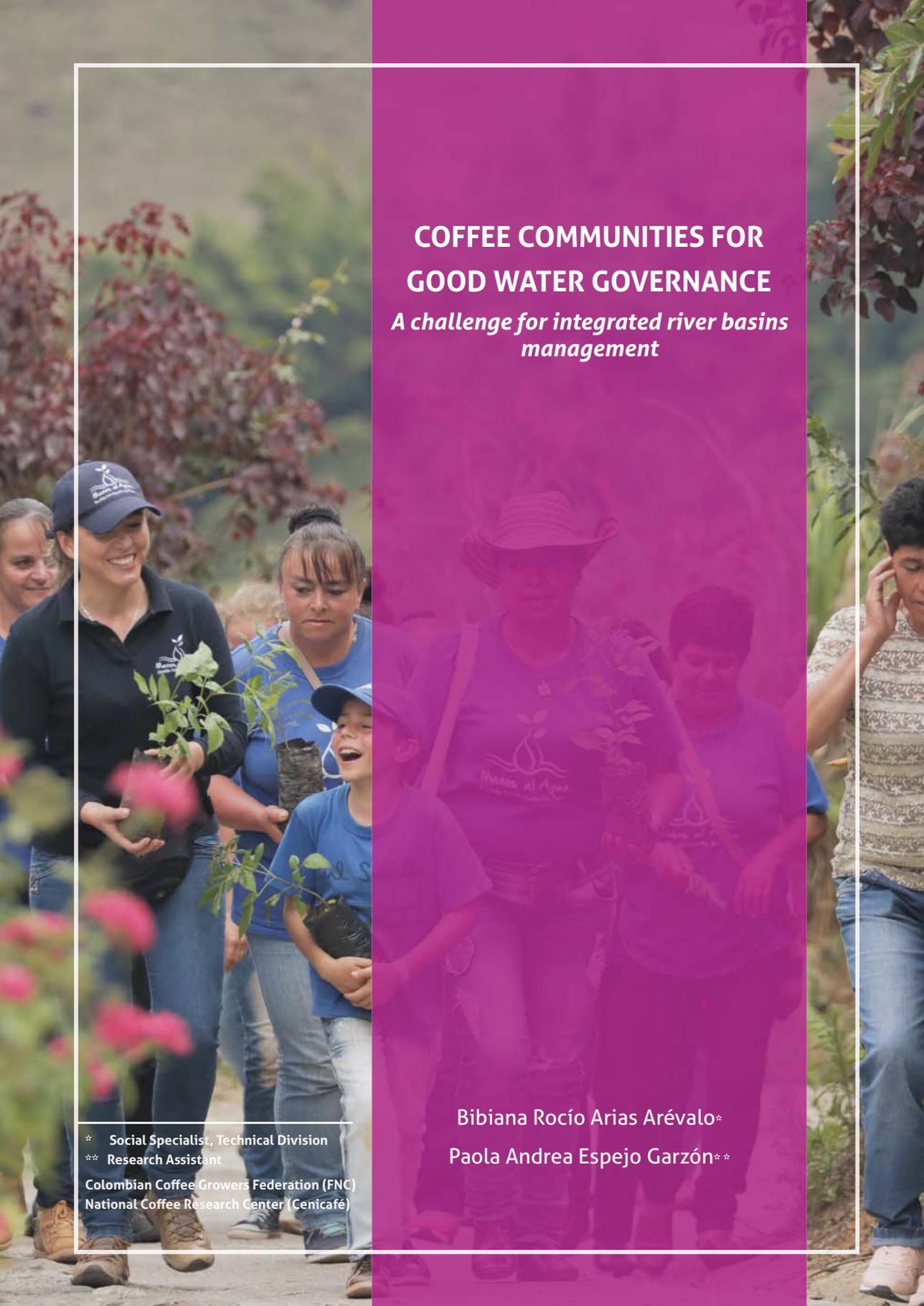




COFFEE COMMUNITIES FOR GOOD WATER GOVERNANCE



COFFEE COMMUNITIES FOR GOOD WATER GOVERNANCE

*A challenge for integrated river basins
management*

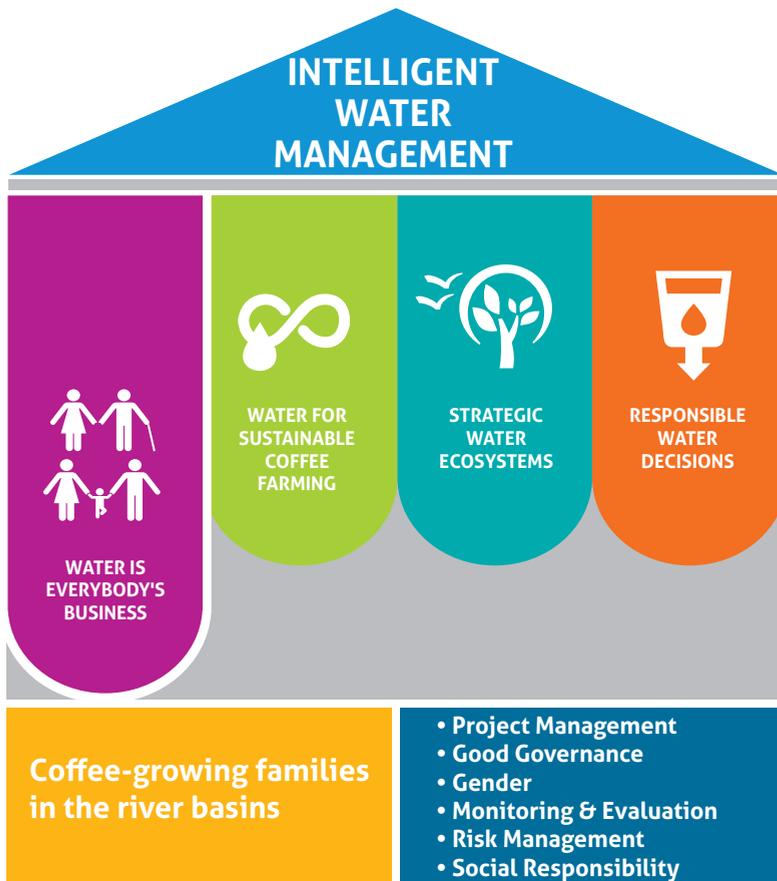
* Social Specialist, Technical Division

** Research Assistant

Colombian Coffee Growers Federation (FNC)
National Coffee Research Center (Cenicafé)

Bibiana Rocío Arias Arévalo*

Paola Andrea Espejo Garzón**



Intelligent Water Management (IWM)-Manos al Agua is a Public-Private Partnership that developed a model to enable and improve systems for intersectoral cooperation, sustainable coffee farming, environmental protection and decision-making to face water imbalance challenges in the coffee sector and its value chain, creating environmental, social and production conditions for: alleviating poverty, improving rural welfare, contributing to peace, and achieving sustainable development in the Colombian countryside.



COFFEE COMMUNITIES FOR GOOD WATER GOVERNANCE

*A challenge for integrated river basins
management*



INTELLIGENT WATER MANAGEMENT

A 5-year project implemented in the departments of Antioquia, Caldas, Cauca, Nariño, and Valle del Cauca, focused on integrated water resources management in 25 river basins, involving over 11,630 coffee-growing families, in an intervention area of 148,754 hectares.



Founding Partners

Roberto Vélez Vallejo
CEO
Colombian Coffee Growers Federation (FNC)

Jean-Marc Duvoisin
CEO, Nespresso

Mark Schneider
CEO, Nestlé

Alejandro Gamboa Castilla
General Director, Colombia's Agency for
International Cooperation (APC Colombia)

Wageningen University and Research

Álvaro L. Gaitán Bustamante
Director Cenicafé

Ministry of Foreign Affairs of the Netherlands
and Netherlands Enterprise Agency

Steering Committee

Marcelo Burity
Green Coffee Development
Nestlé

Paulo Barone
Sustainability Program - Coffee
Nespresso

Charon Zondervan
Wageningen University and Research
Programme Coordinator
Environmental Sciences Group

Hernando Duque Orrego
Chief Technical Officer
FNC

Director of the Manos al Agua Project, FNC

Rodrigo Calderón Correa

Technical-Scientific Committee

Wouter Wolters
Wageningen University and Research
Environmental Research

Carlo Conforto Galli
Technical Manager Water Resources
Nestlé

Nelson Rodríguez
Scientific Researcher
Cenicafé, FNC

Laura Miguel Ayala
Wageningen University and Research
Environmental Research

Operating Committee

Ricardo Piedrahita
Strategic Sourcing and Sustainability Manager
Supply Chain
Nestlé Colombia

Santiago Arango
Green Coffe Project Manager
Nespresso Colombia

Nelson Rodríguez
Ph.D. in Hydraulic Engineering and the Environment
Scientific researcher
Cenicafé, FNC

Administrative, coordinating, scientific and technical
team of the Project

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IWM Project proofreading
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Design and layout

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Maps

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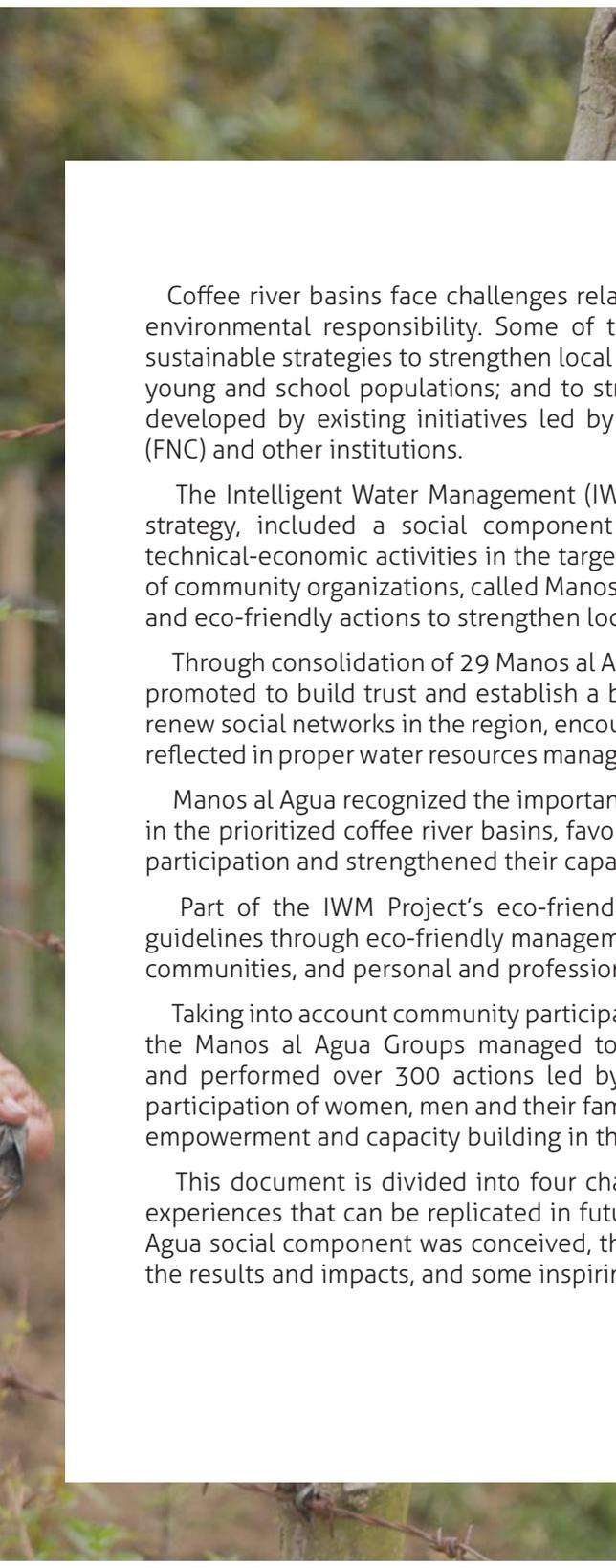
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“ Who doesn't walk doesn't know, who doesn't know doesn't love, and who doesn't love doesn't transform ”



Coffee river basins face challenges related to collective action, empowerment, and environmental responsibility. Some of the main challenges have been to identify sustainable strategies to strengthen local and community development; to involve the young and school populations; and to strengthen and take advantage of the actions developed by existing initiatives led by the Colombian Coffee Growers Federation (FNC) and other institutions.

The Intelligent Water Management (IWM)-Manos al Agua Project, as an integrated strategy, included a social component that coordinated the environmental and technical-economic activities in the target river basins. It promoted the strengthening of community organizations, called Manos al Agua Groups (MAGs), their empowerment, and eco-friendly actions to strengthen local water governance.

Through consolidation of 29 Manos al Agua Groups, models of associative work were promoted to build trust and establish a base of individuals that would reinforce and renew social networks in the region, encouraging transparent and efficient governance, reflected in proper water resources management and, hence, improved quality of living.

Manos al Agua recognized the importance of equal participation of men and women in the prioritized coffee river basins, favored equal opportunities for their community participation and strengthened their capacities for good water governance.

Part of the IWM Project's eco-friendly actions was to meet its objectives and guidelines through eco-friendly management, aimed at results, development of coffee communities, and personal and professional development of all staff.

Taking into account community participation, gender equity and social responsibility, the Manos al Agua Groups managed to strengthen their organizational capacities and performed over 300 actions led by the communities themselves, with active participation of women, men and their families, impacting their territories and favoring empowerment and capacity building in the 25 targeted coffee river basins.

This document is divided into four chapters, highlighting the lessons learned and experiences that can be replicated in future projects. It also shows how the Manos al Agua social component was conceived, the implementation of each of its work plans, the results and impacts, and some inspiring stories.





Coffee communities for good water governance

SOCIAL COMPONENT OVERVIEW

1

Social component overview

This chapter describes the purpose of the social component of Manos al Agua, the general objective of its work plans, the scope of each, and the social team responsible for them.

Social component purpose

The social component of Manos al Agua sought to contribute to good local water governance based on the strengthening of community participation and empowerment. For that purpose, three key aspects were taken into account:

1. The concept of river basin as territory and system.
2. The concept of water as a fundamental element to life, production, integration, decision-making and management of the territory.
3. Identity with the Manos al Agua process/brand.

For its implementation in the territory, the social component was understood as execution of the project work plans directly influencing the social relations of the participating communities. These plans were: **community participation, gender and social responsibility.**

It was considered that transformations in the communities' social relations would contribute to greater participation and empowerment in integrated water resources management.

The Manos al Agua social component

It was understood that the Manos al Agua work plans would be executed to have direct impact on the social relations of the target communities; given that transformation of social relations would influence community participation and empowerment for good local water governance.

To locate the three work plans of the social component in the project structure, it is worth noting that the **Community Participation Plan was part of the pillar, *Water is Everybody's Business***, and the **Gender and Social Responsibility Plans were part of the cross-cutting elements of the project.**

Social component work plans

The reasons why the three work plans of the social component were formulated and the purpose of each are explained below.

Why the Community Participation Plan was formulated

The community participation plan was formulated taking into account the fact that organized community groups would motivate collective action towards good local water governance, optimize the project staff's continued support, and generate sustainability, based on the skills generated in the Manos al Agua Groups in the 25 river basins.

The objective of the community participation plan

To promote and strengthen the community's social organization through different groups of producers in the river basin and by region, in order to improve participation and follow-up mechanisms to ensure good local governance around water problems, with an approach of gender equity and family participation in the activities.

Why the Gender Plan was formulated

Previous projects and the project baseline showed that women had unequal participation at community level and in the team of professionals of the Colombian Coffee Growers Federation (FNC).

Figure 1 illustrates the proportion of team participants by gender in the FNC training activities and on-farm interventions, in community groups, in community leadership and in the FNC Extension Service at the beginning of the project.

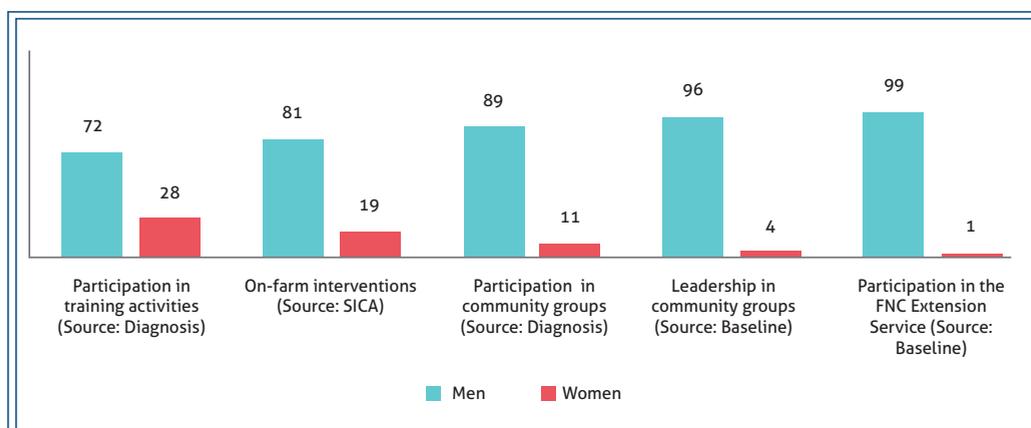


Figure 1. IWM Project team, percentage of participation by gender at the beginning of the project.

In addition, the Manos al Agua diagnosis showed that 70% of women were responsible for water management on the farms, confirming that women play an essential role in water use for human consumption and for activities such as household cleaning, animal feeding and watering of plants, among others.

The aim of the Gender Plan

Taking into account that women are key actors in water governance and that their participation in community spaces has been unequal, their empowerment was considered to be a way to influence good water governance. The following objective was therefore considered:

To promote women's empowerment in the family and community context to establish water management systems in coffee farming at the local level.

Why the Social Responsibility Plan was formulated

The founding partners considered that the project, seen as an organization, should establish social responsibility principles and be aligned with the principles of the Organization for Economic Cooperation and Development (OECD), which would lead to eco-friendly actions, aimed at results and at development of the participating communities, carried out under international standards.

The objective of the Social Responsibility Plan

Based on the partners' considerations and the general purpose of Manos al Agua, the general objective of the social responsibility plan was proposed: a plan that would be implemented in a cross-cutting way, conceiving Manos al Agua as a social responsibility strategy with the OECD principles as key elements for good water governance. The objective was therefore:

To develop a social responsibility strategy to contribute to sustainable economic development, improving quality of lives of coffee farmers and communities in the areas of influence.

Definition of scope of each work plan

To develop the activities of each plan, four contexts of action were defined. Figure 2 shows the contexts of action along with the target population of each.

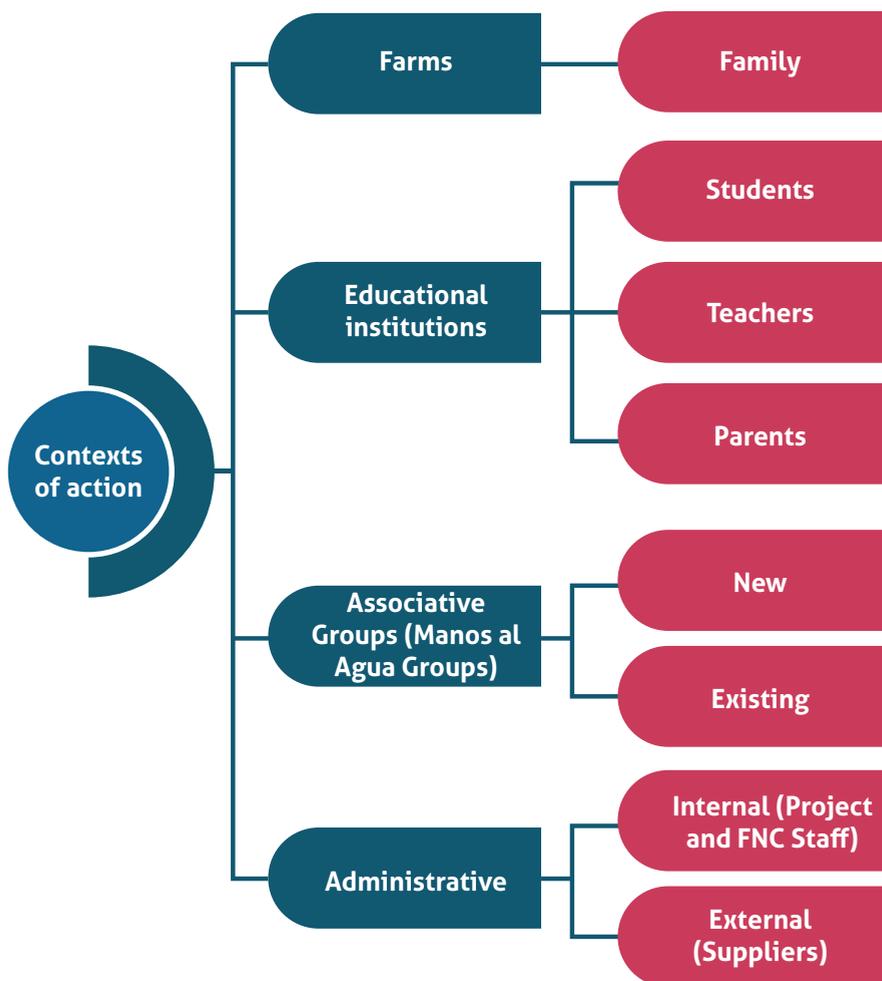


Figure 2. Contexts of action of the social component.

Community participation plan scope

Based on the objective of the community participation plan, the following aspects were considered:

1. If the farms are the main intervention space, it will be difficult to cover the largest number of people and consolidate joint work, as human resources are limited.
2. If schools are the main space³, it is more complex to involve other inhabitants of the river basin not related to them.

Based on these considerations, it was decided that the groups to be formed or existing, recognized as Manos al Agua Groups, were the main space for implementation of the community participation plan. At least one group would be formed per river basin (25 in total) to strengthen community participation in each, and a space per each department would be promoted (five departmental spaces) to encourage articulation among municipal groups and strengthen their influence on the territories.

³In the schools, it was difficult to achieve continuity with the students who completed their primary education and then changed to a different school. It was also difficult to arrange meetings outside of school hours.

Why it was decided to work with community groups

Community groups are a propitious space for building capacity in the territories, especially when there is limited staff and people in a territory are scattered. Rural community groups generate higher benefits, because available resources are used to the maximum and networks that strengthen social capital in the communities are favored.

After having identified the Manos al Agua Groups as the main space for the community participation plan, expectations for the groups were established based on the social support provided to each group. (Figure 3).

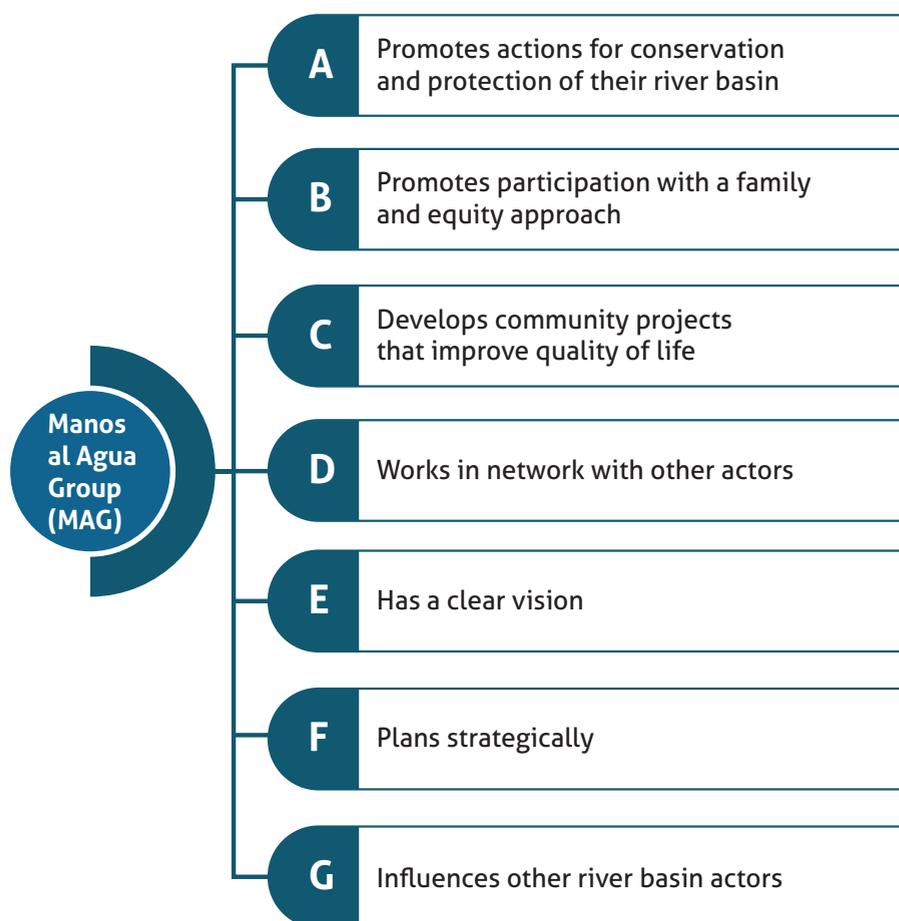


Figure 3. Expectations for a Manos al Agua Group.

A. Promotes actions for conservation and protection of their river basin

Willingness to implement environmental actions in the territory promoted by Manos al Agua, by other actors and by themselves, aimed at reforestation, solid waste management, water springs protection, and implementation of good agricultural practices, among others.

B. Promotes participation with a family and equity approach

This implies participation of the family, taking into account the views of all, strengthening their decision-making capacity, and promoting empowerment of women, who have been less involved in community participation and play a key role in water resources management.

C. Develops community projects that improve quality of life

Community actions that respond to the needs of the participating families, improving their family income and optimizing available resources.

D. Works in network with other actors

Willingness for exchange of experiences with other actors, enabling generation of knowledge, joint work and participation in structuring of public policies and management plans for their territories.

E. Has a clear vision

It knows its purpose and why the group is united.

F. Plans strategically

Ability to plan concrete actions that respond to a collective vision.

G. Influences other river basin actors

Communicates its actions and shows its achievements and targets, ensuring participation of people of the region.

Gender plan scope

In order to promote the empowerment of women, the gender plan was cross-cutting to the project and focused on three main aspects:

- 1.** To encourage participation of women in different spaces.
- 2.** To promote gender equity training processes.
- 3.** To promote processes of training women in production and environmental aspects, to improve their judgment in decision-making at family and community levels.

To carry out this plan, seven indicators were proposed and defined along with the FNC Coffee-Growing Women Program, now the Gender Equity Program, and the Wageningen University. They were developed based on FNC's previous experience in implementation of programs and taking into account the available human resources. Table 1 shows the result indicators considered for the gender plan.

Table 1. Gender Plan expected results.

Result indicators	Unit	Baseline	Target
Number of awareness-raising, promotion and training activities of the IWM Gender Equity Policy.	No.	-	840
Participants in the awareness-raising, promotion and training activities of the IWM Gender Equity Policy.	No.	-	21.000
Participation in IWM activities (rights holders). Number of participants by gender.	%	19%	37%
Participation in IWM awareness-raising and training activities. Number of participants by gender.	%	28%	37%
Participation in technical activities.	%	1%	37%
Participation in governing bodies of the different IWM community groups.	%	4%	37%
Participation in IWM community groups. Number of participants by gender.	%	11%	37%

Social responsibility plan scope

Taking into account that the objective of the Social Responsibility (SR) Plan was strongly related to the general scope of Manos al Agua, the scope of this plan was aimed at dissemination of principles of social responsibility of the actors involved in the project. Table 2 shows the results expected for this work plan.

Table 2. Social responsibility plan expected results.

Result indicators	Unit	Target
Number of activities of promotion of social responsibility policy.	No.	840
Participants in activities of promotion of social responsibility policy.	No.	21.000
Farms to which aspects of the social responsibility policy were spread.	No.	2200
Signing by accountable partners, community organizations and providers of the Manos al Agua project.	No.	20

In addition to defining the scope of each work plan, the roles and responsibilities of the staff involved were identified.

Social responsibility in Manos al Agua
This implies compliance with the project objectives and guidelines through eco-friendly management, aimed at results and development of coffee communities. To this end, dissemination of the Manos al Agua principles was promoted with the project stakeholders.

Manos al Agua social team

Having a social staff was a key element to implement these work plans, since their professional profile contributed to the development of actions in the territory and provided differentiated elements as part of the concept of multidisciplinary teams established in the project.

The Manos al Agua social staff was made up of three types of profiles: 1) Social development promoters, 2) Research assistant, and 3) Social specialist (Figure 4).

Female social development promoters

Five female social development promoters, one per department, were responsible for implementing the social component work plans in the field. They also supported river basin rural development promoters, coffee farming professionals, training on the importance of integrated river basins management, water resources protection and equal relationships, favoring implementation of the other Manos al Agua work plans.

Research Assistant

A female anthropology professional from the Project Management Unit of the National Coffee Research Center (Cenicafé), based in Manizales, Caldas. Her role was to contribute to implementation of the social strategy based on technical and theoretical elements, also helping in systematization of the experience.

Social specialist

A female professional responsible for leading the implementation of the social strategy, with the support of the research assistant and social promoters, under the leadership of the IWM Project Director (FNC Technical Division), in Bogotá.

The Manos al Agua social team met twice a year to share experiences, feedback implementation of the strategies, and identify progress of results.





Figure 4. Manos al Agua social team; March 2017 meeting.

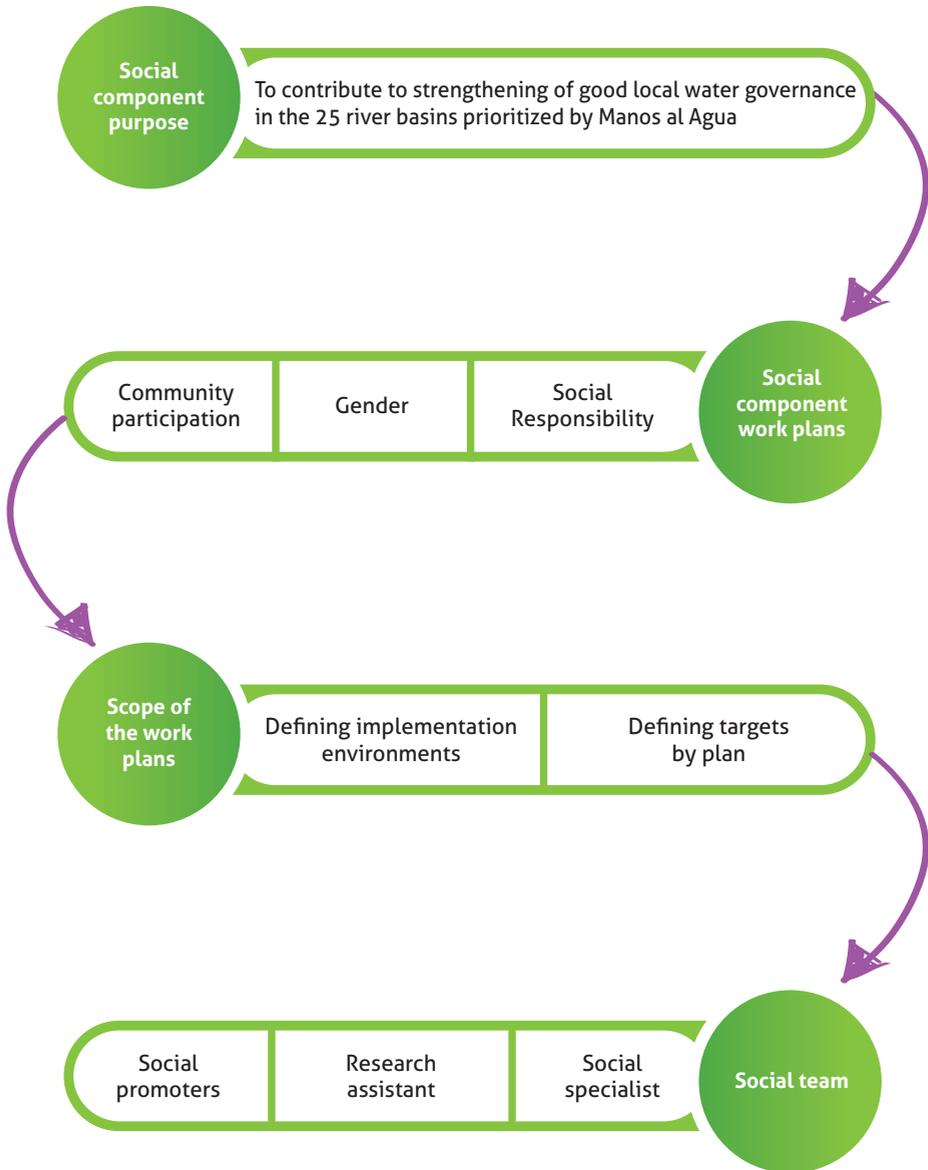
Considerations:

The social component was considered strategic to achieving the general purpose of Manos al Agua, because it complemented the actions of the environmental and technical-economic work plans by promoting participation and empowerment of communities in the 25 river basins.

These three plans aimed to generate skills in the territories for good local governance around water problems. Additionally, the concept of the river basin as a territory and system was promoted, as well as the concept of water as a fundamental element for life, production, integration, decision-making, and territory management.

The Manos al Agua social team's collaborative work favored generation of knowledge and a multidisciplinary vision for the project implementation.

Summary







Coffee communities for good water governance

**SOCIAL COMPONENT
IMPLEMENTATION**

2

Social component implementation

This chapter describes the stages of implementation of the social component based on the three work plans: community participation, gender, and social responsibility.

Community participation plan implementation

The community participation plan was implemented by stages (Figure 5); the strategy was consolidating the Manos al Agua Groups as transformers of their territory.

Given the characteristics of this work plan and its direct influence on sustainability of the IWM project, its actions were considered strategic, and therefore this was the main work plan of the social component.

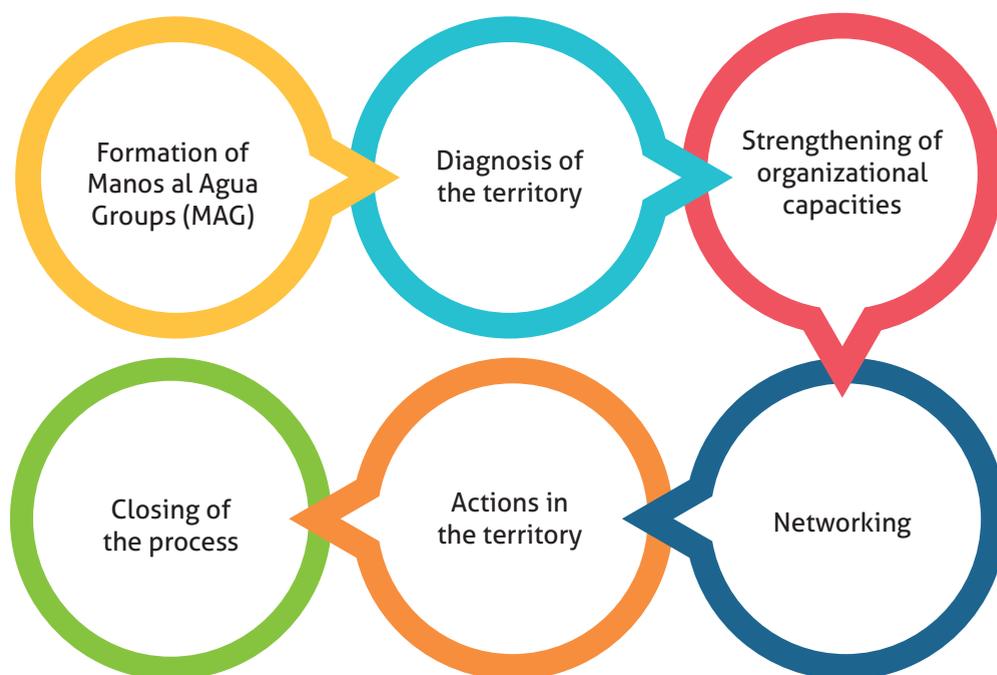


Figure 5. Stages of the community participation plan.

Formation of Manos al Agua groups

The experience in the field has shown that community organization processes have been of slow gestation; for this reason, we started with the call to existing groups in the territory to give continuity to previous processes.

If groups willing to participate in such initiatives were not found, new groups were formed.

The plan was for project social promoters, who were responsible for accompanying the process of formation of the Manos al Agua Groups (MAG), to call men and women farmers to consolidate the MAG. Each group would define a participative operating structure according to their needs.

To select the Manos al Agua Groups, the following activities were developed (Figure 6).

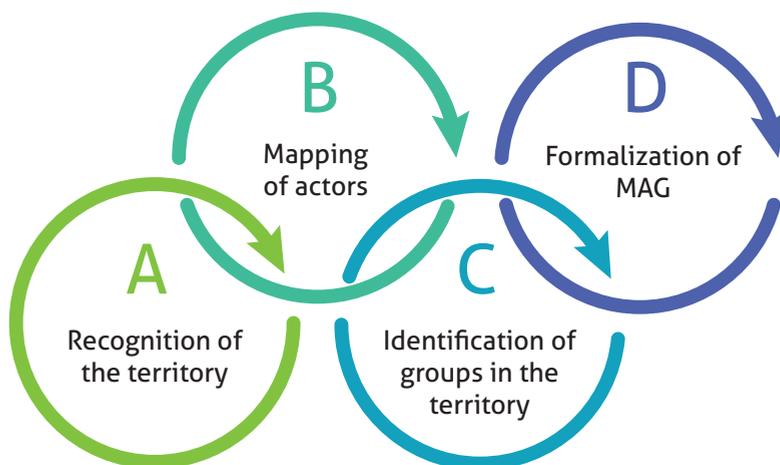


Figure 6. Activities for the selection of the MAG.

A. Recognition of the territory. Performed during the second year of the project (March and April 2015), taking into account that the strategy was planned and structured in Year 1. This recognition was to identify the target river basins (five per department), so they could recognize geographic and social aspects of the territory giving a greater context to their work.

B. Mapping of actors. Started in parallel with recognition of the territory; it involved identifying, in the river basins, the actors and their interests, perceived difficulties, resources and potential conflicts.

Table 3 shows some of the variables used for the analysis of groups of actors in a territory; for example, according to characteristics and level of interest, and power and participation of an actor in particular, it was possible to define with greater precision the role to play in the project.

Table 3. Matrix of social actors involved

Social actors	Degree of Interest/Power/Participation								
	Interest			Power			Participation		
	High	Medium	Low	High	Medium	Low	High	Medium	Low
Group 1									
Group 2									
Group 3									

C. Identification of groups in the territory. This was based on constructed criteria, prioritizing those groups (identified in recognition of the territory and mapping of actors) willing to perform environmental actions and consolidate as a group. It was decided that each department would have five Manos al Agua Groups (one per river basin).

In the IWM river basins where there were no effective organizations of producers, the social promoters and river basin rural development promoters fostered awareness-raising and training spaces that favored the formation of new groups.

D. Formalization of MAGs. After identifying the Manos al Agua Groups, there was a protocol to formalize work with the previous and new groups. This was a ceremony in which expectations of the parties were shared and a commitment was signed, which included the aspects to which the group and its members were committed (Figures 7 to 11). This commitment provided clarity relative to the project expectations.

Figure 7. Commitment form signed by Manos al Agua Groups.



Figure 8. Social promoter in Caldas talking to a community leader in the municipality of Salamina.



Figure 9. Social promoter in Cauca chatting at community leaders' house in the municipality of Balboa, in the Cauca department.

Participatory diagnosis of the territory

Participatory diagnosis of the territory enabled community groups to identify environmental practices in their river basin. Each group carried out different activities such as: tours in the river basin, social cartography and focus groups (Figures 10 and 11). The territory diagnosis activities, along with awareness raising and training, contributed to the river basin concept.

Through the diagnosis activities, the Manos al Agua Groups identified problems such as: pollution by solid waste, deforestation, hunting of animals, household water waste, waste burning, eroded areas, and pollution of water sources, subsequently guiding their community actions.



Figure 10. Diagnosis of the territory, Manos al Agua Group, municipality of Bolivar, Valle del Cauca.



Figure 11. Diagnosis of the territory, Manos al Agua Group "The 18", Caldas.

Strengthening of organizational capacities

With the assumption that a consolidated organization can be more effective in transformation of its environment, it was decided that the social development promoters would focus on strengthening the organizational capacities of the Manos al Agua Groups. It was assumed that strengthening the organizational and management capacities would enable the groups to have wider participation spaces, higher levels of access to financial and administrative resources, and better dialogue with government and local entities, which in the long term would enable them to develop autonomous local management processes, leading to better use of natural resources, greater access to goods and services, and improved living conditions of the community.

The organizational capacities taken into account were: democratic and participatory management, economic conditions, services offered, capacity for action, and leadership capacity. These skills were selected given that experiences in previous projects showed that each one was a key factor for organizations to last over time.

Democratic and participatory management. The organizational and operational system of a group, enabling it to achieve the objectives and impacts proposed. An appropriate operating structure makes it possible to establish and start actions in the short, medium and long term, according to the needs and interests of the group (Figure 12).



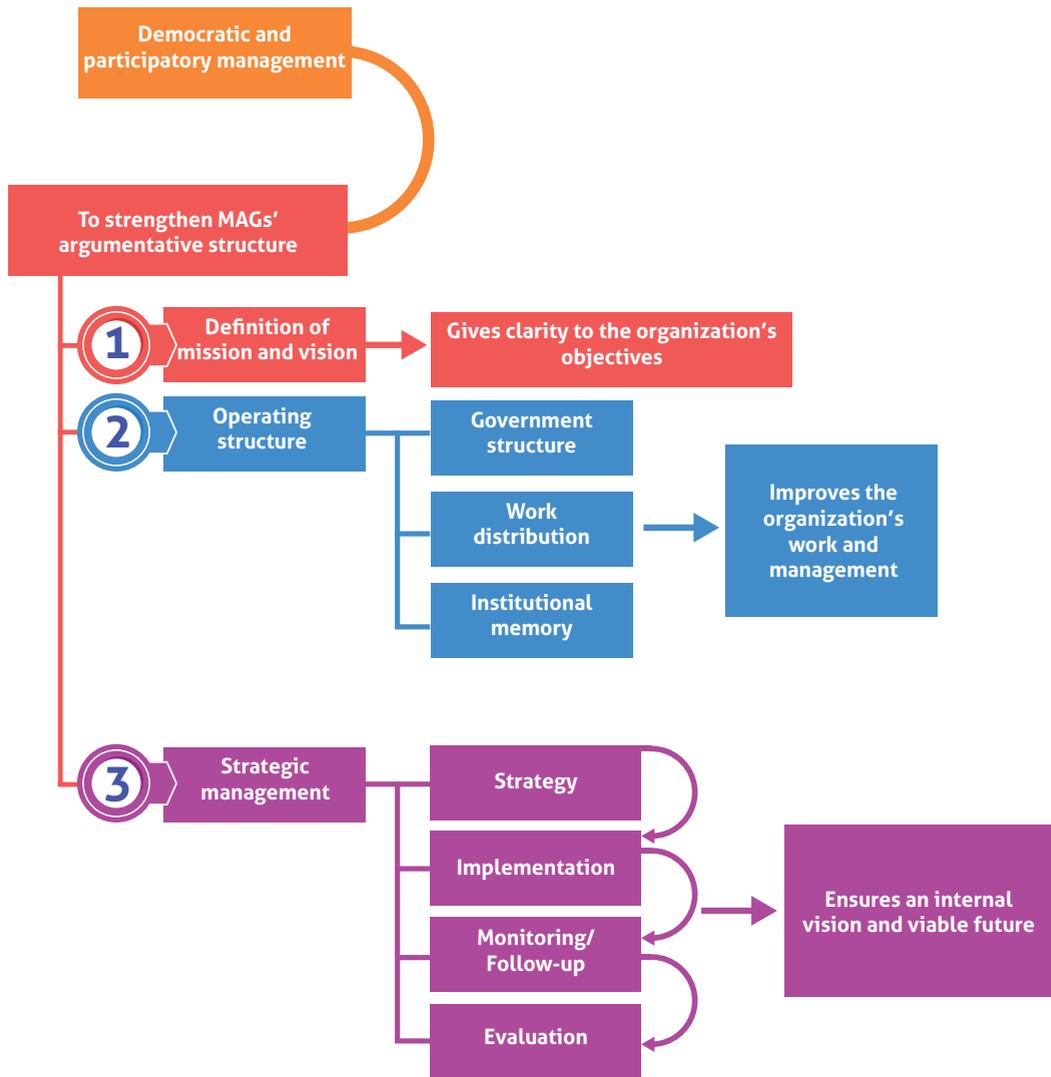


Figure 12. Elements of democratic and participatory management in the Manos al Agua Groups.

Economic conditions. Real availability of resources and infrastructure to develop functions. Resources could come from different sources: internal (the group members) or external (other actors).

Services offered. Capacity of a group to offer different types of services for the benefit of its members and the community where it works, for example, credit services, savings, solid waste management, training, and technical assistance.

Capacity for action. Capacity to develop projects and actions in coordination with public institutions and other local organizations (Figure 13), which implies establishing relationships, contacts and a permanent dialogue.

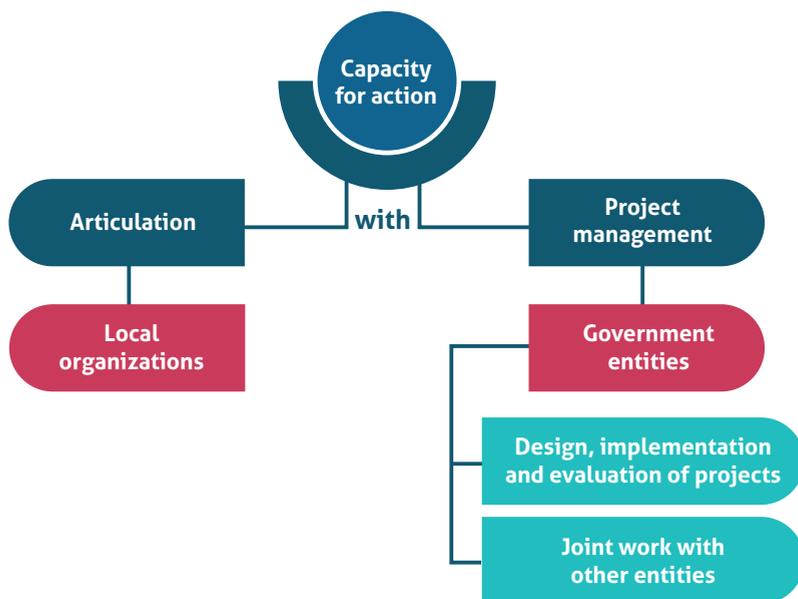


Figure 13. Elements of capacity for action.

Leadership capacity. Set of skills and capacities to influence the environment. Trust, conflict resolution, and decision-making capacities were considered relevant to strengthen leadership.

How the organizational capacities were identified

To identify changes in the organizational capacities, a baseline was established through a tool designed by Cenicafé called Index of Organizational Capacities of Coffee Communities (ICOCC, the acronym in Spanish), structured with the above-mentioned organizational capacities. This tool was developed with the Organizational Capacity Index (ICO) as a reference.

The ICO was a methodological tool designed by the Colombian National Planning Department (DNP) in order to determine the management capacity of community organizations in peace and development programs. It has been adjusted by several entities to be applied in different types of organizations and under different programs.

For the Manos al Agua's purpose, the ICO index was adjusted and adapted to the Index of Organizational Capacities of Coffee Communities (ICOCC) to guide strengthening of the Manos al Agua Groups.

Organizational capacities to be strengthened in the Manos al Agua Groups:

- Democratic and participatory management.
- Economic conditions.
- Services offered.
- Capacity for action.
- Leadership capacity.

How organizational capacities were strengthened

The organizational capacities were strengthened through farm visits and group activities.

Farm visits. On-farm actions were prioritized for 20% of leaders of the Manos al Agua Groups, taking into account the Pareto principle, since the social promoters didn't have enough time to work with all members of the groups.

On the farm visit, aspects of personal, family, environmental and leadership practices were addressed, and commitments were made to improve them.

To strengthen leadership, materials from *The 21 Irrefutable Laws of Leadership* and *The 21 Indispensable Qualities of a Leader*, by John Maxwell, were taken into account.

Group activities. In this category, activities proposed by the social promoters, by the research assistant, and the training courses developed with the Manuel Mejía Foundation "Let's do things together" and "Associative relationships"⁴ were emphasized.

Activities by social promoters. Based on their skills and knowledge in community work, the social promoters proposed different types of activities focused on strengthening of the Manos al Agua Groups' organizational capacities. Each of these activities had to be planned and recorded on a fact sheet containing the objective of the activity, its methodology and materials.

Development of these activities was reported through a written record, describing the main aspects and decisions made after each session (Figure 14).

⁴ Detailed information on these courses is described in the Manos al Agua Multilevel Training Plan.



Figure 14. Meeting of Manos al Agua Group, in Inzá, Cauca.

Support activities by Cenicafé. The Project Management Unit of Cenicafé provided support and advice to the social promoters through guides to strengthen the Manos al Agua Groups' organizational capacities, which were adapted to the needs of each group.

Multilevel Training Plan Courses. The course "Let's do things together" was formulated to promote spaces of trust so people in the group could meet each other and identify barriers around associative work such as: imposing their way of thinking, not listening to others' opinions, and ignoring the history of each person, among others.

This material was built along with the FNC Gender Equity Program and the Manuel Mejia Foundation (FMM). The dynamics of this course favored everyone's participation and setting aside shyness.

Trust between the Manos al Agua social staff and the Manos al Agua Groups was a crucial element for the social component to be implemented according to the territories and the participants' needs, two essential aspects for sustainability.

After strengthening trust within the group, we sought to encourage joint work based on a collective mission. So another course was proposed, "Associative relationships," developed by the FMM and the project social team. This material demonstrated that each Manos al Agua Group could identify uniqueness of its members, its mission and vision, share experiences with similar groups, identify institutions and organizations for joint work, and develop a work plan. This process was useful for the groups with more experience to evaluate their purpose, and for new groups to consolidate it.

Organizational capacities strengthened through:

- Farm visits.
- Group activities:
 - Activities by the social promoters.
 - Support activities by Cenicafé.
 - Multilevel Training Plan courses "Let's do things together" and "Associative relationships."

Awareness-raising and training activities were one of the pillars of the social strategy. The project strove for educational material with a series of elements enabling knowledge appropriation. The most relevant are:

1. Educational nature process: based on pedagogical elements.
2. Use of participatory, interactive and experience-based methodologies: techniques and didactic materials that supported learning.
3. Change and transformation of behavior: modification of practices around use of water resources, conservation activities, and river basins management.
4. Shared responsibility of participants: exchange of knowledge, practices and local wisdom.
5. Exchange of experiences with local community groups with greater experience and knowledge that could be a reference, in addition to a motivating element, for growth and projection of the Manos al Agua Groups.

Networking

As part of the strategy for sustainability of the Manos al Agua Groups, networks were established by sharing experiences of members of the groups and other actors of the territory, and partnering for training and implementation of collective action.

Experiences were exchanged in community meetings and tours, with each group sharing their knowledge and learning about other organizations' experiences.

It was proposed that each department hold at least one departmental meeting, where members of the groups in the department could share experiences. A national meeting was also proposed.

The social development promoters had to favor networking with other actors based on identification of each Manos al Agua Group's interests and knowledge that other organizations could provide. The Project Direction proposed networking with other organizations and partnering to favor the project objectives.

Networks were established/promoted by:

- The Manos al Agua Groups.
- Social promoters.
- The Manos al Agua Direction.

Actions in the territory

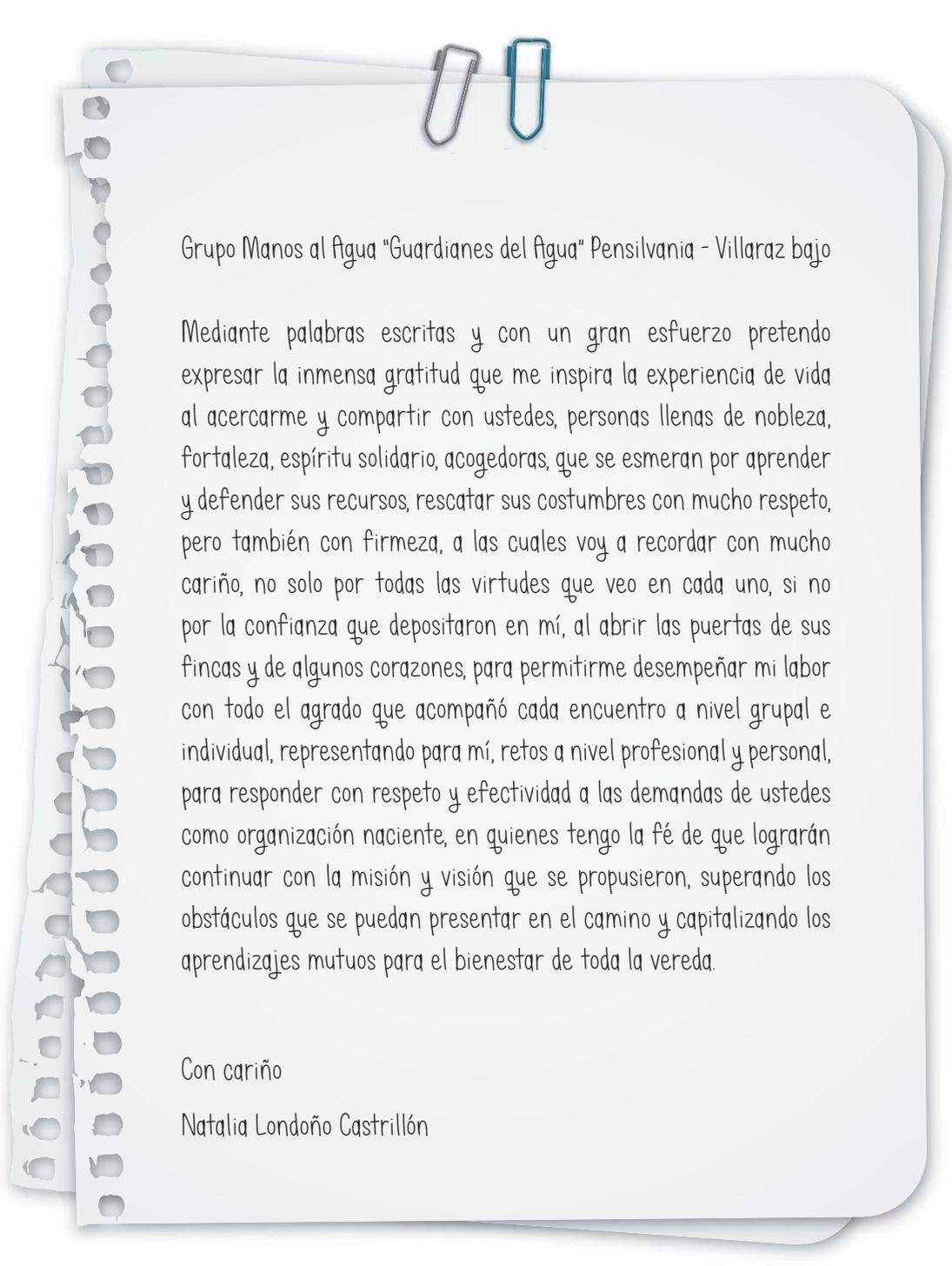
Territory actions were defined based on preparation of a work plan by each of the groups, which included actions to be developed in 2018 according to their group vision to start an autonomous strategic planning process, in which social promoters would provide continued support and follow-up.

Closing

This stage was contemplated from the beginning of the process and was known in advance by the communities and the project staff. Closing enabled both the social staff and the community to end the continued support process, express their views, and take on new challenges.

This stage was crucial to end processes and reaffirm achievements and future challenges. Figures 15 to 19 illustrate some of the farewell activities and a letter written by the social promoter in Caldas to a Manos al Agua Group.





Grupo Manos al Agua "Guardianes del Agua" Pensilvania - Villaraz bajo

Mediante palabras escritas y con un gran esfuerzo pretendo expresar la inmensa gratitud que me inspira la experiencia de vida al acercarme y compartir con ustedes, personas llenas de nobleza, fortaleza, espíritu solidario, acogedoras, que se esmeran por aprender y defender sus recursos, rescatar sus costumbres con mucho respeto, pero también con firmeza, a las cuales voy a recordar con mucho cariño, no solo por todas las virtudes que veo en cada uno, si no por la confianza que depositaron en mí, al abrir las puertas de sus fincas y de algunos corazones, para permitirme desempeñar mi labor con todo el agrado que acompañó cada encuentro a nivel grupal e individual, representando para mí, retos a nivel profesional y personal, para responder con respeto y efectividad a las demandas de ustedes como organización naciente, en quienes tengo la fé de que lograrán continuar con la misión y visión que se propusieron, superando los obstáculos que se puedan presentar en el camino y capitalizando los aprendizajes mutuos para el bienestar de toda la vereda.

Con cariño

Natalia Londoño Castrillón

Figure 15. Letter by social promoter in Caldas.

Gender plan implementation

The Gender Plan was cross-cutting to the project and focused on three main aspects: 1) to encourage participation of women in the different spaces, considering their interests, available time and relevance, and favoring their participation in the project field team; 2) to promote gender equity training to favor leadership and inclusive practices, and 3) to promote training in production and environmental aspects among women to improve their judgment in decision-making at family and community levels.

The roadmap for implementation of this plan is shown in Figure 16:

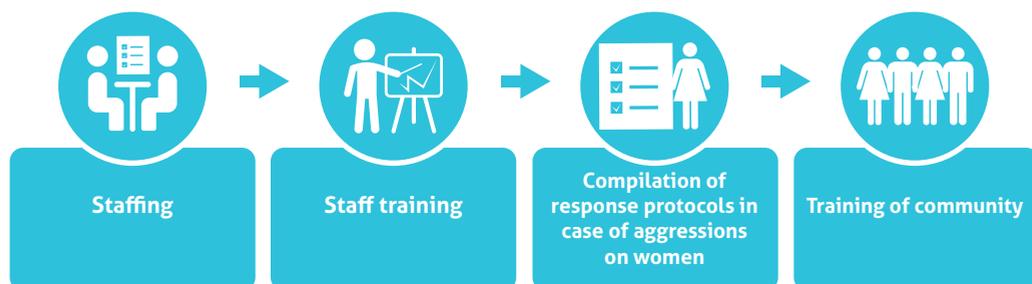


Figure 16. Gender Plan implementation roadmap.

Staffing

Taking into account that inclusion of women in the technical team would facilitate their community participation and that the project diagnosis showed low participation of women in the Extension Service, it was crucial to establish that equal hiring of men and women in the project extension team would be promoted.

Working conditions from the point of view of salary, strengthening of professional skills, and provision of tools for their work were equal between men and women.

Women in the project professional and technical team have:

- Been an example to other women, men and rural families.
- Favored greater leadership in coffee-growing women because they inspire trust (Figure 17).
- Confirmed that women are a key factor in transfer and adoption of practices and technologies to their families, taking into account their influence.



"If women are to be effective agents of human capital development, particular attention should be paid to enhancing their contribution and taking into account their needs, multiple roles, and changing economic and family situations. This means that more recognition must be given to their current and potential contribution as producers, as decision-makers and as income-generators." (Inter-American Development Bank, 2015)



Figure 17. Awareness raising in the municipality of Bolívar, Valle del Cauca.

Staff training

After hiring staff, the necessary training was done through virtual and in-person courses. Virtual training included two courses: one by the Ministry of Agriculture and Rural Development (MADR) and the other by Manos al Agua (Figure 18). The MADR course was attended by the project social staff and that of the Manuel Mejía Foundation. This course was important to level gender equity concepts and provide more tools to the Manos al Agua gender equity trainers.

As a result of this course, the social staff developed, in their own field work teams, workshops to replicate what was learned, seeking to encourage better gender equity practices and strengthen the knowledge gained in the course.



Figure 18. Diploma of the gender course by the Ministry of Agriculture.



Figure 19. Gender equity workshop with the Nariño extension team.

To provide additional tools to the Manos al Agua team of professionals in the field, along with the FNC Gender Equity Program and the Manuel Mejía Foundation, an online course on gender equity was developed, with reflections and practices to be taken into account in the field work. This course was also available to all the FNC Extension Service, contributing to the positioning of the FNC Gender Equity Program and providing more tools to the coffee institutions.

Additionally, three face-to-face meetings were held between the FNC Gender Equity Program and the social team, in order to ensure that the social promoters were trained in field implementation of the course “Let’s do things together,” developed to promote gender equity practices.

Pilot sessions were held in each of the departments, making adjustments to some methodological aspects of the course. In this way, the Manos al Agua staff was trained on gender equity for developing their actions during the project execution.

Community training

Training of the community taking part in the project (Manos al Agua Groups and schools) was in person (Figures 21 and 22). Social promoters developed several gender equity awareness-raising activities and implemented the course “Let’s do things together” in the Manos al Agua Groups and educational institutions.

The other courses of the Multilevel Training Plan provided men and women with good practices for integrated water resources management.



Figure 21. Awareness-raising activity with students of the Colorados school, in the municipality of Aguadas.



Figure 22. Delivery of “Let’s do things together” course certificates to the MAG in Abejorral, department of Antioquia.

Social responsibility plan implementation

The Social Responsibility (SR) Plan focused on encouraging the project team, partners, suppliers and participating coffee communities to recognize the Manos al Agua social responsibility principles. In this way, the Social Responsibility Plan was implemented in the contexts of the farms, educational institutions, Manos al Agua Groups, staff and project suppliers.

Figure 23 shows the stages of implementation of the Manos al Agua Social Responsibility Plan.



Figure 23. SR Plan implementation roadmap.

Consolidation of a social responsibility policy

Consolidating a social responsibility policy served to generate a framework of what was expected from each of the Manos al Agua stakeholders. This document was built in Year 1 of the project, based on a review of institutional policies of each founding partner and international standards.

Eleven principles were established, under which Manos al Agua would work responsibly on its 23 work plans.

Figure 24 shows the 11 social responsibility principles, developed through the actions included in the project work plans.



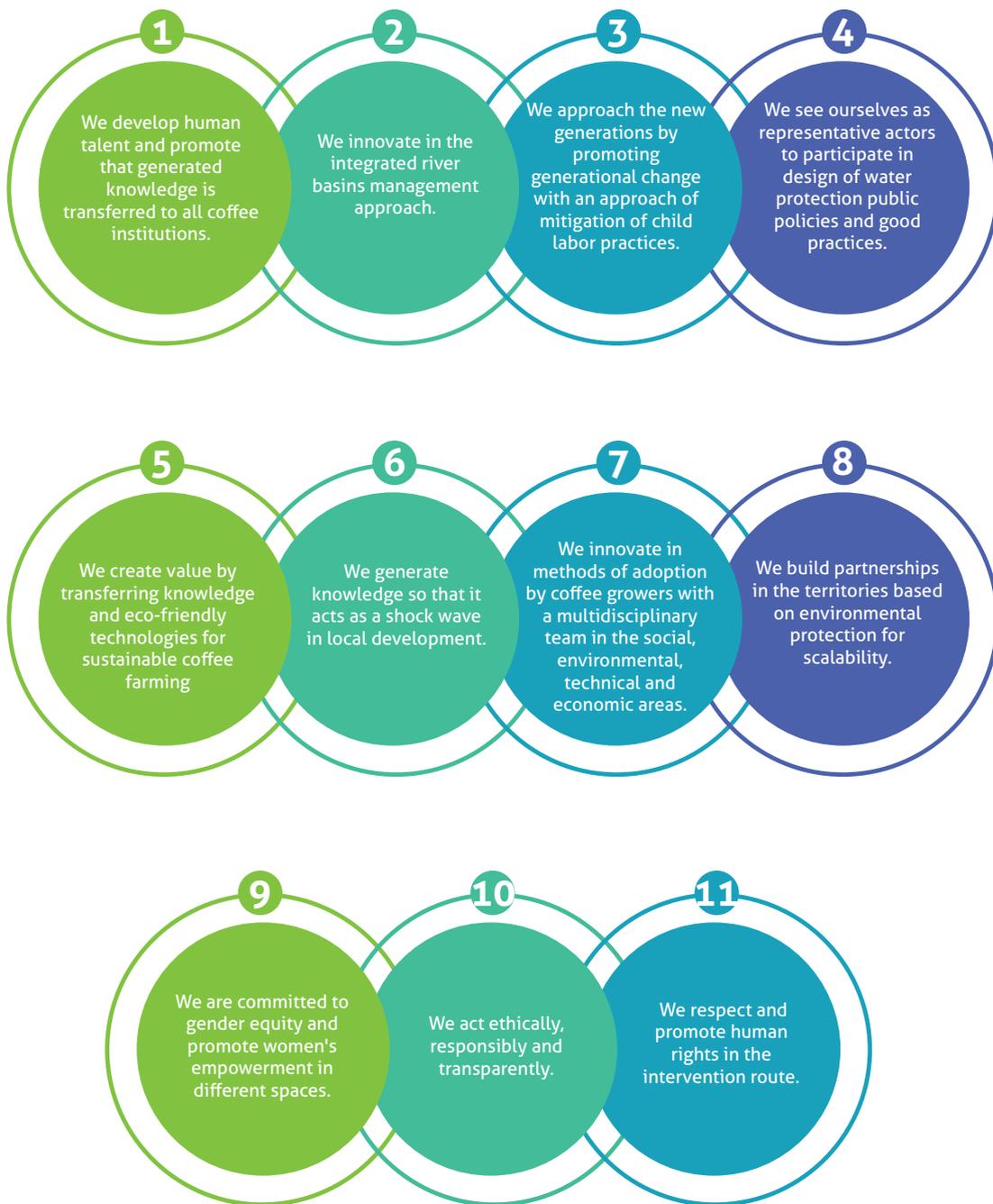


Figure 24. Manos al Agua Social Responsibility principles.

After gathering these principles, the document was published and presented to stakeholders (Figure 25).

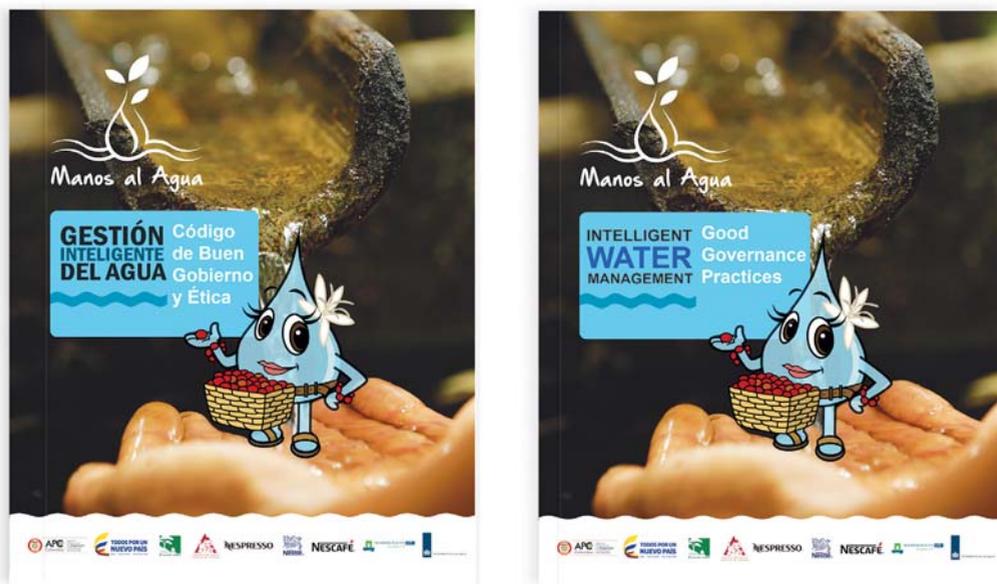


Figure 25. Code of Ethics in Spanish and English.

Dissemination strategy definition

In order for the actors involved in the project to get to know the social responsibility principles, a dissemination strategy was built, according to which meetings with the project staff, partners, suppliers and communities in the river basins (Manos al Agua Groups, schools, farms) would be held. In addition, awareness about the principles was strengthened through printed communication (documents, calendars), text messages, and composition and release of the official project song.

Presentation of principles to staff

Dissemination of the social responsibility principles among the project team was through music therapy sessions⁵, a technique involving music and which was useful for spreading the principles in an environment of trust and openness, while strengthening social relations among members of each of the Manos al Agua teams (Figures 26 and 27).

⁵ In the community context, music therapy has as general objectives the exploration of thoughts, sensations, emotions, and individual, group and community needs, seeking integration, participation, questioning and reflection on social changes, structures and specific community rituals, in order to create social networks that enable empowerment, appropriation of principles, and strengthening of the sense of belonging to the community.

The music therapy methodology was later replicated by some Coffee Growers Committees. Dissemination of the principles among the staff was reinforced with text messages and printed communication.



Figure 26. Presentation of the social responsibility principles to the staff in Valle del Cauca.



Figure 27. Presentation of the social responsibility principles to the Caldas staff.

Presentation of principles to suppliers and partners

Dissemination of the principles among suppliers and partners was through meetings in each region, sharing the purpose of Manos al Agua, the social responsibility principles and the good practices expected from them (Figure 28 and 29).

As the result of each meeting, suppliers and partners ratified their commitment to adhering to the principles and formalized it in writing.



Figure 28. Presentation to providers and partners.



Figure 29. Presentation to providers and partners.

Presentation of principles to communities

The principles were disseminated among the river basin communities in the different contexts: farms, Manos al Agua Groups and educational institutions. The social promoters proposed different types of activities to disseminate the social responsibility principles (Figure 30).



Figure 30. Activity of dissemination of the social responsibility principles in the Cauca department.

Considerations

Recognition of the territory and mapping of actors by the social promoters facilitated the identification of existing groups and formation of new groups.

To increase participation of women, it was important to take into account their interests and available time, favor female participation in the project field team, and promote gender equity, production and environmental training, in order to improve their judgment in decision-making at family and community levels.

For recognition of the project's social responsibility principles, it was important to design a strategy for dissemination to different actors.



COMMUNITY PARTICIPATION

Process to consolidate the Manos al Agua Groups as transformers of the territory.



GENDER

Actions to promote women's empowerment.



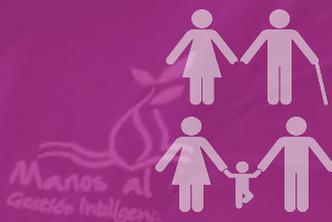
SOCIAL RESPONSIBILITY

Actions proposed for recognition of the social responsibility principles.



Manos
Gestión Inteligente

Manos Gestión Inteligente



Coffee communities for good water governance

RESULTS AND IMPACTS

3

Results and impacts

This chapter describes the results and changes documented during implementation of the project.

Community participation results

This section shows the results obtained by the Manos al Agua Groups and analyzes how the expectations were met.

Manos al Agua groups formed

In the process of identifying the Manos al Agua Groups, priority was given to work with groups that had experience in the territory and were interested in working for their river basins. In this process, 16 groups existing before Manos al Agua were identified, of which 11 had been “Grupos Veredales Funcionales” (Functional Rural District Groups, Figure 31), i.e. groups convened by the FNC Extension Service⁶.



Figure 31. Functional rural district group in the municipality of Tuluá.

⁶ The Extension Service is the FNC staff tasked with technology transfer to improve coffee quality, crop productivity and economic yield of coffee farms. It seeks always to improve quality of the coffee-farming families' lives through adoption of good practices to produce excellent-quality coffee, in a profitable, eco-friendly and ultimately sustainable way. It also encourages coffee growers to participate in social, production, infrastructure and environmental projects that contribute to their and their families' social well-being.

Table 4 shows the number of Manos al Agua Groups formed per department.

Table 4. Number of Manos al Agua Groups formed per department.

Department	Groups before IWM		N° of new groups	Total number of MAG	Total number of participants in the groups	% of female participation
	Number of functional rural district groups	Other types of groups				
Antioquia	5	0	1	6	227	47,5
Nariño	1	3	3	7	106	57
Valle del Cauca	1	1	3	5	135	58
Cauca	4	1	0	5	102	55
Caldas	0	0	6	6	75	62
Total	11	5	13	29	645	56

The number of participants in the Manos al Agua Groups was 645 people, accounting for 6% of the project's target population (11,600 people in the five departments).

The 29 Manos al Agua Groups were a favorable space for implementation of the bioengineering, reforestation and multilevel training work plans, and also a key space for building capacity for good local water governance.

During the project, the Manos al Agua Groups had several changes, for example in number of participants (which in some cases increased), in definition of their purpose, roles and responsibilities, and in community actions in their river basin.

The number of participants in the Caldas department was the lowest, probably because this department, according to the project diagnosis, was the one where fewer community organizations were recognized and where less than 4% of respondents participated in some environmental group, with low community participation and a tendency to individual work.

On the contrary, the Antioquia department showed the greatest number of participants, probably because most of their groups were functional rural district ones and they tended to be more numerous compared to the other groups.

In the Manos al Agua diagnosis, the Cauca and Nariño departments stood out with greater presence of associative work, something evident in consolidating the Manos al Agua Groups, with a high profile that enabled the promotion and development of community ecological wet mills, one of the project actions.

Female participation was one of the important achievements: an average of 56%, a figure higher than the minimum target set by the project (37%). Figures 32 to 34 show the proportion of female participation in the community groups per department and distribution of total number of MAG participants per department. The department with the largest number of participants was Antioquia (35%), and Caldas was the department with the greatest proportion of women in the MAG (62%).

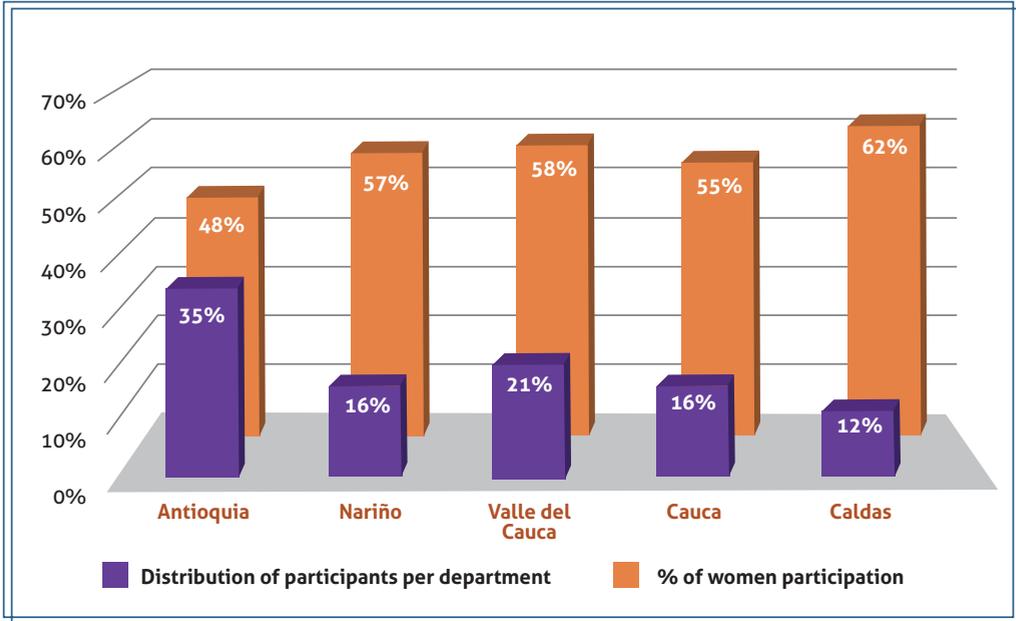


Figure 32. Distribution of participants in community groups and percentages of female participation in the MAG per department.



Figure 33. Manos al Agua Group in Bugalagrande, Valle del Cauca.



Figure 34. Manos al Agua Group, in Jardín, department of Antioquia.

Organizational capacities strengthened

This section describes the results on strengthening of organizational capacities of the Manos al Agua Groups, which were obtained from application of the ICOCC⁷ tool and complementary qualitative information about the Manos al Agua Groups (Figure 35).

It is worth highlighting that the activities by the Manos al Agua team and the Manos al Agua Groups in the five departments aimed at organizational improvement.



⁷ Index of Organizational Capacities of Coffee Communities (ICOCC), structured with the organizational capacities mentioned above. This tool was developed with the Organizational Capacity Index (ICO) as a reference.

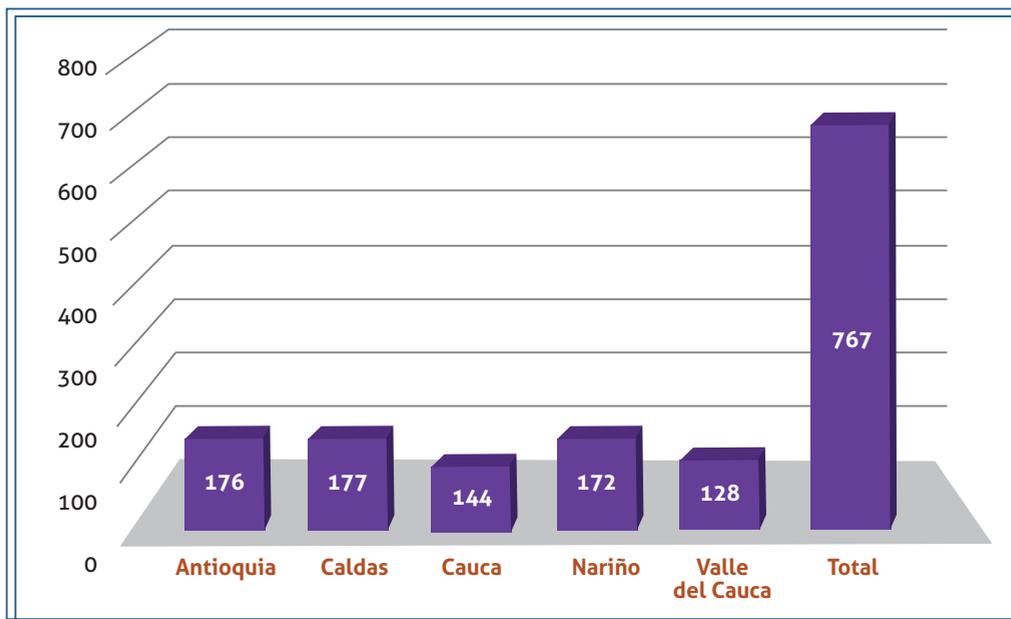


Figure 35. Number of activities by Manos al Agua communities and team.

Application of the ICOCC tool

The ICOCC index was designed as a diagnostic tool to measure the Manos al Agua Groups' organizational performance, facilitating the identification of strengths and weaknesses. The information was gathered for the 29 Manos al Agua Groups, in the five intervention departments. Since the groups had on average 30 people, the tool was applied to all members of each group.

The information was gathered twice: at the end of 2015 and at the end of 2017⁸. By comparing these two measurements, the Manos al Agua Groups' acquisition/improvement of organizational capacities and skills was assessed.

The index considered five categories (Table 5), one per each of the organizational dimensions established. Each dimension accounted for 20% of the overall index's construction.

Table 5. ICOCC categories.

Category	Weighting
Democratic and participatory management	0,20
Economic and financial conditions	0,20
Services offered	0,20
Capacity for action	0,20
Leadership capacity	0,20

⁸ In Antioquia, because of social staff turnover, the first application of the tool was by mid-2016.

Once the results were obtained, the 29 Manos al Agua Groups were classified according to their organizational capacity. Three types of groups were established based on organizational capacity level (low, medium and high). The intervals of the types did not have the same amplitude; these were corrected to include values that were closer to the upper limits of the categories of low and medium organizational levels.

Table 6. Organizational level types according to ranges of the ICOCC index.

Organizational level types	Index range
Low organizational level	0,00 to 0,35
Medium organizational level	0,36 to 0,67
High organizational level	0,68 to 1,00

Qualitative information gathering and analysis

In order to complement the analysis of the information gathered through the ICOCC, qualitative information about each group was considered and recorded by the social promoters. With this information, common and characteristic elements of the group types were identified and, from that, different variables were considered.

Then the variables were interrelated through the Vester matrix. With this tool, the influence of each variable on all the others was scored from 0 to 3, where 0 was none and 3 was much. As an example, Figure 36 shows the following matrix.

Variables o Problems	Dropouts	Preparation of plans	Time and scheduling	Compliance with conventions	Consensus	Participation	Empowerment		ID		
Dropouts		2	3	2	1	2	1	11	Active	no	C Quotient
Preparation of plans	1		3	2	2	3	3	14		yes	
Time and scheduling	2	3		2	2	2	2	13		yes	
Compliance with conventions	1	2	2		2	3	3	13		yes	
Consensus	1	2	2	2		2	2	11		yes	
Participation	1	3	3	3	2		3	15		yes	
Empowerment	1	2	2	2	2	2		11		yes	
	7	14	15	13	11	14	14		yes		
Passive											
	77	196	195	169	121	210	154				
Product											

Figure 36. Vester matrix

The matrix results were transferred to a Cartesian coordinate system, with the Y axis for the degree of influence and the X axis for the degree of dependence. Finally, the variables were distributed into four categories:

- **Active:** Variables highly influencing the other variables and little influenced by the others. They are the most strategic variables, where the activity and intervention efforts should be focused, because they can be easily controlled and have a high impact.
- **Critical:** Variables with high influence and highly influenced by the other variables. Usually these variables are the outcome of acting on the critical variables or are out of control and operation of the project work team.
- **Reactive:** Variables with little influence on the other and highly influenced. Given their little influence on other variables, they usually do not have a high impact.
- **Inert:** Non-defining variables.

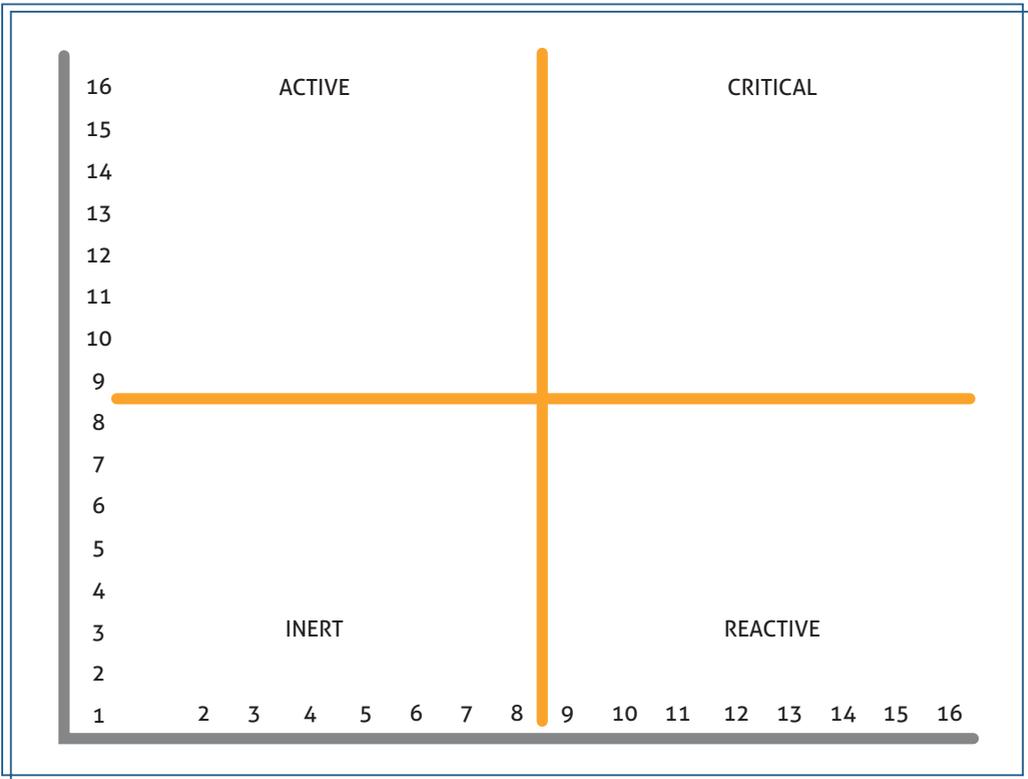


Figure 37. Location of strategic variables in the Cartesian coordinate system.

If all the variables were located in the same quadrant, these were subdivided again to locate the most strategic variables.

So, three of the organizational capacity categories were prioritized:

1. Democratic and participatory management.
2. Capacity for action.
3. Leadership capacity.

Assessment of organizational capacities

The organizational capacities were assessed by comparing the ICOCC scores obtained per each Manos al Agua Group in the two measurements. Comparing the advances or setbacks in organizational capacities enabled directing the activities to be developed with the groups.

Tables 7 and 8 contain the results obtained in the first and second ICOCC information gathering per each Manos al Agua Group. The groups highlighted in blue were those in which participants' perception was more heterogeneous and thus were classified into the low and medium range. These groups were categorized as low-performance groups.



Table 7. Results of first application of the ICOCC.

Deptm.	Municipality	No.	Group	N	CV	μ	LI	LS	Amplitude	Interval
Antioquia	Abejorral	1	Veredas Unidas	15	6,91	0,41	0,38	0,44	0,0571	medium
	Andes	2	La Chaparrala	11	18,22	0,41	0,34	0,49	0,1495	low, medium
	Jardín	3	San Bartolomé	10	9,98	0,35	0,31	0,38	0,0694	low, medium
	Pueblorrico	4	La Leona	30	19,69	0,35	0,28	0,42	0,1369	low, medium
	Salgar	5	Gulunga Alta	23	12,52	0,45	0,40	0,51	0,1132	medium
	Salgar	6	Gulunga Baja	14	15,98	0,40	0,34	0,47	0,1292	low, medium
Caldas	Aguadas	7	Los Dieciocho	11	19,44	0,32	0,26	0,38	0,1240	low, medium
	Marquetalia	8	Agua y Vida	30	9,70	0,30	0,27	0,33	0,0578	low
	Pácora	9	Amigos del Agua Ambientales	4	18,98	0,25	0,20	0,29	0,0826	low
	Pensilvania	10	Guardianes del Agua	10	13,01	0,32	0,28	0,36	0,0402	low
	Salamina	11	Forjadores de Sueños	15	7,08	0,28	0,26	0,30	0,0000	low
	Salamina	12	Centinelas Ecológicos	19	0,00	0,31	0,31	0,31	0,0923	low
Cauca	Balboa	13	Amigos del Agua Vereda la Palma	18	17,68	0,26	0,21	0,31	0,0923	low
	Inzá	14	Amigos del Agua Vereda el Rincón	14	29,04	0,35	0,25	0,45	0,2028	low, medium
	La Sierra	15	Asomayapa	23	3,32	0,53	0,52	0,55	0,0354	medium
	Rosas	16	Grupo Amigos del Agua	34	10,70	0,51	0,46	0,57	0,1101	medium
	Sotará	17	A. de Mujeres Emprendedoras	30	12,56	0,55	0,48	0,62	0,1379	medium
Nariño	Buesaco	18	Asoveracruz	14	13,07	0,57	0,50	0,65	0,1496	medium
	Consacá	19	G. Asociativo el Progreso	20	17,39	0,53	0,43	0,62	0,1828	medium
	Consacá	20	G. Asociativo Mensajeros del Agua	7	2,66	0,64	0,63	0,66	0,0342	medium
	La Unión	21	Agrosauce	27	9,55	0,50	0,45	0,55	0,0961	medium
	San Lorenzo	22	Renacer	26	19,86	0,28	0,23	0,34	0,1130	low
	San Lorenzo	23	Manatial	21	7,31	0,46	0,43	0,50	0,0675	medium
	Sandoná	24	Nuevos Horizontes	10	3,28	0,47	0,46	0,49	0,0311	medium
Valle del Cauca	Bolívar	25	Manos al Agua Platanares	10	9,02	0,22	0,20	0,24	0,0397	low
	Bugalagrande	26	Manos al Agua Paila	10	15,97	0,32	0,27	0,37	0,1027	low, medium
	Caicedonia	27	Gestión Empresarial	18	10,49	0,30	0,27	0,34	0,0638	low
	Sevilla	28	La Cristalina	20	18,28	0,16	0,13	0,19	0,0589	low
	Tuluá	29	Aprodeca	27	23,64	0,39	0,30	0,48	0,1850	low, medium

Total number of respondents (N), coefficient of variation (CV), average (μ), lower limit (LI) and upper limit (LS).

Table 8. Results of second application of ICOCC.

Depmt.	Municipality	No.	Group	N	CV	μ	LI	LS	Amplitude	Interval
Antioquia	Abejorral	1	Veredas Unidas	23	9,82	0,38	0,34	0,41	0,0377	medium
	Andes	2	La Chaparrala	20	22,82	0,37	0,29	0,46	0,09072	medium
	Jardín	3	San Bartolome	23	10,80	0,46	0,41	0,50	0,19638	medium
	Pueblorrico	4	La Leona	17	14,75	0,50	0,42	0,57	0,06284	medium
	Salgar	5	Gulunga Alta	25	16,14	0,23	0,19	0,26	0,32838	low
	Salgar	6	Gulunga Baja	29	13,89	0,36	0,31	0,41	0,0903	low
Caldas	Aguadas	7	Los Dieciocho	17	10,96	0,49	0,43	0,54	0,1046	medium
	Marquetalia	8	Agua y Vida	15	9,58	0,47	0,43	0,52	0,1306	medium
	Pácora	9	Amigos del Agua Ambientales	11	21,32	0,46	0,36	0,56	0,07202	medium
	Pensilvania	10	Guardianes del Agua	15	9,25	0,46	0,42	0,50	0,03978	medium
	Salamina	11	Forjadores de Sueños	7	4,60	0,43	0,41	0,45	0,06868	medium
	Salamina	12	Centinelas Ecológicos	9	7,46	0,48	0,45	0,52	0,0911	medium
Cauca	Balboa	13	Amigos del Agua Vereda la Palma	24	14,61	0,37	0,32	0,43	0,04612	medium
	Inzá	14	Amigos del Agua Vereda el Rincón	30	6,45	0,49	0,46	0,52	0,22628	medium
	La Sierra	15	Asomayapa	11	9,08	0,50	0,45	0,54	0,08508	medium
	Rosas	16	Grupo Amigos del Agua	7	11,44	0,40	0,35	0,44	0,07276	medium
	Sotará	17	A. de Mujeres Emprendedoras	7	9,25	0,57	0,51	0,62	0,0989	medium
Nariño	Buesaco	18	Asoveracruz	25	10,79	0,61	0,54	0,67	0,10896	medium
	Consacá	19	G. Asociativo el Progreso	18	18,16	0,62	0,51	0,74	0,16984	medium
	Consacá	20	G. Asociativo Mensajeros del Agua	18	3,59	0,64	0,62	0,67	0,0658	medium
	La Unión	21	Agrosauce	29	3,20	0,59	0,57	0,61	0,1469	medium
	San Lorenzo	22	Renacer	18	10,66	0,52	0,47	0,58	0,10666	medium
	San Lorenzo	23	Manatial	25	5,18	0,51	0,49	0,54	0,0531	medium
	Sandoná	24	Nuevos Horizontes	12	7,60	0,55	0,51	0,59	0,0947	medium
Valle del Cauca	Bolívar	25	Manos al Agua Platanares	15	24,62	0,35	0,26	0,43	0,1708	low
	Bugalagrande	26	Manos al Agua Paila	18	14,23	0,33	0,29	0,38	0,0836	low
	Caicedonia	27	Gestión Empresarial	17	6,99	0,49	0,46	0,53	0,1115	medium
	Sevilla	28	La Cristalina	7	7,49	0,44	0,41	0,47	0,0984	medium
	Tuluá	29	Aprodeca	17	31,00	0,53	0,37	0,69	0,07384	medium

Total number of respondents (N), coefficient of variation (CV), average (μ), lower limit (LI) and upper limit (LS).

Based on results, Table 9 shows classification of the groups for the first and second information gathering, according to the types established.

Table 9. Number of Manos al Agua Groups according to organizational level types at the beginning and at the end of the project.

Organizational level type	Number of MAG (First information gathering)	Number of MAG (Second information gathering)
Low organizational level	10	4
Low-medium organizational level	8	0
Medium organizational level	15	25
High organizational level	0	0

The second information gathering showed that the amplitude of ranges decreased for 12 of the groups; this meant greater consensus among their participants. However, in some groups the amplitude remained and in some, it increased, influenced by the small number of respondents.

Only one group lowered category. This case was for the group Gulunga Alta in the municipality of Salgar, Antioquia. This group showed low leadership levels, low empowerment of members and poor collective vision, which affected their motivation to be united.

On the other hand, 15 groups improved their category. Improved performance was identified in those groups that: had greater identity as a group, consolidated their collective vision, launched actions in their territory, and had greater continued support by the social promoters and river basin extensionists.

Lastly, it is noteworthy that 13 groups remained in the same category and it was evident that they require greater efforts to improve their community leadership.

Figure 38 shows the groups that started from low and medium types, and the main results and changes obtained after their strengthening.



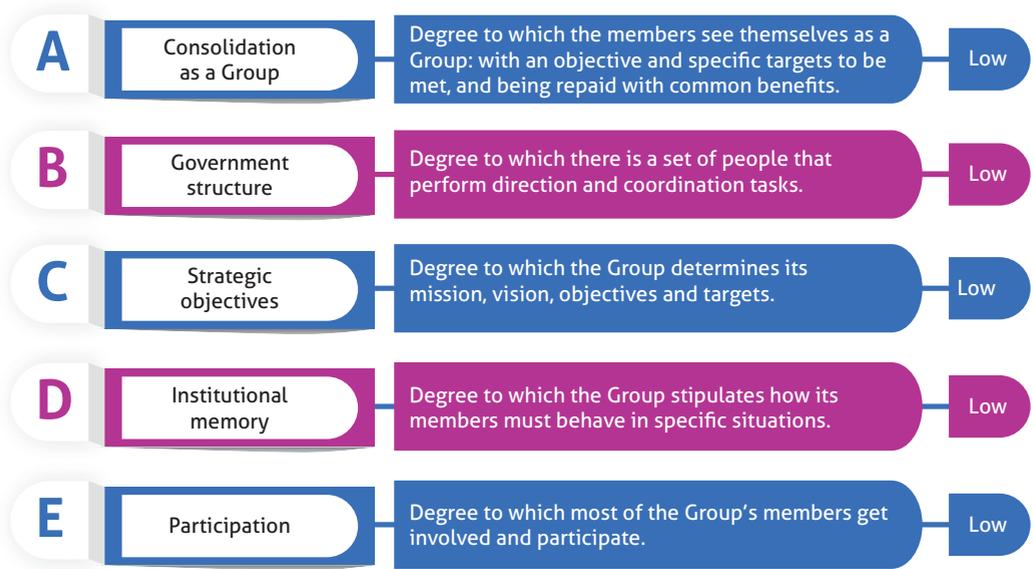


Figure 38. Characteristics of low-level groups

Table 10 lists the variables or elements identified as strategic, and where the efforts and activities were focused in such groups.

Table 10. Strategic variables in low-level groups.

Variable	
C	Strategic objectives
B	Government structure
D	Institutional memory

The activities for each of the strategic variables are summarized in Table 11.

Table 11. Activities for low-level groups.

Variable		Activities
C	Strategic objectives	Construction of the group's mission. Construction of the group's vision. Construction of organizational values. Dissemination of mission, vision and organizational values.
B	Government structure	Formation of a governing structure with administrative and coordination functions aimed at the group's mission and philosophy.
D	Institutional memory	Construction of rules indicating how the group has to work.

Having clarity on the strategic variables on which to influence was crucial to guide the processes efficiently. The most significant results for each of the strategic variables are listed in Table 12.

Table 12. Specific results for the low-level groups.

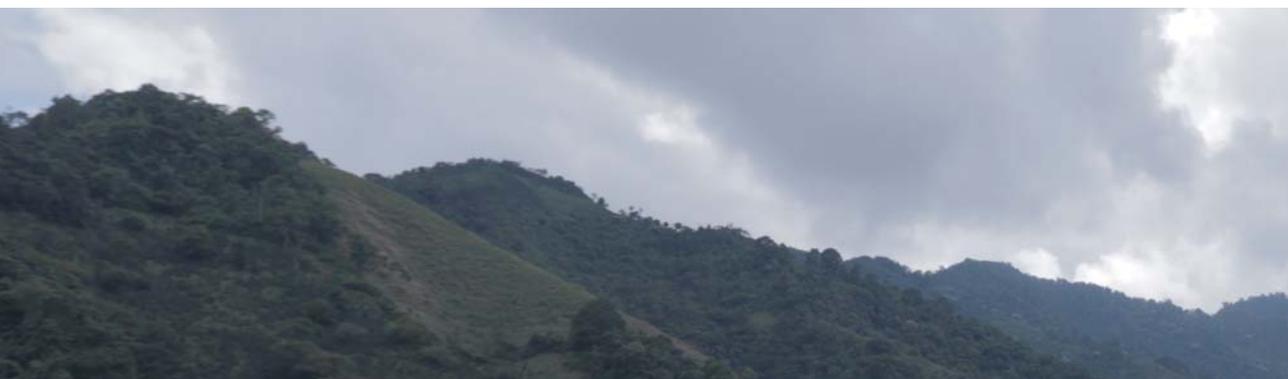
Variable		Results
C	Strategic objectives	Groups that built their organizational mission and vision: 16
B	Government structure	Groups that formed governing boards through internal votes: 7
D	Institutional memory	All the groups set standards for their members' behavior. Groups that kept records or minutes of meetings: 2

In addition to the strategic variables mentioned above, the social promoters showed the members the importance and advantages of forming associations and working collectively. One of the big challenges was to move from individual dreams to a collective vision. This is a key aspect to maintain the group's cohesion.

Table 13 shows some significant changes in the groups initially classified as low level.

Table 13. Changes achieved in low-level groups.

Variable		Changes
A	Consolidation as a group	Meeting and dialogue spaces were created, which did not exist previously. The group members themselves led management, coordination and planning of the group's actions.
E	Participation	The members actively participated in activities led by the group.



The medium-level groups were formed before Manos al Agua, but their administrative, coordination and management processes were neither autonomous nor efficient (Figure 39).

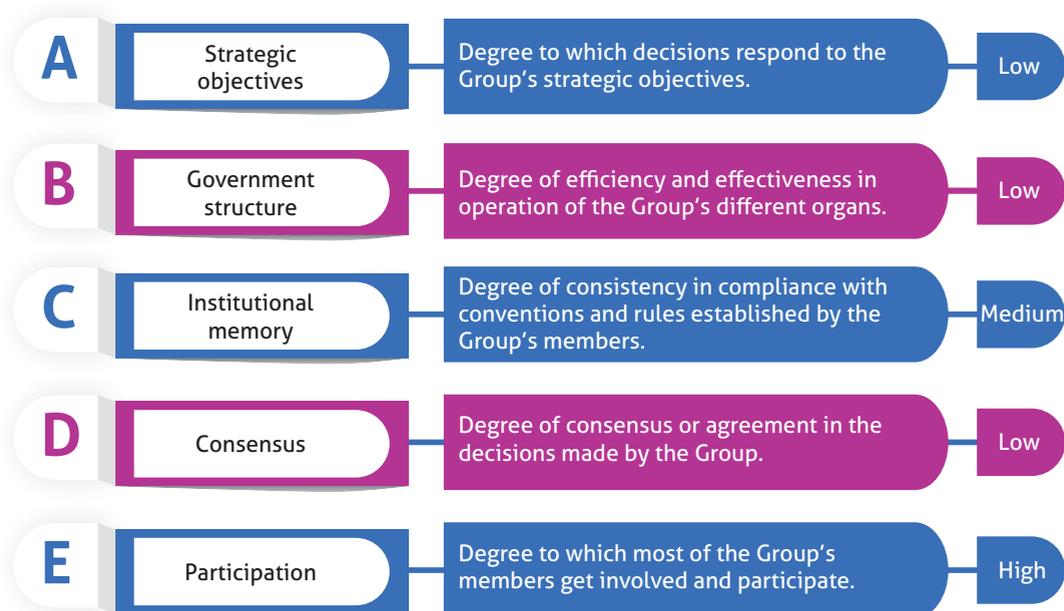
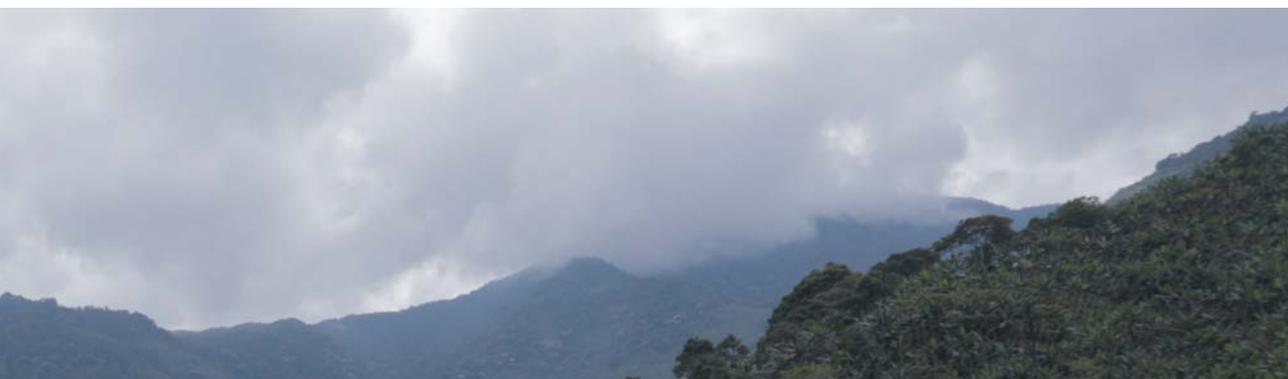


Figure 39. Characteristics of the medium-level groups.

Table 14 shows the variables identified as strategic and where the activities were focused for each strategic variable.

Table 14. Activities for the medium-level groups.

Variable		Activities
A	Strategic objectives	Construction of the group's mission. Reformulation of the group's mission. Construction of the group's vision. Reformulation of the group's vision. Dissemination of mission, vision and organizational values.
B	Government structure	Review of the governing board processes.



The most significant results for each of the strategic variables are shown in Table 15.

Table 14. Activities for the medium-level groups.

Variable		Results
A	Strategic objectives	Groups that formulated their organizational mission and vision: 9 Groups that reformulated their organizational mission and vision: 3
B	Government structure	Groups that formed governing boards through internal votes: 3

The groups of medium organizational capacity were groups with experience in the territory, but lacking internal management. They were mostly functional rural district groups, whose purpose is to receive training from the Extension Service. Table 16 shows some of the most significant changes for such groups.

Table 16. Changes achieved by medium-level groups.

Variable		Changes
E	Participation	Members' participation was focused on the groups' own activities and actions.
C	Institutional memory	Conventions and standards arose from the group's own initiatives or not from an external agent.

Taking this into account, the groups' organizational strengthening is still a challenge. Two key elements for them are consolidation of their collective vision and mission, and strengthening of leadership inside and outside.



Networks established/promoted

As part of the strategy for sustainability of the Manos al Agua Groups, networks were established/promoted at three levels:

- Manos al Agua Groups.
- Social development promoters.
- Project Management.

The networks established/promoted by each of these management levels are described below.

Networking by Manos al Agua Groups

Networking by the Manos al Agua Groups was based on three activities: exchanges between MAGs, visits to other local groups, and articulation with other entities (Figure 40).

There were 11 departmental meetings and a national meeting of Manos al Agua Groups, five visits to other Manos al Agua Groups and 19 visits to other groups (Figures 41 to 44).

The groups achieved several partnerships with governmental and non-governmental organizations. It is noteworthy that 22 of the 29 Manos al Agua Groups sought resources from governmental and non-governmental actors, aiming at community projects supported by them.

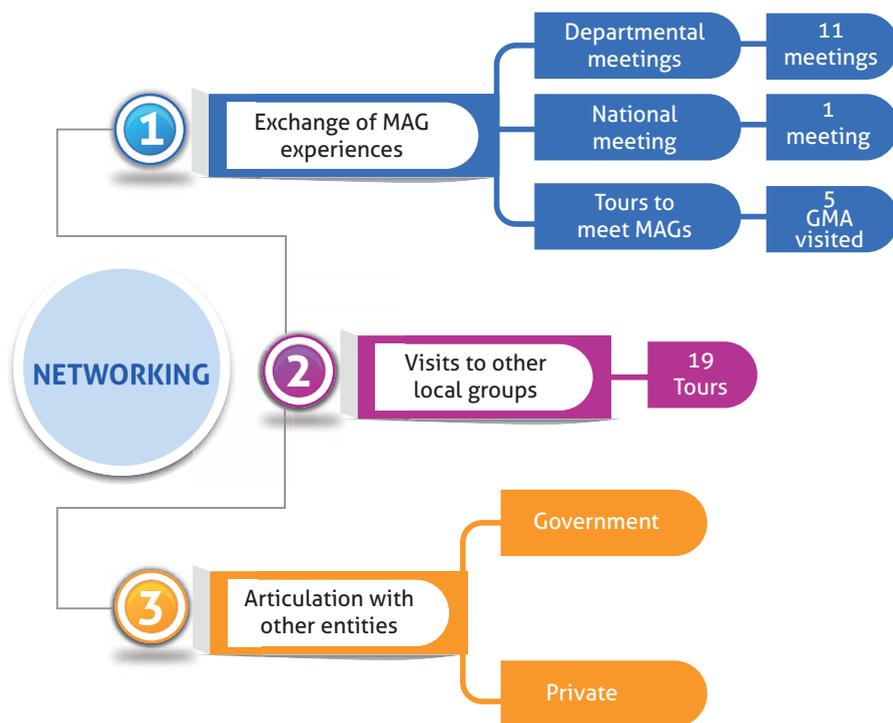


Figure 40. Three types of activities for Manos al Agua Groups' networking.



Figure 41. Departmental meeting of Manos al Agua Groups in Valle del Cauca.



Figure 42. Departmental meeting of Manos al Agua Groups in the Nariño department.



Figure 43. Project staff at the national meeting of the Manos al Agua Groups.



Figure 44. Caldas Manos al Agua Groups during a visit to the "Alma Verde" (Green Soul) organization, in the municipality of Neira.

Networking by social promoters

To get support from institutions, partnerships were achieved with the National Learning Service (SENA), a public institution that contributed to education of six Manos al Agua Groups. Also the National Army, through its social responsibility program, helped in some activities in the Cauca department (Figure 45). Municipal administrations and educational institutions were also part of the partnerships achieved by the social promoters.

In the Caldas and Valle del Cauca departments, the Autonomous Regional Corporations (environmental authorities) recognized the Manos al Agua Groups as communities interested in discussion and development of the River Basin Management Plans (POMCAs, the acronym in Spanish).



Figure 45. Organic fertilizers workshop with the SENA in Cauca.

Networking by Project Management

From the FNC Central Office, partnerships were sought to strengthen the Manos al Agua Groups' empowerment. Two partnerships were achieved: one with the Ministry of Culture of Colombia and the other with "Corporación Insitu".

The partnership with the Ministry of Culture enabled the Manos al Agua Groups in the Caldas, Cauca and Valle del Cauca departments to strengthen their communication skills for integrated water resources management and heritage preservation.

In addition, it helped construct a work methodology for teaching communication to promote intelligent water management and heritage preservation. This experience has been taken into account for other projects of the Ministry of Culture (Figure 46).

Furthermore, with "Corporación Insitu", a non-governmental organization, it was possible to present the Manos al Agua Groups' work to private companies wishing to invest in community projects (Figure 53). Partnering with Procafecol, a project was formulated to continue strengthening community work in some Manos al Agua Groups.



Figure 46. Communications meeting with the Ministry of Culture in the Cauca department.



Figure 47. Communications meeting with the Ministry of Culture in the department of Caldas.

Networks favored two aspects: 1) Strengthening of Manos al Agua Groups' capacities, and 2) Start of their own actions in the territory.

Actions in the territory

The Manos al Agua Groups formulated approximately 36 voluntary community projects. Within the category of complementary projects, medium- and long-term initiatives stood out, aiming to improve the groups' quality of living with an environmental approach. These community projects were classified according to the categories shown in Figure 48.



Figure 48. Categories of community projects formulated by Manos al Agua Groups.

Of these community projects, 17% were started and the remaining percentage is part of the Manos al Agua Groups' future challenges (Figure 49).

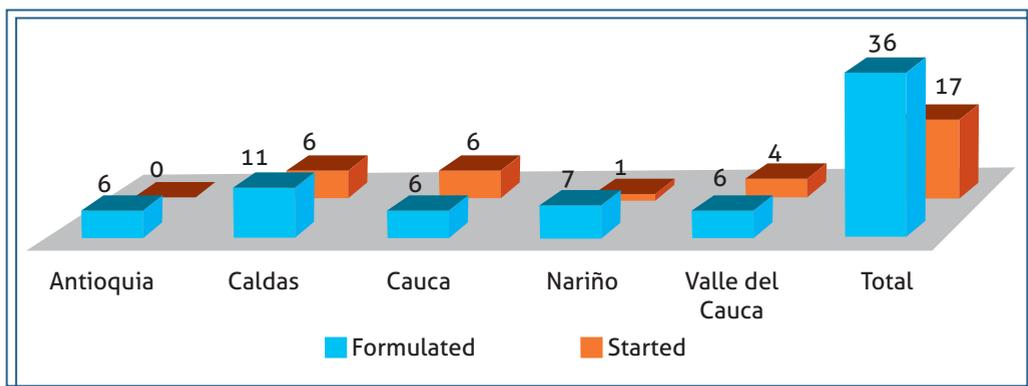


Figure 49. Number of community projects formulated and started.

Additionally, the Manos al Agua Groups carried out 369 voluntary actions in their river basins (Figure 50 and 51), reflecting their commitment to and interest in their protection and conservation.

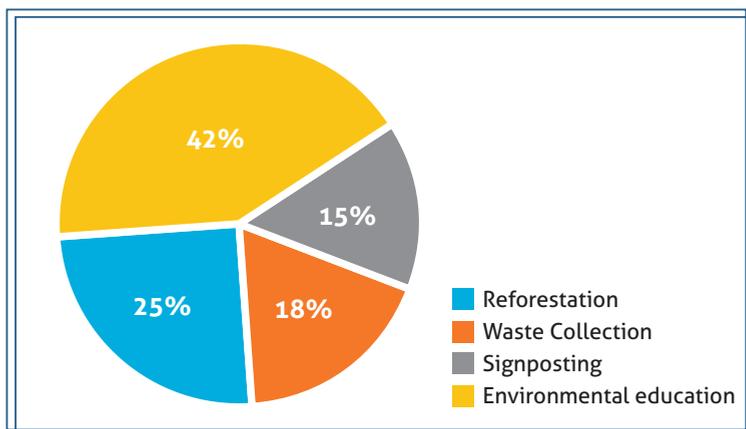


Figure 50. Percentage of actions performed by the MAG.



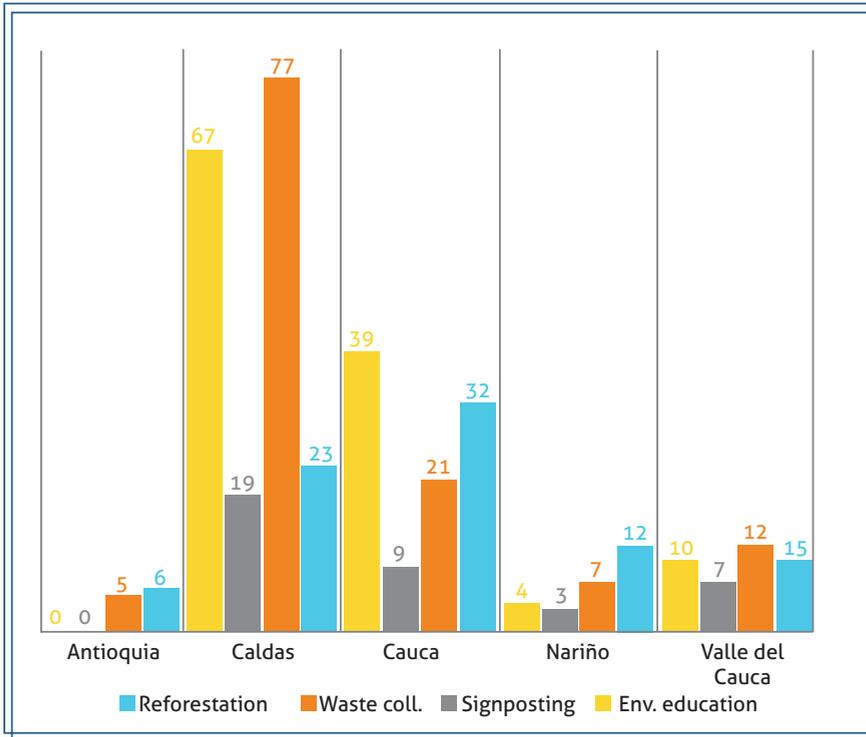


Figure 51. Number of community actions per department.

The departments with more community actions were those where there was more team work, their group vision was related to environmental issues, and there was a more active community leadership.

Figure 52 shows that the groups had two types of missions: some related to production and the others to environmental issues. In groups with an environmental mission, more environmental actions for the territory stood out.

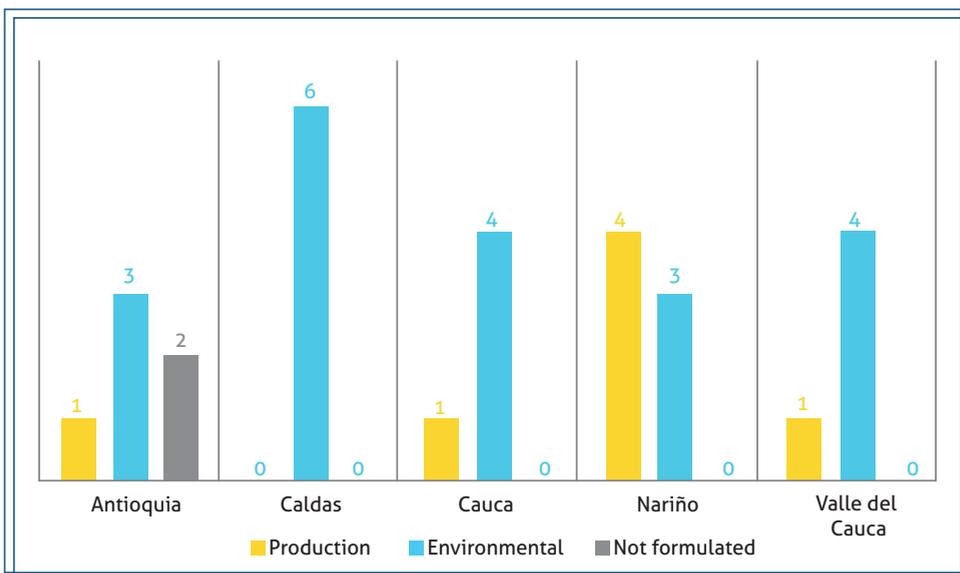


Figure 52. Classification of the MAGs' mission per department.

Based on the MAGs' expected elements, Figure 53 shows several of the results achieved, which reflect a strengthening in the community groups towards their empowerment and river basin management.

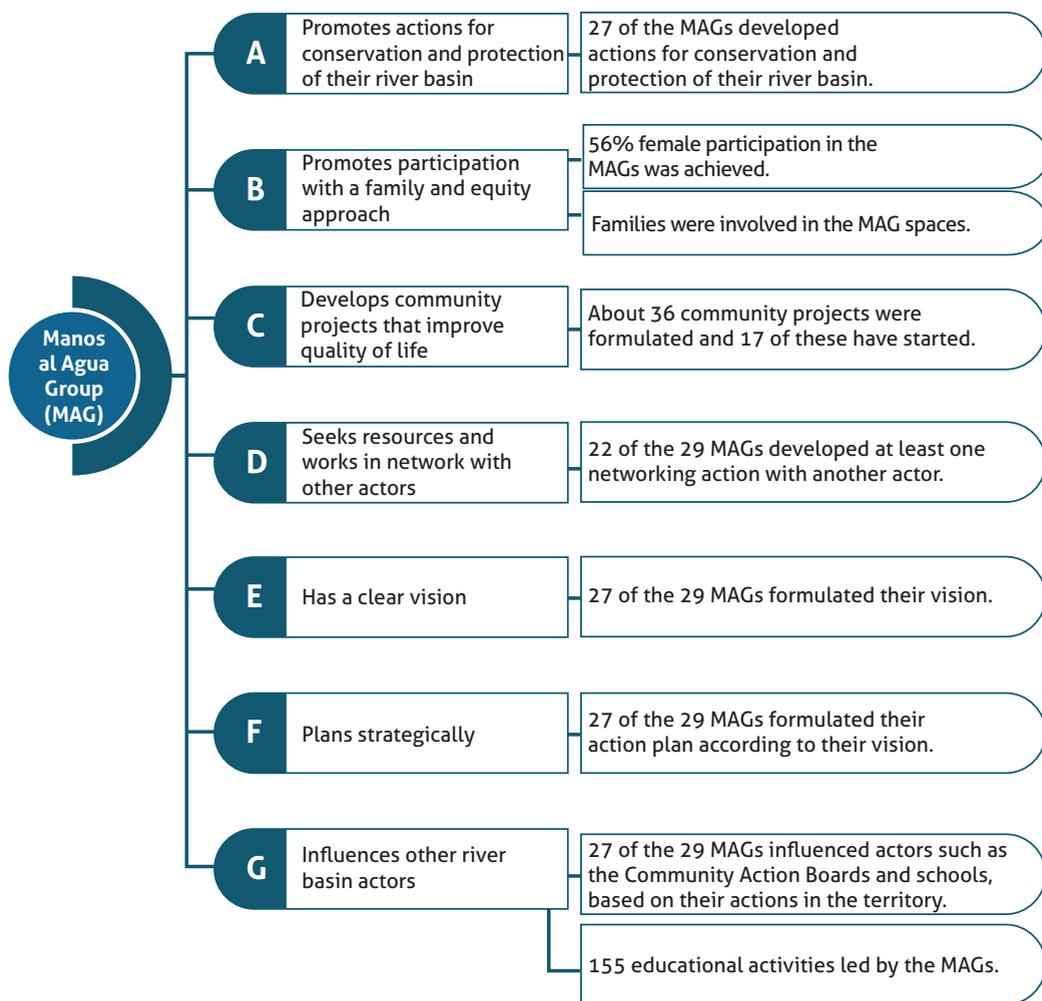


Figure 53. Projections and achievements of the Manos al Agua Groups.

In conclusion, the community participation plan strengthened skills in the 29 community groups, enabling them to consolidate their community organizations and develop actions in favor of good local water governance.

That these groups remain over time is still a challenge and the effort and commitment to developing actions in their river basins has to be highlighted.

Gender plan results

The results obtained from implementation of the gender plan actions show that the proportion of women holders of farms and women's participation in governing bodies improved compared to the baseline results (Table 17).

Table 17. Gender Plan Results, February 2018.

Result indicators	Unit	Baseline	Target	Results
Number of IWM Gender Equity Policy awareness-raising, promotion and training activities.	No.	-	840	830
Participants in the IWM Gender Equity Policy awareness-raising, promotion and training activities.	No.	-	21.000	19.000
Participation in IWM activities (rights holders). Number of participants by gender.	%	19%	37%	32%
Participation in the IWM awareness-raising and training activities. Number of participants by gender.	%	28%	37%	46%
Women's participation in technical activities in the IWM extension team and technical team.	%	1%	37%	51%
Participation in governing bodies of the different IWM community groups. Number of people by gender.	%	4%	37%	47%
Participation in IWM community groups. Number of participants by gender.	%	11%	37%	56%

It is worth highlighting that, although some women weren't holders of the farms in question, they received benefits as residents. On the other hand, we must highlight that involvement of women in training and community participation activities was one of the great achievements and is a first step towards participation in governing bodies, given that strengthening their knowledge improves their decision-making and judgment capacity (Figure 54).



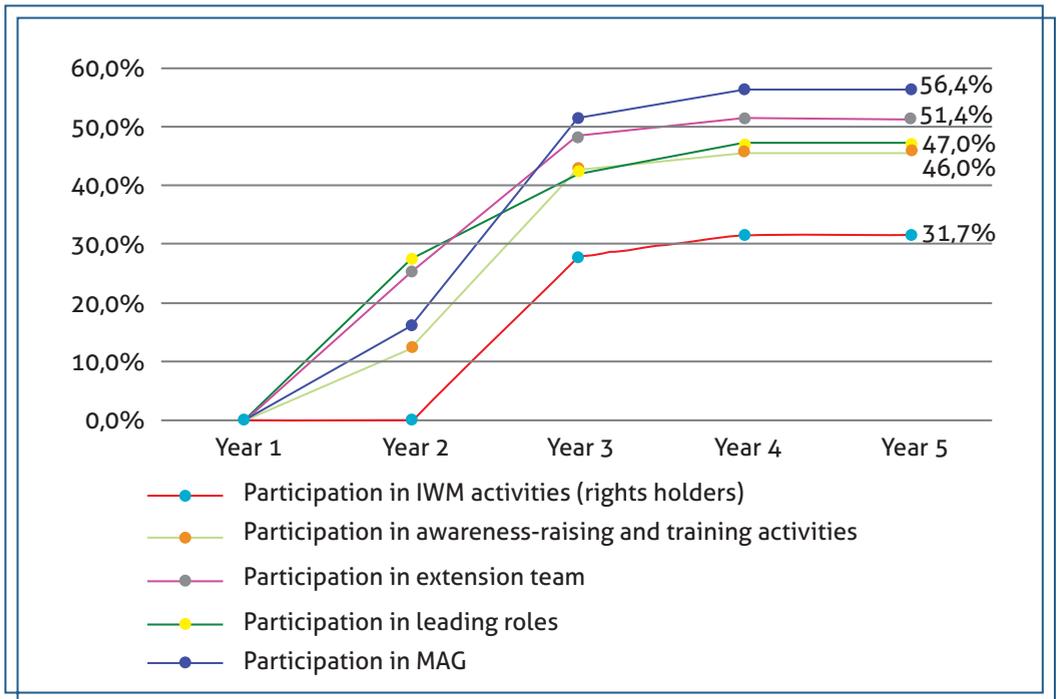


Figure 54. Progress in women's participation in the project.

Women's community participation generated new bonds of friendship, increasing their network of support and fostering their communities' social capital.

The department that requires greater gender equity efforts is Nariño. Their female participation results were below 37%. There are aspects derived from this region's idiosyncrasy leading to gender barriers for women, which must be addressed in a deeper way.

Based on the gender equity result indicators (Table 18), the key performance indicator KPI26 was built: "Participation of stakeholders of both sexes in the decision-making process at all levels." This KPI was ranged between 0 and 1, with the categories described below. Figure 61 shows progress in KPI26 during the project life cycle.

According to results, performance was in the Excellent category. It is noteworthy that the project influenced women's political, economic, environmental and social participation (Figure 56).

Table 18. KPI26 performance categories.

KPI performance categories	Index range
Excellent	0,90 - 1,00
Good	0,70 - 0,80
Regular	0,50 - 0,60
Bad	0,30 - 0,40
Very bad	0,00 - 0,20

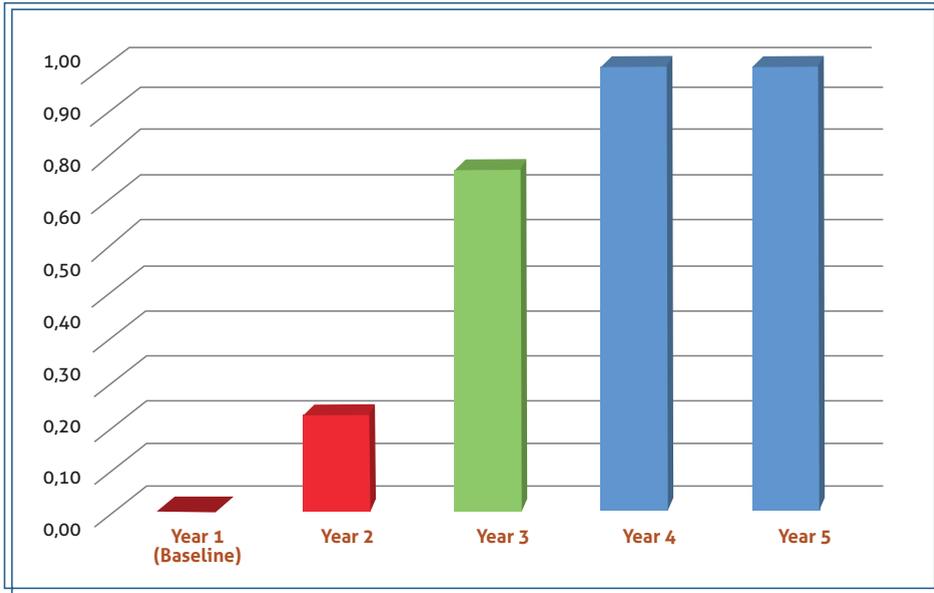


Figure 55. Progress of KPI26.



POLITICAL

- Women joined public spaces such as Community Action Boards, aqueduct boards and working groups for structuring of the River Basin Management Plans (POMCA).
- Women contributed in approaches to local authorities to strengthen services to their communities.

ENVIRONMENTAL

- Women developed community actions in favor of their river basins (tree planting, springs protection, waste collection, environmental education, among others).

ECONOMIC

- They improved conditions of their production process, were trained and some generated additional income for their families.

SOCIAL

- They favored social relations within the families, given the family approach promoted by the project.

Figure 56. Women's empowerment impact dimensions.

The following are testimonials about some women who strengthened their leadership and stood out in Manos al Agua in each department. These testimonials were provided by the social promoters.



María del Socorro Chicangana
Manos al Agua Group participant

Municipality of Caicedonia, Valle del Cauca
Barragán river basin.

Since Manos al Agua started, she was trained as a leader and got interested in partnering and being a micro-entrepreneur, and now she participates in the Caicedonia women's committee and uses solid waste to make crafts.



Nubia Lucía Ríos
Manos al Agua Group participant

Municipality of Tuluá, Valle del Cauca

Her participation in Manos al Agua enabled her to strengthen her capacities as a coffee farmer and leader in the region. Now she is recognized for producing high-quality coffee thanks to good practices that she learned with the project and that she has implemented on her farm.



Aracely Garzón y Patricia Jiménez
Manos al Agua Group participants

Municipality of La Sierra, Valle del Cauca

With Manos al Agua, they strengthened their capacities to seek resources for their group, overcame their shyness to speak in public, and led actions in their group, which made products with coffee by-products and solid waste.



Sonia Osorio y Luz Rojas
Manos al Agua Group participants

Municipality of Inzá, Cauca

The group was initially led by men; training courses showed the importance of women in training spaces, and this enabled the group members to be motivated and assume leading roles within the group.



Alba Luz Bolaños
Manos al Agua Group participant

Municipality of La Unión, Nariño
Agrosauce

By participating in Manos al Agua, she began to stand out in her rural district because of leading community actions in favor of the environment, such as reforestation and water cleaning, in coordination with the Agrosauce educational institution. Previously, she only took part in her savings group and did not stand out in her community.



Aída Jovita Urbano
Manos al Agua Group participant

Municipality of San Lorenzo, Nariño

She joined Renacer, a group created with the project. She is who makes the calls and has been trained as a leader in Manos al Agua.



Adelaida Gallego
Manos al Agua Group participant

Municipality of Andes, Antioquia

She found in Manos al Agua a motivation to get ahead. With the project, she had the privilege of travelling to Holland and this has enabled her to make important decisions in her life, strengthening her family and community empowerment.



Nancy Arias
Manos al Agua Group participant

Municipality of Salamina, Caldas

She was not a community leader and not used to participating in her territory. She strengthened her leadership and managed several community projects through her Manos al Agua Group. One of the great achievements of her community work was the chapel made of bottles, in the Colorados rural district, in the municipality of Salamina, Caldas.



Viviana Cardona Soto
Manos al Agua Group participant

Municipality of Pácora, Caldas

She overcame her shyness and established herself as one of the leaders of her Manos al Agua Group. She has participated in several meetings with her municipality's Mayor's office and the regional environmental authority, in favor of good local water governance.

The Gender Plan favored female empowerment for water management in the political, environmental, economic and social fields. It demonstrated the coffee institution actions based on the methodologies generated and lessons learned.

It is noteworthy that the participation of women in the community groups was very active and committed, and enabled all the territories to develop actions for integrated water resources management.

The project contributed to the FNC Gender Equity Program, as it served as a platform to develop its activities and increase its outreach in the regions, by developing courses that will be replicated in other regions and projects, and by making the institutional policy more visible.



Social responsibility plan results

Manos al Agua was a social responsibility project with a responsible attitude oriented by principles, practices and values.

The social responsibility work plan focused on disseminating the project good governance principles to each of the stakeholders (partners and allies, suppliers, staff and participating community). Table 19 summarizes the number of communication activities and elements used as a strategy for dissemination of the social responsibility policy.

The results showed that the number of activities for promotion of the social responsibility policy exceeded the target, given that, in addition to the social promoters, the rural development promoters also carried out dissemination activities. And the number of farms implementing aspects of the policy confirmed their commitment to good environmental practices, an achievement of Manos al Agua (Table 20).

Table 19. Activities for dissemination of the social responsibility principles.

Target audience	In-person activities for dissemination of the policy			Printed communication delivered		
	No. of activities	No. of participants	Women participation (%)	Ethics code document	Desk calendars	Wall calendars
Suppliers and partners	6	55	37	25	25	25
Central Office Staff	1	11	63	11	11	11
Cauca Committee Staff	1	10	70	10	10	10
Caldas Committee Staff	1	10	40	10	10	10
Antioquia Committee Staff	1	10	70	10	30	10
Nariño Committee Staff	1	21	38	21	21	10
Cenicafé Staff	1	28	46	28	28	10
Manos al Agua Groups	913	18.747	56	29	n/a	11.000
Total	925	18.892	52	105	135	11.086

Table 20. Social Responsibility Plan Results.

Result indicators	Unit	Target	Results
Number of activities for promotion of the social responsibility policy.	No.	840	924
Participants in activities for promotion of the social responsibility policy.	No.	21.000	18.862
Farms with dissemination of aspects of the social responsibility policy.	No.	2.200	2.200
Adherence by partners, community organizations and providers to the Manos al Agua Project's social responsibility.	No.	20	55

The different dissemination actions promoted the positioning of the project and appropriation of its principles by the different actors.

We also shared with the coffee institutions the structuring of the code of ethics and good governance, taken into account by the FNC for creation of its own code.



Considerations

Twenty-nine community groups (Manos al Agua Groups) were consolidated in the five regions, with a participation of 645 people committed to actions around good local water governance. These groups achieved over 300 voluntary actions in reforestation, solid waste management, and environmental education, among others. They achieved strategic partnerships to strengthen their organizations and promote protection and conservation of their river basins, confirming their commitment and empowerment.

Promotion of women participation was one of the challenges for Manos al Agua. Women participation in community groups reached 56%, with testimonials showing that they transformed their community leadership in order to be women of greater influence in their regions.

We contributed to the FNC Gender Equity Program, as the project served as a platform to develop its activities and increase its outreach in the regions, through the courses that will continue to be replicated in other regions and projects, and highlighting the presence of the project in the target area.

Dissemination of the social responsibility principles highlighted the program achievements with the stakeholders. The program's achievements were demonstrated in the coffee institutions, to be taken into account for other projects and regions.

Manos al Agua has had an impact on future rural development, because the mentality of the participants, including community groups, extensionists, FNC departments and Ministry of Culture, has changed.





COMMUNITY PARTICIPATION

29 Manos al Agua Groups were consolidated with 645 participants, their organizational capacities in the territory were strengthened, strategic partnerships were developed, and they implemented a number of actions in the territory.



GENDER

Female participation in community groups reached 56%, and 51% in the project technical team. Over 700 gender equity activities were developed, with over 15,000 participants.



SOCIAL RESPONSIBILITY

Over 900 activities for promotion of the social responsibility policy, with over 18,000 participants.





Coffee communities for good water governance

INSPIRING STORIES

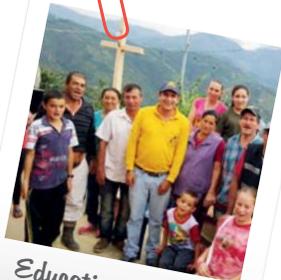
4

Inspiring stories

Six inspiring stories that stood out during implementation of Manos al Agua will be told in this chapter. They were written by Jeimy Paola Devia, the project social communicator, and published in the different project communication mechanisms. They reflect the communities' empowerment, perseverance and effort.



Dreams of plastic
come true



Education campaign



Young entrepreneurs
for water



Aqua-environmental
friends united for protec-
tion of their river basin



Asomayapa



Together for water
governance

Considerations

During implementation of Manos al Agua, different inspiring stories took place in the participating coffee-farming communities. These six stories were some of the many experiences that transcended in people's lives and territories.

Municipality of Salamina - Department of Caldas

DREAMS OF PLASTIC COME TRUE

In Salamina, Caldas, the Manos al Agua Group made the country's first plastic chapel.

Determination, will, vehemence and constancy are the perfect words to describe the Manos al Agua Group of the "vereda" (rural district) Colorados, in the municipality of Salamina, Caldas.

Two women with a great idea and a support group were the beginning of a great adventure to care for the environment and make the first chapel of plastic bottles in the country, undoubtedly a symbolic recycling initiative.

It was inaugurated on Sunday, March 19, 2017, with the presence of the Manos al Agua groups of Pácora and Aguadas, local police, and the Salamina catholic priest, who officiated the mass.

The communications workshop held in the Manuel Mejía Foundation in 2016, in the Caldas department, with the Manos al Agua Groups of the municipalities of Pensilvania, Salamina, Pácora, Marquetalia and Aguadas, resulted in a communications strategy for each municipality to carry out and share experiences in favor of the environment.

Estela López and Nancy Arias, members of the Salamina Manos al Agua Group, had the idea of building a chapel made of plastic bottles. "At the beginning nobody took our idea seriously, they believed we were mad, questioning and criticizing us, and didn't believe we were going to have the strength and determination to build it," Nancy says.

The first thing was to choose the place. "I spoke with my husband and told him what we were going to do, I said, 'I want to do it on the yard', and he told me 'It's up to you.' I took it as a yes," Estela explains.

Once the place was chosen, they launched an awareness-raising campaign in the rural district for people to donate plastic bottles, and raised funds by selling "empanadas" (patties) in Salamina to buy materials.

Little by little they collected bottles until reaching 10,000. Jaime Baena, Manos al Agua coordinator in Caldas, says they are 10,000 bottles that will not go to our rivers or lands anymore.

"To me, the most gratifying thing is seeing that we can make the difference. This project has encouraged us to dare to do something different," Nancy says.

This chapel is an example of collective actions that impact not only a rural district, but a whole municipality and department, because we all are Manos al Agua.



Municipality of Aguadas - Department of Caldas

EDUCATION CAMPAIGN TO RAISE COMMUNITY'S AWARENESS ON GOOD PRACTICES AND SAVING WATER



Aguadas

"Los 18" ("The 18") group, in the municipality of Aguadas (Caldas department), was formed thanks to the Manos al Agua Project, as part of the objective of promoting good local governance around water problems.

Their mission is to "protect and properly use water and dispose of solid waste derived from production in the Alto el Oso river basin, 'vereda' (rural district) Viboral."

In the process of improving their communication capacities, they took the initiative to conceive and implement an educational campaign targeting their rural district's aqueduct users: production of a radio soap opera, and design, production and dissemination of awareness-raising cards with educational messages on water care, which were annexed to the water bill: in order to promote reading, the cards were assigned a code that was later used for a raffle they organized themselves. With this campaign, they promoted water sources and environmental care, and increased their community's participation in conservation actions proposed by "The 18."



Card made by the group.

Municipality of Bugalagrande - Department of Valle del Cauca

YOUNG ENTREPRENEURS FOR WATER



The "Agua, Vida y Futuro" (Water, life and future) group was formed within the framework of the Manos al Agua project, and it has encouraged young women to be empowered in the community and develop environmental actions for their river basin.

The group's vision is "to be recognized for protecting the river basin, with actions for water to be cleaner and more abundant, and the purpose of building a future for new generations."

One highlight from this group: they sold products made from solid waste, an entrepreneurial initiative by these young people, characterized not only by their business spirit, but by supporting one another.

One of their solidary actions was water donation, which they led for a family affected by drought, in particular a lack of water supply for their basic needs.

They decided to gather and donate water so this family could overcome the situation, being aware that the donation was not the definitive solution to the supply problem, but a community action that shows the group's sense of collaboration.

Municipality of Pácora - Department of Caldas

AQUA-ENVIRONMENTAL FRIENDS UNITED FOR PROTECTION OF THEIR RIVER BASIN

"Amigos Acuambientales" (Aqua-environmental Friends) is a community group created under Manos al Agua, located in the municipality of Pácora (Caldas department). It started as a motivation of the community to improve integration among its inhabitants. The decision to protect the environment gave them a reason to begin to work together, and now they have been developing various environmental actions such as: waste collection days, football matches with messages about environmental protection, participation in the municipality's cultural events, and political participation.

This group's mission is "to protect and care for the environment in the Pácora river basin through reforestation, waste sorting, and reduction of pollution in water sources."

Thanks to the strengthening of their team work and management capacity, they have achieved greater receptivity from the community for activities for the environment. In addition, their leadership has been so great that they have taken on an active role in local politics, with a very relevant participation and impact on formulation of the River Basin Management Plan (POMCA) of the Tapia River.



Municipality of La Sierra - Department of Cauca

ASOMAYAPA

Environmentally responsible coffee-farming women



Within the framework of the Manos al Agua Project, a group of women entrepreneurs with a sense of environmental responsibility in the Coffee Triangle gathered to create Asomayapa, an association of women who work to create environmentally sustainable products from recyclable material.

Their products are furniture made of recyclable material and food made of coffee by-products such as truffles and wine, among others. Asomayapa aims at commercializing their products at the local and national levels. To do this, they participated in fairs and activities to show their value strategy and generate income for their project, with a cross-cutting environmentally sustainable strategy. All this contributes to generating a source of employment in its rural district and improve quality of the inhabitants' lives.

Asomayapa participated in an innovation call and, for that purpose, made a video available on the following link: https://www.youtube.com/watch?v=fyj9_5-01Ps&feature=share



Municipality of Bolívar - Department of Valle del Cauca

TOGETHER FOR WATER GOVERNANCE

A political positioning challenge

One of the purposes of the Manos al Agua Group in the municipality of Bolívar was political positioning for achievement of community projects that improve conditions of the Platanares River. As a result of their performance and collaborative work, they drew up two community projects that they presented to the environmental authorities of the department at the forum 'Together for Water Governance', an initiative proposed by them, where leaders of the other departmental Manos al Agua groups also participated.



Bolívar









Coffee communities for good water governance

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

- The social component, including community participation, social responsibility and gender, was a key element to support the IWM activities.
- Thanks to Manos al Agua, the communities were able to identify their river basins as their areas of influence and water as a connecting element. This has empowered them to legitimately participate in Community Action Boards (JAC in Spanish), groups for formulation of River Basin Management Plans, and aqueduct boards. Some members of the Manos al Agua groups are being recognized as local JAC leaders.
- The capacity building activities (including training, awareness raising and multidisciplinary support by the extensionists) were essential for community groups to increase their organizational capacities and management skills.
- There is a direct relationship between the organizational capacity level reached by the community groups and the local projects developed.
- The community groups whose organizational capacity decreased were groups with low leadership levels and low empowerment of their members. In these groups, it was evident that existing leaders were not generating a legacy and there was a poor collective vision, which affected their motivation to be united.
- Women's empowerment and leadership was a key factor in development of action plans of the MAGs and contributed to the success of water management actions.
- Group dynamics emphasized inclusion and diversity, not only in terms of female participation, but also in distribution by age and differing abilities.
- Deployment and sequence of the program interventions were experienced in a similar way by the participating groups, as well as reforestation and waste collection activities. It was evident that communities adopted and adapted the project activities. Ingenuity and creativity in the Manos al Agua Groups led them to identify new forms of collaborative action, for example, to participate in a parade or create a new company.
- Farmers' testimonials show a strong commitment to the values, knowledge and practices inspired by IWM.
- The work under the Manos al Agua reinforced other government actors' efforts to develop local leaders and went beyond emphasizing the need for teamwork. Not everyone in the rural district ("vereda") shared the Manos al Agua Groups' enthusiasm for teamwork.

- Trusting that success is attainable was a characteristic of members of the different Manos al Agua Groups. Along with conviction, members of the Manos al Agua groups are prepared to work with governmental and non-governmental actors operating in their territory. This non-economic impact is particularly important for long-term sustainability of the project.

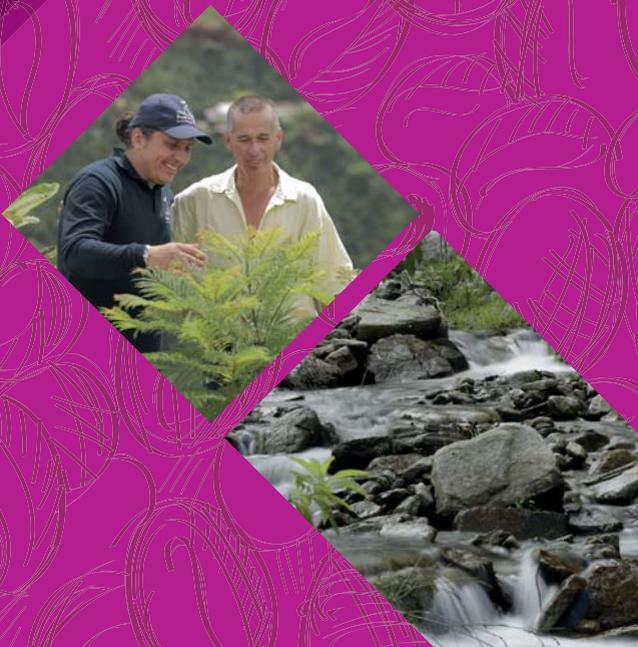
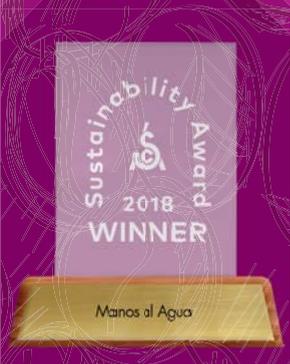
Recommendations

- To increase participation of women, some elements are essential: i) scheduling according to time available; ii) choice of subjects of their interest; iii) participation of women in the extension teams.
- For any new project to be successful, it should include: i) active participation of the community; ii) social responsibility factors; iii) participation of women and families; and iv) networking with local authorities and other stakeholders.
- To promote formal bonds with other organizations for the benefit of the community, particularly those regulated by law and which can provide access to resources.
- The Manos al Agua groups can increase their influence by reaching a broader community and achieving effective participation, with a particular focus on short-term residents, who can disseminate good practices and relevant knowledge. However, their own mobility puts them at risk of reproducing unsustainable behaviors and practices. The challenge is how to spread the information in such a way that it also invites attitude and behavior changes in the widest spectrum of actors in and out of the rural districts.
- At the level of community organizations, in order to make project management easier, it is essential to promote actions that strengthen their communication skills. This will enable a greater level of relationship among the members of the organizations, and between these and the different actors in the regions.
- Empowerment of communities is based on an empowered and committed work team, and it is essential to strengthen human resources of the projects.
- In work with rural communities, it is important to diagnose their organizational level and agree on a work plan to use, in the best way, their own resources available, recognizing their capacities and posing new challenges.
- To promote spaces where the participating communities and the project team share experiences; it is a very enriching element for feedback, referencing, and generation of new learning and possibilities for the community's own actions.

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