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CONSOLIDATION AND ENHANCED LIVELIHOOD INITIATIVE – CENTRAL REGION (CELI-CENTRAL) ANNUAL WORK PLAN OCTOBER 2014 – SEPTEMBER 2015



AUGUST 2014

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Contacts Tetra Tech ARD:

Mark Levenson, Chief of Party
Calle 72 # 10-51 Bogotá, Colombia
Tel:(57) 743 3000
Email: mleverson@ard.org.co

Rhys Payne, Asesor Técnico Directivo
159 Bank Street, Suite 300
P.O. Box 1397
Burlington, VT 05402
Tel: (802) 495-0599
Email: rhys.payne@tetrattech.com

COVER: Young students participating in a training session of coffee production in the framework of the project Escuela y Café developed in Southern Tolima

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(CELI-CENTRAL)

ANNUAL WORK PLAN

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I. INTRODUCTION

The fourth CELI-Central Annual Work Plan (AWP) covers the period between October 2014 and September 2015. The structuring of the activities described in the AWP will slightly vary between the sub-regions according to the dynamics of the particular territories and the demands of local actors, including rural inhabitants, municipal authorities, institutions, and private sector enterprises, among others. In this sense, the Work Plan is considered a living document that must respond to the Colombian environment in a timely and contextually sensitive manner.

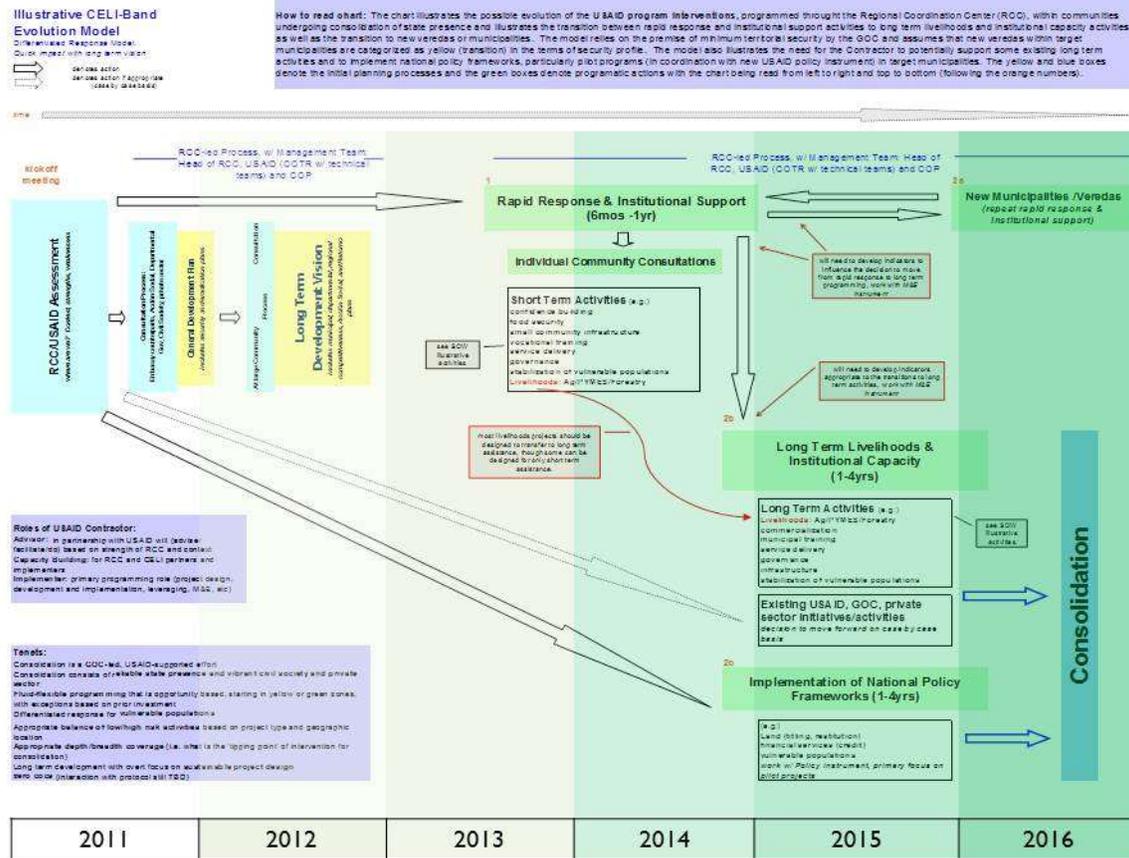
Reacting to recent socio-political events that point to encouraging progress towards diminishing conflict throughout the Central Band and to complement USAID's Country Development Cooperation Strategy (CDCS) 2014-2018, CELI-Central's FY2015 AWP will be heavily weighted towards the promotion of inclusive and equitable socio-economic development. Focusing on community-driven, private sector initiatives complementing prior institutional strengthening activities executed by Colombia Responde over the course of the past three years, key areas of USAID's CDCS strategy will be emphasized by CELI-Central initiatives aimed at empowering and mobilizing more effective producer associations benefitting smallholder farmers and increasing private sector investment in rural communities. These areas of focus coincide directly with ongoing FY2014 activities and planned FY2015 proposed initiatives that build on prior results achieved through CELI-Central's inclusive and demand driven methodology. In this sense, this new phase of the project is sequenced on past impacts from the rapid response and integrated rural development initiatives that effectively laid the foundations for a propitious enabling environment for embarking upon a final phase of the program that uses territorial community-based rural associations as a magnet to attract private sector investment, primarily from small and medium enterprises.

In the fifth fiscal year (2015) of CELI-Central's execution, as per the illustrative CELI-Band Evolution Model (Graphic 1) outlined in the contract, programming activities will therefore enter both the final stages of development and realization of foreseen exit strategies, as seen in the diagram below.

This penultimate stage--before contract closeout--incorporates increased private sector activities that provide greater economic opportunities for community stakeholders within the context of licit markets and the rule of law. This is the natural progression of CELI-Central's methodology resulting in an ordered advancement of activity development and implementation along the following scheme:

1. Short-term rapid response interventions resulting from *talleres veredales*;
2. Small to medium-scale thematic activities reacting to opportunities identified through already implemented short term rapid response projects;
3. *Plan de nucleo* activities as a result of aggregating small to-medium scale activities to create critical mass and extended impacts;
4. Large-scale, regionally based integrated interventions which weave together *plan de nucleo* activities to ensure sustainability through enlarged, cross-cutting scopes to enhance long-term institutional capacities in both public and private sectors;
5. Establishment of licit economic opportunities that provide community stakeholders the means to improve their livelihoods within a context of a rule of law that is made sustainable by a legitimate state presence in the conflict regions.

Graphic 1



In the FY2015 period of program evolution, CELI-Central will tailor an approach consistent with its inclusive, demand-driven methodology to accelerate the creation of Public-Private Partnerships (PPPs) within current areas of operation, including amplified zones. These proposed PPPs will bring shared responsibilities and resource commitments to collaborative activities within CELI-Central’s existing long-term livelihoods and institutional capacity building framework. By operating on a continuum between full privatization and traditional government services, these PPPs will involve partners from the public, private and nonprofit sectors, all of whom agree to share money, skills, knowledge — but also risks and benefits — to accomplish a common goal. By working with private and public sector partners, alliances will have a multiplier effect by generating a greater impact on nascent or established commercial enterprises and CELI-Central beneficiaries, thereby consolidating gains already achieved through CELI-Central interventions.

In addition to increased attention on private sector initiatives, CELI-Central will continue the rigorous and compliant execution and follow-up on activities currently under execution. Even while embarking upon the new and final phase of the project, robust project implementation of the institutionalization initiatives and the integrated rural development activities will be proceeding for the large number of activities that have already been approved. Hence, the transition to the private sector engagement stage will represent a seamless evolution of program activities that maintain and deepen the established relations of trust and credibility that

have allowed for bringing together the multitude of actors that has made possible the remarkable leveraging of counterpart funding to date.

Knowledge management will comprise another key area of focus during FY2015. The new initiative will be facilitated through a subcontract with a local organization that will undertake polling and survey work in local implementation sites to ascertain what elements of CELI-Central have been most effective at altering citizen perceptions in order to glean lessons learned and best practices. The data resulting from these measurements will feed into the design and implementation of a strategic communications campaign tailored to the specificities of the diverse localities in which the program works.

As the CELI-Central contract nears completion, closeout and administrative management will become increasingly important. Shortly after the onset of FY 2015, a close out timetable will be elaborated to ensure that all activities will have ample time to run their course despite the vagaries that could delay full disbursement of approved commitments. By aiming to complete the disbursement of the Activity Fund six months prior to the PACD, not only will ample time be allowed for orderly close-out, but a thorough financial and administrative review will make it possible for any remaining operational funds (if any) to be reprogrammed to provide flexibility to ensure responsiveness to new USAID direction into the early months of FY2016.

2. PROGRAM STRATEGY

2.1. Amplified Post-Conflict and Rural Development Approach

The approach to this topic is derived from progress made in elaborating the methodology of “Encounters in Rural Development.” The methodology will be implemented in all micro-regions of program intervention. The application of the methodology will be accompanied by the deepening of the characterization of the micro-regions based on the criteria of safety, feasibility, opportunity, and environmental sustainability, with the participation of local actors. This methodology will allow for the establishment of an ongoing dialogue with the inhabitants of the territories, rebuilding their social networks, increasing their management skills, as well as identifying development initiatives based on their demands and priorities. To provide sustainable capacity, the experience will be documented and systematized in order to develop knowledge management to enable the future implementation of these processes by rural inhabitants, institutions, and development officials, among others. This activity is anticipated to reach USD\$325,000 during FY 2015.

2.2. Incorporation of FY2014 Bridging Activities

Several key, crosscutting activities initiated and approved in the CELI-Central Mid-Term FY2014 Annual Work Plan will continue to serve as bridging actions in support of improved conditions for inclusive, rural economic growth and eventual realization of the CELI-Band Evolution Model’s goals. These interventions will continue to focus on: partnerships within the private sector to increase access to financial services and to spread the benefits of private investment; strengthened the capacities of producer associations to provide an increased array of services to members; improved communication strategies for the collection, publication, and institutionalization of CELI-Central experiences and lessons learned, and; continued support for the construction of tertiary road networks linking producers to market centers.

Access to Financial Services and Financing – This initiative is based on dialogue with institutional actors regarding the demands arising from productive actors in the territories, which has helped to define the following objectives:

1. Establishment of alliances or agreements with banks to provide financial services in CSDI zones. Specifically, we will explore actions focused on productive chains and services using new technologies.
2. Assistance for the formation of local saving and credit groups (*Grupos Locales de Ahorro y Crédito – GLAC*) and micro credit (*Banca Comunal*) to achieve self-management, participation, and inclusion of inhabitants of the territory in order to facilitate access to better services.
3. Technical assistance directed to grassroots productive organizations for the creation and/or strengthening of revolving funds (*Fondos Rotatorios*).
4. Advising, training, and assistance to producer organizations to enable their access to the agricultural credit line of FINAGRO.

Strengthening of Grassroots Producer Organizations –Capacity building of producer associations will be a critical factor for the success and sustainability of private sector partnership interventions. This factor will be intrinsic to the formulation of income-generating activities of CELI-Central. One of CELI-Central’s approaches seeks to improve the quality of citizen participation in fora such as Rural Development Municipal

Councils and Social Politics Municipal Councils, as well as the generation of self-government capacities. Specifically, it will be ensured that associations are operational and provide services to their members, such as technical assistance and commercialization. The participation of these associations in market spaces is conditioned on their participation in trade intermediation through instruments such as the purchases fund (*fondo de compras*). Other options to explore that complement the efforts being made and serve as means to gain access to new markets are auctions and trade forums. These scenarios constitute great commercial opportunities for the organizations. To this end, training sessions and practical exercises will be used to assist and nurture capacities, abilities, skills and applied knowledge that allow beneficiaries to have a better position to partake in business negotiations. These aspects will be strengthened through cross cutting technical assistance for all productive lines in the CELI-Central regions. USD\$440,000 has been set aside for these capacity building efforts.

Knowledge and Communications Management – Many of the activities the program started more than a year ago have closed and others are close to completion. Both positive and negative experiences that regional and national teams have had throughout the process of formulation and implementation are worth documenting and relating to different audiences that interact with the territories covered by the program. In this sense, the process of collection, publication, and institutionalization of these experiences must immediately begin as the relevant cases allow for it. USAID has requested that the program move quickly in this process by integrating the knowledge management methodology with a clear proposal for the dissemination of the lessons resulting from this. Currently there is a structured *ficha* in the approval process with identified cases to document in an initial period not to exceed four months.

Tertiary Roads – An improved Colombian tertiary road network is essential to physically link all regions of the country to prospective internal and external markets envisioned in a comprehensive rural development strategy. Much work is needed to improve rural road infrastructure in order to complete the market chain from production site, to storage, marketing and consumption. Over the past three years, CELI-Central has aided national efforts to improve the tertiary road networks through the provision of cost and feasibility studies, as well as design and small infrastructural improvements to existing rural roads. To date, CELI-Central has implemented activities covering 117 kms of tertiary roads for approximately US\$2,800,000.

The management of tertiary roads by municipalities has proven difficult. In many rural municipalities, there exists a profound lack of technical, managerial and financial capability to ensure road upkeep and allow producers and producer associations to remain competitive or access greater market opportunities. The primary need identified through community workshops conducted by CELI-Central across 20 municipalities of coverage was the upkeep of existing tracks and construction of bridges that affect mobility in the winter season. As these rural road networks play a vital role in CELI-Central's integrated activity approach, FY2015's AWP will continue to seek opportunities and interventions that strengthen this essential component of the value-chain.

2.3. Creating Improved Conditions for Inclusive Rural Economic Growth

Many of CELI-Central's activities to date have contributed to laying foundations for greater and more inclusive rural economic growth. These range from public infrastructure works such as road and bridge improvements, to support for land titling and archiving initiatives, to productive projects that increase producer skills and access to markets by rural farmers. Most importantly, the CELI-Central program has institutionalized participatory consultative mechanisms between communities and authorities at municipal, departmental, and national levels of governance.

The groundwork has thus been laid for the final phase of the program, which is to provide community members with opportunities to develop their stake in the licit economy. For the state to consolidate its legitimate presence in the territories of CELI-Central, it will not be enough to rely so heavily on public sector

or donor investments. Rather, the ultimate success of Colombia's efforts to bridge the pronounced gap between the urban areas and the vast but previously neglected and under governed rural regions lies in creating conditions for inclusive sustainable development. CELI-Central will do this over the remainder of the program and therefore prioritize the leveraging of private sector investments as a way to provide broader economic opportunities to communities than would be available through primarily public sector initiatives. The linchpin of CELI-Central's strategic approach to this challenge is the utilization of our existing assets in the field (access to and relations of credibility and trust with both communities and governmental actors) to spur private sector partnerships that better tie rural producers and entrepreneurs to markets. The approach and methodology for this phase of the program is described below, in Section 3.2.

3. WORK PLAN

3.1. Execution and Follow-up

As activity *ficha* development winds down at the end of FY2014, CELI-Central will shift significant management resources toward execution, monitoring and follow-up of ongoing activities. It is expected that virtually all of the FY2014 proposed activities' contractual instruments will be approved by the beginning of October, thereby allowing CELI-Central's Senior Thematic Specialists opportunity to work closely with Regional Staff to focus on the development of private sector partnerships to commit remaining Activity Fund monies. This means most of the CELI-Central staff will be giving priority to ensuring the compliant and timely execution of planned and ongoing activities, paying particular attention to meeting contractual monitoring and evaluation goals throughout the next fiscal year.

As of 1 October 2014, CELI-Central will have approximately 150 activities under execution, representing over 440 contractual instruments valued at nearly \$42 million. Compliant and rigorous follow-up is required to ensure all activities adhere to contract or grant agreement obligations and that each activity adheres to agreed-upon timelines regarding oversight committees and disbursement plans. The shift of focus from *ficha* development to activity execution will allow regional staff the necessary time for essential site visits and documentation of monitoring and evaluation requirements.

The implementation of the FY2014 AWP included a mid-term review (conducted in April 2014) that helped better align impacts and results in the field with a more pronounced focus on rural development, which followed the anticipated evolution of the program. This was also tied to increasingly robust project activities that involved several integrated components and higher levels of institutional participation.

The illustrative activities presented in the annexes are designed to follow this trend, with integration between the components of the larger programs highlighted. The indicative activities have also been designed with a priority on ensuring the sustainability of investments and high levels of visibility over the medium and long term.

In terms of projected commitments, the annual FY 2014 projections amount to \$28,337,239, which represents 97% of total program resources, with 40 activities spread over the different regions (see Table 1, below). Four activities are comprehensive, worth a combined \$13,496,307, representing 48% of the total funds approved for FY 2014.

Table 1: Achievements WPFY2014

| Region | # Activities | CELI Central Commitments | Leverage* | Total Value (USD) |
|------------------------------|--------------|--------------------------|----------------------|----------------------|
| Caquetá | 6 | \$ 5.623.343 | \$ 9.650.914 | \$ 15.274.257 |
| Cauca/Valle del Cauca | 6 | \$ 3.384.922 | \$ 7.448.194 | \$ 10.833.116 |
| Meta | 9 | \$ 7.363.158 | \$ 18.888.091 | \$ 26.251.249 |
| Tolima | 10 | \$ 5.039.536 | \$ 14.653.337 | \$ 19.692.873 |
| Nacional | 9 | \$ 6.926.281 | \$ 10.538.822 | \$ 17.465.103 |
| TOTAL | 40 | \$ 28.337.239 | \$ 61.179.358 | \$ 89.516.598 |

*Includes Public and Private Sector

Regarding counterpart contributions, CELI-Central successfully leveraged public and private contributions to program activities of more than \$61 million, representing 108% of the established target that had been set at \$56 million.

At the national level, the implementation of the activity “Supporting INCODER’s Management and Archiving System” involved a program investment of \$4,125,034 over a 12 month period, with the stated objective of “to organize and modernize the Colombian agency’s information management system in eight of its regional offices.” INCODER certified its provision of the financial, human and institutional resources necessary to ensure the sustainability and functionality of the information system and full implementation of the activity has begun. This activity is firmly linked to the implementation of USAID’s Land and Rural Development Program (LRDP) and CELI-Central is open to supporting similar initiatives in FY2015 should USAID deem appropriate.

The following table highlights progress against cumulative leading indicators in quarters I, II and III of FY 2014.

Table 2: Achievements FY2014 up to June 2014

| Indicators | | Targets | | Achievements | % |
|------------|---|----------------|---------------|---------------|------|
| | | LOP | 2014 | | |
| DOI-006 | Public funds leveraged in CSDI zones attributable to USG Interventions | \$ 144,000,000 | \$ 28,800,000 | \$ 58,070,635 | 202% |
| DOI-011 | Number of people benefitted by national social programs implemented in CSDI municipalities. | 40,000 | 16,000 | 6,528 | 41% |
| DOI-012 | Number of beneficiaries receiving improved infrastructure services (F indicator 4.4-8) | 90,000 | 15,000 | 29,201 | 195% |
| DOI-025 | Number of CSO members supported by USG assistance | 7,400 | 1,480 | 2,224 | 150% |
| DOI-031 | Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities. | 100,000 | 20,000 | 27,003 | 135% |
| DOI-032 | Private sector funds leveraged in CSDI zones attributable to USG Interventions | \$50,000,000 | \$5,000,000 | \$8,707,787 | 174% |
| DOI-033 | Number of private-public alliances formed | 15 | 5 | 4 | 80% |
| DOI-034 | Number of rural households benefiting directly from USG interventions (F 4.5.2-13) | 25,000 | 5,000 | 5,142 | 103% |
| DOI-039 | Numbers of properties in cadaster formation or cadaster update processes supported in CSDI municipalities. | 23,800 | 18,700 | 114,153 | 610% |
| DOI-041 | Number of restitution cases supported in CSDI municipalities | 900 | 500 | 1,798 | 360% |

The amplified emphasis on Monitoring and Evaluation at this stage of the program will increasingly rely upon evidence-based reporting and tracking advances against the PMP to ensure contract obligations are met. Biannual reviews of indicator targets are conducted by USAID and the CELI-Central M&E specialists in order to modify or adjust targets in response to the overall implementation context.

3.2. Public Private Partnerships

The CELI-Central model is ultimately aimed at altering citizen perceptions towards the state, such that legitimate democratic security is consolidated in the target regions. In the early phases of the program, assistance sequenced from rapid response activities with tangible impact that brought together public actors and resources with communities at the *vereda* level to a subsequent phase that aggregated the *veredas* into *plan de nucleo* so that a larger critical mass could be reached with more integrated activities. However, the CELI-Central program also hinges upon the engagement of the private sector in improving the opportunities and living conditions of the communities within the CELI-Central Band. Therefore, it is essential that CELI-Central's overall approach to Public Private Partnerships (PPPs) as a means to catalyze greater private investment is one that is tailored to the program's core methodology and guiding principles.

The underlying strategy to mobilize private sector initiative and investment will stimulate engagement of qualified small and medium sized businesses operating within Colombia's Central Band to partner with local associations to take advantage of opportunities for expansion created through the ongoing implementation of the CELI-Central program. These partnerships will be based on a tailored approach that is rooted in CELI-Central's demand-driven methodology and remains inclusive in nature, offering qualified participants across a range of entrepreneurial activity equitable opportunity to become the real entrepreneurs of economic expansion. The community participation that is a core principle of the CELI-Central methodology will provide the means to mobilize local and regional associations who will serve as the drivers in pulling together the partners and generating the PPP proposals, thereby preserving the program's intrinsic bottom-up approach. CELI-Central will therefore build on the foundations of its existing methods of community engagement, consultation, and mobilization to promote bottom-up entrepreneurship. The expectation is that provided with the incentives available through joint funding, businesses (especially at the local and regional levels) will partner with the associations to achieve key elements of the CELI-Central program and in particular, increased incomes and higher prices for goods or services produced. The target PPPs will realistically be valued between \$100,000 and \$1,000,000 depending on USAID approval. While larger, internationally focused partnerships would be ideal, time limitations of CELI-Central's contract and lack of large players in the regions will likely limit such larger scale GDA type initiatives except for rare cases.

CELI-Central will identify PPPs that support its Annual Work Plan 2015 in the following areas: transition from familial economies to commercial enterprises; leveraging financial resources and banking services; improved access to supply chains and markets through market driven approaches; and expansion of logistical, communication and IT services, among others. It is not the aim for CELI-Central to develop PPPs in all sectors, but rather focus its time and effort on developing PPPs that yield high dividends and can be rapidly implemented in areas of existing activities.

As CELI-Central continues to align with USAID's overarching country strategy, it will take advantage of the many added benefits of engaging in public-private partnerships, including, but not limited to: increasing investments; gaining economies of scale in programming, production, marketing, etc.; sharing and/or transferring technical knowledge and expertise; gaining access to new or previously blocked markets; reducing and/or sharing costs of products, services, materials, and distribution; increasing visibility; and strengthening the quality and effectiveness of services. Execution of CELI-Central's proposed PPP strategy will ensure that partnerships will have a stronger intersection of interests in terms of the outcomes that each partner aims to achieve and delivers significant value in terms of effectiveness, scale, efficiency, sustainability, and systemic change.

3.3. Knowledge Management

After three years of intense programming and implementation, it is now time for CELI-Central to begin a comprehensive review and dissemination of results regarding the overall impact of the CELI-Central approach based on facts on the ground and measured impacts. Simultaneously to this analysis of program activities, CELI-Central will harvest lessons learned and unintended effects through application of a modified Most Significant Change (MSC) methodology.

Seeking to create abilities in the local and regional public sectors and civil society in Consolidation zones, the Colombia Responde Program (Center Region) implemented a participatory method in close collaboration with the Special National Consolidation Unit (UAECT), as well as with the local and regional authorities of Caquetá, Cauca/Valle del Cauca, Meta and Tolima. After nearly four years of implementation, the Colombia Responde Program has garnered important experiences that show good practices and lessons learned in creating capacities and relations of trust that encourage alliances between citizens and the Colombian government. Such lessons and good practices are as a result of accomplishments to date now evident in the targeted departments of Caquetá, Cauca/Valle del Cauca, Meta and Tolima, especially as pertains to the following four topics:

- Community Participation Methodology: Nucleus meetings and workshops in *veredas* have been the basis for creating management capacities embedded within the communities. Based on the recognition of the community's prioritized needs, dreams, and hopes, windows of opportunity were opened for encouraging greater feelings of trust towards the state. Conversely, the tangible benefits associated with the close collaboration between the communities and various government actors have significantly enhanced the credibility of such joint actions from both the civil society and government sides.
- Strengthening of Civil Society: The Elected Community Leaders (JACs), as well as civil society organizations and associations, had their capacities built with program support in order to prepare them to feasibly assume their own towns' development management. Organized civil society actors have developed shared territorial development views in order to identify the specific capacities needed for project planning and project formulation that will help them reach the hopes and dreams identified through community participation methodologies.
- Resource Management: Not only was it important to include civil society in the beginning of the process, it was also essential to promote sustainable participation that built trust between the focalized territories and the Colombian Government. This is why fast-acting responses had to evolve into more integrated robust endeavors that helped root communities in a culture of legality. Therefore, the Colombia Responde Program supported collaborative efforts by citizens, organized civil society and the public sector to formulate successful projects that have a good chance at winning national competitions to secure resources for different activity areas such as income generation, connectivity, and public services, among others.
- Resource Execution: Once the budgets for the larger integrated projects (including the private sector engagement sector efforts) are approved, the communities' and the public sector's challenge will be to carry out an effective, timely and high-quality implementation in order to help them realize a basis for sustainable licit livelihoods in a context of legitimate governance. Achieving this goal is absolutely essential to promoting sustainability, always bearing in mind the ideal of a civil society with technical expertise in topics such as management, formulation, implementation, monitoring and accountability of their own development, working together with the local, regional and national public sectors, and creating market access opportunities that encourage regional competitiveness.

On its third year, the Colombia Responde-Central CELI program has implemented 599 activities, for an approximate approved value of 51 million dollars, with an additional resource supply catalyzed from the public and private sectors and the communities for 154 million dollars. This effort has successfully encouraged the communities' territorial empowerment, the creation of capacities within the local and regional public sectors that allow them to better respond to their communities' expectations and needs, and has better linked the territories to regional, national and global dynamics in commercial, social and cultural terms.

At this point, the Colombia Responde Program will pull from accomplishments, both achieved and ongoing, to empirically document good practices and lessons learned from these processes in order to contribute, on the basis of real experience, to creating a method that will help promote alliances between citizens and the Government within territories in which the deprivation of basic liberties due to the presence of illegal armed groups is the common denominator. The deliverables consist of documentation of these processes, using case studies, which the program will provide as contractual instruments now approved reach their fruition. USAID will continue to provide key insights in the execution of the Work Plan and the Central CELI team will supply the wherewithal to help fulfill the Work Plan's vision.

3.4. Administrative and Close-Out

With an eye towards the end of CELI-Central's contract in April of 2016, a fourth area of management emphasis will be preparation for closeout. Starting with 41 closed activities to date; CELI-Central staff will continue efforts to complete the total close-out of an additional 447 files by the end of the fiscal year. Careful attention early on to the close-out procedure by dedicated work teams will enable solid advancements in this demanding process which will require synchronization of programmatic, financial and contractual teams to close-out files in a fashion that maximizes impact while giving utmost priority to due diligence.

This emphasis on the close-out of over 1000 individual contractual instruments and associated activity files will directly impact the overall scope and value of programming interventions. As more and more CELI-Central activity files are closed, increasingly greater precision will be enabled in regards to de-obligated Activity Fund resources through reconciled budgets. This will in turn therefore allow for the identification of additional funds available for forward programming.

4. ILLUSTRATIVE ACTIVITIES BY REGION

Building upon nearly three years of progressive programming projected by the CELI-Band Evolution Model, the 2015 Annual Work Plan will vigorously implement its approved portfolio of integrated activities, in parallel with associated cross-cutting interventions, while lending an acute focus on the private-sector. Through an increased emphasis on developing ongoing and newly created public private partnerships, the expectation is that the remaining \$5-7million (depending on de-obligation of funds linked to ongoing activities in execution) of Activity Fund monies will be fully committed and in execution by the beginning of February 2015. The forecasted regional activities will be securely linked to established themes and targets of opportunity previously identified through Colombia Responde interventions and appropriate to regional characteristics. For example, in Tolima, Colombia Responde has worked tirelessly to promote overall strengthening of coffee and cacao producer associations in concert with educational support from Colombian institutions. These achievements will serve as the foundation for an entry point of robust private-sector opportunities both with agribusiness entities and with educational concerns.

Table 3: Work Plan FY2015 – Illustrative Activities

| Region | Description | Term (Mo.) | Leveraged Funds (USD) | CELI-Central (USD) |
|---------------------|---|-------------------|------------------------------|---------------------------|
| Caquetá | Continued focus linking established private sector activities to strengthen marketing efforts of dairy, rubber and cacao products and improved value chain. | 12 | \$ 1,000,000 | \$ 1,000,000 |
| Cauca | Catalyze ongoing commercial agreements and proposed linkages between private sector and small producer organizations of specialty coffees and fruit producers. | 12 | \$ 1,000,000 | \$ 1,000,000 |
| Meta | Business alliances seeking to expand their market options for the commercialization of cacao, specialty coffees and dairy products with small producer organizations as a continued focus of integrated activities. | 12 | \$ 1,000,000 | \$ 1,000,000 |
| Tolima | Follow-on of possible commercial agreements between private sector and small producer organizations of specialty coffees and cacao producers such as Green Mountain Coffee and others. | 12 | \$ 1,000,000 | \$ 1,000,000 |
| National | Knowledge Management and Communications/Micro Finance/Gender related activities/Tertiary Roads | 12 | \$ - | \$ 1,000,000 |
| | Logistic and administrative support for technical meetings (National and Regional Level) | 12 | | \$700,000 |
| Totals (USD) | | | \$ 4,000,000 | \$5.700.000 |

4.1 Caquetá

Marking a notable step towards realization of the last phase of CELI-Central's evolution, on April 23, Colombia Responde received approval for the first integrated activity proposal (*ficha*) since the inception of the comprehensive rural development model. This \$13.2 million initiative, to which USAID has committed \$3.4 million, aims to improve the livelihoods of over 3,170 rural families in the northern micro-region of Caquetá, an area comprised of interconnected communities in the municipalities of San Vicente del Caguan, Cartagena del Chairá, La Montañita, El Doncello, Puerto Rico and El Paujil. This cross-cutting initiative includes: developing silvopastoral and agroforestry systems (rubber/banana/cocoa/plantain/timber); strengthening value chains and entrepreneurial initiatives, and; enhancing road and electricity connectivity complemented by training in environmental and rural development issues. Over 50 representatives of stakeholder organizations including CORPOAMAZONIA, the Departmental Livestock Committee, University of the Amazonia and SENA, as well as mayors from all participating municipalities, attended the presentation of the *ficha*. The expectation in FY2014 is that this initiative, involving multiple stakeholders across the public and private sectors, will serve as a springboard for the envisioned PPP activities in Caquetá.

Likewise, ongoing alliances and strong links to *caucho* (rubber), livestock and dairy producer organizations will provide fertile ground for PPP investment throughout the region. CELI-Central has already begun exploratory talks with stakeholders in these agro-industries and their respective value-chains. Private institutions such as ASOHECA, a rubber producer's association, is currently participating with CELI-Central in different stages of the value chain to improve the quality of products and consistency and is an ideal candidate for PPP activity. Likewise, the Departmental Cattle Growers Committee, a business entity promoting marketing strategies for Caquetá cheese producers funds member trips national fairs and technical workshops in order to fully establish the nascent trademark the Caquetá Cheese. Nationally based Nestle has offered technical assistance to manage and operate milk collection centers complementing a regional plan to increase dairy production expected to directly impact beneficiaries of forest-pasture systems. This plan includes technological transfer such as improving cattle nutrition, livestock health, genetic material, productive infrastructure and cooling networks.

CELI-Central regional staff is engaged in ongoing discussions with possible PPP dairy industry partners such as Nestlé, Tetra Pack, Lácteos La Florida and Lácteos del Hogar to jump-start FY2015 work plan goals and objectives. In addition, rubber industry processors TSR20 and ASOHECA have expressed a keen interest in developing private sector alliances. Finally, the *Cámara de Comercio de Florencia para el Caquetá*, an organization promoting business interests throughout Caquetá is working with both *Consolidacion* and CELI-Central to fortify private-sector activity.

4.2 Cauca

Colombia Responde's team in Cauca/Valle del Cauca has opened the doors for robust private sector partnership opportunities initiating the integrated activity entitled "Coexistence Scenarios for the Development of Capacities in Cauca/Valle del Cauca." The activity aims to strengthen 13 producer associations cultivating pineapple, coffee and *gulupa* (passion fruit) located within seven targeted municipalities. The initiative focuses on the development of human, social and economic capital of producer organizations, thereby promoting best practices of production to fulfill requirements that will enable their products to obtain specialized certifications (BPA, 4C, Rain Forest, Global Gap, Organic, etc.) thus generating increased market access and income. The initiative also involves improvement of roads and electrification networks enabling improved connectivity and transportation of people and goods. CELI-Central contributes funds for this ambitious activity for \$3 million and leveraged private and public funds for

\$6.3 million. An expected outcome of this intervention will be the attraction of private sector investors taking advantage of increased business opportunities.

Private-sector businesses such as Nescafe, Asociación Nacional de Industriales ANDI, Almacenes la 14, Super-Inter and Tiendas Metro have been contacted and are interested in expanding operations in Cauca and Valle de Cauca. Syngenta, an agribusiness enterprise currently providing technical assistance to tomato and vegetable farmers has been contacted as well as Colombina in hope of stimulating market opportunities for CELI-Central producer organization beneficiaries.

4.3 Meta

CELI-Central's PPP focus in Meta will build upon established ties with dairy, beef, cacao and coffee producers including large, national firms such as Alqueria, Casa Luker and others that work in the region. This will build upon Colombia Responde's current efforts in Meta implementing an integrated development activity titled "Culture of Legality and Improvement of Livelihoods." The scope of this activity is wide-ranging and involves CORMACARENA, representatives of 15 producer associations producing dairy, cocoa, coffee and plantain products across the municipalities of Mesetas, Puerto Rico, Vista Hermosa and Uribe. The activity aims at implementing activities which foster the development of the natural, human, physical, economic and social capital of participating associations. These producer organizations are located in the micro regions of Puerto Nariño and La Julia in the Production Node Duda - Cafre and in the micro-regions of Nuevo Progreso, Costa Rica, Cooperative, Santo Domingo and Puerto Toledo in the production node of Guejar – Ariari. The ultimate objective of this comprehensive activity is to strengthen socio-entrepreneurial skills, to enable access to markets through improved product quality and productivity, as well as road and power connectivity to improve production conditions, storage and transportation of products. Already, through years of activity in the Meta municipalities, CELI-Central has laid the groundwork and generated strong commercial ties with the private sector especially in the areas of: production, commercialization and exportation of fine cacao beans; production, commercialization and exportation of speciality coffees; production and commercialization of pasturized dairy products; and, development and promotion of tourism.

4.4 Tolima

Tolima's integrated activity titled "Improving Capacities of Small Producers Enabling Sustainable Livelihoods" was developed in dialogue with beneficiary associations identifying major challenges faced in increasing income produce quality and differentiated products with improved access to markets. Local governments and the private sector joined efforts to support this important initiative, which is expected to have a significant impact on the local economy of southern Tolima. It translates into an investment of \$3.6 million from CELI-Central and leveraged funds from both the public and private sectors for \$18.5 million. CELI-Central worked with 30 producers associations (coffee, cocoa and various agricultural products) across four municipalities to provide support to strengthen producer associations' organizational capacity index (ICO) through technical assistance and capacity building. The focus of the initiative is to support these producer associations to generate improved business models to gain greater access to markets and attract private-sector investment.

To this end, CELI-Central developed a multi-faceted activity that includes post-harvesting management of coffee and cocoa crops; citizen participation and rural governability aimed at land tenure issues; tertiary road improvement and connectivity; marketing of agricultural products; improved access to financial services; and an emphasis on basic sanitation needs and potable water. The activity, creating a significant impact to boost

the region's competitiveness and benefit more than 900 families, will open the door to increased private-sector interest and investment in the region.

Exploratory discussions have already taken place with Cafisur and Comité de Cafeteros to ensure micro-finance opportunities are taken advantage and to identify possible future alliances with Green Mountain Coffee and Starbucks in the area of coffee bean production. In addition, significant efforts to boost cacao commercialization in the region have opened new opportunities for private-sector investment to the many producer associations operating in Tolima.

4.5 National

Private Sector and Gender Equity

Empowering women to participate fully in economic life across all sectors is essential to build stronger economies, achieve internationally agreed goals for development and sustainability, and improve the quality of life for women, men, families and communities. The private sector is a key partner in efforts to advance gender equality and empower women. CELI-Central will foster partnerships with the private sector that promote inclusive and sustainable development. Business partnerships are an effective way of leveraging support for initiatives that contribute to gender equality and empowerment of women and girls. If appropriately targeted, business partnerships can be successful in addressing and scaling up women's economic opportunities, contributing to skills development, fostering entrepreneurship and increasing access to networks as well as markets.

Private Sector and increased access to financial services

CELI-Central will include access to financial services as a key factor when establishing PPPs, aiming at strengthening financial services offered by organizations to their members through revolving funds and access to credit. Either funded by additional financial guarantees and/or with the support of the "anchor" company, organizations will be able to submit applications to obtain credits and other financial services. In this way, it seeks to develop inclusive partnerships where producer organizations and entrepreneurs combine social, technical and commercial efforts with financial (credit) efforts for the development of their business where payment is secured through their products sales.

A current list of priorities includes 24 municipalities within the five departments of Meta, Caquetá, Tolima, Valle del Cauca and Arauca from which the phase selection of CELI Central municipalities will be undertaken initially. Moreover the Contractor may undertake activities outside the CSDI priority areas if such interventions produce a direct impact within the CSDI municipalities, considering as drivers the Rural Development and the Economic Growth criteria. Any amplification of CELI Central activities into new municipalities or regions is subject to the Contracting Officer's approval.

5. TOTAL COSTS, TIMELINES AND CRITICAL ASSUMPTIONS

These estimates are based on the institutional management work developed to date within the context of the formulation of integrated activities and projected commitments for FY2015. Given the scope (greater coverage, more resources and more impacts), the large number of strategic partners and necessary coordination levels required for the structuring of these activities, it is possible that in some cases, these figures are somewhat subject to change. Table 1 provides the number of activities and commitments to date (Aug 2014) per region in detail.

Table 4: Annual Commitment Projections per Regional –Total WPFY2015

| Regional | # Activities | CELI-Central Commitments (USD) | Leveraged Funds (USD) | Total Value (USD)* |
|-----------------------|--------------|--------------------------------|-----------------------|--------------------|
| Caquetá | 3 | \$ 1,000,000 | \$ 1,000,000 | \$ 2,000,000 |
| Cauca/Valle del Cauca | 4 | \$ 1,000,000 | \$ 1,000,000 | \$ 2,000,000 |
| Meta | 4 | \$ 1,000,000 | \$ 1,000,000 | \$ 2,000,000 |
| Tolima | 2 | \$ 1,000,000 | \$ 1,000,000 | \$ 2,000,000 |
| National | 4 | \$ 1,700,000 | | \$ 1,700,000 |
| TOTALS (USD) | | \$5,700.000** | \$4,000,000 | \$9,700,000 |

*These amounts are subject to adjustment following development of private sector partnerships in each region

**The deobligations exercise is currently underway. Once is finished, the program will adjust this data.

Table 5: Annual Disbursement Projections Per Regional – Total WPFY2015

| Regional | FY15 Q1 | FY15 Q2 | FY15 Q3 | FY15 Q4 | Total |
|--------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Caquetá | 891.513,12 | 1.005.819,69 | 1.044.297,16 | 1.145.693,74 | 4.087.323,72 |
| Cauca | 1.727.363,02 | 1.948.839,21 | 2.023.391,76 | 2.219.854,04 | 7.919.448,04 |
| Meta | 1.455.926,64 | 1.642.600,24 | 1.705.437,66 | 1.871.028,03 | 6.674.992,57 |
| Nacional | 1.087.093,74 | 1.226.476,93 | 1.273.395,62 | 1.397.036,64 | 4.984.002,93 |
| Tolima | 1.077.557,14 | 1.215.717,59 | 1.262.224,68 | 1.384.781,05 | 4.940.280,47 |
| Total | 6.239.453,67 | 7.039.453,67 | 7.308.746,89 | 8.018.393,50 | 28.606.047,72 |

The investment choices and the burn rate of the program show a pattern that reflects the work methodology that underlies the design of the activities. As shown in Graphic 2, the investment will keep on going until the end of the program, but drops significantly four months before closeout. Additionally, the graphic shows an important leveraging of counterpart contributions that average 75% of funds from public and private sources and 25% of funds from the CELI Central program. These percentages highlight an exit strategy over the life of the program that manages and fosters leadership and public and private sector commitment in the regions as a key factor in guaranteeing sustainability of investments; the CELI activities in implementation have been a pretext to foster networks of relationships between the government, the community and the private sector.

The CELI Central intervention model evolved from a rapid response stance into infusing a second phase of activities by components. More precisely, during the implementation of the 2014 work plan, the model focused in bigger investments and comprehensive projects with broader impacts that offer support and improve competitiveness looking to the last phase of the program (2015 Work Plan); in this phase a priority will be on mobilizing and engaging the private sector to an even greater extent.

The WPFY015 looks to promote the involvement from the private sector through their investment in the region; this investment should be used to foster productive transformations and support services to the value chain to increase income generation dynamics under an entrepreneurial perspective and a business model that benefits small associated growers. The private sector leveraging indicator estimates a goal derived from the adjustments made in the PMP, using a different indicator to account for the resources to come from the beneficiaries.

Graphic 2

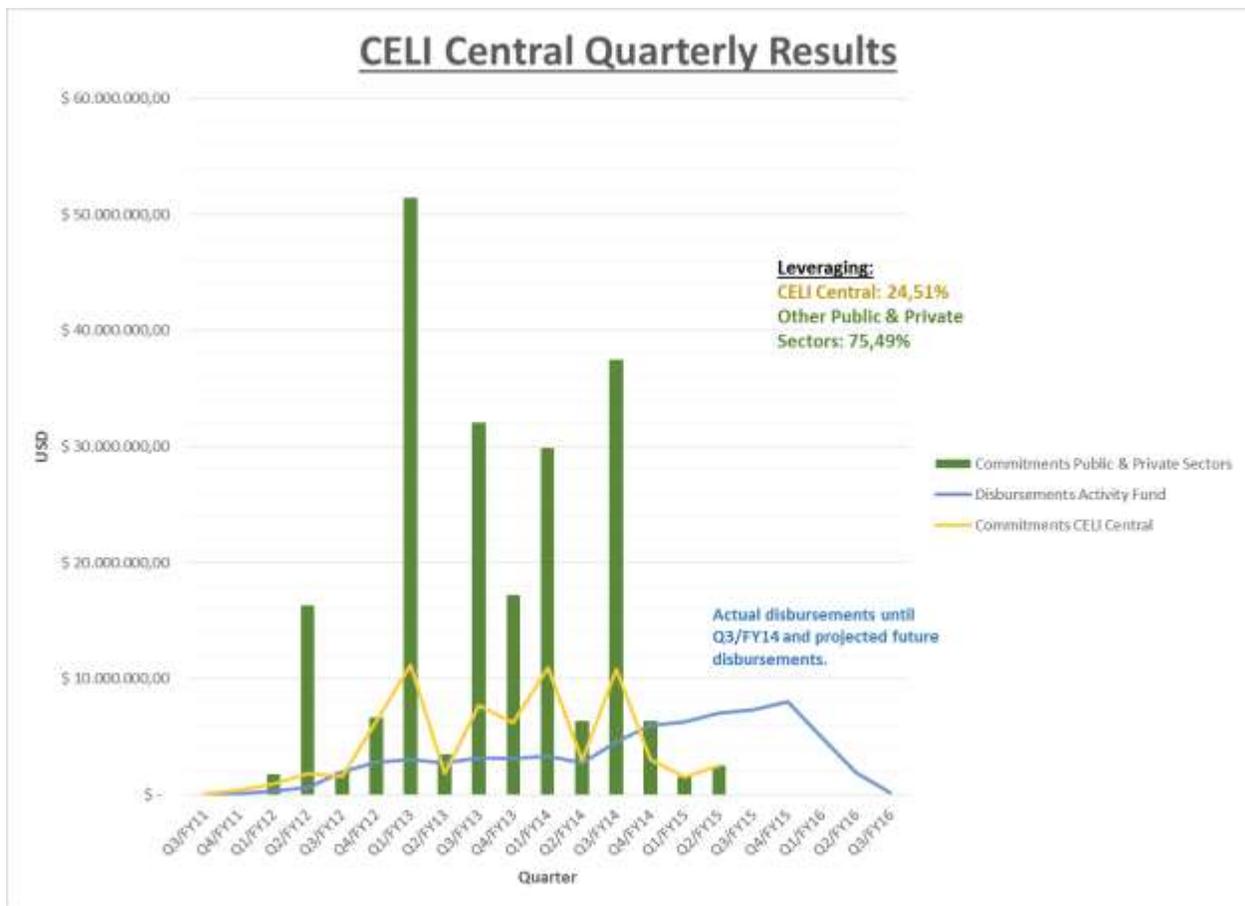


Table 6: Public- Private Partnerships Timeline

| Items | FY 2014 | | FY 2015 | | | | | | FY 2016 | Comments |
|--|---------|-----|---------|-----|-----|-----|-----|---------|-----------|--|
| | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar-Sep | Oct - Dec | |
| Exploration and/or identification of potential private sector proposals | | | | | | | | | | Newspaper ad and direct invitation to potential partners (Chambers of commerce: American, German, British) |
| Initial proposal review – Meetings with potential partners | | | | | | | | | | CELI Central and external support |
| Call for proposals | | | | | | | | | | Deadline October 23/14 |
| Putting Together and Presenting the General Project | | | | | | | | | | Presentation to the REC - Second Half of the Month |
| Proposal review and evaluation | | | | | | | | | | Deadline: Nov. 07/14 - CELI Central and external support |
| Structuring partnership (Agribusiness) – Technical Sheet per Partnership | | | | | | | | | | REC, first week of December 2014 |
| Contracting process | | | | | | | | | | ToR submitted to C&G Dec: 15 |
| Partnership implementation | | | | | | | | | | Minimum implementation time 10 months (December 2015) |

ANNEX I: Public-Private Partnership Strategy

MISSION STATEMENT

“A tailored Public Private Partnership strategy building upon CELI-Central’s community-based integrated approach that facilitates partnerships and leverages resources from public and private organizations to generate robust economic activity and support the goals and strategic objectives of USAID within the Central Band.”.

INTRODUCTION

The CELI-Central model is ultimately aimed at altering citizen perceptions towards the state, such that legitimate democratic security is consolidated in the target regions. In the early phases of the program, assistance sequenced from rapid response activities with tangible impact that brought together public actors and resources with communities at the *vereda* level to a subsequent phase that aggregated the *veredas* into *plan de nucleo* so that a larger critical mass could be reached with more integrated activities. However, the CELI-Central program also hinges upon the engagement of the private sector in improving the opportunities and living conditions of the communities within the CELI-Central Band. Therefore, it is essential that CELI-Central’s overall approach to Public Private Partnerships (PPPs) is one that is tailored to the program’s core methodology and guiding principles.

In the fifth and final fiscal year (2015) of CELI-Central’s execution, as per the illustrative CELI-Band Evolution Model outlined in the contract, programming activities will enter both the final stages of development and realization of foreseen exit strategies. This final phase, incorporating increased PPP activities, is the natural progression of CELI-Central’s methodology following an ordered advancement of activity development and implementation along the following scheme:

1. Short-term rapid response interventions resulting from *talleres veredales*;
2. Small to medium-scale thematic activities reacting to opportunities identified through already implemented short term rapid response projects;
3. *Plan de nucleo* activities as a result of aggregating small to-medium scale activities to create critical mass and extended impacts;
4. Large-scale, regionally based integrated interventions which weave together *plan de nucleo* activities to ensure sustainability through enlarged, cross-cutting scopes to enhance long-term institutional capacities in both public and private sectors;
5. Establishment of licit economic opportunities that provide community stakeholders the means to improve their livelihoods within a context of a rule of law that is made sustainable by a legitimate state presence in the conflict regions.

In this final stage of program evolution, CELI-Central will accelerate the creation of PPPs within current areas of operation, including amplified zones. These proposed PPPs will bring shared responsibilities and resource commitments to collaborative activities within CELI-Central’s existing long term livelihoods and institutional capacity building framework. By operating on a continuum between full privatization and traditional government services, these PPPs will involve partners from the public, private and nonprofit sectors, all of whom agree to share money, skills, knowledge — but also risks and benefits — to accomplish a common goal. By working with private and public sector partners, alliances will have a multiplier effect by

generating a greater impact on nascent or established commercial enterprises and CELI-Central beneficiaries, thereby consolidating gains already achieved through CELI-Central interventions.

While CELI-Central has thus far been distinguished by a remarkable leveraging of public counterpart funding at a rate of 70/30, the challenge remains in the next 16 months to develop and execute a plan to commit between \$6 and \$10 million in investments by promoting PPPs throughout existing areas of geographical and thematic operations.

The underlying strategy will stimulate engagement of qualified, small/mid-sized business interests operating within Colombia's Central Band to partner-up with existing opportunities for expansion created through the ongoing implementation of the CELI-Central program. These partnerships will be based on a tailored approach that is rooted in CELI-Central's demand-driven methodology and remains inclusive in nature, offering qualified participants across a range of entrepreneurial activity equal opportunity to become the real drivers of economic expansion. The community participation that is a core principle of the CELI-Central methodology will provide the means to mobilize local and regional associations who will serve as the drivers in pulling together the partners and generating the PPP proposals, thereby preserving the program's intrinsic bottom-up approach. CELI-Central will therefore use its existing methods of community engagement, consultation, and mobilization to promote bottom-up entrepreneurship. The expectation is that provided with the incentives available through joint funding, businesses (especially at the local and regional levels) will partner with the associations to achieve key elements of the CELI-Central program and in particular, increased incomes and higher prices for goods or services produced. The target PPPs will realistically be valued between \$100,000 and \$1,000,000 depending on USAID approval. While larger, internationally focused partnerships would be ideal, time limitations of CELI-Central's contract and lack of large players in the regions will likely limit such larger scale GDA type initiatives except for rare cases.

To execute this ambitious surge of activity, we will require:

- An overall strategic plan developed by July 1, 2014 that outlines general and ideally specific PPP targets for FY2015---commencing on 1 October;
- Detailed and realistic "rules of engagement" that allow for: accelerated implementation of proposed linkages; an attractive, innovative, rapidly implementable and sustainable PPP framework fostering a "win-win" platform for both businesses and associate partners, and; adherence to USAID regulations that include transparency and inclusivity;
- Detailed approach to invitation of participants. Structuring of filters and criteria for review and selection for consideration of qualified partners;

CELI-Central will identify PPPs that support its Annual Work Plan 2015 in the following areas: inclusion of familial economies within commercial enterprises; leveraging financial resources and banking services; improved access to supply chains and markets through market driven approaches; and expansion of logistical, communication and IT services, among others. It is not the aim for the CELI-Central to develop PPPs in all sectors, but rather focus its time and effort on developing PPPs that yield high dividends and can be rapidly implemented in areas of existing activities.

MANAGING CHOICES AND OPPORTUNITIES

CELI-Central has a wealth of resources it can offer to PPPs, including, but not limited to: funding, relationships, convening power, development expertise, long-term country presence, local networks, and credibility. However, CELI-Central in its remaining two years of implementation is working within a tight

time frame and has limited human resources which imply that any PPP strategy needs to manage opportunities and engagements to ensure the timely completion of proposed alliances during the life of contract. Therefore the following criteria must be taken into account when deciding where and how CELI-Central invests its resources. At this point of contract implementation, resources are plentiful; however, time is in short supply.

SELECTION CRITERIA

The CELI-Central PPP approach is meant to be broad-based and inclusive, hence while prior years' programmatic activity has been heavily biased towards the agricultural private sector, all possible partnerships will be considered, especially in the areas of logistics/transport, small manufacturing and assembly plants, environmentally focused enterprises/recycling among others.

Background:

The CELI-Central approach is based on a core set of principles that include:

- Ensuring the genuine participation of communities at the *vereda* level in structuring interventions arising from their priorities and realistic aspirations;
- Recognition that program interventions should be based on the concrete and existing skills of the citizens, rather than abstract conceptions of their potential and ascribed needs. This is critical to avoid paternalistic positions that are sometimes associated with national development initiatives;
- A close coordination and collaboration with GOC institutions to ensure the complementarity and sustainability of activities;
- A facilitation of a transition from a household and subsistence economy to more of one that provides opportunities for entrepreneurship within a context of enhanced markets and more robust private sector investment;
- Improving social capital by working with rural producers, their families, and partners to strengthen their associative vision and ability to provide business services;
- The concept of "structured markets," which is understood as the creation of marketing alternatives to enable better prices for products;
- The use of rural associations as key drivers in enabling partnerships with the private sector for the provision of services to agribusinesses.

Criteria for the identification of private sector businesses:

- Inclusion: The working principle is to establish mutually beneficial relationships that incorporate small farmers into profitable business ventures that improve the prices available to them for their goods and services. The principle of inclusion also implies the incorporation of a diverse range of actors in the private sector, including small and medium enterprises.
- Innovation: Creating appropriate and innovative approaches for profitable enterprises and alliances with consideration to existing conditions and opportunities within CELI-Central areas of intervention.
- Efficiency: This criterion promotes the establishment and consolidation of profitable, sustainable, and replicable businesses that contribute to the resolution of social and economic challenges.
- Risk-sharing: Both the private sector actors and the associations of small producers share risks as well as profits.

- Gestation support: Incentives will be provided to the formation and initiation of PPP relationships that will underpin the viability and sustainability of the resulting business ventures;
- Leveraging: Contributions by CELI and the private sector (with additional contributions from public sectors) will be considered on a sliding scale depending upon ability to contribute.
- Transparency: In all cases, a mechanism based on competitive criteria will be used to select PPPs.

FUNDING

CELI-Central will explore partnerships with a target value of at least \$1 million (e.g. \$500,000 leveraged each from USAID and the counterparts from the Colombian private/public sectors), and that fit into or complement the program’s strategic focus. Ideally, through the advances made by CELI-Central and its partner, *Consolidacion*, institutional capacity and security conditions have neared the desirable “tipping point” of positive perception of government by citizens, and more importantly, commercial interests that will attract robust investment throughout CELI-Central’s geographic areas of operation. An increasingly secure and legitimate state presence will allow a myriad of investment opportunities for small- to medium- sized enterprises and individual entrepreneurs within Colombia to explore this increasingly favorable business environment to accelerate long-term, sustainable livelihoods, thereby fulfilling the ultimate objective of CELI-Central’s intervention.

The prospective private sector partners will be required to satisfy a rigorous, yet inclusive, criteria of participation outlined below with the expected outcome of attracting a broad base of commercial alliances that might have previously been overlooked in the quest to promote larger, internationally focused PPPs.

RAPID START-UP APPROACH (For details see Table 6)

Essential to the success of this approach is the tailoring of the PPP methodology to directly contribute to CELI-Central/USAID objectives in the area of economic growth or public service delivery. This may include the contracting of specialized consultants that might lend necessary gravitas in the promotion, negotiation and finalization of proposed PPPs.

Beginning immediately, CELI-Central Senior Technical Advisors will refine selection criteria and structure a viable methodology for participant selection.

1. July: Strategic Plan Finalized.
2. August: Socializing of strategy within and outside of CELI-Central organization and associates, Solicitation of Expressions of Interest or abbreviated APS disseminated to potential private sector participants. Preliminary identification of existing, rapid start PPP initiatives.
3. September: Identification of opportunities or participants.
4. October: Begin implementation.
5. February 1, 2015: All activities finalized with an implementation period ending no later than Oct. 1, 2015

As CELI-Central continues to align with USAID’s overarching country strategy, it will take advantage of the many added benefits of engaging in public-private partnerships, including, but not limited to, increasing investments, gaining economies of scale in programming, production, marketing, etc.; sharing and/or transferring technical knowledge and expertise; gaining access to new or previously blocked markets; reducing

and/or sharing costs of products, services, materials, and distribution; increased visibility; and strengthening the quality and effectiveness of services. Execution of CELI-Central's proposed PPP strategy will ensure that partnerships will have a stronger intersection of interest in terms of the outcomes that each partner aims to achieve and deliver significant value in terms of income, prices and profitability through effectiveness, scale, efficiency, sustainability, and systemic change.

ANNEX 2: PPP Windows of Opportunity

| DEPARTAMENTO | MUNICIPIO | Posibles Socios/Empresas a nivel Municipal | Actividad Económica | | | | | | | | | | | | | | | | | |
|--------------|-----------------|--|---------------------|-------|---------|------|--------|--------|------|---------|-------|-----------|--------|------------|--------|-------|---------|----------|-------|--|
| | | | Café | Cacao | Plátano | Piña | Gulupa | Caucho | Caña | Lácteos | Carne | Piscícola | Pollos | Maderables | Panela | Riego | Insumos | Finanzas | Otros | |
| Caquetá | Florencia | Nestlé | | | | | | | | | X | | | | | | | | | |
| | | Casa Luker | | X | | | | | | | | | | | | | | | | |
| | | La Maporita | | | | | | | | | | X | | | | | | | | |
| | | La Argentina | | | | | | | | | | X | | | | | | | | |
| | | Asoheca | | | | | | | X | | | | | | | | | | | |
| | | Acamafrut | | X | | | | | | | | | | | | | | | | |
| | | Acuica | | | | | | | | | | | X | | | | | | | |
| | | Asoes | | | | | | | X | | | | | | | | | | | |
| | | Comité Deptal Ganaderos | | | | | | | | | | | | | | | | | | |
| | | Asoplaca | | | X | | | | | | | | | | | | | | | |
| | | Asopanela | | | | | | | | | | | | | X | | | | | |
| | | Goodyear | | | | | | | X | | | | | | | | | | | |
| | | Serviagro | | | | | | | | | | | | | | | | | X | |
| | Insuagro | | | | | | | | | | | | | | | | | X | | |
| | Centroagro | | | | | | | | | | | | | | | | | X | | |
| | Cartagena del | Nestlé | Nestlé | | | | | | | | | X | | | | | | | | |
| | | | Asoheca | | | | | | X | | | | | | | | | | | |
| | | | Acamafrut | | X | | | | | | | | | | | | | | | |
| | Chairá | Acuica | Acuica | | | | | | | | | | X | | | | | | | |
| | | | Serviagro | | | | | | | | | | | | | | | | X | |
| | Montañita | Nestlé | Nestlé | | | | | | | | | X | | | | | | | | |
| | | | Asoheca | | | | | | X | | | | | | | | | | | |
| | | | Acamafrut | | X | | | | | | | | | | | | | | | |
| | | | Lacteos La Arboleda | | | | | | | | | | X | | | | | | | |
| | | | Acuica | | | | | | | | | | | X | | | | | | |
| | Serviagro | | | | | | | | | | | | | | | | X | | | |
| | San Vicente del | Nestlé | Nestlé | | | | | | | | | X | | | | | | | | |
| | | | Asoheca | | | | | | X | | | | | | | | | | | |
| | | | Acamafrut | | X | | | | | | | | | | | | | | | |
| | | | Acuica | | | | | | | | | | | X | | | | | | |
| Cagúan | Servagro | Serviagro | | | | | | | | | | | | | | | | X | | |

| DEPARTAMENTO | MUNICIPIO | Posibles Socios/Empresas a nivel Municipal | Actividad Económica | | | | | | | | | | | | | | | | | |
|--------------|------------------------|--|---------------------|-------|---------|------|--------|--------|------|---------|-------|-----------|--------|------------|--------|-------|---------|----------|-------|---|
| | | | Café | Cacao | Plátano | Piña | Gulupa | Caucho | Caña | Lácteos | Carne | Piscícola | Pollos | Maderables | Panela | Riego | Insumos | Finanzas | Otros | |
| Cauca | Popayán | Camara de Comercio | | | | | | | | | | | | | | | | | | X |
| | | Racafé | X | | | | | | | | | | | | | | | | | |
| | | Pavco | | | | | | | | | | | | | | X | | | | |
| | | Syngenta | | | | | | | | | | | | | | | X | | | |
| | | Smurfi Carton de Colombia | | | | | | | | | | | | X | | | | | | |
| | | Comité Cafeteros - Cooperativas | X | | | | | | | | | | | | | | | | | |
| | | Supermercado el Rendido -piña | | | | X | | | | | | | | | | | | | | |
| | | Cañaverál - piña | | | | X | | | | | | | | | | | | | | |
| | | Propal | | | | | | | | | | | | X | | | | | | |
| | | Olmue | | | | X | | | | | | | | | | | | | | |
| | | C.I. El Dorado | | | | | X | | | | | | | | | | | | | |
| | | Empaques del Cauca | | | | | | | | | | | | | | | | | | X |
| | Banexport | X | | | | | | | | | | | | | | | | | | |
| | Caloto | Ingenio Central castilla | | | | | | | | X | | | | | | | | | | |
| | | Bengala | | | | X | | | | | | | | | | | | | | |
| | Corinto | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | |
| | Florida | | | | | | | | | | | | | | | | | | | |
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| | Miranda | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | |
| | Santander de Quilichao | Colombina- frutas | | X | | X | | | | | | | | | | | | | | |
| | | Grupo Cenagro | | | | | | | | | | | | X | | | X | | | |
| | Toribio | Corpopaló | | | | | | | | | | | | | | | | | | |
| | | Guantama Piscícola | | | | | | | | | | | X | | | | | | | |
| | | CI Dorado | | | | | X | | | | | | | | | | | | | |
| | | Alpina | | | | | | | | | | | | | | | | | | |
| | | Qwes Café | X | | | | | | | | | | | | | | | | | |
| | Pradera | Lácteos S. Luis | X | | | | | | | | | X | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | |

| DEPARTAMENTO | MUNICIPIO | Posibles Socios/Empresas a nivel Municipal | Actividad Económica | | | | | | | | | | | | | | | | |
|------------------------|----------------------------|--|---------------------|-------|---------|------|--------|--------|------|---------|-------|-----------|--------|------------|--------|-------|---------|----------|-------|
| | | | Café | Cacao | Plátano | Piña | Gulupa | Caucho | Caña | Lácteos | Carne | Piscícola | Pollos | Maderables | Panela | Riego | Insumos | Finanzas | Otros |
| Meta | Villavicencio | Alquería | | | | | | | | | | | | | | | | | |
| | | Pacific Rubiales | | | | | | | | | | | | | | | | | |
| | | Camara de Comercio | | | | | | | | | | | | | | | | | |
| | | Semillas del Llano | | | | | | | | | | | | | | | | | |
| | | Impulse semillas | | | | | | | | | | | | | | | | | |
| | Macarena | Alquería | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | Miranda | | | | | | | | | | | | | | | | | | |
| | Mesetas | Alquería | | | | | | | | | X | | | | | | | | |
| | | Carcafé | X | | | | | | | | | | | | | | | | |
| | Santander de Quilichao | Devotion | X | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | Pto Rico | Alquería | | | | | | | | | | | | | | | | | |
| | | Nacional de Chocolates | | | | | | | | | | | | | | | | | |
| | | Casa Luker | | | | | | | | | | | | | | | | | |
| | S. Juan | Alquería | | | | | | | | | | | | | | | | | |
| | | El Recreo | | | | | | | | | | | | | | | | | |
| | Uribe | Alquería | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | Vista Hermosa | Alquería | | | | | | | | | | | | | | | | | |
| Nacional de Chocolates | | | | | | | | | | | | | | | | | | | |
| Casa Luker | | | | | | | | | | | | | | | | | | | |
| El Recreo | | | | | | | | | | X | | | | | | | | | |
| USAID PPP Office | Comité Cafeteros | X | | | | | | | | | | | | | | | | | |
| | Casa Luker | | | | | | | | | | | | | | | | | | |
| | Santander | | | | | | | | | | | | | | | | | | |
| | Easter Bunny | | | | | | | | | | | | | | | | | | |
| | Alpina | | | | | | | | | | | | | | | | | | |
| | Alquería | | | | | | | | | | | | | | | | | | |
| | Nestlé | | | | | | | | | | | | | | | | | | |
| | Logistics | | | | | | | | | | | | | | | | | | |
| | Tourism | | | | | | | | | | | | | | | | | | |
| | Logging and raw materials | | | | | | | | | | | | | | | | | | |
| | SME development concerns | | | | | | | | | | | | | | | | | | |
| | Small industry/assembly/IT | | | | | | | | | | | | | | | | | | |
| | Financial Services | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
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ANNEX 3: General Time Table for Comprehensive and Cross-Cutting Activities

| Items | FY 2014 | | | FY 2015 | | | | | | FY016 | Comments |
|---|---------|-----|-----|---------|-----|-----|-----|-----|---------|---------|---|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar-Sep | Oct-Dec | |
| Promoting a Culture of Legality and Enhancing Livelihoods in Meta* | | | | | | | | | | | Meta Comprehensive Activity (Projected final date Nov. 2015) |
| Scenarios to Promote Coexistence and Support Capacity Development in Cauca and Valle del Cauca* | | | | | | | | | | | Cauca Comprehensive Activity (Projected final date Sep. 2015) |
| Improving the Capacities of Small Growers in Tolima* | | | | | | | | | | | Tolima Comprehensive Activity (Projected final date Sep. 2015) |
| Regional Economic Development with an Environmental Perspective in Caquetá* | | | | | | | | | | | Caquetá Comprehensive Activity (Projected final date Jul. 2015) |
| Strengthening Organizations | | | | | | | | | | | Cross-Cutting Activity |
| Cacao and Coffee Pilot Projects** | | | | | | | | | | | Cross-Cutting Activity |
| Implementation of the Private Sector Strategy | | | | | | | | | | | See Details - Table 6 |
| Knowledge Management and Communications/Micro Finance/Gender related Activities/Tertiary Roads | | | | | | | | | | | Cross-Cutting Activity |
| Logistic and Administrative Support for Technical Meetings (National and Regional Level) | | | | | | | | | | | Cross-Cutting Activity |

*Comprehensive Activities approved in FY014 / **Cross cutting activity approved in FY014