



**CISAL PROJECT  
ANNUAL REPORT**  
April 2018 – March 2019



SUSTAINABLE  
AND INCLUSIVE  
COMMUNITIES IN  
LATIN AMERICA

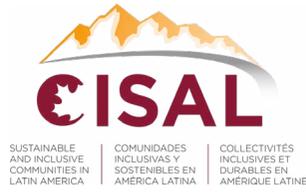
COMUNIDADES  
INCLUSIVAS Y  
SOSTENIBLES EN  
AMÉRICA LATINA

COLLECTIVITIES  
INCLUSIVE ET  
DURABLES EN  
AMÉRIQUE LATINE



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DE  
MUNICIPALITÉS



An initiative of



Funded by



Flora Salas is the president of the Association of Women in Quiñota, Cusco, and she is convinced that women are a fundamental part of the sustainable development of her region.



The Sustainable and Inclusive Communities in Latin America (CISAL) program is undertaken with the financial support of the Government of Canada provided through Global Affairs Canada.

# Table of Contents

|  |    |
|--|----|
| <b>Sustainable and Inclusive Communities in Latin America</b> .....        | 4  |
| Local Governments can lead sustainable development.....                    | 5  |
| What are the main challenges of local governments in mining contexts?..... | 6  |
| Agents of Change.....  | 7  |
| 10 Major Impacts Achieved Through CISAL.....                               | 8  |
| <b>ÁNCASH</b> .....  | 10 |
| Planning as the foundation for development                                 |    |
| Regional vision for local challenges                                       |    |
| Local Economic Development in Ancash                                       |    |
| <b>CUSCO</b> .....   | 16 |
| Participatory Planning Leads To Sustainable Development                    |    |
| Empowerment of Women In Decision-Making Spaces                             |    |
| Promoting Economic Development and Inclusion                               |    |
| <b>ANTIOQUIA</b> .....   | 24 |
| From Planning to Action  |    |
| Local Economic Development for Everyone                                    |    |
| Enhanced capacity in governance and development                            |    |
| <b>LA GUAJIRA</b> .....  | 32 |
| Dialogue spaces for local governance                                       |    |
| Improving opportunities for communities, indigenous, women and youth       |    |
| Better capacities for all  |    |
| <b>THE CISAL FUND</b> .....  | 38 |
| <b>THE VOICE OF LOCAL GOVERNMENTS</b> .....                                | 40 |
| <b>OUR TEAM</b> .....  | 42 |



Johana Pinedo led dialogues with indigenous communities to find drinking water solutions for communities in La Guajira.

# Sustainable and Inclusive Communities in Latin America

## Strengthening local governments in mining contexts of Colombia and Peru

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1901. FCM members include more than 2,000 municipalities of all sizes, which represent over 90% of Canada's population. FCM advocates for municipalities to be sure their citizens' needs are reflected in federal policies and programs. FCM's programs deliver tools that help municipalities tackle local challenges.

Since 1987, with financial support from the Government of Canada, FCM has helped local government elected officials and staff around the world share knowledge, solve problems, deliver services, and forge business connections in more than 55 countries around the world.

The Sustainable and Inclusive Communities in Latin America (CISAL) project is an initiative of FCM that seeks to strengthen the capacity of local governments in Colombia and Peru to take advantage of the presence of mining development in order to achieve long-term benefits for their communities. CISAL also works with local governments associations to strengthen the voice of local governments in the region.

Marie-France Brisson (former General Director of La Conception, Quebec) worked with local governments and communities in La Guajira on solid waste management.

CISAL is a  
**6-YEAR PROJECT**  
(2014-2020)

Total Budget  
**\$21.1 million**  
(CAD)

**\$19 million**  
(CAD)

From Global Affairs  
Canada

**\$2.1 million**  
(CAD)

In time and resources of  
Canadian municipal experts



# LOCAL GOVERNMENTS



Diana Cano, municipal employee from Santa Fe de Antioquia (Antioquia), led the process to get the municipality's Local Economic Development Plan approved as a public policy.

## Local governments lead sustainable development

Dear friends of CISAL,

The great legacy of the Federation of Canadian Municipalities' work in Colombia and Peru is that there are empowered people working towards more efficient, transparent, inclusive and sustainable local governance in areas where there is mining influence.

Why do local governments now have better tools to lead sustainable development? How do communities in mining contexts have better social and economic opportunities? What has been the most significant change in the process of empowering women in political, social, and economic spaces? And finally, in what way has CISAL changed the lives of thousands of people in the Americas?

These are the questions we want to answer in this annual report, which shares the main results of the CISAL project in Colombia and Peru. The information is based on the annual report from the 2018-19 fiscal year. We want to tell the story of the many men and women mayors, councilors, staff, community leaders and civil society representatives that have played a leading role in the CISAL story.

**Thank you all for demonstrating that local governments are agents of transformation.**

**Christopher L. Yeomans**  
CISAL Program Director



## What are the main challenges facing local governments in mining contexts?

Latin American countries are in the middle of significant transformation. As of 2018, Latin America is the region with the highest percentage – about 1/3 – of the new investments for exploration in the mining and extractive sector. There is a strong potential for wealth generation and growth.

In Colombia, in 2016 the contribution in royalties from the extractive sector was

**\$524 million USD**

In 2017 it was

**\$647 million USD**

it was over

**\$771 million USD<sup>1</sup>**

In Peru, in 2017 the royalties system contributed

**\$558 billion USD**

And in 2018, it was over

**\$946 billion USD<sup>2</sup>**

1. <https://www.portafolio.co/economia/al-2020-colombia-duplicara-su-produccion-de-oro-anm-525978>

2. [https://eiti.org/sites/default/files/documents/vi\\_informe\\_nacional\\_de\\_transparencia\\_de\\_las\\_industrias\\_extractivas\\_-\\_2015\\_y\\_2016.pdf](https://eiti.org/sites/default/files/documents/vi_informe_nacional_de_transparencia_de_las_industrias_extractivas_-_2015_y_2016.pdf)

Despite being a significant contributor to the national economy, the local governments in areas where mining companies are operating have faced immense challenges in ensuring the well-being of their citizens.

The CISAL project has helped transform the reality of partner municipalities in four regions of Colombia and Peru. It did so by addressing a number of key challenges, including the following:

- 1.** Limited capacity in strategic planning, transparency, and effective delivery of basic services to communities.
- 2.** Unequal development, few employment opportunities, and gender inequality.
- 3.** Unequal distribution of the economic benefits of mining, particularly in the areas closest to the mining activity.
- 4.** Environmental impacts from mining that directly affect communities.

CISAL supports local governments in Colombia and Peru to capitalize on the opportunities from mining activities and ensure lasting benefits for their communities. It does so by increasing the capacity of local governments to manage resources transparently, to lead dialogue with multiple stakeholders, and to promote sustainable local economic development. CISAL is carried out in two regions of Colombia (Antioquia and La Guajira) and two in Peru (Ancash and Cusco) and works closely with the Local Government Associations (LGA) of each country to have a greater impact at the national level.

CHALLENGES

# AGENTS OF CHANGE



**Mayors who promote transparency**, strategic planning, and institutional coordination. We work with 17 mayors from partner municipalities in Peru and Colombia, as well as the 180 mayors who are part of the REMEM (Network of Mayors in Mining Contexts) and the 132 mayors of the Network of Women Mayors for Democracy and Peace in Colombia.

**27 Canadian municipalities** and the 75 municipal experts who have supported our partners in Colombia and Peru since 2014.

Canadian municipal expert from Langley, BC, Ramin Seifi working in La Guajira on water management issues.



**CISAL Champions** are the municipal staff, civil society leaders, academics, councilors, and consultants who worked with CISAL to lead the transformation in their regions.

Yudy Díaz, former Local Economic Development Manager of Raquia (Ancash)



**Public and private institutions** in the four regions, including six mining companies, that worked hand in hand with municipalities to help boost local economic development. Also, the Local Government Associations who were the voice of local governments at a national level.

Marcela Jaramillo, Advisor of the Federation of Colombian Municipalities



**The women** who are now more visible than ever in the decision-making spaces in Chumbivilcas, who are leading projects and businesses that benefit communities in La Guajira, and who are seeking alternatives to solve environmental, social, and economic problems in Antioquia and Ancash.

Carolina Díaz, woman leader of Barrancas (La Guajira)

# 10 Significant Achievements of CISAL

**1** **\$1.179 million Canadian dollars** invested in 162 businesses and social projects.

**2** **875 indigenous women** harvesting artisanal salt after a ten-year hiatus.

**3** **830 people (61% women)** trained in business planning and project development in Colombia and Peru.

**4**

**320 mayors in Colombia** empowered to lead sustainable development through the Network of Women Mayors for Democracy and Peace and the Network of Mayors in Mining Contexts (REMEM) of the Federation of Colombian Municipalities.

**5**

**180 women leaders** contributed to the development of the Political Agenda of the Chumbivilcan Women and now use it as a tool in participatory budget processes.



6

**16 Local Economic Development (LED)**

plans that became public policy and prioritized 42 value chains.

7

**6 mining companies** contributing to community development in the four regions.

8

**5 municipalities in Ancash** committed to a joint solid waste management project that will benefit more than **200,000 people**.

9

**3 partnerships with high-level universities in Colombia** to deliver **6 diploma courses** to more than **200 municipal officials** and leaders. One partnership with the National School of Public Administration of Peru to develop specialized courses for municipal staff and elected officials.

10

**2 investment mechanisms** established in Colombia to mobilize resources from the mining sector to finance social development initiatives (**public works for taxes, public works for royalties**).



# ANCASH PERU



**Municipalities**

- Antonio Raymondi Raquia
- Cajacay
- Independencia
- Jangas
- Taricá



**Mining companies**

- Antamina
- Barrick

Ancash has a distinct geography that is nearly unique in the world: it has 26 of the 34 existing types of climate, 83% of all the types of ecosystems, and two contrasting mountain ranges - the water-scarce Cordillera Negra and the Cordillera Blanca with over 260 lagoons and 42 rivers. The main economic activity of the region is mining.

CISAL has partnered with municipalities in two mining corridors of Ancash. The three municipalities of Independencia, Jangas, and Tarica are in the area of influence of the Barrick Pierina gold mine, which announced the beginning of its closure plan in 2013. In recent years, the municipalities were receiving significant amount of funding in their municipal budgets through the mining royalties system, the canon minero. The closure of the mine has generated the need to find alternative sources and to diversify the economy of the region.

The second mining corridor is around the Antamina copper and zinc mine. CISAL works with the municipalities of Antonio Raymondi Raqui and Cajacay, located in the watershed of the Fortaleza River where the company's 302km pipeline passes through. The mountainous region faces challenges of water scarcity and the municipalities lack adequate tools for planning and engaging with the company.



National Park Huascarán



## Planning as the foundation for development

One of the main results of CISAL in the region is that local governments are now implementing robust planning practices. Previously, the creation of municipal plans was a formality, fulfilling requirements. Local governments now use their plans as tools for management and decision-making. For example, the experience of carrying using a participatory planning methodology to develop the Local Economic Development plans in the five municipalities, where more than 200 people participated, has been applied by the local governments in other planning processes.

In addition to this, with the change of government, CISAL has accompanied the outgoing (2015 - 2018) and incoming (2019 - 2022) mayors to have a transparent transition process. Transfer committees were established and a plan created for the first 100 days of management, which has allowed for continuity and long-term planning at the local level. The mayor of Elkford, British Columbia (BC), Dean McKerracher, and the Chief Administrative Officer (CAO), reinforced the message of the importance of having an effective and transparent transition process.

Cirila Caro, councilor of Taricá (2015 - 2018) and empowered in the development processes of her district.



ANCASHI

## Regional vision for local challenges

Latin America has the most urbanized cities in the world. According to United Nations reports, 81% of the population lives in cities. Within this context, one of the main challenges for local governments in Latin America and in the world is the management of solid waste. How has Ancash tackled such a complex challenge?

A regional approach was taken to address the challenge. In 2017, a delegation of representatives from four local governments of Ancash traveled to the Capital Regional District (CRD), BC, to see their internationally recognized solid waste management system. The system manages waste for 13 municipalities in southern BC, applies innovative environmental practices, and promotes the recycling, reduction, reuse, and diversion of solid waste.

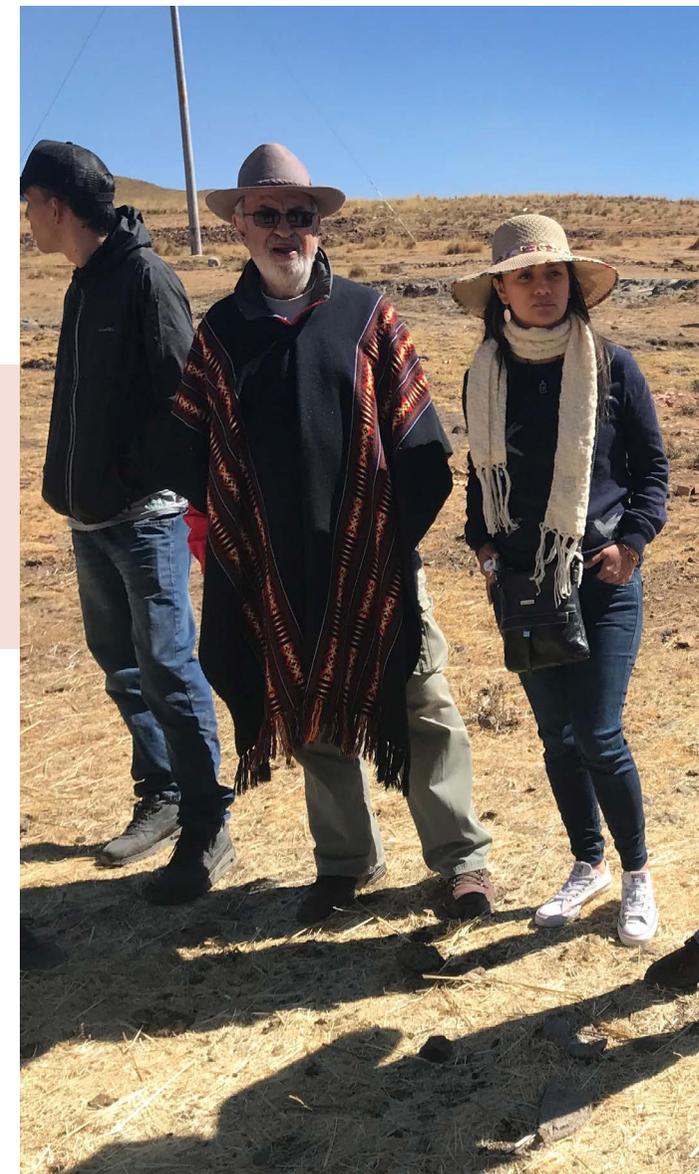
Following this study tour, the provincial municipality of Huaraz, and the district municipalities of Independencia, Jangas and Taricá signed an agreement to work on a joint solution, constructing a landfill and an integrated plan for the management and treatment of solid waste. Olleros, another district municipality that is not a project partner, has also joined the initiative. A Technical Board for Solid Waste Management was created, bringing together the five mayors and 17 municipal professionals, to carry the initiative forward. The project is expected to benefit 200,000 people in the region.

CISAL worked with the municipalities of Antonio Raymondi-Raquia and Cajacay to find solutions to the water scarcity problem, using modern planning tools for Ecological Economic Zoning (EEZ). Two municipal experts participated in workshops as part of the EEZ process to guide a process of building the community's vision to map local resources and shape the growth and development of the territory.

“

*The workshops were well received by members of the public, who noticed that they were not used to being consulted in such community building initiatives,” says **Rukshan de Silva, a former planner from Halton Hills, Ontario.***

As a result, the municipality of Antonio Raymondi-Raquia has developed a project to improve irrigation systems and has carried out a pilot project on water harvesting. This project found low-cost technical solutions for 157 families to have access to water for irrigation. It is a successful project that has been submitted to the Sierra Azul Program of the Ministry of Agriculture to obtain additional financing. The experience has been shared with other local governments and there is interest on the part of other municipalities to replicate it.



# ANCASH

## Multi-actor coordination

In Ancash, a number of multi-actor tables were created to address some of the main challenges identified in an inclusion study carried out in 2016. In Tarica, for example, a roundtable was created to find solutions to malnutrition and childhood anemia. In Jangas, a working group was created to design campaigns to raise awareness about violence against women. In Antonio Raymondí-Raquia, with the support of the mining company Antamina, a project was implemented to address chronic malnutrition. The project trained 90 women in weaving to empower them economically and provided advice to parents. The municipality received recognition and a donation from the Inter-American Development Bank (IDB) for reducing the level of anemia and malnutrition from 56% to 18%.

A multi-actor Technical Roundtable was also created to build the tourism industry, as an alternative to mining, bringing together public and private actors. The group worked on the Vive Ancash tourist package, an innovative initiative that combines experiential, cultural, and environmental tourism. It was successfully tested in 2017 and 2018 by municipal experts from Sudbury, Ontario (ON) and from Antioquia, Colombia. The Technical Board is composed of two municipalities, Independencia and Tarica, two peasant communities, and six tourism service providers. Several winning CISAL Fund projects contribute to the Vive Ancash package by improving services or experiences offered on the tour.

Part of the Vive Ancash tourism package in the 24 de Junio community.



# Local Economic Development in Ancash

In four municipalities, Roundtables for Economic Development (Independencia, Raquia, Jangas, and Tarica) have been created. The roundtables serve to promote LED and lead the implementation of the 2017-2026 LED plans in each municipality. For example, Independencia will focus on the value chains of tourism and fabrics while Jangas will focus on guinea pigs and avocado. The roundtables have high participation rates from various actors, including various government ministries, mining companies, universities, institutes, local producers, and civil society. Examples of projects that the roundtables have supported include improved irrigation in Taricá and a reforestation project in Independencia to recuperate erosion-damaged soil.



Raquia, Ancash

## Impact of the CISAL Fund



**people trained** in business planning or project development



**social projects** and businesses financed



projects led by associations of groups of **women**



**people benefitting** from all projects financed



The two primary value chains of the region, tourism and guinea pigs, have been strengthened through the engagement of multiple actors:

- 1 In the Barrick mining corridor, a Tourism Roundtable was established by local governments to create a regional tourism development strategy, including the Vive Ancash tourism package. Two CISAL Fund projects support signage, trail maintenance, and tourist education along the route. The mining company is exploring the potential to integrate the closed mine site as one of the stops in the package.
- 2 In the MANFORS region, guinea pigs serve as a good source of protein for rural families. A group of local guinea pig farmers created the Agricultural Cooperative of Antonio Raymond-Raquia (COOPAR), consisting of 55 members, 47 of whom are women. With support from CISAL, COOPAR now runs a processing plant to prepare and then sell guinea pigs at a value added prices. The project has resulted in increased income and jobs, as well as a model that can be replicated by producers in other communities, such as Tarica where they are currently exploring the opportunity.



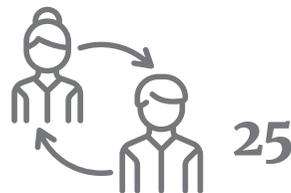
Raquia, Ancash

ANCA SH

**Key outcomes from CISAL in Ancash:**



former mayors and former municipal officials, consultants who have been CISAL partners and currently work in local governments.



technical assistance missions by Canadian municipal experts who have had a direct impact on approximately 350 people.



radio programs where the voice of women was positioned to address issues of local management, the environment, women empowerment.

# CUSCO PERÚ



#### Municipalities

Ccapacmarca  
Livitaca  
Quiñota  
Santo Tomás



#### Mining companies

Hudbay  
ANABI SAC  
Las bambas

CISAL has worked since 2015 in the province of Chumbivilcas with three district municipalities (Ccapacmarca, Livitaca and Quiñota) and the provincial capital (Santo Tomás).

Chumbivilcas is an area of with much mining activity and is a territory full of tradition, dances, festivals and customs. Agriculture and crafts reflect the tradition and courage of a unique Peruvian symbol: the Qorilazo (a Quechua word for the cowboy men of Chumbivilcas and in Spanish symbolizes a golden lasso).

However, it is also a region with high levels of poverty, malnutrition, and violence against women, as well as few social and economic opportunities for communities, especially for women and youth. During the last five years there have been protests against mining, which has led to the declaration of various states of emergency in the province.

Artisan woman of Santo Tomás.



# Participatory Planning Leads To Sustainable Development

Livitaca artisan women



CISAL promoted a series of strategies for local governments to work hand in hand with public, private, and community institutions.

The Technical Table for the Development of Chumbivilcas was established as a space for dialogue between the national government, its ministries, the mining companies of the region, and other local and regional institutions. The goal was to search for joint solutions to the development of the region. As a result, in 2018, the national government agencies committed 166 million soles (PEN) to implement 32 projects in agricultural, education, housing, and transportation.

Each LG updated their Concerted Development Plans (CDP) with the support of CISAL. Following the local elections in 2018, commissions were established to support the transparent transition between the outgoing and incoming LGs. The new authorities of the provincial municipality of Chumbivilcas and the district municipality of Quiñota are both now using the CDPs of the previous governments in their own participatory budgeting processes and are identifying projects in line with these plans.

The participatory process to develop local economic development plans was successful in engaging and empowering citizens. As a result, there are four Local Economic Development Plans (LED Plans) that are recognized as public policy, that reflect the priorities of the community, and are used as management tools for economic development. The LED plans have also been used to guide participatory budgeting processes and have been handed over to the new local government authorities as part of the transition process.

To facilitate the implementation, monitoring, and promotion of the LED Plans, each municipality has created a Technical Roundtable that includes actors from the public, private, community and associations. A regional Technical Table of Local Economic Development was also created to bring together the eight district municipalities in the province of Chumbivilcas, as well as the representatives of producers and entrepreneurs from the region.

CUSCO

## Empowerment of Women In Decision-Making Spaces

Historically, Chumbivilcan women have been excluded from participating in the political, social, and economic processes of the region. However, in the last five years, Chumbivilcan women have gained space in both social and political spheres where they contribute to the decision making in their region.

One of the key milestones for this process was the participatory construction of the Political Agenda of the Chumbivilcan Women. More than 180 women leaders from the eight districts were brought together to design this tool for advocacy and planning.

The Agenda was promoted by CISAL and its construction was led by women's organizations such as the Association of Women Councilors and Authorities of Chumbivilcas (ARMAPCH), with whom CISAL has worked to strengthen the leadership of 20 provincial councilors and leaders.

Today, women from Chumbivilcas regularly participate in spaces for decision-making and planning, such as participatory budgeting. For the first time in Ccapacmarca, Livitaca, Quiñota and Santo Tomás, the women's associations have legal representation. Legal representation allows them to contribute to the participatory budgeting process, advocating for investments in women's rights and projects. Women use the Agenda as an advocacy tool to demand financing for projects in areas such as education, health, and environment.

Another positive development is the creation the Table For the Eradication of Violence Against Women, a multi-actor space bringing together twelve institutions working to end violence against women. The table was created after a social inclusion study supported by CISAL, which identified domestic violence as one of the main concerns of women. With the support of Fort St. John, BC and its mayor Lori Ackerman, the Table has moved forward plans to create a women's shelter, securing land, beginning fundraising efforts, and advocating to the national government ministries.

***More than 180 women leaders from the eight districts were brought together to design this tool for advocacy and planning.***

Furthermore, the creation of the radio program called "Chumbivilcas towards 2025" has helped to empower women and raise awareness on women's issues. Typically radio is an influential medium in this region but women are not generally part of the debate. In this case, 35 women (of 60 guests) took the microphones of the stations to talk about women's empowerment, gender equity, and the role of women in sustainable development.



Flora Salas, women leader of Quiñota.

# Promoting Economic Development and Inclusion

The implementation of the CISAL Fund, the participatory construction of the LED Plans, and the articulation with provincial, regional, and local institutions have transformed the way local governments promote local economic development in Chumbivilcas.

The CISAL Fund has demonstrated the importance of strengthening associations, entrepreneurs and small businesses, as these contribute to local economic development. It has also shown that Chumbivilcan women are ready and willing to be agents of change in their communities.



Holguín Moreno is a 24-year-old businessman, beneficiary of the CISAL Fund, who sells fish to two regions, including employees of nearby mines.

CUSCO

The CISAL Fund is a mechanism to strengthen the capacities of local governments, civil society, entrepreneurs, and social leaders, including youth and women. Some key results of the CISAL Fund include:



# Women are part of development

## LIFE STORIES



## CUSCO

Thanks to the agricultural projects promoted by the Women's Association of Ccapacmarca, 150 women have gained a voice and an important space in their homes. Also, thanks to the Political Agenda of the Chumbivilcan Women, they have gained a voice in participatory processes in the municipality and province.



**Doris Cruz, president of the Association of Women in Ccapacmarca, and beneficiary of the CISAL Fund, explains how the CISAL Fund has transformed her life and that of her community's.**

**What was the situation in Ccapacmarca four years ago?**

Before, there were about 32 women in the Women's Association of Ccapacmarca and we were not organized at all – we did not meet regularly and we were not legally registered. Most of the women were locked in their homes. The women in Ccapacmarca were not involved in development.

**How did the CISAL Fund help transform this situation?**

The CISAL Fund helped us legally organize the association and purchase production equipment for 20 female heads of household. This had a transformative and multiplier effect. Each day more and more women wanted to work on their farm and produce vegetables and fruits. Today we've really changed the lives of 150 women, who can work the land and feed their families, while also selling produce in the market for additional income.

**What is the most important achievement of the Association?**

I am very proud of the Sunday fair that the Women's Association created, where women can sell their produce and goods every Sunday in the main square of Ccapacmarca. The women now have the opportunity to earn money and support their families, contributing as much or sometimes more than the husband. Many women have said that violence has diminished because their husbands no longer feel that they own everything.

***“The Sunday fair that has offered so many opportunities was won by negotiating directly with the local government.”***

**What is the most significant change for women in Ccapacmarca?**

Before, women depended completely on their husbands. CISAL helped us to establish an Agenda that showed us the way to improve our economic situation, our food sovereignty, our children's health, our political participation and the role we have in society.

***“Today, women are part of the development of our region.”***

# Fort St. John & Chumbivilcas

## Technical assistance and municipal solidarity

The municipality of Fort St. John, British Columbia, supported Chumbivilcas' municipalities with strategic planning, social inclusion and empowerment of women through eight knowledge exchange missions. One of the main results of these missions is that violence against women was put on the public agenda and a road map was created to address the most urgent issues facing women in Chumbivilcas.



## 2016 Development planning with a gender approach

The first step was to identify the most urgent problems that affected the women of Chumbivilcas. A social inclusion study was carried out with the participation of Dianne Hunter, City Manager of Fort St. John, which served as a basis for strategic planning.

Then a technical assistance process began to strengthen strategic planning, with an inclusion approach, involving Canadian municipal experts and the partner municipalities of the region.

## 2017 A Political Agenda for Chumbivilcan Women

In 2017, issues such as violence against women and the social and political empowerment of women were placed on the public agenda. Mayor Lori Ackerman, of Fort St John, and her municipal team became ambassadors of an inclusive and participative management. They helped lead a series of workshops on leadership with the Association of Councilors and Women Authorities of Chumbivilcas (ARMAPCH), who then committed to design the Political Agenda for Chumbivilcan Women.

## Leadership and sustainable results

# 2018



In 2018, the municipality of Fort St. John received a delegation of Peruvian and Colombian women leaders to share firsthand strategies to fight violence against women and promote their leadership and empowerment. A municipal official and a councilor from Chumbivilcas were participants in the experience and reinforced their role as agents of change, to such an extent that they are the main promoters of initiatives that seek a more inclusive society.

More leadership workshops were organized with ARMAPCH, bringing together the women councilors of the 2015-2018 and the elected councilors for 2019-2022. In these workshops, the mayor and the municipal manager of Fort St John shared the need to build community among women. They also helped the women plan to build a shelter for women victims of domestic violence.



# 2019

## Women's Shelter

NGOs use the Political Agenda as a tool to guide their actions, women's associations use it for advocacy with local governments, and the councilors use it to lead development efforts. The municipality of Fort St. John has become an Ambassador of the Agenda. In 2019, the Table for the Eradication of Violence Against Women has taken the lead on the project to build the women's shelter for victims of domestic violence.

In a subsequent mission, the municipal experts from Fort St. John helped to advocate for the need of the women's shelter with the Ministry of Women and other national institutions. The provincial municipality of Chumbivilcas donated a space for the construction of the house and it is expected to be built during this term in office.

Darío Cardona, a beneficiary of the CISAL Fund, in his coffee plantations.

# ANTIOQUIA

## COLOMBIA



### Municipalities

Buritica  
Cañasgordas  
Frontino  
Santa Fe de Antioquia



### Mining companies

Continental Gold

In 2012, Buritica was a quiet farming town with a tradition in coffee production. One year later, Continental Gold (CG) obtained the license to extract gold. What looked like an opportunity for development became a nightmare in 2014 when there was a massive migration of illegal miners to Buritica and neighboring municipalities. The region lived for a couple of years in conflict with illegal mining, which overwhelmed public services and sparked an environmental, social, and political crisis. In 2016, a military operation was carried out with the support of regional institutions and national government to recover the territory.

In the past five years, CISAL worked closely with the municipalities of Buritica, Cañasgordas, Frontino and Santa Fe de Antioquia in the planning and implementation of inclusive sustainable development practices.





## From Planning to Action

Following the crisis in western Antioquia, there was an atmosphere of mistrust among local governments, the mining company, and the communities. With CISAL, actions were taken to promote a process of institutional strengthening and a culture of participatory planning.

The Regional Coordination Table of Western Antioquia was established as a space for coordination between local governments, private companies, the regional government, and public institutions to find solutions to regional problems. The dialogue with Continental Gold has led to investment projects promoting value chains such as coffee and sugarcane, investment in human development, and job creation in the region.

A study tour was organized to Red Lake, Ontario to showcase a model of dialogue between a municipality and a mining company. The tour transformed the perception of local mayors about how mining can contribute to sustainable development of the region and about the benefits

of institutional coordination, public participation, and inclusive community development.

In another effort, a participatory planning process was carried out, involving representatives of the community, civil society, academia, private sector and public institutions. The resulting Local Economic Development (LED) plans serve as a strategic tool for long-term development and have even become a 10-year public policy in the municipalities of Buritica, Cañasgordas, Frontino and Santa Fe de Antioquia.

Additional Multi-Actor Tables were established to enhance coordination and dialogue between local and departmental institutions. One of the achievements of these Tables was the transformation of conflicts related to informal mining, where in Santa Fe de Antioquia a program was created to train and certify informal miners.

# Local Economic Development for Everyone

“

*In the region we didn't talk about local economic development. This changed with CISAL. The UMATA in Cañasgordas has been strengthened as a promoter of local economic development and we now provide technical assistance and monitoring of sustainable projects. In Cañasgordas, the UMATA went from four employees to twelve in these years.”*

**Flor Maria Aguirre, professional of the UMATA of Cañasgordas, Antioquia**



The CISAL Fund is an instrument for capacity building in local economic development and has strengthened the entrepreneurship of social leaders, youth and women from Antioquia:



215

people trained in business planning and project design

120 women



34

social and business projects financed



17

projects led by associations or groups of women



569

beneficiaries of the social and business projects financed

The UMATA (Municipal Agricultural Technical Assistance Units) have aligned their work with the strategic objectives of the Local Economic Development plans. The LED Steering Committees, led by the UMATA, are responsible for the implementation and monitoring of the plan. One of the most important achievements to date is that they have connected small producers with companies in the region, like Continental Gold, and help them to meet industry requirements.

# HOW?

- 1 Antioquian Coffee: a 5-year agreement was signed between Continental Gold, three municipalities, and the National Federation of Coffee Growers to increase the quality of coffee of small-scale producers.
- 2 Mining supply chain: An assessment of the supply and demand for the mining supply chain was carried out, including an evaluation of how local businesses meet a number of industry requirements. The assessment was led by experts from Peru and Sudbury, Ontario and has been used by Continental Gold to design its Productive Chain Program, which has trained 45 small business owners (51% women).

Sugar cane is one of the value chains prioritized in Frontino, Antioquia.

## LED plans and value chains

Local governments are implementing projects that respond to community needs in coordination with organizations in the region:

**Buritica** - strengthening the sugar cane value chain by planting more three hectares of the product and improving a sugarcane processing mill with the support of Continental Gold, the Social Foundation, and the CISAL Fund.

**Cañasgordas** - the local government has mobilized resources from the Government of Antioquia and others to operate a coffee combine harvester that would benefit 24 municipalities in the area.

**Santa Fe de Antioquia** - investing in the health of rural families by providing 100 efficient stoves, with the support of the Federation of Coffee Growers, Continental Gold, and the CISAL Fund.

**Frontino** was the first municipality to contribute financial resources to the CISAL Fund in order to support an additional project and strengthen the sugarcane value chain.



## Enhanced capacity in governance and development



How have municipalities and communities improved their capacities for local management?

**1.** After several courses with the University of Antioquia and a series of technical assistance missions with Canadian experts, municipalities innovated their accountability practices:

Buritica shares the advances of its Municipal Development Plan through a sort of carousel event where each manager shared the advances from their area of responsibility and responded directly to their questions from the public.

Frontino and Cañasgordas use a combination of social media, physical documents and public events for improved accountability.

**2.** The community leaders now have a greater understanding of the Municipal Development Plans and have tools to advocate to the local authorities through the ASOCOMUNAL (Associations for Joint Communal Action) and in multi-actor dialogue spaces.

**3.** The National Service for Learning (SENA) in Antioquia has developed courses related to the mining sector with the support of Continental Gold. Between 2017 and 2018, 4,624 people from four municipalities were certified by SENA programs. As a result, of the 1,075 locals hired in Continental Gold, 581 were from the Western Antioquia region.

*“Today, local governments recognize the opportunities, the regional challenges, and their own roles in promoting sustainable development. The mining company is committed to the economic and social processes in the region. The community is empowered and involved in the transformation of its territory.”*

**Sandra Natalia Úsuga, Directora de la UMATA de Buriticá**

## LIFE STORIES

# Entrepreneurs and coffee growers from Antioquia

Juan Higueta was born fifty years ago in a small neighbourhood of Buriticá surrounded by coffee plantations. He married Margela Usuga at a very young age and they had a son, Didier. Despite the coffee crisis of the 1990s and the internal conflict in the 2000s, Don Juan continued to grow coffee because he has always believed in coffee as a source of wealth, peace, and tranquility for his family.

With effort and dedication, his son was trained as a barista and has won international awards. He is a great connoisseur of coffee and understands the business aspects of the industry. Didier and his father founded Café Panorama, working to improve the production and processing of the coffee to have a specialized product sold at a higher price.

With the support of the CISAL Fund, Café Panorama went from producing 4,375 kg of coffee in 2017 to 8,000 kg in 2018. Café Panorama purchased high-quality coffee from 45 coffee-growing families in the region and now exports its product to Agrícola Suramericana in the United States.

In Cañasgordas, Café Canelo is also an excellent example of how the CISAL Fund is making a difference. In 2013, Julian Cardona turned his father's farm into a business venture. But when they learned about the opportunity offered by the CISAL Fund, Café Canelo wanted to stop selling coffee packages to offer an entire coffee experience.

“

Initially we wanted to sell coffee to hotels, restaurants and cafeterias. With the CISAL Fund, our business vision changed completely. We no longer wanted our own brand of coffee, but also a catering service, an experiential coffee shop, coffee tastings and to offer training to other farmers,” **shares Julian.**

Today Café Canelo has three coffee shops in Antioquia with 16 employees. They work with 54 families in the region and they're identifying new business opportunities.

Continental Gold procures their coffee from Café Canelo and Café Panorama.



Cañasgordas, Antioquia  
Buriticá, Antioquia





## LIFE STORIES

### Women lead by example

Yudy Pulgarin is an exemplary leader. She is the first woman mayor of the municipality of Frontino and we talked with her about the main changes in her municipality through the joint work with CISAL.

#### What is the most important change in your municipality?

Our community now visualizes its development ten or more years into the future. In designing the Local Economic Development plan we learned that development is only possible if it is built in a participatory manner with all segments of the community. Only in this way can we ask ourselves: how do we see the future of Frontino?

#### What has the CISAL Fund contributed to Frontino's development?

Thanks to the CISAL Fund, in Frontino we have a project incubator. It even helped us to discover innovative ideas in the municipality. Today, six projects have been selected in a transparent and responsible way through the Administrative Committee of the CISAL Fund. In addition to this, the municipality of Frontino also contributed resources to the Fund because we believe it is a great opportunity to strengthen associations and provide better opportunities for communities.

#### What did you learn from your experiences and exchanges with municipalities and Canadian experts?

With CISAL, we have taken huge steps so that women with few opportunities know what their rights are, so that they do not remain silent with domestic violence, and so that they can access better opportunities. With the Study Tour to Fort St. John we learned how the municipality supports these type of challenges so that women have a different attitude towards life. Through this, we were able to understand how to improve and how to offer better opportunities.

#### Why is it important to be part of the Network of Women Mayors of the Federation of Colombian Municipalities?

In Colombia, we are 132 women mayors and we meet through the Network. This allows us to be united and recognize that what happens in a municipality in Santander can also happen in Choco. Why is this important? Because we can share strategies on how to address challenges we encounter in local management.

For men it is very easy to do politics. For us women it is more difficult. We have to demonstrate that we are capable. We have to act. And when women do not work together, it is worse for us. Therefore, we have to educate by example as political leaders and the Network is a platform to strengthen this work.

## Red Lake & Antioquia

### Better relationships between local governments and the mining company

Phil Vinet, the late Mayor of Red Lake, Ontario, left a big mark on the hearts of all the people in Antioquia that met him. During two missions to Colombia he shared tools and resources to foster collaborative learning between the municipality of Red Lake and the municipalities of Buriticá, Cañasgordas, Frontino and Santa Fe de Antioquia.

In September 2017, the municipality of Red Lake received a delegation of eight Colombians that included four mayors, two municipal officials, a representative of the mining company and the coordinator of CISAL in Antioquia. The motivation to go to Red Lake was the opportunity to learn first-hand about strategies for participatory development planning and building good relationships between a municipality and a mining company.

The learnings from this exchange reinforced the development processes in Antioquia, particularly relating to the collaboration between local governments, private companies, (especially the mining company Continental Gold) and the communities. It also helped to put public participation on the local agenda as an important development process.



Mayor Phil's wisdom has made a difference in the hearts and minds of hundreds of people in Antioquia.

“

*We all want to make our communities a better place, with a better future for everyone. Children are the future, so let's let them participate in the development processes.”*

**Phil Vinet, in the 2nd CISAL Summit of Mayors in Cusco**

# LA GUAJIRA

# COLOMBIA



#### Municipalities

Barrancas  
Fonseca  
Hatunuevo  
Manaure



#### Mining companies

Cerrejón  
BG Salinas

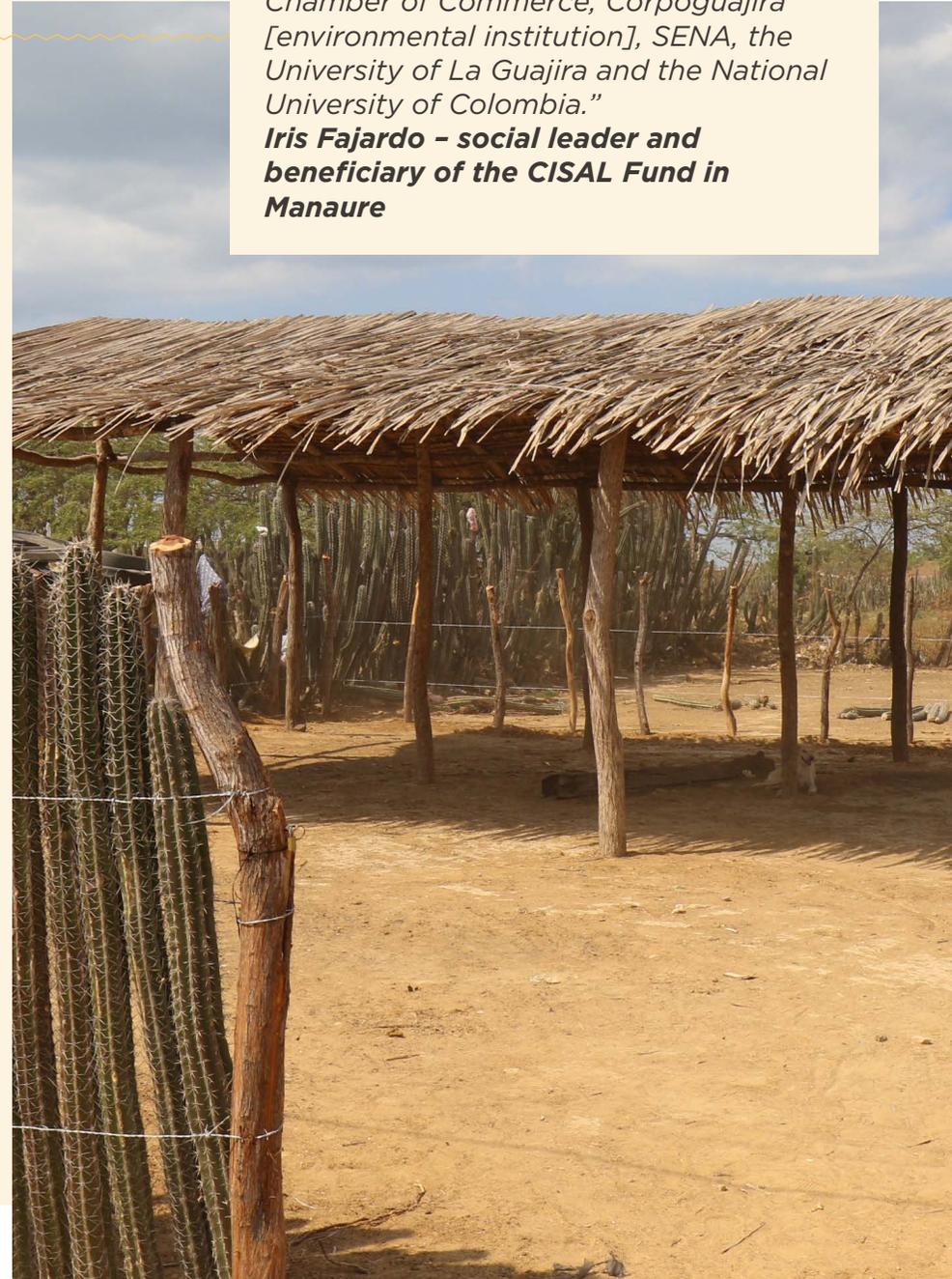
The department of La Guajira is Colombia's window to the Caribbean Sea. In spite of having an immense biodiversity and an ancient Wayuu culture, La Guajira is one of the poorest departments in Colombia.

In La Guajira, CISAL has been working with three municipalities in the area of influence of the Cerrejon mine, the largest open-pit coal mine in the Americas. Farther north, on the Caribbean Coast, CISAL works with Manaure, a salt-producing municipality located in the area of influence of BG Salinas.

When the project began, a common factor in these regions was a lack of communication, mistrust, and conflict between, the local governments, the mining companies, and community members. CISAL began to work to strengthen institutions and promote sustainable and inclusive development in this challenging context.

“*Manaure was a municipality that was nearly forgotten. Thanks to CISAL, Manaure was rediscovered by the Chamber of Commerce, Corpoguajira [environmental institution], SENA, the University of La Guajira and the National University of Colombia.*”

***Iris Fajardo - social leader and beneficiary of the CISAL Fund in Manaure***





## Dialogue spaces for local governance

Despite the important contribution of the Cerrejon mine to the Gross Domestic Product (GDP) of Colombia in over more than 40 years that the mining company has been in the region, communication and relations between the company and the local governments of the south of La Guajira have been very weak.

In Manaure, there was a long history of artisanal salt mining within the local Wayuu population. However, once the land concession was given to SAMA (Indigenous Communities Associations of Manaure) and BG Salinas was hired as the private sector operator, artisanal salt production declined, community income and benefits waned, and conflicts arose between the surrounding indigenous communities, SAMA, and BG Salinas.

### Multi-actor dialogue tables

For this reason, two multi-stakeholder dialogue spaces were created to help transform the reality of the municipalities of La Guajira, the relationship with the mining company, and the vision that the communities had for the development of their region.

### Water Table of La Guajira

In 2017, La Guajira received the support and advice of Canadian municipal experts from Langley, BC and La Conception, Quebec, on water management. Local governments saw the importance and opportunity of finding solutions to local problems with a regional approach. The Water Table was formed. It is a multi-stakeholder dialogue space that identified the main needs and challenges with respect to water access in La Guajira, including among 28 indigenous communities.

A multi-actor Water Roundtable, led by the local government of Barrancas, was formed to identify resource challenges and needs. The Table included two indigenous communities, 11 municipalities, actors from civil society, the Cerrejon mining company, and the public sector. The process created trust and find coordinated solutions. It prompted the national President's Office to become involved and create a water storage program called Blue Guajira for the whole region. The program will invest 200 million USD over five years with the goal to capture and store 70% of the water in La Guajira by 2022.

A GUAJIRA

## Roundtable for Salt Development in Manaure

For over 30 years, the salt exploitation of the region was in the hands of the State and by the year 2000, Manaure was the main producer of salt in the country. However, a series of problems between the actors of the salt value chain impacted production and operational development, and greatly eroded the quality of life of the people from Manaure. In the last 10 years they had difficulties in selling and marketing the salt.

In 2016, representatives of the local government, SAMA, BG Salinas, the Chamber of Commerce, and tourism operators were invited Maras, Cusco, to see the artisanal salt development in the region. During the study tour to Maras participants learned the successful practices of developing the salt value chain and creating a tourism experience around it.

CISAL promoted the creation of the Roundtable for Salt Development in Manaure. The Roundtable is a space for dialogue and coordination between local, regional and national actors to define concrete actions and to strengthen the salt value chain in a way that contributes to the economic and social development of the municipality.

# RESULTS

**In Manaure, there have been significant results in the efforts to strengthen the salt value chain:**

- 1** Reviving artisanal salt extraction by the indigenous Wayuu women, which has been dormant for nearly a decade. Today salt is being extracted, benefiting 875 women indigenous harvesters.
- 2** Training 300 indigenous women in good environmental practices. Today, the salt ponds are clean, free of plastic and garbage.
- 3** The National University of Colombia documented the salt value chain, a topic that has very little existing literature. Additional studies and monitoring of climate change in the area have made Manaure a center of knowledge on the topic.
- 4** A value added product (livestock salt) was produced by the women's associations, in collaboration with the Chamber of Commerce, and SENA. Financing was also secured through Colombia's General Royalty System to continue the project.
- 5** Manaure hosted the first International Salt Forum, which included representatives from all orders of government, oil and gas companies, as well as Canadian municipal experts.

Manaure, La Guajira



# Improving opportunities for communities, indigenous, women and youth

## Local Economic Development

Three of the partner municipalities of CISAL have adopted their Local Economic Development (LED) plan as public policy, which has provided a road map for local governments to formulate and prioritize projects. The LED plans were created in a participatory manner with the local governments, the public and private sectors, associations, and community members. Competitive advantages were identified and 12 value chains were prioritized, including salt, goat sheep, coffee and cocoa. The plans also identify the institutions and actors of civil society that will help implement the plans.

As part of the process of strengthening the LED offices of the municipalities, these are some examples of how local governments are promoting value chains:

**Sheep and goats** a priority in Barrancas, where an experimental farm will improve the genetic breed of the animals. The primary beneficiaries will be indigenous communities that raise goats, and will provide them income. The local government has secured funds from the Cerrejon mining company for this project.

**Coffee** Fonseca and Hatonuevo are now working with the National Federation of Coffee and Cacao Producers to strengthen small business and farm cooperatives, benefitting women who are victims of the internal conflict.

**Handicrafts** Barrancas formalized a large group of indigenous artisans to give them a business license, improve their selling ability, and improve product quality.



## The CISAL Fund

The CISAL Fund has been a tool to promote and strengthen value chains such as handicrafts, coffee, tourism and other services. The most important impact for the region was the empowerment of the local government through the Administration Committee of the CISAL Fund, where it promoted a culture of transparency, accountability and inclusion in the region.

In La Guajira, the CISAL Fund contributed as follows:



175

people trained in business planning and project design

98 were women



40

social and business projects financed



26

projects led by associations or groups of women



1037

beneficiaries from the social and business projects financed

## Better capacities for all

CISAL offered a series of courses on governance, leadership, local economic development and other topics delivered by the University of La Guajira and the EAN University. Additional technical assistance on transparency, inclusion, and strategic planning was provided by Canadian municipal experts from Elkford, BC, La Conception, Quebec, Langley, BC, and Sioux Lookout, ON. The technical assistance enabled municipalities to improve services, including water, solid waste management, and environmental education.

### A cleaner environment for all

Solid waste was a highly visible problem throughout the Department. The municipality of Fonseca, which manages a landfill that serves neighbouring municipalities, has now created a plan for solid waste management. An Environmental Committee was reactivated to implement the plan and offer environmental education to promote recycling and reducing waste. In Manaure, the SENA and the regional environmental office, trained 16 technicians and implemented public education campaigns to sort waste at the source.

### Local Governments more accountable and transparent

Technical assistance from Elkford, BC, has strengthened transparency and accountability in the four partner municipalities. The quality of the information shared has improved and now the Mayors hold public audiences with a large turnout,

including both groups that are in favour of the LG and those that are critical. The participation of the community has also led to projects that benefit vulnerable groups. For example, Barrancas, will create a women's centre, Fonesca has a fund to support victims of conflict and the reinsertion of demobilized groups, and Manaure is building public water basins and wells to support rural and remote indigenous communities.



## LIFE STORIES



### Resilience and leadership in La Guajira

In the last 30 years in Colombia, more than 7.7 million people have been displaced from their places of origin due to the internal conflict. In the year 2000, there was a massive displacement in a small and quiet community of Fonseca, La Guajira. Twelve years later, Mayerli Aragón returned to her community to rebuild a new life project.

**“My parents were coffee producers and I was born and grew up surrounded by coffee plantations in Fonseca. For me coffee is life, it is passion and love” Mayerli shares. Maye, as her friends call her, is the president of the Women’s Association of Coffee Producers in the Serrania del Perijá, La Guajira, the first association in the region run by women.**

#### How has the Association of Women Coffee Producers been strengthened over the years?

We are twenty strong, powerful women who have worked hard over the years. Of course, we have had the support of multiple organizations. Our motto is: if an opportunity comes, we embrace it and make the most out of it. In this way we have been beneficiaries of initiatives of the National Government, the National Federation of Coffee Producers, of international cooperation agencies and now with CISAL and FCM.

## LA GUAJIRA

#### How did The CISAL Fund contribute to the Association?

Thanks to The CISAL Fund we now have high quality machinery to process and prepare coffee. We also have a stronger brand and better marketing tools. This has helped in that, now, our coffee has positioned itself locally and regionally. People who come to La Guajira want to taste our delicious coffee; they can buy it in luxury restaurants and even in the airport and soon in our own store.

On a personal level, as president of the Association, I have shown others and myself that, although men and women say that women are not capable of leading and directing a business, we demonstrate otherwise. We are leaders in the development of our community of La Guajira.

# The CISAL Fund

The CISAL Fund is a technical assistance mechanism that seeks to empower local governments to contribute to the development of the territories, strengthen the capacities of civil society, and finance businesses and social initiatives.

The CISAL Fund was launched in 2016, and eventually came to include 17 municipalities when the second proposal call was launched in 2018. The program includes an open call for project ideas, business plan and social project training, technical assistance to improve their projects, and then a final selection of projects are given financing. Highlights of the training include:

**831**

people received training on business planning and project formulation

**61%**

of which were women

**97%**

satisfaction rate of the training





In the second round of funding, changes were made to ensure projects contributed more directly to LED plans and increased women's access to funding. Gender training was held, communications strategies improved, and selection criterion were introduced to incorporate and promote the participation of women.

**474**

people participated in the gender workshop

79% of which were women

**In two rounds of funding:**

17 Administrative Committees of the CISAL Fund

17 municipalities

34 representatives of civil society

2874 social projects and business ideas were received

\$1.179M CAD invested in 162 projects

**Important results from the beneficiaries of the CISAL Fund**

- 1 out of 3 businesses report creating new jobs
  - 46 new jobs created in total
- 70% of the 60 business projects report an increase in income
- 15% report that an increase of more than a 100% compared to their initial income.
- 80% of businesses report an increase in production
  - 58% have formalized their business, either by getting a formal business license or registering with the Chamber of Commerce.

Ultimately, the CISAL Fund trained hundreds of entrepreneurs, funded hundreds of businesses and dozens of social projects, contributed directly to five priority value chains, and made a significant difference in the way that 17 municipalities consider investments in new businesses and projects.

Joan Westland, Mayor of Bolton Est (Quebec), has worked with the Women Mayors Network strengthening capacities of local leaders in Colombia.

## The voice of local governments

In 2015, the Federation of Colombian Municipalities (FCOLM) decided to strengthen the quality of the services offered to its members with the support of FCM and CISAL on three fronts: through the consolidation of the Network of Women Mayors, the creation of the Network of Mayors in Mining Contexts (REMEM) and the strengthening of the SIVIFOM learning platform.



## Network of Women Mayors for Democracy and Peace

After several years of inactivity, in 2016 the Network that brings together women mayors of the country was reactivated with the support of CISAL. Today the Network has 136 mayors and a committee of allied organizations that work collaboratively with FCOLM to guarantee the sustainability and functioning of the Network. Among the participating organizations of the Committee are: FCM, the International Republican Institute (IRI) and the Mission to the Peace Process of the Organization of American States (MAPP - OAS).

## REMEM

The Network of Mayors in Mining Contexts (REMEM) was also positioned as a platform for exchange, collaboration and the strengthening of relationships between local governments and the national government. More importantly, the REMEM has been a knowledge network to formulate two public policies for municipalities to access royalties through the mechanism Works for Royalties and Works for Taxes. This was achieved through 10 working sessions of the REMEM bringing together more than 100 mayors, and 30 meetings with senior executives of the National Government to advocate for the public policy reforms.

## SIVIFOM – Municipal Training Online Platform

Consolidating the SIVIFOM platform has allowed FCOLM to position itself with national and international partners and allies as an institution that promotes capacity building through collaborative learning. The FCOLM has offered and designed online courses for municipal officers and mayors around the country in conjunction with the National Planning Department in transparency and accountability (aimed at 300 people), a course in governance with the European Union, and a course in political leadership for women with MAPP - OAS. FCOLM has also certified 100 people in local economic development with a gender focus, including 9 mayors of the country, with the support of CISAL. In total, more than 500 people have accessed the SIVIFOM platform in the last three years.



Women Mayors of Colombia working in advocacy to promote women participation.

## Exchanges and knowledge management

To share good practices and significant experiences around local management, CISAL has organized 14 study tours and exchanges between Canada, Colombia and Peru, 3 Mayors' Summits, and 1 International Forum of good practices in LED. It has also participated in 6 annual congresses of the Local Government Associations in Colombia and Peru, has created a Network of Mayors in Mining Contexts (REMEM) and has strengthened the Network of Women Mayors in Colombia. CISAL has also produced 4 diploma courses for municipal officials, 141 radio programs on empowerment of women, development and sustainability in mining contexts, 1 Guide of good practices for local governments in extractive contexts, 4 good practice documents, and 9 case studies on significant local experiences in extractive contexts of the American continent.

# OUR TEAM

**Christopher L. Yeomans**  
CISAL Program Director

**Carlos Grey**  
Local Economic Development Manager

**César Bedoya**  
Governance Manager

**Milagros de Rutte**  
Finance and Operations Manager in Colombia and Peru

**Alejandra Manrique**  
CISAL Fund Officer in Colombia and Peru

**Alejandro Ariza Buitrago**  
Knowledge and Communications Officer in Colombia and Peru

**Jorge Luis Puerta**  
Regional Coordinator in Ancash

**Sara Pérez**  
Regional Coordinator in Antioquia

**Wilfredo Arredondo**  
Regional Coordinator in Cusco

**David Exebio F.**  
Senior Accountant in Peru

**Marylin Pachón**  
Senior Accountant in Colombia

**Gabriela del Rosario Gastulo**  
Program Assistant

**Greicy Paucar Guzmán**  
Financial and Administrative Assistant

**Jill Luyo**  
Regional Administrative and Finance Assistant in Ancash

**Yeny Parody**  
Regional Administrative and Finance Assistant in Antioquia

**Ruthsan Cárdenas**  
Regional Administrative and Finance Assistant in Cusco

**Lidice Hidalgo**  
Regional Administrative and Finance Assistant in Canada

**Margarita Rodríguez**  
Regional Administrative and Finance Assistant in La Guajira

**Tatiana Zárate**  
Administrative and Finance Assistant in Colombia

Those who were part of the CISAL team in the past: **Liliana Alvarado, Lilly Castañeda, Diana Pombo, Philip Kelly, Eberth Molina, Juan Sebastián Salamanca,**



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Written by: **Suzanne Belliveau**

Coordinated by: **Alejandro Ariza**

Editing and Style: **Jaxson Kahn**

All the CISAL team collaborated for the compilation of the information in this report.

Photographs:

**Daniela Camacho**

**Jorge Luis Puerta**

**Rukshan De Silva**

**Carolina Assik**

Design and layout

**Laura MNaranjo**

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