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# CELI NORTH & SOUTH PROGRAM

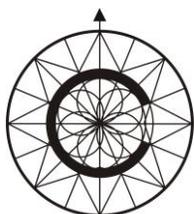
# THIRD YEAR WORK PLAN

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CHEMONICS

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### *Note*

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

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# ACRONYMS

ASOCOMUNAL	Association of Community Action Committees ( <i>Asociación de Juntas de Acción Comunal</i> )
CELI N/S	Consolidation and Enhanced Livelihood Initiative North/South regions
CLIN	Contract Line Item Number
COLDEPORTES	Administrative Office for Sports, Recreation, Physical Activity, and Good Use of Leisure Time ( <i>Departamento Administrativo del Deporte la Recreación, la Actividad Física y el Aprovechamiento del Tiempo Libre</i> )
CMDR	Rural Development Municipal Council ( <i>Consejo Municipal de Desarrollo Rural</i> )
CONFECAMARAS	Colombian Confederation of Chambers of Commerce ( <i>Confederación Colombiana de Cámaras de Comercio</i> )
CONPES	National Political, Economical and Social Council ( <i>Consejo Nacional de Política Económica y Social</i> )
CR	Colombia Responds ( <i>Colombia Responde</i> )
CSDI	Colombian Strategic Development Initiative
DAFP	Administrative Department for Public Functions ( <i>Departamento Administrativo de la Función Pública</i> )
DIAN	National Tax and Customs Department ( <i>Departamento de Impuestos y Aduanas Nacionales</i> )
DNP	National Planning Office ( <i>Departamento Nacional de Planeación</i> )
DPS	Social Prosperity Office (Departamento para la Prosperidad Social)
DRE	Equal Rural Development ( <i>Desarrollo Rural con Equidad</i> )
DTs	Development Training Services Inc.
ECAS	Farmer Field School ( <i>Escuela de Campo de Agricultores</i> )
ECOPETROL	Colombian Petroleum Firm ( <i>Empresa Colombiana de Petróleos</i> )
ELN	National Liberation Army ( <i>Ejército de Liberación Nacional</i> )
EPSAGROS	Institutions Offering Agricultural Technical Services ( <i>Entidades Prestadoras de Servicios de Asistencia Técnica Agropecuaria</i> )
FAG	Agricultural Guarantee Fund ( <i>Fondo Agropecuario de Garantías</i> )
FARC	Revolutionary Armed Forces of Colombia ( <i>Fuerzas Armadas Revolucionarias de Colombia</i> )
FEDECACAO	Colombia's National Cocoa Producer Federation ( <i>Federación Nacional de Cacaotero de Colombia</i> )
FINAGRO	Fund for the Financing of the Agricultural Sector ( <i>Fondo para el Financiamiento del Sector Agropecuario</i> )
FIS	Foundation for Social Investment ( <i>Fundación para la Inversión Social</i> )
FY	Fiscal Year
GLAC	Local Savings and Loan Group ( <i>Grupo Local de Ahorro y Crédito</i> )
GRC	Regional Consolidation Offices ( <i>Gerencias Regionales de Consolidación</i> )

ICO	Organizational Capacity Index ( <i>Índice de Capacidad Organizacional</i> )
INCODER	Colombian Rural Development Institute ( <i>Instituto Colombiano para el Desarrollo Rural</i> )
ICR	Incentive for Rural Capitalization ( <i>Incentivo a la Capitalización Rural</i> )
OSC	Civil Society Organization ( <i>Organización de Sociedad Civil</i> )
PD	Development Plan ( <i>Plan de Desarrollo</i> )
PERSUAP	Pesticide Evaluation Report and Safer Use Plan
PNCRT	National Consolidation and Territorial Reconstruction Policy ( <i>Política Nacional de Consolidación</i> )
POT	Territorial Organization Plan ( <i>Plan de Ordenamiento Territorial</i> )
PSN	National Social Programs ( <i>Programas Sociales Nacionales</i> )
JAC	Community Action Committees ( <i>Junta de Acción Comunal</i> )
M&E	Monitoring and Evaluation
PME	Monitoring and Evaluation Plan
SENA	National Learning Service ( <i>Servicio Nacional de Aprendizaje</i> )
UACT	Special Administrative Unit for Territorial Consolidation ( <i>Unidad Administrativa Especial para la Consolidación Territorial</i> )
UGDIM	Municipal Management Unit ( <i>Unidad de Gestión Municipal</i> )
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
USG	United States Government
VIVA	Antioquia Housing Firm

# EXECUTIVE SUMMARY

Through the Colombia Enhanced Livelihoods Initiative – North/South (CELI N/S), USAID provides institutional and implementation support to the Government of Colombia's (GOC) National Territorial Consolidation and Reconstruction Policy (PNCRT) to improve governance and integrated development to 16 municipalities<sup>1</sup> of Antioquia, Córdoba and Nariño. CELI N/S's implementation strategy consists of an integrated development program focused on the following components: 1) Improved Governance; 2) Increased Social Capital; 3) Fostering Economic Development; 4) Social Infrastructure, and; 5) Land. CELI N/S also carries out activities in the cross-cutting areas: a) Environmental awareness and sensitivity, b) Gender equity and, c) Communications to support a culture of legality and good citizenship

Projects supported in the above programmatic components are the outcome of a broad-based consultative process involving all relevant local municipal and community stakeholders, and reflect the interests and priorities of the local population. Most grants are awarded to local community organizations and producer associations for the implementation of activities, encouraging inclusion, legality, and equal participation. All grants are implemented on a co-funding basis with counterpart resources provided by local and department governments, national government agencies and programs, the private sector, and the beneficiary communities.

Projects to be implemented by CELI N/S during FY 2014 include overlap of 146 activities approved during 2013. In the third year of operation, CELI N/S plans to focus and emphasize strategies and project activities designed to generate sustainable livelihoods and support rural economic development in place of the initial focus to sponsor quick-response activities requiring significant financial and technical resources in order to breakdown barriers and facilitate incursion into the supported territories.

With this altered approach, the following types of activities will be prioritized: (1) those that directly impact on the generation of income; (2) support the integration of production and commercial value chains in important economic sectors; (3) infrastructure concentrated on facilitating local economic development, and ones that (4) encourage creative and inclusive entrepreneurship.

Seeking to increase the coverage, synergy, and sustainability of its interventions, the Program aims to also strengthen and expand its strategy targeting financial services, land restitution and legalization, improving governance and civic capacity, building social capital, promoting gender equality and encouraging best practices related to the environment.

The Program's methodology and intervention models have been effective and useful for the promotion of self-help initiatives; thus, we will continue to develop our work with grassroots organizations to expand program beneficiaries in prioritized regions.

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<sup>1</sup> Antioquia: Anorí, Briceño, Cáceres, Caucasia, El Bagre, Ituango, Nechí, Taraza, Valdivia, Zaragoza. Córdoba: Montelíbano, Puerto Libertador, San José de Uré, Tierralta, and Valencia. Nariño: Tumaco.

Regarding the national context, the CELI N/S 2014 work plan is particularly designed with a close eye and special emphasis on any potential achievements in the peace negotiations and the arrival of a possible post-conflict scenario. Program staff confidently backs the methodology and lessons learned and are well suited to effectively contribute to the construction of peace in a post-conflict period, placing importance on the ability to use consensus building to gain trust in conflict zones.

The peace process does however elevate worries and uncertainties, but those worries should be mitigated by current program achievements as well as demonstrated and successful methodologies that encourage flexibility and include local, grassroots actors in the development process.

2014 presents the Program with considerable challenges but the Program team will respond effectively and efficiently.

# I. BACKGROUND

## 1.1 PRESENTATION

The CELI N/S Third Year Work Plan lays out the strategy and project activities proposed to be implemented during FY 2014 in each of the 16-targeted municipalities by project component and the resources that will be invested. It also aligns planned and proposed activities with CELI N/S results indicators and goals for FY 2014. The plan also outlines the prioritized lines of work and provides an analysis of critical issues that require specific attention and handling in case for the need of contingency plans to deal with possible operational risks.

## 1.2 PLANNING AND COORDINATION

The existing presence of the Program at a municipal level, the close relationship with local governments and grassroots organizations, and open dialogues with the UACT, national government institutions, private sector actors and other stakeholders have allowed the Program to build a permanent process to identify initiatives and projects in each of the prioritized municipalities.

From its initial stages of operation, the CELI N/S Program has placed special emphasis on establishing consensus building as a mechanism for identifying and defining its projects. In the case of the 2014 Work Plan, the regional teams held meetings to discuss initiatives for 2014 and establish priorities for each community as well as to share USAID's intervention strategy in territorial consolidation and current achievements in intervention areas. These meetings were attended by grassroots organizations and others that have proven to be of great strategic value for the achievement of goals established by the PNCRT and CELI N/S.

In the case of Tumaco, the Program worked with the Integral Municipal Management Unit (UGDIM) and the Regional Consolidation Center to set up worktables by component and economic sector. The participants at the worktables included representatives from the cocoa, coconut, shrimp, fishing and forestry productive chains, who identified strategic plans of action. This joint work will serve as a base for consultation and prioritization of activities identified together with USAID. The procedure for approval of these activities will follow the guidelines established in the Contracts and Grants Manual.

In the case of Antioquia, the Program's regional team worked in conjunction with the Northern Antioquia and Bajo Cauca teams, with the support of representatives from the government of Antioquia. Considering the goal of encouraging sustainability in targeted interventions, the work team determined that Program efforts must focus on promoting active citizen participation, developing public-private partnerships, stimulating social and producer networks, and undertaking an intense effort in communications at the local and regional levels.

For the South of Córdoba region, the CELI N/S Program regional team worked with the Regional Consolidation Office and agreed that activities by component must focus on the operation and strengthening of areas in citizen participation to foster care and

protection of public spaces, as well as on supporting productive infrastructure and transportation (tertiary roads, bridges and ferries) and consolidating the social and business foundations of producers and their associations (cocoa, rubber, fruit trees, rice, cassava and beekeeping). At the same time, the Program should encourage groups and networks of women and young people, support community action meetings, and disseminate achievements at a local and regional level.

On the other hand, important outputs were produced at the “*Quarterly Strategic Review*”, held in September. This meeting allowed the Program to follow up on progress, achievements, and challenges to the strategy that has been implemented in collaboration with our partners. This meeting was a useful tool to direct Program efforts effectively by making adjustments according to the needs and changing dynamics of each territory.

The results from these concerted efforts have been organized and are presented in Section III of this document to address the implementation of the Program in each of the regions.

# II. PROGRAM STRATEGY

## 2.1 Methodology

During 2012 and 2013, CELI N/S developed an intervention model based on a “co-management” principle founded on intensive investment of resources in order to develop institutional capacities, gain the trust of the population, and develop an abundant critical mass in the territories.

For 2014, the Program’s intervention will place greater emphasis on knowledge management and relationships, prioritizing the leveraging of resources by local organizations as a key element in order to make processes sustainable by developing installed capacities.

In 2014 the basic operating principles for the Program will be flexibility, inclusion, and unity, and priority will be given to sustainable local economic development. The implementation of activities will continue to be led by grassroots organizations. Partnerships and the establishment of local, regional, and national networks are a key element to generating behavioral changes which will open the doors to new opportunities.

The Program’s effort to strengthen governance will focus on the capacity of municipalities to deliver basic services to its populations. By the end of Program’s intervention, the municipalities should have balanced their revenues and expenses, acquired planning capacities and skills, reduced the departmental and national needs through technical capacities, and developed active citizen participation .

For the economic development component, CELI N/S will continue providing the tools which will allow local producer organizations have the necessary capacities and skills to participate in tenders, establish agreements and partnerships with public and private organizations, and assume institutional leadership in local rural development. In 2014, greater emphasis will be given to value chains in aspects of post-harvest, processing, marketing, and certification for market participation.

In terms of social capital, all regions will continue strengthening JACs (Colombia’s legally recognized vereda-level organization) and Associations of Community Action Committees (ASOCOMUNAL) as elements of citizen participation and strengthening of local governments. At the same time, groups, associations and women’s, youth and ethnic groups will receive support in three key areas: a) entrepreneurship and income generation, b) leadership development, and c) local political participation.

In 2014, CELI N/S’s method to identify activities for financing will continue to be participative, based on consensus-based agreements, focused on specific areas, and attentive to strategic economic, social, political, and security elements.

The Program’s intervention in 2014 presupposes a high degree of flexibility. A post-conflict scenario requires quick responses to support municipal governments in revising and adjusting development plans and to develop local institutional platforms which will

respond to the challenges posed by the peace process and the need to reincorporate former combatants into civil life. All of the programmatic components will be ready and able to respond to immediate and transitory requests from municipalities in order to help them attentive to the needs that will arise from a possible peace agreement. Keeping this in mind, the Program will work closely with USAID/Colombia to analyze intervention options.

The Program will continue to operate in a decentralized manner. The allocation, administration, and execution of resources will be the responsibility of the regional offices. These offices will also be responsible for identifying, developing, processing, signing, implementing, and giving closure to agreements and contracts. Monitoring and on site follow-up also fall under the responsibilities of the regional offices.

Expanding the areas of intervention will follow a strategic analysis that considers geographic continuity, economic sectors, impact and short-term results, participation of strategic partners, and presence and capacities of grassroots organizations. These factors, in addition to fulfilling the Program indicators will be key issues in order to address the needs of newly targeted areas.

The intervention model carried out by CELI N/S in the first two years of program life has been a systematic and progressive process which has allowed the Program to establish effective and solid relationships with municipalities and farmer groups; therefore, addressing needs in other parts of the country that have no geographic continuity with the current areas of intervention should be evaluated in terms of activities, intervention times, and expected results.

For 2014, CELI N/S and USAID will provide on-going evaluation of activities in order that the Mission will be fully aware of initiatives once they are identified. [REDACTED]

[REDACTED]

Once the pre-committees are held and the activities evaluated, CELI N/S will undertake the process it has carried out thus far in order to design, evaluate, approve, and carry out the execution of the activities. These steps include a previous economic and financial assessment of the cost and benefits of the investments.

Flexibility in interventions involves the willingness of the Program to act according to existing conditions (post-conflict scenarios or not). CELI N/S has the capacity to act quickly and in a timely manner in accordance with USAID/Colombia's requirements, while maintaining the principles of decentralization, strengthening of local capacities, and generation of productive and social processes arising from the participation of civil population.

In the execution of the 2014 budget, CELI N/S will encourage competition among the different regions by designing activities that leverage public-private investment, promote partnerships, and invigorate the economic development of the territories.

[REDACTED]

establish a favorable situation from which to attend needs in a possible post-conflict scenario.

CELI N/S's focus on new components and new geographic zones are actions open to consideration; thus, if pertinent, it will be necessary to make adjustments to the results framework and to the contract established between USAID and Chemonics.

## **2.2 Institutional Framework**

One of the important Program achievements in 2013 was helping municipalities access public funding through the General Royalty System, DRE, Rural Opportunities, Productive Partnerships and other national government programs.

The Program's support to municipalities was fundamental in overcoming barriers to access funding, which often limits organizations and municipalities with low levels of capacities from benefitting from this type of funding. The supported organizations must deal with a high number of requirements which are difficult to fulfill, discontinuity in the rules to access funds, and their own limitations in developing proposals.

These barriers that limit access to public funding are precisely what CELI N/S seeks to help organizations overcome by preparing and building local capacities; nevertheless, organizations and local governments face a long and frustrating road created by institutional systems like Colombia's, in which the central government is disconnected from the realities faced by the different regions.

In 2014 the Program will continue working towards improving municipal capacity by acting as facilitators and by linking regional needs to funding provided by national institutions such as INCODER, the Agrarian Bank, and the Ministries of Agriculture, Culture, Communications and Transport, among others.

Within the Program's institutional framework, as the first partner in the initiative, the UACT will continue to play an important, but not exclusive, role in working with local city and municipal governments – the main stakeholders and parties responsible for the consolidation of their territories. Local governments and national government institutions that are considered strategic for the accomplishment of program goals will be prioritized in the institutional network that supports the operation of the Program.

For 2014, this institutional network will be greater in terms of the number of partners and in terms of the leveraging of activities. Thus, it is critically important to spend greater efforts in strengthening institutional relationships.

On the other hand, CELI N/S cannot ignore the fact that issues like the Law of Guarantees, the Agrarian Pact, a possible peace accord, and the upcoming 2014 congressional and presidential elections will have an effect on the country's institutions. Therefore, the Program's agenda will include working to establish potential contingency plans according to specific scenarios.

### **2.3 Critical Issues**

Two important events taking place during the second year of intervention have made the Program's efforts more pertinent and relevant. In November 2012, the Colombian government announced the beginning of discussions with FARC to address structural issues in the country's situation in order to reach a final agreement to end the conflict and build a lasting, stable peace.

The implications of these negotiations are significant. The possibility of going into a post-conflict scenario requires building a new institutional structure and being able to respond immediately to new conditions in the country.

The second critical event was the national government's inclusion of new issues in the public agenda: the new Law for Victims and Land Restitution, the Agrarian Pact, the modification of the General Participatory System, and different aspects of the National Consolidation Policy. These items have established new possibilities to respond to different deep structural issues which the government had been put off for too long.

These two key events are undoubtedly linked to the Program and its planning process, as the issues which will be addressed by the public agenda point to new lines of action. The challenge to the Program is how to approach and best respond to these issues.

In addition, issues like public security in the supported municipalities and the change in the political atmosphere with an election year looming in 2014 are relevant to Program advances and will require constant vigilance.

### **2.4 Monitoring and Evaluation**

For 2014, the Program will implement the new version of the Monitoring and Evaluation Plan (PME), which was modified to include a total of 34 indicators, 27 contractual and 7 non-contractual.

In 2013, the follow-up and evaluation methodology focused on executing organizations (most of which are grassroots organizations) that gave on-going monitoring to their projects through the SIME Information and Monitoring System. This method, led by the organizations and described by USAID's M&E Program as "a tool with a high degree of structure which allows for verification of information tracking"<sup>2</sup> will continue to be implemented by the regional monitoring teams.

Having analyzed the progress made in relation with the objectives for the five-year life of the Program, it has been determined that efforts in the 2014 Work Plan must prioritize the following indicators:

1. DO1-06: Leveraging of public resources in Program supported consolidation zones.

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<sup>2</sup> Reports from on-site inspections, M&E Program. July and August 2013.

2. DO1-025: Number of members belonging to civil society organizations supported by the Program.
3. DO1-029: Increase of sales in key products supported by the Program.
4. DO1-032: Leveraging of private resources in Program supported consolidation zones.
5. DO1-035: Number of persons with a loan from a local financial institution.
6. DO1-039: Number of land lots in the process of being registered or updating their land registries in CSDI municipalities.
7. DO1-040: Number of land lots in the process of being legalized in CSDI Municipalities.
8. DO1-041: Number of restitution cases supported in CSDI Municipalities.

It is important to consider that progress with regards to some of the indicators may not be reflected when information is produced since the frequency of reports established in the PME may be quarterly or annually. With the exception of indicators DO1-025, DO1-026 and DO1-029, which are reported annually, the rest of the indicators are reported quarterly.

No progress is reported for USAID contractual objectives during the second fiscal year since the M&E Program has not reported the data. Indicator DO1-035 shows no progress because the data is being loaded onto SIME. This information will be reflected in the first quarterly report of the third fiscal year. Indicators DO1-039, DO1-040 and DO1-041 were officially made part of implementation in the month of September 2013 and progress will be reflected during the first quarter of the third fiscal year.

The following tables present information on program goals, progress made in each fiscal year, accumulated progress, and percentage of goal reached for each contractual and non-contractual objective. For fiscal year 2014, the date shows the objective for the year.

**CELI NS- Indicator Progress (By year / Total Accumulation)**

#	Indicator	Tipo de Indicador/reporte	FY2012	FY2013	FY2014	Project Total progress Target	Progress (%)
			Total FY I Target	Total FY II Target	Target		
1	DO1-003 Number and percentage of coca hectares in CSDI municipalities.	Contractual-USAID	8,872	Pending	7560	8,872	150.88%
			12,402	9,200		5,880	
2	DO1-004 Public social services municipal index	Contractual-USAID	54.63	Pending	67	54.63	72.84%
			62	64		75	
3	DO1-005 Average household income in CSDI municipalities.	Contractual-USAID	\$ 418,298	Pending	\$ 435,200	\$ 418,298	92.38%
			\$ 418,300	\$ 426,660		\$ 452,780	
4	DO1-006 Public funds leveraged in CSDI zones attributable to USG Interventions	Contractual-CELINS	USD 118,156	USD 24,248,504	USD 23,200,000	USD 24,366,660	21.01%
			USD 11,600,000	USD 17,400,000		USD 116,000,000	
5	DO1-007 Number and percentage of rapid impact projects implemented by the GoC	Internos-CELINS	0	56	0	56	35.00%
			10	40		160	
6	DO1-008 Number of rapid impact projects implemented by USG implementers (Dotaciones y algunos de vias en Meta de máximo tres meses de ejecución)	Contractual-CELINS	96	19	0	115	287.50%
			40	0		40	
7	DO1-009 Municipal own-source income (Million COP)	Contractual-USAID	\$ 61,926.00	Pending	\$ 51,525	\$ 61,926.00	115.95%
			\$ 49,525	\$ 50,510.00		\$ 53,409.00	
8	DO1-010 Number of strategic national social programs implemented in CSDI zones (Prevencion de reclutamiento, Emisoras Comunitarias)	Contractual-CELINS	4	6	1	10	90.91%
			7	1		11	
9	DO1-011 Number and percentage of people benefitted by national social programs implemented in CSD municipalities.	Contractual-CELINS	3,505	58,603	16,875	62,108	138.02%
			11,250	16,875		45,000	
10	DO1-012 Number of beneficiaries receiving improved infrastructure services (Vias en Meta y dotacion escuelas)	Contractual-CELINS	0	156,806	15,000	156,806	149.34%
			30,000	50,000		105,000	
11	DO1-013 Governance capacity index	Contractual-USAID	37.78	Pending	47.8	37.8	188.90%
			37.8	42.8		20	
12	DO1-024 Social Capital Index	Contractual-USAID	21.38	Pending	31.4	21.38	106.90%
			21.4	26.4		20	
13	DO1-025 Number of CSO members supported by USG assistance (JAC en elecciones, Associations)	Contractual-CELINS	0	0	600	0	0.00%
			300	450		3000	
14	DO1-026 Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	Contractual-CELINS	0	50.00%	30%	50.00%	166.67%
			30%	30%		30%	
15	DO1-028 Level of accountability in CSDI municipalities	Contractual-USAID	24.42	Pending	34.4	24.42	122.10%
			24.4	29.4		20	
16	DO1-029 Value of incremental sales of key supported products in CSDI zones	Contractual-CELINS	0	USD 132,333	TBD	USD 132,333	0.00%
			TBD	TBD		TBD	
17	DO1-030 Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	Contractual-CELINS	0	5	3	5	35.71%
			0	7		14	

18	DO1-031 Number and percentage of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	Contractual-CELINS	0	14,007	13,800	14,007	20.30%
			6,900	10,350		69,000	
19	DO1-032 Private sector funds leveraged in CSDI zones attributable to USG Interventions	Contractual-CELINS	USD 236,826	USD 7,308,287	USD 9,000,000	USD 7,545,113	25.15%
			USD 2,000,000	USD 7,000,000		USD 30,000,000	
20	DO1-033 Number of private-public alliances formed	Contractual-CELINS	9	4	4	13	65.00%
			4	5		20	
21	DO1-034 Number of rural households benefiting directly from USG interventions (Actividad en La Uribe en Production Lactea)	Contractual-CELINS	142	6428	5,000	6570	36.50%
			2,000	4,000		18,000	
22	DO1-035 Number of people with a financial product from a local financial institution.	Contractual-CELINS	0	0	12,828	0	0.00%
			1,066	6,473		63,353	
23	DO1-036 Total value of CSDI projects approved (USD million)	Contractual-CELINS	0	USD 86,610,239	USD 38,000,000	USD 86,610,239	44.85%
			USD 49,400,000	USD 35,700,000		USD 193,100,000	
24	DO1-037 Total value of CSDI projects completed (USD million)	Contractual-CELINS	0	USD 47,634,900	USD 38,000,000	USD 47,634,900	27.58%
			USD 2,700,000	USD 44,000,000		USD 172,700,000	
25	DO1-038 Total public investment in consolidation zones (USD million)	Contractual-USAID	Pending	Pending	USD 291,000,000	Pending	0.00%
			USD 968,000,000	USD 366,000,000		USD 2,050,000,000	
26	DO1-039 Number of properties in cadaster formation or cadaster update processes supported in CSDI municipalities.	Contractual-CELINS	0	0	0	0	0.00%
			0	0		10,000	
27	DO1-040 Number of formalization cases supported in CSDI municipalities	Contractual-CELINS	0	0	1,700	0	0.00%
			0	400		2,600	
28	DO1-041 Number of restitution cases supported in CSDI municipalities	Contractual-CELINS	0	0	100	0	0.00%
			0	100		300	
29	P-01 Number of hectares of licit crops supported by the project.	Internos-CELINS	0	2457	1,700	2457	41.64%
			300	1,800		5,900	
30	P-02 Amount of funds provided to the Unidad Administrativa Especial para la Consolidación Territorial (UAECT) and its Regional Offices of Consolidation to facilitate the achievement of the objectives of the PNC.	Internos-CELINS	USD 85,048	USD 49,734	USD 0	USD 134,782	97.04%
			77,777	61,111		138,888	
31	P-03 Number of institutional strengthening activities supported in CSDI zones.	Internos-CELINS	17	33	14	50	71.43%
			26	30		70	
32	P-04 Number of social organizations participating in citizen and community participation spaces supported by the USG.	Internos-CELINS	13	212	30	225	121.62%
			40	80		185	
33	P-05 Number of permanent jobs created.	Internos-CELINS	0	1941	1,050	1941	58.82%
			80	820		3,300	
34	P-06 Number of people assisted and / or linked to activities project	Internos-CELINS	20,606	293,506	45,000	314,112	128.21%
			20,500	145,000		245,000	

The Monitoring and Evaluation efforts in 2014 will focus on the following activities:

- a. The Program will continue to implement its effective and well-structured Monitoring and Evaluation System (SIME), which complements, analyzes, and documents successes, achievements, and aspects to improve in the 16 intervention areas. While continuing to report information on progress achieved in the indicators and Program components, the M&E section will gather, analyze, and present valuable and exclusive information that effectively shows the Program's particular methodology. The M&E section and its SIME system will continue to prove their ability to produce analytical multi-level and multi-variable reports designed to assist an open and transparent intervention in the supported municipalities.
- b. Continue to ensure data quality standards. To do so, the M&E team will conduct a Data Quality Assessment in each of the regions.
- c. Ensure that the new version of the PME is understood, and continue to develop follow-up tools (both physical and software-based). M&E will continue to provide information to USAID and Program leaders on performance in terms of indicators and results.
- d. Guarantee full staff hiring for all of the area's positions. During December 2013, the M&E team will start the process of recruiting and selecting the Information System Manager, who is expected to start working on January 7, 2014.
- e. Strengthen the Monitoring and Evaluation team through two activities in April and October, 2014. Team members from different regions will be brought together to share their experiences and methodologies. This practice has allowed the M&E section to unify concepts and criteria in the implementation of established follow-up methodology.

# III. WORK PLAN

## 3.1 Presentation

Considering that flexibility, inclusion, unity and encouragement of local economic development as the guiding principles for the Program's 2014 interventions, key activities in the program will be designed to:

- Encourage partnerships and agreements among public and private stakeholders (local governments, social organizations, producer associations, mining and energy sectors), to foster citizen involvement and generate means of sustainable livelihoods.
- Develop and strengthen local institutions to access national public offerings by designing and developing mechanisms that will allow local needs to correspond with the services supplied by the central government.
- Promote new local leadership, encouraging new schemes of political, social, and economic direction in the municipalities supported by CELI N/S.
- Work intensively in the production of commercial value chains, post-harvest processes, processing and commercialization, adding value through market certifications, and adapting and/or establishing lucrative and sustainable markets in sectors such as cocoa, rubber, coffee, coconut, shrimp, rice, beekeeping, and fruit trees.
- Stimulate and develop inclusive businesses, favoring the relationship and integration among small and large producers in sectors such as fishing, shrimp, rubber, fruit trees and cocoa.
- Foster and promote social and productive networks emerging private sector in the territories supported by CELI N/S, encouraging the development of relationships between stakeholders from the same and different sectors.
- Intensify mass communication, dissemination, and the systematization of successful experiences and models that can be replicated, using various forms of media addressing specific audiences.

The empowerment of civil society represented in grassroots organizations (community action committees, producer associations, women's groups, youth organizations, and ethnic groups, among others) in the territories supported by CELI N/S is a mechanism to protect public interests which will contribute to the strengthening of the State.

## 3.2 Cross-Cutting Component Strategy

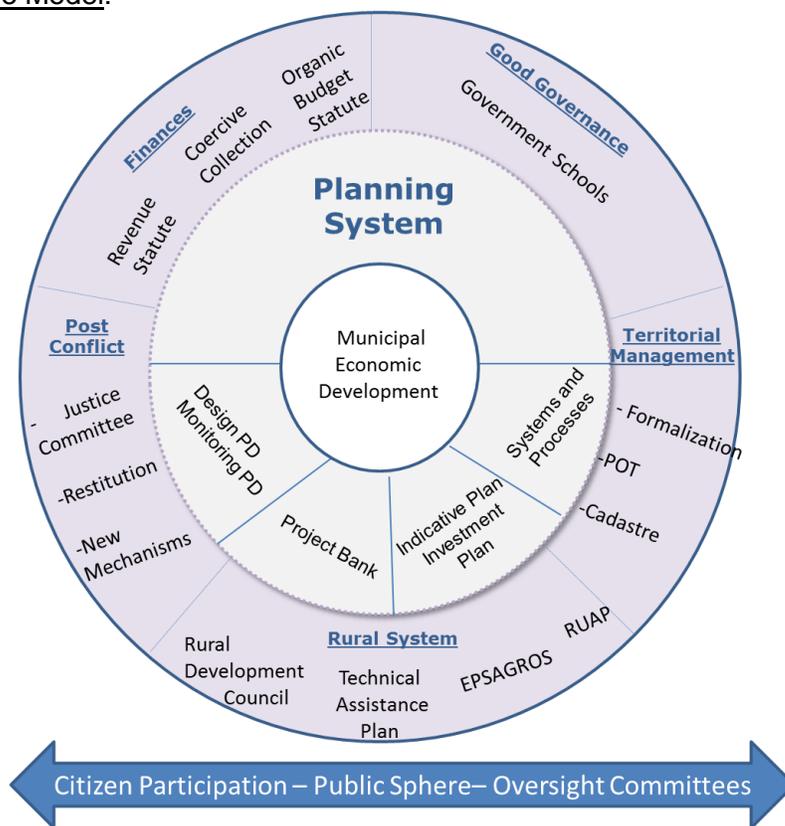
This section contains the strategy and plans of action which the Program will implement in its third year and they are the following: Local Governments, Land, Financial Services, Gender, Communications, Institutional Relationships, and the Environment. This section details elements of the program implementation agenda in each of the regions, complementing the information provided on regional activities.

### 3.2.1 Local Governments.

The Program's strategy for its third year of life will keep the parameters used at the start-up of the Program as guidelines for initiatives in this component and target three key objectives: i) strengthen the municipal finance, ii) promote technical capacities of the municipalities with the supply of technical services at a national level, and iii) strengthen citizen involvement as a requisite for the consolidation of democracy.

These guiding objectives, together with the lessons learned in the first two years of Program life, allow us to incorporate various considerations into the governance component of the Program. These are reflected in the following figure, which visually represents the Program's strategy for this component:

The Model:



**CELI N/S will develop its activities under a strategy aimed at reaching a higher objective (Central Circle).**

Activities to strengthen local governance will be aimed at generating conditions for the economic development of the territory, integrating and administering the territory, and generating means of livelihoods. The Program seeks to help local governments achieve political and economic soundness and develop a better capacity to respond to the needs of the citizens, especially to those needs involving economic development initiatives.

- **Promoting municipal planning is a basic condition (Mid Circle).**

Even though the Program subcomponents under governance can stand on their own, establishing synergy among the different elements is essential to achieving a more complete and integrated impact. The Municipal Planning System will be the platform to develop these synergies; the purpose of this system is to propose a systemic planning process aimed at improving the administrative, fiscal and financial aspect of municipal governments, as well as supporting the social recognition of their activities. Under this concept, planning is understood as an integral process which generates efficiency and effectiveness in public services and assets.

The Program has been strengthening this system through the universities in Antioquia and Córdoba's *Pontificia Bolivariana* University. In 2014, the Program will continue these efforts and will support municipal initiatives as long as the municipalities are fully committed to their implementation.

- **A wide portfolio of strategic reach** (*Outside Circle*).  
Contributing to conditions for competitiveness and economic development in territories involves on-going support to help local governments develop capacities and mechanisms in various scenarios. The following lines of action have been included in the portfolio since they generate public value and provide quick proof of the benefits of institutional strengthening:
  - *Finances*: Strengthening local revenue collection is considered one of the main strategies to consolidate decentralization processes and functions and to improve the capacities of local administrations. In 2014, the Program will further its support to municipalities regarding fiscal management and improving their finances and administration by updating the industry and commerce census in Antioquia and Tumaco, and by carrying out an administrative restructuring in Córdoba and Tumaco.
  - *Good Governance*: As one of the tools developed in Government Schools, the Program will continue to help design techniques to improve the municipal administration capacities of government officials and civil society. These include virtual schools, one-on-one capacity building sessions and hands on trainings that lead to concrete actions such as municipal agreements, budgets and others that benefit the target population.
  - *Territorial administration*: Territorial control by the State begins with knowing and integrating all of its assets into a single system. Land and its administration have a direct impact on competitiveness, the generation of revenue, and providing development conditions in municipalities. As long as the evident deficiencies in this programming area continue to exist, the Program will continue efforts in 2014 to encourage progress in land registration and in updating plans for territorial organization.
  - *Rural development system*: The Program will support activities to reach consensus, plan, execute and monitor agricultural development, allowing the local government to further its efforts in implementing policies and rural and agricultural programs. The 2014 Work Plan includes the establishment and/or strengthening of public spheres to reach agreements (CMDR), the development

of a technical assistance plan, and the establishment of EPSAGROS, among other measures led by producer associations.

- **Increasing and improving the interaction between the State and its citizens is essential. (*Transversal Line*)**

Increasing the quality of these interactions is necessary to improve local governance. CELI N/S seeks to encourage existing legal mechanisms for interaction between the State and its citizens so that the latter may be able to obtain permits from local government institutions to further their interests and directly impact decision-making. This last strategic consideration will have a crosscutting impact on the whole of the governance strategy, affecting each of its components. For the third year of work, the Program will continue sustained efforts along these lines, as it is an essential component of the program itself. Therefore, in 2014 the Program will continue to foster the development of youth associations, community action committees, and other citizen participation organizations.

Activating and strengthening grassroots organizations at a local level encourages the generation of counterweights in the public sector by facilitating an equal and fair relationship and by offering an atmosphere of transparency and better practices in public administration. Encouraging citizen participation favors economic development and strengthens local governments. This equation is aimed at increasing public value, consolidating democracy, and establishing conditions that are favorable for local economic development.

The section on the work plan for each region provides more details on the 2014 activities that will develop this component.

### **3.2.2 Land**

In the land component, CELI N/S activities in 2014 will include the following aimed at these specific objectives:

- a) Generate local skills, abilities and disseminate knowledge so that the inhabitants of the territories represented in organizations may directly and autonomously utilize municipal and national processes to legalize and register land. The Program will undertake activities with organizations which have successfully implemented project activities and are receiving requests on these issues from their member base.
- b) Develop a simple model to provide Afro-descendant self-governing territories (*Consejos Comunitarios*) in Tumaco with the tools needed to plan and administer their territory, such as property registration and agreements for land use, among others.
- c) Support municipal offices that have been established to address land issues, such as the Land Office in El Bagre and the Tumaco Land Subcommittee.
- d) Continue improving the financial standing of public assets and adjusting plans for territorial organization in municipalities that have public and private co-financing and that have assigned staff members to carry out this work.

For the Program's Land component, the following activities will be carried out in 2014:

- **Territorial Organization**

The following activities are planned:

Through a public-private partnership with GECELCA and the municipality, the Program will support the updating of the POT in Puerto Libertador.

In addition, as an initiative aimed at developing a working model with Afro-descendent collective land holdings (*Consejos Comunitarios*) in Tumaco, the Program plans to work on developing land-use regulations as a technical and political tool which will facilitate adequate administration, strengthen governance, and serve as a basic mechanism for planning and for the protection of the territory.

This model will start impacting in 2015 indicators P-03 –number of institutional strengthening activities, DO1-006 – leveraging of public resources, D01-032 – leveraging of private resources and DO1-033 – public-private partnerships formed.

- **Training and generating local capacities in land processes.**

Strengthening grassroots organizations through training processes, development of skills, abilities and knowledge on issues related to access, legalization, and/or formalization of land ownership are key issues to develop and is critically important to the sustainability of local development capacities.

With the support of the *Universidad Católica del Norte*, the Program will work with a “learning by immersion” mechanism to train 70 young people belonging to 7 producer associations from Antioquia in technical, legal, administrative and institutional issues involving processes to legalize and register land. This training will be theoretical and practical, will be certified through a diploma, and will allow producer associations to have trained staff members that can carry out actions in this area. In addition, the Program will work to establish a relationship between the producer associations, INCODER and the Superintendent’s Notary and Registration Office.

As a result of the practical exercises included in the training process, the Program expects to contribute to the legal registration of at least 70 land lots in the organizations’ zones of influence. Once the training is concluded, we expect that the organizations will direct the trained staff members to encourage the legal registration of an additional 350 land lots. The first results of this intervention will be reported at the end of 2014.

- **Legalization and registration of land lots.**

Regarding this line of work, the Program plans to give continuity to the activities that have already been established. Such is the case with activities that have been carried out in the municipality of Valdivia. In order to keep with the process initiated in 2012 to improve the standing of public assets, the Program and the municipality will move forward with actions that will help conclude the process of legally registering 246 identified land lots.

On the other hand, the Program plans to support the improvement of the financial standing of public assets in the following municipalities: Zaragoza (Bajo Cauca), Puerto

Libertador and San José de Uré (Córdoba) and Tumaco. These municipalities have expressed interest in co-financing this activity and have committed themselves to providing staff members to carry out this activity.

As a complement to the development of local human talent, CELI N/S will support local grassroots organizations that implement Program activities related to the legalization and registration of land lots associated with productive activities. The Program plans to provide eight organizations in the North of Antioquia, Bajo Cauca, and South de Córdoba with staff members to carry out processes to legalize or register at least 300 land lots.

- **Institutional Strengthening**

The Program plans to support the recently formed local Land Office in the municipality of El Bagre and the Tumaco Land Subcommittee. In the case of Tumaco, Program support will consist of implementing activities that will be defined in the action plan that is currently being designed to contribute to the process of registering, obtaining land deeds, and organizing the territory, thus supporting the registration goal established in the Program's PME.

In El Bagre, the recently formed Land Office, with the support of the municipality and the Antioquia government, will help communities which have expressed the desire and commitment to begin new registration processes to become administrators of their own lot registration processes once the legalization of certain areas in the Puerto Lopez subdivision is completed. This formalization process will allow for the legalization of at least 600 land lots belonging to an equal number of families from the area who have lived in conditions of poverty and exclusion. Through local territorial organizations, the Program plans to continue support to technically strengthen the local Land Office so that capacities remain to advance in the formalization of these lots.

The Program's intervention in creating and/or strengthening local Land Offices and Land Subcommittees will depend on the commitments made by municipalities to be directly responsible for their implementation.

- **Land Restitution**

Regarding the support to Land Restitution processes, in 2014 the Program plans to conclude the assistance given to topographical studies in the departments of Córdoba, Nariño and Antioquia. This is the result of significant savings in resources which allowed the Program to extend in the same departments its intervention to six more months than previously planned and increase targets by 480 cases in addition to the 960 supported in 2013

### **3.2.3 Access to Financial Services**

Encouraging the development of productive chains and generating opportunities through new enterprises requires intense support from the financial services component.

The main objectives that will be pursued for this component of the Program in 2014 will be based on:

- a) Practical financial education through the GLACs;
- b) Helping farm organizations access the financial system, use public loans (FAG, ICR, DRE Loans) and help the rural population access non-conventional loans such as home loans and educational loans.
- c) Universal access to electronic banking for farmers belonging to organizations linked to the cocoa, rubber, and coffee sectors.
- d) Increase the assets of producer associations through the mechanism of conformation and operation of rotating funds.

The work lines the Program will carry out in this component are:

- **Productive Loans**

Producer associations supported by CELI N/S which require loans to further the implementation of activities will receive Program counseling to develop direct relationships with the banks. Credit services will be developed through the technical teams from each organization and the Program will provide training for these staff members in handling credit, applying for ICR loans, and investment support systems.

The following lines of action will be developed:

- Support for Fair Rural Development Initiatives (DRE) – this includes loans for the banana, bean, cassava, and rice sectors, among others.
- Support for Rural Capitalization Incentives (ICR) – the Program foresees that coffee milling, specialty coffees, and cocoa, will be the benefitted sectors.
- Support to Loan Initiatives – Other lines of credit which the Program will explore according to the needs of the communities include Rural Women, Housing (rural and urban), microenterprise financing, and commercialization loans.
- Activities to be carried out in the field include promoting organizations, promoting producers, supporting technical teams in surveying information, developing files and documents for bank presentations, administration and purchases made with loan resources, following-up and supporting the organizations to ensure they obtain the ICRs, and helping them fulfill credit obligations.

To carry out these lines of actions, the Program will hire consultants with expertise in FINAGRO loans to work with organizations to establish Individual Directed Loans in coordination with the Program's financial services team. Through these efforts, the Program expects to help support application processes for 900 loans during the third year of program life, leveraging 7,000 million pesos (\$ 3.88 million USD)<sup>3</sup>.

- **Local Savings & Loans Groups**

CELI N/S will continue using the Local Savings and Loans (GLAC) methodology with women's organizations supported in the initial phases; these local savings and loans

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<sup>3</sup> Exchange Rate \$1800 Colombian pesos = USD \$1.00. This exchange rate will be used in all monetary conversions used in this document.

groups will consider consolidating the methodology with the initial group of loans, including the expansion of new associations in distinct areas of the municipalities, and supporting enterprise incubators or productive units.

In this sense, the Program lines of work will be:

- Participation of eight thousand new individuals in the local Savings & Loans groups in supported municipalities, reaching a level of 20,000 participants.
- Encourage at least 70% of the first year's groups to keep saving, and develop incubators for individual and group entrepreneurship.
- Establish strategic partnerships to develop entrepreneurial development models with public and private funding.

To do so, the following activities will be carried out on the field:

- Revising our work strategy with implementing organizations to evaluate the possibility of adding new GLAC intervention zones, expanding coverage to new subdivisions lacking the presence of financial institutions, identifying entrepreneurial initiatives, and identifying partners interested in co-financing projects (GECELCA, Miners, Cerro Matoso).
- To implement these activities, the Program will establish agreements with organizations seeking co-financing for municipal governments and the mining and energy sectors. In addition, the Program will hire a consulting firm to identify and develop GLAC entrepreneurship incubators.

- **Rotating Funds**

In 2014, the Program will work to create rotating funds for producer organizations linked to program activities in need for financing.

Activities proposed for this area are: revision of the organization's statutes, creation of policy and procedure manuals, modular incentives in the Productive Partnership program, creation of a credit committee, handling of formats, payment plans, list of payment defaults, and payment of loans, promotion of organizations, promotion of producers, support to credit committees, and complementing the use of rotating funds through on-line banking services.

To carry out these activities, it is important to have the support of a consulting group that has supported other farm associations (APROCASUR, CORTIPAZ, CORAGROSURB, ASOPROLAN) that have established and currently use these types of funds.

- **Other Financial Services**

During 2014, the Program will work to incorporate other lines of credit (including insurance for micro-enterprises) aimed at program beneficiaries with the purpose of providing low-cost risk coverage and micro-credits designed to provide funding for small-scale producers and their families. These services support the needs of farmers and the population of the intervention zones.

The Program will encourage the use of on-line banking services through rotating funds and through commercialization processes for the commercialization of cocoa, milk, coffee, and other products.

To support productive development and enterprises, the Program will work to set up correspondent banks and extend branches in zones with no financial services (San José de Ure). The Program will also work with the Agrarian Bank, *Bancolombia* and *Davivienda* to help producer associations access government funding for operations such as EPSAGROS and loans to support exports and commercial ventures (Chocolate Tumaco).

The Program will continue to be supported by regional consultants who have been assisting in our interventions.

### **3.2.4 Environmental**

As a cross-cutting element of the Program, in 2014 CELI N/S will continue to ensure compliance with USAID and Colombian government environmental policies, and will work to add value in the productive development processes by encouraging certification, as long as the supported business initiatives protect the environment and adopt standards of social responsibility and good agricultural practices.

The work lines that will be carried out are listed below:

- **Strengthening of Local Teams**

The field activities carried out by grassroots organizations will continue to be supported by environmental consultants working from each of the regional offices: Tumaco, Medellin, Cauca and Monteria. The Program will undertake a training process on Regulation 216, USAID's environmental policy, and Colombian regulations for the field teams. This activity will help unify work criteria in the Program intervention zones.

In addition, the Program will carry out a process to revise PERSUAP in coordination with USAID's Environmental Office in order to identify the products needed to treat plagues and/or diseases that are not listed in the mentioned document.

By setting up the support and environmental monitoring team, this component of the Program will be strengthened and processes will be developed to contribute towards the sustainability of the intervention. Additionally, these efforts will contribute to developing customs and habits that will allow for the incorporation of environmental responsibility to infrastructure and production activities as critical elements for sustainability.

- **Fulfillment of Regulations, Environmental Management Plans, and Strengthening of Farm Associations Implementing Program Activities.**

Environmental consultants will carry out training on Colombia's and USAID's environmental policies and will carry out follow-up activities with technical teams and members of the implementing organizations.

The Program will encourage the establishment of the grassroots organizations' own environmental policies and seek to generate a culture of environmental responsibility through fieldwork carried out by producers, with a view to impacting the final commercialized products.

The Program will introduce monitoring and control processes to ensure fulfillment of environmental policies in the daily work of farm organizations, and it will provide training on report processes in order to foster a culture of environmental responsibility which will strengthen the institutional presence of these organizations in the territory.

- **Generation of Value Chains**

CELI N/S will promote certification processes which consider good agricultural practices, environmental protection, and social responsibility. The certifying processes supported by the Program must guarantee their sustainability, pay the renovation fees for their certification seals, and attend to the needs of real market niches.

[REDACTED]

[REDACTED]

During 2014 the Program will support UTZ, FLO, and other certification processes required by the market for cocoa producers in the Tumaco, Antioquia and Córdoba regions.

- **Encourage the Development of Businesses Through Recycling Processes and Final Disposition of Ordinary Solid Waste.**

The CODESARROLLO Corporation, a strategic partner in the implementation of the Program, has vast expertise in handling solid waste and in recycling processes. In the Bajo Cauca region of Antioquia there are serious limitations in the handling of solid waste since all of the existing dumping sites are “open air”. In the municipality of Tarazá the regional corporation has a site authorized for the development of a sanitary landfill. The technical and financial feasibility of this business operation still needs to be established.

During 2014 CELI N/S will promote the relationship between CODESARROLLO and the Bajo Cauca and South of Córdoba municipalities in order to establish agreements that will allow for the development of solid waste disposal services and to promote micro-entrepreneurial activity in municipal recycling.

Similarly, in the municipality of Tumaco, the Program will work with the municipal government and CODESARROLLO to promote and establish recycling businesses as a means to generate employment and income and to reduce the volumes of rubbish reaching the municipal dumpsites.

### **3.2.5 Institutional Relationships**

The proof of the multiplying and transforming power of partnerships that combine the efforts of state institutions, private sector entities, social organizations, and cooperation agencies has marked the work plan strategy for CELI N/S, which attempts to make significant inroads in materializing opportunities to work together with these critically important stakeholders.

The adding of value to the Program's operation in terms of expanding coverage, leveraging resources, opening markets, and offering sustainability to our interventions are only some of the reasons why this objective has an important place in the Program's 2014 strategy and work methodology.

During 2013, CELI N/S learned vital lessons in setting up partnerships with the public and private sectors, including such principles as flexibility, openness, and innovation. These principles from the previous year were the guidelines for the establishment of the Program's 2014 strategic lines of action in this component.

- **Linking with Institutional Services Provided by the National Government.**

One of the main challenges for 2014 is requesting and mobilizing institutional services in the supported municipalities. To do so, the Program will seek to integrate and coordinate regional needs with different national institutions and offices.

The Program will work towards strengthening the capacities of local governments to access sources of state financing through tenders such as Productive Partnerships, DRE, Rural Development, Royalties, Connectivity, Victims, and others. On the other hand, seeking previous concurrence and coordination with USAID, the Program will aim its efforts to establish cooperation agreements with national government institutions to join technical, administrative and operational efforts to support the fulfillment of the PNCRT in each of its components.

Each of these lines of work is restricted by the Law of Guarantees, which will place important limitations on the use of public resources, and will thus reduce the possibility of materializing these partnerships. Nevertheless, the Program will maximize the opportunities it finds and will propose legal actions that will allow for the joint execution of resources.

The Program will make a special effort to link its activities with services offered by the Ministry of Agriculture, INCODER, FINAGRO, the Agrarian Bank, the Ministries of Communication, Culture, Interior and Transportation, the DPS, the Vice-presidency, and other government institutions.

- **Linking with the Private Sector, Foundations, and NGOs.**

The growing interest in implementing social responsibility strategies on the part of businesses, as well as the increasing number of foundations and non-governmental organizations which share certain objectives and goals with CELI N/S present the Program with an opportunity to maximize the impact of its intervention.

In this sense, the Program will seek to link the private sector with its mission to facilitate positive development and governance conditions using Public-Private Partnerships. These partnerships will allow us to extend our services to municipalities and work towards the objectives established in the PNCRT, thus complementing the services offered by the State and by cooperation agencies.

In addition, in the same logic, the Program will join efforts with foundations and non-governmental organizations wishing to intervene in the supported territories.

On the other hand, due to the nature of Program interventions in the coconut, shrimp, rubber, fruit, and other sectors, it is imperative to explore shared initiatives with inclusive businesses within the private sector. In this sense, the Program will seek to link producer associations in the value chains with the most important firms in each of the sectors, thus helping materialize sustainable and competitive business models.

Under this line of work, the Program will devote special efforts to establish links between the mining, energy, and other productive sectors with firms [REDACTED]

[REDACTED]

- **Bilateral Relationships with International Cooperation Agencies.**

The likelihood of a peace scenario makes it necessary to achieve greater synchronicity in efforts made by international cooperation agencies aimed at overcoming the structural problems in designated territories. Due to this context, it is necessary to modify the strategy and operation of the Program to prioritize the principle of association and cooperation.

The efforts made by the Program in conjunction with other cooperation agencies will focus on the issues of importance included in the public agenda and identified as issues that will contribute towards overcoming problems created by the conflict.

In this sense, the Program will mainly seek to link its activities to institutions that are part of the United Nations system, which work with the Colombian government to build conditions for peace, and with the German, Japanese, and Korean cooperation agencies, among others, which share CELI N/S objectives. To accomplish this purpose, the Program will seek USAID's agreement and support.

### **3.2.6 Gender**

Throughout 2013, CELI N/S made efforts to integrate gender inclusion in all its activities in order to fulfill international and national regulations and apply principles of good government and democracy.

Following the priorities established by the Colombian Government (CONPES Social 161 on gender equality) and USAID policies, in 2014 the Program will work on Phase 3 of the subcontract signed with DTS, which includes the following issues: i) participation of women in community, political, and entrepreneurial leadership; ii) prevention of violence

against women and construction of peace; iii) non-sexist communication strategies; and iv) strengthening local governance and public policies with gender inclusion.

The activities that will be carried out by the Program are detailed below:

- Training workshops to strengthen female participation in the political arena and in decision-making in the different regions supported by CELI N/S.
- Seminars and workshops on non-sexist communication and the inclusion of women targeting staff members and communication co-ops promoted by the Program. These sessions will also cover topics such as violence prevention, fighting against gender and cultural stereotypes, and new models of masculinity.
- Intervene through a module of gender-sensitive public policy at the Government School of the University of Antioquia aimed at strengthening governance in the 15 Northern municipalities (city hall, council members social leaders).
- Elaborate a case study on GLACs to capture lessons learned from the implementation of this methodology in terms of fostering entrepreneurship, social, community, and family leadership and cohesion. The construction of peace depends strongly on the crosscutting initiatives aimed at the restoration of social fabric torn apart after years of conflict and the empowerment and inclusion of women.
- Evaluate the impact of gender interventions in order to determine Program achievements in terms of encouraging active participation of women organizations in regional development, their political impact on local decision-making, and the incorporation of gender inclusion in implemented activities. We expect this evaluation to begin in the last quarter of 2014.
- Strengthen the capacity of selected women's organizations and networks to create awareness and to replicate gender workshops with producer associations and/or the ECAS, so that they may offer their services to government institutions and the organizations executing Program activities.

### **3.2.7 Communications**

During the first two years of CELI N/S life, communication was handled as a space from which to develop citizen participation by focusing on the promotion of social change in the intervention territories on contributing to the strengthening of local governance and a culture of legality. To do this, the Program developed the communication capacities of supported social organizations to improve their interaction with authorities and local and regional organizations while at the same time, the Program has promoted the dissemination of local activities through different media and activities that have helped create a sense of belonging to the Program's supported intervention.

Several challenges in communications will be faced in 2014. It will be a critical year to consolidate actions undertaken with social organizations and to further the sustainability of local social communication programs; similarly, the Program will increase the frequency and quality of communication activities at a national level, making critical information available through specialized media and showing the transformation of

communities as well as detailing the CELI N/S methodology, and the achievements of the population, all of which could be useful in a post-conflict scenario.

The main activities undertaken by the Program in its third year of life are detailed below:

- **Creation of Communication Network**

Among the productive sectors supported by CELI N/S and producer associations, the Program will support training, provide consulting, and support the development of local communication programs by providing access to communication means available in the municipalities (mainly digital, radio, and print). Communication is an action that improves the marketing of products, encourages the generation of new businesses, and facilitates interaction with authorities and institutions.

- **Support to Communication Co-ops**

In the distinct municipalities, the Program has lent support to communication co-ops that address social, cultural, sports, and economic issues. These co-ops will be supported through the financing of training activities and by broadcasting projects which will be conducive to the generation of public opinion. In a post-conflict scenario, communication co-ops are a necessary element to facilitate social reintegration through the dissemination of high quality programs that promote the recovery of citizen values.

- **Dissemination of Success Stories**

Progress in Program activities will offer many opportunities to identify, systematize, and disseminate collective and individual success stories that document sustainable change in municipalities. These stories will be disseminated through media with large audiences.

- **Communication with USAID**

The Program will focus on sharing powerful stories to disseminate the progress of program activities aimed at social, economic, and human impacts in each region. The field teams will be encouraged to provide photographic material to share stories that are not being disseminated in any media. The Program will gather success stories and evidence of CELI N/S activities in order to produce communication materials for USAID and the government of the United States.

- **Knowledge Management**

It is one of the explicit communication components of the Program's contract with USAID. The program will launch a website to share information and organize the knowledge gained by the Program in its intervention activities, which will be systematized to document different work methodologies. The Program has been systematizing the intervention methodologies in the territories, the experiences with GLACs, the support to the development of municipal planning, the application of the Assessment of Organizational Status, and productive partnerships.

In terms of social capital, the Program will continue to strengthen the JACs and the community associations as key elements of citizen involvement to strengthen local

governments. Additionally, groups, associations, and networks of women, youth, and ethnic groups will receive support in three areas: a) support to entrepreneurship and generation of income, b) leadership development, and c) local political participation.

### 3.2.8 Summary of Cross-cutting Initiatives

In 2014, CELI N/S plans to drive the program’s crosscutting areas, including technical, financial, contract, grant and monitoring support to a total of 50 activities, for a total budget of 3.739.444 USD, charged to CLIN 2 and CLIN 3.

The chart summarizing the activities in the crosscutting component for each region is presented below:

**Chart No. 1 – Proposed Budget: Crosscutting components.**

Component	Antioquia		Cordoba		Tumaco		Total		% Participation
	# Activities	CELI N/S Contribution USD							
Land	3	\$ 333,333	4	\$ 250,000	1	\$ 83,333	8	\$ 666,667	4.88
Access to Financial Services	5	\$ 572,222	3	\$ 286,111	3	\$ 254,444	11	\$ 1,112,778	8.14
Environment	4	\$ 205,556	2	\$ 97,222	3	\$ 155,556	9	\$ 458,333	3.35
Communications	6	\$ 188,889	2	\$ 55,556	2	\$ 44,444	10	\$ 288,889	2.11
Gender									0
Support and Follow up to Technical , Finance, Grants and Subcontracts and Monitor and Evaluation Activities	4	\$ 533,333	4	\$ 359,444	4	\$ 320,000	12	\$ 1,212,778	8.87
<b>Subtotal</b>	<b>22</b>	<b>\$ 1,833,333</b>	<b>15</b>	<b>\$ 1,048,333</b>	<b>13</b>	<b>\$ 857,777</b>	<b>50</b>	<b>\$ 3,739,445</b>	<b>27.35</b>

ER: \$1800

### 3.3 Regional Activities

#### 3.3.1 Nudo de Paramillo

##### Operational Background:

Nudo de Paramillo is known as the border between Antioquia and Córdoba and for having “great value due to its strategic geographic location, access to the ocean and the international market, connection to the north coast, and the center of two important capital cities, Monteria and Medellín. The region is rich in the biodiversity of its ecosystems and has important natural resources. All of this gives the region significant touristic, ecological, scientific, social and economic potential.”<sup>4</sup>

The region’s geopolitical importance is immense, as three mountain ranges extend to the departments of Antioquia, Sucre and Bolívar, making the region a rich water supplier and a strategic transportation point from which anyone can quickly move to points such as

<sup>4</sup> Reference about this DNP zone in an analysis by the Regional Studies Institute of the Antioquia University, dated May 25, 2005.

the Atlantic Ocean, the department of Choco, the Pacific Ocean, the Magdalena Medio, the Catatumbo, and the Venezuelan border, as well as the departments of Caldas and Risaralda. It is a type of star that spreads its communication to all areas, comparable only with the *Páramo de las Hermosas* in the southern part of the country.

Therefore, illegal armed groups have taken advantage of these opportunities to carry out illicit activities including drug trafficking, exploitation of gold mining, illegal logging, among others. The vast mountain and jungles territories also provide cover for insurgent groups.

The prioritized municipalities represent some of the most important mining and energy enclaves in the country. In addition to having gold, silver, and nickel resources, the region generates large quantities of energy. Adding to its natural resources, it makes it impossible to analyze this ecosystem separately. The wealth of the region is also enhanced by its ethnic and cultural diversity, as it is populated by Emberá and Zenue indigenous tribes, Afro-Colombian communities, and settlers from Bolívar, Sucre, Antioquia and the Coffee Producing Axis.

All of these characteristics ratify the strategic importance of the region and the need to continue developing conditions for governance and to foster consolidation, especially in a post-conflict scenario in which farmers, victims of the conflict, and demobilized insurgents plan to stay on their lands and guarantee their quality of life in peace.

[REDACTED]

[REDACTED]

Intense citizen involvement, the development of opportunities, and the flourishing of mid-term and long-term legal businesses will help guarantee the stability of these territories in a post-conflict scenario.

[REDACTED]

[REDACTED]

### 3.4 Regional Activities – Antioquia

**3.4.1 Summary:** The following section shows the activities which have been prioritized and will be carried out in 2014.

*Chart No. 2–Activities planned in Antioquia for approval and implementation in 2014.*

Component	#of Activities	CELI N/S Contributions US\$	Leveraged Resources US\$	TOTAL US\$
<b>Local Governments</b>	11	533,333	533,333	1,066,667
<b>Economic Development</b>	26	2,500,000	8,055,557	10,555,557
<b>Infrastructure</b>	10	500,000	1,166,667	1,666,667
<b>Social Capital</b>	10	500,000	888,889	1,388,889
<b>Total</b>	<b>57</b>	<b>4,033,333</b>	<b>10,644,445</b>	<b>14,677,779</b>
% participation		27.48	72.52	100.00

ER: \$1800 x USD

For details on activities, see Annex No. 1

### **3.4.2 Components:**

#### **3.4.2.1 Strengthening of Local Governments**

Improving the capacities of government officials and civil society in the administration of the municipality is one of the main objectives to help the country move towards consolidation and territorial reconstruction. This has precisely been one of the main goals in Program activities carried out by the Antioquia University and the Córdoba *Pontificia Bolivariana* University. The Program will give special attention to ensure the achievement of goals and expectations for this initiative.

On the other hand, during 2014 one of the key areas of interest will be the strengthening and creation of municipal oversight committees as a tool for social control and citizen involvement. To do so, the Program will work with the National Accountability Office, an institution which by law is responsible for creating and strengthening these groups of citizens and providing the tools they need in order to carry out their work in an organized fashion.

The promotion, registration, and operation of these organisms in the supported municipalities will be an activity that the Program will support through local social organizations.

In 2013, a new youth law gave new life to the dynamics of the country's young people. In the framework of this law, in 2014 the Program will encourage the creation, strengthening, and consulting of municipal youth committees. The purpose is to promote and qualify the involvement of the youth to improve leadership in the communities and to generate the capacity of the youth to impact public affairs.

Additionally, the Program will support the strengthening of local rural development committees by encouraging participation and leadership in these organizations and to

generate capacities within the leadership of the committees in order to influence the agrarian policies and rural development of the municipalities.

In terms of strengthening the revenue of the municipalities, CELI N/S will carry out an industry and commerce census in order to clarify and quantify the type of business, their specialty area, their sales volumes, and the taxes they pay to the municipality.

To do so, it is necessary to establish agreements among the DIAN, the Chambers of Commerce and the Tax Offices of the different municipalities. CELI N/S will facilitate these agreements and will help the municipalities obtain the equipment, tools, software, and training for staff members in the municipal offices so that they may undertake this work.

### **3.4.2.2 Economic Development**

Program efforts made to date to support the cocoa and rubber value chains now presents the challenge of consolidating the value chains by stimulating the value-added and commercialization processes in producer associations, and developing their contact with markets.

CELI N/S will support the initiative of cocoa producers and the sector's organizations to establish better relations with FEDECACAO, the industry, and public institutions. The priorities for the execution of the 2014 program activities in support of the sector will be to improve the quality of the cocoa grain in the post-harvest stage, improve commercialization services, develop new markets, and establish training processes for producers, organization managers and technicians.

The Program will give special attention to the rubber sector. Industrial latex processes that involve producer associations, HEVEANCOR and commercialization or transformation firms will be supported with technical, financial, and human resources.

In the case of rice, cassava and banana, it is necessary to increase the hectares in cultivation in order to guarantee local and regional food security. This will be achieved *through short-term DRE loans* and by offering concrete and effective commercialization methods. The Program will work in 2014 to generate partnerships between the producers and transformation and/or commercialization partners, in order to establish selling and purchasing agreements with transparent and fair conditions, thus generating stability in this sector.

In the case of cassava and banana, the Program will foster interaction between producer organizations and the AntioquiaFoods firm in order to explore the possibility of setting up a cassava and banana freezing plant for their exportation. CELI N/S will facilitate this relationship and will support this enterprise under a partnership model between producers and entrepreneurs.

Beekeeping is becoming an important sector in the region due to the variety of flowers in the region. In addition, the sector enjoys a competitive advantage caused by the death of bees in some countries in the world, apparently due to the excessive use of agrochemicals. The Program has identified partners who are interested in supporting these types of programs, including the *Mineros* firm and the Antioquia government.

The sheep and goat sector also presents interesting possibilities for the region, and this activity has begun to gain supporters. The type of soil and the climate in the lands of the Bajo Cauca and the Sur de Córdoba make the region ideal for this type of activity. In 2014, the Program plans to encourage the creation of commercialization chains and producer networks and strengthen the firms and associations with the purpose of establishing installed capacities. An economic and financial assessment of the investments made in the region to date must be carried out.

The Program encourages the sustainability and expansion of interventions. Therefore it will continue to prepare organizations to participate in different tenders (Productive Partnerships, Rural Opportunities, DRE (in its various modalities), Rural Woman) to help organizations obtain the resources needed for their support and development. Similarly, the Program will continue to facilitate the relationship between banks and the organizations to secure access to productive loans, micro-credits, micro-insurance, and access to other financial services.

In a unified form, the Program's focus on access to financial services, gender inclusion, and economic development components are directly connected to fieldwork through the second GLACs phase. Individual and collective entrepreneurs generated from the beneficiaries of GLAC saving programs will be supported by the Program.

The Program's goal of facilitating access to these resources is to help families generate a salary and a half, or two salaries, from all the activities developed by the farm family unit.

The different productive sectors assisted by the Program will also receive support for producers and organization directors to participate in academic, commercial, national, or international events such as the Chocolate Salon in Peru and France, chocolate tradeshows in the United States, national and international rubber seminars, special coffee shows, etc.

### **3.4.2.3 Infrastructure**

This component of the Program has proven to be a mobilizing and integrating influence in communities and local governments with a common objective. Having established trust in the supported zones, during 2014 this component will become a means to support economic development.

Under this guideline, the Program will support small public works to build tertiary routes, hanging walking bridges, and ferries, among others, as long as these projects facilitate communication among population centers. In the same manner, the Program will support infrastructure works designed to favor the post-harvest processes and the transformation and commercialization processes of producer associations.

The Program will continue implementing infrastructure activities through the FIS methodology, using local grassroots organizations (JAC, producer associations, etc.)

In spite of this new guideline, the Program will honor its previous commitments (following prior USAID concurrence) with communities, municipalities and provinces in infrastructure issues such as housing (i.e., VIVA) and other works in the Ituango municipality.

### 3.4.2.4 Social Capital

The encouraging results obtained in 2013 in relation to the strengthening of community action committees presents the Program with the possibility of expanding its coverage and furthering its support of these organizations in the prioritized municipalities by assisting registration processes, preparing the functions adequate to their social responsibility, planning activities to offer services, and contracting small works. CELI N/S will continue supporting the Community Action Committee Associations in the different municipalities.

Regarding women's organizations, the Antioquia Regional Program Team will work to further the strategic areas of action developed for this component including the following: strengthen and support income-generating entrepreneurship, political involvement, prevention of violence, and development of new leadership. The Program will give special attention to promoting women's networks in the region.

In the area of communications, the Program will take a step further in 2014 by encouraging community reporters to participate in local and departmental media by sharing success stories on the processes and dynamics that the Program supported at the municipal level.

CELI N/S will support sport, cultural, and recreational activities that are presented as income-generating initiatives under private organization models. The prerequisites to obtain program support will be the linking of these initiatives to government institutions and other organizations that will ensure the sustainability of the projects.

### 3.5. Regional Activities - Córdoba

**3.5.1 Summary.** The following section shows the activities which have been prioritized and will be carried out in 2014.

*Chart No. 3—Activities planned in Córdoba for approval and implementation in 2014*

Component	# of Activities	CELI NS Contributions US\$	Leveraged Resources US\$	TOTAL US\$
Local Governments	11	585,000	585,000	1,170,000
Economic Development	26	1,855,000	5,865,000	7,720,000
Infrastructure	6	500,000	1,360,000	1,860,000
Social Capital	7	300,000	300,000	600,000
<b>TOTAL</b>	<b>50</b>	<b>3,240,000</b>	<b>8,110,000</b>	<b>11,350,000</b>
% participation		28.55	71.45	100.00

ER: \$1800 x USD

For details on activities, see Annex No. 2

## **3.5.2 Components**

### **3.5.2.1 Strengthening of Local Governments**

The processes that were initiated with the University of Antioquia and the *Pontificia Bolivariana* University in Córdoba are of great importance, as the process seeks to generate changes in institutional dynamics as well as produce concrete instruments to guide municipal administration, integral management systems, program banks, strengthening of municipal councils, and citizen involvement. Making significant progress in this process is one of the priorities for 2014. Therefore, the Program will solidify its follow-up activities, insisting on providing local support to these processes according to the needs of each municipality and on encouraging commitment from the town mayors and government teams.

In addition, the Program will establish links with the Administrative Department for Public Functions (DAFP) to support the administrative restructuring strategy in the municipalities of the South of Córdoba which have been prioritized by the Program.

Regarding the promotion and strengthening of opportunities for citizen involvement as one of the main pillars of territorial consolidation, it is necessary to define a strategy to strengthen the legal and institutionally defined opportunities for involvement which are already linked to other processes and dynamics within the Program. These opportunities include:

*Municipal Council for Rural Development.* It is currently one of the key elements allowing producer associations to impact public policy in directing the institutional services that will be devoted to rural development.

*Municipal Youth Council:* In the southern municipalities of Córdoba, young people have expressed an interest in invigorating this process and an inter-municipal network is being developed by young leaders who are also involved in their local councils.

Therefore, it is important for the Program to support this process and seek to link the dynamics of the JACs and the CMDRs.

### **3.5.2.2 Economic Development**

In the South of Córdoba region, the Program's efforts in this component will be aimed at establishing links between the rural productive chains (rubber, cocoa, banana, papaya, and beekeeping). The Program will also support cassava and rice interventions, which are sectors that could become key elements to strengthen the population's economic conditions.

The efforts that have been made in the area of rural development by the national government, international cooperation agencies, and the farming population in the last decade have established the foundation for a cocoa and rubber production base in the Bajo Cauca of Antioquia and South of Córdoba. These activities in the region are aided by the competitive advantages offered by their geographical position. In the case of cocoa producers, their location favors an exporting strategy. In the case of rubber, their geographic location creates many possibilities to establish relationships with key commercial partners.

Banana and papaya, especially in the region of Alto Sinú<sup>5</sup>, are products that are becoming sustainable alternatives, as producers continue to improve cultural practices, incorporate technology into their processes, establish a presence in the national markets, and create opportunities for exportation.<sup>6</sup>

In the case of rice and cassava, in addition to being the foundation for regional food provision, these products can develop new value chains by establishing strategic partnerships with agro-industrial sectors. Although beekeeping as an economic activity is not very active in the region, the conditions of the region make it an economically and environmentally sustainable activity.

The whole productive process is supported by the development of associations that represent the producers in each of the productive chains. These associations are the key actors in establishing links among the different parts of the production chain and linking the needs of the producers to institutional services and support from international cooperation agencies.

This is the context within which the Program must identify programs aimed at consolidating value added processes, productive links, and strengthening of business and services with producer associations. In 2014 it will be important for the Program to continue supporting productive partnerships to benefit the rubber sector in key issues such as technical assistance, training of qualified labor for tree tapping, managing production according to market demands, building infrastructure, and obtaining grants to benefit and stabilize the latex and solid rubber sectors (exploring business agreements with organizations affiliated to HEVEANCOR and DISAN and other firms like LATEXPORT).

In the cocoa sector, it is important to support the strengthening of developing productive units with the aim of increasing productivity and improving quality by applying good agricultural practices that will benefit the quality of the cocoa grain, by developing entrepreneurial abilities in handling productive units, and by strengthening commercial channels. All of this requires assistance and technical training, support from business partners, and infrastructure to benefit and strengthen the industry.

For the banana and papaya sectors, the Program will strengthen technical skills, good agricultural practices, commercial partnerships, and commercialization infrastructure.

For the cassava sector, the main purposes behind Program activities will be to improve cultural practices which will produce higher yields without requiring a significant increase in the areas cultivated by each productive unit. The Program will explore opportunities for partnerships that will allow the productive units to add value and establish new markets (i.e., frozen cassava for the AntioquiaFoods firm).

Cross-cutting issues that will be addressed by the Program include the strengthening of producer associations, ensuring access to loans and financial services to support the increase of production areas, generating and strengthening services offered by

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<sup>5</sup> The region of Alto Sinú is located in the municipalities of Tierralta and Valencia in the Department of Córdoba.

<sup>6</sup>In Valencia, APPALSI (Agro-Ecological Association of Papaya Producers and Sellers from Alto Sinu) has exported 4 containers (close to 50 tons) of fruit to Canada's Frandy Group Division.

associations, and supporting the ability to access resources from national institutions (DRE, Productive Partnerships, Rural Development, etc.).

As in Antioquia and Tumaco, exchanges, visits, and participation in seminars and tradeshows by producers, managers, and Program technical staff will be essential to guarantee the sustainability of enterprises supported by CELI N/S.

### **3.5.2.3 Infrastructure**

The activities the Program will support are the improvement of roads, building of bridges or other public works that will contribute to linking productive zones, as well as complementary productive infrastructure projects which have been identified in the framework of Program activities for this component.

CELI N/S has been developing institutional relationships with firms in the mining and energy sectors located in South of Córdoba (GECELCA and CERROMATOSO). The Program has established agreements with these firms for joint intervention in infrastructure projects such as modifying ferries in the areas of Montelíbano and Puerto Libertador. These activities will be supported once they have been prioritized by USAID, the communities, municipal government participation and the Program itself.

Planned activities will be carried out in conjunction with grassroots operations, establishing operational committees, oversight committees, and accountability systems (FIS methodology).

### **3.5.2.4 Social Capital**

In the South de Córdoba region, the Program has been working to generate a significant social rise in entrepreneurial women groups in the farming, handcrafts, and services sectors. These enterprises create income-generating opportunities for a population group that has traditionally been marginalized from participating in economic activities. Therefore, the first issue included in the Program's social capital agenda is to continue to support the strengthening of women's networks with the purpose of generating sustainable business incubation processes and strengthening the capacities of these groups to gain access to institutional services such as Rural Opportunities, Rural Women, DPS productive links, SENA's Young Rural Entrepreneurs, and other programs. The program will also focus on strengthening the groups' ability to generate information systems, obtain loans, receive technical assistance, and obtain market consulting. These activities will be preceded by an analysis of the market's behavior and needs.

The Community Action Committees are the basic expression of community organization and have become the reference point for achieving direct interaction with government institutions. This interaction generates trust, which leads to opportunities to build an atmosphere of social interaction and peaceful resolution of conflicts.

The Program's experiences to date have proven the capacity these organizations can have in implementing infrastructure and social capital activities. It is therefore important for the Program to continue supporting them in the following ways:

- Continue to develop the role of these groups as operators of infrastructure and social capital activities.

- Strengthen their management capacities through support aimed at designing and implementing their action plans, establishing their management systems and work committees, and identifying services and business opportunities that each community committee could develop and offer.
- Link these groups with opportunities to continue their involvement in planning, social control, and citizen oversight committees.

Through a partnership established with ASCOMUNAL and the municipal governments, the Program has been supporting the establishment of sports and art schools that have had significant impact and have generated significant participation among children and youngsters. CELI N/S will propose continue supporting sport, cultural, and recreational activities that are presented as income-generating initiatives under private organization models. The prerequisites to obtain program support will be the linking of these initiatives to government institutions like the Ministry of Culture and other organizations that will ensure the sustainability of the projects.

### **3.6 Regional Activities - Nariño (Tumaco)**

#### **3.6.1 Operational Background**

In Tumaco, CELI N/S maintains a coordinated, linked, and complementary working relationship with the Regional Consolidation Center, the Tumaco municipal government, and the Nariño Departmental Government. The linking of these stakeholders, as well as the Program's close relationships with community organizations, private organizations, and other institutions such as Ecopetrol, SENA, the Fundación Telefónica, the Caja de Compensación Familiar, the Chamber of Commerce, UNODC, and Fedecacao in the framework of the local Municipal Administration Unit (UGDIM) strategy supported by USAID, have allowed the Program to carry out a process of political and technical debates aimed at prioritizing programs, projects and activities that result in the development of methodologies and working styles that suggest that the region is heading towards a peace-building process.

[REDACTED]

[REDACTED]

In a post-conflict scenario involving the demobilization of combatants, Tumaco would be an area of high importance. Due to the methodology employed by the Program and the trust it has developed within the population of the region, the Program will have clear opportunities to respond quickly in order to support new areas of need within the municipality.

**3.6.2 Summary.** The following section shows the activities which have been prioritized and will be carried out in 2014.

*Chart No. 4—Activities planned in Tumaco for approval and implementation in 2014*

Component	# Activities	CELI N/S Contribution	Leveraged Resources	Total
Local governments	5	\$ 472,222	\$ 516,667	\$ 988,889
Economic Development	21	\$ 961,111	\$ 3,417,778	\$ 4,378,889
Infrastructure	5	\$ 633,333	\$ 3,083,333	\$ 3,716,667
Social Capital	9	\$ 594,444	\$ 788,889	\$ 1,383,333
<b>Total</b>	<b>40</b>	<b>\$ 2,661,111</b>	<b>\$ 7,806,667</b>	<b>\$10,467,778</b>
% participation		25.42	74.58	100.00

ER: \$1800 x USD

For details on activities, see Annex No. 3

### **3.6.2.3 Components.**

#### **3.6.2.3.1 Strengthening of Local Government**

In 2012 and 2013, CELI N/S worked with the Tumaco government to identify regional institutions which could support the municipality in its administrative restructuration. Since 2003, the municipality of Tumaco has embraced Law 550, which allows reactivation of businesses and restructuring of territorial entities to achieve the social function of enterprises and to ensure the harmonious development of the region. The municipality will have fulfilled its financial commitments soon, but it also needs to modify its administrative structure to fit current requirements. To help them do so, the Program will initiate an activity through the Prospective Institute of the Universidad del Valle. This activity will require special support and monitoring in order to accomplish the expected goals.

The municipality of Tumaco needs to improve the revenues it receives from industry and business taxes. CONFECAMARAS and the DIAN have been establishing agreements with municipalities to share information in order to unify the business databases and the report on the financial statements of the different businesses. The Program will support this initiative by providing the necessary equipment and tools and by training staff in the handling of this information.

The Program will support citizen involvement by encouraging and strengthening the operations of the oversight committee networks in Tumaco's urban and rural areas. This activity will be carried out with support from the ESAP.

CELI N/S will continue to support the municipality in designing programs to access public funding and other tenderable resources. Additionally, it will continue to support the UGDIM and will assess the importance and likelihood of helping the municipality establish this office as a development-promoting agency in the municipality of Tumaco.

### **3.6.3.2 Economic Development**

Most of the investments carried out by the Program in 2014 will be made to further this component. Economic activities will be designed to encourage partnerships and agreements between public and private stakeholders, support fishing and aquaculture, support activities that market and process cocoa and coconut, support the selling of food products once local needs are fulfilled, and support new productive initiatives that are based on good agricultural practices and that offer the potential of becoming profitable businesses for producers.

The Program will strengthen and consolidate its support to Savings and Loans groups and to other individual and collective enterprises that are developed. In addition, the Program will lend support to strengthen the main productive sectors.

The Program will support *Chocolate Tumaco* in its efforts to export products and certify its members. The Program will also support coconut producer community committees and COAGROPACIFICO to identify commercial uses for coconut sub-products, especially the fiber produced from the coconut shell. Financial analysis taking into account cost-benefit ratios will be previously conducted before moving forward.

In agreement with ECOPETROL, the Program will support processes to generate and strengthen local providers of goods and services needed by the firm as a mechanism to generate means of livelihood and to fulfill the sustainability standards of the firm's operation.

In 2014, CELI N/S will encourage the participation of producers, organization directors, and Program officials from the Tumaco Office in national and international commercial and academic events to develop knowledge and relationships as a key element of sustainability.

On the other hand, the Program will devote efforts to link local needs with services provided by State institutions through tenders such as DRE, Rural Opportunities, Productive Partnerships, and others.

The relationships with the local financing system (Agrarian Bank, Bancolombia, Davivienda) will be strengthened in order to expand the availability of loans for producers and to provide universal access to on-line banking and *Daviplata* services.

### **3.6.3.3 Infrastructure**

As a result of the agreements established in work meetings, the Program's intervention in this component will focus on carrying out productive infrastructure projects; in addition, the Program will work to set up a firm to support the municipal government in improving and opening new tertiary roads which will improve communication and transport in the municipality's rural areas.

CELI N/S will support the improvement of the Santa Maria (Rio Rosario) – San Augustin (Rio Gualajo) road and will contribute to provide electricity in the Tablón Salado community.

### 3.6.3.4 Social Capital

This component of the Program has allowed for an integral intervention in Tumaco, which has helped us establish a close relationship with the areas' population.

In 2014, the Program will continue to support projects aimed at strengthening the administration capacities of the JACs in communes 4 and 5 of the municipality's urban zone, micro-entrepreneur associations, cultural and sports activities, and networks of women and youth who seek empowerment and new leadership to lead the way in political, community, and productive issues. In the case of sporting, cultural, and recreational activities, CELI N/S will consider supporting those that are presented as income-generating initiatives under private organization models. The prerequisites to obtain program support will be the linking of these initiatives to government institutions and other organizations that will ensure the sustainability of the projects.

These Program activities will be supported by partners such as universities, the SENA, the Nariño Department, sports federations, international cooperation agencies, the Ministry of Culture, Community Committees, and the municipal government. The Program will try to generate synergy with these partners in order to leverage resources to co-finance the different projects.

## 3.7 Total Costs

*Chart No. 5. Activities by strategic component and region*

Component	Antioquia		Cordoba		Tumaco		Total		% Participation	CLIN 2 Resources USD	CLIN 3 Resources USD
	# Activities	CELI N/S Contribution USD									
<b>Local Governance</b>	11	\$ 533,333	11	\$ 585,000	5	\$ 472,222	27	\$ 1,590,555	11.63	\$ 250,000	\$ 1,340,555
<b>Economic Development</b>	26	\$ 2,500,000	26	\$ 1,855,000	21	\$ 961,111	73	\$ 5,316,111	38.88		\$ 5,316,111
<b>Infrastructure</b>	10	\$ 500,000	6	\$ 500,000	5	\$ 633,333	21	\$ 1,633,333	11.94		\$ 1,633,333
<b>Social Capital</b>	10	\$ 500,000	7	\$ 300,000	9	\$ 594,444	26	\$ 1,394,444	10.2	\$ 350,000	\$ 1,044,444
<b>Subtotal</b>	<b>57</b>	<b>\$ 4,033,333</b>	<b>50</b>	<b>\$ 3,240,000</b>	<b>40</b>	<b>\$ 2,661,110</b>	<b>147</b>	<b>\$ 9,934,443</b>	<b>72.65</b>	<b>\$ 600,000</b>	<b>\$ 9,334,443</b>
<b>Total Intervention CELI N/S Components</b>	<b>79</b>	<b>\$ 5,866,667</b>	<b>65</b>	<b>\$ 4,288,333</b>	<b>53</b>	<b>\$ 3,518,889</b>	<b>197</b>	<b>\$ 13,673,889</b>		<b>\$ 2,433,333</b>	<b>\$ 11,240,556</b>
<b>% Participation</b>	<b>40.1</b>	<b>42.9</b>	<b>32.99</b>	<b>31.36</b>	<b>26.9</b>	<b>25.73</b>	<b>100</b>	<b>100</b>		<b>17.8</b>	<b>82.2</b>

TC: \$1800

**Chart No. 6. Crosscutting activities by region**

Component	Antioquia		Cordoba		Tumaco		Total		% Participation
	# Activities	CELI N/S Contribution USD							
Land	3	\$ 333,333	4	\$ 250,000	1	\$ 83,333	8	\$ 666,667	4.88
Access to Financial Services	5	\$ 572,222	3	\$ 286,111	3	\$ 254,444	11	\$ 1,112,778	8.14
Environment	4	\$ 205,556	2	\$ 97,222	3	\$ 155,556	9	\$ 458,333	3.35
Communications	6	\$ 188,889	2	\$ 55,556	2	\$ 44,444	10	\$ 288,889	2.11
Gender									0
Support and Follow up to Technical , Finance, Grants and Subcontracts and Monitor and Evaluation Activities	4	\$ 533,333	4	\$ 359,444	4	\$ 320,000	12	\$ 1,212,778	8.87
<b>Subtotal</b>	<b>22</b>	<b>\$ 1,833,333</b>	<b>15</b>	<b>\$ 1,048,333</b>	<b>13</b>	<b>\$ 857,777</b>	<b>50</b>	<b>\$ 3,739,445</b>	<b>27.35</b>

ER: \$1800

**Chart No.7 – Planned financial commitments and Budget Expenses by Year**

Region	Activity Fund (Modification No. 4)	Approved 2012 YR USD	Approved 2013 YR USD	Committed 2014 YR USD	Committed 2015 YR USD	Committed 2016 YR USD	Total USD
Antioquia		\$ 9,230,931	6672616	\$ 5,866,667	\$ 2,620,637	\$ 710,680	\$ 25,101,531
Cordoba		\$ 3,468,601	2976486	\$ 4,288,333	\$ 1,292,059	\$ 350,388	\$ 12,375,867
Tumaco		\$ 4,696,644	5230264	\$ 3,518,889	\$ 1,618,567	\$ 438,932	\$ 15,503,296
Peace Process		\$ -	0	\$ -	\$ 2,000,000	\$ 500,000	\$ 2,500,000
<b>Total</b>	<b>\$ 55,480,695</b>	<b>\$ 17,396,176</b>	<b>\$ 14,879,366</b>	<b>\$ 13,673,889</b>	<b>\$ 7,531,263</b>	<b>\$ 2,000,000</b>	<b>\$ 55,480,694</b>

The previous table shows the expected distribution of budget amounts to be invested annually in the Activities Fund for a total of USD\$55,480,695<sup>7</sup>:

1. Resources allotted for approved projects in 2012 for \$17.39 million USD and \$14.8 million USD in 2013. Committed resources in 2013 correspond to approved projects up to December 17, 2013.
2. For the 2014 calendar year, a budget of \$13.67 million USD has been allotted to activities listed in this Work Plan for Antioquia, Córdoba and Tumaco.
3. Resources in 2014 will be committed according to the following guidelines:
  - a. Regional budgets are subject to change in order to redirect resources to other geographical areas or components in order to respond to other action supported by USAID in the face of a likely peace accord.
  - b. In order to guarantee the availability of resources, the 2014 Budget will be reviewed quarterly with USAID. The Program expects the allotment of quarterly resources to follow this distribution:

<sup>7</sup> Total Activity Fund Budget according to the 4<sup>th</sup> Amendment to the CELI-N/S Contract.

**Chart No.8 – Percentage Distribution of the 2014 Budget**

Budget Commitment by Quarter 2014	Percentage (%)	Amount expected to commit (US\$)
Quarter I (January - March)	20%	\$2,734,778
Quarter II (April - June)	25%	\$3,418,472
Quarter III (Julio - September)	25%	\$3,418,472
Quarter IV (October - December)	30%	\$4,102,167
<b>Total</b>	100%	\$13,673,889

- c. Regional offices will submit program proposals to compete for fund allocations each quarter. Resources will be assigned according to the priority criteria established with USAID at the beginning of each quarter.
4. At the end of 2014, the Program expects to have a remaining balance of \$9.5 million USD in its Activity Fund; this balance would be allotted during the last two years of program life (2015 and 2016). 79% of the remaining balance (or \$7.5 million USD) has been assigned for activities in 2015, and 21% (or \$2 million USD) for 2016.
5. The activities that will be financed in 2016, the last year of program life, will be short-term activities (a maximum of four months), as the team's time and efforts will be devoted to closing the program.
6. During the last three years of program life, a total of \$2.5 million USD from the Activities Fund is being reserved to invest in activities related to a potential peace accord.

**Chart No. 9 – Planned Budget by CLIN – USD\$**

Period	Month	CLIN 1	CLIN 2	CLIN 3	Total
Accumulated Expenses Sept 2013		13,820,849	1,748,691	13,861,999	29,431,539
2013 Quarter IV – Programmed Budget	Oct-13	\$677,561	\$223,510	\$292,292	1,193,363
	Nov-13	\$614,058	\$223,398	\$1,499,630	2,337,086
	Dec-13	\$904,805	\$274,634	\$1,709,070	2,888,509
2014 Quarter I Programmed Budget	Jan-14	\$585,894	\$55,884	\$516,319	1,158,097
	Feb-14	\$542,948	\$77,879	\$654,846	1,275,673
	Mar-14	\$542,317	\$110,872	\$445,118	1,098,307
2014 Quarter II Programmed Budget	Apr-14	\$554,712	\$110,872	\$544,742	1,210,326
	May-14	\$570,248	\$220,849	\$954,079	1,745,176
	Jun-14	\$682,037	\$220,849	\$1,088,421	1,991,307
2014 Quarter III Programmed Budget	Jul-14	\$591,230	\$220,849	\$1,350,000	2,162,080
	Aug-14	\$589,403	\$220,849	\$1,350,000	2,160,253

	Sep-14	\$601,039	\$214,455	\$1,450,000	2,265,494
2014 Quarter IV Programmed Budget	Oct-14	\$589,812	\$219,954	\$1,450,000	2,259,766
	Nov-14	\$586,707	\$219,954	\$1,300,000	2,106,661
	Dec-14	\$689,480	\$109,977	\$1,250,000	2,049,457
Programmed Accumulated Expenses December 2014		23,143,100	4,473,476	29,716,516	57,333,092

As the previous table shows, at the end of 2014 the Program expects to have accumulated expenses for a total of \$57.33 million USD (64% of the total budget allotted in the contract during 60% of program life). This amount includes total real expenses incurred up to September 2013 (\$29.43 million USD) plus \$27.9 million USD in budgeted expenses for the October 2013-December 2014 period (15 months). From the total amount of expenses programmed up to December 2014, \$23.14 million USD corresponds to operational expenses (CLIN1) and \$34.18 million USD corresponds to disbursements from the Activity Fund (CLIN2 and CLIN3).

In the specific case of CLIN3 disbursements, a total of \$12.35 million USD is budgeted for the 2014 calendar year, including:

- \$564,648 USD for projects approved in 2012
- \$6.69 million USD for approved projects included in the 2013 budget, which will be executed in 2014
- \$3.1 million USD for new projects pending approval for 2014.

# IV. CONCLUSIONS

Without a doubt, 2014 represents one of the highest milestones in the Program in terms of implementation. The planning of 197 new activities to be designed and executed with the already 291 activities in current implementation as a result of the second year of program life, poses a technical and administrative challenge to the CELI N/S team.

Nevertheless, the consolidation of Program operations, the strengthening of institutional relationships with local governments, the national government, and the private sector, and the solid relationships with grassroots organizations present a favorable scenario for the Program to continue its execution with the flexibility needed to respond to constant changes in regional dynamics and the national political context.

The guidelines established by USAID for the Program's support of territorial consolidation lead the way for the second phase of Program intervention now that it has completed the preparation and trust-establishing stage. Generating means of sustainable livelihood and rural economic development will be a central tenet of Program efforts in its third year of life. The Program will base its strategy on generating value chains and integrating the economic cycle with the support of strategic partners in the private sector.

Operating under the conviction that changes and transformations are generated from the bottom-up, the Program will continue to insist on developing active citizen involvement. therefore, the Program will continue to support social capital processes seeking to develop new leadership and strengthen existing leadership so that they will contribute to the consolidation of territories. Permanent positive change in the 16 municipalities depends on the will and actions of the local population in rejecting or resisting illegality and violence, and embracing the actions and programs offered by the Colombian State to improve their livelihoods.

One of the main objectives of the National Consolidation Policy is to guarantee active involvement of the State in prioritized municipalities. The Program will continue to facilitate the design and implementation of mechanisms that will allow existing government institution services to effectively reach the supported regions. It will also continue to strengthen local governments as the basic representatives of the State.

Taking all of this into consideration, this Work Plan will be one of our team's main work and planning tools. With their high level of commitment and professional capacities, the Program team members will support the common desire of building a more equitable and peaceful Colombia.

# ANNEXES

The following annexes show the plan of activities that will be carried out in 2014. USAID is responsible for approving this work plan, as established in the Contracts and Grants Manual.

## Annex No. 1 – Detail of Regional Activities - Antioquia

Component	Initiatives	Estimated Program Contribution USD	Estimated Leveraged Resources USD
Governance	Create and Strengthen Municipal Youth Committees (10 Municipalities)	166,667	166,667
	Support the updating of the municipality's industry and commerce census	88,889	88,889
	Registration and strengthening of oversight committees (10 Municipalities)	277,778	277,778
	Sub Total	<b>533,333</b>	<b>533,333</b>
Productive Development	Implementation of MADR Productive Partnership Projects	555,556	4,444,444
	Implementation of productive projects which will invigorate the banana value chain in the region (3 Municipalities, 600 families)	222,222	444,444
	Implementation of productive projects which will invigorate the beekeeping value chain in the region	222,222	444,444
	Implementation of productive projects which will invigorate the rice value chain in the region	111,111	111,111
	Implementation of productive projects which will invigorate the cassava value chain in the region	111,111	111,111
	Strengthen and improve quality and commercialization of rubber in the region.	444,444	1,333,333
	Strengthen and improve quality and commercialization of cocoa in the region.	166,667	166,667
	Support productive development initiatives, technical assistance, and contributions to producers through ICR loans.	333,333	
	Support projects for productive development institutional services in the framework of a DRE tender.	333,334	1,000,001
	Sub Total	<b>2,500,000</b>	<b>8,055,557</b>

Social Capital	Linking cultural, recreational, and sports initiatives through INDEPORTES and private clubs.	55,556	111,111
	Continuity to strengthening JACs, ASOCOMUNAL and other Associations.	111,111	222,222
	Strengthen women's groups and networks through entrepreneurial initiatives.	111,111	111,111
	Support to community communications initiatives	83,333	166,667
	Support to create cultural corporations with a commercial component	69,444	138,889
	Exchanges, SENA links, and tours as a strategy to develop human resources	69,444	138,889
	Sub Total	<b>500,000</b>	<b>888,889</b>
Social Infrastructure	Support to productive infrastructure	222,222	444,444
	Improve roads in agricultural production areas	166,667	500,000
	Support the improvement of bridges that will allow for better transportation and productivity.	111,111	222,222
	Subtotal	<b>500,000</b>	<b>1,166,667</b>
<b>TOTAL</b>	<b>4,033,333</b>	<b>10,644,445</b>	

## Annex No. 2 – Detail of Regional Activities - Córdoba

Component	Initiatives	Estimated Program Contribution US\$	Estimated Leveraged Resources US\$
Governance	Strengthen Citizen Involvement groups: CMDR, CMJ, oversight committees	265,000	265,000
	Strengthen JAC initiatives	265,000	265,000
	Support Integrated Management in the Córdoba Government	55,000	100,000
	Subtotal	585,000	585,000
Productive Development	Support benefit processes , technical assistance, training, and commercialization in the rubber sector.	300,000	900,000
	Support and strengthen cocoa producing units in good agricultural practices and commercialization.	450,000	1,350,000
	Support and strengthen banana-producing units in good agricultural practices and commercialization.	170,000	510,000
	Support and strengthen papaya-producing units in good agricultural practices and commercialization.	100,000	300,000
	Support and strengthen cassava-producing units in good agricultural practices, adding value, and commercialization.	85,000	255,000
	Support and strengthen beekeepers in good agricultural practices, adding value, and commercialization.	75,000	225,000
	Strengthen management capacities, business units and services (EPSAGROS, applying for loans, etc.), establishing producer organization networks.	75,000	225,000
	Support technical and business training, tours, and exchange of productive experiences.	50,000	50,000
	Support to Productive Partnerships, Rural Women, Rural Opportunities and the DRE Program.	400,000	1,600,000
	Strengthen women's organizations and networks to incubate enterprises.	150,000	450,000
	Sub Total	1,855,000	5,865,000

Infrastructure	Support changes in infrastructure to commercialize agricultural products.	180,000	540,000
	Improve roads, bridges.	180,000	540,000
	Improve steel slabs and the port's infrastructure.	140,000	280,000
	Subtotal	500,000	1,360,000
Social Capital	Support to networks of women, youth, and ethnic groups.	200,000	200,000
	Support to cultural and sporting business initiatives and communications co-ops	100,000	100,000
	Subtotal	300,000	300,000
TOTAL		3,240,000	8,110,000

### Annex No. 3 – Detail of Regional Activities - Tumaco

Component	Initiatives	Estimated Program Contribution US\$	Estimated Leveraged Resources US\$
<b>Governance</b>	Support governance in the Municipality by adjusting and updating the revenue code	55,556	44,444
	Strengthen social control processes (citizen oversight committees and auditing).	83,333	83,333
	Support the design of projects and the leveraging of public and private resources.	111,111	166,667
		222,222	222,222
	Sub Total	<b>472,222</b>	<b>516,667</b>
<b>Economic Development</b>	Support the commercialization process, the improvement of post-harvest, and the transformation of cocoa into fine chocolate and table chocolate.	83,333	166,667
	Technological strengthening of small cocoa plants in Tumaco.	33,333	55,556
	Certification of four (4) Community Committees in Tumaco on UTZ cocoa practices.	55,556	84,444
	Elaborate an organoleptic map of the Tumaco municipality.	33,333	55,556
	Support the implementation of the Plague and Disease Management Program (MIPE)	55,556	555,556
	Support full use and commercialization of coconut and its sub-products in Tumaco.	83,333	166,667
	Support to reactivate the shrimp sector in Tumaco.	222,222	888,889
	Support to reactivate the fishing sector in Tumaco.	222,222	1,111,111
	Technical updating for the cocoa, coconut, fishing, oyster, shrimp, forestry, and tourism sectors.	33,333	55,556
	Support and consolidation of producer associations in the cocoa, coconut, fishing, oyster, shrimp, tourism, and cultural value chains.	55,556	111,111
	Support to commercialize products with economic potential (cassava, sea food, wood products, tourism, gastronomy).	83,333	166,667
	Subtotal	<b>961,111</b>	<b>3,417,778</b>
<b>Social Capital</b>	Support to establish the regional leadership school.	83,333	83,333
	Support training in information technology for entrepreneurial efforts by youth in Tumaco.	94,444	150,000

	Support to strengthen productive enterprises led by women's groups.	55,556	111,111
	Support to strengthen cultural enterprises led by young people groups.	55,556	111,111
	Support the promotion of sports activities for this type of entrepreneurial initiatives.	83,333	83,333
	Support governance through the strengthening of MSMEs in Tumaco.	111,111	138,889
	Tradeshow participations; community encounters.	111,111	111,111
	<b>Subtotal</b>	<b>594,444</b>	<b>788,889</b>
<b>Infrastructure</b>	Improve the road from Santa Maria(ROSARIO) to San Agustin (RIO GUALAJO)	222,222	2,444,444
	Improve the electrical network of Tablon Salado, (VEREDAS PUEBLO NUEVO Y LA CONCHA)	105,556	222,222
	Support the establishment of a mixed enterprise that will give maintenance to tertiary roads.	83,333	
	Support the design of projects to obtain public and private resources	166,667	166,667
	Support to improve the operation and obtain certification for seafood processing plants.	55,556	250,000
	Subtotal	<b>633,333</b>	<b>3,083,333</b>
<b>TOTAL</b>		<b>2,661,111</b>	<b>7,806,667</b>