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PUBLIC POLICY PROGRAM

QUARTERLY REPORT - Q1

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PUBLIC POLICY PROGRAM

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

LIST OF ACRONYMS

AS	Governmental Agency for Social Action and International Cooperation
BdeO	Bank of Opportunities
CAR	Regional Environmental Authorities
CELI	Consolidation and Enhanced Livelihood Initiative
CIJUS	Center of Socio-Legal Research University of Los Andes
CIMIENTOS	Citizens and municipalities invest in Education, Transparency, Health and Safety
CNRR	National Commission for Reparation and Reconciliation
CONPES	Social and Economic Policy Council
CSDI	Colombia Strategic Development Initiative
CSJ	Supreme Judicial Management Council
CSO	Civil Society Organizations
DAFP	Administrative Department of the Civil Service
DNP	National Planning Department
DT	Demobilized Troops
EITI	Extractive Industries Transparency Initiative
ESAP	National Public Management School
FAG	Agriculture Public Guarantees Fund
FINAGRO	Fund to Finance the Agricultural Sector
GOC	Government of Colombia
IDP	Internally Displaced Population
IGAC	Agustin Codazzi Geographical Institute
ILO	International Labor Organization
IMF	International Monetary Fund
INCODER	Colombian Institute for Rural Development
MEH	Ministry of Environment and Housing
MIDAS	Additional Investment for Sustainable Alternative Development
MoIJ	Ministry of Interior and Justice
MoARD	Ministry of Agriculture and Rural Development
MOF	Ministry of Finance
MOIT	Ministry of Information Technologies
MOTIT	Ministry of Trade, Industry and Tourism
MOT	Ministry of Transportation
MSP	Ministry of Social Protection
NCP	National Consolidation Policy
NDP	National Development Plan
NGO	Non-governmental organization
PECS	Payment for Environment and Conservation Services
POT	Planes de Ordenamiento Territorial
PWS	Performance Work Statement
RECs	Regional Environment Commissions
REDD	Reducing Emissions for Deforestation and Degradation
SENA	Colombian National Training Service
SINA	National Environmental System
SINAP	National System of Protected Land and Parks
SNAIDP	National System for Attention of Displaced Population
SNC	Sistema Nacional de Competitividad

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EXECUTIVE SUMMARY

ACHIEVEMENTS: OCTOBER – DECEMBER 2010

The U.S. Agency for International Development (USAID) Public Policy Project (PPP) started operations on October 21, 2010, and immediately began meeting with USAID and Government of Colombia (GOC) counterparts to establish priorities and rapid implementation activities. An initial effort was put in place to provide support to the GOC to make recommendations to further strengthen the National Development Plan and meet some immediate support needs of the Santos administration and its ambitious reform agenda. In parallel to the rapid start up plan, the PPP held regular meetings with key GOC counterparts and USAID to develop the work plan, which was submitted on November 21, 2010.

Rapid program start up contributed to the completion of key milestones and deliverables and performance standards. The PPP not only met the performance standard established for the first quarter of the program, but it also made contributions to the National Development Plan, the implementation of the GOC Plan de Choque and Land Formalization Programs, and the drafting of the floods emergency decrees. Progress made under the Land Component is the result of good coordination between the PPP and USAID's MIDAS Program. The two programs have merged technical and administrative coordination to achieve significant synergies and improved service delivery to the GOC and USAID.

The PPP faces important challenges in the next quarter. Given that there is a new GOC administration, several activities listed under the contract are no longer relevant while others have become more important. Similarly, the Santos administration's ambitious reform agenda requires significant adjustments to the Project Work Statement (PWS), in order to deliver immediate support for activities that originally had been planned for implementation in years two, three and four. The PPP will make adjustments to be fully responsive with the emerging and immediate needs of the Santos administration and will be making adjustments to some of the activities contained the in the 2011 Annual Work Plan.

The PPP is also fine tuning its processes and procedures designed to improve coordination with the GOC and other USAID programs. We are in the process of identifying GOC counterparts and putting in place standardize procedures to identify activities and associated results and performance standards, develop scopes of work and terms of references and identify consultants and experts.

In the second quarter the PPP will further support the National Development Plan (NDP) and key legislative initiatives including the Victims' Law, the General Land and Rural Development Law, the Social Prosperity Plan, the GOC Internally Displaced Persons (IDP) policy, and its

integration with the new legal framework developed in the Victims law, and the reform of the Civil Procedure Code to improve the collateral regime and improve the effectiveness of the Agrarian Jurisdiction. The PPP also will support the Climate Change CONPES document and begin support to the Office of the Vice President and the Ministry of Interior and Justice to support the design of the Afro Colombian law and the policy towards indigenous population.

EXPECTED RESULTS FOR JANUARY—MARCH 2011

In the second quarter of 2011, the PPP expects to implement several workshops and seminars, including an international land formalization seminar, a number of workshops with ethnic minority organizations and the approval of key legislation and decrees, including the decrees that provide special treatment for Afro Colombian and Indigenous communities under the Victims Law.

COMPONENT 1: LAND POLICY

During the first quarter the land team established coordination mechanisms with the Ministry of Agriculture and other GOC entities working on land reform and restitution. The team integrated program activities with the MIDAS Program and worked closely with USAID to re-define the management of technical assistance provided to the GOC on land issues.

First quarter activities included providing technical assistance to the Ministry of Agriculture and Rural Development (MinAg) on land restitution policy. Under the Ministry of Agriculture's leadership, the new government has adopted a strategy for immediate resolution for selected land restitution cases through the "*Plan de Choque*". The Plan de Choque and the draft Restitution Law have become the main priorities of the GOC to address land restitution policy.

PROGRAM ACTIVITIES:

1.1: Land restitution policies developed and implemented; capacity of the GOC to administer a land restitution program strengthened.

- Following on progress built by the USAID MIDAS Program, the PPP provided the Ministry of Agriculture with a team of technical experts who have been seconded to the Ministry to assist in the development and implementation of Land Restitution Policy. The team is headed by Jhenifer Mojica who coordinates the GOC Plan de Choque. This plan has been designed to reconstitute land to victims under the current legal framework. The Plan emphasizes restitution of property that was improperly titled by INCODER through administrative decisions. INCODER had awarded land to individuals as if the land was vacant, when it was in fact occupied. Until now the Plan de Choque has reconstituted 37 properties to their rightful owners. In addition, the Plan de Choque has formalized and awarded property titles of 748 farms and INCODER has processed the request for

formalization and extension of 9 indigenous reservations and Afro-Colombian communal land.

- Preliminary terms of reference were developed for the project “Sistema de Informacion Geografica como apoyo para la restitution de tierras y formalization de la propiedad rural”. The project will design, develop and implement a geographical information system (GIS) to support the land restitution and formalization program.
- The Public Policy Program through EAFIT supported a workshop with GOC officials in Medellín to provide training in land restitution and access to land policies.

Performance Standards:

- Provided technical assistance to the Ministry of Agriculture to develop goals and define key land policy indicators for the National Development Plan (2011-2014). The goals established for the restitution and formalization components were accepted and have been incorporated in the National Development Plan.
- A workshop with 35 GOC officials on land restitution and land access policy
- Implementation of the “Plan de Choque”.

Key Q2 Activities:

- Support the discussion of the land restitution chapter of the *Ley de Victimas* (Victims Law) which should be approved by the Senate when Congress resumes activities in February 2011.
- Continue support for implementation of the *Plan de Choque* and suggest inclusion of land formalization activities in the *Plan de Consolidacion* areas.
- Support the GOC in developing the land restitution program and the action plan to be implemented by the Land Restitution Administrative Unit once it is created by the Victims Law.
- Support the design of a geographic information system (GIS) that will support the implementation of land restitution and land formalization policy. The PPP will provide a diagnostic of information requirements, technological needs and solutions and will draft the terms of reference that will be used by the GOC to procure the information system.
- Support the development of the decree that will regulate the restitution of communal land and indigenous reservations to ethnic minorities.

1.2: Formalized property rights, streamlined issuance and maintenance of land titles: During this quarter activities were mainly focused on Task 1.2.1 Assist the GOC in developing a national land formalization policy. The Program provided a permanent 3-person team to support the Ministry of Agriculture (MOA) in the implementation of the National Rural

Property Formalization Program. The team meets biweekly with the Minister, and is supported by a cadre of experts in restitution, property rights and formalization.

- Prepared a document that outlines the initial operating plan for the formalization of small land holdings. The document outlines the objectives of the formalization program, the expected results, the prioritization criteria, beneficiary selection criteria, and the organizational structure of the program.

Performance Standards

- Supported the Secretary General of the Ministry in the expedition of Resolution 452 (December 23, 2010) which created the Rural Property Formalization Program A draft decree creating the Inter-sectoral Commission for formalization of rural property and the regional formalization committees.
- Draft procedures for judicial formalization of private property for the General Land and Rural Development Law.

Key Q2 Activities:

- International Seminar and Workshop with civil society on property formalization. Bogota, March 2010.
- Provide support to identify reforms to the Agrarian Jurisdiction and the Civil Procures Code to be presented to MoARD and the Ministry of Interior and Justice (MoIJ).
- Provide support to MoARD, MoIJ and the Consejo Superior de la Judicatura in the implementation of the Agrarian Jurisdiction. The scope of this activity is yet to be defined, but may include support to determine the number of agrarian justices, their location, the budget needs for the implementation of the jurisdiction, and manual and guidelines to train agrarian justices and lawyers.
- Support the development of the *Ley General de Tierras y Desarrollo Rural* to promote mass formalization of rural property.
- Assist the MoARD in the design and implementation of the Land Formalization Program.
- In conjunction with USAID MIDAS, support the implementation of regional land formalization pilot programs to implement the national land Formalization Program.

1.3: Lands of Internally Displaced Persons Protected (IDPs): The GOC transferred the management of the Land Protection Program from Accion Social to the Ministry of Agriculture. This change has prioritized support to the restitution and formalization programs, and as a result, the Policy Program has not initiated activities under this task.

The Land Protection Program has been merged with the land restitution program and will be part of the a single initiative.

1.4: Improved land access and more efficient land markets: This activity is of high importance for the Santos Administration, and activities have included supporting the draft of the *Ley General de Tierras y Desarrollo Rural*. The team coordinated closely with the MinAg and other government agencies in the development of the draft law.

Key Q2 Activities:

- Support the reform of INCODER so that it can operate under the guidelines outlined in the General Land and Rural Development Law. This activity includes support to INCODER's Strategic Action Plan and the adjustment of internal procedures and processes.

COMPONENT 2: FINANCIAL SERVICES

PROGRAM ACTIVITIES:

The Access to Finance team held initial meetings with GOC and financial entities in order to present the Component work plan and make any adjustments based on new GOC priorities.

- Bank of Opportunities - BDO: The program met with the BDO directors and agreed to work together under the Policy Program. The BDO Program Manager, Carlos Moya, outlined the BDO priorities which include: modifying the guarantees regimen and capping interest rates as well as reforming Red Juntos.
- During the initial meetings with the National Planning Department (DNP) , they requested the following revisions to the proposed work plan:
 - Increased focus on banking formalization
 - Revision of alternative financing schemes to better address the needs of the most vulnerable Colombians and increase formalization
 - Prioritize services for those living in extreme poverty and the displaced. Work closely with Red Juntos
 - Debt alleviation for the displaced population (there is concern about generating adverse incentives)
- Banco Agrario: the President of the Bank requested support to design and implement a general institutional reform of the bank, an activity currently not included in the PWS or annual work Plan

- Meetings were held with the Director of Rural Development at the Ministry of Agriculture and the Presidential Advisor for Social Prosperity, Samuel Azout, and discussions are going on about how the Program will work with these entities.
- Bancolombia: the Manager of Microcredit requested support in the expansion of the Bank's microcredit line. They will open new branches and hire staff to provide technical assistance.

PERFORMANCE STANDARD Q1:

- The team provided input to the Ministry of Agriculture for the draft Emergency Decree: The GOC requested support for the design of a finance policy for debt alleviation for those affected by the flooding. The Program provided two recommendations:
 - Credit Risk Bureaus: Support to introduce a new category for reporting individuals affected by the flooding to avoid a credit crunch and facilitate the implementation of debt refinancing schemes. The suggestion was included in Decree 4828 on 29 December 2010.
 - Management of State Collateral: the Program recommended a new scheme that modified how the FAG (Fondo Agropecuario de Garantías) operates to support individuals affected by the floods. Under the proposed scheme the client is not made aware that the State is providing loan guarantees, and thus avoid disincentives for repayment. In the final Decree the decision was left to the Agricultural Commission to make a final decision.

Key Q2 Activities:

- Provide support to the MoJ and to the Ministry of Finance to reform the civil procedures code to reform the collateral regime.
- Provide support to Accion Social, Ministry of Finance and MoARD to promote the supply and use of micro-insurance and agricultural insurance.
- Support the strengthening of the debt management chapter of the Victims' Law. The program will provide recommendations to facilitate the introduction of refinancing schemes and special credit bureau reporting schemes.

COMPONENT 3: POLICIES TOWARD CONFLICT-AFFECTED POPULATIONS

The team met with GOC officials from a number of Ministries and entities to understand the priorities of the new Administration and the structural changes being made by the Santos government in its approach to assistance to vulnerable populations.

PROGRAM ACTIVITIES:

Result 3.1 Stronger IDP policy framework: Presidential Advisor for Social Prosperity (PASP):

The program provided support to the PASP to develop the Social Prosperity Plan. Recommendations provided to the PASP have been included in the National Development Plan. The recommendations include the following:

- Operational strengthening of the Social Protection Network to Reduce Extreme Poverty and provide support to IDPs and other vulnerable populations under Red Juntos.
- Provided recommendations to improve interagency coordination under Red Juntos to enhance the impact of policies designed to reduce extreme poverty and focus attention on the needs of IDPs.
- Suggested the introduction of a strategy designed to address the “bottle-necks” faced during implementation of Red Juntos and include a local development dimension to create a business environment for sustainable income opportunities for the poor and vulnerable populations.
- Provided recommendations to strengthen the Income Generation and Sustainable Livelihoods Policy (Conpes 3616), which includes the involvement of the private sector.

Result 3.5 Improved service delivery for Afro-Colombians and Indigenous populations:

Components 3 and 4 will assist the DNP in the establishment of the Local Sustainable Development Unit and strengthen the capacity of local authorities to respond to the needs of the poor, displaced and ethnic groups.

Key Q2 Activities:

Support the response of GOC agencies to the Constitutional Court AUTOS and provide support to strengthen the IDP policy framework. We will work with the GOC agencies involved in its design and implementation including Acción Social, the Office of the Vice President and the National Planning Department (Special Social Projects Program).

Support implementation of the UN Convention on Persons With Disabilities (PWD) rights.: There is a meeting programmed with the Ministry of Social Protection on January 20th to discuss and set up an agenda for PWD activities. The program will also coordinate this activity with the Office of the Vice President.

Begin support to Accion Social and the Office of the Vice President to develop a policy that promotes reconciliation and peaceful coexistence between communities and victims. The Component will hold a meeting with Accion Social's Sub-Direction for Attention to IDPs to coordinate with other Accion Social units, to establish a common approach to address the needs of the victims and promote peaceful coexistence. The team will also meet with the Ministry of Justice and Internal Affairs to establish priority activities for victims and ethnic communities.

Result 3.4 Improved livelihoods and income opportunities for Conflict-affected Populations: The team will work with Accion Social, the High Commission for Social Prosperity, and the DNP (Special Social Projects Program) to support the implementation of CONPES 3616 (improved livelihoods and income opportunities for the extreme poor and IDPs).

Result 3.5 Improved service delivery for Afro-Colombians and Indigenous populations: The team is meeting with the Vice President's Office to discuss how the Program will work with the GOC on this result.

Result 3.6 The Program together with the Office of the Vice President will develop a strategy to strengthen victims' grass roots organizations. The strategy will focus on ethnic minorities, women and youth to promote their participation in the policy dialogue and in the decision making process.

COMPONENT 4: SUPPORT FOR DECENTRALIZATION AND IMPROVED PUBLIC AND ECONOMIC MANAGEMENT.

PROGRAM ACTIVITIES:

4.4: Stronger local capacity to implement and manage national GOC programs: During the first quarter, the team began to strengthen the management capacity of key government agencies and ministries, in two key areas: support to the development of the National Consolidation Plan and the Rural Development Policy. These two areas have been prioritized by the GOC and USAID, and the program has begun to mobilize a team of experts to help the GOC develop their plan for both areas.

National Consolidation Plan:

- Through the High Commissioner for National Security, the GOC requested USAID support in the design and implementation of the Strategic Revision of the National Consolidation Plan.

- The DIPEM team participated in several work sessions with the High Commissioner for National Security and the CCAI representatives, to plan the strategic revision process.
- The Program provided technical assistance to support the core Consolidation team in the definition of the methodology and structure for the review process, and in designing mechanisms to encourage the active participation of the GOC entities involved. The methodology has been validated with high-level GOC representatives and is being implemented.

Key Q2 Activities:

- Implementation of the strategic revision process of the National Consolidation Plan will begin in the second week of January, with a team of experts from AECOM and Economía Urbana. The team will provide technical assistance to the 12 subcommittees tasked with reviewing the main issues of the National Consolidation Plan. Phase two activities will include providing recommendations on revisions to the National Consolidation Plan and restructuring of interagency coordination mechanisms and articulation with regional development programs.

Rural Development:

- The team has been working closely with the MoARD to help to define key aspects of the new rural development policy.
- An official meeting was held with the MoARD to establish priorities, agenda and technical assistance to be delivered by the Program in the area of rural development policy design and implementation.

Key Q2 Activities:

- Preparation of a detailed agenda and work plan approved by MoARD and USAID on key areas of technical assistance for Rural Development including support to sectoral institutional arrangements.

4.5: Establish career tracks for Category 6 municipalities: The component is responsible for the assessment of the existing legal, regulatory and operative framework for civil service in Colombia. The team will provide technical assistance and training to the GOC, to improve the public employment tract in Colombia, with special focus on sub-national governments.

- The High Commission for Good Governance and Administrative Efficiency has requested the Programs assistance in reforming the legal framework governing Public Employment.

- During the Q1, the DIPeM team held several meetings with the High Commission for Good Governance to establish the scope of the Good Governance Strategy.
- The Program brought international consultants, Jose Cruz-Osorio and Susan Valaskovic, to help the GOC develop their Good Government Agenda. The meetings established the scope of the program, which will reform the legal framework for public employment in Colombia.

Key Q2 Activities:

- By the end of the second quarter, the team will present the draft of the public employment bill to the High Commission for Good Governance and Administrative Efficiency. This law will establish the regulatory framework for public employment, public management and administrative career tracks. The bill will outline criteria and an implementation plan for selection, recruitment, evaluation, training, human development, salaries, incentives, and retirement.

4.7: National training plans that meet the needs of Category 6 municipalities

- The DIPeM team met with the Territorial Development Director of the National Planning Department and the High Commissioner for Good Governance and Administrative Efficiency, to understand GOC priorities for local government capacity building. The group agreed to develop a capacity building program to strengthen local capacity and created a technical working group (Territorial Strengthening Committee), that will coordinate and lead the program design.
- The DIPeM team produced a brief analysis of the main issues faced by local governments and a set of proposed activities to address the identified challenges. The recommendations included the development of a comprehensive policy for local government institutional strengthening, the structuring of institutional arrangements, and the design of a capacity building program for sub-national governments.

Key Q2 Activities:

- The team will propose an action plan to the Territorial Strengthening Committee, recommending a general strategy and next steps for developing a comprehensive policy for institutional strengthening, as well as the capacity building program.
- A DIPeM's team of experts will develop an assessment on existing conditions, weaknesses and challenges faced by sub-national governments, as well as an evaluation of previous programs and policies implemented to improve local capacities. Along with this assessment, the team will identify and analyze best practices and lessons learned in Colombia and some other countries.

COMPONENT 5: LABOR ISSUES

The component work plan was validated with government counterparts, including the DNP, Vice-president office, Ministry of Education and DANE.

PROGRAM ACTIVITIES:

- The Deputy Minister indicated that given that the separation of the Ministry of Social Protection into two focus areas, Health and Labor, is pending, he would prefer not to start the implementation of the labor inspection activities, and other activities of the labor component until that separation takes place.
- Discussions with the office of the Vice-President indicated high interest in developing a program on fundamental labor rights.

Task 5.1 Improved processing of labor-related cases through the Oral Adjudication System

- Due to the holiday recess, the activities of this sub-component were not discussed in detail with the Higher Judicial Council (CSJ). The activities will be discussed in Q2 when the judicial system has returned from the recess.

Key Q2 Activities:

- Begin work plan implementation with a public seminar on labor market distortions and reduction of informality in February or early March.

COMPONENT 6: ENVIRONMENTAL POLICY

PROGRAM ACTIVITIES:

- At the request of the MoARD, the team assisted the GOC in the development of emergency decrees following the declaration of a State of Emergency due to heavy rains which caused massive flooding and damage in December.

A team of experts from AECOM and Ecoversa (Sub-contractor) lead a technical team, which included representatives from the MoARD and the Ministry of Environment. The team provided technical recommendations and drafted four decrees on environmental compliance, management of flooded areas, reforestation and land use improvement. The decrees were designed to mitigate the consequences of flooding of agricultural land, and address the severe sanitary problems caused by the flooding included devastation to crops

and rural housing. The decree also included methods to improve the irrigation districts. The technical drafts were submitted for review to the Ministry of Agriculture's legal office on Dec 24th. There was further debate on key technical issues of these decrees on Dec 30th. The MoARD issued a general decree (4828) containing many of the inputs provided by AECOM's team of experts.

Key Q2 Activities:

- Provide recommendations to the National Development Plan on biodiversity policy, low emissions development and payment for environmental services.
- Prepare a summary evaluation of the national policies on biodiversity and of the draft document on the new diversity policies proposed by the previous government.
- Prepare an analysis of the CONPES document on the national system for protected areas
- Review and evaluate payment for environmental services experiences in Colombia and internationally.

PROGRAM MANAGEMENT AND ADMINISTRATION

AECOM International Development, Inc. signed the contract for implementation of the USAID Public Policy Program on October 21, 2010. Shortly following contract signature, the AECOM Project Management Team met to establish a timeline for start up activities and work plan development. Key personnel (Jaime Niño, COP; Samantha Akins, DCOP; Diego Bautista, Decentralization Component Leader; and Yesid Castro, Land Component Leader) and the Home Office expatriate start up team (Cecilia Ciepiela, Engagement Manager; Eileen Barber, Program Manager; and Danielle Tuller, Operations Manager) were immediately mobilized and began working on start up activities.

AECOM held an initial meeting in Arlington, VA on October 26th with AECOM's major subcontractor (ARD) to confirm availability of personnel and to finalize the contract scope of work.

A kick-off meeting was held with USAID on December 1st in Bogotá to introduce the Program team to USAID, identify USAID contacts for the Program, and describe administrative processes.

Procurement

The Program began implementation on the day the contract was signed, using AECOM's existing office to begin program start-up activities. AECOM issued RFQs for IT services,

computers, security services, and cellular telephone services. Four optional permanent offices were identified and all background documentation was sent to USAID for security name check. AECOM contacted ARD regarding transfer of USAID non-expendable equipment and reviewed available options. Living quarters for AECOM expatriate staff member (Samantha Akins) received approval from USAID. The home offices supported the field team in the preparation of all contracting documents and operations manuals.

Recruitment/Contracting

A call for resumes was developed and for technical and administrative positions for the Program. AECOM proceeded with hiring staff and consultants pre-approved in the Program budget, and the administrative team was identified, recruited, and hiring was initiated.

The five subcontractors which were identified and approved in the contract were issued Letters of Intent to Subcontract and they began to mobilize experts that would help in the development of the Program Workplan. Total commitments during the quarter reached USD\$ 344,500.

Operations

Key formats were developed and implemented for program start up including legally compliant bilingual contracts, timesheets, and requests for reimbursement; and the operations manuals were drafted. AECOM began to customize the OneSource system– the company's corporate system for program management, and the initial design was presented to USAID for approval.

Key Q2 Activities:

AECOM will remodel its new office space, and will procure necessary expendable and non-expendable equipment, making the office fully functional for Program needs. AECOM will also finalize all operations manuals and hiring of long-termers on the administrative and technical team. AECOM will conduct a 2-day internal training with employees and component leaders, and a 1-day external training with all subcontractors on administrative procedures to guarantee a common understanding of Program procedures and processes. The subcontract for security services will be selected, and the security manual generated.

ANNEX 1

TABLE 1: PROGRAM EXPENDITURES

Cost Line Items	a	b	c	d	=b+c+d	=a-b-c-d
	Budget	Incured Thru Last Quarter	Incured this Quarter	Accruals	Total Expended	Remaining
1. Land Policy	\$4,580,983	\$ -	\$ 19,273.00	\$ 93,067.00	\$ 112,340.00	\$4,468,643.00
2. Access to Finance	3,563,587	\$ -	\$ 25,115.00	\$ 28,980.00	\$ 54,095.00	\$3,509,492.00
3. Policies towards vulnerable populations	3,125,759	\$ -	\$ 17,669.00	\$ 52,068.00	\$ 69,737.00	\$3,056,022.00
4. Support for Decentralization and Improved Economic Management	4,838,731	\$ -	\$ 68,808.00	\$ 68,395.00	\$ 137,203.00	\$4,701,528.00
5. Labor Issues	2,215,058	\$ -	\$ 26,763.00	\$ 24,432.00	\$ 51,195.00	\$2,163,863.00
6. Flexible Response Activities (including clean energy)	2,857,068	\$ -	\$ 14,551.00	\$ 71,825.00	\$ 86,376.00	\$2,770,692.00
Total Estimated Cost	21,181,186	\$ -	\$ 172,179.00	\$ 338,767.00	\$ 510,946.00	\$20,670,240.00
Fixed Fee	1,306,370	\$ -	\$ 11,191.62	\$ 22,020.00	\$ 33,211.62	\$1,273,158.38
Total Estimated Cost Plus Fixed Fee	\$22,487,555		\$ 183,370.62	\$ 360,787.00	\$ 544,157.62	\$21,943,397.38

FIGURE 1: PROPOSED FUNCTIONAL ORGANIZATION

