselor for Management and Compliance, Alejandra Botero; the High Commissioner for Peace, Miguel Ceballos; the National Land Agency (ANT) Director, Myriam Martínez; the Agency For Rural Development (ADR) President, Claudia Ortiz; and several mayors from the Activity’s target territories. The event was instrumental for facilitating coordination with the many key agencies involved in land formalization, titling, and land use management. Furthermore, it set up the framework for collaboration with private sector actors to start working on rural transformation in some of Colombia’s most complex and underserved territories. As Mr. Wells pointed out: “We are convinced of the fact that rural and economic development is only sustainable when we address

Photo 1. Mr. Mark Wells addresses the audience during the Activity’s Official Launch on January 31.

crosscutting issues that impact the entire development portfolio in regions.” His statement reflects the Activity’s aim to not only formalize land tenure, but to contribute to comprehensive territorial transformation.

During the event, which garnered significant media attention, Mr. Sacks hosted a panel with officials from relevant Colombian entities to address challenges vital for Activity implementation, such as demining. Several of the mayors in attendance shared their ideas, priorities, and enthusiasm for working alongside USAID and national-level entities to improve the lives of their constituents. A promising sign of future collaboration, the event enabled representatives from a variety of stakeholders to begin collective efforts to meet the Land for Prosperity Activity’s goals.

Private sector engagement: The Activity is actively seeking ways to engage private actors in formalization actions, value chain initiatives, and mobilization of funds toward target municipalities to deliver public goods and services and support formalization. As such, during this quarter, the Activity

¹ As stated in the Activity’s Work Plan, enablers are: “credible, scalable, customizable, and sustainable models that help the GOC strengthen state presence in underattended regions, combat illicit economies, and support rural transformation.”

met with Proantioquia, a private foundation created by large companies from Antioquia that are working for sustainable business development in several departments, inviting them to join efforts in the Bajo Cauca region. Their participation would allow them to advance their *Ser + Maestro* initiative, which seeks to strengthen teachers' capacities in Bajo Cauca. The Activity also participated in USAID's Sounding Board to engage the private sector in comprehensive rural development. Meetings with Nacional de Chocolates and Postobón resulted in potential initiatives in the Activity's target territories.

Memorandum of understanding (MoU) to enhance formalization of urban and rural plots in Cáceres and create incentives for illicit crop substitution:

On March 3, the Activity supported the signing of a MoU between USAID, Proantioquia, ANT, the Governor's Office of Antioquia, and Mayoral Office of Cáceres. This MoU states the parties' intention to support land formalization in the Bajo Cauca region, simultaneously acknowledging the importance of coordination with local governments, while enhancing the participation of the private sector through Proantioquia. It will enable participants to implement new and innovative ways to incentivize illicit crop reduction through land formalization—a method tested successfully in other countries—and will seek public-private partnerships (PPPs) to mobilize resources for legal economic opportunities. This is especially relevant in Cáceres, a municipality with 1,826 hectares of illicit crops that the Activity has prioritized for territorial transformation through licit economic development activities. Signatories of this MoU will also work toward reducing informality in public infrastructure (i.e., schools, health centers, municipal squares, and parks), which has suffered from a lack of public investment. These activities will provide valuable input for nuanced rural development public policy in Colombia.

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¡Buenas noticias! El Embajador Philip S. Goldberg, la @GobAntioquia @AgenciaTierras @Alcaldi_Caceres y @Proantioquia1 unen esfuerzos para avanzar en la titulación de escuelas públicas en #BajoCauca.



Photo 2 The MoU will help mobilize private investment into Cáceres, one of three areas prioritized by the United States and Colombia's national government.

Building a Land Information System (LIS) – IT Workshop: The Activity held an international workshop on LIS where local and international experts shared best practices and lessons learned on methods for designing a system to support massive formalization. The Activity brought together Colombian entities like ANT, the Agustín Codazzi Geographic Institute (IGAC), and Superintendencia of Notaries and Registers (SNR), along with national and international experts from the Activity's implementing partners SUYO and Global Land Alliance (GLA). This event was essential for determining ANT's and IGAC's progress in building a LIS, and participants introduced important considerations to take into account when building a robust, user-friendly, and effective LIS, including technical support for implementing agencies and overcoming barriers to change, and the need to include users in technological solutions, as well as interoperability and data storing.

Projects Impact Evaluation (IE): This quarter marked the beginning of USAID's impact evaluation of the Land for Prosperity Activity in Colombia. The Agency teamed with the non-partisan and objective research organization NORC at the University of Chicago to assess the Activity's impact and outcomes throughout the Activity's five-year implementation, in coordination with the Bureau for Economic Growth, Education, and Environment (E3) team at USAID Washington.

Activities were on schedule throughout most of the quarter until early March when Colombia reported its first COVID-19 case and instituted a nationwide quarantine. Since then, activities have been severely limited in geographical reach and all staff are working remotely, which may pose a significant challenge for timely implementation if the quarantine continues for an extended period. As of the writing of this report, however, implementation continues and the lockdown has not affected program design. For more information on COVID-19 and its effect on the Activity, please see Annex A.

1.0 INTRODUCTION AND BACKGROUND

The Land for Prosperity Activity, a five-year cost-plus-fixed-fee completion task order under the Strengthening Tenure and Resource Rights (STARR) II IDIQ, commenced implementation in September 2019, following up on the accomplishments of USAID’s Land and Rural Development Program (LRDP), which ended in the same month.

After four years of intense negotiations in Havana, Cuba, the GOC and the Revolutionary Armed Forces of Colombia (FARC) signed a peace accord in the final months of 2016 with the intent of ending more than 50 years of civil war. Central to the agreement’s commitments is strengthening land tenure security and rural livelihoods. This is the basis of the USG’s (through the Activity) continued collaboration with the GOC to facilitate land restitution, strengthen smallholder land rights, and mobilize the provision of public goods and services in historically neglected rural areas. The Activity is predicated on the fundamental idea that improved access to land improves the livelihood of rural households and bases its implementation on two pillars: contributing to the implementation of the 2016 Peace Accords and facilitating the reduction of illicit crops. The Activity has three integrated objectives:

1. Advance massive land titling in rural areas along with continued restitution support.
2. Strengthen local capacity to maintain formalized land transactions.
3. Strengthen land governance and economic development through strategic public-private partnerships (PPPs).

The Activity relies on the following guiding principles to achieve its results:

- Empowering women, youth, conflict victims, Afro-Colombians, indigenous populations, and other historically marginalized persons;
- Identifying and managing environmental and climate risks;
- Coordinating across GOC, donor programs, communities, and the private sector;
- Engaging USAID and GOC partners in high-level strategic discussions;
- Transferring knowledge, skills, abilities, and best practices for self-reliant scaling of results;
- Using locally informed strategies for the security of staff, partners, and beneficiaries; and
- Using evidence from the regions to drive pragmatic policy reforms that streamline and simplify administrative norms and procedures.

2.0 PROJECT ACTIVITIES

2.1 COMPONENT I: ADVANCE MASSIVE LAND TITLING IN RURAL AREAS ALONG WITH CONTINUED RESTITUTION SUPPORT (MASS FORMALIZATION)

Component I comprises multiple tasks: undertake Participatory Rural Land Use Management Plans (POSPR); implement formalization pilots; facilitate private sector involvement; promote inclusion, awareness, and empowerment; and adapt pilot approaches for crop substitution and other contextual features. This quarter, the Activity worked with the ANT to update and release the methodology for comprehensive parcel sweeps and adapt that methodology for territories with illicit crops. It also sponsored the inclusion of Land Use Management Plans within the ANT's mission, coordinated efforts with IGAC to obtain the cartographical inputs needed for parcel sweeps, and held a workshop to share best practices regarding technologies for LIS.

Undertake Participatory Rural Land Use Management Plan (POSPR). Since last quarter, the Activity has led working groups with relevant GOC entities to create a methodological guide for operators undertaking parcel sweeps. Efforts focused on work with ANT in the legal, cadastral, and technological areas. Legal work included defining the documents and requirements ANT will need from parcel sweeps and participating entities, regardless of whether they are Activity target territories. Defining these requirements will help the agency create a data collection system. To do this, the Activity drew upon lessons learned from LRDP's parcel sweep pilot in the municipality of Ovejas to develop a more streamlined and cost-effective methodology for ANT's future use in other territories.

Through working groups, the Activity made significant contributions to formalization efforts in areas with illicit crops and ethnic territories. The Activity adapted LRDP's methodology for parcel sweeps to cover areas with illicit crops. High level meetings were held with the Office of the High Commissioner for Peace in order to highlight the importance of demining efforts in these areas (of illicit crops) prior to initial field work on parcel sweeps. USAID led coordination with the Political Section of the Embassy to join these meetings and express their support to the GOC so these municipalities are prioritized in demining efforts. This adaptation is based on a risk assessment and introduces early warnings and monitoring at each formalization phase to ensure farmers eliminate illicit crops before receiving a title to their land. The adapted methodology has been discussed with and delivered to ANT for inclusion in their operating manual. Regarding ethnic territories, the Activity and ANT's Ethnic Affairs Directorate are working together to identify information on land formalization processes, as these data must be properly digitalized, systematized, and archived. The information this effort will provide is key for ensuring parcel sweeps acknowledge and protect community rights. For more information on contextual features, please see the *Adapt pilot approaches for crop substitution and other contextual features* sub-section below.

The Activity has also supported ANT in ensuring that territorial claims by ethnic communities are properly incorporated into ANT's operating manual for parcel sweeps, which was released in late March for a final round of comments with an acknowledgement of the Activity's work. Notably, during this process, ANT appropriated the importance of addressing land use management as a mission for its activities, as opposed to merely focusing on formalizing private and public parcels. This is important because ANT will now begin to consider including additional processes in its activities to offer more robust services in municipalities.

Another key input for starting parcel sweeps is the up-to-date imagery of the 10 municipalities. Since last quarter, IGAC has been working on issuing the cadaster protocols and standards for the country. Once these protocols become available, the Activity can better plan its parcel sweep implementation. In the meantime, the Activity has worked with IGAC to reach an agreement by which IGAC will supply the

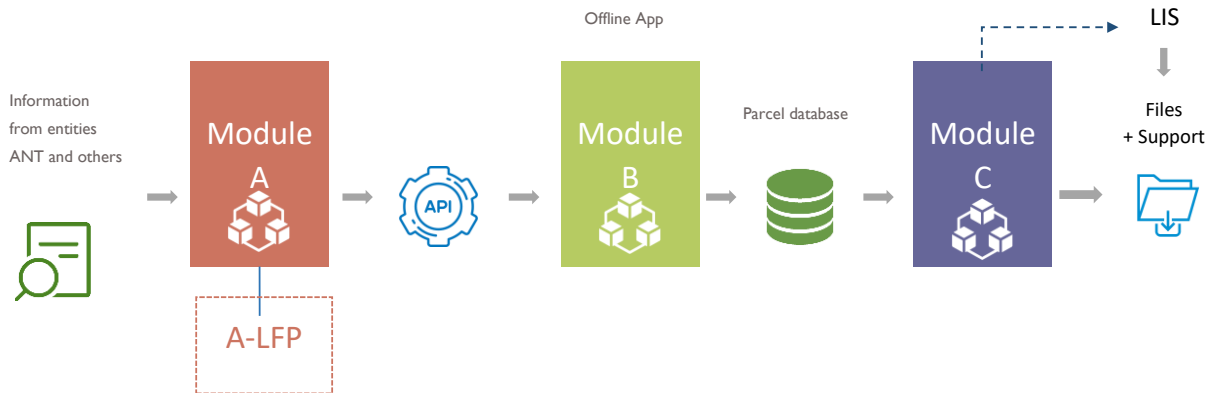
required cartographic input (i.e., ortho-corrected aerial photographs of the required specifications), while the Activity will supply the Continuously Operating Reference Stations (CORS, a satellite monitor that continuously reads the Global Navigation Satellite System). The Activity is still in discussions with IGAC to determine the adequate scale of the input to ensure the pilot sweeps are run in the most cost-efficient manner, minimizing the number of parcels that need direct identification (i.e., onsite) and maximizing the number that can be identified with indirect identification (i.e., remote, imagery-based). USAID has led coordination with other USG agencies such as the National Geospatial-Intelligence Agency (NGA) and International Narcotics and Law Enforcement Affairs Section (INL) to streamline provision of this imagery to the GOC in order to lower costs and support a timely supply of this important resource, critical for the start-up of massive formalization pilots.

Implement formalization pilots. Since YIQI, the Activity has been working with ANT toward processing 1,413 titling cases, including 395 “use contract” parcels (those that cannot be adjudicated because they fall within a 2.5-km buffer from a resource extraction permit site). Due to upcoming administrative approval that enables the formalization of use contracts on those parcels, the Activity identified 334 titles in Ovejas, where rights of use can be handed to citizens. The Activity is preparing a subcontract with Ocampo Duque, a firm specializing in land formalization, to complete the pending titles in Ovejas. This subcontract, however, has been postponed due to the COVID-19 pandemic and will resume when the emergency returns to normal.

The Activity has made significant progress in Southern Tolima where it participated in the launch of POSPRs in QI. This quarter, the Activity helped reactivate the Departmental Land Working Group, which aims to support formalization processes. In addition, the Activity participated in the “Dialogue with Leaders” in Southern Tolima, organized by the High Council for Stabilization for setting regional priorities in mayoral offices for 2020. The Activity’s participation helped prioritize two important activities which mayors will carry out this year: 1) establishing or strengthening Municipal Land Offices (MLOs) in Ataco and Chaparral; and 2) supporting the municipalities of Ataco and Rioblanco in carrying out plot formalization procedures that previously held a collective protection restriction. The Activity helped Ataco’s Displaced Population Committee process the cases and submit them to the Land Restitution Unit (URT). The municipality is waiting for URT’s response to formalize the previously restricted parcels.

The Activity also started working on an entry strategy to implement parcel sweeps and land use management plans in Tumaco and Cáceres, two difficult sites given the prevalence of violent conflict and illicit crops, and in other target territories, such as San Jacinto, Carmen de Bolívar, and Fuentedeoro. However, there are still many issues to address, and processes or systems that must be in place before the Activity can travel to the territories to implement parcel sweeps for mass formalization. One crucial system is the LIS, which the government acknowledged that it will not be able to implement in a timely fashion and will probably have ready just before the Activity starts implementing parcel sweeps, currently scheduled for August 2020. This has resulted in unforeseeable delays in pilot implementation as the Activity must wait for information that should be available before beginning activities. The Activity has committed to helping ANT meet the requirements it needs to establish the LIS, as seen in the proposal in Figure 1.

Figure 1. Tentative proposal for a LIS



As such, one of the most important activities this quarter was holding an IT workshop to share best practices and lessons learned from international experiences. Participants included representatives of ANT, IGAC, SNR, as well as members of SUYO, GLA, and Consucol. Workshop results indicated that neither IGAC nor ANT have made enough progress in building a LIS to be ready for parcel sweeps. Participants were able to draw on international experiences with similar systems to provide input on interoperability, cost, efficiency, and automatization, as well as potential alternatives for what they had been working on. For instance, GLA noted that despite the importance of a technologically robust tool, it will only serve its purpose if there is a qualified team behind it, along with clear and efficient procedures. SUYO observed that the tool must be user-friendly so that any land professional can use it. Additionally, international experts pointed out that the tool will need strong local governments, data homogenization, and constant interaction with communities for formalization projects to succeed.

The workshop raised many questions that the Activity is trying to solve. The most pressing question concerns the application that field staff should use to collect data: should the Activity continue using the Ovejas pilot tool and adapt it to different needs? Should it support ANT in finishing the tool it has been developing, but is still in early stages? Should it find a private provider of this type of product and customize it for parcel sweep needs? The Activity is currently carrying out a thorough analysis of these three options and will determine a course of action when a proper assessment of ANT's progress with its own tool is finalized. Aside from the data collector, developers must also direct efforts toward the areas of the LIS that are least developed, such as data processing. The Activity is still determined to find solutions and set up a LIS with the ANT. To do this, it awarded a subcontract to implementing partner SUYO to define legal processes within ANT that could be automated or streamlined.

Facilitate private sector involvement. Throughout the year, the Activity has been working on ways to involve the private sector in programmatic activities, particularly in formalization and resource mobilization initiatives to improve public goods delivery. To this end, the Activity, with the support of the Mission, began engaging high-profile companies around the country that have expressed an interest in supporting formalization and rural development. Although this design is still in its early stages, the Activity has identified potential partners with whom it is currently seeking partnerships:

- I. Proantioquia: Work with Proantioquia began early in the Activity to coordinate the *Ser + Maestro* Initiative with Activity efforts to formalize school plots in Bajo Cauca. This resulted in a MoU between USAID and Proantioquia, ANT, Mayoral Office of Cáceres, and Governor's Office of Antioquia. The MoU seeks to increase resources to formalize urban and rural plots (including those where schools operate) in Cáceres, as well as create incentives for illicit crop substitution. The Activity submitted a list of 380 schools with formalization potential to Proantioquia and is awaiting confirmation from them to begin the formalization process. Input from Proantioquia and other private sector actors who engage in Land for Prosperity activities will be useful for designing a participation manual that meets the private sector's needs.

2. National Federation of Coffee Growers (FNC, *Federación Nacional de Cafeteros*): FNC, which represents more than 500,000 coffee producers, responded to the Activity's request for information by identifying 30 coffee-growing municipalities in the Activity's target territories. In these regions, FNC is interested in participating in three activities: 1) supporting advancement of formalization processes related to coffee cultivation that have already been submitted to ANT; 2) opening new formalization processes in some of the 30 identified municipalities, which hold over 53,000 producers in more than 76,000 hectares ; and 3) identifying and linking roasters who buy Colombian coffee to formalization efforts through their social responsibility projects. As an example regarding the second activity, Sardinata, Santander de Quilichao, Ataco, and Chaparral are mostly devoted to coffee production and are target territories for parcel sweep pilots. Imagery, plot identification, and communications support in the field are some of the key inputs FNC has offered in support of a formalization joint effort.
3. USAID's Sounding Board: Mission Director Lawrence Sacks has consistently highlighted the importance of involving the private sector in program activities. As such, the Activity participated in an event with some of the biggest companies in the country, including *Organización Ardila Lülle* (which includes media giant RCN and the largest soft drink producer in the country, Postobón), Microsoft, and Colombia's largest food producer and distributor, Nutresa. During the meeting, the Activity presented its actions and goals and started developing strategies to link the companies to formalization and rural development efforts. After the initial event, the Activity held follow-up meetings with some of the companies to design a joint work plan to carry out actions in municipalities of mutual interest. The Activity met with Postobón's Hit Social initiative. It currently sources 20% of its produce from small producers in areas such as Northern Cauca and expects this number to rise to 60% by 2024. Additionally, the Activity met with Nacional de Chocolates to discuss ways to participate in and strengthen existing cacao value chains. For more information on private sector involvement, please see Section 2.3 (Strengthen land governance and economic development through strategic public-private partnerships).

Adapt pilot approaches for crop substitution and other contextual features. The Activity works in some of Colombia's most complex territories with obstacles ranging from areas with active armed conflict and municipalities with thousands of hectares of illicit crops, to ethnic territories with special jurisdiction. These areas require special considerations and adapted methodologies so parcel sweeps can meet contextual needs and differences. The Activity used its own staff of experts to adapt the parcel sweep methodology for application in municipalities with illicit crops. The Activity worked hand-in-hand with ANT on this process, and the agency eventually included it in its operating manual. This adaptation not only includes the guidelines for ANT operating manual, it also considers all steps from the preparation phase to title formalization and delivery.

The adapted methodology includes six key points: 1) establishing where to filter information in three stages (cartographic input, social mapping, and parcel visits), for this tells the Activity which plots have illicit crops and which do not; 2) establishing three variables for illicit crops: does the plot have them? How many hectares are planted? Is the beneficiary engaged in an alternative development initiative?; 3) including these variables in another form aside from the Form for Inscription of Land Use Management Subjects (FISO); 4) encouraging farmers to sign a commitment agreement to remove illicit crops once ANT opens the case to formalize their plot; 5) visiting the plot a second time for monitoring purposes; and 6) once the Activity verifies the farmer has fully substituted illicit crops, handing the farmer their title. It is worth noting the methodology offers a territorial approach with formalization by supply, as opposed to an on demand approach.

This methodology is vital to make progress in target municipalities such as Tumaco, Sardinata, and Cáceres, which are of strategic importance for USAID. It poses a new and innovative tool for illicit crop reduction via the additional incentive of formalization. As such, the Activity has worked with the

Ministry of Defense in addition to ANT, and work on illicit crops will continue next term with the USG through USAID.

2.2 COMPONENT 2: STRENGTHEN LOCAL CAPACITY TO MAINTAIN FORMALIZED LAND TRANSACTIONS (LOCAL AND GOVERNANCE)

Component 2 is vital to guarantee the sustainability of the Activity's efforts, as it builds and strengthens GOC and local government capacities for maintaining formality in land market transactions. The component aims to design and implement land information management strategies and expand local capacities. To start capacity-building exercises, securing data and assuring the legal integrity of information is essential. This quarter, the Activity designed a diagnostic to assess existing MLOs, held an IT workshop to support the design of a LIS that serves Colombia's land purposes, began designing a nationwide strategy to strengthen SNR, and supported the general strategy of land governance by helping analyze Territorial Land Use Plans (POT), Territorial Land Use Schemes (EOT) and Territorial Land Use Basic Plans (PBOT) in regions and comparing them to initial POSPR provided by ANT to identify gaps and synergies in which POSPR can become a key element of territorial planning.

Design and implement land information management strategies. The Activity is working on identifying plots and parcels (such as public lands, lands from the National Agrarian Fund [FNA], etc.) that can assist the GOC in complying with the mandate of Sentence T488 of 2014. This quarter, the Activity interacted with different working groups with relevant agencies, particularly ANT, which oversees the collection of this information, and the Multipurpose Cadaster Working Group, established by the National Planning Department (DNP) and the World Bank, which are building the Land Administration System. The purpose of this activity is to provide GOC with recommendations on how to establish a long-term land policy, and to contribute to the identification of parcels that can potentially become part of the land bank (*Apertura de Folios a Nombre de la Nación*).

As part of its effort to implement sustainable land information strategies, the Activity is designing its investment strategy to create and strengthen MLOs. These offices should provide sustainable land administration services for urban and public lots and help streamline land-related information and processes for citizens and authorities into a single office. The first step in the design was to assess the state of existing MLOs in Montes de María, Meta, Tumaco, Sardinata, and Southern Tolima and analyze the results, including lessons learned and best practices. The findings included two major points. First, sustainability does not stem from the administrative act, but from public use. Some MLOS created by past administrations are now vacant or left idle as new mayors have yet to understand the importance of providing land titling services to their citizens. Second, MLOs could streamline urban formalization by working with the Activity to reduce bottlenecks. The strategy for the new MLOs, based on lessons learned from the assessment and LRDP's experience, seeks to ensure that MLOs constitute not just a land information service point, but a participation mechanism for public and private actors and a citizen services booth to guide inhabitants on land use or vocation. These findings were then relayed to mayoral offices in our target territories who are formulating their territorial development plans (PDT) for the next four years.

Given that the Activity intends to build off the achievements of LRDP and other past USAID programs, it is important to reassess the tools these initiatives developed to determine their suitability for Land for Prosperity Activity objectives. This quarter, the Activity, in collaboration with national entities, initiated a process to carry out this assessment and develop a platform to bring together these tools. To complete this process, the Activity will need to determine which agency will be in charge of the platform; how to maintain legal sustainability and guarantee interoperability; which tools from past projects, such as LRDP's Land Node, could be reused; and how to comply with the new guidelines issued by the National Digital Agency (AND). The Activity complemented this analysis with the findings from the LIS IT Workshop held in February. All input received is being used to design a platform that

enables interoperability, reduces bottlenecks, and respects current protocols. This is an ongoing activity and should be resolved shortly, after consultations with URT and AND.

Another key aspect to support massive formalization is ensuring that official registry records are properly preserved, organized, and stored. Last quarter, the Activity assessed five municipal Registration Offices for Public Records (ORIP) to design a capacity-building strategy that enables these organizations to sustainably maintain records after the Activity finishes digitalization of their files. This quarter, the Activity identified three ORIPs whose records were not up to date. This brings programmatic efforts to a total of eight ORIPs and 580,000 files to be digitalized (Cúcuta, Ocaña, Montería, Montelíbano, Tumaco, Chaparral, San Martín, and Carmen de Bolívar).

Expand local capacity for land management. Strengthening and building capacities is essential for the sustainability of the Activity's and the country's land efforts. The Activity used the results from the assessment of ORIPs carried out last quarter (see above) to identify weaknesses and find ways to strengthen these ORIPs. After consulting SNR's central and regional offices in Tumaco, Tolima, Meta, and Montes de María, the Activity decided to provide focalized support to target ORIPs, and to design a strategy that strengthens the national-level SNR to ensure a coordinated effort in the regions. This action rekindled the Activity's relationship with SNR, a key counterpart in formalization efforts.

A third effort in expanding local capacity includes a knowledge management strategy. The Activity has compiled information, lessons learned, and best practices from LRDP's experience in Ovejas and will develop a methodology to transfer this knowledge to its 10 target municipalities for parcel sweeps. This quarter, the Activity drafted an initial document with key information from the Ovejas experience regarding MLOs as a tool to help with formalization of urban plots and proposed a methodology to start transferring that knowledge to municipal governments. This methodology will be implemented in the 10 target municipalities for parcel sweeps, and the Activity will invite neighboring officials who wish to join and learn. The first exercise will take place in Montes de María.

Local institutional strengthening goes beyond the lessons learned from the Ovejas experience. The Activity worked this quarter with GOC and its relevant agencies to create teaching materials on the National Land Policy, the role of a MLO, and other key topics promoting the permanence of formal land markets. Although the strategy and the materials are in their early design stages and must be validated by government counterparts, the goal is that GOC can continue using these materials to expand local capacities in the future, and in territories that fall outside the Activity's geographic scope.

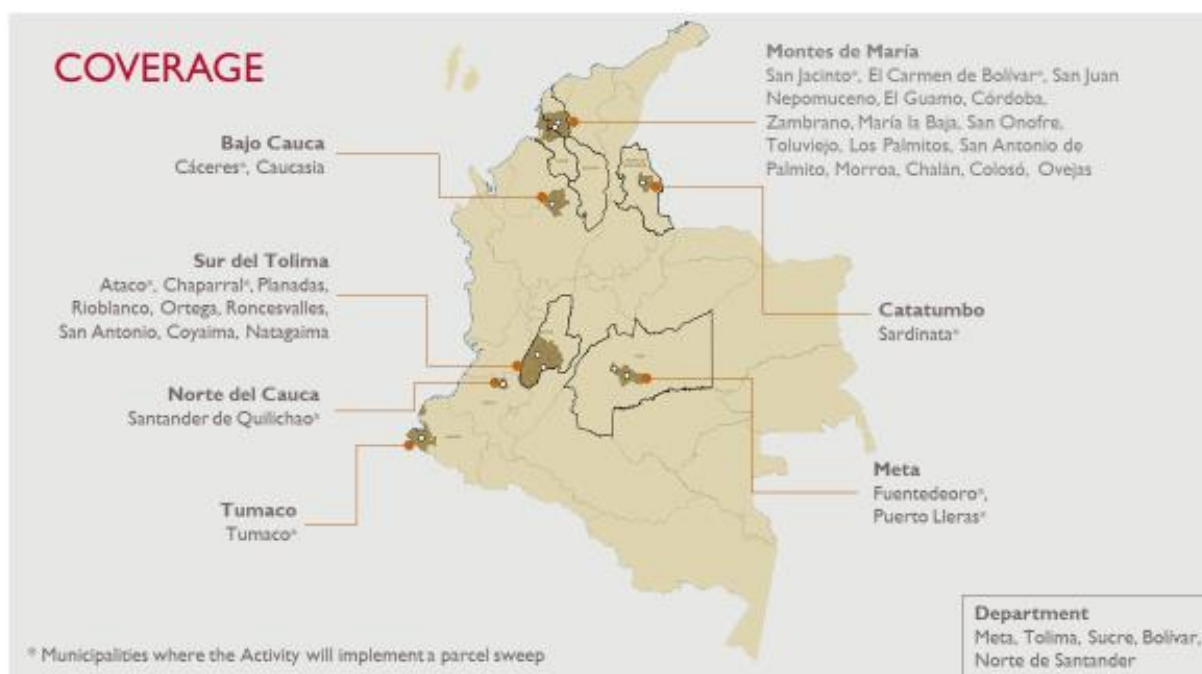
Finally, it is essential to ensure coordination among planning instruments. Because some municipalities began their territorial plans ahead of the parcel sweeps, they were unable to draw on the input the parcel sweeps would have provided. Thus, the Activity analyzed seven municipal territorial plans (adding Cáceres to the initial list) to help them produce sound, compatible plans that provide useful input for formalization activities in Component 1. This activity will continue next quarter.

2.3 COMPONENT 3: STRENGTHEN LAND GOVERNANCE AND ECONOMIC DEVELOPMENT THROUGH STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS (PUBLIC-PRIVATE PARTNERSHIPS – PPP)

Component 3 seeks to expand licit economic opportunities by mobilizing public and private funds for local public goods and services and by encouraging private sector participation in value chain partnerships. The component aims to mobilize resources, build local capacities to plan and execute public resources, establish value chain partnerships, and promote inclusion and empowerment. This quarter, the Activity helped formulate PDT to ensure that topics pertaining to land formalization, capacity building, and economic development are prioritized. It also continued reaching out to the private sector (see *Establish value chain partnerships and mobilize public and private resources* sub-section) to build relationships that can complement the Activity's intervention in target territories.

Mobilize public resources. One of the most significant and strategic activities for Activity implementation and long-term rural transformation and development in target territories was supporting PDTs. This enables the Activity to enter territories, integrate with local actors, establish relationships based on trust, and provide assertive and non-redundant technical assistance. The Activity is supporting the design of 37 development plans, including those of the 10 target municipalities for parcel sweeps, and is working toward including and/or prioritizing the Activity’s lines of work within these PDTs, as seen in Figure 2.

Figure 2. Geographic coverage of support in the formulation of PDTs



By March 30, all regions included at least 50% of the topics prioritized by the Activity in their development plans, and partially included another 10% of topics, as shown in Figure 3 (left). Prioritized topics range from value chain strengthening and promotion of associated public goods and services, to parcel sweeps, mass formalization, urban formalization and MLO establishment. It is worth noting that at the time of writing, all 10 target municipalities for parcel sweeps have either fully or partially included all proposed topics in their development plans. To achieve this, the Activity engaged each of the municipalities’ or departments’ planning team and coordinated efforts with national agencies like DNP, the Agency for Territorial Renovation (ART), and ADR to support local planning exercises. It then mapped the actors with whom it should work to incorporate relevant topics and promoted inclusion of Activity-related topics. Lastly, the Activity monitored and followed all Territorial Planning Councils (CTP). Throughout this process, the Activity has engaged in 76 technical assistance sessions with 394 officials and produced 15 technical documents based on input from and work with territorial entities.

Establish value chain partnerships and mobilize public and private resources. This quarter the Activity continued reaching out to the private sector to build relationships that can complement interventions in target territories. As noted in Section 2.1, the Activity participated in a Sounding Board held by USAID, in which it met with several strategic private sector players, including soft drink powerhouse Postobón and cacao giant Nacional de Chocolates.

The Activity held follow-up meetings to ensure commitment from these important players. The Postobón Foundation explained its Hit Social strategy, which seeks to increase locally sourced produce for Hit juices from 20% to 60% by 2024. One of the targeted regions for this initiative is Northern Cauca where Postobón is interested in providing technical, financial, and organizational capacity building to over 300 farmers, most of them of Afro-Colombian or Indigenous descent to strengthen the mango value chain. The Activity will coordinate actions with USAID's Producers to Markets Alliance (PMA) program, also working in this region, to identify compatible producers, resources, and activities. Additionally, the Activity will seek to prioritize this value chain in the PDT to ensure resources and incentives are available to support this work. Because Postobón is part of Proantioquia, it has also been looking at opportunities to work in Bajo Cauca.

Another result from the initial Sounding Board was a follow-up meeting with Nacional de Chocolates. The company sent a matrix with information on the projects they are working on in different parts of the country. The Activity will cross-check it with its own target territories, as well as other USAID programs that work with the cacao value chain to assess producer associations' capabilities and define an action plan.

The Activity continued working with other known partners like Cafisur, who have been interested in supporting strategic projects, such as a drying facility for coffee growers in Southern Tolima. LRDP originally conceived and designed this project together with local counterparts but it never received funding from ADR. However, Cafisur has remained interested in the project and the Activity will work toward strengthening this PPP. Other Tolima initiatives include actions with ART to strengthen the coffee value chain. This joint work could lead to the construction of the drying facility and benefit 2,000 producers. It would also prioritize infrastructure projects that would further strengthen the value chain, such as tertiary roads.

Regarding public resources, the Activity held a meeting with ADR's Technical Assistance Director to inquire about the kind of support the agency is providing using Departmental Plans for Agricultural Extension (PDEA). PDEAs are a new government tool that aims to mobilize public funds toward regions through departmental plans that identify value chains and related opportunities for improvement. Much like PDTs, PDEAs have a four-year validity and establish priority areas regarding productive value chains. To support this potential mobilization of public resources, the Activity recommends that regional administrations include funds for PDEAs in the PDTs, since the national government is more likely to prioritize plans who already have matching funds. If the regional plan is approved, the department will access national funds for agricultural technical assistance.

Lastly, the Activity met with the Direction for Substitution of Illegal Crops (DSCI) to better design PPPs and ensure they respond to territorial needs. Another goal of the work with DSCI is to secure a market for families linked to the National Comprehensive Program for Illicit Crop Substitution (PNIS) and identify actors that can advance Territorial Economic Development Plan (PDET) initiatives. The Activity will cross-check areas with potential for formalization in the target municipalities of Sardinata, Tumaco, and Cáceres that can be included in these value chain initiatives.

2.4 REGIONAL ACTIVITIES

Many of the Activity's actions during this initial preparation phase take place in regions with local actors. Despite not being able to host launching events in its target corridors, the Activity continuously worked closely with its counterparts in those territories and sought to engage public institutions as well as private sector actors. Below are the most significant accomplishments per corridor.

Catatumbo: In its efforts to promote the development of planning tools that facilitate resource mobilization for beneficiary producers, the Activity supports PDEAs to promote resource mobilization. Because mayors in the Catatumbo region have shown interest in this new government tool, the Activity has worked with the departmental administration and will support a webinar for the Governor's Office to survey its mayors on the agricultural value chains they wish to prioritize. To promote fund mobilization to the region, the Activity also participated in a meeting held by ART, who indicated that the region's priority projects were cacao and livestock. The Activity learned that oil company Ecopetrol will participate in a project to strengthen the cacao value chain, benefitting three cacao associations in Sardinata—almost 90 families. This information helps the Activity better structure PPPs in the region and account for contextual issues and other players.

Catatumbo is one of USAID's most prioritized regions. As such, the Activity participated in a coordination meeting with other USAID programs including Colombia Transforma, Justice for a Sustainable Peace (JSP), and Community Development for Licit Opportunities (CDLO). Participants discussed a working route to implement the 25 projects included in the PDET initiative for Sardinata. This meeting was particularly useful because it resulted in the High Council for Stabilization and ART prioritizing formalization in Sardinata.

Finally, through its initial actions in territory, the Activity met the ANT regional coordinator, who mentioned work on a Land Service Point in the territory that could solve citizen inquiries regarding land issues. As this may help coordinate actions in territories with ANT, the Activity is evaluating whether it can incorporate this work in its target MLOs to manage urban formalization, while the Land Service Point (which would also be a part of the MLO in Sardinata), in coordination with ANT, would manage rural formalization. The Activity also helped prioritize formalization issues in the Departmental Development Plan for Norte de Santander and in Sardinata's Municipal Development Plan.

Bajo Cauca: Bajo Cauca is one of the most problematic corridors in Colombia with illicit crops, active land mines, illegal economies, and active conflict. Activity engagement with Proantioquia was particularly useful, as Proantioquia is a well-known and respected actor in the region. To gain a better understanding of the territory and the best way to approach it, this quarter, the Activity participated in coordination initiatives such as Avancemos Bajo Cauca and the University-Enterprise-State Committee. These spaces have enabled the Activity to present its goals, establish a working relationship with the Mayor of Cáceres, and facilitate inclusion of strategic activities in the Cáceres PDT.

Given the challenges of Bajo Cauca, many USAID funded programs work in the region, including CDLO and JSP. To coordinate efforts, the Activity met with other initiatives and set a plan to work together. These inter-programmatic activities have been halted due to the COVID-19 pandemic but will resume after the health crisis. Nonetheless, the Activity managed to include in the PDT all necessary components to prioritize formalization processes.

The Activity has been working with the Secretary of Government of the Governor's Office of Antioquia in formalization efforts. In a meeting with ANT, ART, the Secretariat of Education, and Proantioquia, participants agreed that the Secretariat and Proantioquia will cross-reference databases to define the number of school plots in need of formalizing. This will inform the Activity which schools already have an open case with ANT and their status. With these inputs, the Activity will structure a joint project with Proantioquia to help formalize school plots.

Other efforts in the region include: 1) the Activity is also working with other cooperation programs in the region, ART, Free Economic Zones and the Governor's Office to set up a Land Issues Working Group that can help coordinate actions for formalization; 2) the Activity also reached an agreement with the Mayoral Office of Cáceres to establish and support an MLO.

Montes de María: Montes de María is one of the Activity's more active regions. The Ministry of Housing reached out to the Activity to coordinate actions regarding rural housing. The ministry is looking to subsidize rural producers and help them improve their homes. One of the criteria to grant the subsidy is that houses are on formalized plots and beneficiaries are victims of the armed conflict. This made Ovejas an adequate starting point, as LRDP helped formalize about 2,000 plots and most of the municipality's population are victims. The Activity is helping the ministry to set criteria to grant the subsidies and cross-reference databases to encourage this GOC initiative and will evaluate how to use this subsidy to help mobilize resources.

The Activity also held meetings to assess opportunities for fund mobilization toward those departments. So far, governors have focused on PDEAs for additional funding for agricultural activities. On the other hand, the Activity has worked with the Governor's Offices of Sucre and Bolívar, and with ñame associations to strengthen that value chain and benefit producers in the region. This includes moving forward with a small-scale irrigation project for cacao, ñame and yuca producers, which had been previously supported by LRDP.

Tolima: The Activity achieved significant progress in the Department of Tolima after meeting with the governor, department secretaries, the Regional Autonomous Corporation of Tolima (Cortolima) and USAID representatives to introduce the Activity and coordinate joint actions. Some of the most relevant results of this meeting included commitments from the Secretariats of Planning and Agricultural Development to work with the Activity on the departmental PDT. Regarding LIS, the department reiterated its willingness to receive feedback on its existing information system so they can improve it and make it compatible with those of other entities. The department will lead efforts toward creating a Regional Land Committee, along with technical working groups formed to support PPPs. Cortolima committed to attending these working groups. Importantly, the Secretariat of Women and the Secretariat of Social Inclusion committed to work with the Activity to ensure that women and ethnic minorities are participants in formalization processes and will intermeditate with ethnic communities when needed. The Activity will support the formalization of plots where public entities operate, a high priority for the department.



Photo 3 The Governor of Tolima, Ricardo Orozco, coordinated actions with USAID and the Activity toward PDTs and LIS, among others.

Other coordination initiatives in this territory included a meeting with ART where, aside from agreeing on common goals regarding economic development and support to coffee value chain, ART also committed to monitoring formalization processes for public infrastructure plots.

Tumaco: Tumaco is one of the most complex municipalities to work in; not only is it one of the biggest in the country, but it combines many problematic situations. It has over 16,000 hectares of illegal crops, active illegal armed groups, and anti-personnel mines. All these issues require special treatment and careful consideration before launching regional programmatic activities. Activity interventions have been closely coordinated with GOC and USAID. Throughout this quarter, the Activity held several

meetings to study the best way to approach the region, establish commitments from all parties involved in interventions, and align actions with regional priorities. The Activity participated in a coordination meeting with other USAID programs, including Colombia Transforma, and was able to identify prioritized value chains such as coconut and cacao. This information helps the Activity better structure its PPP actions. The Activity also met with the mayor to support coordination between the municipality and the Activity regarding POSPR.

The Activity received an invitation from the Presidential Counselor for Stabilization to attend a meeting to follow-up on the PDET. This meeting was important, as the Activity was able to specify entry restrictions for parcel sweep activities, including demining. It also helped identify productive activities and 15 agricultural businesses, about which the Activity is in discussions with the Chamber of Commerce to prioritize PPPs. The Activity agreed with the High Commissioner for Peace Office to prioritize demining actions in Tumaco. The Activity then attended a meeting with the National Security Council, which was disconcerting because it became evident that there is no coordinated approach to demining in Tumaco or the Pacific, nor do the different entities agree on how to do it. The Activity will continue engaging with high-level officials to solve this issue as soon as possible.

Demining is just one of the contextual features that prevent the Activity from advancing implementation in Tumaco. The Activity has attended several security meetings aimed at addressing different links in the security chain, including with DSCI to engage PNIS families to Land for Prosperity activities, with ART to monitor PDET implementation, and with the Ministry of Justice to incentivize crop substitution through formalization.

Meta: Some of the most notable activities this quarter are the coordination meetings with the Governor's Office. Meetings with the Governor's advisor helped the Activity prioritize support for updating 13 competitiveness agreements that will strengthen value chains. In addition, the Activity highlighted the importance of a tertiary road project between El Castillo and Lejanías, a design previously supported by USAID funded LRDP. Although this is not something the Activity will implement, the department has already prioritized this road and it will help strengthen selected value chains in Meta.

Northern Cauca: This region has become a hotspot for cooperation actions, and as such, it is crucial to coordinate initiatives and avoid duplication. In February, the Activity and other USAID programs working in the department participated in a meeting held by Mission Director, Lawrence Sacks. Participants discussed the actions the department is prioritizing. Accordingly, the Activity will increase its actions to strengthen local capacity for better land management and improved rural development. The Activity also held a meeting with the Mayor of Santander de Quilichao, who decided to include formalization issues and PPP initiatives in their Municipal Development Plan.

2.5 SYNERGIES AND COORDINATION

In addition to the coordination meetings with the USAID programs mentioned throughout this report in different territories to synchronize efforts, the Activity also met with JSP to discuss alternative mechanisms for conflict resolution (MARC) initiatives. JSP designed a booklet and a toolbox with DNP on conflict resolution and aims to build capacities within ANT to help solve land-related issues. This is in line with Activity actions in Component I. During the meeting, participants also discussed creating a group in ANT specialized in conflict resolution. In the coming months, JSP and the Activity will work together to include JSP's contents into Activity worksheets for parcel sweeps in territories that still need to be defined.

The Activity also met with congresswoman Juanita Goebertus, a member of the commission that is monitoring implementation of the Peace Accords. Ms. Goebertus was interested in the experience in the Ovejas pilot implemented under LRDP. The Activity was invited together with USAID to a meeting

in Ovejas led by the Congresswoman, who corroborated firsthand that mass formalization benefited around 2,000 rural inhabitants. After her visit to Ovejas, Ms. Goebertus met with the Activity again in Bogotá and studied the Activity's reach, scope, coverage, and goals to understand how actions are contributing to the GOC's and the Peace Agreement's goals and objectives.

2.6 GUIDING PRINCIPLES

The Activity relies on seven guiding principles to achieve its results. Throughout the quarter, progress was made in every one of them, as follows:

- i. **Empowering women, youth, conflict victims, Afro-Colombians, indigenous populations, and other historically marginalized persons**
The Activity began implementing its gender equality and social inclusion (GESI) strategy by training its own team: individual meetings with all component leaders and regional coordinators were held during orientation; a Q&A session on gender issues with expert Jolyne Sanjak was held in February. In this meeting the team was able to discuss this guiding principle, understand its importance, and seek ways to incorporate it into daily life and into Activity components. A deeper training strategy for regional teams is currently being developed to be implemented in Q3,
Regarding work with counterparts, as explained in section 2.1., the Activity worked with ANT's Ethnic Affairs Directorate to identify information on communal land formalization processes. This information is key to ensure parcel sweeps acknowledge and protect community rights. The Agency requested support in improving its processes to ensure women have equal access to land titling. The Activity delivered a detailed document providing recommendations to overcome said barriers and make land titling more accessible to women. The Activity also began engaging with URT to identify restitution processes that are taking place in target territories for ethnic collective territories, women and youth.
- ii. **Identifying and managing environmental and climate risks**
Following the recommendation of the Mission Environmental Office (MEO), the Activity began updating the Initial Environmental Evaluation (IEE) done by LRDP. Two main aspects are being updated: a land use change analysis and a climate change risk assessment that will determine impacts and mitigation measurements for value chains, water availability and biodiversity in target territories. Furthermore, the Activity is introducing a module on actions for land formalization, which will become a guidance for such assessments in future land projects. For more information, see section 4.8. The Activity has carefully integrated the environmental principles into Activity worksheets, particularly in PPPs for value chains to set up green or eco-friendly businesses and production that is environmentally sound and minimizes risks. To do this, we have partnered with other USAID programs like Natural Wealth to exchange information and best practices.
- iii. **Coordinating across GOC, donor programs, communities, and the private sector**
The Activity has made a dedicated effort throughout the quarter to coordinate actions with local and regional actors, as well as with the national government. At the regional level, roundtables have been established to discuss land issues in a concerted manner with departments, municipalities, national programs, companies and academia; special interaction has been supported for the construction of development plans. At the national level roundtables for formalization, cartography, and local communities have been formed to ensure all actors created coordinated technical guidance and procedures for land policy implementation. **Engaging USAID and GOC partners in high level strategic discussions**
The Activity has led discussions in coordination with USAID, engaging presidential counselors and high-level officials from key agencies such as DNP, IGAC and ANT in order

- to swiftly and smoothly implement Activity actions. These include participating in PDET meetings, agreeing on information sharing and technical support with IGAC, requesting the High Commissioner for Peace that demining actions are prioritized in Caceres, Tumaco and Sardinata, ,all of the above in close coordination with the Presidential Counselor for Management and Compliance.
- iv. **Transferring knowledge, skills, abilities, and best practices for self-reliant scaling of results.**
The Activity is invested in building capacities among all participants to guarantee sustainability. As such, each component includes a strengthening and knowledge management strategy to be implemented in target territories, with public officials, community leaders, subcontractors and team members. This aims to provide actors with the competences required to steer formalization and rural development actions in their territories. The Activity will start implementing initial steps of its CLA strategy next quarter.
- v. **Using locally informed strategies for the security of staff, partners, and beneficiaries**
Some of the most important actions to ensure citizen security include those related to issues such as demining and security protocols. This subject has been raised in several scenarios with different government bodies such as the Office of the High Commissioner for Peace and the Office of the Inspector General. For more information, please see section 4.5. Additionally, the Activity worked on the development of scope for subcontracts with partners such as Fundación Ideas para la Paz, which will contribute to regional strategies analyzing key counterparts and conflict conditions in high risk territories, to identify enabling activities for safe entry into these municipalities
- vi. **Using evidence from the regions to drive pragmatic policy reforms that streamline and simplify administrative norms and procedures**
Some of the Activity’s main achievements directly contribute to this guiding principle. For instance, our proposed methodology for formalization in regions with illicit crops is based on local and international experiences and, once tested, can provide useful inputs for a broader public policy beyond our target territories. Similarly, the Activity provided recommendations to government agencies (URT, ANT, IGAC and DNP) related to the technological options the country should adopt to establish a robust and functional LIS. It also made technical suggestions to improve IGAC’s imagery requirements that will eventually be used in other parcel sweeps beyond the Activity’s scope.

2.7 GRANTS AND SUBCONTRACTS

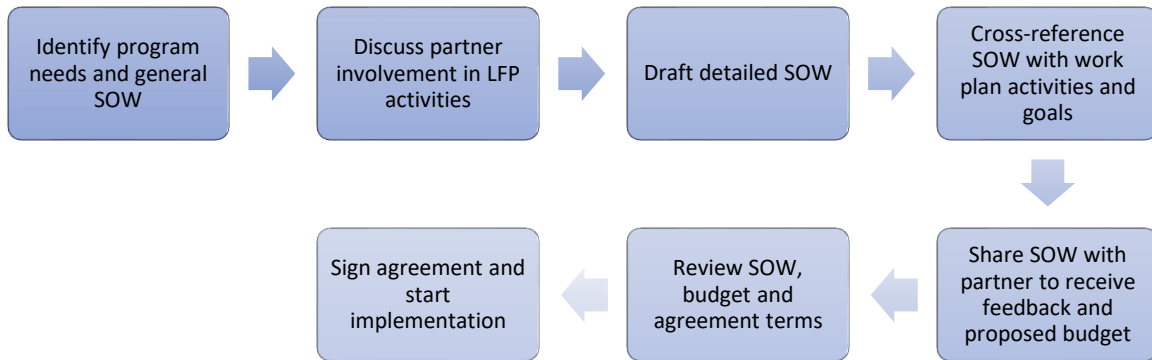
At the time of writing, the Activity had not issued Request for Applications (RFAs) nor Annual Program Statements (APSs) for local organizations to apply to Activity subgrants. The team, focused on monitoring work and planning and designing activities to ensure work plan implementation, has not identified concrete initiatives that require program support through Activity grants. Activity subgrants will be issued in Year 2, once the Activity has a clear roadmap for upcoming work.

During the reporting period, the Activity made significant progress with partners approved by USAID in the last quarter. The team established a procedure to optimize time and efforts in reaching final agreements with each (see Figure 4 below), which allowed Tetra Tech to:

- Agree the terms of a global firm-fixed price (FFP) subcontract with SUYO and formalize partner contributions in two activities.
- Agree general scopes of work (SOW) with GLA and Kanava and detailed SOW with Ocampo Duque. At the time of writing, Activity had contacted partners to finalize budgets, review agreement terms, and establish start dates for activities.

- Identify key activities and partner contributions in work plan activities with *Fundación Ideas para la Paz* and *Consuacol*. In the following weeks, the Activity will reach out to partners to receive feedback and continue the process.
- Conversations will be held with Amazon Conservation Team, C-Analysis, Pontificia Universidad Javeriana, and Global Communities in the following months.

Figure 4. Steps to Work with Activity Partners



Tetra Tech also signed a FFP subcontract with *Corporación Desarrollo y Paz del Canal del Dique y Zona Costera* on February 14 to assist with development plans in the Montes de María region.

Table I gives an overview of participation of Activity subcontractors in approved activities this quarter.

TABLE I. SUBCONTRACTORS IN PROJECT ACTIVITIES			
SUBCONTRACTOR	NUMBER	NAME	PROGRESS
Corporación Desarrollo y Paz del Canal del Dique y Zona Costera	C3-000014-19	Municipal and departmental development plans in Montes de María	Under implementation 13%
Ocampo Duque	CI-000028-19	Ovejas pilot: second phase	In process
Consuacol	CI-000029-19	Mass formalization in Ataco	In process
Suyo	CI-000040-20	LIS	Signed

The Activity’s Senior Management Team is reviewing progress with each partner to present to USAID in upcoming weeks general SOWs and participation in work plan activities.

Lastly, the Activity completed 71 procurement processes in support of technical activities and program operations.

3.0 ACTIVITY-SPECIFIC PERFORMANCE INDICATORS

3.1 MONITORING AND EVALUATION (M&E)

This quarter, the monitor and evaluation team processed adjustments requested by USAID to the Activity Monitoring, Evaluation, and Learning (AMEL) Plan. This resulted in adding new indicators for a total of 28 (22 performance indicators and 6 context indicators). The Activity also adjusted indicator codes, rephrased certain items, and modified disaggregation in seven indicators. At the time of writing, the Activity was awaiting USAID approval of this plan. For more information on the indicators laid out in the AMEL plan, see Annex B. In addition, for more information on context indicators (which track external variables which could affect the implementation of the Activity Work Plan and which depend on the management, execution, and control of third parties or on climate or environmental patterns), see Annex C.

In addition, this quarter marked the beginning of the Activity's impact evaluation (IE). USAID, through its E3 Bureau, paired with NORC at the University of Chicago to conduct a feasibility study in 2019, which aimed to determine if massive land titling through program activities leads to more sustainable illicit crop substitution, measure outcomes and impacts, and quantify the Activity's contributions to USAID interests. NORC conducted its first scoping trip to Colombia this quarter to enable additional planning between members of the NORC evaluation team and USAID/Colombia, Activity implementers, and the Mission's MEL activity to finalize the design for the IE and the associated household survey, and the baseline data collection plan. NORC's team and the Activity travelled to Tumaco, Tolima, Montes de María, and Bogotá to carry out these initial activities.

The scoping trip enabled NORC to gather more contextual information about the territories it visited, formulate a hypothesis to be tested throughout programmatic implementation (What is the impact of the Activity, when all three of its components are implemented together, on outcome 'X?') and identify challenges for the IE. NORC set a timeline for the next three months with analysis activities it will conduct. It is unclear whether COVID-19 will affect this timeline.

4.0 CROSSCUTTING ACTIVITIES

4.1 STATUS OF THE IMPLEMENTATION OF THE GENDER STRATEGY, THE CLA PLAN AND THE COMMUNICATIONS AND OUTREACH PLAN

Gender and vulnerable populations (GVP). The Land for Prosperity Activity has a crosscutting strategy for GVP as part of its guiding principles and seeks to empower women, youth, conflict victims, Afro-Colombians, Indigenous Populations, and other historically marginalized persons. The Activity's analysis on how to address GVP throughout its activities and in different regions was approved by USAID last quarter. This term, the Activity started implementing the strategy and furthering its analysis. In accordance with its framework, the Activity began implementation of activities to strengthen GESI concepts within its own team. The team translated the strategy into Spanish for everyone to read and encouraged all staff to take USAID's Gender 101 course. In addition, the Activity held a Q&A session on gender issues with expert Jolyne Sanjak, in which the team was able to discuss this guiding principle, understand its importance, and seek ways to incorporate it into daily life. This includes non-discrimination in hiring processes, GESI training for new employees, and incorporation of GVP issues in terms of references and Activity worksheets. This internal work is extremely important to guarantee that the GESI approach is incorporated in our activities in each of the territories.

In addition, the Activity participated in a GVP session with other USAID programs. This session occurs regularly, where GVP specialists share experiences, discuss challenges, and learn from each other. The Activity was most interested in research presented by *Universidad de los Andes* regarding which institutions are most trusted by men and women in different territories—especially useful for initial entry in territories.

The Activity also worked with ANT's Ethnic Affairs Directorate to design procedures to be included in the methodology for the agency's operating manual for parcel sweeps. To do parcel sweeps, develop land management use plans, and update the cadaster in ethnic territories, ANT needs to gather and digitalize its files regarding Indigenous and Afro-Colombian territories. The Activity and ANT agreed on the information needed in the 10 target municipalities, but ANT requested support organizing, digitizing, and securing proper administration of those files, which the Activity will provide in the coming months. As for the upcoming parcel sweeps, ANT has already delivered five files, which are under review.

Communications and Outreach Plan: During the previous quarter, USAID asked for adjustments to the Communications and Outreach Plan. The Activity made the requested changes and USAID approved the plan this quarter. During these months, the Activity has implemented the plan and applied it to communications products designing products to showcase Activity highlights, some catered specifically toward actions in target regions, and sharing social media content for USAID's dissemination. The Activity has also delivered its contractual products and other products included in the communications strategy (see Annex A for information on the semi-annual strategic review).

Collaborating, Learning and Adapting (CLA) Plan: This plan was approved this quarter and is still pending implementation. However, the Activity has established that it will be implemented in the Activity worksheets, and in programmatic activities and contractual obligations related to guiding principles.

4.2 LIST OF SERVICES/DELIVERABLES COMPLETED IN THE REPORTING PERIOD

During this reporting period, USAID approved seven fixed fee deliverables, as presented in Table 2.

NO	FIXED-FEE TO DELIVERABLE	DEADLINE TO COMPLETE	DATE APPROVED
63	Gen: Communications and Outreach Plan	Year(s) I	January 10, 2020
64	Gen: Grants Management Plan	Year(s) I	January 24, 2020
65	Organizational Capacity Development plan	Year(s) I	January 10, 2020
67	Gen: Collaborating, Learning, and Adapting approach	Year(s) I-5	January 10, 2020
68	Gen: Quarterly Financial Report	Year(s) I, FY20Q I	January 13, 2020
69	Gen: Quarterly Performance Progress Report	Year(s) I, FY20Q I	March 30, 2020
74	Gen: Security Plan	Year(s) I	February 7, 2020

USAID approval for the AMEL Plan is still pending as of the end of this reporting period.

In addition, USAID reviewed and provided technical concurrence to seven activities.

NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (US \$) ²	BUDGET (COP \$)	APPROVAL DATE
C3-00007-19	Territorial development plans	Mobilize resources for goods and services that strengthen land issues and rural development in territorial entities, through support in the formulation of development plans, particularly in the Activity's strategic components.	Under implementation 5%	185,770		January 13, 2020
C3-00009-19	Municipal and departmental development plans in Tolima	Mobilize resources for goods and services that strengthen land issues and rural development in territorial entities, through support in the formulation of Tolima's development plans, particularly in the Activity's strategic components	Under implementation 6%	79,077		January 10, 2020
C3-000014-19	Municipal and departmental development plans in Montes de María	Mobilize resources for goods and services that strengthen land issues and rural development in territorial entities, through support in the formulation of Montes de María's development plans, particularly in the Activity's strategic components	Under implementation 13%	173,325		January 10, 2020
CI-000028-19	Ovejas pilot: second phase	Support the ANT in finalizing cases for Ovejas' POSPR, draw	Contracting process	190,947		January 22, 2020

² Exchange rate: USD \$1: COP \$3,300

TABLE 3: ACTIVITIES APPROVED THIS QUARTER						
NUMBER	NAME	DESCRIPTION	STATUS	BUDGET (US \$) ²	BUDGET (COP \$)	APPROVAL DATE
		lessons learned for future mass formalization projects. Identify opportunities to link land use management to productive management				
C1-000040-20	Land Information System	Design, develop and implement a land information system to collect, validate and manage parcel sweep data	Signed	355,345		February 18, 2020
C1-000039-20	Land Policy	Support the GOC land policy, by designing and implementing a technical, operational and legal scheme	Contracting process	163,758		February 18, 2020
C2-000036-20	POT/EOT/PBOT	Ensure that guidelines included in plans reflect correct land use management plan projects	Contracting process	66,018		February 18, 2020

At the end of the reporting period, seven activities were pending USAID approval.

TABLE 4. ACTIVITIES PENDING USAID APPROVAL						
NUMBER	NAME	DESCRIPTION	TIME	BUDGET (US \$) ³	BUDGET (COP \$)	
C1-000029-19	Mass formalization in Ataco	Implement the POSPR in Ataco, by implementing a plot sweeping scheme for mass formalization and multipurpose cadaster	82 weeks		7,748,280,940	
C1-000031-19	POSPR Carmen de Bolívar, Montes de María	Promote access to rural lands and legal security to rural property	28 weeks		837,012,261	
C2-000037-19	MLOs Chaparral, Planadas and Ataco, Tolima	Promote the role of local governments in land management and formalization processes	52 weeks		609,120,000	
C2-000038-19	MLOs El Carmen, San Jacinto and Ovejas, Montes de María	Promote the role of local governments in land management and formalization processes	40 weeks		377,890,000	
C2-000041-20	Digital ORIPs	Improve availability of registry in ORIPs	52 weeks		4,243,674,766	
C1-000043-20	Private Sector Participation	Facilitate the participation of the private sector in formalization projects	30 weeks		516,416,225	
C1-000054-20	Knowledge Management	Strengthen local capacities through training on POSPR and multipurpose cadaster	169 weeks		907,738,893	

Approved and pending activities total 14, close to 26 percent of those planned for the year.

3 Exchange rate: -

4.3 DESCRIPTION OF ANY SHORT-TERM CONSULTANTS' PROGRESS AND OBSERVATIONS, IDENTIFYING ANY SIGNIFICANT ISSUES, AND A DESCRIPTION OF THE FOLLOW-ON INTERVENTIONS

This term we hired six consultants to support the formulation of development plans in our target territories. For more information on their technical work, please see section 2.3.

4.5 IDENTIFICATION OF PROBLEMS, DELAYS, OR ADVERSE CONDITIONS THAT IMPAIR THE ABILITY TO MEET THE OBJECTIVES OF THE AWARD, INCLUDING A STATEMENT OF THE ACTION TAKEN OR CONTEMPLATED, AND ANY ASSISTANCE NEEDED TO RESOLVE THE SITUATION

As with all activities worldwide, the Activity has been affected by COVID-19. This includes restrictions in mobility given the GOC national lockdown, early warnings to establish remote work schemes, inability to travel to target territories, lack of in person communication with counterparts, and postponed meetings and activities. For more information on how COVID-19's impact on the Activity, please see Annex A.

In other programmatic actions that involve coordination and response from counterparts, particularly government agencies, the Activity has found issues that must be addressed. For instance, since last quarter, the Activity had contemplated working with URT to establish protocols regarding parcel sweeps. However, it has proven difficult to establish this working group with the unit, despite constant communications.

Security issues and demining are the most pressing challenges, and represent the greatest delays to Activity implementation, particularly in Catatumbo, Tumaco, and Bajo Cauca. Last quarter, the Activity mentioned that implementation in many of its municipalities required demining efforts and needed the Ministry of Defense and the Office of the President to prioritize the Activity's target municipalities. The Activity has worked with the GOC, particularly with the Office of the High Commissioner for Peace toward prioritizing 165 municipalities, among which are our most pressing areas (Sardinata, Cáceres, and Tumaco) for micro-focalization. This process divides a municipality's geography and prioritizes certain areas for human demining efforts. The Activity has firmly insisted on the need to start micro-focalization and potentially combine human and military demining efforts. The Interinstitutional Instance for Human Demining had agreed to make a decision on the matter and prioritize the 165 municipalities by March, as it was the only way to put things in motion by June for Activity implementation in some territories. The Activity has even forged alliances with other government entities like ANT and DSCI to insist on micro-focalization and demining efforts. The Activity also worked with the Office of the Inspector General, who has a seat in the Instance and can suggest actions and is interested in prioritizing our target territories. However, a decision from this organization is still pending, and without demining actions, the Activity will not be able to enter some of its target territories.

Another challenge is that of the potential reactivation of aerial spraying. In December 2019, Colombia's Ministry of Justice published a draft of a decree for the country to resume aerial spraying to eradicate illicit crops. The decree raised concerns within the Activity because citizen and local government acceptance, trust, and willingness to participate in the formalization processes might be compromised if the Activity is conflated with forced eradication in the form of aerial spraying. The decree is still under consideration, and although it has been put on hold because of the COVID-19 pandemic, it may present an obstacle to the Activity in the future.

Lastly, COVID-19 has not only affected Land for Prosperity activities (see Annex A) but halted much of the economy. This can already be seen in some of our target regions, such as Tumaco, where producers of fish, shrimp, coconut, cacao, and palm have reduced their activities entirely because major buyers

(mostly located in Bogotá) have not asked for new produce. This situation may be seen in other regions as the economy deteriorates during quarantine.

4.6 LIST OF MAJOR INTERVENTIONS PLANNED FOR THE NEXT QUARTER

Having invested the better part of this term in helping regional and local governments develop their PDT and prioritize Activity initiatives, in the next quarter the Activity will complete this activity by helping municipalities and departments budget their PDTs. This will guarantee that there is funding for essential actions such as formalization procedures, establishing MLOs and forming PPPs. In fact, the Activity expects to form PPPs in Tolima and Montes de María and will start working toward forming PPPs in Tumaco, Catatumbo and Bajo Cauca.

The Activity is also planning on designing the material it will use for its knowledge management activities in regions and expects to begin its knowledge transfer sessions with the mayors from Southern Bolívar. Importantly, the Activity will aim for municipal administrations to issue the administrative act that forms MLOs, including GESI clauses.

The Activity will continue working with SNR in developing a capacity-building strategy for ORIPS, in preparation for the parcel sweeps. All other inter-agency collaboration will be strengthened to ensure that all preparatory items are in place before parcel sweeps begin: demining, complete methodology for field implementation (including considerations for ethnic communities and illicit crops), sets of appropriate imagery, software for information gathering and transfer, and capacity building for local teams and operators, among others.

It is worth noting that activities planned for next quarter may be postponed, altered, or cancelled due to the COVID-19 pandemic.

4.7 LIST OF INDICATORS WITH TARGETS FOR THE NEXT QUARTER (AS RELEVANT)

Please see Annex B.

4.8 STATUS OF IMPLEMENTING THE CONDITIONS OF THE IEE

In line with the guiding principle to identify and manage environmental and climate risks, this quarter the Activity started updating the IEE, developed previously by LRDP, for massive land formalization classified under Positive Determination according to the recommendations of the Mission Environmental Officer (MEO). The IEE's update includes a climate change risk assessment for each of the seven target regions. The document was also updated to include the technical reach and the potential environmental impact of programmatic activities throughout the Life of Activity (LOA). In addition, the document includes environmental measures and trainings that must be implemented with the sub-activities.

The Activity also reached out to the Ministry of Environment to find out about the approval of the Regulation 058 of 2020 issued by ANT, that establishes the criteria and conditions to grant use rights in the public areas: flooding savannas and river rock beaches as stated in Article 69 of Law 160 of 1994; National Forest Reserves type B and C (Law 2 of 1959); and public lands located within a 2,500-meter radius from the zones where non-renewable natural resources are being exploited (understood as useable and profitable fossil fuels naturally present in the soil and subsoil). The resolution was signed, and it restricts formalization or restitution in the mentioned areas. As such, the Activity will establish procedures for use contract plots that fall within these protected areas.

During the planning process of this Activity, the team registered 14 sub-activities to the MONITOR system, 10 of which were approved by USAID's MEO. The approved activities included eight categorical exclusions and two environmental reviews. All activities are currently under implementation and they cover activities related to support in the formulation of development plans to facilitate resource mobilization that strengthen local land issues and rural development. The two activities approved by USAID's environmental review are the second phase of the Ovejas pilot and implementation of the

POSPR of Ataco. Neither of these has begun implementation, and as such, will not include an environmental report for this quarter. For more information on the state of sub-activities and environmental approval, see Annex D.

ANNEXES

ANNEX A: IMPACT OF COVID-19 ON THE ACTIVITY

As the outbreak of the COVID-19 virus may have significant implications for operations under the Activity, Tetra Tech has opted to include a brief update on the status of the virus in Colombia, as well as its effects on programming and operations. Classified as a pandemic on March 11, 2020, the virus has evolved into a public health crisis that has reached nearly every country in the world.

As of the writing of this Quarterly Report, the number of positive COVID-19 cases in Colombia has reached 2,054 (by March 31—end of the reporting period—there had been over 900 cases). National and international travel is prohibited, and the country has closed land and sea borders, except for humanitarian flights. No travelers except for Colombian residents may enter the country until May 30, and Colombian residents returning from abroad must submit to self-quarantine for 14 days. On March 25, 2020, the country implemented a 19-day nationwide general quarantine, which has since been extended through May 11. Non-essential travel has been banned, and only one person may leave the house at a time for essential supplies such as groceries and medication. Based on these events, Tetra Tech has developed a contingency plan that incorporates the actions summarized in the following paragraphs. This plan has been shared and discussed with USAID and will receive regular updates as the situation evolves.

All six project offices are closed and may not be accessed for any reason in accordance with GOC mandates. Staff have shifted to telework during normal business hours and are practicing social distancing. In lieu of meeting in person, employees are holding virtual meetings using Microsoft Teams and Skype for Business, and the field office team is remaining in close contact with USAID/Colombia via phone and online communication channels.

To continue implementing program activities while complying with recommended safety measures, the Activity team is prioritizing activities that do not require physical meetings. As the situation evolves, Tetra Tech will continue to adjust its implementation plan to ensure achievement of Activity objectives without endangering the safety of staff, partners and beneficiaries. To this end, the team is maintaining close communication with both international and local partners to stay apprised of their status and any adjustments to their programming. Currently, all Activity partners can work and are coordinating with their points of contact to adjust their planned activities as necessary.

The Tetra Tech office overseeing the performance of this Activity is based in Washington, DC and Burlington, Vermont. The COVID-19 pandemic is the top priority and all home office staff are focused on providing support to their in-country teams and partners. Following federal and state government guidance, home office staff are working remotely and personally practicing social distancing. Tetra Tech's systems are easily adaptable to a remote workforce and project teams have been able to continue seamlessly to manage and support their programs. The home office Project Management Teams are in constant contact with the field teams to respond to their needs.

Although many coordination activities have continued online, many others, which require people to go to regions and interact with others, have been delayed, postponed or even canceled.

- **Semi-annual strategic review:** One of the Activity's contractual obligations is to hold a semi-annual strategic review every six months. This was meant to occur in late March, when the Activity reached its first six months of work. However, given the GOC's guidelines to work from home if possible and not hold meetings involving more than 50 people, and the subsequent national lockdown, this review had to be postponed. We are reconceiving this event and have submitted two options to USAID. Initially, the Activity suggested postponement of the event until the quarantine is

lifted, given how complicated it is to gather so many people from different entities. Another option was to divide the event: hold it online, and have a meeting with USAID officials and the Activity's Contracting Officer's Representative (COR) to evaluate progress thus far, as well as a separate meeting with relevant government officials to assess progress and look for other ways to move forward. At the time of writing, we had decided to hold meetings with USAID and postpone sessions with the GOC.

- C1.2. Implement formalization pilots: The Activity expected to hire a team of professionals for the Regional Environmental Autonomous Corporation (CAR) in Sucre so that it could work on cases in Ovejas that overlap with water sources. However, because of COVID-19, the CAR director told us that they would not be able to hire that staff at this point, since they cannot carry out that task if they are not in the field.
- C1.2. Implement formalization pilots: The Activity awarded a subcontract to implementing partner SUYO so it could set the requirements within ANT for a user-friendly LIS. Those inquiries are much more difficult when officers are working remotely. This might result in even further delays for an operational LIS, which is essential for parcel sweep pilots. Delays in field preparedness are also expected as deploying personnel in the field will likely remain restricted into the coming months. An updated proposed timeline will be provided to USAID, once the government provides updates on restrictions beyond May 11.
- C3.1. Mobilize public resources: Activities aimed at disseminating and socializing Activity topics with formulating teams, government secretaries, territorial councils, and CAR that were meant to occur in late March were postponed to next quarter. However, in light of possible extensions to the national lockdown, the Activity will try to hold these events online in some municipalities to assess whether they can all be carried out this way.
- Crosscutting activities: The Activity expected to implement a national GESI strategy, for which it needed primary information from territories. This will all be limited and at least postponed due to the outbreak.

ANNEX B: ACTIVITY-SPECIFIC PERFORMANCE INDICATORS

This annex presents information related to progress toward our performance indicators. Table 5 summarizes quarterly, annual, and life-of-Activity results and progress toward targets. The section thereafter then provides further detail and analysis on selected indicators.

NO.	INDICATOR	BASELINE	FY20 TARGET	Q2 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
EG.3-1	Number of households benefiting directly from USG assistance ⁴	0	1,150	0		41,300		
LFP-1	Households who benefit from USG Assistance for Land Rights and Economic Development contributing to Citizen Security and Regional Stabilization (Custom Indicator)	0	1,150	0	0%	41,300	0	0%
GNDR-2	Percentage of female participants in USG assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) ⁵	0	50%	0	0%	50%	0	0%
EG.10.4-1	Number of specific pieces of land tenure and property rights legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of USG assistance	0	35	0	0%	40	0	0%
LFP-4	Number of government officials, traditional authorities or individuals trained in restitution, formalization,	0	3,560	126	3%	120,000	126	0.11%

⁴ Contribution to Standard Indicator through Disaggregation of custom indicators (LFP-1 and LFP-4).

⁵ Direct Contribution to Standard Indicator GNDR-2.

TABLE 5. SUMMARY PERFORMANCE INDICATOR TABLE

NO.	INDICATOR	BASELINE	FY20 TARGET	Q2 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
	public project planning and information sharing and management with LPA assistance (Custom)							
EG.10.4-2	Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training ⁶	0	50%	0	0%	50%	0	0%
EG.10.4-7	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance ⁷	TBD ⁸	1,800	0	0%	20,000	0	0%
LFP-5	Number of Parcels Issued a Formal Document That Provides Legal Certainty (Custom)	TBD	1,800	0	0%	20,000	0	0%
EG.10.4-8	Number of adults who perceive their tenure rights to land or marine areas as secure as a result of USG assistance ⁹	TBD ¹⁰	BL	N/A	N/A	TBD	N/A	N/A
LFP-6	Proportion of households with formalized land who perceive their tenure rights to land or marine areas, as secure as a result of USG assistance (Custom)	TBD	BL	N/A	N/A	67%	N/A	N/A

⁶ Direct Contribution to Standard Indicator EG.10.4-2

⁷ Contribution to Standard Indicator through Disaggregation of custom indicator LFP-5 (includes only adult owners of the parcels that positively achieve property titles)

⁸ EG.10.4-7 and LFP-5 indicators baselines will be collected during the first fiscal year.

⁹ Contribution to Standard Indicator through Disaggregation of custom indicator LFP-6 (The adults of the households surveyed will be calculated)

¹⁰ EG.10.4-8 and LFP-6 indicators baselines will be collected during the first fiscal year.

TABLE 5. SUMMARY PERFORMANCE INDICATOR TABLE

NO.	INDICATOR	BASELINE	FY20 TARGET	Q2 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
LFP-9	Number of applications advancing one milestone in the formalization process (Custom)	0	33,600	0	0%	125,000	0	0%
LFP-7	Number of documented proof of concept pilots implemented by parcel sweep methodologies (formalization plans)	0	0	N/A	N/A	10	N/A	N/A
LFP-17	Reducing time in massive land formalization projects (Custom)	TBD ¹¹	N/A	N/A	N/A	TBD	N/A	N/A
LFP-18	Reducing cost in massive land formalization projects (Custom)	TBD	N/A	N/A	N/A	TBD	N/A	N/A
EG.10.4-3	Number of land and property rights disputes resolved by local authorities, contractors, mediators, or courts as a result of USG assistance ¹²	N/A	N/A	0	0%	N/A	0	0%
Xi	Value of USAID Investments Linked to Leveraged Funds ¹³	N/A	N/A	0	0%	N/A	0	0%
LFP-11	Number of OMT (Municipal Land Offices) with rural information centers established and working under models proposed (Custom)	0	4	0	0%	23	0	0%
EG.10.4-4	Percent of people with access to a land administration or service entity, office, or other related facility that the project technically or physically	TBD	BL ¹⁵	N/A	N/A	50%	N/A	N/A

¹¹ Land for Prosperity will make an assessment and PIRS will be formulated according to the results. The assessment will result in a protocol to measure indicators LFP-17 and LFP-18 for each of the land sweeps for formalization the Activity will undertake, as well as the methodology to calculate the baseline.

¹² Direct Contribution to Standard Indicator EG.10.4-3

¹³ Direct Contribution to USAID Colombia Mission Indicator Xi.

¹⁵ EG.10.4-4 indicator baseline will be collected during the first fiscal year.

TABLE 5. SUMMARY PERFORMANCE INDICATOR TABLE

NO.	INDICATOR	BASELINE	FY20 TARGET	Q2 ACTUAL	% ADVANCE IN FY20 TARGET	LOA TARGET	LOA ACTUAL	% ADVANCE IN LOA TARGET
	establishes or upgrades who report awareness and understanding of the services offered. ¹⁴							
LFP-14	Number of public-private partnerships formed or strengthened as a result of USG assistance (Custom)	0	3	0	0%	25	0	0%
LFP-15	Change in the value of smallholder sales generated with USG assistance (Custom)	TBD	BL	N/A	N/A	24%	N/A	N/A
LFP-16	Value of Mobilized funds (Ym) ¹⁶	0	US \$15M	0	0%	US \$170M	0	0%
Xm	Value of USAID investments linked to Mobilized Funds ¹⁷	N/A	N/A	0	0%	N/A	0	0%
EG.3-1	Number of households benefiting directly from USG assistance ¹⁸	0	1,150	0		41,300		
LFP-1	Households who benefit from USG Assistance for Land Rights and Economic Development contributing to Citizen Security and Regional Stabilization (Custom Indicator)	0	1,150	0	0%	41,300	0	0%

¹⁴ Direct Contribution to Standard Indicator EG.10.4-4.

¹⁶ Direct Contribution to USAID Colombia Mission Indicator Ym.

¹⁷ Direct Contribution to USAID Colombia Mission Indicator Xm.

¹⁸ Contribution to Standard Indicator through Disaggregation of custom indicators (LFP-1 and LFP-4).

ANNEX C: ANALYSIS OF INDICATOR PERFORMANCE

Crosscutting LFP-4. Number of Government Officials, Traditional Authorities or Individuals Trained in Restitution, Formalization, Public Project Planning and Information Sharing and Management with Land for Prosperity Assistance (Custom).

This indicator monitors the number of trained people through Land for Prosperity activities. This support includes resources for the trainers, the place where the session will be held, logistics and all requirements that facilitate knowledge transfer. The LOA goal is 120,000 trained people.

Throughout the months of Activity implementation, 126 people have received training (44% of whom are women). Indicator progress is at 3% of the FY20 goal of 3,650 people. These trainings were mostly directed at public officials, members of CTP in the target municipalities and departments supported by the Activity in the formulation of PDTs. This is the case of Meta with 40 trained people and Tolima with 86 trained people. Other coordination meetings have been held in the other target regions to support PDT formulation, but these do not qualify as training sessions, as defined by Indicator LFP 4.

The following figure shows indicator progress per region and sex.

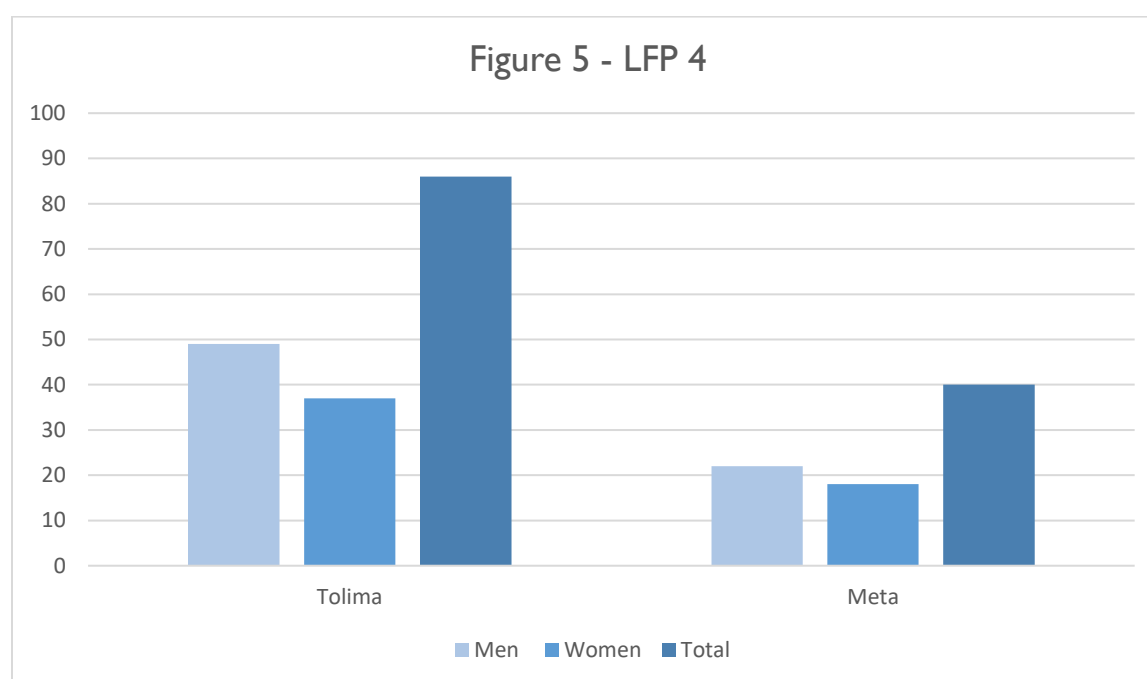


Table 6 shows the distribution of people per training, participant, region and municipality.

TABLE 6. DETAILS OF DISTRIBUTION OF INDICATOR LFP 4				
REGION	MUNICIPALITY	TOPIC	TYPE OF BENEFICIARY	TOTAL
Meta	Fuentedeoro	Using the planning territorial kit and elaborating the concept of a municipal development plan	Public officials and members of the CTP	13
	Puerto Lleras	Training to formulate a development plan	Public officials and advisors	27
Subtotal Meta				40
Tolima	Ataco	Introduction for CTPs	Public officials, indigenous people, civil society	9
	Coyaima	Knowledge and tools for CTPs	Public officials and members of the CTP	7

TABLE 6. DETAILS OF DISTRIBUTION OF INDICATOR LFP 4				
REGION	MUNICIPALITY	TOPIC	TYPE OF BENEFICIARY	TOTAL
	Chaparral	Introduction for CTPs	Public officials, members of the CTP, civil society	21
	Ibagué	DNP's KPT methodology to formulate PDT	Public officials, civil society	9
	Ortega	Knowledge and tools for CTPs	Members of the CTP, private sector	13
	Planadas	DNP's KPT methodology to formulate PDT	Public officials and members of the CTP	6
	Rioblanco	DNP's KPT methodology to formulate PDT	Public officials	3
	Roncesvalles	Knowledge and tools for CTPs	Public officials, private sector, social organizations	16
	San Luis	DNP's KPT methodology to formulate PDT	Public officials	2
Sub-total Tolima				86
Total trained people in YIQ2				126

Context Indicators

These indicators will track external variables which could affect the implementation of the Activity Work Plan and which depend on the management, execution, and control of third parties or on climate or environmental patterns. The Activity will collect data from a variety of secondary sources on a regular basis (annually or quarterly) to provide additional context in comparison with primary data and anecdotal information collected by the Activity in the regions about the local situation. This information will be collected by one or more subcontractors and will be used to inform Activity senior management, USAID, and national and regional counterpart entities about changing patterns related to:

TABLE 7. DETAILS OF DISTRIBUTION OF INDICATOR LFP 4					
CONTEXT INDICATOR	NAME OF INDICATOR	BASELINE	FY20Q2	LOP ACTUAL	CONTRACTOR AND STATUS
CI-1	Number of hectares of illicit crop in the selected municipalities/ departments	TBD	N/A	N/A	FIP. This subcontract will be signed in Q3 to start collecting baseline data.
CI-2	Number of land titles issued/registered by GOC – restitution and formalization (Contributes to citizen Security USAID Objectives)	TBD	N/A	N/A	DNP Consultant. This consultant will start working in Q3.
CI-3	Value of public rural investment in the selected municipalities/ department	TBD	N/A	N/A	C-Analysis, This subcontract is expected to be signed in Q3 to start collecting baseline data.
CI-4	Value of GOC's investment in land administration systems (Contributes to Citizen Security USAID Objectives)	TBD	N/A	N/A	C-Analysis, This subcontract is expected to be signed in Q3 to start collecting baseline data.
CI-5	Weather conditions monitoring for risk management of USG investment	TBD	N/A	N/A	Subcontractor to be determined. Signing date pending.
CI-6	Tax Collection value due to property tax in selected municipalities	TBD	N/A	N/A	C-Analysis, This subcontract is expected to be signed in Q3 to start collecting baseline data.

The Activity will work closely and coordinate with regional and national government entities, obtaining and triangulating information from the most relevant secondary sources. These indicators have no assigned targets, as their objective is to provide reliable and comparable information for decision making.

ANNEX D: ENVIRONMENTAL APPROVALS

ENVIRONMENTAL APPROVALS					
SUB-ACTIVITY CODE IN MONITOR	SUB-ACTIVITY CODE IN MISSION	NAME OF SUB-ACTIVITY	DATE OF REGISTER IN MONITOR	APPROVAL DATE BY MEO	ENVIRONMENTAL PROCEDURE
DO3-LFP-91406	CI-00031-19	Formulation of POSPR for Carmen de Bolívar	16/03/2020		Categorical exclusion
DO3-LFP-91403	CI-00054-20	Knowledge management for POSPR implementation	16/03/2020	24/03/2020	Categorical exclusion
DO3-LFP-91402	CI-00043-20	Engagement of the private sector in land formalization	16/03/2020	24/03/2020	Categorical exclusion
DO3-LFP-91401	C2-00038-19	Municipal Land Offices in El Carmen, San Jacinto and Ovejas in Montes de María	16/03/2020		Categorical exclusion
DO3-LFP-91399	C2-00037-19	Municipal Land Offices in Chaparral, Planadas and Ataco in Tolima	16/03/2020		Categorical exclusion
DO3-LFP-91422	C2-00041-20	Organization, digitalization and indexation of estate files – ORIP/SNR	26/03/2020		Categorical exclusion
DO3-LFP-91357	CI-00040-20	Design and implementation of the land information system	10/02/2020	2/03/2020	Categorical exclusion
DO3-LFP-91355	CI-00039-19	Support to manage the land policy	10/02/2020	25/02/2020	Categorical exclusion
DO3-LFP-91354	C2-00036-19	Analyze POT/EOT/PBOT (Ataco, Chaparral, San Jacinto, El Carmen, Tumaco and Sardinata)	10/02/2020	25/02/2020	Categorical exclusion
DO3-LFP-91280	CI-00029-19	Mass formalization in Ataco	10/01/2020	21/01/2020	Positive determination – environmental review
DO3-LFP-91279	CI-00028-19	Second phase of the Ovejas pilot	10/01/2020	21/01/2020	Positive determination – environmental review
DO3-LFP-91278	C3-00014-19	Municipal and departmental development plans in Montes de María	10/01/2020	21/01/2020	Categorical exclusion
DO3-LFP-91277	C3-00009-19	Municipal and departmental development plans in Tolima	10/01/2020	21/01/2020	Categorical exclusion
DO3-LFP-91276	C3-00007-19	Territorial development plans	10/01/2020	21/01/2020	Categorical exclusion

ANNEX E: SUCCESS STORY



Bringing Private Actors to Public Efforts

The private sector can do much more than serve markets and create jobs. It is essential for a country's development and social empowerment.

“The company must be seen as an entity whose purpose goes beyond revenue; it aims to create social capital and public value.”

Proantioquia



Photo 1 Education is a powerful tool to transform territories. This begins with formalizing schools so local governments can mobilize resources towards education in their municipalities.

Many believe that the root of armed conflict in Colombia comes down to land tenure. Land is a key asset to boost economic development, rural transformation, and legal opportunities. This is why the first and most significant aspect of the Peace Accord signed between the Government of Colombia (GOC) and the former FARC guerilla calls for a comprehensive rural reform. This includes democratizing access to land and mass formalization of 7 million rural parcels, that could benefit thousands of rural families and improve their quality of life.

Because of the paramount importance of land for rural transformation, the GOC has designed actions and strategies to implement multipurpose and participatory land rights management projects. However, these actions surpass institutional capacity in both human and financial resources. A task this colossal requires for all actors in society to participate, which is why the private sector's involvement in formalization efforts is so important, not only because of the investments it can make, but mainly because its involvement in long term rural development would ensure the sustainability of formal land markets.

USAID believes in the power of private participation as a driver of social development. As such, the Land for Prosperity Activity



works actively toward engaging private actors in formalization activities. Land for Prosperity visited Proantioquia in February in the hopes of joining forces with Proantioquia's *Ser + Maestro* initiative, which seeks to strengthen teacher's capacities in Bajo Cauca. Later, it met with the full board of ProAntioquia, together with USAID's Mission Director Larry Sacks and the newly elected Governor of Antioquia, to present the Program and its goals for the Department. As a result of those conversations, and the enthusiastic support of both private and public officials, on March 3rd, USAID, the Governor's Office of Antioquia, the National Land Agency, the private sector through Proantioquia and the Mayoral Office of Cáceres signed a Memorandum of Understanding (MOU) to join efforts to formalize public schools in Antioquia, implement massive formalization, rural development and strengthen local capacity for land governance.

Proantioquia is a private foundation created by large companies from Antioquia, working for sustainable business development in 160 municipalities throughout several departments. It gathers some of the largest companies in Colombia, including Bancolombia (the country's largest bank), Grupo Éxito (one of the largest retail chains) and Argos (cement producer and one of the most important players in infrastructure projects nationwide). Its participation in formalization efforts is not only relevant but also innovative: by signing the MOU, the organization became a pioneer in private participation in a topic that has been at the forefront of peace-building efforts.

Its engagement not only marks the possibility of funding from the private sector but also guarantees sustainability of the actions since these efforts in formalization of public schools will ultimately enable local administrations to mobilize resources to enhance educational infrastructure and the quality of the services schools provide. This is especially important in Cáceres, one of the Activity's target territories, prioritized by USAID and the GOC as one of the three municipalities of the high level policy dialogue between Colombia and US Governments due to the large presence of illegal crops and active armed actors which, together with stagnant development, creates a cycle of poverty, violence and exclusion that is difficult to escape from. "This is an opportunity for Cáceres. By signing the MOU, the community feels like it is taken into account and that there is willing to work towards territorial development," said



Principle of the Gaspar de Rodas school in Cáceres, where the singing took place.

He is not wrong. This MOU is the beginning of a new approach that aims to bring a key actor into the mix of socio-economic development. Furthermore, helping formalize schools and bringing education to the forefront of community building is of the utmost importance in a municipality with the complexity of Cáceres. “We are fully aware of the power land policies have to transform regions, and what better way to start than by formalizing schools”, said Ambassador Goldberg during the event.

The involvement of USAID in these processes can plant the seed of sustainability for formalization efforts and encourage other private actors to join similar initiatives in Antioquia and beyond. The region of Bajo Cauca in Antioquia concentrates a number of USAID funded Programs working in a coordinated manner, with the Governor’s office to maximize impact of cooperation initiatives. Mr. Aramburo explains it best when he says: “Signing this MOU is an invitation for the private sector to join efforts to prioritize land formalization in the public agenda. USAID can help with an initial boost so that the government, private sector and other actors join in and make these starting efforts sustainable in the long term.”

“I want to say something to other municipalities around the country: embrace these efforts and support these processes. Do what you must in your territories to prepare the education community, so they support this process and contribute to their region’s development.”

Principle of the Gaspar de Rodas school in Cáceres

ANNEX F: ACTIVITY BRIEF



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November 2019

LAND FOR PROSPERITY

Unclear land tenure and property rights paired with insufficient or nonexistent basic services have hindered agricultural and economic development in Colombia's rural areas for decades. The lack of formal land rights inhibits economic growth, fuels illicit economies and activities, creates violence and social tension, and sets the stage for land appropriation. Women, ethnic communities, and youth in rural areas are especially vulnerable to these risks.

The United States Agency for International Development (USAID), through its Land for Prosperity program, supports the Government of Colombia (GOC) in improving the conditions of rural households to achieve licit economic development through land tenure strengthening by:



Providing massive access to land titles while supporting land restitution



Strengthening local government capacity for land administration



Integrating citizens to licit socioeconomic opportunities in targeted areas

With a special focus on empowering women, ethnic minorities, youth and other vulnerable groups, Land for Prosperity Activity unlocks the potential of rural citizens across the conflict-affected regions of Southern Tolima, Montes de Maria, Meta, Catatumbo, Tumaco, Northern Cauca, and Bajo Cauca. The program will also focus on environmental and citizen security issues and will provide the GOC with inputs and ideas that have been tried and tested in the field, in order to update public policy based on evidence gathered during implementation.

Photo: When women in Montes de Maria and other conflict-affected regions can exercise their right to land, they strengthen their role in families and communities and improve their livelihoods

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FACT SHEET: USAID – LAND FOR PROSPERITY | I

IMPROVING LIVELIHOODS FOR THE FUTURE

MASSIVE TITLING, MULTIPURPOSE CADASTER, AND LAND RESTITUTION

Clear land tenure and secured property rights in rural areas are vital for rural transformation and development. These territories will only become peaceful, licit economies when the cadaster is updated, and when communities are able to secure formalized land rights, productive assets, and access to the services needed to sustain licit livelihoods.

Building on previous support provided to land policies in Colombia, USAID works with governments, communities, academia, and the private sector, among others, to strengthen their capacity to transition towards a massive-formalization model that provides clear property rights and fosters licit livelihoods and economic opportunities. Simultaneously, USAID supports ongoing land restitution processes that are part of this massive effort.

STRENGTHENING LOCAL CAPACITY TO MAINTAIN TRANSACTIONS OF LAND FORMAL AND CLEAR

Making massive land formalization sustainable depends on the GOC and the capacity of local authorities and stakeholders to maintain ongoing formalized land market transactions. Modern, formal land markets depend on transparent and clear property rights, as well as on digitized land information that streamlines land management and governance. Building upon previous achievements in creating the Nodo de Tierras (Land Node), a technological national platform, and Municipal Land Offices within local governments, USAID designs and pilots the tools used to maintain clear land tenure and property rights. It also encourages a culture of formality in land administration, effectively and actively led by local actors and communities. Furthermore, USAID cooperates with national, departmental, and municipal institutions and governments to carefully consider local needs and capacity for establishing or updating sustainable local land information systems that make land administration and processes easier.



Small coffee farmers benefit from land titling as they embrace licit livelihoods while improving their income.

STRENGTHENING LAND GOVERNANCE AND ECONOMIC DEVELOPMENT THROUGH STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS

Providing the necessary social and economic conditions along with clear land tenure and property rights is a strategic approach to sustainable shift rural areas into licit economies and mitigate the risk of the expansion of illegal activities into new territories. USAID works to strengthen the capacity of regional governments to mobilize funds in public goods and services through strategic alliances in target territories. These alliances increase competitiveness in value chains and generate business models for rural citizens who are titling their properties and securing land tenure through local and national massive formalization efforts, thus improving income-generating opportunities.



By 2024, USAID will help the GOC advance mass formalization to secure land titles and provide property rights for at least 20,000 parcels in rural areas. Half of these will include women.



By 2024, USAID will strengthen local land administration by creating offices to provide sustainable services in 23 municipalities.



By 2024, USAID will establish 25 public-private partnerships, supported by \$170 million of mobilized public and private funds, that will contribute to licit and sustainable livelihoods in selected areas.



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Noviembre 2019

NUESTRA TIERRA PRÓSPERA

Durante décadas, el desarrollo agrícola y económico en las áreas rurales de Colombia se ha visto entorpecido por la falta de claridad sobre la tenencia de la tierra y los derechos de propiedad, y por la insuficiencia o inexistencia de servicios básicos. La informalidad en los derechos sobre la tierra inhibe el crecimiento económico, fomenta economías y actividades ilícitas, genera violencia y tensión social y facilita la apropiación ilegal de tierras. Las mujeres, las comunidades étnicas y los jóvenes de las áreas rurales son los más vulnerables ante estos riesgos.

La Agencia de Estados Unidos para el Desarrollo Internacional, a través de su programa Nuestra Tierra Próspera, apoya al gobierno de Colombia (GOC) en mejorar las condiciones de los hogares rurales para lograr un desarrollo económico lícito a través del fortalecimiento de la tenencia de la tierra basado en:



Acceso masivo a títulos sobre la tierra aunado al apoyo en la restitución de tierras



Fortalecimiento de las capacidades de los gobiernos locales en la administración de la tierra



Integración de los ciudadanos a oportunidades socioeconómicas lícitas en áreas focalizadas

Con un énfasis especial en el empoderamiento de las mujeres, las minorías étnicas, los jóvenes y otros grupos vulnerables, Nuestra Tierra Próspera promueve el desarrollo del potencial de los ciudadanos rurales en las regiones del sur del Tolima, Montes de María, Meta, Catatumbo, Tumaco, el Norte del Cauca, y Bajo Cauca, afectadas por el conflicto. El programa también pondrá un foco particular en aspectos ambientales y de seguridad ciudadana y buscará informar al GOC con insumos de política pública probada en terreno con el fin de actualizar la misma, a partir de la evidencia generada en su ejecución.

Foto: Cuando las mujeres en Montes de María y otras regiones afectadas por el conflicto pueden ejercer su derecho a la tierra, fortalecen su rol en las familias y las comunidades y mejoran sus condiciones de vida.

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HOJA INFORMATIVA DE USAID: PROGRAMA NUESTRA TIERRA PRÓSPERA | I

MEJORANDO CONDICIONES DE VIDA PARA EL FUTURO

TITULACIÓN MASIVA, CATASTRO MULTIPROPOSITO Y RESTITUCIÓN DE TIERRAS

La tenencia clara de la tierra y los derechos de propiedad garantizados de manera masiva en las zonas rurales son vitales para la transformación y el desarrollo rural. Los territorios rurales lograrán ser verdaderas economías lícitas y pacíficas cuando las comunidades obtengan derechos formales sobre la tierra, activos productivos y acceso a servicios que les permitan mantener medios de vida lícitos; y cuando el catastro esté actualizado.

Con base en el apoyo brindado previamente a las políticas de tierras en Colombia, USAID trabaja con gobiernos, comunidades, academia y sector privado, entre otros, creando capacidades para consolidar un modelo nacional de formalización masiva que otorgue derechos de propiedad claros para promover medios de vida y oportunidades económicas lícitas, apoyando a la vez los procesos de restitución de tierras como parte de un esfuerzo masivo.

FORTALECIMIENTO DE LA CAPACIDAD LOCAL PARA MANTENER LAS TRANSACCIONES DE TIERRAS FORMALES Y CLARAS

Lograr que la formalización masiva de la tierra sea sostenible depende de la capacidad del Gobierno de Colombia y de actores y autoridades locales para mantener las transacciones de tierras dentro de la formalidad. Los mercados modernos y formales de tierras requieren derechos de propiedad transparentes y claros e información de tierras digitalizada que facilite la administración y gobernanza de la tierra. Sobre la base de logros previos, luego de crear el *Nodo de Tierras*, una plataforma tecnológica a nivel nacional, y oficinas municipales de tierras dentro de los gobiernos locales, USAID diseña y prueba herramientas que permiten mantener la claridad en la tenencia de la tierra y los derechos de propiedad y, a la vez, desarrollar una cultura de formalidad en la gestión de la tierra, liderada activa y efectivamente por actores locales y con alta participación de la comunidad. Además, USAID colabora con instituciones y gobiernos nacionales, departamentales y municipales, teniendo en cuenta las necesidades y capacidades locales, para establecer o actualizar sistemas de información sostenibles que faciliten la gestión y procesos sobre las tierras.



Los pequeños productores de café se benefician de la titulación de la tierra, pues adoptan medios de vida lícitos y a la vez mejoran sus ingresos.

FORTALECIMIENTO DE LA GOBERNANZA DE TIERRAS Y EL DESARROLLO ECONÓMICO A TRAVÉS DE ALIANZAS PÚBLICO-PRIVADAS ESTRATÉGICAS

Proveer condiciones sociales y económicas, mientras se brinda tenencia clara de la tierra y derechos de propiedad sobre ella, es el enfoque más estratégico para transformar los territorios rurales en economías lícitas y mitigar el riesgo de expansión de actividades ilegales de una manera sostenible. El trabajo de USAID busca fortalecer la capacidad de los gobiernos territoriales para movilizar fondos en bienes y servicios públicos básicos a través de alianzas estratégicas en las regiones priorizadas. Así, se aumenta la competitividad en las cadenas de valor y modelos de negocios dirigidos a quienes obtienen títulos sobre sus tierras a través de los esfuerzos locales y nacionales de formalización masiva y las familias en los territorios rurales logran mejorar sus oportunidades de generación de ingresos.



Para 2024, USAID ayudará al Gobierno de Colombia a adelantar procesos de formalización masiva que garanticen la titulación y otorguen derechos de propiedad sobre, por lo menos, 20.000 predios rurales, la mitad de los cuales incluirá a las mujeres.



Para 2024, USAID fortalecerá la administración local de tierras en 23 municipios mediante la creación de oficinas que ofrezcan de manera sostenible servicios para su administración.



Para 2024, USAID creará 25 asociaciones público-privadas que movilizarán US\$ 170 millones de fondos públicos y privados y contribuirán al desarrollo de medios de vida lícitos y sostenibles en los territorios focalizados.

ANNEX G: MEDIA HIGHLIGHTS

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U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

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