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# RESPONSIVE GOVERNANCE ACTIVITY ANNUAL WORK PLAN – YEAR I

January 8, 2021

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## ACRONYMS

|        |  |
|--------|--|
| ALAC   | Anti-corruption Legal Advisory Center                          |
| AGR    | <i>Auditoría General de la República</i>                       |
| AMEL   | Activity Monitoring, Evaluation, and Learning                  |
| ANM    | National Mining Agency   |
| ART    | <i>Agencia de Renovación del Territorio</i>                    |
| AWP    | Annual Work Plan   |
| CCE    | National Procurement Agency - <i>Colombia Compra Eficiente</i> |
| CCN    | Cooperating Country National                                   |
| CCP    | Country Compensation Plan                                      |
| CDCS   | Country Development Cooperation Strategy of USAID/Colombia     |
| CGR    | General Controller's Office                                    |
| CLA    | Collaboration, Learning, and Adapting                          |
| CNE    | National Electoral Commission                                  |
| CPEC   | <i>Consejería Presidencial Estabilización y Consolidación</i>  |
| COMPOS | Consejo Municipal de Política Social                           |
| CONPES | <i>Consejo Nacional de Política Económica y Social</i>         |
| COP    | Chief of Party   |
| COR    | Contracting Officer's Representative                           |
| CRM    | <i>Comisiones Regionales de Moralización</i>                   |
| CSO    | Civil Society Organization                                     |
| DAFP   | Administrative Department of Public Service                    |
| DCOP   | Deputy Chief of Party  |
| DNP    | National Planning Department                                   |
| DSE    | <i>Secretaría Departamental de Educación</i>                   |
| EPS    | Empresa Promotora de Salud                                     |
| EITI   | Extractive Industries Transparency Initiative                  |
| FARC   | <i>Fuerzas Armadas Revolucionarias de Colombia</i>             |
| FAS    | Field Accounting System  |
| FGN    | Prosecutor's General Office                                    |
| FOM    | Field Operations Manual  |
| FY     | Fiscal Year  |
| GDA    | Global Development Alliance                                    |
| GDP    | Gross Domestic Product   |
| GESI   | Gender & Social Inclusion                                      |
| GOC    | Government of Colombia   |
| GuC    | Grants under Contract  |
| ICBF   | <i>Instituto Colombiano de Bienestar Infantil</i>              |
| INVÍAS | National Institute of Roads                                    |
| IR     | Intermediate Result  |
| IT     | Information Technology   |

|        |  |
|--------|--|
| LTTA   | Long-Term Technical Assistance                                 |
| MAG    | <i>Metodología General Ajustada</i>                            |
| MDP    | Municipal Development Plans                                    |
| MEL    | Monitoring, Evaluation & Learning                              |
| MEN    | Ministry of Education  |
| MH     | Ministry of Health and Social Protection                       |
| NDP    | National Development Plan                                      |
| OCAD   | <i>Órgano Colegiado de Administración y Decisión</i>           |
| OECD   | Organization for Economic Co-operation and Development         |
| PDET   | Development Programs with Territorial Focus                    |
| PEA    | Political Economy Analysis                                     |
| PFM    | Public Financial Management                                    |
| PFT    | Partners for Transparency                                      |
| PGN    | Inspector General Office                                       |
| POAI   | <i>Plan Operativo Anual de Inversiones</i>                     |
| PS     | <i>Pastoral Social</i>   |
| PYI    | Project Year I   |
| QSAP   | Quality Assurance Plan   |
| RAT    | Risk Assessment Tool   |
| RIAS   | <i>Rutas Integrales de Atención a Salud</i>                    |
| RG     | Responsive Governance Activity                                 |
| RMP    | Rapid Mobilization Plan  |
| SIEE   | System for the Evaluation of Efficiency                        |
| SGR    | <i>Sistema General de Regalías</i>                             |
| SISFUT | <i>Sistema de Información del Formulario Único Territorial</i> |
| SNG    | Subnational government   |
| ST     | Secretariat of Transparency                                    |
| STTA   | Short-term technical assistance                                |
| TAMIS  | Technical and Administrative Management Information System     |
| TCN    | Third Country National   |
| TOCOR  | Task Order Contracting Officer's Representative                |
| TPC    | Territorial Peace Council                                      |
| TpC    | <i>Transparencia por Colombia</i>                              |

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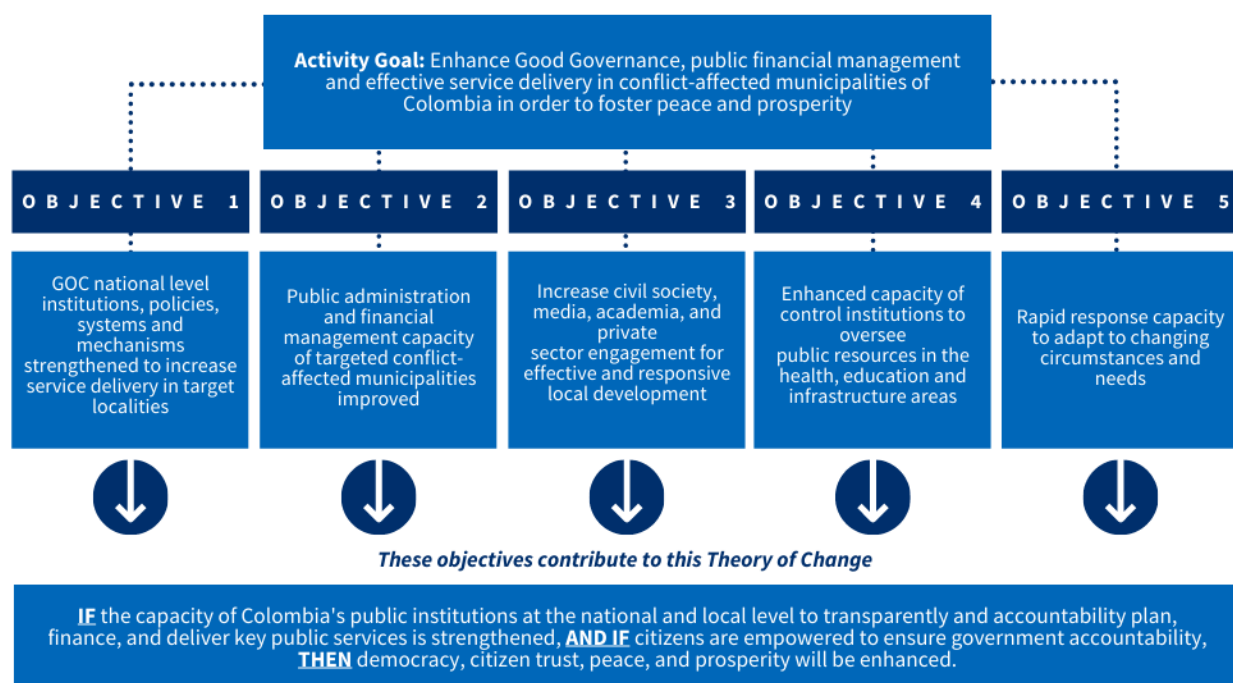


## SECTION I. OVERVIEW AND IMPLEMENTATION STRATEGY

### ACTIVITY OVERVIEW

On October 8, 2020, the United States Agency for International Development (USAID) awarded the Colombia Responsive Governance (RG) Activity, a four-year effort to enhance good governance, public financial management, and effective service delivery in conflict-affected municipalities to foster peace and prosperity. This Activity will strengthen the capacity of Colombia's public institutions at the national and local levels to transparently and accountability plan, finance, and deliver key public services and at the same time will empower citizens to ensure government accountability with the end goal of enhancing democracy, citizen trust, peace, and prosperity. The graph below shows the Results Framework (RF) and the Theory of Change for RG Activity:

#### RG's RF & Theory of Change



### COUNTRY CONTEXT ANALYSIS

The start of RG coincides with the beginning of the second half of President Ivan Duque's administration. In 2019, the National Congress approved the "Pact for Colombia, Pact for Equity" National Development Plan (NDP) law that outlined the four-year strategy for implementing policies proposed by the then-incoming administration. Two years of implementing the NDP offer mixed results, particularly in closing regional development gaps and Peace Accord implementation. After two years, the window of opportunity for significant policy reforms has, for the most part, closed, and quite possibly, the recent overhaul of the *Sistema General de Regalías* (SGR) will be the last major reform with considerable impact on RG objectives. Against this backdrop, there is a heightened sense of urgency



within the GOC to focus on implementation and results. The start of RG also coincides with the first year of departmental and municipal government administrations. This offers an excellent opportunity to align assistance with their development plans and build relationships with municipal leaders.

Three main challenges will affect the Activity over Year 1: a) the COVID-19 health crisis; b) the lack of necessary governance conditions; and c) deteriorating public safety and security issues in PDET areas.

- **The unprecedented crisis caused by the COVID-19 pandemic has generated profound repercussions in the Colombian economy, negatively impacting subnational governments' revenues.** The economy is expected to contract by 6.7 percent in 2020, the fiscal deficit is expected to widen to 8.2 percent of GDP, and national government debt is expected to increase to 66.5 percent of GDP in 2020. Municipalities' financial situation will also be highly affected due to the reduction in tax collection and its base and the urgent increase of budget spending for pressing needs in its territories (investments in health service provision, unemployment, subsidies, etc.).
- **Necessary governance conditions are still lacking.** Despite a wide variety of planning tools, the complicated institutional set-up and the low capacity of many subnational governments (SNGs) are barriers to development. The incomplete information systems for decision making, poor coordination among the institutions responsible for territorial planning; fragmented programs and incentives for territorial development; and minimal connectivity infrastructure make up the operational environment RG will be implemented in.
- **Public safety and security issues in PDET areas are a constant challenge.** First, the illicit economy continues to expand considerably. The competition for control over lucrative illegal economies will further deteriorate security. Second, the splintering of illegal armed actors and the emergence of FARC dissident groups that rejected the Peace Accords that are vying for territory, many inside RG areas. Third, GOC still has not fully seized control over territories abandoned by the FARC following its demobilization. However, citizen buy-in to the PDET plans remains strong, given the comprehensive nature of the engagement process. For that reason, PDET plans provide a critical starting point for development interventions at the local level.

## FISCAL YEAR 2021 STRATEGY

During the first part of Year 1 of implementation, RG will focus on completing the foundational activities (See Section 2) while starting critical strategic actions to ensure rapid engagement with key stakeholders at national, subnational, and territorial levels. In coordination with the TOCOR, RG will meet with national-level entities, municipal and department authorities, and control entities to formally present the Activity and identify specific entry points for delivering technical assistance. In parallel, the Activity will engage with civil society actors, academia, media, and the private sector to promote an agenda for effective and responsive local development that builds the state's legitimacy in citizens' eyes. Local subcontractors *Pastoral Social (PS)* and *Transparencia por Colombia (TpC)* will play an active role throughout Activity implementation, starting with actively contributing to first-year AWP preparation.

RG will be implemented through permanent contextual analysis to adapt to the changing conditions of the targeted regions. At the moment, subcontractor *Pastoral Social*, through a Purchase Order, implements municipal diagnoses to determine the detailed current status of Peace Accord

implementation and service delivery in 27 targeted municipalities. RG will also use applied, problem-based political-economic analysis (PEA) to identify the dynamics – including power structures, formal and informal rules, and relationships – at the national and municipal levels. PEAs will be permanently conducted during Activity implementation to inform strategic interventions to achieve all programmatic objectives. With this, the Activity aims to avoid a “cookie-cutter” approach and ensure that, during the project’s implementation, activities are adapted to fit each territorial and subnational government's strengths, weaknesses, and opportunities. To the extent possible, the RG team will look for opportunities to introduce co-creating of planning activities; this approach will significantly guide the preparation of the Y2 AWP.

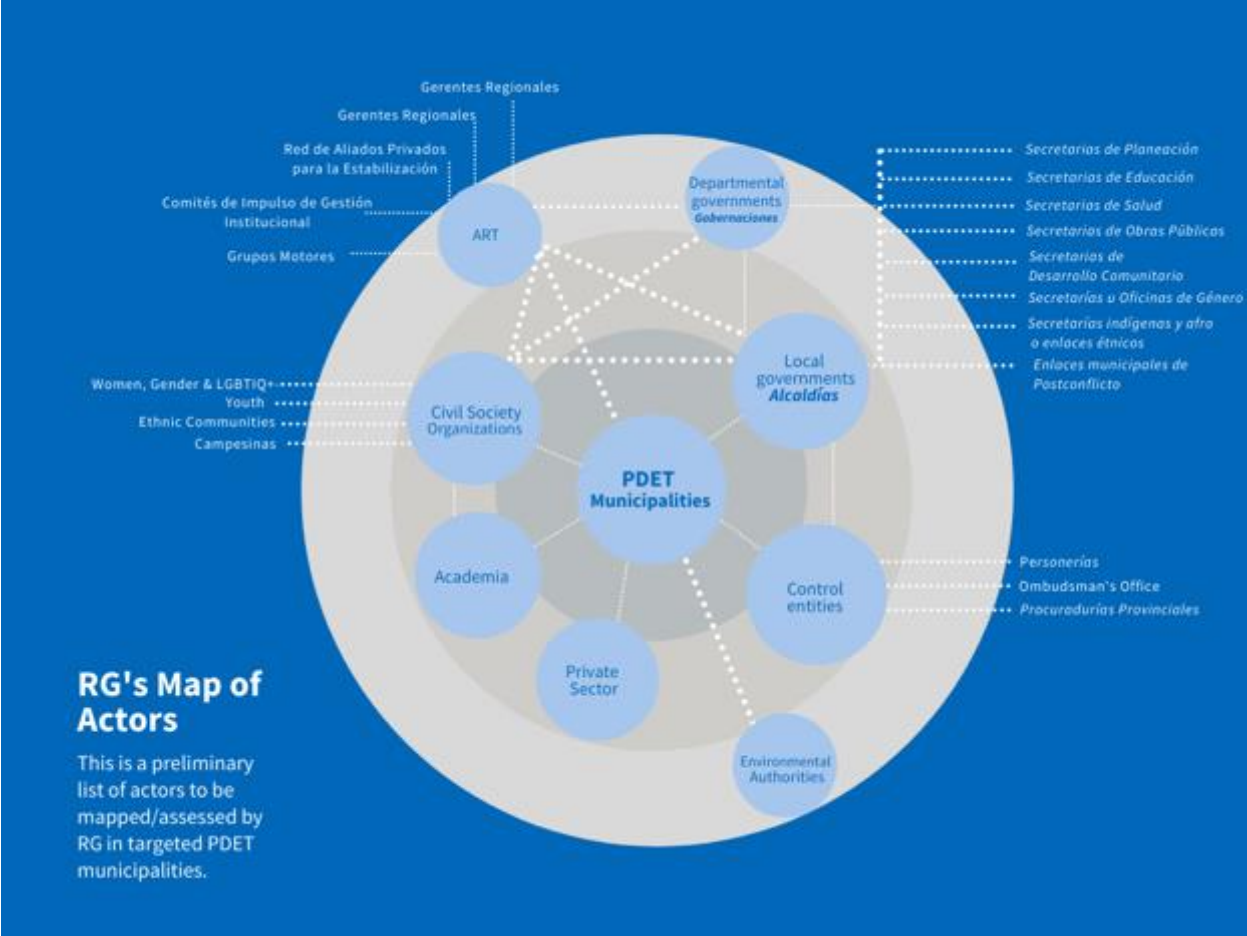
This document represents the Work Plan for FY 2021. Section 2 provides an overview of each objective and intermediate result, highlighting specific activities that will be undertaken and cross-cutting themes integrated throughout the activities. In Section 3, the management approach at the central and regional levels is described. The Collaboration, Learning, and Adapting (CLA) approach is described in Section 4 and Projected Budget in Section 5. Annexes include the map of actors, fixed fee deliverable matrix, the draft Quality Assurance Surveillance Plan (QASP), a detailed matrix with the description of each activity, specific products, and the schedule, and a set of three infographics of RG’s approach on education, health, and GESI.

Five elements shape RG’s strategy for FY 2021: Map of Actors, Gender and Social Inclusion, the Internship Program, Grants Management and Social-Cultural Change. These elements will be approached as follow:

#### A. MAP OF ACTORS

During Q2, the Activity will work with strategic partners, regional offices’ managers, and relevant staff to collect information on pertinent stakeholders and beneficiaries in the targeted PDET Zones to build a map of actors. This map will include information about key GOC, sub-national, and territorial level institutions working in targeted service delivery and peace implementation. The map of actors will provide information that will help identify needs, potential activity beneficiaries, and partners in each relevant area, their role, and actual responsibilities. This effort will also consider pertinent actions implemented by USAID’s Implementing Partners (IPs) and identify areas for cross-fertilization and cooperation among Activities.

RG will consolidate a comprehensive database of stakeholders for each PDET Zone – and to the extent possible each of the 27 targeted municipalities – to assure an integrated analysis of all the information. Each targeted PDET Zone will be analyzed as a system with those stakeholders that participate as recipients or providers of services from both public and private/non-state sectors. RG will analyze relations, roles, and motivations of identified stakeholders to identify champions and key partners to improve and optimize interventions to be taken during the life of the Activity (LOA). A preliminary list of actors to be analyzed/assessed by PDET zones is included in Annex I. The graph below shows a preliminary list of actors to be mapped/assessed by RG.



**B. GENDER AND SOCIAL INCLUSION**

The Gender and Vulnerable Groups Strategy is a comprehensive and cross-cutting approach applied to all Activity's objectives and is a separate deliverable per section F.7.1.n. The strategy will contribute to the design and implement all program activities considering differential approaches to identify vulnerabilities related to gender, ethnicity, life cycle, disability, and victims, displaced, and migrant populations. The strategy will focus on using "gender glasses" to identify the risks, threats, and vulnerabilities of women and vulnerable populations, which constitute barriers to accessing the rights and services to health, education, infrastructure, and participation in decision-making in peace implementation. This strategy will incorporate, among others, the following actions:

1. Produce a diagnostic and baseline that accounts for the barriers to women's access to education, health and infrastructure services, and the gaps in implementing the Peace Accords, with a gender perspective.
2. Design and incorporate within the interventions of each objective a set of affirmative measures to overcome barriers and reduce identified gaps.
3. Promote the active incorporation of women and women's organizations in the implementation of RG activity.

4. Design planning and monitoring tools with a gender perspective and train the RG team at the national and local levels for their proper implementation.
5. Generate and promote participation in collaborative learning spaces for reflection with high involvement of women.
6. Monitoring the implementation of activities, using gender glasses in the collection, systematization, analysis, and presentation of information.
7. Incorporate into RG interventions the lessons learned and good practices promoted by women.

Incorporation of "gender glasses" into activity implementation will be a critical strategic tool for RG to ensure real impacts in promoting incorporation to decision-making to vulnerable groups and women. As part of the Knowledge Management approach, this will also help incorporate positive actions that benefit women and target vulnerable groups to overcome barriers to access and promote gender equality and female empowerment. The strategy will be delivered by Q2 per contract terms.

### C. INTERNSHIP PROGRAM

RG will look for partnerships with Higher Education entities to establish an internship program. The internship paid-program will take in a number (TBD) yearly to support tasks, including research, drafting documents, and facilitating meetings and special events. Interns will be placed in the Bogota and regional offices. Interns will also enter a mentoring program where one member of the RG will serve as a tutor for each intern, ensuring technical skills are enhanced based on their interests. RG will also ensure interns receive training and mentoring on soft skills such as team-work, efficient communication, and self-confidence. The Activity will engage vulnerable youth such as women, indigenous and afro-Colombians, LGBTI community, and victims to contribute to their inclusion in society. Members of these populations often suffer discrimination to obtain a job, especially when they are young and with previous job experience. With this, RG will also contribute to preparing a new generation of young professionals who could change their communities and be potential professionals to join third parties or even further USAID's activities. Small grants will be issued to conduct this activity.

### D. GRANT-MAKING CAPABILITIES

RG will use tested, compliant systems and processes in programming, delivering, and managing high-impact grants under contract (GuC). The approach to grants management, especially in conflict and post-conflict environments, includes a strong focus on community engagement, participation from local governments, and conflict-sensitive, "do no harm" controls built into partner vetting and internal decision making. Grantees will be required to have a transparent and credible sustainability plan. RG will ensure proper support to grantees where needed. GuCs will start in Y1 and will play a strategic role.

### E. SOCIAL-CULTURAL CHANGE

RG will look for a local partner to understand the driving factors eroding the social contract in target geographical areas and sectors. RG will conduct a deeply contextualized citizen culture analysis that considers widely-held perceptions on government, community, domestic violence, neighbor relations, and public servants. The local partner will recommend and carry out tailored interventions that foster

trust between local governments and citizens. For example, these interventions will contribute to converting taxpayer resources into tangible infrastructure and services, thereby building legitimacy and trust between civic actors in the targeted region. These activities will be implemented under Objectives 3 and 4.

## SECTION 2. FISCAL YEAR 2021 IMPLEMENTATION ACTIVITIES BY OBJECTIVE

### FOUNDATIONAL ACTIVITIES

Immediately upon award, RG has initiated the following foundational activities to set the stage for successful implementation. These activities cut across objectives and, therefore, do not neatly fit under an Intermediate Result (IR).

#### A. TAKE BASELINE MEASUREMENTS IN TARGET MUNICIPALITIES.

During Q2, RG will complete the review of relevant GOC data on municipal development and governance indicators to inform the preliminary selection of Activity indicators and targets. RG will also conduct a rapid gap analysis across objectives, identifying data sources—and proxies as needed—to establish a programmatic baseline for decentralization, municipal performance, civic engagement, and local-level control to maximize the use of existing data. RG will work closely with strategic partners PS and TpC to gather this data. RG will also leverage municipalities' performance data that overlap with current/past RGA municipalities to curtail the turnaround time on this task further. In fact, RG has already started a dialogue with the RGA to complete this task. RG hired a MEL Director (currently under an STTA) to continue collecting additional data required and is supported during start-up by a senior home office MEL expert. Once the regional teams are hired during Q2, they will also support this task. By the time this AWP is presented, strategic partner *CorpoVisionarios* has declared bankruptcy and will close operations soon. RG will review *CorpoVisionario's* expected role and look for the best mechanism to cover actions initially assigned to them during the proposal stage.

RG will also conduct Political Economy Analyses (four in total, one per region with the exception of Catatumbo, disaggregated by municipality and by sector). To the extent possible, RG will invite USAID's COR to participate in the data collection and/or analysis of the data collected for PEAs. Political Economy Analysis (PEA) is a field-research methodology to explore how and why things happen in an aid-recipient country. It is primarily conducted through key informant interviews and can provide the evidence base for thinking and working politically. PEA involves reviewing institutional and governance arrangements and considers the underlying interests, incentives, rent distribution, historical legacies, prior experience with reforms, and how these factors interact to mediate change. A key contribution of PEA is the recognition of the relationship between the quality of governance to the success of program performance, regardless of sector.

The RG PEA's overall purpose is to optimize support to counterparts, ensure sound adaptive project management, and contribute to the project CLA agenda. PEA will be a tool for optimizing engagement across RG objectives, to avoid surprises with our project recommendations, and to increase the likelihood of uptake. The PEA's purpose will be further broken down into key research questions by the project team in Q2, which will guide the key informant interviews and subsequent analyses. For example, we may want to know what it will take to replicate successful models for tertiary road maintenance or the incentives across control entities to work collaboratively towards early detection of mismanagement by local authorities before such mismanagement adversely impacts the communities those authorities serve. The resulting analyses will be captured in a report or another recording, depending on the audience. PEA reports are intended to be living documents and will be updated over the life of the project, i.e., annually, to support annual work planning and other project planning processes.

RG envisions its PEA as a joint effort between project staff and local experts (i.e., academia or similar entity who can build staff capacity while facilitating the methodology), the first of which will be completed by Q3. RG will work with *Juntos por la Transparencia* to ensure complementarity between the PEAs of the two projects and develop a mechanism for exchanging findings. The first PEA report(s) will most likely be organized by region and sector and include a gap/problem analysis prioritized by the team based on their first months of interaction with Colombian counterparts and desk research. It will contain the initial assessment of issues to work on and priority sectors/problems. Where change space exists (including consensus from Colombian counterparts and USAID), proposed intervention modifications will be reflected in the quarterly reports and subsequent work plan.

## **B. ESTABLISH OPERATIONAL AND MANAGEMENT STRUCTURE FOR IMPLEMENTATION.**

RG hired an experienced Colombian home office project technical director (PTD) that is overseeing RG start-up and acting DCOP. In contrast, the COP started on November 16. The PTD will continue providing and ensuring home office support to the Chief of Party (COP) and team in Bogota and is responsible for guaranteeing client responsiveness during Start-up Phase. The start-up team did not mobilize to Bogotá due to biosecurity constraints but has been actively engaged providing all service needed to guarantee a smooth start-up as indicated in the revised Rapid Mobilization Plan (RMP) approved by the COR on December 4, 2020. The Chief of Party is working under a Remote Work Arrangement until January and the Director of Operations was mobilized on November 16, both are engaged with the Activity. The withdrawal of the initially proposed DCOP is being managed by support from the HO, and RG has initiated a full and open recruitment process to attract and engage the best Colombian professionals. RG has also advanced in the recruitment process of non-key personnel LTTA Colombian professionals and expects to complete the hiring process by January 2020.

RG is taking all steps needed to hire the Four (4) Regional Managers by the end of December 2020 and initiate operations on Q2, temporarily looking for co-locations with strategic partner PS. By the end of Q2, RG expects to have secured both regional and Bogota-premises, the last one potentially in collocation with USAID's *Juntos por La Transparencia*. However, before signing any lease, RG will complete DAI's RAT (Rapid Assessment Tool), a tool designed to ensure that DAI mitigates the risks involved in operating field projects during the COVID-19 pandemic and ensure the health and safety of staff and beneficiaries. The RAT also evaluates host government measures to combat the spread of COVID-19, current trends in COVID-19 cases, new or emerging threats caused by COVID-19, and related mitigating measures, as well as how RG plans to implement physical mitigation measures to combat community spread, ensure staff understand how to minimize their risk of exposure to COVID-19, and evaluate the effectiveness of project risk controls. Opening project offices is contingent on approval of RG's RAT by DAI's headquarters. Once the office is selected and equipped, a biosecurity plan will be prepared for approval by the ARL (professional risk insurance provider) and then for approval by the mayor of Bogota's office. RG will reassess this situation each month and will keep the TOCOR informed through the weekly meetings. Currently, RG accounts for all HO STTA and COP and CNN LTTA teleworking.

## **C. DEVELOP A COMPREHENSIVE GENDER AND VULNERABLE GROUPS STRATEGY.**

RG will embed GESI considerations throughout implementation, starting with a strategic plan for inclusion that will be delivered within 90 days of contract signature. RG is committed to developing a comprehensive GESI Strategy based on its staff's technical knowledge and complemented by the experience of Subcontractor PS. RG expects that working through Colombian organizations, the Activity will build the capacity of Office of Women representatives to participate in municipal-level

decision making; strengthen indigenous and Afro-Colombian community councils' and women's groups' abilities to organize and advocate effectively; integrate inclusion into all municipal capacity-building plans, and provide organizational networking opportunities to vulnerable groups through grants. A CNN STTA has been hired and is already working to deliver the GESI Strategy in Q2.



## **OBJECTIVE I. GOC NATIONAL-LEVEL INSTITUTIONS, POLICIES, SYSTEMS, AND MECHANISMS STRENGTHENED TO INCREASE SERVICE DELIVERY IN TARGETED LOCALITIES**

Poor service delivery in targeted municipalities results, in part, from conflicting structures and incentives at the national level. For example, while central agencies debate which authorities should be decentralized, municipalities still fall short of the resources needed to meet existing national performance standards, strengthening arguments for centralized government.

Despite a series of reforms to improve the Peace Accord's implementation, coordination challenges between the three government levels continue to be obstacles. In line with its legitimacy-effectiveness approach, under Objective I, RG will help the GOC strengthen critical decentralization systems and mechanisms. For example, the Ministry of Education (ME), the Ministry of Health (MH), and the national-level transport sector entities will be supported in implementing the National Sectoral Plans, e. Likewise, in coordination with the Presidential Council for Stabilization and Consolidation (CPEC), Territory Renewal Agency (ART), and the *Consejería Presidencial para la Equidad de la Mujer* (CPEM), and the Objective I will provide technical assistance to strengthen the institutional capacities required to implement the Peace Accords, specifically those of the OCAD Paz. RG will also support the National Planning Department (NDP), specifically the Decentralization Mission<sup>1</sup>, to operationalize the “*Gobierno al Plan*” program<sup>2</sup>. Finally, Objective I will help *Colombia Compra Eficiente* to make public procurement practices more transparent at the subregional level.

Activities under this objective, including public policy recommendations and good practices documentation, will incorporate a differentiated approach to closing the gaps and overcoming the barriers that affect women and vulnerable populations. For instance, RG's support to prioritized initiatives such as MEN's flexible methodologies and the Rural Education Plan shows the activity focus on fostering inclusive policies.

The Objective I Lead will work hand in hand with RGs three public service Advisors (education, health, and infrastructure) who will be in charge of supporting the activities with the GOC entities and transmitting and implementing the guidelines. Objective I will be the primary point of contact with national-level entities.

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<sup>1</sup> The Decentralization Mission was created by the Regions Law approved in June 2019. RG anticipates that DNP will launch the mission during the first semester of 2021.

<sup>2</sup> A DNP action plan supported by DAFP and ART for the execution, monitoring, and evaluation of territorial management policies implemented between 2020-2023. This action plan includes the following activities: technical assistance activities to territorial entities; formulation of documents, guides, and manuals; the creation of a web-based implementation monitoring tool platform; and institutional strengthening plans.

## IR 1.1. INCREASED EFFECTIVENESS AND RESPONSIVENESS OF GOC INSTITUTIONS TO IMPROVE PUBLIC SERVICE DELIVERY IN HEALTH, EDUCATION, AND INFRASTRUCTURE

### HEALTH

#### **1.1.1. DEVELOP A DETAILED WORK PLAN WITH THE MINISTRY OF HEALTH (MH) TO IMPROVE HEALTH SERVICE PROVISION IN RG MUNICIPALITIES.**

RG will develop a detailed work plan with the MH to improve health service provision in RG municipalities. The work plan will consider activities to strengthen the coordination between sector entities to better respond to the COVID-19 crisis and fully integrate PDET and the National Rural Health Plan considerations and objectives. RG will also provide the Ministry of Health with recommendations on good practices to ensure effective implementation of differentiated approaches (including gender and ethnic approaches) that are already incorporated in strategic policy instruments and operative instruments of Comprehensive Health Plans.

#### **1.1.2. STRENGTHEN THE CAPACITY OF MUNICIPAL AND DEPARTMENTAL HEALTH SECRETARIATS FOR STRATEGIC PLANNING AND MANAGEMENT.**

RG will provide technical assistance to integrate existing strategic and operational planning instruments (Comprehensive Health Situation Analysis - ASIS, Territorial Health Plan - PTS, Collective Interventions Plan - PIC, Sustainable Selective Testing, Tracking and Isolation Program - RASS, National Rural Health Plan - PNSR). This will increase the local level's health services performance and identify policy recommendations for the Ministry of Health. RG will work with Departmental Health Secretaries to identify implementation gaps and facilitate coordination with municipal administrations.

#### **1.1.3. STRENGTHEN THE CAPACITY OF MUNICIPAL GOVERNMENTS TO EXERCISE CONTROL OVER HEALTH SERVICE PROVIDERS**

RG will provide technical assistance to local governments to monitor and control local health service providers. RG will provide municipal governments with guidelines that include detailed procedures for monitoring health service providers, including recommendations to ensure that Hospitals implement the protocols for the attention of sexual violence victims (including *kit de atención*). Guidelines will be formally incorporated into municipal functions.

#### **1.1.4. PROMOTING HEALTH INSURANCE ENROLLMENT**

RG will provide technical assistance to local governments to increase social welfare (i.e., social security) enrollment. Higher enrollment rates improve access to health services for population segments that have been left uninsured due to failures in database registries. RG will promote enrolment prioritization of household head women and their families.

#### **1.1.5. SUPPORT THE MINISTRY OF HEALTH IN THE STRUCTURING PROCESS OF SECTOR TYPE PROJECTS THAT FACILITATE THE MOBILIZATION OF RESOURCES**

Accessing resources from different funding sources is significantly streamlined when municipalities make use of the *proyectos tipo*. RG will respond to requests by the MH to support new *proyecto tipos* including the “Comprehensive Psychosocial and Health Care Program for Victims” (Spanish acronym PAPSIVI) and the updating of two others related to the attention of the sanitary emergency (Improvement of the storage conditions of the supplies of public health interest and Improvement of the cold network). The use of *proyectos tipo* provides territorial entities with an expedited project approval process to access funding from nationally allocated sources like the SGR.

While previous USAID activities supported the development of the PAPSIVI as a program, RG focus is the development of the "*proyecto tipo*." Nevertheless, RG will conduct the appropriate due diligence to ensure coordination with other USAID-funded activities and avoid overlapping and duplication.

## EDUCATION

### **1.1.6. SUPPORTING MEN EFFORTS TO IMPROVE EDUCATION SERVICE PROVISION IN RG MUNICIPALITIES.**

The joint work plan will include activities to improve school retention and education quality, particularly in municipalities located in PDET subregions and rural areas identified in the National Rural Education Plan.

### **1.1.7. STRENGTHENING OF DEPARTMENTAL EDUCATION SECRETARIATS (DES) TO SUPPORT NON-CERTIFIED MUNICIPALITIES.**

RG will provide technical assistance to DES to improve its delivery of technical assistance to uncertified municipalities. Specifically, this includes the design of technical assistance action plans (i.e., methodologies) for DES to assist non-certified municipalities.

### **1.1.8. TRAINING FOR TEACHERS TO ADAPT TO ONLINE ENVIRONMENTS.**

RG will support the MEN in the design of a training module for teachers. Training will enhance teachers' abilities to teach using online tools and platforms. Activities include identifying open-source platforms, defining and adapting teaching contents, designing evaluation methods, and training teachers in education methods using online tools. A pilot will be carried out in an RG municipality to assess replicability in other municipalities, especially PDET municipalities.

### **1.1.9. SUPPORT FOR THE IMPLEMENTATION OF THE SPECIAL RURAL EDUCATION PROGRAM (SPANISH ACRONYM PEER).**

RG will support MEN in implementing the PEER, a Peace Accord commitment included under the Integral Rural Reform agenda item – through a municipal level pilot. Areas of intervention include school attendance, gender equity, gender-based violence, engaging families in school activities, reducing drop-out rates, and gender-based violence. This will serve to adapt education service provision to rural environments per Peace Accords provisions for the education sector. Specifically, this plan aims to close urban-rural gaps in education by improving access, coverage, school retention, and education quality in rural areas.

### **1.1.10. PROMOTING THE USE OF FLEXIBLE EDUCATION MODEL FOR RURAL AREAS.**

RG will support one DES in carrying out a pilot that promotes using one of the three main components (e.g., *escuela nueva, secundaria activa y post primaria*) of the Flexible Education Model in rural areas in a select number of RG municipalities. This activity will serve to assess the applicability of rural education models in targeted municipalities.

## INFRASTRUCTURE

### **1.1.11. IMPLEMENT SELECT ACTIVITIES INCLUDED IN PLAN NACIONAL DE VÍAS PARA LA INTEGRACIÓN REGIONAL (PNVIR) FOR PDET MUNICIPALITIES**

The DNP Sub-Directorate of Transportation Infrastructure recently formed a working group that needs to be strengthened. This working group has the task of prioritizing strategic regional road and river corridor projects, defining financing procedures, resource allocation, implementing efficient contracting actions, and devising methodologies for monitoring interventions.

### **1.1.12. INCREASING THE CAPACITY OF SNGS FOR THE DESIGN OF INFRASTRUCTURE PROJECTS.**

RG will promote the Virtual Community of Regional Roads online platform to improve project design and management. With this, RG will enhance the capacity to structure and manage road infrastructure projects based on various tools, including budgeting, contracting, and auditing.

### **1.1.13. ENHANCING INSTITUTIONAL COORDINATION WITHIN THE TRANSPORT SECTOR.**

RG will improve coordination mechanisms for implementing CONPES 3857 between participating agencies. Following the Peace Accords, the GOC made significant road investments in the areas most affected by the armed conflict. In line with recommendations from the *Comisión Nacional de Infraestructura*, RG will support interagency coordination mechanisms needed to identify lessons learned and improve the national tertiary roads program's sustainability.

## **IR 1.2. INCREASED EFFECTIVENESS AND RESPONSIVENESS OF GOC INSTITUTIONS TO RESPOND TO PEACE ACCORD IMPLEMENTATION**

### **1.2.1. IMPROVING CPEC AND ART CAPABILITIES TO IMPLEMENT THE PEACE ACCORDS**

Develop a joint work plan CPEC y ART to improve Peace Accord implementation. Specifically, RG will identify bottlenecks and propose actional recommendations to implement key activities of the PATRs and comply with the *Plan Marco de Implementación*. Additionally, RG will work on "Pilares PDET," which are the common ground between Zonas Futuros and PDETs.

### **1.2.2. ENHANCING THE OCAD PAZ'S ABILITY TO REVIEW PROJECT PROPOSALS AND IMPROVE ITS PROJECT MANAGEMENT CAPABILITIES.**

RG will work with CPEC on a work plan to strengthen formulation and management capabilities for education projects, health service provision in rural areas, drinking water, and basic sanitation. Areas of intervention could include management of multiple-sources of financing for infrastructure projects, identifying bottlenecks in project execution to take corrective actions, and supporting communication between DNP and SNG's to improve the quality of reports on the SGR project monitoring platform.

### **1.2.3. PROMOTING CPEC BEST PRACTICES IN PDET AREAS**

In coordination with APC Colombia, RG will support CPEC in promoting, exchanging, and monitoring best practices in PDET municipalities. Said experiences are classified into the following categories: 1. Planning and coordination, 2. Structuring and sources of financing, and 3. Trust and legitimacy (Peace with legality and Development Plans with a Territorial Approach). COL-COL initiatives have two stages: 1. systematization of good practices and 2. implementation. RG will support the second stage of COL-COL initiatives, which entails following up the implementation and identifying coordination challenges and bottlenecks between the national and local governments. RG will document lessons learned from the COL-COL implementation and share findings at the National Level with the High Commissioner for Stabilization and APC-Colombia.

### **1.2.4. IMPROVING ART CAPACITY FOR MANAGING INFORMATION AND REPORTING**

The Information and Prospective Directorate (IPD) was created as a result of the ARTs restructuring. IPD is currently developing an information system to fully monitor PDET implementation into the Information System for Post-Conflict (Spanish acronym SIIPO). RG will support IPD: 1. Obtaining information from SNGs; 2. Reporting on international cooperation and private-funded projects; and 3. Mapping of projects in different sectors, and 4. Developing effective citizen participation mechanisms.

## IR 1.3. GOC'S INTERNATIONAL COMMITMENTS, SECTOR-SPECIFIC FRAMEWORKS, AND REFORMS ADVANCED TO INCREASE SERVICE DELIVERY AT THE LOCAL LEVEL

### I.3.1. IMPROVING THE GOC'S DECENTRALIZATION EFFORTS.

RG and DNP will finalize a work plan to support decentralization efforts that improve public service provision in RG municipalities. This includes support DNP in gathering information on new laws and regulations impacting decentralization and actions that allow optimizing the efforts made on different fronts to strengthen the institutional capacities of local governments.

### I.3.2. SUPPORTING THE WORK OF THE DECENTRALIZATION MISSION

RG will support the Decentralization Mission's multilevel governance assessment to identify coordination gaps between levels of governments and design one regional level workshop to disseminate the assessment's findings.

### I.3.3. SUPPORTING IMPLEMENTATION OF SECOP<sup>3</sup> II AT THE MUNICIPAL LEVEL.

RG will support *Colombia Compra Eficiente* to implement SECOP. This includes technical support for RG municipalities to migrate from SECOP I to SECOP II. Additionally, RG will assist municipalities to secure that *documentos tipo* are fully integrated into procurement processes.

### I.3.4. PROMOTING THE USE OF KIT TERRITORIAL

RG will help DNP promote SNG's use of *Kit Territorial* through three workshops at the subnational level. Specifically, the workshops will serve to train municipalities to use the new *Kit Territorial* module to report the execution of MDPs (SIEE 2.0).

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<sup>3</sup> SECOP II is an evolution of SECOP I. It is a transactional portal that allows for e-tendering and electronic submission of bids and other functions such as making complaints. Government entities are transitioning to SECOP II and in 2018 it accounted for 26% of total procurement.

## **OBJECTIVE 2. PUBLIC ADMINISTRATION AND FINANCIAL MANAGEMENT CAPACITY OF TARGETED CONFLICT-AFFECTED MUNICIPALITIES IMPROVED**

Municipal PFM is generally weak outside large cities, and weaker still in PDET municipalities that fall into Category 6 (the lowest) on the rubric for open and fiscal performance. Municipalities in lower categories receive fewer resources and exercise less authority, which makes sense for control, but in practice starve them of resources, reinforcing a vicious cycle of poor performance. In some cases, municipalities have become lawless and ungoverned when influence falls to illegal armed groups. Even with an exceptional mayor and staff, PDET municipalities lack basic PFM systems linking them to the central government and the control over resources that come from national transfers. While Objective 1 interventions will work “top-down” to create the requisite enabling environment for more *effective* execution of public financial management (PFM), Objective 2 will work from the “bottom-up” to strengthen municipal PFM systems to comply with national PFM standards, increase revenue performance, improve service delivery, and strengthen the capacity to implement the Peace Accords.

The Objective 2 Lead will oversee the design and quality of all Objective 2 activities while Regional Managers—themselves having a Governance skill-set—will directly oversee the day-to-day operations of a PFM Specialist, Service Delivery Specialist, Peace Implementation Officer, and STTA tailored to the needs of each municipality in this Objective. The Objective 2 Lead will travel approximately 50% of the time to provide guidance and assume responsibility for overall technical quality. The Objective 2 Lead will be supported by a Tax Administration Advisor to focus full-time on bolstering own-source revenue mobilization in target municipalities and preparing for an influx of new property revenue deriving from updated cadaster records valuations as part of the national effort to establish a multi-purpose cadaster across the country. The Objective 2 Lead will also have three senior-level sector experts to call upon—in Health, Education, and Infrastructure—along with the support to peace implementation and long-term relationships and territorial access from PS. Strengthening public management process for planning and budgeting will include a gender and population focus.

Amongst health, education, and infrastructure, the pandemic has meant funds at all levels of government have been prioritized and, in some cases, diverted from other sectors to the health sector. To maintain complementarity between the predecessor RGA project activities—which will still be active through July 2021—Responsive Governance will *not* prioritize resources to the public health response to COVID-19 except for municipalities where RGA does not work, and with confirmation from the TOCOR. In education, RG response to the pandemic will address the impact on students, families, and the education system as a whole, with one of our immediate “quick wins” being evaluating needs and tailoring immediate assistance packages to students, teachers, and school systems that are struggling to meet the need for continuing, virtual education to students in PDET municipalities. Proposed activities in health, education, and infrastructure will not be universal. Instead, they will be included in a “menu” of possible interventions that Responsive Governance can support, responsive to the priorities of PDET plans, MDPs, and the constraints of the Responsive Governance budget. These activities will take into account LGTBQ, Afro-Colombian, indigenous youth considerations. Regional Managers will track requests from municipal governments that cannot be met by the core budget as possible opportunities for USAID to fund out of the Rapid Response Fund.

## **IR 2.1. IMPROVED MUNICIPAL CAPACITY TO ACCESS NATIONAL AND LOCAL-LEVEL FUNDS AND PRIVATE SECTOR AND OTHER FUNDING**

### **2.1.1. REVIEW STATUS OF MEDIUM-TERM FISCAL FRAMEWORKS IN TARGET GEOGRAPHIES AND DRAFT ACTION PLAN FOR STRENGTHENING MTFFS WHERE NEEDED.**

MTFFs are critical tools for fiscal planning, and municipal governments are already familiar with these tools. RG will continue to emphasize the importance of these tools, help municipalities better utilize the tools themselves, and build analytical capacity where needed. This review will consider municipal ability to maintain and update these essential planning tools and identify municipalities that require additional assistance—specifying the type of assistance in the review. Furthermore, RG will engage USAID's Private Sector team on OXI and OXR.

### **2.1.2. STRENGTHEN CAPACITY FOR MUNICIPALITIES TO MANAGE AND ACCELERATE THE PUBLIC INVESTMENT PLANNING CYCLE**

The projects registered in the Bank of Municipal and Departmental Investment Projects will be identified with the Municipal and Departmental Planning Secretaries. The project team will review the times between formulation, approval, and execution, including the level of participation the projects had in terms of formulation and the main obstacles in the way of accessing for funds. With the analysis completed, the team will define a strategy to overcome those obstacles with an emphasis on education, health, and tertiary road networks. RG will provide technical assistance and training in coordination with the DNP to access resources to the SGR, SGP, OCAD Paz, and *Fondo Colombia en Paz*. With Objective 3 staff, project formulation advisors will also support networking with civil society organizations, including ethnic authorities and women's organizations, and advance these approaches in the managed projects.

### **2.1.3. SUPPORT NECESSARY UPDATES TO MUNICIPAL DEVELOPMENT PLANS WITHIN THE FRAMEWORK OF THE ROYALTIES LAW 2056 OF 2020 (REFORM TO THE SGR).**

RG will support the implementation of the SGR reform. Specifically, RG will assist in updating development plans to incorporate an investment plan. These plans must: have citizen participation, support the territorial entities seeking the prioritization of resources for the implementation of the Peace Accords, and include the specific provision of goods and services that impact the quality of life of the population in health, education, and infrastructure, with an emphasis on vulnerable populations and ethnic minorities. To inform this decision, RG will use the GESI Analysis and Baseline inputs and coordinate with Objective 3.

### **2.1.4. PROVIDE TAILORED SUPPORT TO PROJECT MANAGEMENT, RESPONSIVE TO CAPACITY GAPS IDENTIFIED AS PART OF FOUNDATIONAL ACTIVITIES.**

Technical support to municipalities through TBD consultancies on priority projects in progress prioritized by the Municipal Development Plans (MDPs) in coordination with PDET's initiatives. Through linkages with Objective 3, the project will convene regional universities to strengthen the ethnic, rural,

community, and gender focus in the formulation, execution, and follow-up of the prioritized projects of the PDM<sup>4</sup>-PDET.

#### **2.1.5. CONDUCT MUNICIPAL TAX BENCHMARKING ANALYSIS TO UNDERSTAND THE STRUCTURE, EFFICIENCY, AND CURRENT CAPACITY OF MUNICIPAL TAX ADMINISTRATION FUNCTIONS.**

The benchmarking assessment will utilize the IMF's Sub-National Tax Administration Diagnostic Assessment Tool. The strategy to improve tax administration performance and efficiency will derive from the diagnostic study. It will prioritize two broad categories, both of which will be required to deliver assistance: 1) improving voluntary tax compliance through behavioral change initiatives (i.e., *cultura tributaria*) improved taxpayer services, public communications, transparency and accountability of taxes collected, and 2) improving the effectiveness of tax administration in the short and medium-term, prioritizing the largest sources of potential funds for each municipality. The scores from the last Municipal Performance Index published by DNP will evaluate the municipal administrations and plan approaches to improve its performance in a complementary manner. Activities in each municipality will be tailored to the needs of each municipality.

#### **2.1.6. ASSESS THE STATE OF THE MUNICIPAL CADASTER IN FOCUS MUNICIPALITIES**

Municipalities that anticipate updates to their cadaster will not only see their own source revenue generation potential greatly enhanced, but also more robust capabilities to regularly appraise, levy, and collect property tax while maintaining quality property records will be required to realize this potential. Expanded property taxation capabilities have transformative potential for own-source revenue. RG will focus resources to help those municipalities prioritize for cadastral updates to take advantage of an updated cadaster. RG will develop an action plan with the Secretaries of Finance to establish administrative units responsible for establishing foundational administrative elements for property taxes with priority municipalities. RG will coordinate with USAID's Land for Prosperity Activity on all municipal cadaster-related activities.

### **IR 2.2. IMPROVED HEALTH, EDUCATION, AND INFRASTRUCTURE SERVICES DELIVERY AT THE LOCAL LEVEL**

#### **2.2.1. IMPROVE TOOLS AND STRENGTHEN MUNICIPAL CAPACITY TO CONDUCT QUALITY DEVELOPMENT AND FINANCIAL PLANNING**

RG will support the implementation of development plans from accompanying tools such as the POAI, the Indicative Plan, the 2021 budget, and the MFMP, emphasizing planning and financial management functions within health, education, and infrastructure. The physical and financial management of resources for vulnerable groups in the municipalities will also be supported to improve service delivery including i) formal training; ii) on-the-job assistance; iii) procedures and work protocols; and iv) generation of tools will all be used.

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<sup>4</sup> Municipal Development Plan



### **2.2.2. SUPPORT THE CONTRACTUAL MANAGEMENT OF EDUCATION, HEALTH, AND ROAD INFRASTRUCTURE GOODS AND SERVICES.**

RG will supervise compliance with Law 80 of 1994 and Law 1150 of 2007 and the guidelines and public procurement mechanisms promoted by CCE to provide health, education, and infrastructure services. With these supported processes, the aim is to i) influence the provision of goods and services with an impact on the population ii) influence the capacity of officials to apply guidelines and tools such as SECOP II and the State virtual store, among others iii) strengthen transparency in local public procurement.

### **2.2.3. STRENGTHEN THE CAPACITIES OF PUBLIC OFFICIALS IN CHARGE OF PUBLIC PROCUREMENT.**

RG will take advantage of the experience of the RGA project in the development of "Technical Assistance Plans" (PAT) in the commitment with the departmental authorities to prioritize and provide resources to the technical assistance needs of the target municipalities (and PDET municipalities in the Department in general). The decentralized government structure in Colombia indicates that governments at the departmental level have a responsibility to help municipalities meet standards at the national and departmental levels on various issues, including PFM and the provision of basic services. Departmental governments' capacity and budget commitment to address these needs vary, but intergovernmental support is a sustainable approach to capacity development at the municipal level that RGA supported in the past and on which RG will build. RG will seek to i) promote in the governorates the structuring of territorial technical assistance plans that strengthen the different areas of public management in the PDETs municipalities; ii) generate capacities from the governorates to impact technical assistance in the municipalities focus of the intervention and other additional ones that are beneficiaries of the governorate; iii) focus actions from the government to assist and agree on investments for municipalities PDETs with departmental resources; and iv) influence assistance plans that allow the replicability of RG assistance models and their sustainability in the future.

### **2.2.4. ASSIST IN THE ADJUSTMENT OF CONTRACTING MANUALS TO COMPLY WITH AUDIT REQUIREMENTS**

RG will review the Municipal Public Procurement Manuals to identify areas for improvement, emphasizing supervision, and auditing of the provision of goods and services. Specialized tools will be developed to support this sub-process when necessary, seeking to generate capacities in the officials in charge of public procurement and overcoming existing bottlenecks to provide goods and services.

### **2.2.5. LEVERAGE RGA EXPERIENCE WITH THE CONSEJOS DE GOBIERNO METHOD**

RG will use the methodology of *Consejos de Gobierno* developed by RGA to address the monitoring of the execution and fulfillment of the MDPs, specifically in the monitoring of population service delivery goals in the education and health sectors and the implementation of tertiary roads services. Follow-up on the execution of the MDPs in the target sectors will be complemented by Objective 3 efforts with civil society organizations with gender and social inclusion approaches within the framework of the Territorial Councils for Peace.

### **2.2.6. TECHNICAL SUPPORT TO STRENGTHEN IMPLEMENTATION OF THE COMPOS**

RG will use the COMPOS mechanism to prioritize investments focusing on vulnerable groups, seeking to strengthen its operation and incorporate population groups such as women, youth, the LGBT

population, and ethnic minorities in public investment plans and performance. This activity will be developed in coordination with Objective 3.

### **2.2.7. SUPPORT FOR THE TIMELY REPORTING OF PLATFORMS TO IMPROVE FISCAL AND ADMINISTRATIVE EFFICIENCY.**

RG will support municipalities in meeting various reporting requirements to ensure that the national level of funds is not reduced due to delinquent reports. National funds can be stopped for non-compliance if the timely reports are not sent to the appropriate platform such as *Gesproy*<sup>5</sup> for the SGR, *Sistema de Información del Formulario Único Territorial (SISFUT)*, and others. RG technical assistance will develop the municipal-level capacity to track reporting requirements, assign adequate resources, and deliver timely reports. This activity will result in i) the reduction of the risk of suspension of the resources of the SGR ii) additional resources of the national distribution (SGP) as a reward for improving fiscal and administrative efficiency. iii) guarantee of resources for providing goods and local services in health, education, and infrastructure, among others.

### **2.2.8. STRENGTHEN THE PROVISION OF HEALTH SERVICES.**

Subject to the specific demand of the municipalities, this activity may include the following sub-activities: 1) accompany the prioritization and structuring of infrastructure projects, provision, training and/or improvement for the provision of health services in target municipalities RG to improve quality with available funding sources 2) Technical assistance to departmental health offices to influence the provision of services through departmental investments that impact the municipalities PDET's for example: Technical assistance and training to initiate regional investments in telemedicine from the departmental health offices.

### **2.2.9 STRENGTHEN THE PROVISION OF HEALTH INSURANCE IN RURAL AREAS.**

RG will provide technical assistance to local administrations (2020-2023) on the insurance affiliation route for target populations and will support the development and implementation of an awareness-raising strategy for affiliation to the PNSR\_PDET.

### **2.2.10. STRENGTHEN THE MANAGEMENT OF THE COLLECTIVE PUBLIC HEALTH PLAN (PICSP).**

RG will support municipalities in designing, implementing, and monitoring public health strategies, for mental health, sexual and reproductive rights, healthy living, and infectious diseases. RG will review public health actions to propose any corrective actions to their implementation. Additionally, RG will support the formulation of two public mental health policies related to youth substance abuse by young people in line with the National Rural Health Plan for Municipalities PDETs. Support will be provided following the *Plan Nacional Salud Rural* for PDETs and will be coordinated with Objective 3.

### **2.2.11. IDENTIFY SHORT-TERM, QUICK WINS TO IMPROVE ACCESS TO DISTANCE EDUCATION FOR CHILDREN.**

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<sup>5</sup> IT tool developed by DNP for managing and monitoring projects.

RG will review distance education plans with the National Ministry of Education Budget office, Departmental Secretaries of Education. Given the urgency to deliver distance learning materials and technology to students who cannot attend school due to pandemic restrictions, project staff will quickly engage national, departmental, and municipal officials to identify resources that the project can quickly deliver or support as an initial "quick win" to generate buy-in and provide critical services to families and children whose educational progress is being delayed by the pandemic and resulting public health restrictions.

#### **2.2.12. STRENGTHEN STRATEGIC PLANNING AND PFM CAPACITIES OF SECRETARIES OF EDUCATION TO MANAGE PUBLIC FUNDS.**

RG will leverage the national education certification process to provide a clear set of nationally recognized performance and management benchmarks with compliance incentives. Elements of current standards and the incentives for local governments have weaknesses that the Objective 1 Lead will work to change from the top-down. Successful implementation of these national standards leads to local control over and access to nationally-allocated sector funds. RG will analyze each municipality's situation regarding funds availability, financial practices, and departmental governments' coordination challenges. This will allow RG to determine how and under which conditions pursuing municipal certification benefit municipalities.

#### **2.2.13. IMPLEMENTING QUALITY IMPROVEMENT EDUCATION INTERVENTIONS**

Interventions will be tailored to each municipality seeking demonstrable service improvements in targeted sectors prioritizing engagement with Afro-Colombian, Indigenous, and women populations. Similar to the proposed service delivery quality improvement activities under the Health-specific section above, the project's incoming Education Advisor will propose additional detail for potential sub-activities from which municipalities can select and prioritize in coordination with Objective 3. Specific examples include: teachers trained in ethno-sensitive education; Application of the PEI (comprehensive educational plan) focus on rural schools; Incidence School Coexistence Plans -protective environments and Teachers trained in Closing Gender Gaps and Gender-Based Violence.

#### **2.2.14. ENSURE THE PROGRAMMATIC TRANSITION FROM RGA TO RESPONSIVE GOVERNANCE.**

With Responsive Governance shifting away from direct infrastructure development and toward sector governance, new expectations and entry points will be required at the national, departmental, and municipal levels. This is an essential operational step to engage rural infrastructure development stakeholders across government levels to present the project, clarify expectations and planned actions, and develop a shared strategy for making the most of RG's resources given the transition in technical design and resources of the project from RGA.

#### **2.2.15. LEVERAGING IMPROVEMENTS TO RURAL INFRASTRUCTURE**

RG will initiate a networking effort at the national and regional level to identify potential win-win partnerships between medium and large-sized private companies, their industry associations, and target municipalities to leverage *Obras por Impuestos (OXI)* and *Obras por Regalías (OXR)* for improvements to rural infrastructure. The project will then prepare an inventory of projects, in coordination with subnational governments to be formulated that follow MDP priorities and sectoral focus on health, education, and infrastructure derived from PDETs.

#### **2.2.16. IMPROVE OUTREACH FROM THE MUNICIPAL GOVERNMENT TO THE LOCAL PRIVATE SECTOR (SEE ALSO OBJECTIVES 1 AND 3).**

Once a thorough understanding of the landscape of interested companies is established, municipalities and their representatives will need to develop their market intelligence and use that knowledge to secure quality private sector partners to implement priority projects from their MDPs. RG will build capacity within municipal governments to productively interact with the private sector productively, raise awareness and interest of the OXI and OXR schemes, encourage private sector feedback on and interest in their priorities from the Bank of Projects, and secure positive contracting relationships with quality providers.

### **IR 2.3. INCREASED RESPONSIVENESS OF TARGETED LOCAL GOC INSTITUTIONS TO ADVANCE PEACE ACCORD IMPLEMENTATION**

#### **2.3.1. ANALYZE THE STATUS OF PDET IMPLEMENTATION**

RG with support of Pastoral Social will assess the status of the implementation of PDET Pillars 2, 3, and 4 of the PDET<sup>6</sup> will be analyzed alongside the MDPs and 2021 annual budgets in targeted PDET Zones and, to the extent possible, in each of the targeted municipalities. The objective is to determine the availability of resources for implementing Peace Accord commitments at the municipal level (in relation to the three pillars mentioned above). This will allow RG to direct support towards activities that are funded. Additionally, this allows decision-making for future budgets from the construction of the alignment tool PDM -PDETs - Budget

#### **2.3.2. COMPLEMENT ANNUAL ACCOUNTABILITY REPORTS WITH A CROSS-CUTTING ANALYSIS ON ACCOUNTABILITY FOR IMPLEMENTATION OF PDET.**

With the support of the partner *Transparencia por Colombia* and with linkages to regional universities and CSOs supported under Objective 3, municipal entities will be trained to complement annual accountability reports with progress reporting against the implementation of PDETs. Participation of accountability reports and their dissemination through communication networks with emphasis on rural areas.

#### **2.3.3. SUPPORT DEPARTMENTAL GOVERNMENTS TO DESIGN AND IMPLEMENT TECHNICAL ASSISTANCE TO PDET MUNICIPALITIES.**

RG will consider RGA's experience in developing "Technical Assistance Plans" (Spanish acronym PAT) when engaging with Departmental authorities to prioritize resources and target municipalities technical assistance needs. The decentralized structure of GOC mandates the department-level governments have responsibilities to support municipalities to comply with national and department level standards for a host of matters, including PFM and basic service delivery. The technical capabilities and budgetary capacities of Department governments vary. However, inter-governmental support is a sustainable approach for capacity building at the municipal level that RGA supported in the past and that RG will build upon.

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<sup>6</sup> PDET Pilars: Pilar 2 Participación Política: Apertura Democrática para Construir la paz.  
Pilar 3 Fin del Conflicto.  
Pilar 4 Solución al Problema de las Drogas Ilícitas.

#### **2.3.4. STRENGTHEN THE CAPACITY OF MUNICIPALITIES TO TRACK THEIR EXPECTED IMPACT ON PEACE IMPLEMENTATION AND GENDER AND SOCIAL INCLUSION ISSUES**

RG will support municipalities to use the already existing tracking system that assesses the impact of nationally- and locally-funded public investment projects on their planned and actual impact on gender and social inclusion objectives. The tracking system allows for complete and accurate reporting through MGA Web to different national authorities (depending on the funding source). The tracking system also allows the GOC to engage with civil society and vulnerable communities on Peace Accords commitments. This will be coordinated with the GOC to identify best practices that can be replicated in other municipalities beyond those targeted by RG. This activity will be coordinated with Objective 3.

#### **2.3.5. ASSESS PFM INFORMATION SYSTEM(S) AT THE SUBNATIONAL LEVEL**

Municipal PFM and transactional-level accountability for PDET implementation are badly hampered by a lack of uniformed Financial Management Information System (FMIS). A large national effort to develop and implement such a system is struggling and may be abandoned. This activity will assess the status of FMIS through consultations with national, departmental, and selected municipal Finance offices and identify pilot opportunities for RG to strengthen IT capabilities in PFM as a critical factor required for financial efficiency, accountability, consistency, and audit-worthiness.

### **OBJECTIVE 3: INCREASED CIVIL SOCIETY, MEDIA, ACADEMIA, AND PRIVATE SECTOR ENGAGEMENT FOR EFFECTIVE AND RESPONSIVE LOCAL DEVELOPMENT**

RG will complete a stakeholder analysis to identify key partners and direct activities to strengthen local service delivery systems and improve peace implementation. In the 27 target municipalities and PDET Zones, RG will identify key stakeholders who will receive assistance over the next four years of the program's performance period. This mapping exercise will cover civil society organizations (CSOs), media, academia, the private sector, and representatives of vulnerable populations such as women, LGTBQ, indigenous and Afro-Colombians, and youth organizations.

The Stakeholder Analysis will produce a database and assessment of organizations working in service delivery, public funds oversight, and peace implementation support. The database will be critical to identify potential beneficiaries and partners in target municipalities and PDET Zones. In turn, the assessment will provide a closer look at CSO's roles and responsibilities and determine their ability to absorb technical assistance through virtual means given restrictions due to COVID 19. This exercise will also identify potential strategic partners and key actors that must be engaged to ensure RG can achieve sustainable results. RG Regional Managers will lead the Stakeholder Analysis with PS and TpC during Q2 of this AWP. The Stakeholder Analysis will take into consideration CSO's that are already working with PS and TpC, including the forty that have received training from TpC (IR 3.1) and those linked to the Territorial Peace Councils; a platform for dialogue between civil society and the GOC with chapters in the three levels of government currently supported by PS (IR 3.2). RG will ensure the inclusion of CSOs of women, youth, the LGTBQ population, the participation of indigenous communities and Afro-Colombian communities, taking into account their own customs and forms of participation.

Activities under Objective 3 will be closely coordinated with USAID's *Juntos por la Transparencia* Activity, both national and local, in geographical areas where both coincide. RG will also coordinate at the territorial and subnational level with other USAID's IPs working with CSOs in different levels, such as USAID's Human Rights and Justice Programs that work in similar municipalities.

#### **IR 3.1. NETWORKS DEVELOPED AND STRENGTHENED NON-STATE (CIVIL SOCIETY) ACTORS TO IMPACT AND PARTICIPATE IN DECISION MAKING AROUND PUBLIC INVESTMENT AND MONITOR PUBLIC FUNDS**

RG will strengthen CSO's ability to participate in the decision-making process related to public investment and monitor the use of public funds in health, education, and infrastructure public service delivery and in peace implementation. Behavioral change work is central to RG, in this sense, a new partner will be identified to carry out activities initially planned with Corpovisionarios.

#### **3.0. IDENTIFYING KEY STAKEHOLDERS**

RG will carry-out stakeholder analysis in target municipalities and PDET Zones. This mapping exercise will identify project beneficiaries over the course of the program: civil society organization, media, academia, private sector and representatives of vulnerable populations such as women, indigenous and Afro-Colombians and youth organizations, among others.

### **3.1.1. REVIEW AND ADAPT THE METHODOLOGY FOR TRAINING NETWORK MEMBERS**

In collaboration with TpC, RG will reconnect with CSOs that received training to monitor public investments and increase accountability using the "*Hagámos Control Ciudadano*" methodology developed by USAID/RGA. RG will adapt this methodology to continue strengthening civil society, media, academia, and private sector organizations, among others. RG will also work with TpC to identify new methodological approaches to improve CSOs capacities.

### **3.1.2. TRAINING KEY PARTNERS AT THE TARGETED MUNICIPALITIES (TRAIN THE TRAINERS)**

Once the methodological proposal is revised, RG will identify and train key partners in targeted municipalities (train the trainers). Capacity building and technical assistance under this activity will be tailored to specific stakeholders previously identified by the Stakeholder Analysis that have a high potential to act as "trainers" and contribute to sustainability. Universities, research centers, TpC trained organizations, and networks in the PDET's zones are strong candidates to receive technical assistance from RG. These organizations will be supported through small grants to train other local organizations in prioritized topics. A strategic partnership with the GOC's Public Administration Superior School (Spanish acronym ESAP) as an advisory body will be pursued to develop materials and on-line content. For example, to strengthen civil society organizations' networks, RG will rely on USAID's methodology "*Hagámos Control Ciudadano*" and "*cartas de servicio*".

This exercise aims to strengthen CSOs and networks' capacity for social control of public investments and improve their interaction with local authorities regarding the provision of the services as mentioned above.

### **3.1.3. TRAINING OF LOCAL ORGANIZATIONS AND CREATING THE NETWORK'S MEMBERSHIP**

This activity aims to increase CSO's ability to participate in social auditing and citizen oversight exercises and enhance their ability to understand service delivery expenditure and public procurement processes. Specifically, RG aims to improve CSO oversight and investment analysis capabilities by improving the use of existing tools such as social audits and introducing new mechanisms such as Citizen's Charters. From the start, RG will promote communities of practice to encourage the use of these tools and ensure that citizens, including women and vulnerable populations, effectively participate in public investment decision-making and monitoring of public funds. Specific training modules will be developed for Community Based Organization (CBO) such as the *Asociación de Padres de Familia* (APF). RG will strengthen a deeper understanding of public expenditures on education for APF's. Training will focus on improving APF's role within participation structures and applying controls on education services.

With regards to the supervision of health services, and education will be done employing "*cartas de servicios*" between officials and civil society organizations to identify routes on how to access services, how services are provided and assess service quality.

### **3.1.4. SUPPORT PARTNERS TO CONDUCT OVERSIGHT OF PUBLIC INVESTMENT AND MONITORING OF PUBLIC FUNDS.**

RG will launch a small grants program by the end of YI. RG will also release RFAs/APS to promote civil society engagement in social audits in each PDET region. TpC will serve as a convener for regional-level grantees. RG will also consider the use of in-kind contributions like equipment to small CSOs.

### **3.1.5. BUILD A PROPOSAL TO CONSOLIDATE THE NETWORK/S BY THE END OF YEAR I.**

While the activities previously described will be carried out in the field with local organizations and aim to strengthen their capacities and knowledge, TpC will develop a proposal to guarantee the sustainability for the creation/consolidation of the Network/s at the regional and national levels. By the end of Y1, TpC will develop: (1) Baseline document in PDET territories addressing: a) actors to incorporate into the national Network; b) actor's situational context; c) actor's participation in the Network; d) priority fields and sectors, and e) goal's and scope of the Network; (2) Strategic planning document including operations framework, communications plan and Network's sustainability plan. (3) Tools and methodologies to continue building capacity for actors participating in the Network. These tools will be shared among participant OSCs. They will permit the development and consolidation of a Regional and a National Level Network, bringing together organizations that impact decision-making on public investments and effectively monitor public funds.

### **IR 3.2. NETWORKS DEVELOPED AND STRENGTHENED NON-STATE (CIVIL SOCIETY) ACTORS TO IMPACT AND PARTICIPATE IN DECISION MAKING AROUND THE IMPLEMENTATION OF THE PEACE ACCORDS**

RG will build on PS's considerable fieldwork, a trusted convener working with the Territorial Peace Council (TPC). TPC is a platform for dialogue between civil society and GOC with chapters at all three government levels (national, departmental, and municipal). Work will be done by engaging the organizations working in target PDET Zones and at the 27 municipalities. The focus would be to increase the organization's knowledge on the execution and management of PDET's and enhance their capacity to better articulate with the Territorial Reconstruction Agency (ART) with the primary objective of supporting the implementation of the Peace Accords.

#### **3.2.1. ASSESS THE CURRENT STATE AND SUSTAINABILITY OF CIVIC PARTICIPATION IN PEACE IMPLEMENTATION MONITORING.**

PS will develop six regional assessments on the participation process dynamics of TPCs. These assessments will focus on the inclusion of women and vulnerable populations such as Afro-Colombians, indigenous, youth, and LGBTI.

#### **3.2.2. BUILD ADVOCACY AGENDAS FOR CSOS AND TPCS**

RG will support the TPCs in building advocacy target plans to include the activities that their communities prioritize to influence PDET implementation plans better. These plans will serve as a road map to identify the actions needed to influence decision-making in their targeted Zones/Municipalities. This activity will be carried out in coordination with Objective 1 (ART at the national level) and Objective 2 (mayors and subnational ART).

#### **3.2.3. CSOS ADVOCACY CAPACITIES TO BETTER MONITOR THE IMPLEMENTATION OF KEY ASPECTS OF PDETS**

RG will then strengthen advocacy capacity in planning, budgeting, and peace implementation-decision making to serve the CSOs and TPCs to achieve better the targets set for at the advocacy' Agendas. Also, RG will increase trained organizations' participation in sector-specific targeted services and promote enrollment of specific CSOs in territorial and sub-national networks to re-vitalize the TPCs

#### **3.2.4. CREATING A COMMUNITY OF PRACTICE FOR PEACE IMPLEMENTATION**

RG will promote a community of practice, most likely through a web-based platform under PS systems, where different CSOs and TPCs can exchange experience and lessons gained in their efforts to advocate



peace implementation at the municipal and PDET Zone. This activity will be delivered by the Q4 and in coordination with the RG's knowledge management team.

### **3.2.5. APS/RFAS AND SMALL GRANTS FOR REGIONAL NETWORKS**

RG will provide small grants to regional networks to enhance their ability to participate in the implementation of Peace Accords. RG will support the creation of alliances between civil society and the local private sector and will convene subnational governments to participate, exploring PPP models that can enhance peace implementation.

## **IR 3.3. INCREASED PRIVATE SECTOR INVOLVEMENT IN LOCAL DEVELOPMENT IN TARGETED REGIONS**

### **3.3.1. ASSESSING INITIATIVES REGISTERED IN THE OBRAS POR IMPUESTOS PROGRAM PROJECT BANK**

RG will identify viable projects and the best private sector partners to engage in each PDET Zone/territory. First, RG will assess private sector initiatives registered in the Bank of Projects for the *Obras por Impuestos*<sup>7</sup> (activities 2.2.15 and 2.2.16). RG will then engage ART to understand the lessons learned and best practices gained during the last four years of implementation of PDETs and understand the recently launched initiative "*Red de Aliados Privados para la Estabilización*," which aim to involve the private sector in peace implementation. This activity will be carried out in coordination with Objective 2.

### **3.3.2. DIALOGUE WITH PRIVATE SECTOR ORGANIZATIONS**

RG will engage targeted private sector organizations such as the Chambers of Commerce, producers' organizations, small and medium enterprises to explore their interest in targeted services/pillars (pillar 2-5) in PDETs. To the extent possible and considering all the biosecurity measures, this dialogue will have the form of "entrepreneurial breakfasts" hosted by the Regional Managers and the strategic partner, PS. If in-person meetings are not possible, RG will use virtual means to carry out this activity.

### **3.3.3. DISSEMINATION ACTIVITIES TO RAISE AWARENESS OF CIVIC ENGAGEMENT IN LOCAL DEVELOPMENT**

Dialogue with the private sector will be supported by developing a communication activity plan that will allow the private sector and civil society to share their experiences around the peace process, social auditing, and citizens' participation in local development and service delivery. This strategy will be socialized with the private sector to gain their commitment and economic support to broadcast community radio messages with matching funds with RG.

Through the use of community radio stations, this activity seeks to provide citizens, particularly young people, communication groups, and influencers with information of the progress made by CSO supported by RG. Specific issues that will be addressed include, advances in monitoring of the Peace Agreements (PDET and Municipal Development Plans), results achieved through letters of services to

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<sup>7</sup> RG will conduct a review ART and Innpulsa project banks. Likewise, RG will engage the "Network of private partners for stabilization" the private sector and CSOs.

the citizen, social control of public investment, accountability, alliances with the private sector and academia. RG will work with community media on public opinion issues like citizen participation, social inclusion, and differential approaches in gender and ethnic groups. Alternative media such as influencers or digital media that socialize through FB, Twitter, etc. will also be employed. Due to the pandemic, the use of community is strategic to disseminate the program's information to dispersed communities in rural areas (i.e., non-face-to-face training media).

This activity will be delivered by Q4.

## **OBJECTIVE 4: ENHANCED CAPACITY OF CONTROL INSTITUTIONS TO OVERSEE PUBLIC RESOURCES IN THE HEALTH, EDUCATION, AND INFRASTRUCTURE SECTORS**

The institutional value chain for improving health, education and infrastructure services includes entities that conduct oversight and investigation of use of public resources for such services. Colombia's control bodies – *Contraloría General de la República* (CGR), *Procuraduría General de la Nación* (PGN), Territorial Controllers and *Personerías* - along with the *Fiscalía General de la Nación* (FGN) of the judicial branch, make up a complex ecosystem of independent oversight and investigative bodies with unique but arguably overlapping mandates to protect and guarantee public services. Any irregularity on the part of a public agency or public official could trigger the involvement of two or more of these entities and depending on the scope of the irregularity, each one will assume a different role. Annex 5 contains background information on the control bodies roles and responsibilities.

The RG Objective 4 Lead will guide the implementation of all activities under this objective, including maintaining a strong relationship and close coordination with control bodies. The other RG Objective Leads will contribute in the implementation given the overlap with GOC counterpart agencies such as DNP. RG Regional Managers will serve as the main points of contact with territorial control entities (*Personeros* and Department Controllers). The MEL Director will lead the development of a management capacity baseline assessment and methodology for data analysis. Additional STTA will be brought on based on the engagement plans finalized with each control agency, including support from the sub-contractor *Transparencia por Colombia* (TpC). RG may design up to two grants to support professional associations whose mandate is to strengthen public controllers. Given the overlap of RG Objective 4 with *Partners for Transparency's* (PFT) Objective 3, the two projects have started to develop a coordination mechanism to ensure complementarity and to be mutually reinforcing. Accordingly, personnel from both Activities will conduct joint meetings with CGR, PGN and FGN at the central level, and subsequently identify separate work streams. Coordination in Sur de Cordoba will include joint meetings where appropriate (i.e., with *Personeros* in four municipalities) and regular information exchange for adaptive management. Annex 6 refers to the control bodies that will be intervened by the two Activities.

Overall, to strengthen the management capacity of Colombia's control bodies and their relationship with citizens, FGN and *personerías*, RG will prioritize capacity for coordination and complementarity between these entities at the central and territorial levels.

### **IR 4.1. STRENGTHENED CAPACITY OF NATIONAL CONTROL INSTITUTIONS TO PREVENT ABUSE AND MISMANAGEMENT IN TARGETED SECTORS**

#### **4.1.1. DEVELOP AND LAUNCH STRATEGIC ENGAGEMENT PLANS WITH CGR, PGN, AND FGN IN COORDINATION WITH PARTNERS FOR TRANSPARENCY**

The Objective 4 Lead, with support from Objective 1, 2 and 3 Leads, will work in close collaboration with the PFT Objective 3 Lead to engage CGR, PGN, and FGN. The tentative list of units for engagement by the two projects is as follows: RG will begin work by reaching out to mid-level technocrats (*delegadas* and their teams) at CGR, PGN and FGN to determine the status of each with implementation of their respective strategic plans (See annex). Shortly thereafter, RG will reach out to

the CGR and PGN regional teams (*gerencias*) covering the RG target territories.<sup>8</sup> RG outreach will be used to collect information on a) inter-agency coordination between control entities as it pertains to health, education and infrastructure and peace accord implementation; b) intra-agency coordination between *delegadas*/units within the same entity; c) and key advances and challenges as captured in recent emblematic cases covering health, education or infrastructure in target geographies. Given the mission of CGR's *Delegada de Posconflicto*, RG could prioritize its efforts in strengthening the coordination capacities of this delegate and in support of Objectives 1 and 2, and PfT, and specifically identify proposals to mitigate the risks of corruption identified in previous audits. Given the Delegada's multisectoral approach to monitoring peace projects combined with its participatory fiscal control approach, RG will offer support to this function in coordination with PfT Objective 3 through training for citizens who participate in this process. RG expects to finalize the engagement strategies in Q3. Implementation of the engagement strategies would commence in Y1, continuing into subsequent programming years.

#### **4.1.2 ENHANCED COORDINATION BETWEEN CGR AND DNP FOR EFFECTIVE OVERSIGHT OF FINANCING OF PEACE ACCORD IMPLEMENTATION**

CGR has demonstrated its openness to collaborate with USAID implementing partners (see [partnership](#) announced between USAID/Colombia and CGR's Delgada for the Environment) and RG has an opportunity to support their effective oversight of critical sources of financing to PDET municipalities. The CGR has the exclusive mandate to audit funds transferred through the SGR, the most important source of financing of infrastructure projects in the territories. Under Objective 2, RG will work closely with DNP to improve the use and impact of the information the agency generates as part of its monitoring of the use of royalties funds (*Sistema General de Regalias* - SGR). This information should be used by the CGR; when DNP monitors SGR projects in the GESPROY system (*Herramienta de gerencia y seguimiento de proyectos*), it identifies both non-compliance with process and non-compliance with required information. The latter triggers an alert to CGR. Accordingly, strong coordination between DNP and CGR can support effective oversight. RG will offer technical assistance to strengthen such coordination to support transparency of data on OCAD-Paz funds, a review to see if the data is used by CGR, and if CGR is effective in following-up on their audits of OCAD-Paz (ie through *Planes de Mejoramiento*). RG will offer support to the CGR post-conflict delegate to monitor SGR funds for roads through a consultant who will review DNP information on tertiary road construction contracts and, in coordination with Objectives 1, 2 and 3, develop a concept note for a specific site to test solutions for overcoming obstacles to delivering the road according to specs (Terms of Reference developing in Y1, consultancy to commence in Y2).

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<sup>8</sup> Given that the day to day work of the CGR and PGN regional offices is directed by the centralized entity in Bogota, RG deems any technical assistance to these *gerencias* as contributing to IR 4.1 (not IR 4.2 - strengthening of regional control entities).

#### **4.1.3 STRENGTHEN THE PREVENTIVE CAPACITY OF PGN**

The mission of the PGN is a preventive one insofar as they endeavor to anticipate and then stop actions that may interfere with Colombians exercising their rights. PGN does this through, among other things, identifying and detecting risks of misconduct by officials (including misappropriation of public funds). The PGN has advanced its preventive agenda, yet it is still nascent. For example, in 2020, PGN published a guide on risk identification for officials to manage risks before they materialize, but help is needed to put the guide into practice and ensure it is appropriately updated as risk dynamics change. Colombia's new *Procuradora* (Inspector General) assumed office in January 2021, and all deputies or *delegadas* are being replaced between January and March.

RG will offer to support continuity of the preventive agenda through the roll-out of the guide and its use, with a focus on PGN *gerencias* in RG territories. Support will include an action plan for how to ensure data is captured and analyzed so as to distill key lessons on evolving nature of risks, and then make sure the risk guides are updated accordingly and easily accessible (online, interactive format). RG will also prioritize supporting the preventive function vis-à-vis oversight of royalties funds in PDET territories, assuring coordination with DNP and CGR based on agreements reached under Activity 4.1.2. Under Objective 3, RG will work to strengthen the *veedurías* and other citizen redress mechanisms to ensure they are effectively working with PGN and other control agencies, as appropriate.

### **IR 4.2. STRENGTHENED CAPACITY OF REGIONAL CONTROL INSTITUTIONS TO PREVENT ABUSE AND MISMANAGEMENT IN TARGET SECTORS**

#### **4.2.1 STRENGTHEN PERSONERÍAS TO FULFILL MANDATE TO ATTEND TO SERVICE DELIVERY COMPLAINTS**

*Personerías* are often the only trusted, permanent points of contact for citizen grievances regarding abuse, violation of rights (including access to health or education), or public mismanagement. Despite their historical importance and high legitimacy, they are the one of the most isolated and resource-constrained public servants. According to research by Colombia's National Federation of *Personerías* (FENALPER), physical and human resource constraints abound and mayors often view *Personeros* as direct competition for resources, rather than as a collaborator to enhance governance. RG will review lessons from USAID's and other institutions' previous support to *Personerías* to determine what is needed now to improve their integration and complementarity to other control and oversight entities.

RG will conduct quick baseline management capacity assessments with the 27 *Personeros*, which will lead to development of pilot assistance packages. The assessment will consist of interviews (self-evaluations) and review of performance data that each *Personero* can share (e.g., annual reports, statistics on caseloads, annual planning documents, etc.). RG will measure the gap between the current state of these entities and their legal mandates and use this information to develop a pilot assistance package to roll out to those *Personeros* showing the greatest willingness to partner. Based on the quick assessment, RG will focus on closing gaps *Personeros* may have following-up on citizen demands/complaints associated with targeted services (education, health, infrastructure). RG will also look at how to support *Personeros* to adopt more agile work processes to manage the as-of-now untenable work-load.

#### **4.2.2. CONTRIBUTE TO INCREASING RESOURCES FOR AND INFLUENCE OF PERSONERÍAS BY STRENGTHENING THEIR PROFESSIONAL ASSOCIATION**

RG will initiate collaboration with Associations of *Personeros* (national and local) to strengthen the advocacy and capacity of *Personerías*. RG will also identify a coordination mechanism between PGN and *Personerías*, considering they share a preventive and disciplinary role and the promotion of *veedurías*. RG's partnership with the associations will likely take the form of a grant, as these are the principal, established mechanisms for supporting key professional needs of *Personeros* in the RG geographies. Support may include increasing the visibility of *Personeros* as partners in service delivery and a practicum program with regional universities to add specialized expertise to the *Personería* staff. RG will coordinate with other USAID projects, such as justice and human rights activities, which are providing support to *personerías* such areas as capacity to mediate conflict, detect and respond to GBV, and serve the particular needs of Venezuelan migrants.

#### **4.2.3 INCREASE DEPARTMENT CONTROLLERS' EFFICIENCY AND EFFECTIVENESS**

According to the Department Controller of Nariño, the average municipality in their jurisdiction might have 4,000 transactions a year, of which 3,000 are related to contracts. Of those contracts for works and services, the Controller has the capacity to select approximately 35 for audit. This selection is not risk based, but blind and random unless citizens share information that might impact prioritization. At the same time, the lack of human resources (e.g., access to an engineer to review local road construction) and reliance on obsolete technology means they simply cannot resolve complaints within the legally required six-month period allotted. RG will conduct baseline management capacity assessments with the six Department Controllers in the RG geography, which will lead to development of pilot assistance packages. This will follow the same methodology used in 4.2.4 with *Personeros*, but the questionnaire customized to the Controller's mandate, OECD best practice and the agenda set by the Auditor General (AGR), who is responsible for auditing Department Controllers. RG will also determine whether a grant to the National Council of Department Controller is viable and would strengthen this activity. RG has pre-identified the need to support Department Controllers to upgrade to and then effectively use modern software/applications for audit management.

## **OBJECTIVE 5: RAPID RESPONSE CAPACITY TO ADAPT TO CHANGING CIRCUMSTANCES AND NEEDS**

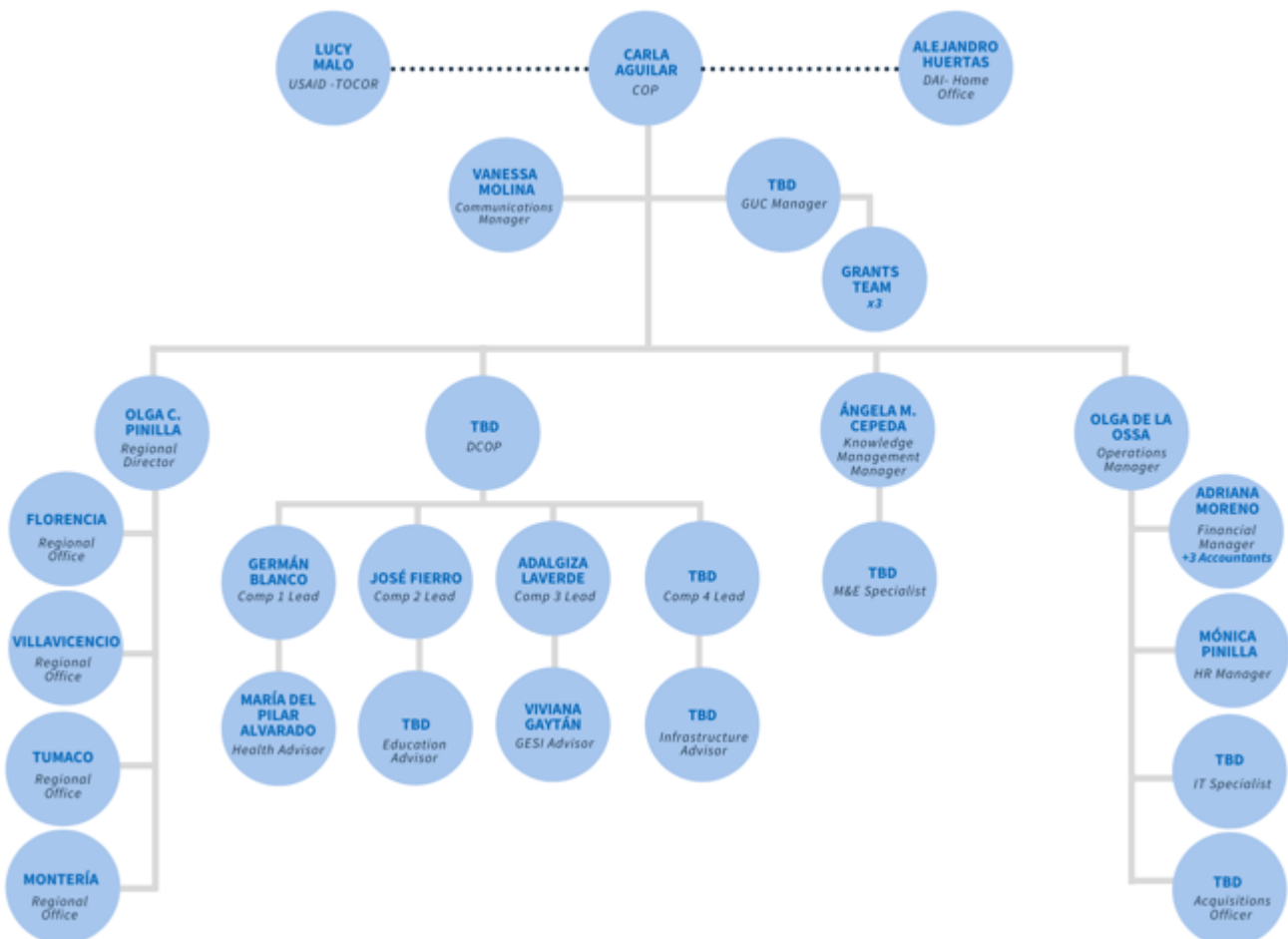
The COP will work with the TOCOR to understand if and how the Activity can best support USAID to implement initiatives under Objective 5. RG will use regular municipal-level PEAs, including conflict/security analysis, to inform USAID about emerging dynamics, opportunities, and threats. The Regional Director will flag emerging opportunities for potential funding under Objective 5. The Deputy Chief of Party (DCOP) will be similarly responsible for consolidating recommendations on possible programming for national-level reforms to improve service delivery and oversight at the local level. RPMs and the DCOP will provide their analyses to the COP, who will share them with USAID for consideration.

## SECTION 3. MANAGEMENT AND COORDINATION

### MANAGEMENT APPROACH

The Activity will use an adaptive management approach that will promote situational awareness in diverse target regions, giving RG the ability to learn quickly, assess, pivot, and proactively adapt to achieve impact in a fluid political and security context.

RG will promote a Colombian-led model by drawing upon and coordinating the expertise, capacity, and ownership of Colombian individuals and organizations. RG will develop a collaboration structure allowing regional and Bogota-based teams to operate with sound technical input and maximum administrative efficiency to achieve high-quality technical programming and value for money through an impactful investment of USAID resources and sustainability.





To better provide guidance and ensure proper implementation, the RG team will be organizing in sub-teams or clusters that will work as follows:

#### **TECHNICAL TEAM (TECHTEAM)**

Based in Bogota and lead by the Deputy Chief of Party (DCOP), this team responds to RG's Objectives and is composed of four Objective' Leads and five Senior Advisors (Health, Education, Infrastructure, GESI, and Peace Implementation). This team will be responsible for strategically designing and accompanying activities, while specialists in the Regional Offices will be responsible for leading their implementation. Members of the technical team will also work with their peers at the Regional Offices to identify and share lessons learned to adapt and promote implementation challenges whereas needed in close coordination with the KMLT.

#### **KNOWLEDGE MANAGEMENT AND LEARNING TEAM (KMLT)**

Under RG's adaptive management and collaboration structure, the MEL's Director and Specialist will work together to guarantee that all data collected is accurate and responds to the Activity's requirements and needs. They will also work along with the TechTeam and Regional Team to ensure that the data and information collected is used for learning and adapting purposes. The team will ensure that information collected and analyzed is also available and used by the stakeholders through a strong knowledge management approach. The RG will employ USAID's CLA methodology to ensure continuous awareness of the Activity's performance, status, operations, and needs. Data and information gathered from regular coordination and communication with regional offices will be analyzed by the RG MEL Director and presented by COP in monthly learning workshops to Activity staff, stakeholders, and USAID. RG will use this CLA method to assess successes and needs for improvement, plan technical assistance, allocate resources, and adjust programming.

#### **REGIONAL OFFICES TEAM (ROTS)**

Four Regional Offices will be established to achieve the Activity's objectives and intermediate results. The Regional Offices will work under the supervision of the Regions' Director, who will ensure strong coordination with the TechTeam and KMLT at all stages of the implementations and during the life of the project (LOP).

#### **COMMUNICATIONS AND OUTREACH MANAGER (COMM)**

The Communications and Outreach Manager will facilitate communication of Activity's achievements through social media, outreach events, and traditional media as appropriate. She/he will also work with the technical teams to help design communications-related technical activities and act as principal writer for reports and plans.

#### **OPERATIONS' TEAM (OPSTEAM)**

Supporting the technical teams, the Director of Operations will oversee finance, procurement, human resources, and IT functions. This team will provide seamless support and guidance to the technical experts in implementing and monitoring activities, ensuring efficiency and compliance, and maximizing USAID's investment. DAI's internal finance and procurement and human resources management program (FAS and TAMIS) will ensure the judicious use of funds enabled by proven policies, procedures, and systems.

## **GRANTS TEAM**

This team will work under the Director of Operations' supervision and coordinate with the COP and Technical Team and the Home Office's contracting team. The Grants Team will be responsible for supporting the technical and team to ensure that all Grants Under Contract (GUC) and sub-contractors comply with USAID's regulations and aim to achieve RG's Objectives.

## **SENIOR MANAGEMENT TEAM (SMT)**

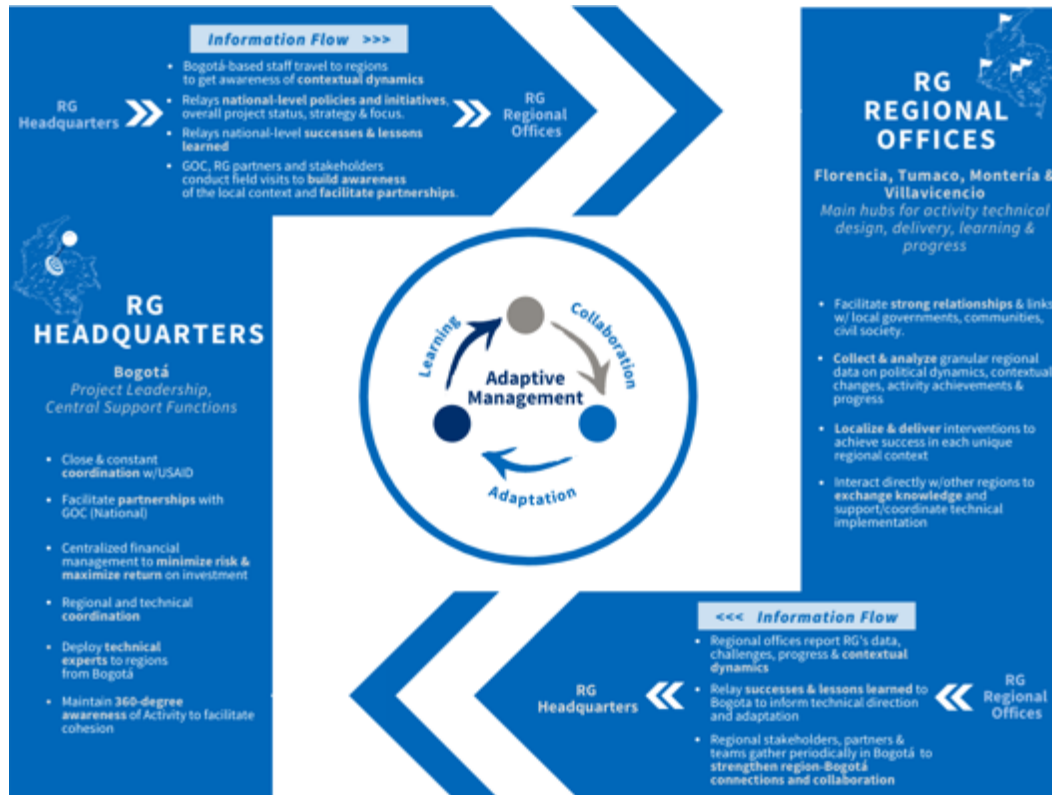
RG's Senior Management Team will be composed of the COP, the DCOP, the Operations Director, the Director of Regions, the MEL Director, and the Communications and Outreach Manager. This team will oversee and supervise all teams and ensure overall cohesion and integrated implementation of the RG's Objectives' activities and achievement.

## **COMMUNICATION/COORDINATION**

Bi-Weekly leadership team meetings will provide opportunities for the COP and SMT to reinforce the Activity's vision, hear from regional and objective leads on priorities and challenges, and support ongoing dialogue on RG's needs and successes. Additionally, the RG propose to hold the following meetings:

- Weekly TOCOR briefings on project status, accomplishments, issues, and resolution.
- Monthly internal team meetings engaging all regional and national staff to review Activity direction, progress, and priorities; exchange successes and lessons learned; and discuss specific steps and tactics to ensure regional-national linkages and technical cohesion. RG will invite USAID to join these meetings should any issue or important topic emerge.
- Semi-annual strategic planning workshops, all-day "pause-and-reflect" sessions with Activity staff, partners, select grantees, USAID, key stakeholders and counterparts, and home office participants to review learning and contextual changes and drive adaptation to strategy as needed.

OF



ROLE

## REGIONAL OFFICES IN ACTIVITY IMPLEMENTATION

RG will establish four regional offices (RO). RO's will cover five PDET zones in five different Departments and twenty-seven municipalities. In Norte de Santander, the municipalities of Tibu and Sardinata will be covered by PS from their local offices.

- **Montería:** will cover a total of eleven municipalities from the PDET zones of Bajo Cauca Antioqueño and Sur de Cordova.
- **Villavicencio:** will cover a total of five municipalities in the PDET Zone of Meta.
- **Tumaco:** will cover four municipalities in the PDET zone of Pacífico Nariñense.
- **Florencia** will cover five municipalities in PDET zona of Caquetá.

RO's will provide technical assistance to promote civic participation, improve public service provision, and Peace Accord implementation in target municipalities. Each RO is staffed with a Senior Regional Program Manager (RPM), responsible for Activity implementation, and with a senior local specialist, responsible for providing subject matter expertise.

ROs are decentralized units. Once technical direction is received from the Bogotá office, each RO may adapt the implementation schedule to local needs. Each RO will present an AWP to demonstrating how it intends to comply with the Overall AWP. All field-level activities will be implemented under the Regional Director's guidance and in coordination with the technical teams.

### Regional Offices' Structure



Short-term consultants will support field-level activities. Short-term consultants will provide subject-matter expertise on an as-need basis. Additionally, RG sub-contractors and strategic partners will support technical activities and regional offices' staff. To ensure adequate communication among all teams, the Regional Offices will ensure communications at all levels. The strategy will work as follows:

- **Empower and decision-making.** To support effective collaboration and coordination across all project field offices and activity sites, and to ensure linkages between Bogotá and the regional offices, the Regional Director will supervise and work directly with the RPMs and regional programming teams. The Regional Director will serve as the link between the COP and RPMs to support and empower regional offices with localized decision-making, problem-solving, and clear and timely communication to all regional offices on project status, strategy, and objectives. The Director will serve as an advisor and sounding board for RPMs, supporting technical progress in each unique regional context, and will inform and advise the RG leadership team on regional progress, challenges, and needs. The RO Managers are responsible for sound and efficient technical implementation in each office. RO Managers will also serve as the Activity point of contact in the region.
- **Peers dialogue and consultation.** Some regional team members will serve as a focal point for coordination with the Objective Leads stationed at the Bogota office. For example, the Subnational PFM Specialist will serve as the regional focal point for coordination with the Objective 2 Leader to implement IR 2.1. The Regional Peace Implementation Officer will be the focal point for regional coordination on Peace implementation (IRs 1.2, 2.3, and 3.2). The Administrative Assistant will be the focal point for ensuring full compliance with administrative and operational procedures in coordination with the Director of Operations. The central office TechTeam will travel following strict biosecurity measures to accompany regional experts and lead strategic planning sessions as needed in different activity areas.
- To ensure coordination and information management, RO's will develop **Regional Implementation AWP**s with monthly activity schedules to present monthly progress reports to the Regional' Director. In addition to meetings between focal points and their counterparts, a monthly Regional Meeting will be carried out between Regional Managers and Regional Office Directors to exchange lessons learned and best practices. When needed, Bogota-based Objective Leads and Advisors will participate in analyzing implementation advances. The KMLT will participate

in all meetings and prepare the agendas for discussion, including key CLA guiding questions informing RG's CLA and Knowledge Management approach.

## **SUBCONTRACTORS & KEY PARTNERS**

Pastoral Social (PS) and Transparencia Por Colombia (TpC) will work with the RG team to accomplish expected results and objectives. RG will ensure timely deployment in the regions and effective implementation by leveraging each partner's understanding of local dynamics and well-established field presence. This approach ensures regional-level implementation through existing operational structures, a highly-contextualized knowledge of community dynamics in target areas, and proven mechanisms to operate in politically charged and quickly evolving environments. This approach is designed to achieve:

- Security of assets and value for money. Working with partners will promote greater trust from host communities. Additionally, having the trust of these communities will allow RG to tap into a wealth of information to enhance situational awareness to protect resources and operations. This approach contributes to ensuring value for money.
- Technical excellence and operational effectiveness. RG's work can only succeed if it is well established in target regions, there is local ownership, and implementation is supported by trusted entities—particularly when engaging indigenous and Afro-Colombian communities. Our partnerships provide the platform to ensure technical progress and cohesive operations.
- Sustainability of impact. Our partnerships with local organizations consider an exit strategy from Day 1. These partnerships are designed to building off the momentum of USAID's local investments beyond RG support.

## **ENGAGEMENT WITH USAID**

RG will ensure adequate communications and coordination with USAID's TOCOR. Weekly meetings between the TOCOR and Senior Management Team (SMT) will measure progress towards implementation, identify bottlenecks, and take corrective actions if needed. RG will send a meeting agenda to the TOCOR head of the weekly meetings. RG will keep signed meeting notes (by the TOCOR and COP) in the Activity files.

## SECTION 4. COLLABORATION, LEARNING, AND ADAPTING APPROACH

RG Activity will focus on applying an adaptive management approach based on USAID's Collaborating, Learning, and Adapting (CLA) methodology. All team members will use CLA daily. During Year I, RG will focus on gathering existing data to feed learning agendas and, during implementation, promote innovations that result in activities aimed to build strong partnerships at all levels. RG will collect and analyze data to inform future activities and identify areas where adjustments are needed. Main activities include:

- Collaborate effectively with USAID IPs, national, subnational, and local stakeholders, and partners. Collaboration with USAID's Implementing Partners (IPs) will be a pillar of RG implementation. When possible, RG will look for opportunities to collaborate and/or integrate activities with other IPs to avoid duplicity and ensure USAID resources' best use. For example, RG plans to coordinate with USAID's *Juntos por la Acción por la Transparencia*, specifically supporting civil society participation in decision making, oversight of public service provision, peace implementation, and working with control entities to ensure accountability in the use of public funds. Both activities will coincide in Sur de Cordoba, and RG will look for opportunities to reinforce interventions in targeted municipalities. RGs will collaborate with stakeholders and partners in promoting local ownership and "colombianization" of local solutions to local problems. Therefore, CLA serves to identify shared interests with partners and stakeholders, share knowledge, build local capacity, and promote synergies. Collaboration is seen as internal to the project (direct beneficiaries and stakeholders) and external (e.g., other USAID's IPs).
- Implement a Learning agenda. RG will focus its learning agenda on capturing the "why" and the "so what" behind the objectives and intermediate results and sharing lessons learned with other partners. RG will discuss lessons learned with beneficiaries and key counterparts to analyze what has worked and why and to improve performance at all levels. Data and information gathered from communications with regional offices will be examined by the RG MEL Team and presented to the SMT and shared, through bi-annual learning workshops to Activity staff, stakeholders, and USAID. RG team will meet with key stakeholders and strategic partners to analyze the data collected and the findings and meet with beneficiaries to better understand their needs and experience during implementation.
- RG will "pause and reflect" internally every quarter with both Bogota-based and Regional offices to review outcomes and advances in our proposed activities to adapt, when necessary, to improve Activity's implementation.
- Adapt on time to respond to windows of opportunity and crisis and improve Activity' performance. RG's geographical focus presents a highly complex and dynamic context. RG team both at Bogota and in the Regions will need to be fully aware of constant on-the-field developments and adjust technical programming as entry points change and windows of opportunity open and close. As mentioned above, the RG team will hold quarterly workshops to discuss this changing context and adjust based on its collaborating experience and learning agenda. During these meetings, the RG team will discuss the activities' progress towards the planned schedule and identify program implementation adjustments. RG will promote at least semi-annual "pause and reflect" external sessions with staff,

partners, selected grantees, USAID, key stakeholders, and counterparts to review learning and contextual changes and drive adaptation to strategy as needed.

**Knowledge Management:** Knowledge Management is the managerial approach that RG will use, as a systematic and strategic process, to guarantee the creation, share, exchange, appropriation, and use of learning, to achieve: 1. Informed Decision making based on knowledge resources; 2. Accountability to stakeholders; 3. Continuous improvement in learning-based implementation. The knowledge management approach creates value for RG's team by strengthening its intellectual assets and improving technical capabilities, making the best use of lessons learned and best practices. It involves a set of organizational procedures to recover the cumulative learnings that the RG team, counterparts, and stakeholders will accumulate during implementation at national and territorial levels.

- This will also help the Activity generate systematization strategies and disseminate knowledge to facilitate alternative solutions during implementation. A problem-solving systematic approach will inform interested actors (internal and external) how and why the project results have been achieved. Sources for learning are not only gathering from RG's team. Counterparts, stakeholders, the population in targeted territories, and USAID's IPs, among others, are strategic actors from whom it is possible to obtain learning at various levels of implementation of RG. Formulation and implementation of participatory methodologies and procedures are the critical factors for recovering that knowledge, systematizing, and documenting it. Collaborative learning is a useful exercise for the generation of knowledge, establishing advisory networks, and governance.
- RG will create an internal KM toolbox that will contain four elements: 1. Tools for the identification/generation of learning; 2. Tools for the use of knowledge and strategies to use it for project implementation/adaptation; 3. Tools for data analysis; 3. Tools to explore mechanisms to share knowledge with external actors. The toolkit will incorporate participatory methodologies and the use of information and communications technologies (ICT). The systematic use of the toolbox is the most critical factor in building a community of knowledge.

Therefore, Knowledge Management is how RG seeks to create a community of knowledge and practice to guarantee its sustainability. In the long-term, sustainability depends on the institutional capacity building and the strengthening of civil society by using the internalization of the learning, knowledge management, and experiences lived within the framework of RG.

RG will also use peer to peer learning approach among organizations and stakeholders working in the same territory. In the medium term, this learning community will nurture other learning communities at the regional, national, and international levels to transfer knowledge, skills, and abilities. RG Activity plans to look for linkages with other knowledge networks and/or communities of practice to understand public policies and governance's best practices.

This will have particular importance in health, education, infrastructure, and the implementation of Peace Accords. Once the project progresses, it is planned to make public the best practices in the knowledge networks interested in the subject

**SECTION 5. FISCAL YEAR 2021 ESTIMATED LINE ITEM BUDGET**



## ANNEX I. MAP OF ACTORS

| GOVERNMENT INSTITUTIONS   |   |
|---|---|
| ENTITY  | ENTITIES  |
| Departmental and Municipal Governments ( <i>Gobernaciones y Alcaldías</i> ) | <p><i>Secretarías de Planeación, Secretarías de Educación, Secretarías de Salud, Secretarías de Obras Públicas, and Secretarías de Desarrollo Comunitario.</i></p> <p><i>Secretarías or Oficinas de Género, Secretarías indígenas y afro, if existing (like in Antioquia), or enlaces étnicos in other municipalities.</i></p> <p><i>Enlaces municipales de Postconflicto (like in Nariño's Pacific Coast).</i></p> |
| <i>Agencia de Renovación del Territorio, ART</i>                            | <p>Regional Managers</p> <p><i>Red de Aliados Privados para la Estabilización (these are in process of being constituted)</i></p> <p><i>Comités de Impulso de Gestión Institucional (With a focus on Committees of Pillars 2, 3 and 4, due to RG objectives)</i></p> <p><i>Grupos Motores</i></p>   |
| Control Entities  | <p><i>Personerías</i></p> <p><i>Procuraduría Provincial (where existing)</i></p> <p>Ombudsman's Office (regarding Early Warning System)</p>   |
| Environmental Authorities   | <p>For instance, <i>CorMacarena</i> and <i>Unidad de Parques</i> in Meta, given that target municipalities are located in or are near <i>Parques Naturales</i>. <i>Corporación Ambiental de los Valles de San Jorge</i> in Córdoba, <i>Corantioquia</i> and <i>Corpoamazonía</i>. These entities are crucial for the environmental technical approach and assistance for RG's activities.</p>                       |

| REGIONAL UNIVERSITIES AND EDUCATION INSTITUTIONS |  |
|--|--|
| REGION   | INSTITUTION  |
| Bajo Cauca                                       | <p>Universidad de Antioquia</p> <p>Universidad EAFIT</p> <p>Universidad Católica del Norte</p> <p>SENA</p>           |
| Sur de Córdoba                                   | <p>Universidad de Córdoba</p> <p>Universidad Pontificia Bolivariana</p> <p>SENA</p> <p>Universidad de Antioquia.</p> |
| Nariño-Costa Pacífica                            | <p>Universidad Nacional sede Tumaco</p> <p>ESAP</p> <p>SENA</p> <p>UNAD - Universidad Nacional a Distancia.</p>      |
| Meta   | <p>Universidad de Los Llanos</p> <p>Universidad Santo Tomás</p> <p>UNIMINUTO</p>                                     |

|           |   |
|-----------|---|
| Caquetá   | Universidad de La Amazonía  |
| Catatumbo | Universidad Francisco de Paula Santander<br>Observatorio Región del Catatumbo<br>SENA |

**PRIVATE SECTOR**

| REGION                | COMPANIES   |
|-----------------------|---|
| Bajo Cauca            | <i>Fundación Oleoductos Colombia, Chocolate Colombia, Asociación Productores de Cacao (ACATA), Cámara de Comercio, Mineros de Antioquia, Empresa comunitaria vías y puentes de Cáceres, Fundación Campo Dulce (honey producers), and dairy companies.</i> |
| Sur de Córdoba        | <i>Geselca (electrificadora zona San Jorge), Organización de Cacaoteros, Fundación Urrao, Fundación Cerromatoso.</i>  |
| Nariño-Costa Pacífica | <i>Cámara de Comercio, Corporación Agropaz (Coagropaz)</i>  |
| Meta                  | <i>Agroindustrial dairy and rice companies, Cámara de Comercio</i>  |
| Caquetá               | <i>Asoheca (rubber producers), Comité de Ganaderos, Cámara de Comercio</i>  |
| Catatumbo             | TBD   |

**CIVIL SOCIETY ORGANIZATIONS**

| REGION     | ORGANIZATION   |
|------------|--|
| Bajo Cauca | <i>Red de Organizaciones Sociales del Nudo de Paramillo, ASOMUCA-Asociación de Mujeres Bajo Cauca, Asociación de Juntas de Acción Comunal, Red de jóvenes del Bajo Cauca, Resguardos indígenas Zenú, Embera Chami y Embera Katío, ANEZA Asociación consejos comunitarios Zaragoza y Consejos comunitarios de los demás municipios, OIA Organización indígena de Antioquia, Asociaciones de mujeres de todos los 6 municipios, Asociación de población Discapacitada, Desplazada y Víctima de Cáceres, Laboratorio de Emprendimiento LED Juvenil, Rio Abajo Comunicaciones y Cultura.</i> |

|                         |  |
|-------------------------|--|
| Sur de Córdoba          | CORDUPAZ, Asociación Campesina Sur de Córdoba, Córdoba Diversa, Corporación para el Desarrollo Campesino CORSOC, Organización de Mujeres Vivir Mejor, Red de Organizaciones Sociales del Nudo de Paramillo, Fundación Social Abrigando Sueños, Consejo Comunitario de Comunidades Negras, Asociación de Juntas de Acción Comunal, Colectivo de Comunicaciones Sinergia, Resguardos indígenas Embera y Senú, Asociación de Mujeres Víctimas del conflicto armado Montelibano, Red de Mujeres de Tierralta, Plataforma de Jóvenes, Fundación Benposta, Montelibano Afirmativa.   |
| Nariño – Costa Pacífica | ASOLIPNAR Asociación de Lideresas del Pacífico Sur de Nariño, Asociación Afrocolombiana Arcoiris, Fundación Piernas Cruzadas, AFROMUPAZ Asociación de Mujeres Afro por la Paz, ACOP Asociación Agenda de Comunicaciones del Pacífico, UNIPA Asociación de Autoridades Indígenas AWA, RECOMPAS Red de Consejos Comunitarios, Consejos Comunitarios del Bajo Mira y Frontera, ASOMAGUI Asociación Consejos Comunitarios y organizaciones étnico-territoriales de Maguí Payán, ASOCOETNAR Asociación Consejos Comunitarios Roberto Payán, ASOCOABAR Asociación Consejos Comunitarios de Barbacoas, Escuela taller de Tumaco, GAMVICA Asociación grupo de apoyo a Mujeres Víctimas del Conflicto Armado. |
| Meta                    | Organización de Mujeres Chocolate Entre Amigas, Asociación de Juntas de Acción Comunal, Fundación Benposta, Asociación de Mujeres , Resguardos indígenas Nasa, Embera y Tinigua, Asociación Campesina  |
| Caquetá                 | Red Caquetá Paz-Red Prodepaz-Cordepaz, Fundación Vicariato San Vicente del Caguán, ASOMUPCAR, Asociación de Juntas de Acción Comunal.  |

## ANNEX 2. FIXED FEE DELIVERABLES MATRIX

Below is the Fixed Fee Deliverables Matrix according to section F.11 of the TO. All deliverables will be sent to the TOCOR for review and approval and once cleared to the IDIQ COR and the Knowledge Management Specialist within USAID’s Bureau for Economic Growth, Education and Environment (E3) per section F.7 of the TO.

| FIXED FEE DELIVERABLE MATRIX                             |                |            |                   |
|--|----------------|------------|-------------------|
| DELIVERABLE  | FEE PERCENTAGE | FORMAT     | DELIVERY SCHEDULE |
| Rapid Mobilization Plan                                  | 2.5%           | Electronic | See Section F.7.1 |
| Final 1 <sup>st</sup> Annual Work Plan                   | 7.5%           | Electronic | See Section F.7.1 |
| Grants Management Plan                                   | 7.5%           | Electronic | See Section F.7.1 |
| Final Activity Monitoring, Evaluation, and Learning Plan | 7.5%           | Electronic | See Section F.7.1 |
| Communications and Outreach Plan                         | 2.5%           | Electronic | See Section F.7.1 |
| Annual Performance Progress Report                       | 7.5%           | Electronic | See Section F.7.1 |

## **ANNEX 3. DRAFT – QUALITY ASSURANCE AND SURVEILLANCE PLAN (QSAP)**

### **INTRODUCTION**

This annex presents an illustrative draft of the Quality Assurance Surveillance Plan (QASP) surveillance methods and data management approach for Responsive Government (RG) Activity. Collectively, this plan summarizes RG recommendations to USAID on how to conduct quality assurance and monitor DAI's performance on RG. As a "living" document, the QASP will be reviewed and updated regularly in collaboration with USAID/Colombia.

The QASP outlines how DAI will manage and ensure the quality of the implementation of RG with the intent of maximizing performance, efficiencies, and cost-effectiveness. It combines monitoring tools from operations management and monitoring, evaluation, and learning (AMELP) to ensure USAID has a clear and predictable way to monitor the quality of project implementation and accountability for target improvements in Colombia's public institutions at the national and local levels to transparently and accountably plan, finance, and deliver key public services and citizen empowerment to ensure government accountability.

DAI's QASP will monitor a mix of select key operational deliverables and performance indicators, mostly those within the control of the project. Methods (outlined below) will include both objective and subjective measures that will assist the Task Order Contracting Officer's Representative (TOCOR) and other USAID representatives in determining whether DAI's implementation is on track or falling short of intended results.

### **ROLES AND RESPONSIBILITIES**

Quality assurance will be at the center of the RG approach and require all relevant staff to contribute the highest quality technical implementation and requisite monitoring to ensure USAID has easily accessible, timely methods for monitoring the technical quality of task order implementation. The following are the key roles and responsibilities for QASP implementation:

- The **TOCOR** will use the QASP to monitor the quality of DAI's technical implementation. This includes contract surveillance to ensure deliverables are met at acceptable quality levels and providing Contracting Performance Assessment Reports to guide implementation decision making and adaptive management.
- The **Chief of Party (COP)** will oversee all quality assurance procedures and work with the TOCOR to ensure USAID receives timely and accurate reporting for QASP deliverables.
- **Project management staff** will be responsible for tracking operations and entering relevant data into DAI's Technical and Administrative Management Information System (TAMIS) to report regularly to the Mission on operational deliverables and outcomes.
- The **MEL Director** will be responsible for collecting key performance data from project stakeholders to assess results that will feed the MEL system into the QASP. The MEL Director will

also work with the COP and DAI home office staff to determine whether acceptable quality levels (AQLs) are being met for the deliverables in the QASP.

- **DAI home office staff** from our Project Management teams will support the development of the QASP system and contribute to and/or participate in relevant surveillance methods (such as Quarterly Project Reviews [QPRs] and Monthly Financial Reviews [MFRs]).

## **SURVEILLANCE METHODS**

DAI will use regular reporting, regular project staff progress reviews, and monitoring and evaluation tools and systems to bring relevant data back to the project on progress or shortfalls. The following reviews are part of this surveillance package:

- **Quarterly Project Reviews.** QPRs are a tool to facilitate project quality control and establish a record of key technical accomplishments and project management actions. These meetings provide an opportunity for the larger project implementation and support teams to stay informed about project performance. The DAI home office project management team will conduct the first QPR with the RG leadership team members 90 days after the contract award.
- **Monthly Financial Reviews.** MFRs monitor the project's financial performance and adherence to USAID and DAI's archival financial documentation policies. The DAI home office project team will conduct MFRs. The Activity's first MFR will be conducted 60 days after contract award to ensure that mobilization and start-up costs are within initial projections.
- **Internal Audits.** DAI's department of internal audit provides ongoing support to projects in financial compliance, accounting, procurement, grants, and project administration. DAI's internal auditors seek to review and document procedures to ensure project compliance with both USAID and DAI policies to identify, document, and, if possible, mitigate risk by resolving areas of liability. RG will be scheduled for an internal audit within the first year of implementation, and an audit will be repeated annually thereafter.

The MEL/QASP system monitoring tools will be complemented by operational progress reviews leveraging DAI's TAMIS, which tracks complex sets of activities and implementation progress. Operational data will also be pulled into interactive Power BI dashboards to communicate a holistic picture of progress/setbacks across the project to USAID.

## **SAMPLING GUIDE**

DAI's sampling guide for our proposed performance standards, shown below, outlines what will be checked, the acceptable quality level (AQL), and the monitoring method for each standard. The surveillance method (column 3) has been designated as TOCOR verification. The compliance column (column 4) has been left blank to be completed during implementation. Column 4 may adopt the following ratings: EXCEPTIONAL: Performance exceeds the AQL; SATISFACTORY: Performance meets the AQL; MARGINAL: Performance is below AQL; or UNSATISFACTORY: Performance is significantly below AQL.

| Tasks, Services, or Deliverables Provided   | Performance Standard and AQL   | Surveillance Method | Compliance with Standard and Quality Level |
|---|--|---------------------|--|
| <b>Objective 1: GOC national-level institutions, policies, systems, and mechanisms strengthened to increase service delivery in targeted localities</b>   |  |                     |  |
| Develop detailed work plans with each of the Ministry of Health, Education, DNP (Infrastructure Division) and ART to improve service provision in RG municipalities (four activities of IR 1.1).                | Relevant Ministries and Agencies confirm collaboration. AQL: 100% of GOC counterpart agencies. | COR verification    |  |
| Support Colombia Compra Eficiencia to implement SECOP II in RG municipalities (Activity 1.3.3.)   | AQL: SECOP II fully implemented in five RG municipalities                                      | COR verification    |  |
| Number of functioning monitoring mechanisms for Pactos Territoriales with a representative sample of PDETs (Indicator 4)  | AQL: Target TBD based on AMELP.  | COR verification    |  |
| <b>Objective 2: Public administration and financial management capacity of targeted conflict-affected municipalities improve</b>  |  |                     |  |
| Review status of Medium Term Fiscal Frameworks in target geographies and draft action plan for strengthening MTFFs where needed (2.1.1)   | AQL: 100% of 27 Municipalities.  | COR verification    |  |
| Strengthen contractual management of education, health and road infrastructure goods and services (2.2.2)   | AQL: 100% of 27 Contracting Processes supported  | COR verification    |  |
| Strengthen implementation of the COMPOS, for better performance against gender and inclusion objectives (2.2.6)   | AQL: 100% of 27 Municipalities use of COMPOS.  | COR verification    |  |
| <b>Objective 3: Increased civil society, media, academia, and private sector engagement for effective and responsive local development</b>  |  |                     |  |
| Increase CSO's ability to participate in social auditing and citizen oversight exercises and enhance their ability to understand service delivery expenditure and public procurement processes (Activity 3.1.3) | AQL 100% of 27 municipalities reached by trainings   | COR verification    |  |
| Provide small grants to regional networks to enhance their ability to participate in the implementation of peace accords (Activity 3.2.4)   | AQL 90% of designated grants funds awarded.  | COR verification    |  |
| <b>Objective 4: Increased civil society, media, academia, and private sector engagement for effective and responsive local development</b>  |  |                     |  |
| Strengthen PGN, CGR and FGN to apply risk and data analytics to prevent abuse and mismanagement in targeted sectors   | AQL 100% target agencies receive technical assistance in support of their preventive mandates  | COR verification    |  |
| Improve Professional Development quality and access among Local Control Officers and Personerías. (Activity 4.2.3)  | AQL 90% of 27 municipalities reached by trainings  | COR verification    |  |
| <b>Reports, success stories, and all other deliverables</b>   |  |                     |  |
| Annual Workplans  | Completed on schedule. AQL: 100%   | COR verification    |  |
| Activity Monitoring and Evaluation Plan   | Completed on schedule. AQL: 100%   | COR verification    |  |
| Gender and Social Inclusion Strategy  | Completed on schedule. AQL: 100%   | COR verification    |  |
| Quarterly Progress Reports  | Completed on schedule. AQL: 100%   | COR verification    |  |
| Financial Quarterly Reports   | Completed on schedule. AQL: 100%   | COR verification    |  |
| Annual Reports  | Completed on schedule. AQL: 100%   | COR verification    |  |
| Success Stories   | Completed on schedule. AQL: 100%   | COR verification    |  |

## **DATA MANAGEMENT PLAN**

The RG approach to data management will ensure that the project collects and uses the highest quality data to support USAID’s monitoring of the task order. To support data management, DAI will develop and deploy a comprehensive MEL information technology system that feeds into the QASP and provides tools and solutions at each stage of the cycle.

### **DATA COLLECTION AND MANAGEMENT**

All primary and secondary qualitative and quantitative data will be collected based on QASP and Performance Indicator Reference Sheet requirements. For surveys, DAI will provide USAID data cleaned of personally identifiable information (PII) through the Development Information System (DIS). RG will also provide USAID with numeric baseline data as appropriate.

The RG team will select the most appropriate data sources, collection tools, and methods based on the data required for QASP reporting in consultation with a DAI home office Data Scientist. For example, if the data collection tool is a survey, the MEL team will select the most appropriate survey method (such as interview, self-administered questionnaire, web-based surveys, SMS survey, etc.). The MEL Manager will develop monitoring and data collection tools for each element of the QASP with support from the DAI Data Scientist. The choice of tools will be based on expected response rates, cost efficiency, timeline, and available resources. Data will be disaggregated by age, sex, ethnicity, municipality, and stakeholder type when relevant.

RG project staff will work with the DAI Data Scientist to develop forms to collect data (such as surveys, training, event trackers, etc.) on selected indicators. DAI uses a tool called DAI Collect, built from the open-source Kobo Toolbox software and deployed in DAI’s Microsoft Azure cloud-based servers, to store data. This ensures data collected on the project will sit within DAI’s ecosystem and be protected by data security policies at a corporate level.

### **DATA QUALITY**

The MEL Director will ensure that data for performance indicators meets USAID requirements for validity, integrity, precision, reliability, and timeliness. RG will undertake annual data quality assessments using DAI-developed and -tested checklists and forms to objectively analyze the quality of data collected and provide recommendations on how any identified gaps and issues might be quickly and efficiently remedied. If USAID requires external data quality assessments for any Activity indicators, RG will monitor documentation, data, and staff available to the USAID COR as requested.

### **DATA STORAGE AND SECURITY**

The MEL Director will manage RG data. The MEL/QASP Data System will be predominantly web-based, although paper sign-in sheets and other forms will be maintained for cases where forms are not immediately generated electronically (e.g., sign-in sheets directly on tablets and surveys by phone are technological solutions that DAI has implemented in other countries). USAID/ Colombia will have the option to receive access to dynamic, interactive PowerBI dashboards on DAI Analytics, a website built to share dashboards with external clients and partners. Outputs from the dashboard will be captured and shared in the quarterly, annual, and final reports.



Per USAID’s privacy policy DS 508.39, the MEL Manager will take all necessary and reasonable measures to protect data, particularly PII, including aggregating results for reports and leaving individuals anonymous in reports unless they expressly agree for RG to use their information for outputs such as success stories. PII will only be accessed by team members as needed and will not be widely accessible. Additionally, all data will be carefully reviewed and stripped of PII before being reported to USAID or shared with any other stakeholder. The MEL team will ensure that no PII or other sensitive information is present in submissions to the Development Exchange Clearinghouse or the DIS unless the beneficiary has expressly granted permission (e.g., in the case of a vetted success story).

## ANNEX 4. TABLE OF ACTIVITIES – RG WORK PLAN

### OBJECTIVE I: GOC NATIONAL LEVEL INSTITUTIONS, POLICIES, SYSTEMS AND MECHANISMS STRENGTHENED TO INCREASE SERVICE DELIVERY IN TARGET LOCATIONS

| Result/<br>Sub-result   | Activity   | Description   | Actors                                      | Resources<br>(Inputs)   | Products<br>(outputs)  | Execution Period |    |    |      |   |   |   |   |   |   |   |   |
|---|--|---|---|---|--|------------------|----|----|------|---|---|---|---|---|---|---|---|
|   |  |   |   |   |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |
|   |  |   |   |   |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| <b>IR I.1 Increase effectiveness of GOC institutions to improve public service delivery in health, education and infrastructure</b> |  |   |   |   |  |                  |    |    |      |   |   |   |   |   |   |   |   |
| <b>Health</b>   |  |   |   |   |  |                  |    |    |      |   |   |   |   |   |   |   |   |
| I.1.1   | Develop a detailed work plan with the MH to improve health service provision in RG municipalities. | Agree on a work plan with MH to improve health service provision in RG municipalities.  | MH  | Objective I Lead and Health Specialist  | 1 workplan   |                  |    |    |      |   |   |   |   |   |   |   |   |
| I.1.2   | Strengthen the capacity of municipal health secretariats for strategic planning and management.    | RG will provide technical assistance aimed at integrating the different existing strategic and operational planning instruments (Comprehensive Health Situation Analysis - ASIS, Territorial Health Plan - PTS, Collective Interventions Plan - PIC, Sustainable Selective Testing, Tracking and Isolation Program - RASS, National Rural Health Plan - PNSR) to increase the effectiveness of comprehensive health | Department and municipal level governments. | Health Specialist, Regional Public Services Provision Specialists, (Epidemiologists-TBD). | 2 pilots for alignment of health strategic instruments. 2 Health Comprehensive Situational Analyses (ASIS). 1 recommendations document for MH. 1 workshop on PRASS (testing, tracing and isolating re: COVID-19) for |                  |    |    |      |   |   |   |   |   |   |   |   |

| Result/<br>Sub-result | Activity   | Description  | Actors                                      | Resources<br>(Inputs)   | Products<br>(outputs)  | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|-----------------------|--|--|---|---|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|--|
|                       |  |  |   |   |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|                       |  |  |   |   |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |  |
|                       |  | performance at the local level and to escalate the identified policy recommendations to the Ministry of Health. RG will work with Departmental Health Secretaries to identify implementation gaps and facilitate coordination with municipal administrations.  |   |   | 27 municipalities  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| <b>1.1.3</b>          | Strengthen the capacity of municipal governments to exercise control over health service providers | RG will provide technical assistance to local governments to monitor and control local health service providers. RG will provide municipal governments with guidelines that include detailed procedures for monitoring health service providers. Guidelines will be formally incorporated to municipal procedures. | MH and Department-level Health Secretariats | Regional Health Specialists, IPS Facilitators and Health Specialist | 1 methodological guide. 27 municipal issue resolutions formally adopting the methodological guideline. 12 supervision visits. 12 Administrative Acts of adoption of supervision processes. |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |

| Result/<br>Sub-result | Activity  | Description   | Actors  | Resources<br>(Inputs)                    | Products<br>(outputs)   | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|-----------------------|---|---|---|--|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                       |   |   |   |  |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                       |   |   |   |  |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
| 1.1.4                 | Promoting health insurance enrollment.  | RG will provide technical assistance to local governments to increase social welfare ( <i>seguridad social</i> ) enrollment.  | EPS, ICBF, Family Commissariats, Governing Bodies of Indigenous Councils, "Focalization" Programs that operate at the local level | Health Specialist and IT STTA            | 1 methodological guide. 27 fully executed enrollment plans. Technical Assistance for 6 municipalities on how to strengthen their insurance strategy |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 1.1.5                 | Support the Ministry of Health in the structuring process of sector type projects that facilitate the mobilization of resources | Accessing resources from different funding sources is significantly streamlined when municipalities make use of the <i>proyectos tipo</i> . RG will respond to requests by the MH to support new <i>proyecto tipos</i> including the "Comprehensive Psychosocial and Health Care Program for Victims" (Spanish acronym PAPSIVI) and the updating of two others related to the attention of the sanitary emergency (Improvement of the storage conditions of the supplies of public health | MH, National Health Institute, EPS', Departmental and Municipal Health Secretariats.  | Health Specialist and Public Health STTA | Design of 1 <i>proyectos tipo</i>   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-result | Activity   | Description  | Actors                                     | Resources<br>(Inputs)                      | Products<br>(outputs) | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|-----------------------|--|--|--|--|-----------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                       |  |  |  |  |                       | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                       |  |  |  |  |                       | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|                       |  | interest and Improvement of the cold network). The use of <i>proyectos tipo</i> provides territorial entities with an expedited project approval process to access funding from nationally allocated sources like the SGR.   |  |  |                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>Education</b>      |  |  |  |  |                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>1.1.6</b>          | Supporting MEN efforts to improve education service provision in RG municipalities.              | The joint work plan will include activities to improve school retention and education quality, particularly in municipalities located in PDET subregions and rural areas identified in the National Rural Education Plan.  | MEN  | Objective 1 Lead, Education Specialist     | 1 work plan           |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>1.1.7</b>          | Strengthening Departmental Education Secretariats (DES) to support non-certified municipalities. | RG will provide technical assistance to DES to improve its own delivery of technical assistance to uncertified municipalities. Specifically, this includes the design of technical assistance action plans (i.e., methodologies) for DES to assist non-certified municipalities. | MEN and Department Education Secretariats. | Objective 1 lead and Education Specialists | 6 DES plans.          |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-result | Activity  | Description   | Actors   | Resources<br>(Inputs)                     | Products<br>(outputs)                                | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
|-----------------------|---|---|--|---|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|
|                       |   |   |  |   |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |
|                       |   |   |  |   |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |
| 1.1.8                 | Training for teachers to adapt to online environments.  | RG will support the MEN in the design and delivery of a training module for teachers. Training will enhance teachers' abilities to teach using online tools and platforms. Activities include identifying open-source platforms, defining and adapting teaching contents, designing evaluation methods, and training teachers in education methods using online tools. A pilot will be carried out in an RG municipality to assess replicability in other municipalities, especially PDET municipalities. | MEN, DES, Municipal Education Secretariats, and TBD. | Objective 1 lead and Education Specialist | 1 training module                                    |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
| 1.1.9                 | Support for the implementation of the Special Rural Education Program (Spanish acronym PEER). | RG will support MEN in implementing the PEER. Areas of intervention include school attendance, gender equity, gender based violence, engaging families in school activities, reduction of drop-out rates and gender-based violence.   | MEN and one Department Education Secretariat (TBD)   | Objective 1 lead and Education Specialist | 1 departmental-level PEER implementation action plan |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
| 1.1.10                | Promoting the use of Flexible Education Model for rural areas.                                | RG will support one DES in carrying out a pilot that promotes using one of the three main components (e.g., <i>escuela nueva</i> ,  | MEN and one DES                                      | Objective 1 lead and Education Specialist | 1 pilot  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |

| Result/<br>Sub-result  | Activity   | Description   | Actors  | Resources<br>(Inputs) | Products<br>(outputs)                          | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|--|--|---|---|-----------------------|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|  |  |   |   |                       |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|  |  |   |   |                       |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|  |  | <i>secundaria activa y post primaria</i> ) of the Flexible Education Model in rural areas.  |   |                       |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>Infrastructure</b>  |  |   |   |                       |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>1.1.11</b>  | Implement selected activities included in plan nacional de vías para la integración regional (PNVIR) for PDET municipalities | The DNP Sub-Directorate of Transportation Infrastructure recently formed a working group that needs to be strengthened. This working group has the task of prioritizing strategic regional road and river corridor projects, defining financing procedures, resource allocation, implementing efficient contracting actions, and devising methodologies for monitoring interventions. | DNP   |                       | Objective 1<br>Lead and Infrastructure Advisor |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>1.1.12</b>  | Increasing the capacity of SNGs for the design of infrastructure projects.   | RG will promote the use of the Virtual Community of Regional Roads online platform to improve projects design and management.   | MinTransporte, Invias, and DNP ( <i>Direccion de Infraestructura</i> ). |                       | Objective 1<br>Lead and Infrastructure Advisor |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>1.1.13</b>  | Enhancing institutional coordination within the transport sector.  | RG will improve coordination mechanisms for implementing CONPES 3857 between participating agencies.  | DNP, <i>Colombia Compra Eficiente</i> , INVIAS, and Mintransporte       |                       | Objective 1<br>Lead and Infrastructure Advisor |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>IR 1.2 Increase effectiveness of GOC institutions to respond to the peace accord implementation</b> |  |   |   |                       |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-result | Activity  | Description  | Actors  | Resources<br>(Inputs)     | Products<br>(outputs)                     | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|-----------------------|---|--|---|---------------------------|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                       |   |  |   |                           |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                       |   |  |   |                           |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
| 1.2.1                 | Improving CPEC and ART capabilities to implement the Peace Accords  | Develop a joint work plan CPEC y ART to improve Peace Accord implementation.   | CPEC and ART  | PS and Objective 1 Lead   | 1 action plan (two sections CPEC and ART) |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 1.2.2                 | Enhancing the OCAD Paz's ability to review project proposals and improve its project management capabilities. | RG will work with CPEC on a work plan to strengthen formulation and management capabilities for education projects, health service provision in rural areas, drinking water, and basic sanitation. Areas of intervention could include management of multiple-sources of financing for infrastructure projects, identifying bottlenecks in project execution to take corrective actions and supporting communication between DNP and SNG's to improve the quality of reports on the SGR project monitoring platform. | OCAD PAZ Technical Secretariat (DNP), CPEC and SNGs | Objective 1 Lead and STTA | 1 workplan                                |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 1.2.3                 | Promoting CPEC best practices in PDET areas   | In coordination with APC Colombia, RG will support CPEC in promoting, exchanging, and monitoring the implementation of best practices in PDET municipalities. Said experiences are classified into the following   | CPEC  | Objective 1 Lead and STTA | 3 workshops                               |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |



| Result/<br>Sub-result | Activity  | Description   | Actors   | Resources<br>(Inputs)        | Products<br>(outputs)  | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
|-----------------------|---|---|--|------------------------------|------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|
|                       |   |   |  |                              |                        | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |
|                       |   |   |  |                              |                        | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |
|                       |   | categories: 1. Planning and coordination, 2. Structuring and sources of financing, and 3. Trust and legitimacy (Peace with legality and Development Plans with a Territorial Approach).   |  |                              |                        |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
| 1.2.4                 | Improving ART capacity for managing information and reporting | The Information and Prospective Directorate (IPD) was created as a result of the ARTs restructuring. IPD is currently developing an information system to fully monitor PDET implementation into the Information System for Post-Conflict (Spanish acronym SIIPO). RG will support IPD: 1. Obtaining information from SNGs; 2. Reporting on international cooperation and private-funded projects; and 3. Mapping of projects in different sectors, and 4. Developing effective citizen participation mechanisms. | ART<br>(Subdirección de Fortalecimiento Territorial) | Objective I<br>Lead and STTA | I PFM training program |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |

| Result/<br>Sub-result  | Activity   | Description  | Actors  | Resources<br>(Inputs)     | Products<br>(outputs)                 | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|--|--|--|---|---------------------------|---------------------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|--|
|  |  |  |   |                           |                                       | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|  |  |  |   |                           |                                       | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |  |
| 1.2.5  | Improving ART capacity for managing information and reporting. | The Information and Prospective Directorate (IPD) was created as a result of the ARTs restructuring. IPD is currently developing an information system to monitor PDET implementation that is fully integrated into the Information System for Post-Conflict (Spanish acronym SIPO). RG will support IPD: 1. Obtaining information from SNGs; 2. Reporting on international cooperation and private-funded projects; and 3. Mapping of projects in different sectors and 4. Developing effective citizen participation mechanisms. | ART ( <i>Dirección de Información y Prospectiva</i> ) | Objective I Lead and STTA | Information capabilities strengthened |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| <b>IR 1.3 GOC's International Commitments, sector-specific frameworks and reforms advanced to increase service delivery at the local level</b> |  |  |   |                           |                                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| 1.3.1  | Improving the GOC's decentralization efforts.                  | Agree on a work plan with DNP to support decentralization efforts that improve public service provision in RG municipalities.  | DNP   | Objective I Lead          | I workplan                            |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |

| Result/<br>Sub-result | Activity  | Description  | Actors                 | Resources<br>(Inputs)                              | Products<br>(outputs)                                | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
|-----------------------|---|--|------------------------|--|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|
|                       |   |  |                        |  |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |
|                       |   |  |                        |  |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |
| 1.3.2                 | Supporting the work of the Decentralization Mission           | RG will provide support the Decentralization Mission's multilevel governance assessment to identify coordination gaps between levels of governments and design one regional level workshop to disseminate the assessment's findings. | DNP                    | Objective I Lead                                   | I multilevel governance assessment and one workshop  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
| 1.3.3                 | Supporting implementation of SECOP II at the municipal level. | RG will support <i>Colombia Compra Eficiente</i> to fully implement SECOP II in RG municipalities.   | DNP and Municipalities | Objective I Lead, consultant, subnational PFM STTA | SECOP II fully implemented in five RG municipalities |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
| 1.3.4                 | Promoting the use of Kit Territorial                          | RG will assist DNP in promoting SNG's use of Kit Territorial.  | DNP                    | Objective I Lead and STTA                          | 3 training workshops at SNG level                    |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |

**OBJECTIVE 2: PUBLIC ADMINISTRATION AND FINANCIAL MANAGEMENT CAPACITY OF TARGETED CONFLICT-AFFECTED MUNICIPALITIES IMPROVED**

| Result/<br>Sub-<br>result   | Activity  | Description  | Actors         | Resources<br>(inputs) | Products<br>(outputs) | Execution period |    |    |      |   |   |   |   |   |   |   |   |
|---|---|--|----------------|-----------------------|-----------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|
|   |   |  |                |                       |                       | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |
|   |   |  |                |                       |                       | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| <b>IR 2.1: Improved municipal capacity to access national and local level funds, private sector and other funding</b> |   |  |                |                       |                       |                  |    |    |      |   |   |   |   |   |   |   |   |
| <b>Fiscal Planning</b>  |   |  |                |                       |                       |                  |    |    |      |   |   |   |   |   |   |   |   |
| 2.1.1   | Review status of Medium Term Fiscal Frameworks in target geographies and draft action plan for strengthening MTFFs where needed | MTFFs are critical tools for fiscal planning, and municipal governments are already familiar with these tools. RG will continue to emphasize the importance of these tools, help municipalities better utilize the tools themselves, and build analytical capacity where needed. This review will consider municipal ability to maintain and update these essential planning tools and identify municipalities that require additional assistance—specifying the type of assistance in the review. Furthermore, RG will engage USAID's Private Sector team on OXI and OXR. | Municipalities | Regional PFM Advisors | 27 MTFFs reviewed     |                  |    |    |      |   |   |   |   |   |   |   |   |

| Result/<br>Sub-<br>result                        | Activity   | Description   | Actors                   | Resources<br>(inputs)   | Products<br>(outputs)  | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |
|--|--|---|--------------------------|---|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|
|  |  |   |                          |   |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |
|  |  |   |                          |   |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |
| <b>Strengthening the Public Investment Cycle</b> |  |   |                          |   |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |
| 2.1.2  | Strengthen capacity for municipalities to manage and accelerate the public investment planning cycle | The projects registered in the Bank of Municipal and Departmental Investment Projects will be identified with the Municipal and Departmental Planning Secretaries. The project team will review the times between formulation, approval and execution, including the level of participation the projects had in formulation, the main obstacles in the way of certification for funds. With that analysis completed, the team will define a strategy to overcome those obstacles with an emphasis on education, health and tertiary road networks. RG will provide technical assistance and training in | Municipalities; ART; DNP | Regional Managers, PFM Specialists, Objective 2 Lead, Health, Education and Infrastructure Advisors + Specialist STTA as needed | 70 approved projects with funding from SGR, SGP, RP, OCAD PAZ or FCP |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |

| Result/<br>Sub-<br>result | Activity  | Description  | Actors                 | Resources<br>(inputs)                                      | Products<br>(outputs)                                 | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---------------------------|---|--|------------------------|--|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                           |   |  |                        |  |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                           |   |  |                        |  |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|                           |   | coordination with the DNP, to improve certification and access to resources to the SGR, SGP, OCAD Paz, and <i>Fondo Colombia en Paz</i> . With Objective 3 staff, project formulation advisors will also support networking with civil society organizations, including ethnic authorities and women's organizations, and advance inclusion of these approaches in the managed projects.   |                        |  |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.1.3                     | Support necessary updates to Municipal Development Plans within the framework of the Royalties Law 2056 of 2020 (Reform to the SGR) | RG will support the implementation of the SGR reform, specifically in the obligation to update development plans to incorporate an investment plan of the SGR which must: have citizen participation, support the territorial entities seeking the prioritization of resources for the implementation of the peace agreement and the specific provision of goods and services that impact the quality of life of the population in health, education and infrastructure, with an | Municipalities;<br>DNP | Regional Managers,<br>Objective 2 Lead, Legal Advisor STTA | 27 MDPs reviewed for compliance with Law 2056 of 2020 |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-<br>result           | Activity  | Description  | Actors         | Resources<br>(inputs)                            | Products<br>(outputs)                          | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|-------------------------------------|---|--|----------------|--|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                                     |   |  |                |  |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                                     |   |  |                |  |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|                                     |   | emphasis on vulnerable populations and ethnic minorities.  |                |  |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.1.4                               | Provide tailored support to project management, responsive to capacity gaps identified as part of Foundational Activities | Technical support to municipalities through TBD consultancies on priority projects in progress prioritized by the Municipal Development Plans (MDPs) in coordination with PDET's initiatives. The project will convene regional universities to strengthen the ethnic, rural, community and gender focus in the formulation, execution and follow-up of the prioritized projects of the PD-PDET. | Municipalities | PFM Specialists and Service Delivery Specialists | TBD pending results of Foundational Activities |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| <b>Municipal Tax Administration</b> |   |  |                |  |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-<br>result | Activity   | Description   | Actors | Resources<br>(inputs)   | Products<br>(outputs)                        | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
|---------------------------|--|---|--------|---|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|
|                           |  |   |        |   |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |
|                           |  |   |        |   |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |
| 2.1.5                     | Conduct municipal tax benchmarking analysis to understand the structure, efficiency, and current capacity of municipal tax administration functions. | The benchmarking assessment will utilize the IMF's Sub-National Tax Administration Diagnostic Assessment Tool. The strategy to improve tax administration performance and efficiency will derive from the diagnostic study. It will prioritize two broad categories, both of which will be required to deliver assistance: 1) improving voluntary tax compliance through improved taxpayer services, public communications, transparency and accountability of taxes collected, and 2) improving the effectiveness of tax administration in the short and medium-term, prioritizing the largest sources of potential funds for each municipality. The scores from the last Municipal Performance Index published by DNP will evaluate the municipal administrations and plan approaches to improve its performance in a complementary manner. Activities in each municipality will be tailored to the needs of each municipality. |        | Tax Administration Advisor (TBD); Tax IT Specialist; TBD CCN STTA | 27 benchmarking assessments and action plans |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |



| Result/<br>Sub-<br>result | Activity   | Description   | Actors                    | Resources<br>(inputs)   | Products<br>(outputs)   | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---------------------------|--|---|---------------------------|---|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                           |  |   |                           |   |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                           |  |   |                           |   |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
| 2.1.6                     | Assess the state of the municipal cadaster in focus municipalities | Municipalities that anticipate updates to their cadaster will see their own source revenue generation potential greatly enhanced, but stronger capabilities to regularly appraise, levy, and collect property tax while maintaining quality property records will be required to realize this potential. Expanded property taxation capabilities has transformative potential for own-source revenue, and RG will focus on working with three municipalities to take advantage of an updated cadaster. With these priority municipalities, RG will develop an action plan with Secretaries of Finance to establish administrative units responsible for establishing foundational administrative elements for property taxes. | Municipalities; DNP; IGAC | Tax Administration Advisor (TBD); Tax IT Specialist; Property Tax Advisor (CCN STTA); PFM Specialists | Diagnostic and follow-up actions in three municipalities prepared for increased property taxation responsibilities, pending discussions with the World Bank and USAID/Tierras project |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-<br>result   | Activity  | Description  | Actors                   | Resources<br>(inputs)  | Products<br>(outputs)              | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---|---|--|--------------------------|--|------------------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|   |   |  |                          |  |                                    | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|   |   |  |                          |  |                                    | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
| <b>IR 2.2: Improved health, education and infrastructure services delivery at the local level.</b>                  |   |  |                          |  |                                    |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| <b>Public Financial Management in Health, Education and Infrastructure strengthened to improve service delivery</b> |   |  |                          |  |                                    |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.2.1   | Improve tools and strengthen municipal capacity to conduct quality development and financial planning | RG will support implementation of development plans, from accompanying tools such as the POAI, the Indicative Plan, the 2021 budget and the MFMP, with a special emphasis on planning and financial management functions within health, education and infrastructure. The physical and financial management of resources for vulnerable groups in the municipalities will also be supported with the objective of improving service delivery. Within this activity, i) formal training; ii) on-the-job assistance; iii) procedures and work protocols; and iv) generation of tools will all be used. | Municipalities; DNP, MOF | Objective 2 Lead + Service Delivery Specialist                             | 27 budgets and POAIs supported     |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.2.2   | Support the contractual management of education, health and road infrastructure goods and services    | RG will supervise compliance with Law 80 of 1994 and Law 1150 of 2007 and the guidelines and public procurement mechanisms promoted by CCE to provide health, education, and infrastructure services.  | Municipalities; CCE; PGN | Service Delivery Specialist; Health, Education and Infrastructure Advisors | 27 Contracting Processes supported |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-<br>result | Activity  | Description  | Actors              | Resources<br>(inputs)  | Products<br>(outputs)   | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|---------------------------|---|--|---------------------|--|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                           |   |  |                     |  |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                           |   |  |                     |  |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|                           |   | With these supported processes, the aim is to i) influence the provision of goods and services with an impact on the population ii) influence the capacity of officials to apply guidelines and tools such as SECOP II and the State virtual store, among others iii) strengthen transparency in local public procurement.   |                     |  |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.2.3                     | Strengthen the capacities of public officials in charge of public procurement | RG will take advantage of the experience of the RGA project in the development of "Technical Assistance Plans" (PAT) in the commitment with the departmental authorities to prioritize and provide resources to the technical assistance needs of the target municipalities (and PDET municipalities in the Department in general). RG will seek to i) promote in the governorates the structuring of territorial technical assistance plans that strengthen the different areas of public management in the PDETs municipalities; ii) generate capacities from the governorates to impact technical assistance in the | Municipalities, CCE | Objective 2<br>Lead + Service<br>Delivery<br>Specialist;<br>Procurement<br>Advisor (CCN<br>STTA TBD) | 27 municipalities with strengthened public procurement capacities |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-<br>result | Activity  | Description  | Actors              | Resources<br>(inputs)  | Products<br>(outputs)            | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---------------------------|---|--|---------------------|--|----------------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                           |   |  |                     |  |                                  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                           |   |  |                     |  |                                  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|                           |   | municipalities focus of the intervention and other additional ones that are beneficiaries of the governorate; iii) focus actions from the government to assist and agree on investments for municipalities PDET's with departmental resources; and iv) influence assistance plans that allow the replicability of RG assistance models and their sustainability in the future. |                     |  |                                  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.2.4                     | Assist in the adjustment of contracting manuals to comply with audit requirements | RG will review Municipal Public Procurement Manuals to identify areas for improvement –with special emphasis on supervision and audit sections–. Specialized tools will be developed to support this sub-process when needed.  | Municipalities, CCE | Objective 2 Lead + Procurement Advisor (CCN STTA TBD)  | 27 procurement manuals updated   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.2.5                     | Leverage RGA experience with the <i>Consejos de Gobierno</i> method               | RG will use the methodology of <i>Consejos de Gobierno</i> developed by RGA, to address the monitoring of the execution and fulfillment of the MDPs, specifically in the monitoring of population service delivery goals in the education and health sectors and in the  | Municipalities      | Objective 2 Lead; Service Delivery Specialist; Health, Education and Infrastructure Advisors | 27 MDP Monitoring plans in place |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-<br>result | Activity  | Description   | Actors         | Resources<br>(inputs)   | Products<br>(outputs)   | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|---------------------------|---|---|----------------|---|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                           |   |   |                |   |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                           |   |   |                |   |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|                           |   | implementation of tertiary roads services. Follow-up on the execution of the MDPs in the target sectors will be complemented by Objective 3 efforts with civil society organizations with gender and social inclusion approaches, within the framework of the Territorial Councils for peace. |                |   |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.2.6                     | Technical support to strengthen implementation of the COMPOS                                  | RG will use the COMPOS mechanism to prioritize investments with a focus on vulnerable groups, seeking to strengthen its operation and the incorporation of population groups such as women, youth, the LGBT population and ethnic minorities in public investment plans and performance.      | Municipalities | Objective 2 Lead; Service Delivery Specialists; Gender & Inclusion Specialist | 27 COMPOS used  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.2.7                     | Support for the timely reporting of platforms to improve fiscal and administrative efficiency | RG will support municipalities to comply with various reporting requirements to ensure that the flow of funds from the national level is not cut due to delinquent reporting. National funds  | Municipalities | Service Delivery Specialists  | 27 municipalities reporting as required, keeping funding flows active |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-<br>result | Activity                                    | Description  | Actors                | Resources<br>(inputs)                        | Products<br>(outputs)  | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---------------------------|---|--|-----------------------|--|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                           |   |  |                       |  |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                           |   |  |                       |  |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|                           |   | can be stopped for non-compliance if timely reports are not submitted to the appropriate platform such as <i>Gesproy</i> for the SGR, Sistema de Información del Formulario Único Territorial (SISFUT),, and others. RG technical assistance will develop the municipal-level capacity to track reporting requirements, assign adequate resources and deliver timely reports.  |                       |  |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| <b>Health-specific</b>    |   |  |                       |  |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| <b>2.2.8</b>              | Strengthen the provision of health services | Subject to the specific demand of the municipalities, this activity may include the following sub-activities: 1) accompany the prioritization and structuring of infrastructure projects, provision, training and/or improvement for the provision of health services in target municipalities to improve quality with available funding sources 2) Technical assistance to departmental health offices to influence the provision | Municipalities and MH | Service Delivery Specialists; Health Advisor | 8 investment projects designed and prioritized to support service delivery |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-<br>result | Activity   | Description  | Actors   | Resources<br>(inputs)                                       | Products<br>(outputs)   | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|---------------------------|--|--|--|---|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                           |  |  |  |   |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                           |  |  |  |   |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|                           |  | of services through departmental investments that impact the municipalities PDET's for example : Technical assistance and training to initiate regional investments in telemedicine from the departmental health offices.  |  |   |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.2.9                     | Strengthen the provision of Health Insurance in rural areas        | RG will provide technical assistance to local administrations 2020-2023 on the insurance affiliation route for the target populations and will support the development and implementation of an awareness-raising strategy for affiliation to PNSR_PDET.                           | MH;<br>Departmental Secretaries of Health                | Health Advisor, STTA in Insurance                           | Technical assistance to 5 municipalities to update databases of beneficiaries   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.2.10                    | Strengthen management of the Collective Public Health Plan (PICSP) | RG will support municipalities in designing, implementing, and monitoring of public health strategies, for mental health, sexual and reproductive rights, healthy living, and infectious diseases. RG will review public health actions to propose any corrective actions to their | MH;<br>Departmental and local Secretaries of Health; EPS | Health Specialist, Regional Advisors; Systems Engineer STTA | Technical assistance to 2 municipalities for improving PICSP management with a focus on mental health and psychoactive substances consumption |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-<br>result | Activity  | Description  | Actors                | Resources<br>(inputs)  | Products<br>(outputs)  | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---------------------------|---|--|-----------------------|--|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                           |   |  |                       |  |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                           |   |  |                       |  |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|                           |   | implementation. Additionally, RG will support the formulation of two public mental health policies related to youth substance abuse by young people in line with the National Rural Health Plan for Municipalities PDETs.  |                       |  |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| <b>Education-specific</b> |   |  |                       |  |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.2.11                    | Identify short-term, quick wins to improve access to distance education for children. | RG will review distance education plans with the National Ministry of Education Budget office, Departmental Secretaries of Education. Given the urgency to deliver distance learning materials and technology to students who cannot attend school due to pandemic restrictions, project staff will quickly engage national, departmental, and municipal officials to identify resources that the project can quickly deliver or support as an initial "quick win" to generate buy-in and provide critical services to families and children whose educational | Municipalities and ME | LTTA + TBD days CCN STTA (depending on participating municipalities) | 8 investment projects designed and prioritized to support education services provision |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |



| Result/<br>Sub-<br>result | Activity   | Description  | Actors                | Resources<br>(inputs)  | Products<br>(outputs)   | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|---------------------------|--|--|-----------------------|--|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                           |  |  |                       |  |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                           |  |  |                       |  |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|                           |  | progress is being delayed by the pandemic and resulting public health restrictions.  |                       |  |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>2.2.12</b>             | Strengthen strategic planning and PFM capacities of secretaries of education to manage public funds. | RG will leverage the national education certification process to provide a clear set of nationally recognized performance and management benchmarks with incentives for compliance. Elements of current standards and the incentives for local governments have weaknesses that the Objective 1 Lead will work to change from the top-down. Successful implementation of these national standards leads to local control over and access to nationally-allocated sector funds. | Municipalities and ME | PFM Specialists; Service Delivery Specialists; Education Advisor | 1 Technical Assistance Plan to improve education services through the responsible entities. |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-<br>result      | Activity   | Description   | Actors   | Resources<br>(inputs)                           | Products<br>(outputs)   | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|--------------------------------|--|---|--|---|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                                |  |   |  |   |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                                |  |   |  |   |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
| 2.2.13                         | Implementing quality improvement interventions                       | Interventions will be tailored to each municipality for demonstrable service improvements in targeted sectors prioritizing engagement with Afro-Colombian, Indigenous, and women populations. Similar to the proposed service delivery quality improvement activities under the Health-specific section above, the project's incoming Education Advisor will propose additional detail for potential sub-activities from which municipalities can select and prioritize in coordination with Objective 3. | Municipalities   | Service Delivery Specialists; Education Advisor | I Advocacy Plan on Education Practices with a population-based approach implemented |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>Infrastructure-specific</b> |  |   |  |   |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.2.14                         | Ensure the programmatic transition from RGA to Responsive Governance | With Responsive Governance shifting away from direct infrastructure development and toward sector governance, new expectations and entry points will be required at the national, departmental, and municipal levels. This is an essential operational step to engage rural infrastructure development  | INVIAS; ART; Department and Municipal Secretaries of Transport | Objective 2 Lead; Infrastructure Advisor        | Concept Paper of Memorandum of Understanding between project and GOC authorities    |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-<br>result | Activity  | Description   | Actors   | Resources<br>(inputs)                                   | Products<br>(outputs)                         | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---------------------------|---|---|--|---|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                           |   |   |  |   |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                           |   |   |  |   |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|                           |   | stakeholders across government levels to present the project, clarify expectations and planned actions, and develop a shared strategy for making the most of RG's resources given the transition in technical design and resources of the project from RGA.   |  |   |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.2.15                    | Leveraging improvements to rural infrastructure | RG will initiate a networking effort at the national and regional level to identify potential win-win partnerships between medium and large-sized private companies, their industry associations, and target municipalities to leverage <i>Obras por Impuestos</i> and <i>Obras por Regalías</i> for improvements to rural infrastructure. The project will then prepare an inventory of projects, in coordination with subnational governments to be formulated that follow MDP priorities and sectoral focus on health, education, and infrastructure derived from PDETs. | Municipalities;<br>DNP<br>Ministry of Mines; MOF | Infrastructure Advisor;<br>Service Delivery Specialists | Stakeholder and contractor map of OXI and OXR |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-<br>result   | Activity  | Description   | Actors                                | Resources<br>(inputs)  | Products<br>(outputs)   | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|---|---|---|---------------------------------------|--|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|   |   |   |                                       |  |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|   |   |   |                                       |  |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
| 2.2.16  | Improve outreach from the municipal government to the local private sector (see also objectives 1 and 3). | Once a thorough understanding of the landscape of interested companies is established, municipalities and their representatives will need to develop their market intelligence and use that knowledge to secure quality private sector partners to implement priority projects from their MDPs. RG will build capacity within municipal governments to productively interact with the private sector, raise awareness and interest of the OXI and OXR schemes, encourage private sector feedback on and interest in their priorities from the Bank of Projects, and secure positive contracting relationships with quality providers. | Municipalities;<br>Public contractors | Regional Managers;<br>Infrastructure Advisor;<br>Service Delivery Specialists  | # of projects successfully promoted for OXI and OXR                           |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| <b>IR 2.3: Increased responsiveness of targeted local GOC institutions to advance peace accord implementation</b> |   |   |                                       |  |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.3.1   | Analyze the status of PDET implementation   | With the support of Pastoral Social, the status of the implementation of Pillars 2, 3, and 4 of the PDET will be analyzed alongside the MDPs and 2021 annual budgets in targeted PDET Zones and,  | Municipalities;<br>ART                | Regional Director, Objective 2 Lead; Regional Managers; PFM Specialists; Peace | 1 Coordination tool designed and implemented to conduct 27 diagnostic reports |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

| Result/<br>Sub-<br>result | Activity   | Description  | Actors  | Resources<br>(inputs)  | Products<br>(outputs)    | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|---------------------------|--|--|---|--|--------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                           |  |  |   |  |                          | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                           |  |  |   |  |                          | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|                           |  | to the extent possible, in each of the targeted municipalities.  |   | Implementation Officers  |                          |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.3.2                     | Complement annual accountability reports with a cross-cutting analysis on accountability for implementation of PDET. | With the support of the partner Transparencia por Colombia and with linkages to regional universities and CSOs supported under Objective 3, municipal entities will be trained to complement annual accountability reports with progress reporting against the implementation of PDETs. Participation of accountability reports and their dissemination through communication networks with emphasis on rural areas. | Municipalities; ART; DNP; Controlaria                 | PFM Specialists; Objective 2 Lead; Peace Implementation Officers | 1 complementary analysis |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
| 2.3.3                     | Support departmental governments to design and implement technical assistance to PDET municipalities                 | RG will leverage the experience of the RGA project in developing "Technical Assistance Plans" (PAT, in Spanish) in our engagement with Departmental authorities to prioritize and resource the technical assistance needs of target municipalities (and PDET municipalities in the Department more   | Municipalities; targeted Department-level governments | Regional Managers; Peace Implementation Officers                 | 3 PATs completed         |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |



| Result/<br>Sub-<br>result | Activity  | Description   | Actors  | Resources<br>(inputs)                    | Products<br>(outputs)            | Execution period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|---------------------------|---|---|---|--|----------------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|                           |   |   |   |  |                                  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|                           |   |   |   |  |                                  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|                           |   | (depending on the funding source) and their public engagement with civil society and vulnerable communities to which the GOC has made commitments through the Peace Accords. This activity will be coordinated with Objective 3.  |   |  |                                  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| 2.3.5                     | Assess PFM information system(s) at the subnational level | Municipal PFM and transactional-level accountability for PDET implementation are badly hampered by a lack of uniformed Financial Management Information System (FMIS). A large national effort to develop and implement such a system is struggling and may be abandoned. This activity will assess the status of FMIS through consultation with national, departmental, and selected municipal Finance offices and identify pilot opportunities for RG to strengthen IT capabilities in PFM as a critical factor required for financial efficiency, accountability, consistency, and audit-worthiness. | DNP, MOF, Departmental and Municipal Secretaries of Finance | Objective 2 Lead; PFM Systems STTA (TCN) | Diagnostic Report and Pilot Plan |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

**OBJECTIVE 3: INCREASED CIVIL SOCIETY, MEDIA, ACADEMIA, AND PRIVATE SECTOR ENGAGEMENT FOR EFFECTIVE AND RESPONSIVE LOCAL DEVELOPMENT**

| Result/<br>Sub-result  | Activity  | Description  | Actors   | Resources<br>(Inputs)                       | Products<br>(outputs)          | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |
|--|---|--|--|---|--------------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|--|
|  |   |  |  |   |                                | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |
|  |   |  |  |   |                                | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |  |  |  |  |
| <b>IR 3.1: Networks Developed and strengthened non-state (civil society) actors to impact and participate in decision-making around public investment and monitor public funds</b> |   |  |  |   |                                |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |
| <b>Foundational activity</b>   |   |  |  |   |                                |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |
| 3.0  | Identifying key stakeholders                              | RG will carry-out stakeholder analysis in target municipalities and PDET Zones. This mapping exercise will identify project beneficiaries over the course of the program: civil society organization, media, academia, private sector and representatives of vulnerable populations such as women, indigenous and Afro-Colombians and youth organizations, among others.                   | Personerías, Municipalities, ART, academia, private sector, and CSOS | Pastoral Social (PS) and Objective 3 Lead   | 1 stakeholder map and analysis |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |
| 3.1.1  | Review and adapt methodology for training Network members | Along with TpC, RG will reconnect with CSOs that received training to monitor public investments and increase accountability using the "Hagámos Control Ciudadano" methodology developed by USAID/RGA. RG will adapt this methodology to continue strengthening civil society, media, academia, and private sector organizations, among others. RG will also work with TpC to identify new | Personerías, CSO's, Defensores Públicos and academia.                | TpC, Regional Managers and Objective 3 Lead | 1 custom-made methodology      |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |



| Result/<br>Sub-result | Activity  | Description  | Actors   | Resources<br>(Inputs)                       | Products<br>(outputs)                                 | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
|-----------------------|---|--|--|---|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|
|                       |   |  |  |   |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |
|                       |   |  |  |   |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |
|                       |   | methodological approaches to improve CSOs capacities.  |  |   |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
| 3.1.2                 | Training key partners at the targeted municipalities (train the trainers) | Once the methodological proposal is revised, RG will identify and train key partners in targeted municipalities (train the trainers). Capacity building and technical assistance under this activity will be tailored to specific stakeholders previously identified by the Stakeholder Analysis that have a high potential to act as "trainers" and contribute to sustainability. Universities, research centers, TpC trained organizations, and networks in the PDET's zones are strong candidates to receive technical assistance from RG. These organizations will be supported through small grants to train other local organizations in prioritized topics. A strategic partnership with the GOC's Public Administration Superior School (Spanish acronym ESAP) as an advisory body will be pursued to develop materials and on-line content. For example, to strengthen networks of civil society organizations, RG will rely on partner TpC's methodology | Municipalities, Territorial Peace Councils, Universities, research centers, TpC trained organizations, PS, and networks. | TpC, Regional Managers and Objective 3 Lead | 3 training workshops and 3 action plans per RG region |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |

| Result/<br>Sub-result | Activity  | Description   | Actors  | Resources<br>(Inputs)                       | Products<br>(outputs)                   | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|-----------------------|---|---|---|---|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|--|
|                       |   |   |   |   |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|                       |   |   |   |   |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |  |
|                       |   | <i>Hagámos Control Ciudadano</i> and " <i>Cartas de servicio</i> ".   |   |   |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| 3.1.3                 | Training of local organizations and creating the Network's membership                   | This activity aims to increase CSO's ability to participate in social auditing and citizen oversight exercises and enhance their ability to understand service delivery expenditure and public procurement processes. Specifically, RG aims to improve CSO oversight and investment analysis capabilities by improving the use of existing tools such as social audits and introducing new mechanisms such as Citizen's Charters. | Academia, Municipalities, and CSOs.             | TpC, Regional Managers and Objective 3 Lead | 3 training workshops per region         |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| 3.1.4                 | Support partners to conduct oversight of public investment and monitoring public funds. | RG will launch a small grants program by the end of Y1. RG will also release RFAs/APS to promote civil society engagement in social audits in each PDET region. TpC will serve as a convener for regional-level grantees. RG will also consider the use of in-kind contributions like equipment to small CSOs.  | CSOs, Municipalities, academia, and Personerías | Objective 3 Lead and Regional Managers      | 1 citizen oversight exercise per region |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| 3.1.5                 | Build a proposal to consolidate the Network/s.  | While the activities previously described will be carried out in the field with local organizations and aim to strengthen their   | Municipalities, CSOs, chambers of               | TpC and Objective 3 Lead                    | 1 citizen oversight design              |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |

| Result/<br>Sub-result  | Activity | Description   | Actors                  | Resources<br>(Inputs) | Products<br>(outputs) | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
|--|----------|---|-------------------------|-----------------------|-----------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|
|  |          |   |                         |                       |                       | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |
|  |          |   |                         |                       |                       | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
|  |          | capacities and knowledge, TpC will develop a proposal to guarantee the sustainability for the creations/consolidations of the Network/s at the regional and national levels. By the end of Y1, TpC will develop: (1) Baseline document in PDET territories addressing: a) actors to incorporate into the national Network; b) actor's situational context; c) actor's participation in the Network; d) priority fields and sectors, and e) goal's and scope of the Network; (2) Strategic planning document including operations framework, communications plan and Network's sustainability plan. (3) Tools and methodologies to continue building capacity for actors participating in the Network. These tools will be shared among participant OSCs and will permit the development and consolidation of a Regional and a National Level Network, bringing together organizations that impact decision-making on public investments and effectively monitor public funds. | commerce, and academia. |                       |                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |
| <b>IR 3.2: Networks developed and strengthened non-state (civil society) actors to impact and participate in decision making around the implementation of the Peace Accords.</b> |          |   |                         |                       |                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-result | Activity   | Description   | Actors   | Resources<br>(Inputs)                                     | Products<br>(outputs)                 | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|-----------------------|--|---|--|---|---------------------------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|--|
|                       |  |   |  |   |                                       | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|                       |  |   |  |   |                                       | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |  |
| 3.2.1                 | Assess the current state and sustainability of civic participation in peace implementation and monitoring. | PS will develop six regional assessments on the participation process dynamics of TPCs. These assessments will focus on the inclusion of women and vulnerable populations such as Afro-Colombians, indigenous, youth, and LGBTI.  | ART, Municipalities, CSOs, <i>Personerías</i> , chambers of commerce and academia. | PS, Regional Managers, and Objective 3 Lead               | 5 regional-level diagnostics          |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| 3.2.2                 | Build advocacy Agendas for CSOs and TPCs   | RG will support the TPCs in building advocacy target plans to include the activities that their communities prioritize to influence PDET implementation plans better. These plans will serve as a road map to identify the actions needed to influence decision-making in their targeted Zones/Municipalities.    | ART, Municipalities, <i>consejos territoriales de paz</i> and academia             | PS, Regional Managers, and Objective 3 Lead               | 3 training workshops per region       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| 3.2.3                 | CSOs advocacy capacities to better monitor implementation of key aspects of PDETs                          | RG will strengthen advocacy capacity in planning, budgeting, and peace implementation-decision making. Also, RG will increase trained organizations' participation in sector-specific targeted services and promote enrollment of specific CSOs in territorial and sub-national networks to re-vitalize the TPCs. | Departmental and Municipalities, CSOs, ART, academia, chambers of commerce.        | PS and Regional Managers, and Objective 3 Lead            | 5 regional level roundtables          |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
| 3.2.4                 | Creating a community of practice for peace implementation  | RG will promote a community of practice, most likely through a web-based platform under PS systems, where different CSOs and TPCs can exchange experience and lessons gained in their efforts to advocate peace   | PS, TPC, CSOs  | PS and Regional Managers, Objective 3 Lead, AMEL Director | 1 web-based platform under PS systems |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |

| Result/<br>Sub-result   | Activity  | Description  | Actors  | Resources<br>(Inputs)           | Products<br>(outputs)                         | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |
|---|---|--|---|---------------------------------|---|------------------|----|----|------|---|---|---|---|---|---|---|---|--|
|   |   |  |   |                                 |   | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |
|   |   |  |   |                                 |   | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |
|   |   | implementation at the municipal and PDET Zone. This activity will be delivered by the Q4 and in coordination with the RG's knowledge management team.  |   |                                 |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |
| 3.2.5   | APS/RFAs and small grants for regional networks   | RG will provide small grants to regional networks to enhance their ability to participate in the implementation of peace accords. RG will support the creation of alliances between civil society and the local private sector and will convene subnational governments to participate, exploring PPP models that can enhance peace implementation.  | CSOs and private sector.  | Objective 3 Lead                | 5 grants disbursed                            |                  |    |    |      |   |   |   |   |   |   |   |   |  |
| <b>IR 3.3: Increased private sector involvement in local development in targeted regions.</b> |   |  |   |                                 |   |                  |    |    |      |   |   |   |   |   |   |   |   |  |
| 3.3.1   | Assessing initiatives registered in the <i>Obras por Impuestos</i> Program Project Bank | RG will identify viable projects and the best private sector partners to engage with in each PDET Zone/territory. First, RG will assess private sector initiatives registered in the Bank of Projects for the <i>Obras por Impuestos</i> (activities 2.2.15 and 2.2.16). RG will then engage ART to understand the lessons learned and best practices gained during the last four years of implementation of PDETs and understand the recently launched initiative "Red de Aliados | ART, Departmental & Municipal Governments, CSOs, Chambers of Commerce, Red de Aliados Estratégicos para la Estabilización, and academia | Objective 3 Lead and Consultant | 2 regional private sector alliance frameworks |                  |    |    |      |   |   |   |   |   |   |   |   |  |



| Result/<br>Sub-result | Activity | Description  | Actors | Resources<br>(Inputs) | Products<br>(outputs) | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|-----------------------|----------|--|--------|-----------------------|-----------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|--|
|                       |          |  |        |                       |                       | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |  |
|                       |          |  |        |                       |                       | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |  |
|                       |          | participation in local development and service delivery. This strategy will be socialized with the private sector to gain their commitment and economic support to broadcast community radio messages with matching funds with RG. |        |                       |                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |  |

**OBJECTIVE 4: ENHANCED CAPACITY OF CONTROL INSTITUTIONS TO OVERSEE PUBLIC RESOURCES IN THE HEALTH, EDUCATION, AND INFRASTRUCTURE SECTORS**

| Result/<br>Sub-result  | Activity  | Description  | Actors   | Resources<br>(Inputs)   | Products<br>(outputs)   | Execution Period |    |    |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |
|--|---|--|--|---|---|------------------|----|----|---|---|---|---|---|---|---|---|---|--|--|--|--|--|--|--|
|  |   |  |  |   |   | 10               | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |  |  |
| <b>IR 4.1: Strengthened capacity of national control institutions to prevent abuse and mismanagement in targeted sectors</b> |   |  |  |   |   |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |
| 4.1.1  | Develop and launch strategic engagement plans for CGR, PGN, and FGN | RG will begin work by reaching out to mid-level technocrats ( <i>delegadas</i> and their teams), with the plan of gradually moving to develop a high-level institutional relationship by the end of the year. This outreach will be focused on learning about key advances and challenges and identifying quick wins such as meeting select training needs of technical staff. | <p><b>PGN Delegadas:</b><br/>Paz, Funcion Publica, Patrimonio</p> <p><b>CGR delegadas:</b><br/>Economía y Finanzas Públicas, Participación Ciudadana, Delegada para el Sector Social, Delegada para el Posconflicto.</p> <p><b>PGN Delegadas:</b><br/>Paz, Funcion Pública, Patrimonio</p> <p><b>CGR delegadas:</b><br/>Delegada para el Posconflicto, Delegada para Regalias, Economía y Finanzas Públicas, Participación Ciudadana, Delegada para el Sector Social.</p> <p>Fiscalía, Comisión Nacional de Moralización</p> | Obj 4 Lead, Obj 1, 2 and 3 Leads, MEL Director - PEAs, <i>Partners for Transparency</i> Obj 3 Lead, | <p>Control Institution Engagement Plan (w/ PEA recommendations, actor map and joint strategy with <i>Partners for Transparency</i> in Sur de Cordoba) - <b>*Same deliverable as IR 4.2.</b></p> <p>Short list of quick win support to each agency</p> <p>Emblematic case study on inter-agency coordination</p> |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |



| Result/<br>Sub-result | Activity   | Description  | Actors   | Resources<br>(Inputs)  | Products<br>(outputs)   | Execution Period |    |    |   |   |   |   |   |   |   |   |   |  |  |
|-----------------------|--|--|--|--|---|------------------|----|----|---|---|---|---|---|---|---|---|---|--|--|
|                       |  |  |  |  |   | 10               | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |
| 4.1.2                 | Enhanced coordination between CGR and DNP for effective oversight of funding of peace implementation | Technical assistance to strengthen transparency of data on OCAD-Paz funds, a review to see if the data is used by CGR and they are following-up on their own audits of OCAD-Paz. Support the CGR post-conflict delegate to monitor SGR funds for roads through a consultant who will review DNP information on tertiary road construction contracts and, in coordination with Objectives 1, 2 and 3, | <p>CGR: Delegada para el Posconflicto, Delegada para Regalía</p> <p>DNP</p> <p>Min Hacienda - Trazador presupuestal</p> <p>Partners for Transparency</p> | Obj 4 Lead, Obj 1, 2 and 3 Leads; Consultant to review DNP information on tertiary roads contracts and develop a concept note for a specific site to test solutions for ensuring contract terms are met. | Baseline report of CGR monitoring of OCAD PAZ; Concept note to test solutions for overcoming obstacles to delivering the road according to specs. |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |

| Result/<br>Sub-result  | Activity  | Description  | Actors  | Resources<br>(Inputs)  | Products<br>(outputs)  | Execution Period |    |    |   |   |   |   |   |   |   |   |   |  |  |  |
|--|---|--|---|--|--|------------------|----|----|---|---|---|---|---|---|---|---|---|--|--|--|
|  |   |  |   |  |  | 10               | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |
| 4.1.3  | Strengthen Preventive Capacity of PGN   | RG will offer to support the role out of the risk identification guide and ensure lessons are incorporated to keep it up to date and relevant, moving the guide and associated processes online for an interactive format.       | Red institucional de veedurías<br><br>PGN Oficinas delegadas: Entidades Territoriales y Dialogo Social; Salud, Protección Social y el Trabajo Decente; Seguimiento al Acuerdo de Paz* | Obj 4 Lead, STTA, Objective 3 Lead<br><br>ICT resources/apps                                 | Web-based risk guides, supplemental trainings on risk guides for new personnel in RG territories; process plan for updating risks (annually).<br><br>Preventive function vis-à-vis oversight of OCAD Paz (royalties funds) in PDET territories |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |  |
| <b>IR 4.2: Strengthened capacity of regional control institutions to prevent abuse and mismanagement in target sectors</b> |   |  |   |  |  |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |  |
| 4.2.1  | Strengthen <i>Personerías</i> to fulfill mandate to attend to service delivery complaints | RG will use activities 4.1.1 and 4.2.1 (strategic engagement plans) to determine what types of support to <i>Personeros</i> will support their improved integration and complementarity to other control and oversight entities. | Personerías Partners for Transparency, Transparencia por Colombia, USAID Justice and Human Rights Activity  | Survey instrument and subsequent interviews; ICT tools/equipment, safe/separate office space | 27 Management capacity assessments and Comparative management capacity report; Pilot assistance package based on validation of management capacity assessments.  |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |  |

| Result/<br>Sub-result | Activity  | Description   | Actors  | Resources<br>(Inputs)   | Products<br>(outputs)   | Execution Period |    |    |   |   |   |   |   |   |   |   |   |  |  |
|-----------------------|---|---|---|---|---|------------------|----|----|---|---|---|---|---|---|---|---|---|--|--|
|                       |   |   |   |   |   | 10               | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |
| 4.2.2                 | Contribute to increasing resources for and influence of <i>Personerías</i> by strengthening their professional association at the national and local levels | RG will build a base line of professional needs of local chapters/members in the RG geographies and a general assessment of the advocacy of <i>Personeria's</i> national associations | Asociaciones nacionales y regionales de <i>personerías</i> <i>Ministerio Publico</i> , <i>Gobernacion</i> , <i>Gobiernos Municipales</i> , coordination with Justice and Human Rights programs supporting | Base line conducted by RG, data from <i>Ministerio Publico</i> , etc. on the status and needs of <i>Personerías</i> . | Scope of work for national and regional associations of <i>personerías</i> grantee(s) |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |
| 4.2.3                 | Increase Department Controllers' efficiency and effectiveness   | Conduct baseline management capacity assessments with the six Department Controllers in the RG geography, which will lead to development of a pilot assistance package in Y2.         | Department Controllers of Antioquia, Caqueta, Cordoba, Meta, Norte de Santander, Nariño.  | Objective 4 Lead, MEL Director, Survey instrument and subsequent interviews; ICT tools                                | Management capacity assessments and Comparative management capacity report.           |                  |    |    |   |   |   |   |   |   |   |   |   |  |  |

## CROSSCUTTING ACTIVITIES

| Result/<br>Sub-result          | Activity   | Description   | Actors   | Resources<br>(Inputs) | Products<br>(outputs)  | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
|--------------------------------|--|---|--|-----------------------|--|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|--|
|                                |  |   |  |                       |  | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |  |
|                                |  |   |  |                       |  | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |  |
|                                | Develop an internship program                        | RG will sign letters of intent with Higher Education establishments. The internship program will take in a number (TBD) of interns on a yearly basis to support tasks including research, drafting documents and facilitating meetings and special events. Interns will be placed in the Bogota and regional offices.   | Universities   | RG staff              |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
| <b>Foundational Activities</b> |  |   |  |                       |  |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |
|                                | Take baseline measurements in target municipalities. | RG will conduct a rapid gap analysis across Objectives, identify data sources—and proxies as needed—to establish a programmatic baseline for decentralization, municipal performance, civic engagement and local level control that will maximize the use of existing data. RG will conduct Political Economy Analyses (4, 1 per region, disaggregated by municipality and by sector). RG will first develop a concept note or scope of work for the entire exercise and this will be the road map. This will contain division of labor between team and any outside expert/consultant. | Robust key informant interview rosters will be developed for each region (dept, muni and community level). | PS & RG staff         | Findings from key informant interviews, actor map, and Concrete Recommendations for how to adjust and implement activities |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |  |

| Result/<br>Sub-result | Activity   | Description   | Actors | Resources<br>(Inputs) | Products<br>(outputs) | Execution Period |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|-----------------------|--|---|--------|-----------------------|-----------------------|------------------|----|----|------|---|---|---|---|---|---|---|---|--|--|--|--|
|                       |  |   |        |                       |                       | 2020             |    |    | 2021 |   |   |   |   |   |   |   |   |  |  |  |  |
|                       |  |   |        |                       |                       | 10               | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |  |  |  |  |
|                       | Develop Comprehensive Gender and Vulnerable Groups Strategy        | RG will develop a comprehensive Gender Equity and Social Inclusion (GESI) Strategy based on our staff's technical knowledge and complemented by the experience of Subcontractor PS. |        | PS and RG staff       |                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |
|                       | Establish operational and management structure for implementation. | Completed   |        | RG staff              |                       |                  |    |    |      |   |   |   |   |   |   |   |   |  |  |  |  |

## ANNEX 5. CONTROL ENTITIES ROLES AND RESPONSIBILITIES

The CGR and territorial Controllers establish fiscal responsibility of public officials and third parties in the event of harm caused to public resources. The PGN and *Personerías* (local ombudsmen) conduct administrative and disciplinary investigations; and the FGN, as part of the judicial branch, investigates criminal acts (penal code).

In 2019, using the argument of modernizing and strengthening fiscal control, the CGR proposed to modify article 267 of the Constitution (Legislative Act 04) to make concomitant and preventive control part of fiscal control. This updated interpretation and standard led to an increase in personnel for the CGR and increased budget for artificial intelligence tools in the fight against corruption and data analysis to conduct follow-up actions in real time.

The 2019 modernization and corresponding restructuring led to the creation of the *Contraloría Delegada para el Sector Salud y la Contraloría General Delegada para la Población vulnerable*. Additionally, CGR created the *Dirección de Seguimiento Regional* to promote links to citizens in fiscal control across the country's different regions. RG will support this institutional adjustment and to help CGR consolidate changes that will have a direct bearing on the oversight of resources in RG geographies.

Further, the CGR's interpretation of Colombian law concerning territorial control has led to a series of steps which amount to weakening the Department Controllers, who have the mandate for fiscal control of public resources emanating from Department budgets (*Gobernaciones*). The Department budgets allocate resources critical for education and health. Although the Department Controllers have a mandate to conduct selective, ex-post control of department funds, they are almost entirely reliant on citizen complaints for their audit selection and spend most of their time filtering these complaints (as opposed to risk-based selective audit). Because these Department Controllers are appointed by the Departmental Assembly, they are criticized for being highly politicized, lacking the required independence.<sup>9</sup> At the same time, the territorial controllers have scarce resources (human and otherwise), speaking to their overall weak institutional capacity. The oversight of investment in the peace process is neither clear nor standardized. Strengthening of their technical and "soft" skills to encourage participatory fiscal control, among others, are of special interest to RG.

The PGN, which represents citizens before the State, helps to ensure proper conduct by public servants in carrying out their functions. The PGN protects both fundamental human rights and public resources (*patrimonio*). Outside of the capital, PGN has six regional headquarters, in six RG geographies. An

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<sup>9</sup> Colombia's Constitution bestows autonomy to the territories concerning management of some public monies. Consistent with this decentralization feature, territorial control entities oversee/audit decentralized resources and they are neither part of nor do they report to the CGR. These territorial controllers (*Contralorías Departamentales, Contralorías Municipales and Contralorías Distritales*) operate independently from the CGR, and are audited by the Auditor General. At the same time CGR has regional offices (*gerencias*) to support auditing priorities at the decentralized level. Whereas Congress appoints the Controller of the CGR, the departmental assembly appoints the Department Controller and the Municipal Council appoints the Municipal and District Controllers.

example of a structural challenge can be seen with the PGN, which has sought to strengthen its preventive orientation in the protection of Colombians' rights while promoting citizen oversight, but the coordination required between Bogota and the territories and with its sister agencies in the Public Ministry (*Personerías*) hinders their ability to provide an effective response to citizen complaints having to do with service delivery.

The *Personería* (local ombudsman office) has a mandate to oversee the wellbeing of citizens (like the PGN, they represent citizens before the State). The *personero* acts as an agent of the Public Ministry as human rights defender, and oversees the municipal treasury and administration of those funds (for potential misappropriation). For RG, Support prioritized for *Personerías* is intended not only to strengthen their management capacity, but their role as liaison between citizens and peer control agencies.

Lastly, the Attorney General (FGN), as the entity charged with conducting criminal investigation and prosecution, receives cases escalated by PGN or CGR which cannot otherwise be treated by these administrative bodies. FGN has 35 regional offices, six of them are in the RG geographies.

As shared by personnel from each of the control entities and FGN, security challenges mediate access to the constituents they serve. Threats to communities and control officials in the territories are commonplace. RG risks doing more harm than good if communities in the PDET municipalities face retaliation for coming forward with complaints on service delivery. Against the odds, citizen complaints (*peticiones, quejas, reclamos*) are the single most important source of information for audits and oversight in the territories, evidencing that control entities must increase their effectiveness in using and responding to this information if they are to ultimately contribute to improved service delivery.

Inter and intra-agency coordination (*articulación*) is a known obstacle, and some nascent remedies show potential – one example is the Regional Integrity Commissions (*Comisiones Regionales de Moralización*).

## ANNEX 6. COORDINATION WITH PFT

| DELEGADA/UNIDAD   | RG  | PfT |
|---|-----|-----|
| <b>Controller (CGR)</b>   |     |     |
| Economía y Finanzas Públicas (Coordinador para Auditoria del Sistema General de Regalías) | X   |     |
| Salud   | X   |     |
| Educación   | X   |     |
| Infraestructura   | X   |     |
| Posconflicto  | X   | X   |
| Participación ciudadana   | X   | X   |
| Delegada de regalías  | x   | x   |
| <b>Inspector General's Office (PGN)</b>   |     |     |
| Vigilancia Preventiva de la Función Publica   | X   | X   |
| Entidades Territoriales y Dialogo Social  | X   |     |
| Salud, Protección Social y el Trabajo Decente   | X   |     |
| Seguimiento al Acuerdo de Paz*  | X   | X   |
| Asuntos Étnicos*  | X   |     |
| Para Asuntos Ambientales y Agrarios*  | X   |     |
| <i>*Under current Procurador, form a special working group.</i>                           |     |     |
| <b>Attorney General (FGN)</b>   |     |     |
| Dirección Especializada Contra la Corrupción  | TBD | X   |
| Dirección Especializada contra los Delitos Fiscales                                       | TBD |     |
| Oficina de Atención al Usuario  | X   | X   |
|   | X   | X   |
| Oficina de asuntos internacionales  | X   | X   |
| Escuela de Estudios e investigaciones   | X   |     |
| Dirección de Justicia Transicional  | X   |     |

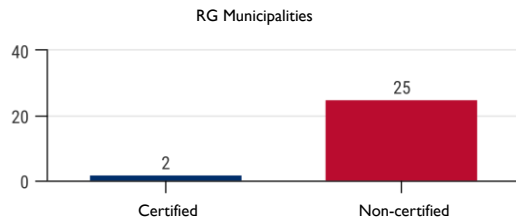




# ANNEX 7. EDUCATION, HEALTH, AND GENDER AND SOCIAL INCLUSION APPROACHES



## RG EDUCATION APPROACH



- Out of 27 RG municipalities, only Florencia and Tumaco are certified in education (7% of RG)
- Scope of work with non-certified municipalities: consolidate and enhance education quality with their own resources and leverage infrastructure, quality, and equipping investments.
- Oversee service delivery and provide information to the Departments and the central Government.

**Objective:**  
Strengthen/Develop the capacity of responsible entities to provide quality education and increase coverage.

- Capacity building for service delivery
- Capacity developed to implement strategic processes and engage with responsible entities
- Capacity developed to provide education with an inclusive approach



### OBJECTIVE 1: GOC NATIONAL-LEVEL INSTITUTIONS, POLICIES, SYSTEMS, AND MECHANISMS STRENGTHENED TO INCREASE SERVICE DELIVERY IN TARGETED LOCALITIES

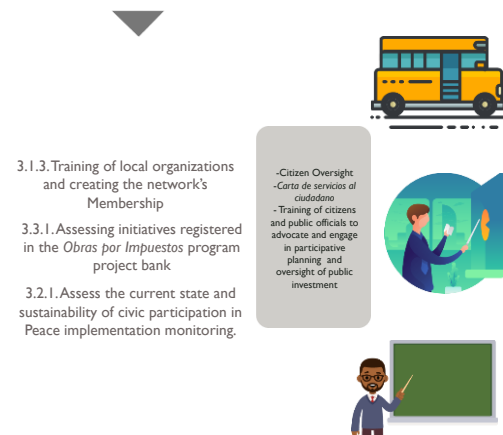
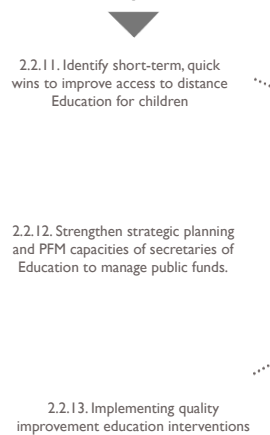
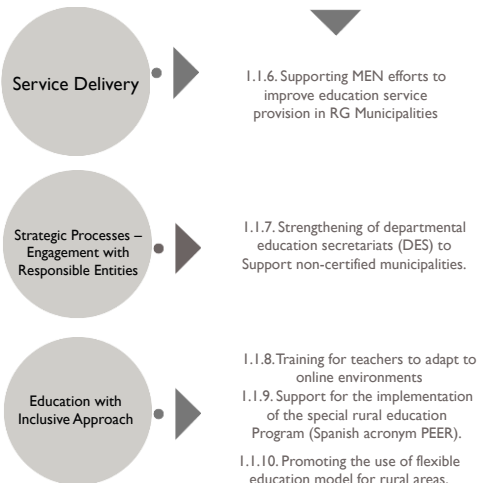
### OBJECTIVE 2: PUBLIC ADMINISTRATION AND FINANCIAL MANAGEMENT CAPACITY OF TARGETED CONFLICT-AFFECTED MUNICIPALITIES IMPROVED

### OBJECTIVE 3: INCREASED CIVIL SOCIETY, MEDIA, ACADEMIA, AND PRIVATE SECTOR ENGAGEMENT FOR EFFECTIVE AND RESPONSIVE LOCAL DEVELOPMENT



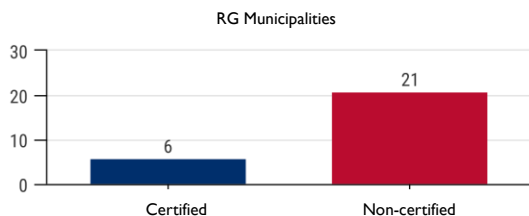
#### RG EDUCATION APPROACH

- Regulatory and Planning Frameworks:**
- Ley 115 de 1994
  - Ley 715 de 2001
  - Territorial Development Plans
  - Development Plans with Territorial Focus (PDFTs)
  - Educative Institutional Plan
  - School's Coexistence Manuals





# RG HEALTH APPROACH



- Certified Municipalities: Caucasia, El Bagre, Tierralta, Valencia, Puerto Rico and Roberto Payan (22% of RG)
- Health Services Provision (PICs), infrastructure, equipping and maintenance of rural health.
- Coordination between Departments and Ministry of Health
- Objective 1 – Actions to trace
- Objective 2 & 3 – Actions to dynamize

**Objective:**  
Strengthen/Develop the capacity of responsible entities to provide health services, increasing quality and coverage

- Capacity building for service delivery
- Capacity building to advance beneficiaries' registration, update databases and provide health insurance
- Capacity building to provide health services with an inclusive approach - **Public Health**



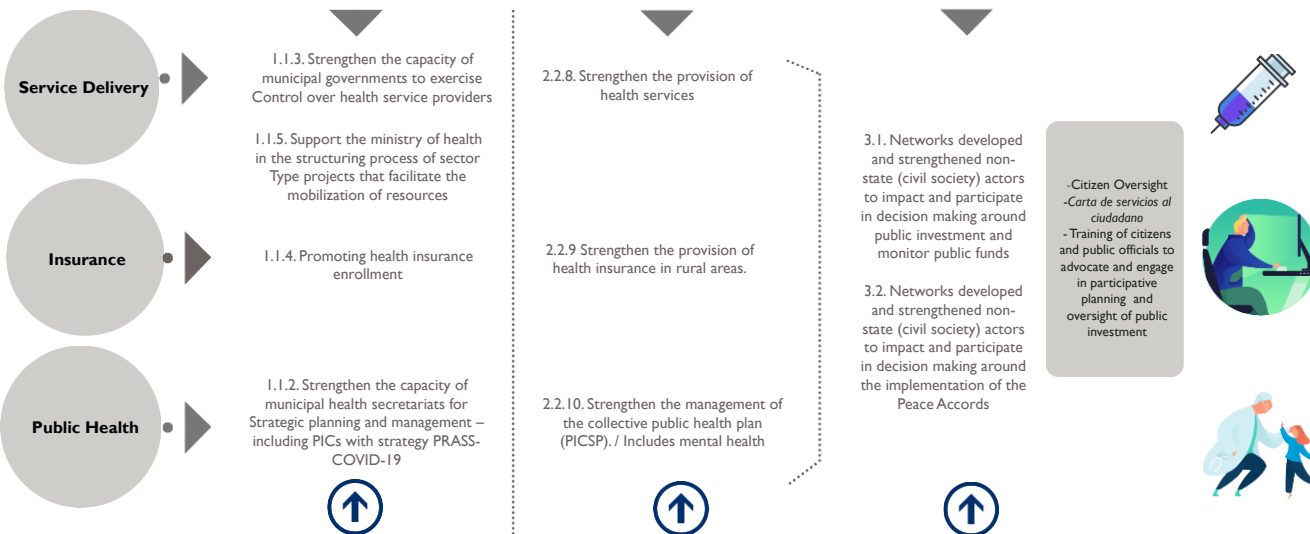
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**OBJECTIVE 3:** INCREASED CIVIL SOCIETY, MEDIA, ACADEMIA, AND PRIVATE SECTOR ENGAGEMENT FOR EFFECTIVE AND RESPONSIVE LOCAL DEVELOPMENT



RG HEALTH APPROACH



Regulatory and Planning Frameworks:

- Ley 715 de 2001
- National Plan of Rural Health (PDET)
- Territorial Development Plans
- Territorial Health Plans
- Collective Interventions Plan

ACTIONS TO TRACE

ACTIONS TO DYNAMIZE



# RG GESI APPROACH


**GESI Analysis:**  
 This diagnosis identifies:

- Barriers and gaps that women and vulnerable populations face in accessing services and in peace implementation-related processes.



**Work Plan:  
 Affirmative Actions**

Overcoming inclusion barriers and reducing identified gaps.



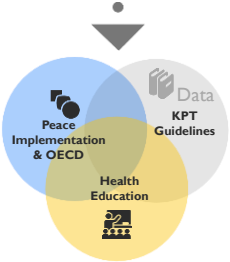
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 PUBLIC ADMINISTRATION AND FINANCIAL MANAGEMENT CAPACITY OF TARGETED CONFLICT-AFFECTED MUNICIPALITIES IMPROVED

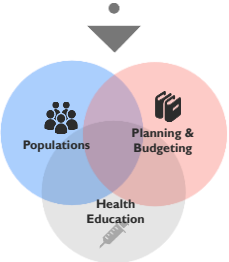
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 INCREASED CIVIL SOCIETY, MEDIA, ACADEMIA, AND PRIVATE SECTOR ENGAGEMENT FOR EFFECTIVE AND RESPONSIVE LOCAL DEVELOPMENT

**AFFIRMATIVE ACTIONS**

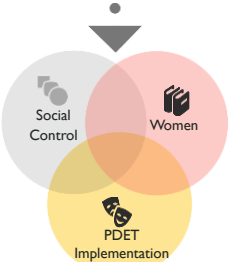
RG GESI APPROACH



- **Health:** Strengthening policies, systems, and mechanisms at the national level will consider a differentiated approach.
- **Education:** RG will support flexible methodologies and Rural Education Plan, focusing on gender equality and family's involvement.
- **Territorial Kit:** Promotion of the use of these tools and materials will consider gender and ethnic approaches.
- **Joint work with CPEM** for peace implementation and budget allocation with a gender approach.



- Inclusion of gender and population-based approaches in the strengthening of local governments.
- Strengthening of COMPOS
- Ethnic and women budgetary indicators
- **Health:** Strengthening of PICS (*Planes de Intervención Colectiva en Salud*). Design of a Youth's Mental Health Policy.
- **Education:** Enhanced service provision with a population-based approach.



- Civic Engagement**
- RG will prioritize women, LGBTIQ, and Youth CSOs in social control initiatives, networks consolidation, and civil society participation in service provision and peace implementation.
  - RG will promote women's increased participation in peace implementation and increased access to quality essential services.