



# COLOMBIA LAND AND RURAL DEVELOPMENT PROGRAM ANNUAL REPORT OCTOBER 2015 – SEPTEMBER 2016

October 2016



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FROM THE AMERICAN PEOPLE

This publication was produced for review by the  
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*Cover photo:* A “secondary occupant” in Montes de María displays her handiwork. Secondary occupants are third parties occupying land that is being claimed by others in the restitution process; they, too, are often victims of the armed conflict. USAID’s Land and Rural Development Program helps ensure that the rights of this vulnerable population are protected during the restitution process.

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## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



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# Acronyms and Abbreviations

AMEP	Activity Monitoring and Evaluation Plan
COP	Chief of party
FARC	Fuerzas Armadas Revolucionarias de Colombia (Revolutionary Armed Forces of Colombia)
GOC	Government of Colombia
IGAC	Instituto Geográfico Agustín Codazzi (Agustin Codazzi Geographic Institute)
INCODER	Instituto Colombiano de Desarrollo Rural (Colombian Institute for Rural Development)
INCORA	Instituto Colombiano para la Reforma Agraria (Colombian National Institute of Agrarian Reform)
LRDP	Land and Rural Development Program
LRU	Unidad de Restitución de Tierras (Land Restitution Unit)
MARD	Ministerio de Agricultura y Desarrollo Rural (Ministry of Agriculture and Rural Development)
NGA	National Geospatial-Intelligence Agency
PAT	Plan de acción territorial (territorial action plan)
PDET	Programas de Desarrollo con Enfoque Territorial (Development Programs with a Territorial Focus)
PPP	Public-private partnership
SINERGIA	Sistema Nacional de Evaluación de Resultados de la Gestión Pública (National System for Evaluation of Public Sector Performance)
SNR	Superintendencia de Notariado y Registro (Superintendence of Notary and Registry)
STARR	Strengthening Tenure and Resource Rights
UPRA	Unidad de Planificación Rural Agropecuaria (Rural Agricultural Planning Unit)
USAID	United States Agency for International Development





# Executive Summary

## THE YEAR 3 CONTEXT

Colombia finds itself at a critical crossroads. On September 26, 2016, before an audience including the United Nations Secretary-General, U.S. Secretary of State, and several Latin American presidents, all wearing white to commemorate this historic day, President Juan Manuel Santos and his former enemy and leader of the Armed Revolutionary Forces of Colombia (FARC), Rodrigo Londoño (better known as “Timochenko”) signed the peace accords. In a symbolic action to demonstrate unity and the beginning of the reconciliation process, President Santos pinned the peace dove (which he has worn every day during his current administration as a symbol of his commitment to ending the 52-year war) on Timochenko’s lapel. Words of peace and apology marked the occasion, along with an impressive flyover by Colombian air force jets trailing the colors of the Colombia flag up above. Traditionally, the sound of jets overhead used to mean potential bombing for the FARC—but on September 26, the flyover served as a gesture of peace and national unity.

Six days later, on October 2, much to the shock of many Colombians and the world, Colombian citizens voted against the peace accords by the slightest of margins. According to the Washington Office on Latin America, 49.78% voted in favor of the accords and 50.21% voted

against; in actual numbers, this translates into a margin of a mere 53,894 votes. A total of 13,066,047 people voted, representing approximately 37.43% of eligible voters.

President Santos has declared on more than one occasion that there is no plan B. He has called the negotiators back to the table to determine next steps. This is the context in which the Land and Rural Development Program’s (LRDP) year 3 comes to a close and year 4 begins.

PHOTO: BBC



On October 2, Colombians voted against the peace accords in a national referendum. The “no” vote won by a slim margin.

## KEY ADVANCES

Since the beginning of the project implementation, USAID/Colombia and the program itself have made a commitment to continue pressing land reform and rural development initiatives forward regardless of the status of the peace accords. Today, more than ever, LRDP must continue to build on its strong foundation and support the government of Colombia (GOC) and the people of Colombia to press ahead.

During the year, we established ourselves as an “honest broker” by engaging new mayors and governors before and after they took office in January 2016. Building relationships based on trust, confidence, and transparency, we actively engaged mayors in 57 municipalities and governors in six departments to help them construct their **municipal and departmental development plans**—mandatory four-year plans that establish goals for growth and improvement, with corresponding budget allocations. Our efforts served to ensure that regional-

level planning incorporated essential elements required for land reform and rural development, as well as the protection of vulnerable groups, such as women and ethnic minorities. In addition, through our knowledge of national-level entities and their initiatives, we helped ensure that these plans were consistent with national objectives (e.g., the Development Programs with a Regional Focus instrument to mobilize resources for rural development programs and garnering support for massive formalization pilot activities).

Complementing this work at the regional level, we successfully engaged three **newly established national entities** from the moment of their inception. Established via presidential decree in December 2015, the National Land Agency, the Rural Development Agency, and the Agency for Territorial Renovation began operating on a minimal basis during the fiscal year. Two of these entities (the National Land Agency and the Rural Development Agency) replace much of the work previously under the purview of the Colombian Institute for Rural Development (INCODER), which is now under liquidation and no longer operating. We quickly developed technical working relationships with each entity, demonstrating that the project is able to help these new institutions achieve quick wins. For example, directors and subdirectors from all three institutions as well as the Land Restitution Unit (LRU) traveled with us to the Ovejas municipality in Sucre, where we are working alongside government counterparts to implement a massive formalization pilot. The visit helped the agencies' leadership understand current progress and challenges in the municipalities hardest hit by the armed conflict and was instrumental in demonstrating the relevance of the program's integrated, territory-focused development approach to the agencies' future success in overcoming entrenched rural neglect. As we enter year 4, we will continue to promote coordination between these agencies and will facilitate their link to important regional actors.

Another important effort throughout the year was the facilitation of **public-private partnerships** (PPPs), which are understood as collaborative working relationships in the agricultural sector that involve entities from both the public and private sectors and where all parties play an equal role in determining the partnership's goals, structure, and administration, as well as individual roles and responsibilities. During the year, we facilitated the launch of five new PPPs with a cumulative value of US\$20.8 million in the coffee, cacao, honey, and dairy sectors in the departments of Tolima, Bolívar, Sucre, Cesar, and Meta. The program's approach is unique in that it does not directly inject resources into the partnership. Rather, we position the local government as the convener and a critical investor in the partnership while also strengthening essential knowledge and skills of producer associations and public partners, thereby paving the way for sustainable rural enterprise. These new partnerships, which include restituted families and families who will benefit from land formalization initiatives in prioritized regions, serve as an engine for rural development and economic growth.

Throughout the year, we also continued to engage GOC entities in developing **information systems** aimed at better managing land data, facilitating the restitution process, and better planning and tracking their progress. We completed seven systems for the LRU, Agustin Codazzi Geographic Institute (IGAC), Superintendence of Notary and Registry (SNR), and Cesar's Secretariat of Agriculture, which are now being used by their respective entities and are contributing to more efficient workflows. In particular, the system that we developed for IGAC, which houses newly digitalized cadastral files, has resulted in a 73% reduction in time needed to deliver this information when requested during the restitution process; and the system that we developed for the SNR, which provides authorized public entities with easy and free access to

Certificates of Delivery and Unencumbered Property (a certificate often required in the restitution process), has resulted in a 99% reduction in processing time.

We also produced 12 episodes for a **radio drama series**. Written and performed by 59 female victims of the armed conflict, these programs sought to increase awareness about women's rights to land and provide information on how GOC institutions can support them in claiming these rights. The episodes aired on 36 radio stations and reached listeners in 96 municipalities.

**“One of the voices that you hear in the radio episode is mine. We’re not actors or communications experts—we’re regular women who, after being trained by [LRDP], were able to do this work. After recording the radio dramas, in 2016 the mayor named me as chief of the advisory office on planning, which is in charge of agricultural issues. This has been a huge help for me—for example, when we were drafting the municipal development plan, I was able to confidently express arguments to the mayor’s team and to the community.”**

— Fraidaley Echeverri Mayor, participant in the radio drama series



This year, we also spearheaded coordination initiatives among **USAID implementing partners**. In Montes de María, for example, a representative from USAID’s Program Office participated in the coordination session, which allowed the agency to see firsthand how the projects are sharing information and coordinating their efforts to yield greater impact. Throughout the year, LRDP collaborated with such programs as Colombia Responde (both CELI Central and CELI North-South), Rural Finance, and Access to Justice.

In addition, revising the **Activity Monitoring and Evaluation Plan (AMEP)** proved to be an intensive and collaborative initiative throughout the year. Measuring the outcomes of institutional capacity strengthening is fraught with challenges, including the time lag between learning and results, the ability to assign direct attribution, and ever-changing institutions and leaders. For that reason, we continued to coordinate with USAID to identify indicators that better tell our story and to improve the balance between quantitative and qualitative results. USAID approved a revised AMEP, which includes indicators that assess both direct and indirect outcomes together with impacts on women and ethnic minorities. While the AMEP is an important tool for the program and USAID to communicate progress and impact, this must be combined with high-quality communications materials that make the link between the program’s work, institutional strengthening, and tangible impacts on rural communities.

Other key highlights from the year include the following:

- **Linking land formalization and cadaster efforts.** We worked extensively with the National Land Agency and the National Planning Department to catalyze the institutional adoption of the massive formalization methodology and unify it with the multi-purpose cadaster. This linked approach serves as the foundation for our Ovejas pilot. Eliminating contradictions and

gaps between the land registry and the cadaster promises significant gains in tenure security, land rights transparency, and reduction of land disputes.

- **Securing legal representation for secondary occupants.** As land restitution picked up momentum in Colombia, persons occupying reclaimed land (known as “secondary occupants”) rapidly emerged as an important vulnerable group in need of attention. We worked with the Ombudsman’s Office to train 234 public defenders and secured legal representation for 230 secondary occupants.
- **Facilitating women’s access to secure land tenure.** Over 50% of those displaced between 1985 and 2014 were women. Many were in consensual unions before they lost their spouses during the conflict. With this in mind, we explored the legal barriers faced by women in common-law marriages who try to obtain titles to their land, and we provided recommendations to the GOC for addressing these hurdles.

## LOOKING AHEAD

In the course of a five-year project, years 3 and 4 are designed for implementation to be at its optimal level. Although the peace accords were not approved in October as expected, fostering an environment for lasting peace continues to be a major program priority heading into year 4. If Colombia is to finally enjoy sustainable peace, it must come from the country’s rural areas. As a program, we are well poised to continue bridging the gap between national and regional government entities. Another major priority is to support the three new agencies (National Land Agency, Rural Development Agency, and the Agency for Territorial Renovation) establish strong foundations. We will also continue to engage and support our other important counterparts— notably the LRU, National Planning Department, SNR, and Office of the High Commissioner for Peace.

Given the robust ramp-up of programming during year 3 and the continued execution of resources to complete year 3 activities, we have approximately US\$4 million to implement new activities in years 4 and 5. Despite limited remaining funds for programming, we have proposed a work plan for years 4 and 5 that advances and leverages prior accomplishments and provides high benefit for cost in each of our focus regions and the national level. Our ability to respond to new initiatives could very well imply the need to make tough choices and sacrifice existing commitments.

## Introduction and Background

LRDP began in July 2013 and is a five-year task order under the Strengthening Tenure and Resource Rights Indefinite Quantity Contract. We help the GOC improve its ability to resolve the many complicated land issues that have plagued the country for years and that must be resolved to achieve a lasting peace.

Our four integrated objectives also form the program’s structural components:

1. Improved capacity of the GOC at the regional and national levels to restitute lands to victims of conflict (Restitution Component).

2. Improved capacity of regional and national GOC institutions to formalize rural property rights and to allocate public lands (*baldíos*) (Formalization Component).
3. Improved capacity of regional and national government entities to mobilize and execute public resources for rural public goods (Rural Development Component).
4. Improved information available and efficiently used to deliver land rights services (Information Sharing and Management Component).

After four years of intense negotiations in Havana, Cuba, between the GOC and the FARC, both parties signed a peace accord in September 2016 with the intent of ending more than 50 years of civil war. The war claimed the lives of more than 220,000 people and displaced more than six million people. While the signing of the peace agreement represented an unprecedented milestone, its implementation was thwarted. In a national referendum held on October 2, 2016, the Colombian people voted against ratifying the peace accords, sending the entire process into a tailspin without a clear path forward.

Nevertheless, the controversies surrounding the agreement did not center on the agreement's commitments to strengthen land tenure security and rural livelihoods, giving the program significant latitude to continue collaborating with the GOC to facilitate restitution, strengthen smallholder land rights, and mobilize provision of public goods and services in historically neglected rural areas—and thereby create the conditions for sustaining peace. Our results are achieved through the following approaches:

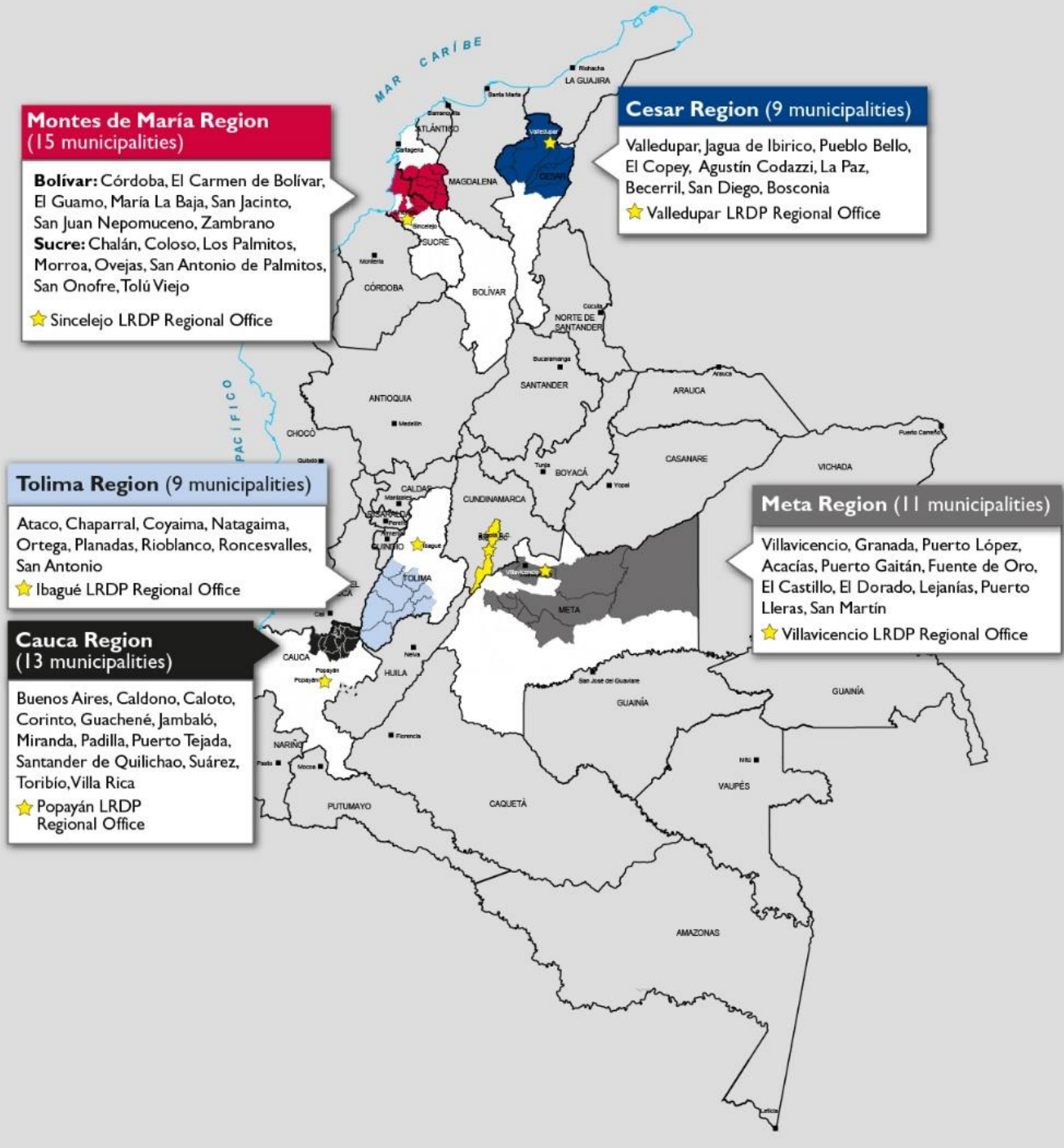
- *Adapting* to an ever-changing sociopolitical environment to effectively engage new government institutions and new local government authorities.
- *Defining and promoting the adoption* of international best practices for implementing quick, efficient, scalable land formalization activities to ensure that citizens have secure land tenure on paper and in practice.
- *Developing* methods for protecting land from being irregularly acquired and for identifying abandoned, illegally adjudicated, or stolen land, so as to create a reserve of land that can be provided to victims of conflict.
- *Accelerating* the processing of restitution claims, ensuring that the interests of good-faith secondary occupants are protected, and ensuring that local governments are equipped to comply with restitution rulings.
- *Identifying and tackling* constraints to efficiently move national-level government funding into rural areas to increase access of rural communities to public goods, services, and markets.
- *Identifying and proposing solutions* to specific land tenure access problems faced by women and ethnic minorities.
- *Partnering across government institutions* in the design, establishment, and maintenance of land-related knowledge management systems that will allow all public agencies to share information in real time, reducing the time associated with land-related transactions.
- *Strengthening coordination* among USAID implementing partners in the regions where we work to maximize efficiencies and reduce the duplication of efforts.

We work at the national level and in five focus regions: Cauca, Cesar, Meta, Montes de María, and Tolima.



# LRDP WORKS IN 57 MUNICIPALITIES ACROSS FIVE FOCUS REGIONS

The Land and Rural Development Program (LRDP) selected these areas in consultation with USAID and the Government of Colombia (GOC) based on the need to strengthen the GOC's capability to title and register lands held informally (formalization), return stolen or abandoned lands to their rightful owners (restitution), and to provide the basic services required for improved rural livelihoods—all of which are important elements of a broader effort by LRDP to help the GOC develop the rural sector. LRDP also provides targeted technical assistance to strengthen GOC capacity to monitor and evaluate restitution, formalization, and rural development programs. No matter how an activity is developed, LRDP initiatives are designed to help the GOC understand and respond to the different needs of women and ethnic minorities.



# Project Activities

## COMPONENT 1: IMPROVED CAPACITY OF THE GOC AT THE REGIONAL AND NATIONAL LEVELS TO RESTITUTE LAND TO VICTIMS OF CONFLICT

Nearly eight million people have been direct victims of Colombia's armed conflict. The majority of these (6.8 million<sup>1</sup>) have been forcibly displaced from their lands. According to the most recent estimate, the government will have to attend to 160,000 land restitution claims by 2021.<sup>2</sup>

As one of our core objectives, we continued to support the LRU in increasing its capacity to process restitution claims. We also supported the LRU and the Ombudsman's Office in helping good-faith secondary occupants access the legal services they need to achieve secure land tenure. Our support has been instrumental in generating awareness about this vulnerable group and how failure to attend to their situation could spark further displacement and conflict.

While helping victims return to their land is an important achievement, genuine rural transformation is possible only when these families are able to live with dignity and purpose once they are back on land. By working closely with newly elected departmental and municipal officials, LRDP helped ensure that their development plans included livelihood and reparations support for restitution beneficiaries. Continuing to support the government to meet its land restitution goals remains a priority for the program in year 4.

### KEY YEAR 3 ACTIVITIES

**Recalculating the country's demand for restitution services, thereby enabling the government to develop an effective restitution strategy that addresses the unique needs of victims.** The LRU, as established by the Victims Law, is designed to be a temporary unit with the mandate to complete the restitution process in Colombia by 2021. Only five years remain to complete this complex and challenging task. Since the LRU's inception, the total number of individuals and households requiring restitution has been a subject of debate among some nongovernmental organizations, donors, the GOC, and the LRU itself. As the LRU passes its midway point, accurately understanding the demand for its services takes on more importance.

Toward the end of year 3, we completed a statistical model, developed at the LRU's request, to more precisely calculate the country's restitution demand. The results of the statistical analysis revealed that only 160,000 individuals across Colombia currently require restitution—not 360,000 as previously estimated. This information is important for three reasons. First, it shows that the country has made much more progress than originally believed in terms of meeting the overall restitution demand among Colombian citizens. Second, in addition to providing the overall

### RESTITUTION BY THE NUMBERS

94,975 restitution requests received

37,983 have completed the administrative phase

12,501 presented to judges

4,013 rulings

Source: LRU, Sept. 30, 2016.

1 Victims Unit, <http://rni.unidadvictimas.gov.co/RUV>, July 19, 2016.

2 The GOC had originally estimated a restitution demand of 360,000 claims during the ten-year period in which Law 1448 is in effect. LRDP's study entitled "Re-estimación de la potencial demanda de restitución de tierras en Colombia," which was completed in May 2016, established this new figure.

number, it provides important characteristics of the individuals in need of restitution (such as their location and gender), which will enable the government to develop an effective restitution strategy that addresses the unique needs of victims. We transferred the model to the LRU, which can now use it at any point to recalculate the country's restitution demand and obtain more information about potential claimants. Finally, the findings provide critical input toward preparation of a strategic restitution plan by the LRU, as mandated by the Constitutional Court. During the reporting period, the program began providing support to the LRU to prepare this strategy, which will provide a roadmap for the LRU to respond to the remaining restitution demand before its mandate expires in 2021.

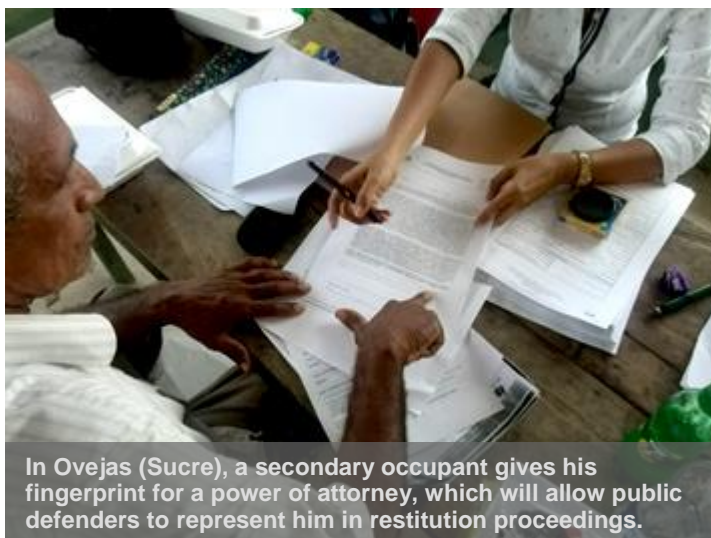
**Ensuring that vulnerable secondary occupants get the legal representation they need.** As

mentioned, ensuring high-quality legal representation for vulnerable secondary occupants, who are often themselves victims of the armed conflict, remained a priority for us throughout the year. Key areas of our support included the following:

- Facilitating structured dialogues between the LRU and the Ombudsman's Office to address questions, concerns, and challenges related to the legal representation of secondary occupants.
- Supporting mobile brigades that bring together public defenders and communities, thus facilitating the paperwork for those citizens who need a lawyer.
- Coordinating with the LRU to train public defenders to effectively handle the peculiarities of secondary occupant cases.

**“USAID has been vital in training us—it keeps us abreast of information through lectures, discussions with the LRU, and bilateral roundtables. The issue of land is never simple, and there are always new rulings, measures, agreements—it’s very dynamic, and USAID is helping us keep pace.”**

— Carlos Beltrán Agámez,  
public defender at the Ombudsman's Office



In Ovejas (Sucre), a secondary occupant gives his fingerprint for a power of attorney, which will allow public defenders to represent him in restitution proceedings.

In Cesar and Meta, the structured dialogues enabled the LRU and Ombudsman's Office to exchange knowledge, information on their respective procedures, and the challenges they face in responding to the needs of secondary occupants. Community sessions in Cesar and Montes de María led to the signing of powers of attorney to secure legal representation for many secondary occupants. A total of 234 public defenders were trained on best practices for representing secondary occupants, and 230 powers of attorney were signed

during mobile brigades in the regions where we work, giving secondary occupants access to legal services that they otherwise could not afford. (See success story in Annex B.)

**Resolving complex restitution claims through case clinics.** The immense scale of displacement in Colombia has caused immeasurable pain and suffering to victims and has



resulted in land claims that are sometimes extremely complicated to resolve. We partnered with the LRU to implement case clinics aimed at pushing complex cases forward and generating best practices for resolving similar cases in the future. The case clinic methodology promoted interinstitutional coordination by bringing many government actors to the table and helped analyze 26 parcels of varying sizes being claimed in the restitution process. In addition to resolving specific cases, the clinics catalyzed changes to internal procedures within the entities and resulted in formal interinstitutional agreements (e.g., between the LRU and IGAC). One of the best examples of the success of these case clinics can be seen in the April 2016 Chengue ruling, which exemplifies the impact that can be achieved when diverse agencies and authorities work together (see text box below).

## **BRINGING IT ALL TOGETHER IN CHENGUE (MUNICIPALITY OF OVEJAS)**

In April, restitution judges issued a ruling for the village of Chengue (Sucre), paving the way for 37 families to return to the land that they had been forced to abandon in 2001 after fleeing a brutal massacre at the hands of paramilitaries. In addition to providing for the restitution and formalization of these families' lands, the ruling also orders several government entities to take other actions, such as the provision of legal assistance, productive projects, housing, and property tax debt relief. LRDP played an important role in pushing this complex case through the restitution process, as its unique characteristics made it difficult to tackle—for example, none of the 80-some homes on the land in question had ever been registered with a public registry office, and it was unknown whether any of the owners had property titles. Through our case clinics—a series of roundtables that brought together various GOC entities to troubleshoot particularly difficult restitution cases—the LRU, INCODER, IGAC, SNR, public registry offices, and restitution judges analyzed the case and found ways to overcome its difficulties. In June, we co-organized an event for the community to ensure that they understood the details of the ruling and how the court's orders would be fulfilled by various agencies.

Our work on the Chengue case, both prior to and after its ruling, exemplifies the integrality of our interventions. Below are some of the ways that our efforts incorporate restitution, formalization, rural development, and information sharing into one comprehensive assistance package. In this way, the rural citizens of Chengue, particularly the beneficiaries of this ruling, have a better chance at truly improved livelihoods.

### **Restitution:**

- Case clinic analysis of the Chengue claim, which contributed first to its processing by the LRU and then to a favorable ruling
- Technical and logistical support to GOC entities involved in implementing the ruling

### **Formalization:**

- Massive land formalization in Ovejas, which will benefit Chengue residents and others in the municipality
- Formalization of lands occupied by public entities, including the schools in Chengue and surrounding villages, where many of the ruling's beneficiaries attend school

### **Rural development:**

- Support in crafting the municipal development plan of Ovejas, which includes services for victims of the conflict who are subject to reparations
- Producers in Ovejas, particularly the communities of Chengue, Don Gabriel, and Pijiguay, linked to the LRDP-supported PPPs on cacao, yucca, and yam
- Technical assistance on cacao production for 10 beneficiaries of the ruling

### **Information sharing and exchange:**

- Development of an information system that allows LRU offices throughout the country to follow up on rulings, including the ruling in Chengue
- Development of a technological tool for managing Ovejas's "project bank," with the aim of fostering more rapid design and implementation of productive projects that stand to benefit Chengue residents and others
- Development of a technological tool for Ovejas's new land office that allows it to better manage information relating to land processes, including those in Chengue



**Preparing evidentiary materials for ethnic restitution cases, arguably the most time-consuming and intensive cases of all.**

Increasing the number of families benefiting from ethnic restitution cases is an important LRU (and LRDP) objective. Throughout year 3, we helped the LRU prepare “characterization studies” for indigenous communities—a key piece of evidentiary material that must be completed before an ethnic restitution case can proceed to a judge. This support is important because characterization studies are generally time- and research-intensive endeavors and the LRU does not always have the human resources available to complete. Furthermore, without these studies, indigenous groups are unable to submit their applications and complete the restitution process, leaving them unprotected and in a state of limbo. A well-done, thorough study significantly increases the chances that indigenous and other ethnic groups will have their land rights restored.

In Cesar, we initiated support for a

characterization study involving three indigenous reserves of the Yukpa population, with the



LRDP helps ethnic minorities prepare evidentiary materials for their restitution claims, which are usually complex and time consuming. The Yukpa community in Cesar (pictured here) is one of them.

potential to benefit 121 families. As a key milestone in this effort, we held an assembly to validate the study’s results with the Yukpa indigenous community. When this study is complete (which we expect to occur in October 2016), the LRU will have processed all pending Yukpa claims throughout the country, marking the first time that an entire indigenous group has been attended to in the restitution process. (See success story in Annex B.)

In Meta, we initiated two characterization studies on behalf of the Domoplanas and Walianae reserves of the Sikuni population, with the potential to benefit 612 families. As an important milestone, we finalized the field work phase in both reserves; we expect to complete the study in January 2017.

For both cases, extensive engagement with the indigenous communities has been necessary to ensure their buy-in regarding all aspects of the characterization study. This buy-in promotes transparency and credibility, and is the only way that these studies will lead to successful rulings and effective post-ruling implementation.

**16 beneficiaries are now closer to being property owners in Montes de María**

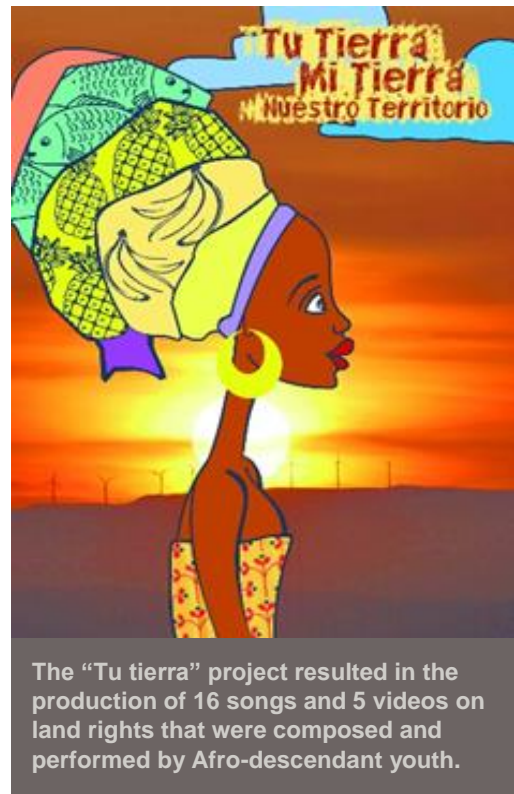
During years 1 and 2, we conducted a formalization pilot in the town of Macayepos (Montes de María) that sought to clarify the formalization situation for a number of land parcels. Thanks to these efforts, restitution judges issued two rulings in September 2016 ordering the formalization of campesinos’ lands.

Specifically, the rulings recognize the formalization rights of 16 people (married couples and domestic partners) over 8 land parcels that will be titled by the National Land Agency. In addition, the rulings call for these individuals’ inclusion in programs aimed at socioeconomic improvement, including housing subsidies and participation in productive projects.

These rulings demonstrate the tangible medium-term impacts of LRDP’s efforts. The LRU has requested our participation in the ceremony to deliver these rulings to their beneficiaries, which will take place early in year 4.



With regard to our work on the Eladio Ariza case, the restitution claim of an Afro-descendant community in Montes de María, complications arose late in the year, highlighting the challenges that ethnic restitution claims can sometimes face. After considerable effort by the community, the LRU, and LRDP, the community's claim was admitted by restitution judges during the first quarter. At the time, admission of the case represented a groundbreaking advancement in the protection of the collective land rights of indigenous and Afro-descendant communities. Furthermore, it served as a key input for the creation of a protocol for ethnic restitution claims. It is important to point out that the characterization study—the element that we supported—met all legal and methodological requirements, as acknowledged by the judge. Nonetheless, in June 2016, the LRU decided to withdraw the case in order to carry out further field work. The obstacle in this particular case relates to several private parcels included in the area. While this setback is discouraging, it serves as a reminder of the difficulties encountered in these types of cases. We will continue to monitor the process in hopes of supporting a resubmission.



**Empowering youth in Cauca to become land rights advocates.** This year, we concluded our support to Fundación Ayara regarding the project “Tu tierra, mi tierra, nuestro territorio,” which sought to increase awareness of ethnic identity, collective territories, and territorial rights among Afro-descendant youth in Northern Cauca, thereby empowering these young members of society to become advocates for land rights within their communities. After many months of workshops and trainings with dozens of young participants in five municipalities (Corinto, Padilla, Puerto Tejada, Santander de Quilichao, and Villa Rica), we produced and recorded five music videos and sixteen songs. The music, composed by the participants, was disseminated widely by Fundación Ayara via CD and DVD in Bogota and Cauca and is also being used by the LRU as part of its community-oriented communications strategy.

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*To date, US\$5 million has been budgeted for restitution efforts in four municipal and one departmental territorial action plans, marking an unprecedented commitment to regional-level funding for victims.*

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**Budgeting for restitution in territorial action plans.** Under the Victims Law, all departmental and municipal governments must have a territorial action plan (known as PAT by its Spanish acronym). This plan, which is part of the larger municipal or departmental development plan, includes measures for assistance and reparations for victims, and should be developed with the participation of victims of the armed conflict. Among other requirements, each PAT should include a component on land restitution. In this regard, we

assisted mayors, governors, and their support teams to incorporate land restitution into their PATs, ensuring that Colombia's restitution policy is well executed in the regions. As a result of our efforts, approximately US\$5 million was budgeted for restitution in five PATs (four municipal

and one departmental),<sup>3</sup> a landmark achievement for regional governments that will go a long way toward rebuilding the lives of conflict victims.

**Improving evidentiary materials for the restitution process: Context analysis documents.**

We supported the LRU in developing protocols for the preparation of “context analysis documents,” an essential piece of evidentiary material for restitution claims. Previously, the LRU prepared these documents without any particular protocol for compiling the information, making them less valid in the eyes of restitution judges. By helping develop a four-stage protocol aimed at making the documents more specific and strategic, we are ensuring better and more standardized evidence for restitution claims—which, in turn, improves the quality of the land restitution process. This year, we designed three of four protocols: registry and critique of sources (to identify the sources that should be used for compiling the document), analysis of networks (to identify the possible existence of networks contributing to forced displacement), and study on the concentration of land (to identify the concentration of property within the regions). The fourth protocol, which will focus on the cartography of the conflict, will be completed next year. We have shared these protocols with the LRU, which has acknowledged their utility in improving its work. In addition, these protocols have had the added benefit of sparking internal conceptual discussions within the LRU, such as what the “concentration of property” means and how it differs with accumulation, what the analyst’s role is in interpreting information at the national and regional level, and so forth.

**Measuring the impact of conflict on land market functions.** In the latter part of year 3, we published a land market study that enables the LRU and the Rural Agricultural Planning Unit (UPRA) to comprehend the impact of the armed conflict on land market dynamics in Montes de María, Cesar, and Tolima. Examining the period between 1980 and 2015, the study depicts how periods of violence influenced land acquisitions, particularly by more powerful interests; increased the prevalence of informally owned property; and promoted fraudulent mechanisms for buying and obtaining land. The findings will substantially inform the background studies that the LRU provides as evidentiary material for restitution claims. For UPRA, it will offer an important tool for decision making around land-use policies, especially in the context of multinational mining companies.

## **COMPONENT 2: IMPROVED CAPACITY OF REGIONAL AND NATIONAL GOC ENTITIES TO FORMALIZE RURAL PROPERTY RIGHTS AND TO ALLOCATE PUBLIC LANDS (*BALDIOS*)**

More than half of Colombia’s rural land lacks formal land rights due in large part to the high cost and complications associated with landholders having to secure titles on an individual basis. During year 3, LRDP secured buy-in at the national and regional levels to promote massive formalization methodologies. By engaging the new institutions (i.e., the National Land Agency, Rural Development Agency, and Agency for Territorial Renovation) early and often, and by continuing to support the counterparts we have worked with all along (i.e., National Planning Department, SNR, the LRU, departmental and municipal authorities), we fostered much-needed interinstitutional coordination and support for the massive formalization of public and private land.

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3 These include the municipalities of Morroa, Santander de Quilichao, Valledupar, and Puerto Gaitán, and the department of Cesar. LRDP influenced other PATs as well, but we are awaiting written confirmation from the relevant mayors and governors before reporting those figures.

Through an effective combination of international and Colombian expertise, we introduced the parcel sweep methodology. Use of this methodology—a first for Colombia—will collect data for each and every parcel in a particular area to facilitate massive land formalization efforts and to establish and update the multipurpose cadaster, two major GOC priorities aimed at protecting the rights of smallholders and diminishing the prospects for renewed conflict. We also worked with communities and local authorities to create two municipal formalization plans—one for Ovejas (Sucre) and another for Santander de Quilichao (Cauca)—which link families receiving titles to regional economic growth initiatives such as LRDP-fostered PPPs. In year 4, we will pilot both the municipal plan and the parcel sweep methodology in Ovejas.

In August, USAID’s mission director, directors of the three new agencies, and representatives from the LRU visited Ovejas to learn more about how massive formalization will be piloted there and gain insight into LRDP’s integrated rural development approach, reflecting on how it can be a model for the new agencies to adopt. During their visit, the municipality’s preliminary land office (whose creation was supported by LRDP) was inaugurated into a full-fledged office that is now a functioning legal entity under the structure of the municipality. The group observed firsthand how this new office, a first of its kind, operates. The visit provided an opportunity to bring national and local institutions together to rally around critical land reform initiatives, and engage with local citizens in preparation for the pilot.



The municipal land office of Ovejas is now a functioning legal entity. In August 2016, USAID, the LRU, and the three new agencies attended the office’s inauguration.

### KEY YEAR 3 ACTIVITIES

**Providing the new National Land Agency with effective tools.** The birth of the new National Land Agency in 2016 brought forth challenges and opportunities. As our new, primary counterpart for formalization initiatives, we quickly engaged the entity, building trust and developing a technical working agenda to support the agency. Initial technical discussions toward the end of the fiscal year with the new head of the agency, Miguel Samper, and his technical staff highlighted LRDP’s planned support to the government in implementing municipal formalization plans, rolling out the methodology for comprehensive massive formalization, and providing technical assistance to formalize land parcels on which public entities, such as schools and health clinics. We also pressed forward with initiatives to support clear state rights to public lands. These included preparation of the National Clarification Plan to enable the National Land Agency identify public lands (*baldíos*) and register them in the name of the state and a method to facilitate the transfer of public lands from the long-defunct Colombian National Institute of Agrarian Reform (INCORA) to the National Land Agency. The agency highly valued this support, which we completed in year 3 (see below for more information on these two activities). Fostering the agency’s capacity to deliver secure and equitable land rights essential for sustaining peace is a key priority for years 4 and 5.

**Spearheading the design of massive formalization methodologies.** The only way to achieve a significant number of registered titles is through massive formalization. During year 3, we engaged national- and regional-level authorities to spearhead the design of a massive formalization pilot activity for Ovejas and Santander de Quilichao. This design included three key elements, which were completed in year 3: (i) an operational model for the integrated parcel sweep methodology; (ii) a monitoring and evaluation model for tracking and evaluating the social and development impacts of massive land tenure formalization; (iii) and a guide for implementing the pilot in Ovejas. The Ovejas pilot methodology converges with the municipal formalization plan, which will be implemented by the mayor's office in coordination with the National Land Agency, the SNR, and IGAC.

The GOC has demonstrated its acceptance of our parcel sweep methodology by adopting the Ovejas pilot as the 12<sup>th</sup> pilot of its ambitious multipurpose cadaster project, which is being led by the National Planning Department. Our pilot will serve as a pioneer activity within the project, since it integrates multipurpose cadaster and massive formalization into one single field intervention. Our ability to convey the benefits of the integration has resulted in the National Land Agency and the National Planning Department adding massive formalization to three other multipurpose cadaster pilots in San Carlos (Antioquia), Puerto Gaitán (Meta), and San Jacinto del Cauca (Bolívar), with funds fully provided by the National Land Agency. This represents a major win for GOC adoption of the LRDP-developed method.

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*In 2016, the Colombian government announced an ambitious plan for rolling out a multipurpose cadaster, which includes the implementation of 11 pilots. In an encouraging vote of confidence, it added LRDP's massive formalization pilot in Ovejas as the 12<sup>th</sup> such pilot.*

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Finally, during the year, we established a “pre” land office in Ovejas, which consists of a five-person multidisciplinary team with expertise in law, cadastral engineering, social work, and social communications. We secured buy-in from the outgoing and incoming mayors of Ovejas and the city council to formally establish the land office within the municipalities' permanent organizational structure. The municipality assumed financial ownership of the land office on October 1, 2016. A fully functioning land office allows the municipality to (i) actively and effectively participate in the implementation of the municipal formalization plan, which is expected to map approximately 5,500 rural parcels and formalize approximately 70% of these parcels; (ii) make use of the land information resulting from the implementation of the massive formalization activity for the planning and physical development needs of the municipality; and (iii) support the maintenance of formality at the local level once the formalization effort is completed.

While facilitating the GOC's capacity to issue and register titles is important, the true impact of this initiative is to secure the land rights of rural families, thereby enabling them to participate in economic growth initiatives and to access credit. Moreover, the initiative represents a major achievement in securing effective and committed cooperation between diverse public sector actors at both the national and regional levels.

**Contributing to the creation of the multipurpose cadaster.** During the year, the National Planning Department focused extensively on designing a multipurpose cadaster, one that extends beyond tax-collection purposes toward evidencing land rights and reinforcing tenure security. The new cadaster will also be able to provide critical information to inform public policy, territorial governance, and resource management. To support this long-term GOC effort, LRDP



hired the management team for the multipurpose cadaster pilot project, which will oversee the implementation of 11 pilots (12 including Ovejas) conducted throughout the country, covering 65,000 rural land parcels. Although the multipurpose cadaster is stated public policy and is required by law, many of its practical details were left undefined. Our involvement during its early stage model being developed for the cadaster is linked to the government's other public policy of massive land formalization. During year 4, we will continue to support the National Planning Department in developing a legal instrument (known as the cadastral statute) to govern the cadaster's implementation.

**Promoting women's access to secure land tenure.** According to the Internal Displacement Monitoring Centre website, 52.3% of internally displaced persons in Colombia between 1985 and 2014 were women. In an effort to ensure that women returnees are able to secure the land they once lived and worked on, we explored the legal barriers that women in common-law marriages face when trying to obtain titles. Focus groups with women in Cauca, Cesar, Meta, Montes de María, and Tolima revealed a distressing hurdle in Colombian law and practice. In order for an individual to prove his or her ownership over land, the person must demonstrate how he or she has worked the land—in other words, activities such as tilling, planting, and harvesting. However, these activities are traditionally carried out by men. To assert their land rights, women must therefore demonstrate that they were or are in a relationship with the male landowner. With no formal certification, however, common-law marriages (which are prevalent in rural areas) can be difficult to prove. Other constraints to secure land access by women identified through this initiative include the following:



- *Women are not visible.* In essence, this refers to situations where women's rights are ignored or simply not known by public officials.
- *Discrepancies between GOC institutions and the community.* Discrepancies exist between the GOC's definition of common-law marriage and the one used and accepted by the community.
- *Cumbersome processes to access land.* The complicated process and costs involved for women to demonstrate their relationship to their spouse and secure their land claim thwart women's ability to obtain titles in their names.
- *Regulatory obstacles.* The current regulatory framework makes it difficult for women to prove that they were or are in a common-law marriage.

We presented ways in which the GOC can alleviate the burden of proof faced by women, thus increasing their access to land that is rightfully theirs. For example, public officials lack knowledge on women's land rights and how to administer them; the legal and procedural framework needs to be modified to recognize the work that women traditionally perform in support of their families on the land where they live; and costs associated with seeking titles



need to be lowered and procedures simplified to make them more accessible to rural women. In June, we presented these solutions to Colombia's Ministry of the Interior, the Ministry of Agriculture and Rural Development (MARD), and the LRU. We also conducted an additional round of focus groups in the regions to share the study's results and empower rural women with solutions. Drawing on the recommendations, we integrated a robust approach for promoting gender equality into our Ovejas and Santander de Quilichao municipal formalization plans, an approach that the government will also adopt to implement the massive formalization efforts in San Carlos (Antioquia), Puerto Gaitán (Meta), and San Jacinto del Cauca (Bolívar).

**Facilitating the administration of public lands.** One of the core functions of the National Land Agency is to reserve public land and distribute it to landless campesinos or those with insufficient land, thereby promoting equitable access to land and tackling the historical roots of Colombia's conflict. During the year, we analyzed 438 parcels covering over 39,000 hectares of public land currently registered under the defunct INCORA. Out of all parcels reviewed, 235 of them, covering almost 8,000 hectares, were deemed viable for transfer to the National Land Agency. The others require additional fieldwork before they can be transferred. We shared the results, together with the methodology for reviewing the cases and determining their transfer potential, with the National Land Agency and SNR in August. The agency is now equipped with the tools to apply this analysis to other properties still registered to INCORA.

We also supported INCODER, prior to its liquidation, in developing the National Clarification Plan. This plan helps (i) clarify the legal status of land, determining whether it is state-owned (*baldío*) or private land; (ii) provide guidelines regarding the recovery process where public lands have been irregularly or illegally claimed; and (iii) promote strategies for redistribution of the land. The identification of public lands not only lays the groundwork for the National Land Agency to recover public lands but also facilitates their registration in the state's name, thereby protecting them from being claimed through irregular processes and providing the agency with a database of secure and identified properties for redistribution. The government delivered the National Clarification Plan to the Constitutional Court, thus complying with Sentence T-488 of 2014, which sought to support the recovery of state lands improperly acquired by private interests. However, in late 2015, the Supreme Court issued a ruling that undermined the ability of the Constitutional Court to mandate the plan's implementation, creating a legal impasse. During years 4 and 5, we will monitor the efforts to overcome this judicial incongruity and will facilitate spaces for interinstitutional dialogue to identify solutions to this problem, which ultimately affects the supply of land the National Land Agency would have to distribute to Colombian's most vulnerable rural citizens.

**Registering public lands in the name of the state, thus reducing possibilities of illegal appropriation.** Previously in Colombia, only private lands could be registered with the SNR. Such registration is an important last step in the formalization process that protects the owner's property rights vis-à-vis third parties. *Baldíos*, however, could not be registered in this way, putting them at risk of illegal appropriation by others, especially since the state lacked a comprehensive and systematic inventory of its lands. To overcome this lack of knowledge within the government about its lands, the Ministry of Justice issued a decree in 2015 allowing the registration of *baldíos* before the SNR. To help the government transform this law into reality, during year 3, we helped INCODER and the SNR work together to construct a procedure that outlines how IGAC, the National Land Agency, and the SNR should interact at an operational level in order to create property registration files for *baldíos*. During year 4, we will pilot this procedure with 556 *baldíos* located in Meta.

**Facilitating access to better satellite imagery.** USAID and the National Geospatial-Intelligence Agency (NGA) engaged in extensive coordination efforts to secure satellite imagery for use by IGAC and the National Planning Department. NGA provided initial imagery for the municipality of Ovejas to support the massive formalization pilot. Because of the images' resolution, larger land parcels can be identified with a small margin of error, making it possible to use parcel sweep methodologies to support massive formalization and launch of the multipurpose cadaster. For these reasons, it was considered appropriate that both IGAC and the National Planning Department have additional imagery for other municipalities. Securing the images has proven challenging and required USAID and LRDP to bridge communications gaps and sort out misunderstandings between NGA and IGAC. By the close of year 3, IGAC had submitted the information needed by NGA to produce images for 56 municipalities, including 10 corresponding to the multipurpose cadaster pilots led by the National Planning Department. NGA expects to deliver the images by end of October 2016.

### **COMPONENT 3: IMPROVED CAPACITY OF REGIONAL AND NATIONAL GOVERNMENT ENTITIES TO MOBILIZE AND EXECUTE PUBLIC RESOURCES FOR RURAL PUBLIC GOODS THAT MEET COMMUNITY NEEDS AND MARKET REQUIREMENTS**

If peace is to take hold and endure in Colombia, serious initiatives must promote real transformation for rural citizens. According to the 2015 National Agricultural Census, rural poverty stands at 44.7%—nearly three times higher than urban poverty. The rural population is growing older, and incentives for younger generations to stay in rural areas are few.

Throughout year 3, we engaged national- and regional-level GOC entities and rural communities. This involved building relationships with the new local officials (governors and mayors) who took office in January 2016. Forging these relationships laid a foundation for LRDP to support six departmental and 57 municipal development plans, ensuring the inclusion of land and rural development initiatives in these plans. We also served as a bridge by engaging new national level leaders from the three new agencies, the Office of the High Commissioner for Peace, and the Office of the High Counselor for Post-Conflict and helping them collaborate with regional counterparts. Such collaboration is critical for allowing national-level institutions to understand the rural reality and propose effective solutions to the many challenges faced by rural citizens. The government must also work in a more coordinated fashion to deliver an integrated package of development support to rural citizens. For that reason, visits organized by LRDP like the one by the leaders of the National Land Agency, the Rural Development Agency, and the Agency for Territorial Renovation to Ovejas are important for fostering coordinated actions in prioritized regions.

The government must put forth serious and lasting initiatives to create the conditions for the rural population to prosper and stave off a return to violence. This starts with the provision of basic services, such as roads, schools, clinics, electricity, and potable water. During year 3, we supported the mobilization of US\$32.9 million (see Table 1). We also engaged both the private and public sectors in the creation of five PPPs, which are essential for generating income in rural areas.

**TABLE 1 – RESOURCES MOBILIZED DURING YEAR 3**

REGION	AMOUNT MOBILIZED (USD)	SOURCE OF FUNDING	PURPOSE
Cauca	\$2.48 million	Departmental government, mayor's office of Santander de Quilichao	Inclusion of strategies for rural development and formalization in the departmental development plan; inclusion of restitution measures in the Territorial Action Plan in the municipality of Santander de Quilichao
Cesar	\$8.63 million	MARD, INCODER, departmental government, Department of Social Prosperity, mayor's office of Valledupar	4 productive projects; inclusion of strategies for rural development and formalization in the departmental development plan; inclusion of restitution measures in the Territorial Action Plan in the department of Cesar and municipality of Valledupar
Meta	\$10.97 million	INCODER, departmental government, mayor's office of Puerto Gaitán	3 productive projects; inclusion of strategies for rural development and formalization in the departmental development plan; inclusion of restitution measures in the Territorial Action Plan in the municipality of Puerto Gaitán
Montes de María	\$10.71 million	MARD, departmental governments of Bolívar and Sucre, mayor's offices of Ovejas and Morroa, producer associations	25 productive projects; 4 solutions for basic sanitation; 1 project for acquisition of agricultural machinery; inclusion of strategies for rural development and formalization in the departmental development plans of Bolívar and Sucre; inclusion of restitution measures in the Territorial Action Plan in the municipality of Morroa; allocation of resources for the creation of the municipal land office in Ovejas
Tolima	\$155,149	INCODER	1 productive project to strengthen cacao and coffee value chains

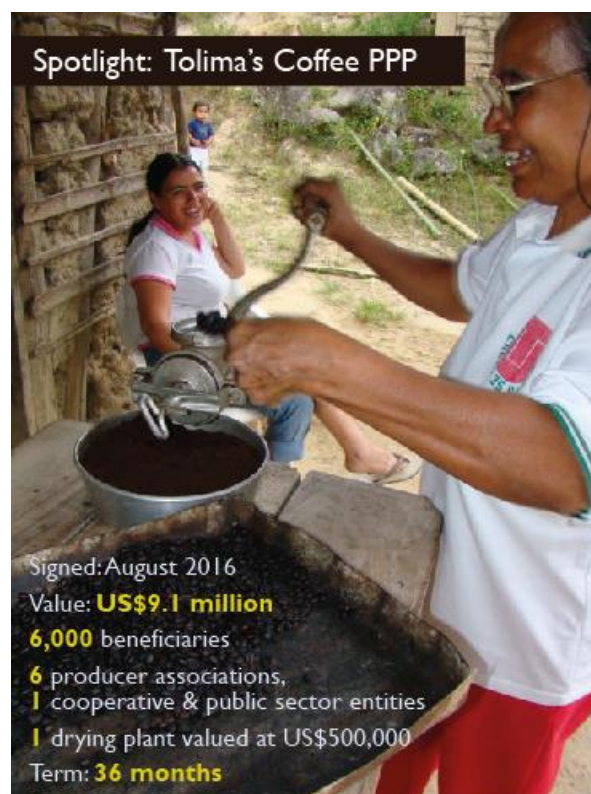
Exchange rate:\$2,500

Note: These figures include only those resources mobilized during Q2, Q3, and Q4 during FY2016. Resources mobilized during Q1 make up part of our annual advances from FY2015, in light of the GOC's fiscal year, which ends in December.

## KEY YEAR 3 ACTIVITIES

**Public Private Partnerships.** During the year, we facilitated the construction of five PPPs in the coffee, cacao, honey, and dairy sectors. The cumulative value of these partnerships is over US\$20 million<sup>4</sup> (including US\$10.4 million from the public sector), and they stand to benefit over 14,000 people (about 87% of the beneficiaries are from the coffee sector). The PPPs support communities in Tolima, Montes de María, Cesar, and Meta. Another four PPPs—plantain (two), cold-climate fruit (one), yam (one, and cassava (one)—were initiated in Cauca, Meta, and Montes de María during year 3. During year 4, we expect to have PPPs for cacao established in all five of the program's regions.

USAID/Colombia's mission director attended the signing event for the cacao PPP in Montes de María, and LRDP's contracting officer's representative attended an event in Tolima where



<sup>4</sup> The PPPs, though signed, have not yet mobilized all of their promised funds. Thus, Table 1 does not include their entire values.



the director of the Rural Development Agency and the minister of agriculture delivered funds to build a new coffee-drying facility in support of the PPP that will also benefit families who receive land titles through our efforts in Chaparral.

An expected outcome of an initiative like this one is to create an enabling environment for income generation, the provision of basic services, and access to restitution and formalization services. Our role in the creation of these PPPs is strictly that of facilitator and capacity builder. We do not fund the PPPs but rather bring the actors together, help them define and negotiate their respective commitments, help resolve constraints, augment producer knowledge and skills



In Manauere (Cesar), LRDP is supporting a public-private partnership in the honey value chain. Two of its members get ready to open a bee box.

needed to meet their commitments, and mobilize resources from the public and private sectors. One of the unique advantages of this approach is that it positions local governments as a central partner in the PPPs, committed to supporting and investing in them over the long term. Such buy-in is critical for the PPPs' sustainability and also prepares local governments to leverage new partnerships instead of producers having to wait for support from international donors. We will continue to promote this approach during year 4 and expect an additional six PPPs to be formed in the next two years.

**Promoting peace in the regions.** Establishing lasting peace must be grounded in a bottom-up, regional approach. The Office of the High Commissioner for Peace is charged with designing regional initiatives to promote peace and rural development. Through our good reputation and solid relationships, we served as a link between this office and regional governments by promoting the inclusion of territorial peace initiatives in departmental and municipal development plans. Emphasizing ownership by local governments of regional peace initiatives is essential for the success of the post-conflict period.

The government is prioritizing the Development Programs with a Territorial Focus (PDET) instrument as a vehicle for mobilizing resources for rural development programs in the municipalities hardest hit by the armed conflict. Working with the Javeriana University in Cali, we supported the Office of the High Commissioner for Peace in the design and validation of the PDET through four case studies (Cauca, Cesar, Montes de María, and Tolima) in which we gather information from secondary sources and directly from the community. We have been socializing this methodology with the Agency for Territorial Renovation, which has been foreseen as taking the lead in implementing the PDET. LRDP stands ready to support the agency in years 4 and 5 with the design of its initial strategic plan and monitoring and evaluation systems, depending on its fate following the evolution of the peace agreement.

## “PEOPLE ARE EMPOWERED BY EFFICIENCY”

*An interview with Cesar’s secretary of agriculture, Carlos Eduardo Campo Cuello*

### **How have the secretariat’s roles changed in the post-conflict context?**

Based on our work with USAID, we understand that we need to be more than a Secretariat of Agriculture and move toward a Secretariat of Rural Development, with integrated components relating to education, health, tourism, economy, and productive projects. That’s the metamorphosis we’re promoting through a new structure and [organizational planning document] that we’re putting into practice.

### **What other changes have occurred as a result of your joint effort with USAID?**

Another very relevant aspect for us is the digital archive that we’ve worked on with USAID. Having all the documents from 2001 and 2005 digitally classified has improved not just the ease of and access to documentation but also the organizational and work climate. To complement that, we’re implementing a new information system that allows us to track and follow up on the various project agreements that we’re implementing. Today, that software has been installed on the government’s platform and is undergoing a final testing stage.

### **How will the various productive sectors of Cesar benefit from this support?**

I think the most important things are agility, effectiveness, and efficiency in results—to be able to quickly attend to a request or respond to a claim. And not just in response times, but also quality. To the extent that we can better manage more information, we’re able to find it more quickly and also to find the most relevant information. With those changes, we’re going to triple our rate of service provision and will improve the quality of our services.

### **Tell us about your irrigation efforts with LRDP. Why did you choose to pursue that issue?**

Water is a big challenge in Cesar, and the rehabilitation of the mini irrigation districts will allow us to secure early victories and be able to show the public that we’re executing resources. Having the designs and profiles for these projects has made us agile. Today, we’re moving forward in five mini districts, and LRDP is doing the studies and designs for eight more.

### **And what about your formalization efforts?**

Formalization, of course, is a very relevant topic. It is unbelievable we cannot invest in a school unless it has a property title. With LRDP, we’re moving forward in securing 200 land titles in nine municipalities. And at the same time, we secured a departmental ordinance that exempts small landowners from paying property registration fees. That’s an incentive to formalize.



### **Influencing regional and local development plans to include a cross-cutting emphasis on rural development, formalization, and restitution.**

Traditionally, the allocation of resources to Colombia’s municipalities is not done on an equitable basis; rather, funding for agricultural initiatives is typically concentrated in a handful of areas. The 57 municipalities where we work have been part of this historically underfunded group, especially with regard to agricultural and rural investments. In order for peace to succeed, these areas must be put in a position to provide better services to their residents. While creating the Agency for Territorial Renovation and the Rural Development Agency demonstrates the government’s commitment to addressing rural development issues, it will take substantial time for these agencies to become operational and to make an impact in the short-term. This highlights the importance of our intensive efforts during year 3 to support the drafting of departmental and municipal development plans, which are the primary mechanism by which the national government allocates resources to the

**“Thanks to your support, we have incorporated the human and economic development of our rural residents [into our development plan], with a differentiated focus and a strong emphasis on vulnerable groups.”**

—Oscar Barreto, Governor of Tolima,  
June 28, 2016

regions. The final, published versions of these plans reveal that the strategic elements that we pushed so hard for—namely, cross-cutting themes on land and rural development, with a differentiated focus on gender and ethnic groups—were included, along with corresponding budget allocations. In total, US\$29.4 million was mobilized as a result of our support. This is an essential step for ensuring that national-level resources reach the areas where they are needed most. Departmental and municipal governments acknowledged LRDP’s important role in helping them develop these plans. During year 4, we will accompany departmental and municipal governments in their implementation.

**Supporting Secretariats of Agriculture as key actors for service provision and investment in rural areas.** Much of the investment in rural areas is earmarked for agricultural activities. The Secretariats of Agriculture in each department where we work have a role to play in promoting the effective use of these resources for rural agricultural development and in improving the lives of historically neglected farmers. In Meta and Tolima, we helped the secretariats establish “project banks,”<sup>5</sup> which allow for the rapid and effective use of resources once they are mobilized. During year 4, we will replicate this model in Montes de María. In Cauca, we supported the Secretariat of Agriculture in improving the provision of technical assistance to producers in the region. We are facilitating coordination between the secretariats and UPRA for improved land-use planning. UPRA is known for its role in gathering land-use information, but due to lack of coordination, the secretariats rarely take advantage of this information. Bringing the two together creates important synergies to promote rural development and to channel investment toward successful productive initiatives. During year 4, we will continue to strengthen the secretariats, as they are important to promoting comprehensive rural reform and are also key decision makers for regional investment. In year 4, we will emphasize equipping secretariats with tools, expertise, and more efficient systems for planning, investment decision-making, and resource execution.

**Rehabilitating small-scale irrigation districts.** Finally, to help municipalities and departments mobilize and execute public resources for rural public goods, we supported the development of small-scale irrigation district studies and designs in Montes de María and Cesar. Importantly, these districts are in areas that are also benefitting from our prioritized value chains. In Montes de María, this initiative is focused on Ovejas and Carmen de Bolívar. In Cesar, we helped mobilize approximately US\$480,000, benefitting 135 families in Chimichagua, Agustin Codazzi, Becerril, and La Jagua de Ibirico. (See success story in Annex B.)



In Ovejas (Sucre), a farmer hangs tobacco leaves to dry. LRDP is helping him and other farmers benefit from a rehabilitated small-scale irrigation system.

5 A “project bank” is a file of vetted and viable rural development initiatives that are ready to be implemented once a financing source is identified. Having pre-identified projects allows the municipality to respond quickly to government- and private-sector financing initiatives.



## COMPONENT 4: IMPROVED INFORMATION AVAILABLE AND EFFICIENTLY USED TO DELIVER LAND RIGHTS SERVICES

Land restitution and formalization cannot be successful without access to reliable, up-to-date information. Our work on information sharing and management focuses on improving the quality of information that the government needs to provide more efficient land rights services to the Colombian population. To accomplish this objective, we engage multiple government entities and support information management for land-related processes that cut across LRDP's other three components.

### KEY YEAR 3 ACTIVITIES

**Building the Land Node.** A fully operational Land Node, linking eight different GOC entities<sup>6</sup> and providing 57 different types of information to its users, is essential for organizing and accelerating land restitution and formalization processes. Although its primary objective is to support land restitution, the Land Node is being constructed in a way that will allow it to be a multipurpose electronic platform for the government. Establishment of the Land Node is a complicated, multi-year endeavor. This year, we made the following important advances:

- Facilitated interinstitutional information exchange agreements among the various entities involved in the Land Node, thereby supporting the sustainability of the platform.
- Established a portal to house the Land Node within the GOC's National Information Network.
- Prioritized the Land Node services related to the LRU and the Victims Unit. These are presently being implemented by a software developer.

Until the Land Node is complete in year 5, LRDP will continue to serve as the primary liaison between the GOC entities involved and will coordinate closely with the Ministry of Information Technology and Communication, which will house the node's infrastructure.

**Developing information systems that reduce processing times and increase access to data.** This year, we completed seven electronic information systems that are now being used by relevant GOC entities. Many of these systems are achieving a critical reduction in processing times for the government's land-related efforts; others are providing much-needed document organization within particular entities. With regard to the systems that relate to land processes, each system is not only important in its own right but also critical for feeding information into the Land Node. Below are the seven that were completed and launched this year:

- **Exemptions (SNR):** Provides authorized public entities with easy and free access to Certificates of Delivery and Unencumbered Property, which provide important data for land-related processes, such as restitution. Since its launch, this system has achieved a 99% reduction in processing times—from 160 hours to half an hour.
- **Follow-Up on Restitution Information Requests (IGAC):** Allows IGAC to register restitution-related information requests electronically, even if they arrive by mail; tracks the entity's response to each request from beginning to end; and facilitates the electronic delivery of the responses. Since its launch, this system has achieved a 73% reduction in processing times—from 11 days to 3 days.

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<sup>6</sup> In September, UPRA expressed its interest in becoming part of the Land Node, and we began working to make that possible. It is therefore likely that the number of Land Node members will expand.

- **Secondary Occupants (LRU):** Provides the LRU and restitution judges with systematized data on secondary occupants who are involved in restitution proceedings, including their physical location, any special needs, gender, and other characteristics.
- **Document Management (LRU):** Provides organized document management for the entire LRU.
- **Archive and Follow-Up for Pledges and Actions (Cesar’s Secretariat of Agriculture):** Allows the Secretariat of Agriculture to follow up on and evaluate investment in the rural sector.
- **Strategic Planning Information (IGAC):** Allows IGAC to monitor its progress against its policies, programs, and goals; systematize its action plans; and control its monitoring and reporting to the National System for Evaluation of Public Sector Performance (SINERGIA), an online tool for tracking the government’s progress against the National Development Plan.
- **Digitalized File System (IGAC):** Serves as a repository for all of the files that LRDP will digitalize for IGAC.

**“Without a doubt, this tool will reduce response times and make our efforts to meet our institutional commitments more efficient and timely for every stage of the restitution process.”**

—Andrea Melissa Olaya, Deputy Director of Cadaster, IGAC, August 1, 2016, regarding the “Follow-Up on Restitution Information Requests” system



The radio dramas were written and performed by female victims of the armed conflict.

**Using radio to promote gender rights and access to land.** This year, we produced 12 radio dramas, which were written and performed by 59 female victims of the armed conflict. The series aired on 36 radio stations in our focus regions, reaching residents in 96 municipalities. We produced the series with the assistance of a recognized Colombian actor, who worked with the women to write and record their harrowing experiences being dispossessed from their land. The series seeks to raise awareness among rural women about land rights and the various government mechanisms in place to help them realize these rights. During year 4, we will share the series with the communications teams of land and rural development entities (such as the National Land Agency, LRU, and Ministry of Culture) so they can use the episodes to connect to more potential beneficiaries.

**Digitalizing paper-based files.** During year 3, we digitalized 24,811 restitution case files for the LRU and entered this data into a searchable online platform, improving the quality and speed of the restitution process by reducing the time it takes for the LRU and judges to access data. By the end of this activity, we will digitalize 30,593 such files, representing the totality of all paper-based restitution files as of December 31, 2015. Making these paper-based files electronically available is critical for ensuring a more organized, secure, and quicker restitution process.



Also in the realm of digitalization, we organized and digitalized INCODER's historical land files and maps. Specifically, we digitalized 21,290 historical land files on *baldíos* and agrarian processes for 66 municipalities in the departments of Cesar, Bolívar, Meta, Sucre, and Tolima. We also digitalized 85,373 maps for 412 municipalities in 17 departments. This effort is key for (i) being able to successfully pass the now-defunct agency's files over to its successors, the National Land Agency and the Rural Development Agency; (ii) helping the government identify *baldíos* for possible distribution to landless and land-constrained campesinos; and (iii) supporting massive formalization processes.

**“[The digitalization of case files] helps reduce response times for accessing case files by supervisory bodies and entities within the land sector, provide quality information for citizens, and comply with the government's online and ‘zero paper’ policies.”**

—Luis Alberto Clavijo, director of Technology, LRU, May 31, 2016

Thanks to this digitalization effort, we have become a useful intermediary between INCODER and the National Land Agency, which have had difficulties effectively communicating with each other regarding the historical files that INCODER “in liquidation” needs to transfer to the agency. Specifically, we organized four interinstitutional meetings between the two entities to clarify the quantity and type of files that the National Land Agency would receive from INCODER. Thanks to these meetings, we were able not only to diagnose the document situation but also to highlight the results of USAID's efforts in the digitalization realm (particularly that of the CELI program and LRDP) and ensure their sustainability. The National Land Agency now has a clear idea of the universe of files that it will inherit, enabling it to plan accordingly by hiring the appropriate staff to manage these files.

**Ensuring that good-quality information is uploaded to SINERGIA.** In year 2, we helped the government restructure SINERGIA, an online tool for tracking the government's progress against the National Development Plan. During year 3, we built on that effort by providing training and technical assistance to government entities in order to enhance their capacity to report their progress to SINERGIA. With regard to IGAC, we completed the design, development, and implementation of an internal system that allows it to regularly report progress on its indicators to SINERGIA with the necessary level of quality. Next year, we will provide similar support to the LRU and the National Land Agency. Allowing Colombian citizens and the government to access high-quality and reliable information concerning entities' progress against their indicators is essential for transparency and accountability.

## ADIOS FILING CABINET, HELLO MOUSE

An interview with Luis Alberto Clavijo, director of information technology at the LRU.

### What was the main challenge with the LRU's former IT system for tasks related to land restitution?

Before 2013, we didn't have the time to design and test tools before putting them into action. Our IT team had to prioritize and develop tools we have on an ad hoc basis.

### How has USAID been helping the LRU?

Since 2013, USAID has been helping us develop new systems, starting with the [system for organizing information on ethnic restitution cases], followed by systems to manage restitution claims and the post-ruling phase. The improvement has been great. All the information on our website, from claims to rulings, comes from the modules USAID helped us develop.



### With these new systems in place, how has your work life changed?

When we get information requests, we can respond. Every day, we get requests from lots of people, like the Public Prosecutor's Office, the Senate, the Presidency. For me, responding is simpler now, since I know the information is there.

### How has the LRU's work culture as a whole changed?

Since we want to be able to track any restitution case from start to finish, this implies having controls within our systems—and of course, people don't like to be controlled. So at the beginning, some regional offices were resistant, because staff felt monitored. But over time, the systems have shown staff that they no longer have to worry about the mechanical aspects and can focus on more substantial matters. People are used to their hard-copy folders—they need to *feel* something in order to do it—and changing that isn't easy. I expect that in a year, there will be a complete cultural shift within the LRU around information management.

### What are your hopes for the future?

I hope that institutions will modernize—because part of what is happening today is due to the fact that before, they weren't careful with information. Today, we can't use the excuse that Colombia lacks the appropriate technology. We have just as much as any other developed country. It's an issue of will, of having a vision of how things should be.

## ACHIEVEMENT OF FIXED-FEE DELIVERABLES

Reference No.	Component	Fixed-Fee Contract Deliverable	Annual Work Plan Activity Deliverable	Verification Method	Quality Standard	Status
R1Y3	Restitution	Capacity of Defensoría del Pueblo (Ombudsman's Office) to represent secondary occupants improved	1.1.2	Public defenders have power of attorney to represent secondary occupants	A minimum of 120 powers of attorney obtained by the Defensoría del Pueblo to represent secondary occupants	Achieved
R2Y3	Restitution	Increase in the number of cases processed for URT through the study of restitution claims <sup>7</sup>	1.2.2 A	Methodology for the identification and location of potential land restitution requesters presented to LRU	1 methodology for the identification and location of potential land restitution requesters presented to LRU	Achieved

<sup>7</sup> The original fixed fee deliverable (increased number restitution cases processed through collective demands) was revised in consultation with USAID to better reflect the program's intervention. The deliverable was achieved and presented to USAID in August 2016. Our contracting officer's representative provided her approval of the deliverable in Mission. The deliverable has been included in our year 4–5 work plan, and we will issue a request to modify the contract to reflect this change.

Reference No.	Component	Fixed-Fee Contract Deliverable	Annual Work Plan Activity Deliverable	Verification Method	Quality Standard	Status
F1Y3	Formalization	Women's access to formal land rights expedited	2.1.3	Recommendations to improve the process related to facilitating formalization in common-law marriage cases developed and presented to national-level decision-makers	Recommendations validated through application in 5 case studies	Achieved
F2Y3	Formalization	Formalization of National Agrarian Fund parcels enabled	2.3.1	Methodology for transferring properties from INCORA to INCODER developed and presented to INCODER and MARD	Methodology validated through the drafting and practical application of a minimum of 40 administrative transfer cases	Achieved
RD1Y3	Rural Development	Capacity to mobilize resources to the regions increased	3.1.1	Land and rural development needs reflected in departmental plans or other fund allocation mechanisms	Land and rural development components incorporated into 4 departmental development plans	Achieved
RD2Y3	Rural Development	Private and public agricultural sector investment in rural LRDP communities promoted	3.2.1	5 public-private partnerships formed or strengthened	Supporting documentation for 5 public-private partnerships provided to relevant public-sector entity (this includes but is not limited to MARD)	Achieved
RD3Y3	Rural Development	National Development Plan objectives to decentralize and mobilize resources supported	3.2.3	Development Programs with a Territorial Focus (PDET) showing how entities will operate in a post-conflict scenario	Written verification from Office of the High Commissioner for Peace accepting the proposed PDET model	Pending
ISM1Y3	Information Sharing and Management	GOC entities have improved and quicker access to land data critical to formalization and restitution processes	4.2.3	Information exchanged between 4 entities via the Land Node and presented to relevant national-level authorities	Ministry of Information Technology and Communication certifies in writing that information is being exchanged between 4 entities via the Land Node	Pending
ISM2Y3	Information Sharing and Management	Mechanisms to monitor judicial ruling compliance strengthened	4.2.2	Implementation of 1 information system to monitor compliance with rulings and presentation of system to national-level decision makers	Letter received from the Superior Judicial Council expressing its acceptance of the system	Achieved
ISM3Y3	Information Sharing and Management	Average time to access land information by GOC entities reduced	4.2.1	10,000 restitution files from the LRU interoperable and electronically available	Written notice from the LRU certifying that the files are available in electronic format	Achieved
C1Y3	Communications	Periodic dissemination of LRDP and GOC accomplishments and development impact	Communications strategy	Periodic progress reports	A minimum of 12 progress reports submitted and approved by the COR	Achieved



# Annex A: Project Specific Performance Indicators

## INTRODUCTION

The purpose of this annex is to present information related to progress toward our performance indicators. The information below summarizes quarterly, annual, and life-of-project results and progress toward targets. It is divided into two tables: one reflecting our new AMEP, which was approved by USAID on September 14, 2016, and the other reflecting our previous AMEP, which was effective through the end of the third quarter of year 3.

Table 4 outlines all LRDP performance indicators, targets, and results as outlined in the new AMEP. The following section provides further detail and analysis on those indicators for which progress is significantly higher or lower than expected results.

At the end of the annex, we present the results achieved during quarters 1, 2, and 3 of FY2016 for our previous AMEP, with the aim of showing the advances achieved by the close of those indicators that are no longer included in our new AMEP.

**TABLE 4 – SUMMARY PERFORMANCE INDICATOR TABLE**

No.	Indicator	Baseline	FY3 target (2016)	Q4 actual	FY3 actual	% advance FY3 target	LOP target	LOP actual	% advance LOP target
PO1	Percentage of restitution and formalization beneficiaries that are women (custom)	38%	45%	19.19%	19.19%	43%	50%	19.19%	38.38%
PO2	Number of restitution cases that benefit families belonging to ethnic groups (custom)	22	27	6.00	19	70%	117	41	35.04%
PO3	Percentage increase in resources mobilized as a result of LRDP support in the targeted regions (custom)	6745440	80%	271.30%	271.30%	339%	NA	91.43%	NA
	Resources mobilized (USD)	0	12,141,792	29,395,523	32,941,228	271%	48,904,440	44,714,961	91.43%
PO4	Number of government officials, traditional authorities or individuals trained in restitution, formalization, public project planning, and information sharing and management as a result of LRDP assistance (contributes to STARR IQC iv)	0	3,400	4,960	14,018	412%	21,920	19,980	91.15%
O1.1	Number of restitution cases processed by the LRU (custom)	0	9,101	3,613	14,197	156%	50,000	26,480	52.96%
O1.2	Percentage increase in the average number of restitution cases processed monthly by the LRU (custom)	611	10% (672)	97% (1,204)	97% (1,204)	97%	50% (916)	97% (1,204)	NA

No.	Indicator	Baseline	FY3 target (2016)	Q4 actual	FY3 actual	% advance FY3 target	LOP target	LOP actual	% advance LOP target
1.1.1	Number of restitution cases supported by LRDP	0	500	348	348	70%	2,700	348	12.89%
1.1.2	Number of current vulnerable occupants of land claimed ("secondary occupants") in restitution that are represented in case proceedings (custom) (contributes to STARR IQC vi) <sup>8</sup>	0	400	233	2,001	500%	1,320	3,367	255.08%
O2.1	Number of titles issued (legal certainty) (contributes to STARR IQC ii)	0	2,500	7	935	37%	35,000	1,953	5.58%
O2.2	Reduced cost of formalization (custom)	TBD	New indicator	0	0	0%	TBD	0	0.00%
O2.3	Reduced time to register issued titles (custom)	1,648 days	NA	0	0	0%	365	0	0.00%
2.1.1	Number of formalization cases that advance to a key milestone in the process (custom)	0	14,380	2,470	18,184	126%	75,000	18,184	24.25%
2.2.1	Reduction in time of the formalization process (custom)	TBD	New indicator	0	0	0%	TBD	0	0.00%
2.2.2	Legal framework enabling rapid and massive formalization developed with LRDP support (custom)	0	1	1	1	100%	4	2	50.00%
2.3.1	Number of cases of land parcels inventoried to potentially feed into the Land Fund (custom) (contributes to STARR IQC i)	0	7,000	232	232	3%	47,000	48,837	103.91%
O3.1	Percentage of projects funded with LRDP support that are in implementation (custom)	0	65%	77.01%	77%	118%	75%	77%	102.67%
	Number of projects in implementation	0	20	16	43	215%	85	67	78.82%
O3.2	Number of rural households in conflict affected regions that gain access to public goods through expanded funding as a result of LRDP assistance (custom)	0	1,000	559	1,969	197%	5,000	1,969	39.38%

8 Based on the last report sent by the Ombudsman's Office, with a cut-off date of June 2016, as well as clarifications regarding the data reported, we adjusted the figures for all quarters in FY2016 and the advances reported for FY2015. The reports issued by the Ombudsman's Office are inconsistent from quarter to quarter, in some cases causing the advances at the regional level to be negative. The office's change in leadership has affected our relationship with the entity; we are working to improve our relationship and hope for better-quality information during year 4.

No.	Indicator	Baseline	FY3 target (2016)	Q4 actual	FY3 actual	% advance FY3 target	LOP target	LOP actual	% advance LOP target
3.1.1	Number of public-private partnerships (PPPs) formed with LRDP support (FACTS-PPP5)	0	4	5	5	125%	13	5	38.46%
3.1.2	Number of submissions for resources from municipal governments supported by LRDP to obtain funding from national regional or local GOC entities (custom)	0	26	1	43	165%	113	87	76.99%
O4.1	Number of GOC land entity action plans developed, systematized, and reporting to SINERGIA (custom)	0	4	0	0	0%	12	0	0.00%
O4.2	Reduced time to access inputs for restitution processes (custom)	0	20%	0	0	0%	60%	0	0.00%
4.2.1	Number of land related files digitalized	0	500,000	767,579	767,579	154%	4,200,000	767,579	18.28%

## ADDITIONAL ANALYSIS AND BACKGROUND ON THE PERFORMANCE OF SELECTED INDICATORS

### PO1. Percentage of restitution and formalization beneficiaries that are women

For the last quarter in year 3, based on information provided by the LRU, the percentage of women beneficiaries of the restitution process—in other words, women who received a favorable ruling—was 19.19%, representing 770 out of a total universe of 4,013 rulings.<sup>9</sup>

### PO2. Number of restitution cases that benefit families belonging to ethnic groups

This indicator measures the number of ethnic cases whose characterization study has been completed by the LRU. During year 3, the LRU completed 19 characterization studies, six of which were completed in the final quarter, representing 70% of our goal for year 3. These six cases involve 4,685 families and 133,656 hectares.

Since July 31, 2015, the LRU has undertaken 41 characterization studies, which benefit 17 Afro-Colombian communities and 24 indigenous communities, encompassing a total of 25,935 families and 825,604 hectares.

### PO3. Percentage increase in resources mobilized as a result of LRDP support in the targeted regions

During year 3, we mobilized US\$32.9 million. These funds have been directed toward productive projects and the inclusion of strategic lines on land and rural development in departmental development plans and in territorial action plans (PATs), with the aim of promoting public policies

<sup>9</sup> Information for formalization processes is unavailable since the National Land Agency has not yet begun to process land titles. This indicator is not cumulative; the advance reported for year 3 corresponds with the final quarter (July–September).

that improve the living conditions of campesinos in LRDP focus regions. Of these funds, 99.6% originate from public sources and 0.4% come from producer associations.

### 1.1.1. Number of restitution cases supported by LRDP

During the reporting period, we were able to document our direct support in the processing of 348 cases in various stages of the restitution process. Of these 348 cases, 230 correspond to securing the legal representation of secondary occupants in the restitution process, thereby facilitating the defense of their interests by the Colombian state.

### 01.2. Percentage increase in the average number of restitution cases processed monthly by the LRU

This indicator reveals an average increase over the baseline (611) of 97%, with an average of 1,204 cases processed during the last quarter (593 cases above the baseline). This indicates that the LRU has increased its monthly processing capacity and its strategies for evaluating cases, especially for those that are not included in the registry—possibly in light of Decree 440 of 2016. Given that we achieved progress well above our 50% goal established for 2018, there may be a need to adjust this indicator in our current AMEP; nonetheless, given that we produce our performance indicator reference sheets annually, it is important to continue conducting follow up on the established baseline.

### 02.1. Number of titles issued (legal certainty)

During year 3, our advances in this indicator were restricted by institutional changes related to INCODER’s liquidation and the commencement of the National Land Agency’s operations. The agency is assuming the task of adjudicating and titling public lands (*baldíos*) and will also replace MARD’s formalization program in terms of legalizing and formalizing private lands for campesinos—but it has not yet begun to implement these mandates.

With regard to our year 3 goal (2,500 titles issued), we witnessed an advance of 935 titles. These titles represent those issued by MARD’s formalization program in Cauca, Huila, and Valle del Cauca. Among them are nine titles for public entities (including schools, police stations, and health centers) and seven titles issued to campesinos by INCODER, all in the municipality of Carmen de Bolívar, thanks to LRDP’s direct involvement through our year 1 and 2 formalization pilot in Montes de María.

**TABLE 5 – TITLES ISSUED**

Department	Titles issued	Type of property	
		Public	Private
Bolívar	7	7	0
Cesar	10	10	0
Cauca	645	27	618
Huila	232	0	232
Valle del Cauca	41	0	41
<b>TOTAL – 2016</b>	<b>935</b>	<b>44</b>	<b>891</b>



## **O2.2. Number of titles issued (legal certainty); and 2.2.1 Reduction in time of the formalization process**

These two indicators, which are related to reductions in costs and times in formalization processes, are linked to our pilot in Ovejas. The pilot will begin during the first quarter of year 4; thus, there are no advances to report yet. We will report the baseline next quarter.

### **O2.3. Reduced time to register issued titles**

We are awaiting USAID's approval of our year 4 work plan in order to be able to propose eliminating this indicator, given that our proposed activities for years 4 and 5 do not contribute to its advancement. The activities that contributed to this indicator were formulated as part of our year 3 work plan and were canceled during the third quarter due to INCODER's liquidation, which impeded their execution.

#### **2.1.1. Number of formalization cases that advance to a key milestone in the process**

Our goal for year 3 was to reach 14,380 key milestones for formalization cases. As of the close of the year, we had registered a total of 18,184 milestones, exceeding our goal by about 3,800 milestones. Of the milestones achieved, 2,470 (approximately 14% of the total) were achieved thanks to our direct activities in Ovejas (Sucre) and Chaparral (Tolima).

**TABLE 6 – ADVANCES IN FORMALIZATION MILESTONES**

<b>Step</b>	<b>Number of advances</b>
Step 1 - Data preparation, diagnostic, and a preliminary analysis	2,344
Step 2 - Gather topographical data	9,314
Step 3 - Technical report (judicial - cadaster)	6,442
Step 4 - Presentation of the case, memorandum or request for adjudication	70
Step 5 - Submission of case or request for adjudication	-
Step 6 - Field visit by the relevant entity (visual or technical inspection)	-
Step 7 - Processing and delivery of a resolution, sentence, or registered deed	7
Step 8 - Notification	-
Step 9 - Period for third party intervention; appeals	-
Step 10 - Submission to registry	7
Step 11 - Registration in the official registry file (Folio de Matrícula Inmobiliaria)	-
Total	18,184

#### **2.2.2. Legal framework enabling rapid and massive formalization developed with LRDP support**

The advance in this indicator corresponds to our work in Ovejas, particularly regarding the municipal formalization plan and parcel sweep methodology. As a result of this effort, the

municipality of Ovejas formally adopted a team of staff that will constitute the municipal land office. This achievement was registered through Decree 297 issued on September 14, 2016.

### 2.3.1. Number of cases of land parcels inventoried to potentially feed into the Land Fund

Our year 3 progress appears to be under target because we met the goal for this indicator prematurely, during year 2.

### O3.1. Percentage of projects funded with LRDP support that are in implementation; and O3.2 Number of rural households in conflict affected regions that gain access to public goods through expanded funding as a result of LRDP assistance

We continue to support GOC institutions in managing funding from various mechanisms, which facilitates secure financing for a greater number of projects. By the close of the reporting period, 67 projects were in implementation (representing 77% of projects funded as a result of LRDP support), thereby increasing access to public goods for 1,969 rural households in areas affected by the conflict. Of these households, 46% represent women-headed households or households in which the women participate in productive agricultural activities with their partner.

### 3.1.1. Number of public-private partnerships formed or strengthened with LRDP support

We facilitated the formation and signature of five PPPs that unite efforts to increase small farmers' access to markets and more stable income. These PPPs encompass the cacao (two), coffee (one), honey (one), and dairy (one) value chains.

**TABLE 7 – SUMMARY OF RURAL DEVELOPMENT ADVANCES DURING YEAR 3**

Region	Projects with financing	Projects being implemented	Rural households benefitting	Women benefitting	PPPs
Cauca	31	31	209	158	1
Cesar	11	10	512	291	1
Meta	4	4	441	176	1
Montes de María	31	22	759	256	1
Tolima	10	0	48	22	2
<b>Total</b>	<b>87</b>	<b>67</b>	<b>1,969</b>	<b>903</b>	<b>5</b>

### O4.1. Number of GOC land entity action plans developed, systematized, and reporting to SINERGIA

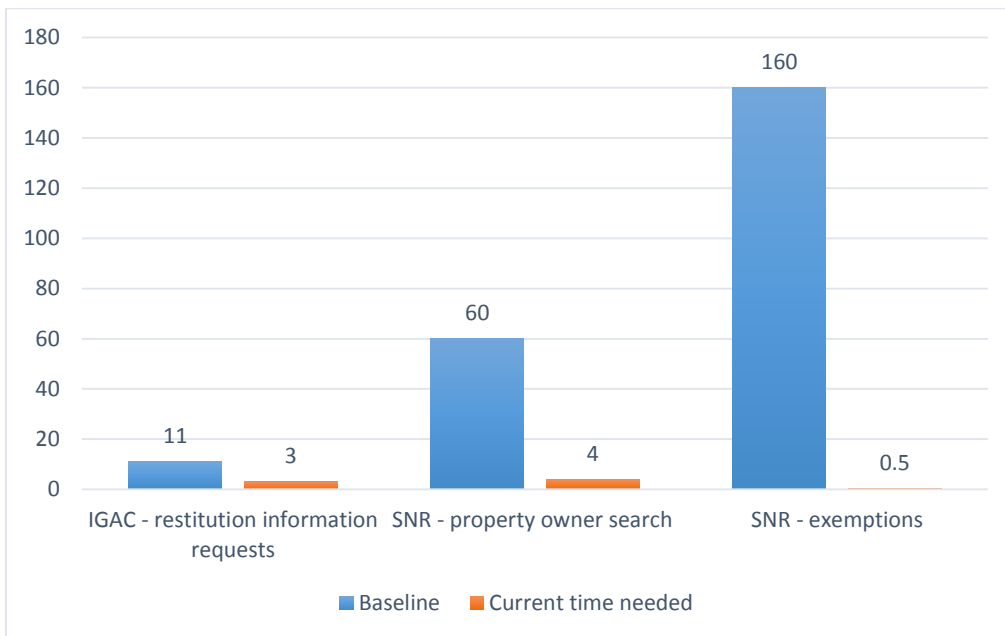
This indicator involves a number of entities (e.g., IGAC, SNR, LRU). This year, our efforts were focused on supporting IGAC. However, at the close of the reporting period, IGAC was unable to report its advances because it was still performing technical tests in its regional offices. The entity needed more time to be able to report advances in its action plans, both internally and to SINERGIA. We expect to report on this indicator next quarter.

### O4.2. Reduced time to access inputs for restitution process

This indicator refers to the average reduction in time to access inputs for restitution that are achieved through LRDP's support, specifically through improvements to nine different information

systems. Three of these systems correspond to functions of INCODER<sup>10</sup>, three to IGAC, and three to the SNR. In light of the fact that LRDP’s support has achieved advances in three of these nine services, we cannot calculate an average reduction in time for this indicator. Nonetheless, it is important to show the reductions in time achieved through the three systems that we supported: the system that we developed for IGAC regarding the digitalization of cadastral files resulted in a 72.73% reduction in time needed to deliver cadastral information required in the restitution process, and the two systems that we developed for the SNR regarding property owner searches and the issuing of certificates of unencumbered property resulted in 93% and 99% reductions in the time needed to deliver information, respectively.

**GRAPH 1 – TIME REDUCTIONS IN THREE SYSTEMS**



*Note: IGAC’s reduction is counted in days; the first SNR reduction is counted in minutes; and the second SNR reduction is counted in hours.*

#### 4.2.1. Number of land related files digitized

A key barrier that prevents the interoperability of information among land-related entities is the vast number of files that are available only in paper form. To address this, we are digitalizing files for certain entities. For INCODER in liquidation, we digitalized 118,729 files related to *baldíos*, maps, and agrarian and organizational processes, which will be handed over to the new National Land Agency. For the LRU, we digitalized 24,811 case files; and for IGAC, we digitalized 624,039 magnetic tapes.

This process contributes to reduced times in the delivery of information for both restitution and formalization processes.

<sup>10</sup> In light of the fact that we will not be able to comply, in our remaining two years, with our initial objective of improving these services (given the GOC’s institutional transition), we are considering proposing an adjustment to the indicator that includes three systems for the LRU.

**TABLE 8 – DIGITALIZATION**

Entity – Type of file	Number of files digitalized
IGAC – Magnetic tapes	624,039
INCODER – <i>Baldíos</i>	21,290
INCODER – Maps	85,373
INCODER – Agrarian processes	66
INCODER – Organizational processes	12,000
LRU – Restitution case files	24,811
<b>Total</b>	<b>767,579</b>

## INDICATORS AND SOCIAL INCLUSION

One of the agreements established with USAID during the last revision of the AMEP was the inclusion of a section in this report that highlights data on LRDP's social inclusion strategy. The following table provides disaggregated information based on gender, which is expressed in either numbers or percentages.

**TABLE 9 – DISAGGREGATED INFORMATION BASED ON GENDER**

Indicator	LOP Actual	Women (single or couple)	Percentage
Number of rural households that gain access to relevant public goods through expanded funding as a result of LRDP assistance	1,969	903	46%
Percentage of restitution beneficiaries that are women (LRU)	4,013	770	19,19%
Person hours of government officials, traditional authorities, or individuals trained in restitution, formalization, public project planning, monitoring and/or information and knowledge management systems as a result of LRDP assistance	4,941	2,136	43%
Claimants in formalization processes who are supported by LRDP <sup>11</sup>	119	66	55%
Secondary occupants with legal representation in restitution proceedings who are supported by LRDP	230	67	29.1%
Restitution cases supported by LRDP	118	43	36.4%

<sup>11</sup> This includes data for formalization cases being supported by LRDP for which titles have not yet been issued.

**TABLE 10 – PREVIOUS AMEP (EFFECTIVE THROUGH Q3FY2016)**

No.	Indicator	FY3 target (2016)	Q1 actual	Q2 actual	Q3 actual	Cumulative achievement through Q3Y2016	% advance FY3 target	LOP target	LOP actual	% advance LOP target
PO1	Number of households that have obtained documented property rights as a result of project assistance through restitution, titling and allocation of public lands (custom) <sup>12</sup>	7,000	2,174	1,714	881	4,769	68%	32,560	17,023	52%
PO2 A	Percentage of restitution and formalization beneficiaries that are women (custom)	45%	42.31%	26.17%	20%	20%	45%	50%	20.08%	40%
PO2 B	Number of restitution beneficiaries that are ethnic minorities (custom)	3,000	0	0	24	24	1%	20,000	2,504	13%
PO3	Number of rural households that gain access to relevant public goods through expanded funding as a result of LRDP assistance (custom)	1,000	660	553	197	1,410	141%	5,000	1,410	28%
PO5	Person hours of government officials, traditional authorities, or individuals trained in restitution, formalization, public project planning, monitoring and/or IKM systems as a result of LRDP assistance (contributes to STARR IQC iv)	3,400	1,191	2,287	5,580	9,058	266%	21,920	15,020	69%
O1.1	Number of restitution cases processed by the LRU (custom) <sup>13</sup>	5,000	4,334	3,533	2,717	10,584	212%	20,000	22,867	114%
O1.2	Reduced time for restitution case preparation by LRU (custom)	241	ND	0	0	0	0%	224	0	0%
1.1.1	Number of restitution cases that have complete parcel information in targeted municipalities (contributes to STARR IQC vi) <sup>14</sup>	300	309	369	164	842	281%	1,900	1,687	89%
1.1.2	Number of current vulnerable occupants of land claimed (“secondary occupants”) in restitution that are represented in case proceedings (custom, contributes to: STARR IQC vi) <sup>15</sup>	250	512	1,649	119	2,280	912%	800	3,134	392%

12 We adjusted the figures for this indicator in light of the adjustments made to indicator O1.1 for Q2 and Q3 of FY2016.

13 Based on the LRU’s latest report to LRDP, we adjusted the advances for Q2 and Q3. This results in a cumulative total of 22,867, which means that up through Q3, the LRU had processed 37 more cases than originally reported.

14 Based on the LRU’s report to LRDP, we corrected the figures for Q1, Q2, and Q3, resulting in a cumulative total of 842 cases.

15 Based on the last report sent by the Ombudsman’s Office, with a cut-off date of June 2016, as well as clarifications regarding the data reported, we adjusted the figures for all quarters in FY2016 and the advances reported for FY2015. The reports issued by



No.	Indicator	FY3 target (2016)	Q1 actual	Q2 actual	Q3 actual	Cumulative achievement through Q3Y2016	% advance FY3 target	LOP target	LOP actual	% advance LOP target
O2.1	Number of titles issued (legal certainty) (contributes to STARR IQC ii)	2,000	381	223	324	928	46%	8,000	1,946	24%
O2.2	Number of issued titles directly resulting from LRDP-supported area-wide formalization (contributes to STARR IQC ii)	300	0	0	0	0	0%	2,496	0	0%
O2.3	Reduced time to register issued titles (custom)	20% below baseline	0	0	0	0	0%	30% below baseline	0	0%
2.1.1	Number of formalization cases that advance to a key milestone in the process (application accepted, parcel demarcated, legal proceedings started) (DO1-040, custom)	3,000	6,181	5,003	4,530	15,714	524%	16,000	15,714	98%
2.2.1	Legal framework enabling rapid and massive formalization drafted and submitted to GOC entities and Congress with LRDP support (custom)	2	0	0	0	0	0%	6	1	17%
2.3.1	Number of cases of recoverable public lands inventoried to potentially feed into the Land Fund (custom, contributes to STARR IQC i)	7,000	0	0	0	0	0%	47,000	48,605	103%
2.3.2	A roadmap for recovery of public land is produced	1	0	1	0	1	100%	1	1	100%
O3.1	Percentage increase in resources mobilized by the national GOC as a result of LRDP in the targeted regions that meet community needs and market requirements (custom) <sup>16</sup>	80%	0	12.58%	31.74%	31.74%	40%	90%	89.72%	100%
O3.2	Percentage of projects funded with LRDP support that are in implementation (custom)	65%	46.15%	48.24%	51.00%	51.00%	78%	75%	51.00%	68%
3.1.1	Number of projects which reflect community needs included in rural development plans or in other mechanisms (custom)	26	34	7	15	56	215%	113	100	88%
3.1.2	Number of public-private partnerships (PPPs) formed or strengthened with LRDP support (FACTS-PPP5)	4	0	0	0	0	0%	13	0	0%

the Ombudsman's Office are inconsistent from quarter to quarter, in some cases causing the advances at the regional level to be negative. The office's change in leadership has affected our relationship with the entity; we are working to improve our relationship and hope for better-quality information during year 4.

16 In our Q2 report, we reported US\$2,269,538 in mobilized resources. In this report, we have adjusted this figure by US\$64,800, confirming a Q2 total of Q2 is US\$2,204,738. This diminishes the percentage increase for this period to 31.74%.

No.	Indicator	FY3 target (2016)	Q1 actual	Q2 actual	Q3 actual	Cumulative achievement through Q3Y2016	% advance FY3 target	LOP target	LOP actual	% advance LOP target
O4.1	Increased ability to access and use data for results management as measured by the IKM capacity index score of relevant institutions (custom)	3.20	0	0	0	0	0%	3,52	0	0%
O4.2	Reduced time to access inputs for restitution and formalization processes (custom)	20%	0	0	29.26%	29.26%	146%	60%	29.26%	49%

# Annex B: Three Success Stories



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

SUCCESS STORY  
SEPTEMBER 2016

## The Weight of Water

USAID partners with regional governments to better design and implement small scale irrigation systems and revitalize agricultural productivity

During one of the country's most violent periods, the Revolutionary Armed Forces of Colombia (Farc) and the paramilitary forces roamed northern Colombia sending thousands of farmers fleeing their homes, refugees in their own country. Often, the groups terrorized villages in the interest of acquiring their lands, cattle, or any other valuable asset.

In the strategically located region Montes de Maria, armed groups destroyed entire irrigation systems and stole kilometers of pipelines installed by the government to support agriculture and rural development. They also stole or destroyed the pumps that fed the system from large water basins. In many cases, the water systems were rendered inoperable shortly after farmers had begun to utilize them. Fear and destruction dissuaded many farmers from returning to their lands.

Before the violence, 27 irrigation districts were distributed across 15 municipalities in the region. Each district provided water to 40 hectares of land, benefiting hundreds of small landowners. Back then, Montes de María was known for food production. Yam, plantain, corn, avocado, cacao, eggplant, and sesame harvested in the region reached markets in cities such as Barranquilla, Bucaramanga, and Bogotá. Other farmers specialized in tobacco, a profitable commodity with various market channels.



Jaime Narváez Márquez abandoned his lands for six years due to the conflict



A farmer and his trellised yam crop irrigated by a sprinkler system in San Rafael, Montes de Maria.

In the aftermath of the violence, more than 90% of the farmers in this area depend on rain for growing their products; food production dipped to levels of subsistence.

The story of Jaime Narváez Márquez, whose father was murdered by the Farc, is like hundreds of farmers in Montes de Maria who were victims and witness to violent atrocities. In 1998, Márquez was displaced from his hometown San Rafael in the municipality of Ovejas. He returned in 2004 to recover his land, the irrigation systems, and the time lost due to violence.

He started from scratch after finding his former plots abandoned and overgrown. The lack of water, climate change and unreliable rains forced Márquez and farmers like him to adjust to the conditions, plant a smaller area and conform to crops suited for rain-fed agriculture.

"Unable to irrigate, during the dry seasons we couldn't count on the yam and manioc crops. The dry season killed them, left us without seeds, and made us lose our crops," says Jaime.



## More Drops, More Crops

In 2013, as the people of Montes de María began to breathe the airs of post conflict, the USAID Land and Rural Development Program (LRDP) began supporting the National Institute of Rural Development (Incoder) and the regional government to rehabilitate five irrigation systems including El Flechal and San Rafael, both in Ovejas.

For three years, Incoder had studied how to improve and optimize the irrigation systems, and even studied the possibility of building them all over again. But it wasn't until 2015, when LRDP assisted the government in conceptualizing and drafting the designs and proposals for the rehabilitation projects, that the funding from the national government was secured and the project underway.

"USAID's help was key to do this work in a rapid and efficient manner. At the moment, farmers have a finished project, and they participated hand in hand with engineers to work on its design in order for it to be adjusted to reality, that is, for districts to work according to the crops they are planting," said Héctor Blanco Barraza, Incoder officer who led the district rehabilitation project.

Regional governments in Montes de María are investing approximately US\$540,000 to rehabilitate the El Flechal and San Rafael irrigation systems and three more irrigation districts.

LRDP works with government partners in three departments to support the design and implementation of a total of 10 irrigation projects that together will bring reliable irrigation to approximately 450 hectares of farmland and benefit over 150 families.

At San Rafael, Márquez and 27 other farmers are no longer waiting for the rain. Using the reservoir pump sprinkler system, they are now irrigating yucca, yam, eggplant, and tobacco crops for the first time in nearly two decades.

Reliable irrigation also allows farmer to employ advanced agriculture practices, such as trellising and crop rotation, resulting in healthier soils, higher productivity and increased sustainability. Authorities in Montes de María are now looking at how to expand irrigation to other districts. In 2017, 10 new irrigation districts have already been identified and prioritized for rehabilitation.

By applying multiple capacity strengthening endeavors targeting local and national government entities, the USAID Land and Rural Development has helped department governors, agriculture offices and municipal leaders in five former conflict regions of Colombia mobilize more than US\$15 million to fund agriculture and infrastructure projects for rural farmers and victims of the conflict.



**"The newly irrigated lands serve as an example to show the government entities that food can be produced if the necessary investments are made,"**

— Alfredo Tapia Pérez, representative of the Asosanrafael farmers association

# Untying the Land Claim Knot

LRDP supports public defenders in five regions to reach more secondary occupants, some of the conflict's most vulnerable victims, and make their cases to restitution judges.

Omar Teran and his family had already invested four years of sweat into land preparation, built a house, and survived armed militia shootouts in the hills of northern Colombia. That was in 2009, and the most violent period of the conflict was behind them. He and 35 people from his extended family—all from the Zenú indigenous community—living on the nine-hectare parcel saw a peaceful and prosperous future.

There was only one problem: the land did not belong to Omar, and the owner wanted it back.

Omar's story is nothing new in Colombia, where the 50-plus years of conflict displaced over six million people. In the desperate shuffle, thousands of families ended up settling on lands owned or claimed by others. Today, the country's Land Restitution Unit, an institution mandated to represent displaced land owners and deliver restitution to victims, is helping local authorities sort out the situation.

Until recently, the government had not taken stock of the situation of "secondary occupants"—good-faith occupants of land being claimed by others—and restitution rulings have lacked sustainable solutions for victims like Omar. The challenges run even deeper: most such occupants are not aware of their land rights, and families like Omar's never had a public defender to support their case.



The Teran sisters prepare coffee in the family's kitchen.



The Teran family was displaced and became secondary occupants on land that is being disputed by its previous owner.

"I searched for the owners in 2004. Back then, neighbors told us that the land was worth what was planted on it," says Omar. "It would be hard to leave this now. It hurts to think of losing all the life we have created."

Twelve years later, Omar and his family have turned nine hectares of land wedged between two hillsides into a productive farm providing the family with yucca, maize, and tropical fruit. Omar has planted over 50 fruit trees, from mango to avocado and carries forth the Zenú weaving tradition. His family grows caña de fleche, the raw material used to make Colombia's famous cowboy hat.

Land restitution is a fundamental part of Colombia's current peace deal, which spells out the government's duty to provide integrated rural reform. The government estimates that over 160,000 people are still in need of land restitution, a tall order for an institution that has processed 23,000 cases in the last five years.



The USAID-funded Land and Rural Development Program (LRDP) is supporting the government with strengthening its institutional framework—the foundation of effective land governance—to implement the peace accords. Guided by the government, LRDP focuses on priority areas with high concentrations of vulnerable groups such as indigenous communities and secondary occupants.

### Public Defenders

Legal assistance for secondary occupants is one aspect of the program's comprehensive approach to improve the quality of legal assistance provided to restitution cases. In 2015, through LRDP support, public defender Carlos Beltrán visited Omar's parcel to offer his family legal assistance and defend their case during the restitution proceedings.

The USAID program has helped provide legal representation for more than 800 secondary occupants.

Beltrán was hired as a public defender in Sucre Department in 2014 and has over 100 secondary occupant cases on his plate. Omar and his family provided him with a power of attorney and the background on the family's arrival to the parcel. The case—which is complicated by the fact that the land is supporting so many families—is currently in the evidentiary phase and is expected to go in front of a judge this year.

There are over 1,600 secondary occupants living in LRDP's five target regions, many of whom are entwined in complex legal cases but cannot afford the legal representation they need. LRDP has trained and supported some 250 public defenders and reached more than 800 secondary occupants.

"These victims are always saying to me: the land is of those who work it," Beltrán explains. "There is a lot of desperation and for many of our clients, the public defender is their final hope."



**"Since partnering with LRDP, we no longer wait for secondary occupants to come to us. We go to them, which is critical to getting the power of attorney and providing them representation. We hope the court recognizes them as secondary occupants, which will permit them to receive compensation and benefits from the state."**

— Carlos Beltrán, Public Defender.

# Land and the Persistence of Culture

Ethnic restitution claims require manpower and time to properly document the history of large communities. LRDP partners with regional land restitution offices to expedite the process for vulnerable indigenous groups who are victims of the conflict.

The spiritual equilibrium essential to the Yukpa community is off balance. Ancestral burial grounds have been desecrated by invaders; the trees that house the spirits are being cut down; and the wild game that Yukpa men once hunted with zeal is no longer available. The same limitations preventing the community from practicing its culture are preventing Yukpa parents from passing these activities, words, and stories down to new generations.

"The loss of culture is very real. Our children won't know anything about the Yukpa if we aren't rescued from extinction. If we don't have space to preserve our culture, I guarantee that in thirty years, our culture will disappear," says Andrés Vence, council leader of a Yukpa community consisting of 120 families living on 300 hectares in the Sierra Perijá on the border of Venezuela and Colombia.

"Culture's longevity depends on territory."

There are an estimated 6,000 Yukpa remaining in Colombia, and the majority live on autonomous lands known as *resguardos*. Over the past thirty years, the Yukpa community living in La Laguna has been victim to abuse and intimidation as a result of the armed conflict and has seen its ancestral lands being increasingly occupied by "outsiders," whom they refer to as colonists. Today, the community is pushing back by launching an ethnic restitution claim that seeks to recover 964 hectares of land and allow the community the space it needs to flourish.



121 Yukpa families are part of an ethnic restitution claim for over 950 hectares.

## Humiliation and abuse

In 1982, the guerrilla group known as the FARC came to Yukpa territory to recruit. Andrés Vence was abducted for eight days to be indoctrinated. But he and the Yukpa resisted, and another guerrilla group known as ELN arrived the following year and abducted several young men. Armed with just bows and arrows, Vence and his men marched into the guerrilla camp and took their children back, saying the Yukpa would not participate in any war.

When the Colombian military entered the scene in the mid-1990s, things got even worse. Yukpa families could no longer move freely from house to house, leading to the systematic abandonment of more than 900 hectares of land. For years, military checkpoints restricted the flow of food between families. To make matters worse, paramilitary groups—who were often the same members of the military—came to the Yukpa villages at night to terrorize the community.

"They abused and humiliated us," says Vence. "I think it was all in the hopes that we would open our mouths and say something that gave them the right to murder us."



## Documented history

In 2015, LRDP stepped in to partner with the regional Land Restitution Unit (LRU) in Cesar to expedite "characterization studies," an essential piece of evidentiary material that documents the background, victimization, and suffering of indigenous communities who wish to reclaim their land. Characterization is a critical step in substantiating an ethnic restitution claim.



Over the course of six months, researchers visited the Yukpas, where they interviewed individual members and held focus groups. They also collected materials from the government, nongovernmental organizations, academic texts, and the media. The end result is nearly 200 pages of history, mapping, experience, and evidence presenting how the armed conflict contributed to the decimation of the Yukpa's culture, livelihood, and overall prosperity.

In addition to carrying out the characterization study, LRDP has helped regional restitution offices improve coordination with partner members of the Victims Assistance and Comprehensive Reparations System and municipal officials.

The document will be filed as part of the Yukpa community's land restitution claim, which will go before a restitution judge before the end of the year. By law, judges must issue a ruling within six months after a restitution claim is filed in the court. In Cesar, the Yukpa case will be the third ethnic restitution case to reach the courts, making the department an important player in the nationwide effort to heal the historic rift between the government and indigenous groups.

There are currently over 24 ethnic restitution cases in the characterization phase that stand to affect over 10,000 families. In addition to the Yukpa case, LRDP is supporting the LRU with evidentiary

studies in another complicated case involving over 600 ethnic Sikuani families in Meta.

"All over the country, there are ethnic restitution cases reaching judges. The LRU is in its fifth year and these cases are becoming more and more important to resolve. This particular case is very important because the Yukpa are losing their cultural identity, and we recognize that," according to Chávez.

In its five years, restitution judges have issued three ethnic restitution sentences, delivering over 124,000 hectares of land back to indigenous communities.

As the Yukpa wait on the judge's ruling, the case's progress has emboldened Vence to mobilize the community—including the older citizens known as Yimayjas—to transmit the collective memory and cultural skills like weaving mochilas, practicing spiritual rites, and crafting shields to fend off malignant spirits.

A favorable ruling will be key to restoring Yukpa faith in the Colombian government. "We've put pressure on the government for many years to do this, so our hope is temporary. We watch television, and indigenous culture is never part of the conversation. Indigenous communities are the most vulnerable," explains Vence.

**"The partnership gave us operating capacity. Without this support, we would have taken another one or two years to get to this case."**

— Jorge Chávez, Director of the Land Restitution Unit in Cesar.



# Annex C: Project Brief Update



October 2016

## FACT SHEET

### COLOMBIA: LAND AND RURAL DEVELOPMENT PROGRAM

Thriving democracies have high-functioning land governance systems that guarantee land rights for their citizens. LRDP supports Colombia's land governance structures in providing packages of land and rural development interventions that enhance rural livelihoods, thereby addressing the following factors:

- **Conflict** that is fueled by land and resource inequities.
- **Land informality** that inhibits investments, increases insecurity, and prevents farmers from reaching their agricultural potential.
- **Environmental degradation** in communities without secure land ownership and hence without incentives to sustainably manage natural resources.
- **Lack of confidence in government** that stems from a low presence and ineffective programs for rural populations.

Through an integrated approach, LRDP strengthens institutions—the foundation of effective land governance—by streamlining policies and procedures that will improve land access and rural development opportunities for the poor.

#### FORMALIZE LAND RIGHTS TO PROTECT THE ENVIRONMENT AND IMPROVE LIVELIHOODS.

Approximately half of rural properties in Colombia are informal. Land informality prevents citizens and public entities from accessing investments. In addition, citizens without land rights are often disincentivized to sustainably manage natural resources, which leads to environmental degradation. Registering property in Colombia (the last step in the formalization process) takes over five years due to

PHOTO: USAID / LRDP



inefficient procedures and a lack of access to land information. By 2018, LRDP will digitize Colombia's paper-based land information, conduct a massive land formalization pilot, and support the government's new National Land Agency.

#### PROVIDE LEGAL REPRESENTATION TO VULNERABLE SECONDARY OCCUPANTS.

LRDP supports the legal representation of "secondary occupants," rural families occupying land that is being claimed by others in the land restitution process. There are 1,600 secondary occupants living in LRDP's five target regions, many of whom are entwined in complex legal cases but cannot afford a lawyer. By 2018, LRDP will train and support public defenders to represent 1,320 of these families.

#### IMPROVE THE QUANTITY, QUALITY, AND ACCESSIBILITY OF LAND INFORMATION TO EXPEDITE RESTITUTION AND FORMALIZATION PROCESSES.

Without access to high-quality, electronic land information, restituting and formalizing property is slow, difficult, and costly. LRDP is building the Land Node, an innovative platform that aggregates data from eight land agencies and makes it available in real time, thus increasing transaction efficiencies, reducing costs, and catalyzing a positive economic impact across the country. LRDP is also digitizing approximately 20% of the country's historical land records to ensure the accuracy of land information and fill the information gaps that currently impede restitution and formalization efforts.

#### INCREASE PUBLIC SPENDING ON RURAL DEVELOPMENT TO HELP FARMERS AND RURAL FAMILIES.

LRDP works with mayors, governors, and national-level officials to increase public and private spending in poor regions. In doing so, it helps the government ensure that farmers have access to the resources they need—such as irrigation and technical assistance—to increase agricultural production and reduce poverty. By 2018, it will increase the mobilization of rural development resources in LRDP target regions by 90%.

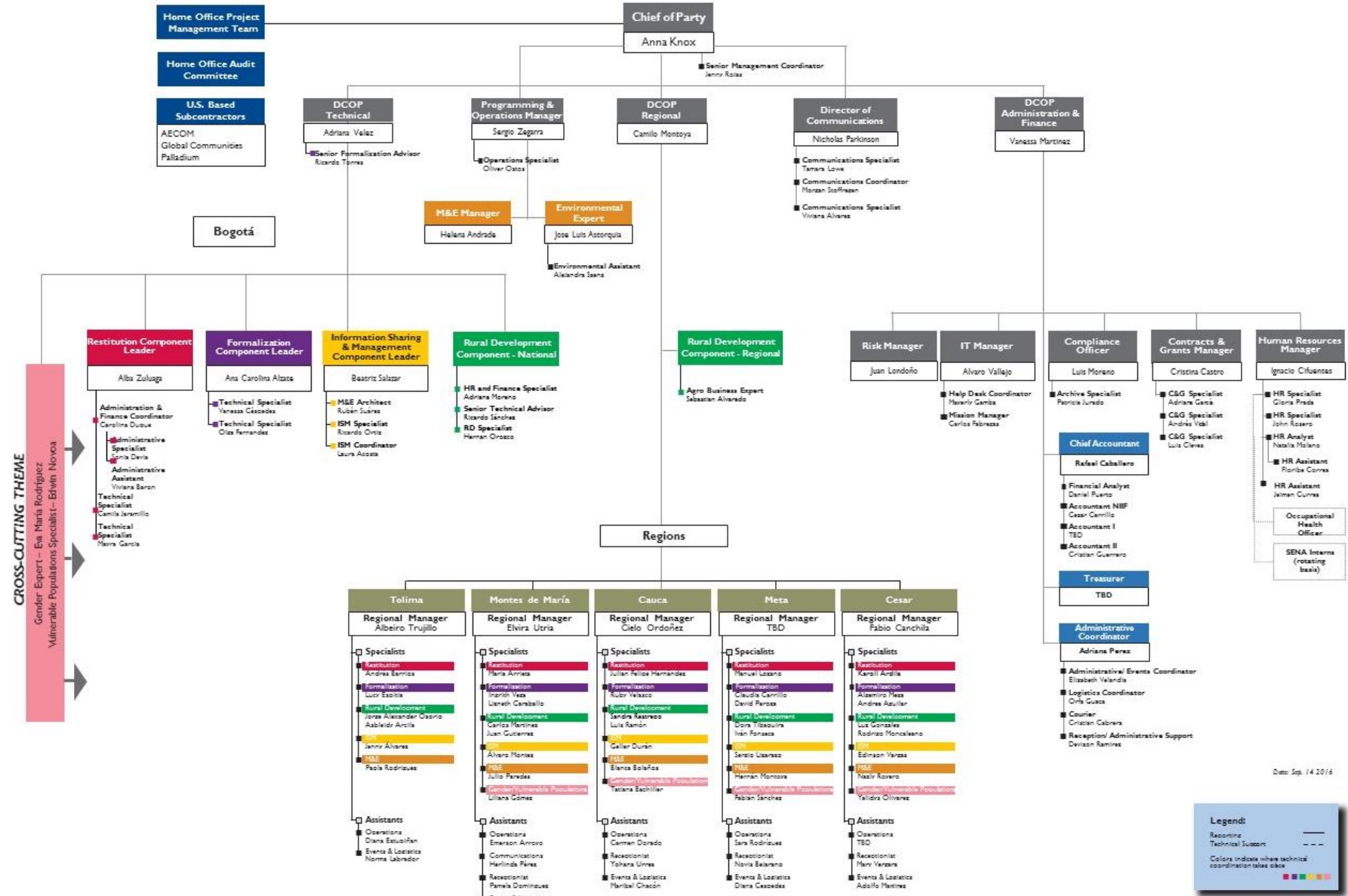
### RECENT ACCOMPLISHMENTS

- US\$33 million national-level dollars mobilized by LRDP into conflict-affected regions in one year
- 24,811 restitution case files digitized, improving the restitution process for families
- Electronic information system developed for the Land Restitution Unit that contains information on secondary occupants' involvement in cases, thus ensuring that judges take this vulnerable group into account in their rulings
- Identification of 235 land parcels (covering nearly 8,000 hectares) that are viable for transfer to the country's new Land Fund, a critical component of the peace accords
- Inclusion of US\$5 million in four municipal and one departmental Territorial Action Plans for restitution efforts, which helps ensure the effective execution of Colombia's restitution policy within LRDP's focus regions
- Signing of 5 public-private partnerships in the coffee, cacao, milk, and honey sectors, with a cumulative value of over US\$20 million





# Annex D: Organizational Chart





# Annex E: Media Highlights: Ovejas Pilot and PPPs

## Coverage of public-private partnerships

- “El Cesar dio paso adelante en planificación para el sector agropecuario,” Gobernación del Cesar, May 12, 2016, <http://cesar.gov.co/c/index.php/es/oppre/tolisboleprensa/3118-artbp-0279-2016>
- “‘Bolívar sí avanza’ firma alianza por \$16 mil millones para establecer cadenas productivas en Montes de María,” Gobernación de Bolívar, July 22, 2016, <http://www.bolivar.gov.co/index.php/565-bolivar-si-avanza-firma-alianza-por-16-mil-millones-para-establecer-cadenas-productivas-en-montes-de-maria>
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**Secretaría Desarrollo Agropecuario Producción Alimentaria** added 3 new photos.

2 de agosto at 12:15 p.m. · 🌐

Funcionarios de la Secretaría de Desarrollo Agropecuario y Producción Alimentaria se desplazaron hacia el municipio de Chaparral para establecer los parámetros de conformación de una alianza estratégica para manejar la cadena productiva de cacao en el sur del Tolima con las diferentes asociaciones cacaoteras.

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Carlos Eduardo Campo and 8 others

4   3

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Población de Chaparral, Tolima, lista para adelantar diálogo productivo con Ministro @aureliolagorri para promover soluciones rurales



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Firmamos la alianza público - privada para fortalecer la cadena productiva del cacao en los Montes de María.

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Dumek Turbay and 5 others  
22/07/16 11:32 a.m.

Gobernación de Bolívar Retweeted

**Dumek Turbay** @dumek\_turbay

Esta alianza que suscribimos con el sector privado nos permitirá fortalecer el agro en Montes de María. **#BolívarAgro**

Translate from Spanish



**Carlos Eduardo Campo** @ccampocuello

Construy para el Cesar uno de los proy más ambiciosos de la apicultura en el país. Acuerdo de voluntad. Gracias Usaid.

Translate from Spanish



26/07/16 9:53 p.m.

8 RETWEETS 11 LIKES



## Coverage of Ovejas pilot

- “Inician proceso de formalización de tierras,” El Nuevo Siglo, August 22, 2016, <http://www.elnuevosiglo.com.co/articulos/08-2016-gobierno-inicia-proceso-de-formalizacion-de-tierras>
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# Por la tierra

El primer municipio de Colombia en participar del "Pacto por la Tierra" es Ovejas, priorizado por la Agencia Nacional de Tierras (ANT) en cuanto a formalización de propiedad rural.



En reunión técnica de la Agencia Nacional de Tierras, Usaid, la Agencia de Formalización de Tierras, la Unidad de Restitución de Tierras, la Gobernación de Sucre, la Alcaldía de Ovejas y campesinos involucrados se socializó el "Pacto por la Tierra".

Ovejas. Se firmó ayer en este municipio el denominado "Pacto por la Tierra" promovido por la Agencia Nacional de Tierras (ANT).

Asistieron al acto el director de la ANT, Miguel Sampedro Strouss; el director nacional de la Usaid, Peter Natello; la subdirectora general de la Unidad de Restitución de Tierras, Alejo Cisero Barbosa; la directora de la Agencia para la Restitución de Tierras, Mariana Escobar Arango; el gobernador (e) de Sucre, Cristo García Tapas; el secretario de Desarrollo Económico de Sucre, Jaime Acosta; Hernán, el alcalde de Ovejas, Mauricio García Cohen; el líder comunitario del corregimiento San Rafael (Ovejas), Oscar Padilla; el presidente de la ANUC en Ovejas, Alfonso Chamorro Blanco; y el representante de las víctimas del desplazamiento forzado en Sucre, Walter Villalba Tobías, entre otros campe-

posconflicto como la de ahora es imposible que la formalización de un predio se demore ochos años. Reduciremos considerablemente estos tiempos y la idea es no salir del territorio hasta tanto no se defina quién es el propietario de ese predio", aseguró.

Para Peter Natello, director nacional de la Usaid, el Pacto es muy acertado y por eso el Programa de Tierras y Desarrollo Rural en Sucre apoya de manera incondicional los esfuerzos de Colombia para traer transparencia a los mercados de tierra para así hacer más rápidos y ágiles los procesos de formalización.

"Estamos satisfechos con que la ANT se comprometa con estos procesos a los que damos una mano. Esto es un gran aporte al desarrollo del campo colombiano. No hay desarrollo rural sin mercados de tierras transparentes, sin títulos, sin formalización", aseguró.

Añadió que hay que tener



Cristo García Tapas, gobernador (e) de Sucre, anunció que la Gobernación de Sucre brindará el apoyo necesario para que el "Pacto por la Tierra" se desarrolle.

 Miguel Sampedro Strouss	 Mariana Escobar Arango	 Alfonso Chamorro Blanco
 Peter Natello	 Alejo Cisero Barbosa	 Walter Villalba Tobías

... como sea tan mucho con... por el conflicto armado y



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