CITY OF GOD ENTRENUBES
SUSTAINABLE COMMUNITY
DEVELOPMENT - PHASE

Bogotá, Cundinamarca, Colombia
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**Project Snapshot**

**Project name:** City of God Entrenubes Sustainable Community Development

**Location:** Bogotá, Colombia

**Beneficiaries:** 72 families (288 people)

**Timeline:** 5 years (2020-2025)

**Budget:** $1,968,986.17

**Project Goal:** This project aims to improve the quality of life for 72 vulnerable families in Bogotá (approximately 288 men, women, and children), through the development of the Entrenubes City of God model, from 2020 to 2025.

The main activities for this project will focus on infrastructure, life skills and capacity building trainings, community empowerment and participation, and Income Generating Activities (IGAs), which will be implemented in two phases over five years. Before the implementation of those priorities (in bold in the next image), we will perform a needs assessment, a market study, and the beneficiary selection. This proposal will present the details of the first phase of the project.

1 Entrenubes is a Mountain Park located in Bogotá, that borders the project location, hence the name of the project. It means “among the clouds” and refers to the weather conditions of the place, which has an altitude between 2,670 to 3,100 meters above sea level. Living in the mountains where fog is common, and temperatures are low, makes the people feel they are among the clouds.
General Overview – Colombia

Colombia is largely situated in the northwest of South America, with a population of approximately 48.3 million. It is bordered to the north by the Caribbean Sea and Panama; to the east by Venezuela and Brazil; to the south by Ecuador and Peru; and to the west by the Pacific Ocean. The capital is Bogotá and it is comprised of thirty-two (32) departments. Most residents live in the north and west where much of the economic activity exists.

Colombia’s economic growth has historically been hampered by inadequate infrastructure, poverty, drug trafficking, and an uncertain security situation. Since 2010, the poverty rate in Colombia has been decreasing; however, there is still close to a third of the population that lives below the poverty line. According to the Institute of Statistics of Colombia (DANE by its Spanish acronym), there are sharp contrasts among the poverty line depending upon the geographical region of the country. There are also significant differences in wealth distribution. In fact, Colombia has had one of the highest inequality rates within the region, which has not changed drastically in recent years. Reportedly, 40% of the nation’s wealth is concentrated among just 10% of the country’s population.

GPS Coordinates: 4° 31’ 31.2” N, 74° 05’ 38.7” W

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This inequality gap puts Colombia on par with Angola, Honduras, and Haiti, even though the country’s GDP per capita is substantially higher⁵.

Children living in the poorest households often experience substantial developmental delays and even death. According to Colombia’s National Health Institute⁶, in 2018, at least 965 children under five years perished as a result of preventable diseases, such as malnutrition, respiratory illnesses, and diarrhea. Lowering poverty and income inequality in Colombia, through food security, and better access to health care and education is visibly urgent⁷.

To exacerbate the challenges of poverty and inequality, modern-day Colombian history has been marked by decades of armed conflict, which escalated during the 1990s, fueled largely by political violence and drug cartels controlling remote parts of the country. This has had a particularly debilitating effect on the poorest regions of the country, especially rural, indigenous, and Afro-descendant communities, which are most vulnerable.

However, after four years of formal peace negotiations, an agreement was signed in November 2016, which put an end to the conflict that had lasted for more than 50 years between the Colombian government and the Revolutionary Armed Forces of Colombia (FARC), the country’s largest armed group. Unfortunately, even with the peace agreement, forced displacement continues to be prevalent, as other rebel groups fill the void left by FARC. Between 1985 and September 2019, nearly 8.1 million people have been internally displaced, the highest total in the world⁸. In December last year, it was estimated, by The Internal Displacement Monitoring Centre (IDMC), that more than 5.6 million Colombians were living in internal displacement, ranking the country second only to Syria for the number of IDPs (Internally Displaced Persons).

In addition to the IDPs, the political and economic crisis in Venezuela resulted in an unprecedented number of people arriving in Colombia, the vast majority in 2018 and 2019. Approximately 5 million people are thought to have fled the country to escape economic meltdown, increasing criminality and human rights abuses, worsening food shortages, and lack of goods and services. The greatest number of refugees and migrants from Venezuela, a total of 1.8 million, are hosted in Colombia⁹. Additionally, with Venezuela’s political and

⁵ World Bank, Development Research Group, GINI index available at: https://data.worldbank.org/indicator/SI.POV.GINI
economic crisis, a reverse flow has been created, where more than 500,000 Colombian nationals have returned from Venezuela\textsuperscript{10}.

The government of Colombia has adopted an open and supportive approach to the influx of Venezuelans and returning Colombians. However, this has diverted the international community’s attention and resources away from the ongoing internal displacement phenomenon in Colombia\textsuperscript{11}, as support of these refugees and migrants is rightly a priority in the region. This support, however, should not be at the expense of those already internally displaced, particularly at a time when peacebuilding and reconciliation are critical priorities in Colombia\textsuperscript{12}.

**Bogotá**

The city of Bogotá is the capital and largest city of Colombia, with a total population of 7.4 million people\textsuperscript{13}. It is administered as a Capital District as well as the capital of the department of Cundinamarca. The city has a total area of 1,636 km\textsuperscript{2} and is divided into 20 localities. Bogotá’s economy is primarily based on industry, trade, real estate activities, and financial and business services\textsuperscript{14}.

The incidence of Multidimensional Poverty\textsuperscript{15} has decreased from previous years in Bogotá; however, there are still areas of concern, such as informal work (52.8%), educational lagging (22.3%), and low academic achievement (19.1%)\textsuperscript{16}. Another challenge faced by the city is internal displacement. Colombian main cities continue to be destinations for IDPs coming from rural areas in search of safety, job opportunities, and access to services. Last year, more than 386,000 IDPs were estimated to be living in Bogotá, a figure that represents around 5 percent of the city’s population\textsuperscript{17}. Most displaced families that arrive in Bogotá and

\textsuperscript{10} Selee A. and Bolter J. 2020, Migration Policy Institute Available at: https://reliefweb.int/sites/reliefweb.int/files/resources/Venezuela-Nicaragua-Migration2020-EN-Final.pdf
\textsuperscript{15} Method used by DANE in Colombia to measure the level of deprivation a home has in 5 dimensions (education, childhood and youth, health, work, access to public services and housing conditions) which involve 15 variables.
\textsuperscript{17} Internal Displacement Monitoring Centre- IDMC 2020, available at: https://www.internal-displacement.org/countries/columbia
Cundinamarca come from the Pacific, Uraba, and El Catatumbo regions, where there are organized armed groups and where the conflict is currently taking place\textsuperscript{18}.

**San Cristobal**

The project will be implemented in the locality of San Cristobal, in Los Libertadores (The Liberators) zone, specifically in the Los Pinos neighborhood. This area borders the Entrenubes Mountain Park.

![Source: Oversight District Office Bogotá (adapted to include City of God)](image)

Historically, San Cristobal was dedicated to agriculture and brick mill industries, later to be populated by farmers and workers in search of a place to live and build their houses, in most cases, through illegal occupation and self-construction\textsuperscript{19}. Over time, it became a location that sheltered displaced families and victims of violence in Colombia.

San Cristobal is considered one of the most affected localities in Bogotá regarding the violation of the rights to life, integrity, liberty and security of individuals, groups and communities\textsuperscript{20}. Other social problems found in the community are crime (mainly theft and robbery)\textsuperscript{21}, use of psychotropic substances\textsuperscript{22}, unemployment, informal work, teen pregnancy, the prevalence of chronic malnutrition in children under five years, and a considerable percentage of people, between 14 and 28 years old, who do not study or work (NEET-Not in Education, Employment, or Training)\textsuperscript{23}.

Over 60\% of the population of San Cristobal falls under the socioeconomic strata 1 and 2, which are the lower strata in the economic classification used in Colombia (scale of 1 to 6, with 1 being extreme poverty and 6 being extreme wealth)\textsuperscript{24}. Moreover, the income people earn in

\textsuperscript{18} Colombian Red Cross 2018, available at: [https://issuu.com/prensabogota/docs/12_situacion_humanitaria_actual_2018](https://issuu.com/prensabogota/docs/12_situacion_humanitaria_actual_2018)

\textsuperscript{19} Bogotá District Mayor’s Office 2019, Analysis of Conditions, Quality of Life, Health and Illness, 2016-2018 - Locality of San Cristóbal.

\textsuperscript{20} Bogotá District Mayor’s Office 2020, District Development Plan 2020-2024: Diagnosis Version 8.


\textsuperscript{22} Bogotá District Mayor’s Office 2019, Analysis of Conditions, Quality of Life, Health and Illness, 2016-2018 - Locality of San Cristóbal.

\textsuperscript{23} Bogotá District Mayor's Office 2020, District Development Plan 2020-2024: Diagnosis Version 8.

\textsuperscript{24} Idem
Los Libertadores is less than half the average of what people make in Bogota, which is approximately USD $123 per month\textsuperscript{25}.

Housing conditions in the community vary. Some people own, rent, or occupy a house. The type of materials used in the houses of the most vulnerable are not suitable for the weather and require a lot of improvements that they cannot afford. For example, they have crumbling walls, plastic tarps for roofs, tree limbs used as columns to hold up the house, and open spacing that cannot protect them against the area’s frigid weather. Houses are in constant risk of collapse. The photos shown are examples of the exterior and interior of a few houses located in the neighborhood of the project.

The Order of Malta Partnership

Food For The Poor’s (FFTP) partner organization in Colombia is the Asociación Colombiana de la Soberana Orden de Malta (The Colombian Association of the Sovereign Order of Malta), a nonprofit religious organization, with more than 60 years of experience working in the country. It’s a member of a larger international lay religious order of the Catholic Church, created in the 11th century and active in 120 countries. The Order of Malta’s mission is the preservation of human dignity and the care of all those in need, through its medical, social and humanitarian works.

Within the actions carried out for the fulfillment of this purpose, the Order of Malta develops projects in multiple areas of relief and development throughout 23 departments (states) within Colombia. These areas include food security and nutrition, water and sanitation, health, community infrastructure, and humanitarian aid. The organization has partnered with FFTP for more than ten years to deliver medicine, medical devices, and food to the poor, including during the current COVID-19 pandemic which has wreaked havoc in the country.

The Order of Malta has more than 70 local partner organizations that work in Colombia’s most vulnerable locations. Some key local partners in Bogotá are The National Training Service, Construimos Foundation, Santa Teresa de Ávila Foundation, and Las Hermanas Misioneras de Santa Teresita del Niño Jesús, among others. They are public institutions, not-for-profit organizations, and missionary religious groups that have successfully worked together with the Order of Malta in the past.

FFTP and the Order of Malta have established that joining efforts can produce innovating and impactful collaborations for the benefit of the communities that we work with; both of our organizations are particularly interested in and committed to serving and developing the poorest, most vulnerable families. In order to do this, we selected a model of work that has produced positive results in Colombia and in locations close to Entrenubes, which is explained as follows.

City of God (Ciudad de Dios) model

The City of God model, which targets vulnerable populations, has been successful in more than 20 projects nationwide. It was created by the Santa Teresa de Ávila Foundation based on three fundamental pillars: Pray, Love, and Serve, that encourage the integral development of people and vulnerable communities through the promotion of social, health, and productive projects, as well as infrastructure and spiritual initiatives.

2004C
They believe that prayer becomes an action, expressed by the love and service to others, which in turn transforms into work. In this model, prayer has a dual objective, first as a motivating force to the creation and progress of the project, and second, as an essential component of the spiritual growth of the beneficiaries, which is part of a holistic developmental model.

The second and third pillars of the strategy are materialized with the community assessment, implementation, and monitoring and evaluation of projects. City of God is tailored to the specific needs of each community. In the past, it has provided housing, community centers, technology rooms, community dining rooms, communal recreational spaces, entrepreneurial activities, trainings on social and family coexistence, sharing of biblical values, personalized support to the families, among others.

The process initiates with the provision of a permanent support mechanism in the community, which consists of a voluntary group, in this case, religious missionaries. They move and start living in the neighborhood, where they learn about the local needs, challenges, leadership abilities, and resources. They slowly begin to be integrated as part of the community, gaining their trust and empowering people to actively participate in their own development. This religious order has made a lifelong commitment to the City of God Entrenubes. They might rotate their missionaries or nuns, but they are devoted to serve the community and live with them for life. Citizen participation is highly emphasized, as part of the methodology, since the residents’ commitment is vital to the long-term development of any community.

The procedure continues with the identification of partners and volunteers to implement more specific assessments and fill the needs that result from those studies through different projects. Fundación Construimos is one of those partners that has been supporting Cities of God with their expertise of building the infrastructure (housing and communal spaces) that is needed in most projects. Other local organizations are sought, depending on the needs and location of the community.

FFTP, as a main partner of the project, will provide its extensive experience in development and its framework for sustainable community development projects, which complement perfectly the City of God model.

FFTP’s approach holds a multidimensional concept of poverty, which includes income, vulnerability, social exclusion, and disempowerment. Its holistic nature enables individuals to change behaviors in a manner that will break powerless and dependent mindsets and embrace transformational development, while ensuring sustainability. The three main objectives of the model are to address vulnerability, access to assets, and livelihood protection and promotion,
which are also aligned to the Sustainable Development Goals and national plans. The specific activities, partners involved, and the phases in which they will be carried out will be explained in the following sections.

**Project Goal and Description**

This project aims to improve the quality of life of 72 vulnerable families, approximately 288 men, women, and children in Bogotá, through the development of the Entrenubes City of God model, from 2020 to 2025.

City of God Entrenubes Sustainable Community Development will provide safe housing and communal areas to vulnerable and impoverished families – many of whom are internally displaced due to conflict – along with potable water and sanitation, electricity, life skills trainings, and a market study to determine possible IGAs. These interventions will improve the quality and stability of their livelihoods and the surrounding environment by ensuring their basic needs are met. Residents will realize their potential by increasing their personal capacity and productivity, adopting and implementing better management practices and having access to additional services.

The project will be developed in two phases throughout five years, in which the interventions will be implemented. Note this document is focused only on phase one (building peaceful communities).
# Phase I: Building Peaceful Communities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Partners</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Beneficiary Selection and Socioeconomic Profile</td>
<td></td>
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</tr>
<tr>
<td>- Implement Partnership Agreements with Public and Private Entities to secure funding, logistics, and execution</td>
<td>- Participation and consulting during assessments, program design, and monitoring and evaluation activities</td>
<td>- The Santa Teresa de Avila Foundation and the Missionary Sisters will guarantee the permanence of the sisters in the community before, during, and after the project to support and promote the participation of the beneficiaries</td>
</tr>
<tr>
<td>- Execute in coordination with FFTP and relevant organizations for the proposed activities</td>
<td>- Design and testing of program tools to assess needs and assets, monitor, and measure impact</td>
<td>- Actively participate in meetings or programs developed as part of the project</td>
</tr>
<tr>
<td>- Coordinate beneficiary selection</td>
<td>- Participate in beneficiary selection</td>
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</tbody>
</table>

| B. Community Assets Mapping and Needs Assessment | | |
| - Project supervision and reporting | | |
| | - Funding procurement for 72 houses and Integral Community Development Center | |
| C. Market and Economic Opportunity Analysis | | |
| | - Project execution, including administrative cost (valued at $14,000) | |
| | - Land donation for 72 houses and a community center (valued at $157,000) | |
| | - Studies and designs: topographic survey, soil study, architectural design, structural design, electrical, communications, hydro sanitary, and gas designs (valued at $63,000) | |
| | - Construction license | |

| D. Infrastructure - Construction of Integral Development Center - Construction of 72 houses | | |
| | - Support project participants during the process of housing construction | |
| | - Legally accept the established conditions and minimum habitable time to be a beneficiary | |
| | - Comply with the horizontal property regulation and abide coexistence rules | |

| E. Community Engagement | - All partners, and especially the Santa Teresa de Avila Foundation and the Missionary Sisters, will ensure beneficiaries participate and develop leadership skills | |
A. Beneficiary Selection

The beneficiaries of the project will be families in situations of high vulnerability in Bogotá. To facilitate this exercise, the Order of Malta, Fundación Construimos, and FFTP will partner with public entities from Bogotá. The Ministry of Housing, the Secretary District of Habitat, and the Unit for the Victims Assistance and Reparation will facilitate lists of families in extreme poverty and vulnerability, as well as families with members who have been victims from the armed conflict in the locality. Also, this process involves field visits, coordinated with the Missionary Sisters and a social worker from the Order of Malta, to understand and verify the family situation of people listed.

Each visit will require the completion of an electronic form with the social and economic conditions of the family, that will later be used to systematize the information of families and select the beneficiaries of the project. A committee with members of each partner organization will decide who will be the beneficiary following this selection criteria:

- Families with a higher number of members, especially with more children.
- Single mothers as heads of households.
- Internally displaced families (victims of armed conflict, natural disasters, etc.).
- Families with members who have a disability.
- Families living in houses made with inadequate materials, overcrowding and/or without access to drinking water and sanitation.
- Informal workers who are not registered to a credit union or do not have significant savings with credit entities.
- People that do not have court records.
- Families willing to participate in the required workshops and project activities.

Additionally, the project has the potential to serve residents from surrounding areas, who could also benefit from the social services provided at the Community Center. This will be specified in the following phases after the needs and assets assessment is completed.

B. Community Assets Mapping and Needs Assessment

During the implementation of the first phase of this sustainable community development initiative, FFTP and the Order of Malta will conduct a formal assessment to identify needs, community assets and capacities, that will inform the design of future project interventions in Phase II. This process will be participative and will include the information explained further under Baseline Data Collection.
C. Market and Economic Opportunity Analysis

This phase also incorporates a market study of the area to identify potential opportunities for IGAs in the area of San Cristobal. Throughout the use of a participatory approach, we aim to determine the following:

- What are the viable and profitable IGAs in which the families are currently engaged?
- What are other employment opportunities available within the area?
- Establish a “menu” of viable, profitable and sustainable income-generating ideas or activities within the area.
- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) for each potential IGA, along with estimates for revenues, expenses and profits – and estimate revenues, expenses and profits to be expected.
- Propose a series of activities that are needed to enable the households in San Cristobal to set up these businesses or secure employment.

Upon completion of the market study process, FFTP and the Order of Malta will be able to confidently make recommendations and report upon income-generating opportunities.

After the information has been analyzed, the team will organize follow-up meetings in the community to validate the results and to make sure everyone is on board with the conclusions, while verifying that the community members are fully aware of the identified opportunities and threats along with their responsibilities in the application of these proposed interventions.

This information serves as the basis for creating a Phase II proposal with its respective budget and timeline.

D. Infrastructure

FFTP, the Order of Malta, and Fundación Construimos believe that providing safe and secure housing delivers an important foundation that is needed for families to begin their path toward self-sufficiency. Lack of adequate housing directly affects a family’s ability to live healthy and financially productive lives. Basic housing is the beginning of the process for a family toward a sustainable livelihood and community empowerment.
The design of the building follows the regulation for horizontal properties and the objectives of the project. They include:

- 72 apartments with 2 rooms, a living room, kitchen, and bathroom; each will have potable water, electricity, and sanitation.
- 1 apartment with 3 rooms for the voluntary missionary group serving the community.
- Internal patio for 24 apartments on the 1st floor.
- Area for a security guard and another for garbage disposal.
- Water pump room and electrical room.
- Social room and greenery areas.
- 9 parking spots for visitors and 4 private parking spots.
- 10 bicycle spots.
- 1 Community Center.
- 2 extra communal rooms. Use of these rooms will depend on what is discovered in the initial needs assessment. In other Cities of God, for example, they have served as community dining and technological rooms spaces, or even a commercial space to sell products produced by the beneficiaries (one of them with an accessible ramp for people with disabilities).

**New Building Specifications**

Each apartment will be constructed on a cement foundation with clay brick walls and all internal electrical, plumbing, and sanitation installations. The building will be anti-seismic to withstand the effects of earthquakes and will have a fire protection system. The apartments will be 33 square meters and will consist of two bedrooms, with access to the municipal water, sanitation, gas, and electricity systems. The housing is designed specifically to accommodate cultural norms and provide sufficient thermal comfort, fresh air, and protection from the climate to ensure the dignity, health, safety, and wellbeing of the family.
Before construction starts, other processes need to be carried out, such as the purchase and written deed, the topographic survey, soil studies, architectural design, electrical design, construction license, structural calculation and design, hydro sanitary, and gas design. The cost of these activities and the administration cost they involve will be part of the contribution of Fundación Construimos, which totals more than $230,000.

The construction process will be under close technical supervision to assure its quality, following not only local regulations but also esthetical details to make sure families arrive at a finished apartment. For example, the apartment will include a kitchen counter and sink. It will also have a flushing toilet, bathroom sink, and shower, and it’s going to be painted and cleaned before the owners move in.

The community center included in the project has the potential to be a catalyst for bringing people together. It can spark cohesion among the community and change social dynamics, as people mobilize to meet challenges as they arise. Having a hub where people can safely gather will strengthen social bonds, act as a place of worship, and provide for more organized training sessions as they work toward sustainability. The 92 square-meter Community Center will be designed and constructed to account for all essential spaces required to fully support the development of the Order of Malta programming.

The beneficiaries will have to fulfill some minimum conditions before the deeds are given to them, such as signing an agreement stating the obligations of each family. Also, they need to inhabit the houses, not lease them or transfer them to third parties for at least five years; and abide by the rules of the community. The Colombian horizontal property law requires the apartment owners to form an administration committee, an assembly, an advisory committee to the administration, and a committee of coexistence. The Missionary Sisters will empower people to participate and to consolidate these groups.

E. Community empowerment and participation

From the beginning to the end of the project partners will work to ensure the development of a holistic community which promotes participation, social cohesion, and proper governance, to bolstering community sustainability by:

- Developing the self-confidence and self-esteem of residents.
- Developing a sense of leadership among residents.
- Guiding families to take responsibility and to make decisions that will positively impact their lives.
### Phase II: Building Social Fabric and Economic Opportunities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Partners</th>
<th>Beneficiaries</th>
</tr>
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<tbody>
<tr>
<td><strong>A. Develop and implement IGAs</strong>&lt;br&gt;- Implementation of model to strengthen existing productive units&lt;br&gt;- Employment Generation</td>
<td><img src="image1" alt="ORDEN DE MALTA COLOMBIA" />&lt;br&gt;<img src="image2" alt="FOOD FOR THE POOR" />&lt;br&gt;<img src="image3" alt="FUNDACIÓN CONSTRUIDOS" />&lt;br&gt;<img src="image4" alt="EMINENTIA" /></td>
<td>- Active participation in activities and programs, including completion of proposed training objectives to reach desired outcomes&lt;br&gt;- Active participation in IGAs along with job skills training&lt;br&gt;- Participation in Training of Trainers</td>
</tr>
<tr>
<td><strong>B. Capacity building</strong></td>
<td><img src="image4" alt="EMINENTIA" /></td>
<td>- Promote the participation of beneficiaries in the IGAs</td>
</tr>
<tr>
<td><strong>C. Social and health projects</strong></td>
<td><img src="image1" alt="ORDEN DE MALTA COLOMBIA" />&lt;br&gt;<img src="image2" alt="FOOD FOR THE POOR" />&lt;br&gt;<img src="image3" alt="FUNDACIÓN CONSTRUIDOS" />&lt;br&gt;<img src="image4" alt="EMINENTIA" /></td>
<td>- Promote the participation of beneficiaries in the social and health projects</td>
</tr>
<tr>
<td><strong>D. Spiritual initiatives</strong></td>
<td><img src="image1" alt="ORDEN DE MALTA COLOMBIA" />&lt;br&gt;<img src="image2" alt="FOOD FOR THE POOR" />&lt;br&gt;<img src="image3" alt="FUNDACIÓN CONSTRUIDOS" />&lt;br&gt;<img src="image4" alt="EMINENTIA" /></td>
<td>- Permanently support the spiritual, human, and Christian formation of the project participants</td>
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<tr>
<td>Activities</td>
<td>Partners</td>
<td>Beneficiaries</td>
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<tr>
<td>E. Community Engagement</td>
<td>- All partners, and especially the Santa Teresa de Avila Foundation and the Missionary Sisters, will ensure beneficiaries participate and develop leadership skills</td>
<td>- Families must be willing to coexist in a clean and peaceful manner with their neighbors and will contribute 150,000 COP (approx. $42) per month over 5 years upon moving in; it is not optional. This is significantly lower than the rent they currently pay, accessible to most families, and includes access to much better accommodations and services. History has shown that projects have a greater success rate when the beneficiaries themselves make a contribution. They tend to have a greater sense of ownership in the project.</td>
</tr>
</tbody>
</table>
A. Income Generating Activities

FFTP strives to ensure adequate living standards for vulnerable families who may otherwise revert back to negative coping mechanisms that impact the social and economic capabilities of the household, and as a result, affect the sustainability of the entire community. We look to design customized solutions for each community in order to increase household incomes and potentially link to markets for sale or employment, as well as reduce food insecurity and improve nutrition.

After the market study is conducted and the program design for the IGAs is completed, the implementation starts. These activities will be implemented from year two to five, according to the plan and including the right match of beneficiary and business. The beneficiary families are expected to attend and participate in all trainings and events related to the IGAs. Furthermore, the community leadership committee selects those who will provide oversight of the day-to-day operations.

B. Capacity Building Skills

Capacity building will focus on health and life skills training, specifically on those identified as priority in the needs assessment. Some trainings in other locations have focused on:

- Community and personal health training (this could include Water, Sanitation, and Hygiene (WASH), nutrition, among other health concerns that are identified in the needs assessment).
- Life Skills training and social support services. These activities shall include, but are not limited to: literacy projects, financial literacy training, beneficiary sensitization and integration, social and consistent oversight of economic support activities, social relationships, and Christian values.

C. Social and Health Projects

The needs assessment and assets mapping will guide the design of social and health projects for City of God Entrenubes. Other locations where this model has been implemented, have included nutrition and educational projects, which have provided vulnerable people to obtain their daily nutritional intake for the day, scholarships and libraries to continue their studies and strengthen their learning, and acquiring computer skills to facilitate learning and job hunting, among others. In this phase, the facilitation of
partnerships with other NGOs (non-governmental organization) and national institutions, and/or the inclusion of volunteers is key to the sustainability of the initiatives. The Order of Malta and Fundación Construimos will be responsible for seeking out these volunteers and partnerships to implement the projects.

D. Spiritual initiatives

The Missionary Sisters of St. Theresa will guide the activities involved in this area. Some events they have implemented in other communities are the use of music to evangelize and learn Christian values. Projects have been directed to children, the elderly and families in general.

E. Community Empowerment and Participation

The project, through all of its partners, will motivate beneficiaries to work collaboratively to address issues affecting their well-being. These actions will bring environmental and behavioral changes.

Monitoring, Evaluation and Learning

This is not a phase per se, but an integral part throughout the entire project, and is essential to improve it on an ongoing basis based off lessons learned. Therefore, we have created a comprehensive plan, which is explained in the next section.

Monitoring and Evaluation (M&E) Plan

The FFTP M&E team will coordinate in-country efforts to conduct regular monitoring and evaluation of activities for the length of the project. The intent is to monitor project implementation effectively and measure the degree of impact of activities, measuring both the tangible and intangible changes within the lives of participating families.
Qualitative and quantitative research will capture community data to answer the following questions:

- What extent did the overall project help community members make progress toward overcoming multidimensional poverty?
- Has the project strengthened household and community resilience and leadership?
- Is the community on the path toward self-sustainability?

Based on the theory of change, short, mid- and long-term outcomes are expected to be seen as a result of the different project interventions.

Baseline Data Collection

In coordination with the Order of Malta, FFTP’s team will be using a mobile application known as Survey CTO\(^{26}\). This application will collect baseline information to determine the state of each of the proposed indicators, as detailed in Appendix 1. These indicators have been selected to align with the U.N.’s SDG platform (see page 4).

Additionally, we will be utilizing the FFTP Sustainable Livelihoods Survey Tool, a household survey that was developed by the FFTP team using validated questions from the Multi-Dimensional Poverty Assessment Tool (MPAT)\(^ {27}\), the Poverty Probability Index (PPI)\(^ {28}\), Subjective Wellbeing Scale\(^ {29}\) and Measurement of Social Capital\(^ {30}\).

The survey questionnaire is comprised of four (4) domain areas:

- Fundamental needs: housing, water and sanitation, food and nutrition, health and health care, and education
- Other resources: other IGAs and non-farm assets
- IGAs
- Human development

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\(^{26}\) https://www.surveycto.com/
\(^{27}\) MPAT (Multidimensional Poverty Assessment Tool) https://www.ifad.org/web/knowledge/publication/asset/39631564
\(^{28}\) PPI (Poverty Probability Index) https://www.povertyindex.org/
\(^{29}\) Subjective Wellbeing Scale (http://www.pursuit-of-happiness.org/science-of-happiness/measuring-happiness/)
In addition, qualitative information will be collected from the community to determine broader issues that underlie the quantitative data and could help to understand the overall context and assess the impact on local wellbeing.

The Household Survey will be conducted in conjunction with the implementation of various project interventions. Ideally, the first survey will be undertaken to establish a baseline upon project commencement. Another survey would then be conducted six months later, then at 12 months, and then on a yearly basis; however, this can vary based upon project execution and community need.

Ongoing Monitoring of Activities

- The Order of Malta will document the progress of the beneficiaries on a continuous basis. This data will help monitor steady improvement.
- The FFTP M&E team will collect data on income, production yield (if apply), and ongoing training and technical visits in coordination with the Order de Malta.
- At six months after program start, a second assessment will be implemented to assess the program and determine the areas which will require enhanced support.
- During the process, FFTP’s M&E team will assess each family.

Graph 1: Overall Process for M&E
Reporting

At each data collection intervention, a report containing the following areas will be provided:

- Demographics: number of participants, age groups, education level, and number of people per household.
- Project snapshot: key information on implemented activities, overall impact, and key infographics on progress toward outcome goals.

Example Score Card Report

The scorecard, which can be evaluated by household and community aggregate, will show two main sets of scores that support project success, as depicted in this example:
### Evaluation Framework

<table>
<thead>
<tr>
<th>IMPACT AREAS</th>
<th>EVALUATION QUESTION</th>
<th>INDICATORS</th>
<th>TARGET</th>
<th>METHOD OF VERIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>FUNDAMENTAL NEEDS</td>
<td>1. Did the project address the shortage of affordable, safe and secure shelter?</td>
<td>1.1. Proportion of population living in households with access to basic services and improved infrastructure&lt;br&gt;1.2. Proportion of households with secure tenure rights and who perceive their rights are secured</td>
<td>100%</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2. Are beneficiaries implementing attitudes and practices of water, sanitation and hygiene (WASH)?</td>
<td>2.1. Proportion of households implementing WASH practices</td>
<td>70%</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>3. Are beneficiaries experiencing an increase in food security, nutrition and access to education and health services?</td>
<td>3.1. Proportion of households with increased food consumption per day&lt;br&gt;3.2. Proportion of yield per household for major food staples&lt;br&gt;3.3. Percentage of children and young people enrolled and attending school&lt;br&gt;3.4. Proportion of reported incidence of diarrhea and respiratory illness in the household&lt;br&gt;3.5. Proportion of households with ill members seeking medical services</td>
<td>80% can meet basic food needs&lt;br&gt;80%&lt;br&gt;50% decrease&lt;br&gt;100%&lt;br&gt;100%</td>
<td>- Household Survey&lt;br&gt;- Focus Groups and Interviews with Beneficiaries and Community Leaders</td>
</tr>
<tr>
<td>INCOME GENERATING ACTIVITIES &amp; OTHER ASSETS</td>
<td>4. Are beneficiaries experiencing increase in income due to project inputs?</td>
<td>4.1. Reported total household income per day&lt;br&gt;4.2. Reported total income attributed to project outputs (direct &amp; byproducts)</td>
<td>50% increase in income</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>5. Are beneficiaries experiencing an increase in productivity and assets and access to additional services?</td>
<td>5.1. Proportion of total yield production&lt;br&gt;5.2. Proportion of project participants adopting key recommended practices for management&lt;br&gt;5.3. Proportion of household members participating in active savings practice&lt;br&gt;5.4. Percentage of income saved in Community or Rural Bank</td>
<td>25% increase&lt;br&gt;80% adopting at least 3 out of 5 practices&lt;br&gt;80%&lt;br&gt;At least 10% of income towards savings</td>
<td>-</td>
</tr>
<tr>
<td>HUMAN DEVELOPMENT</td>
<td>6. What is the scope of impact in the quality of life in the individuals and community in San Cristobal due to the project?</td>
<td>6.1. Proportion of beneficiaries who report a positive perception about their future&lt;br&gt;6.2. Proportion of beneficiaries who report a perceived increase in their personal capacity&lt;br&gt;6.3. Proportion of household involvement in community activities&lt;br&gt;6.4. Proportion of beneficiaries who express and demonstrate an understanding about community cohesion and planning for the future</td>
<td>70% positive reported&lt;br&gt;60%&lt;br&gt;60%</td>
<td>-</td>
</tr>
</tbody>
</table>

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31 Target goals will be compared against the last data collection set to see progress. Data collection times will be: Baseline (beginning of project), sixth month, year, 18th month and after that on a yearly basis.
The International Sustainable Development Goals

On January 1, 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development were adopted by world leaders at the September 2015 U.N. Summit. Over the next fifteen (15) years, with these goals that universally apply to all, countries strive to mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind. The SDGs build on the previous Millennium Development Goals and aim to go further to end all forms of poverty. The new goals are unique in that they call for action by all countries, poor, rich, and middle income, to promote prosperity while protecting the planet. They recognize that ending poverty must go hand in hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities32.

FFTP adheres to the SDGs, and is committed to helping end poverty and hunger, ensuring all human beings can fulfill their potential in dignity and equality in a healthy environment, by working directly in 11 of these goals. This is accomplished through projects that seek to break the cycle of poverty and build sustainable communities by increasing educational attainment, improving literacy, delivering potable water and sanitation, building safe houses, making health care accessible, expanding agricultural capacity, and promoting economic opportunity. Particularly, this project will focus on the following nine SDGs:

Potential Risks

It should be noted that the completion date of this project may be extended for issues related to weather, natural disaster, Covid-19, or civil unrest to the extent that such events exceed normal conditions and impede the project’s progress.

Processes may be fractured by changes in governments or the policies of those who hire. Difficulties have been identified as communities become less interested in participating in this type of process, since their expectations have been exhausted due to the lack of consistency and coherence of the programs in which they have participated in the past.

Another difficulty encountered is the financing and resources necessary for the design, development and implementation of interventions. Some risks can be mitigated by including an amount for possible contingencies in the budget, as well as by hiring local personnel who can stay in the area.

In general, risks can be reduced by making the process flexible and adapting the project’s strategy, according to the needs and changes that occur each year of implementation.
## Budget

<table>
<thead>
<tr>
<th>QTY</th>
<th>UNIT</th>
<th>DESCRIPTION</th>
<th>AMOUNT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Housing construction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>72</td>
<td>Each</td>
<td>Two-bedroom apartment with water, sanitation, gas, electricity, and illumination</td>
<td>$12,000.00</td>
<td>$864,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Communal spaces</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Community area #1</td>
<td>$49,706.00</td>
<td>$49,706.00</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Community area #2</td>
<td>$49,706.00</td>
<td>$49,706.00</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Community area #3</td>
<td>$9,719.00</td>
<td>$9,719.00</td>
</tr>
<tr>
<td>1</td>
<td>Each</td>
<td>Apartment for Teresitas Sisters - 91.65m2</td>
<td>$49,706.00</td>
<td>$49,706.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Common areas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reception, bathroom, kitchenette, living room - 43.32m2</td>
<td>$23,494.00</td>
<td>$23,494.00</td>
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<tr>
<td></td>
<td></td>
<td>Administration - 6.02m2</td>
<td>$3,265.00</td>
<td>$3,265.00</td>
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<tr>
<td></td>
<td></td>
<td>Community Lounge - 34.41m2</td>
<td>$18,662.00</td>
<td>$18,662.00</td>
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<tr>
<td></td>
<td></td>
<td>Community Terrace - 17.26m2</td>
<td>$9,361.00</td>
<td>$9,361.00</td>
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<tr>
<td></td>
<td></td>
<td>Dumpster Enclosure - 7.23m2</td>
<td>$3,921.00</td>
<td>$3,921.00</td>
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<tr>
<td></td>
<td></td>
<td>Electrical Substation - 13.64m2</td>
<td>$7,398.00</td>
<td>$7,398.00</td>
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<tr>
<td></td>
<td></td>
<td>Storage area - 3.58m2</td>
<td>$1,942.00</td>
<td>$1,942.00</td>
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<tr>
<td></td>
<td></td>
<td>Hydraulic Pump Room - 14.31m2</td>
<td>$7,761.00</td>
<td>$7,761.00</td>
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<tr>
<td></td>
<td></td>
<td>Parking Lot with 13 spaces - 137.62m2</td>
<td>$74,638.00</td>
<td>$74,638.00</td>
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<tr>
<td></td>
<td></td>
<td>Gardens, retaining walls and drain trench - 1047.7m2</td>
<td>$568,217.00</td>
<td>$568,217.00</td>
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</tbody>
</table>
## Market study

<table>
<thead>
<tr>
<th></th>
<th>Study</th>
<th>Professional fees for market study</th>
<th>$15,000.00</th>
<th>$15,000.00</th>
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</table>

### Personnel & Equipment

<table>
<thead>
<tr>
<th></th>
<th>Year</th>
<th>Social Coordinator annual salary</th>
<th>$12,000.00</th>
<th>$12,000.00</th>
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</thead>
<tbody>
<tr>
<td>3</td>
<td>Each</td>
<td>Cell phone and internet for project staff (12 months)</td>
<td>$228.66</td>
<td>$685.98</td>
</tr>
</tbody>
</table>

**Direct Costs Total**: $1,769,181.98

### Indirect Costs

<table>
<thead>
<tr>
<th>Corporate, Network &amp; Field Operation</th>
<th>In-country project management expenses</th>
<th>$22,886.00</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Food For The Poor fulfillment, project management and monitoring expenses</td>
<td>$176,918.19</td>
</tr>
</tbody>
</table>

**Indirect Costs Total**: $176,918.19

**TOTAL PROJECT COST**: $1,968,986.17

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The funds you generously contribute to Food For The Poor will be used toward the completion of your project of choice. If any of your kind donations exceed the budget cost, rest assured that it will be used to fund other Food For The Poor projects designed to meet the urgent needs of the poor.

Contributions are tax deductible under Internal Revenue Code section 501©(3).

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**About Food For The Poor**

Food For The Poor, one of the largest international relief and development organizations in the nation, does much more than feed millions of hungry children and families living in poverty primarily in 17 countries of the Caribbean and Latin America. This interdenominational Christian ministry provides emergency relief assistance, clean water, medicine, educational materials, homes, support for orphaned and abandoned children, care for the aged, skills training and micro-enterprise development assistance. For more information, please visit [www.FoodForThePoor.org](http://www.FoodForThePoor.org).